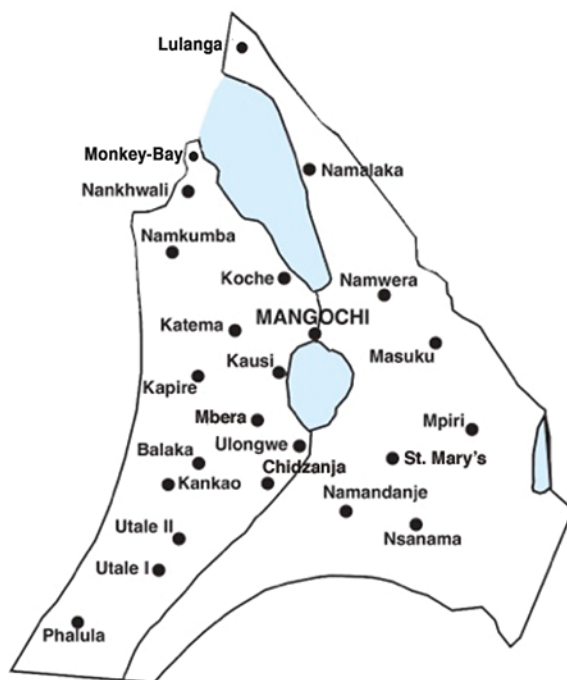


# STRATEGIC PLAN FOR THE DIOCESE OF MANGOCHI



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## TABLE OF CONTENTS

Acronyms and abbreviations .....	3
Foreword.....	4
The Executive Summary.. .....	6
1.0. Background to the Strategic Plan .....	9
1.1 Diocese of Mangochi.....	9
1.2 Rationale for the Strategic Plan.....	10
1.2.1 Technical and Organizational Capacity Assessment (TOCA).....	10
1.2.2. Strategic Planning Workshop.....	10
1.2.2.1 Review of previous strategic plan .....	11
1.2.2.2 Conducting current situation analysis .....	12
2.0. Vision, Mission, Goals, Strategic Objectives and Outcomes .....	16
2.1. The Vision.....	16
2.2. The Mission .....	16
2.3 The goals, strategic objectives and outcomes.....	16
3.0 Core values, guiding principles and success factors.. .....	18
4.0 Monitoring and Evaluation.....	19
<b>Tables:</b>	
Table 1: Review of the previous strategic plan .....	11
Table 2: Mangochi Diocese goals, strategic objectives and outcomes.....	16
<b>Annexes</b>	
Annex A: Implementation matrix/plan .....	20
Annex B: Proposed organizational structure.....	34

## **ACRONYMS AND ABRREVIATIONS**

AECDM:	Association of Early Childhood Development in Malawi
AIDS	Acquired Immuno Deficiency Syndrome
CADECOM:	Catholic Development Commission in Malawi
CWO	Catholic Women Organization
CTC	Catechetical Training Centre
CCJP	Catholic Commission for Justice and Peace
CHC	Catholic Health Commission
CFM	Christian Family Movement
DODMA:	Department of Disaster Management Affairs
ECM	Episcopal Conference of Malawi
FAWEMA:	Forum for African Women Educationists of Malawi
HIV	Human Immune Virus
ICT	Information, Communication and Technology
IGA	Income Generating Activities
MH:	Mangochi
NAC	National Aids Commission
PESTELD:	Political, Economic, Social, Technological, Ecological, Legislative and Demographics.
PAYOMO:	Parish Youth Movement
SWOT:	Strength, Weakness, Opportunities and Threats
SP	Strategic Plan
SCC	Small Christian Communities
TfT	Training for Transformation
TOL:	Teams of Our Lady
VAT	Vocation Animation Team
WFP:	World Food Programme
YCS:	Young Christian Students
YCW:	Young Christian Workers
YONECO	Youth-net and Counseling

## Foreword

I greet you in the name of our Lord Jesus Christ. Today with great Joy, I come to you with another strategic plan for the diocese of Mangochi. This strategic plan does not come from a vacuum, it is a result of a continuous process that begun by my predecessors. The process of looking for a direction started by Late Bishop Alessandro Assolari, the first Bishop of the diocese a few years ago when he convened a diocesan mini-Synod. May his soul rest in eternal peace. In order to implement the resolutions that came out of the synod my immediate predecessor Bishop Alessadro Pagani, Emeritus, led another process to come up with a strategic plan that has just expired July 2016 last year. I also thank him for a Job well done.

Now I am presenting to you this strategic plan that is going to lead us for the next five years (2017 – 2022). The process of coming up with a plan of this nature for the diocese has always been the same. There have been wider consultations on various issues that are making the face of our diocese today. I thank all the people who have taken part in coming up with this strategic plan, too many to mention. It Has not been an easy job.

Coming up with a strategic plan could be easy but I believe and especially today, what is crucial and perhaps delicate is the implementation of the planned activities. Even more crucial during the implementation period is the monitoring of what is being implemented.

I therefore appeal to you my dear friends in the vine yard of the Lord, clergy, religious men and women, and especially the laity to embark on this five year journey together in the spirit of unity and team ministry. The strategic plan is not for the Bishop, the people who developed it or the priests alone. This is a strategic plan for the whole diocese and therefore all people must participate in their own way according to their own charism all done in the spirit of transparency and dedication for the love of the Church. It is for this that the implementation of the plan requires concerted efforts with no spectators at all.

To you my dear priests, my immediate collaborators in the service to the people, we have another strategic plan to give us direction for the next five years. I call upon you to draw your own strategic thinking plans out of this diocesan strategic plan to guide you as you serve the people in our various parishes and institutions.

And to my dear religious men and women ministering in this diocese of Mangochi, we have our strategic plan for the diocese. This means that whenever you come up with interventions as you execute your pastoral duties and obligations, projects and apostolates, you have some tool to guide you making sure all the time that you are in line with the strategic plan of the diocese.

To the lay faithful in the diocese, here we are, with yet a new guide in our mission, a strategic plan which has to be implemented from the grassroots. Let us move together in establishing God's Kingdom by influencing positive and Gospel based change in our society. The success of this strategic plan is the success of us all in the diocese.

As I thank all the people who have taken their time to come up with this Strategic plan let me thank especially the facilitator Mr. Jacob Mapemba who offered himself to do this work free of charge. May God continue blessing you.

I do not forget to appreciate greatly those who worked very hard to come up with the strategic plan that has just expired and those who worked in the implementing process. May the good Lord bless us all as we take up this challenge to implement this strategic plan.

The last though not least are sincere thanks to various donors and partners who have always been on our side helping us with their money, skills, advice and prayer. We are what we are because of what you are to us and we greatly appreciate. Let us expand our collaboration to help in the establishment of the kingdom of God in this part of the Church.

Rt. Rev. Montfort Stima  
*Diocese of Mangochi*

## Executive Summary

Mangochi Diocese previous strategic plan expired in December, 2016. This strategic plan therefore aims at providing Mangochi Diocese with sense of direction and improve its relevance, efficiency, effectiveness, impact and sustainability from 2017 to 2022.

The strategic plan aims at addressing the critical challenges which Mangochi Diocese experiences as an institution. It also aims at addressing the economic, environmental, political and social challenges affecting people in Mangochi Diocese.

The strategic plan was developed using a consultative and participatory process. Mangochi Diocese, therefore, involved the clergy, priests, nuns, laity Christians and stakeholders during the various processes of developing this strategic plan. The strategic plan also takes into consideration the previous strategic plan (2011 – 2016), ECM strategic plan, church documents and Encyclical letters such as the Laudato Si (On care for our common home) and Amoris Laetitia (The Joy of Love) and relevant government laws and policies. The following, therefore, are the strategic issues which the strategic plan aims to address in the next five years:

<b>Finance, business and administration</b>	<b>Social development</b>
<ul style="list-style-type: none"><li>• Poor management of financial resources and infrastructure at all levels.</li><li>• Lack of policies and systems leading to poor coordination and continuity of activities and programmes</li><li>• Limited commitment to implement diocesan policies and strategies at all levels</li><li>• Lack of volunteerism spirit among implementers at all levels</li><li>• Lack of self-reliance and sustainability strategies at all levels</li><li>• Limited strategies to achieve</li></ul>	<ul style="list-style-type: none"><li>• Environmental degradation leading to climate change, drought and natural disasters and limited access to portable water</li><li>• Limited empowerment, entrepreneurial and vocational opportunities and skills among the youth and women</li><li>• Food insecurity and high levels of household poverty</li><li>• High illiteracy levels especially among girls and women</li><li>• Non-Catholics heading Catholic schools which affects ownership</li><li>• Limited school infrastructure e.g. school blocks and teachers houses</li><li>• Poor maintenance of school structures</li></ul>



<p>self-reliance and sustainability</p> <ul style="list-style-type: none"> <li>• Limited use of Income generating activities (IGA) opportunities at all levels</li> <li>• Limited accountability and transparency</li> <li>• Limited opportunities for human resource development</li> <li>• Poor estate management</li> </ul>	<ul style="list-style-type: none"> <li>• Increased levels of social injustices (gender based violence, child labour, HIV/AIDS, human trafficking)</li> <li>• Lack of accountability and transparency and non-responsiveness of duty bearers</li> <li>• Limited coordination among commissions</li> <li>• Limited participation, ownership and sustainability of programmes</li> <li>• Weak structures at deanery and parish levels</li> <li>• Poor maintenance of health infrastructures</li> <li>• Absence of specialized referral hospital in the diocese.</li> <li>• Limited public health programs</li> <li>• Limited advocacy and lobbying on critical issues</li> <li>• Lack of long-term social development programmes</li> </ul>
<p><b>Pastoral department</b></p>	
<ul style="list-style-type: none"> <li>• Inactive Bible Commission</li> <li>• Lack of faith in Catholicism (syncretism) and skin deep (shallow) faith e.g. many Christians still going to fellowships and witch doctors</li> <li>• Limited understanding and practice of sacraments and sacramentals</li> <li>• Limited programmes and materials for catechism</li> <li>• Lack of interest in Bible and Catholic teaching sessions leading to limited knowledge of the Bible and increased number of youth joining fellowship and other churches</li> <li>• Limited understanding of the objectives of Small Christian Communities (SCCs)</li> <li>• Lack of on- going formation among youth after the Sacrament of confirmation</li> <li>• Lack of structured youth groups and programmes</li> </ul>	
<ul style="list-style-type: none"> <li>• Limited human development programmes for the youth</li> <li>• Limited opportunities for youth to participate in church activities, programmes and leadership positions</li> <li>• Lack of proper care and support of vocations</li> <li>• Families do not encourage vocations</li> <li>• Lack of proper care and support towards priests, sisters, brothers and seminarians</li> <li>• Seminaries are not sustainable</li> <li>• Inadequate and aged Catechists</li> <li>• Limited interest to serve as catechists</li> <li>• Poor wages and transport for Catechists</li> <li>• Family movements available in few parishes</li> <li>• Lack of vocation programmes</li> </ul>	

In order to address the above strategic issues, the strategic plan has outlined three strategic goals and twelve (12) strategic objectives as follows:

<b>Goals</b>	<b>Strategic objectives</b>
<b>To ensure that Mangochi Diocese is a sustainable church</b>	To ensure that the diocese, parishes and institutions are self-reliant using available resources by 2022
	To establish policies and systems for improved coordination and continuity by 2022
	To construct new infrastructure and maintain existing structures by 2022
<b>To ensure that all Catholic Christians have deep and practising faith</b>	To deepen faith among Christians by 2022
	To promote and care for vocations by 2022
	To involve the youth in all church activities, programmes and leadership positions by 2022
	To establish policies and systems which ensure favourable conditions for Catechists to reduce turnover and attract more people by 2022
	To ensure on-going formation on marriage by 2022
<b>To empower the communities of Mangochi Diocese through promotion of human rights, education, good health and sustainable development</b>	To consolidate democracy and good governance in the church institutions and communities
	To ensure that programs are sustainable, rights based, environmental and gender sensitive and inclusive of all groups in the communities
	To improve quality health services by 20% in Mangochi Diocese
	To improve quality and relevant education by 20% in Mangochi Diocese

The successful implementation of this strategic plan will depend on the commitment of Mangochi Diocese and the financial and technical support from development partners, government, private sector and stakeholders.

To ensure effective implementation of the strategic plan, Mangochi Diocese will develop annual work plans at the start of each of year using the implementation plan in Annex A. The successful implementation of this strategic plan will be monitored using the monitoring and evaluation team to be established by the Diocese composed of representatives of all the three departments, namely; Finance, business and administration, Social development and Pastoral department.



## **1.0. Background to the Strategic Plan**

### **1.1. Diocese of Mangochi**

Mangochi Diocese (MH Diocese) is one of the eight dioceses of the Catholic Church in Malawi. It was established in 1973 and from that time the Diocese has engaged in holistic approach of targeting people in the catchment area. It is situated in the Southern Region of Malawi and covers Balaka District, Mangochi District and part of Machinga District. A good part of the diocese runs along the southern part of Lake Malawi.

Currently, MH Diocese has over 80 priests, eight (8) women religious congregations and seven (7) men religious congregations.

Mangochi Diocese has a population of about 1.3 Million and is the third largest of the eight dioceses in Malawi. The diocese has 24 parishes grouped into five administrative blocks known as deaneries and 1800 Small Christian Communities (SCC).

Just like at national level (Episcopal Conference of Malawi – ECM), Mangochi Diocese has a number of commissions and departments which include Pastoral Commission, Laity Council, Family Apostolate, Liturgy, Youth, Catholic Commission for Justice and Peace (CCJP), Catholic Health Commission (CHC), Bible Commission, Education Commission and Catholic Development Commission in Malawi (CADECOM). These commissions and departments are supposed to complement each other in realising the mission of the church.

In 2011, Mangochi Diocese launched its first five-year strategic plan which expired in December, 2016. The 2011-2016 strategic plan aimed at achieving eight (8) strategic objectives as follows:

- a. To ensure that Christians adequately understand and participate in liturgical ceremonies,
- b. To ensure that the diocese has well established structures and commissions,
- c. To deepen Christian faith, raise awareness of their roles and responsibilities and ensure that Christians actively participate in church activities,

- d. To strengthen Christian families so that they provide adequate care and support to their children,
- e. To protect rights of every human being in the diocese,
- f. To deepen Christian faith among the youth through the promotion of Catholic education among the youth in the diocese,
- g. To deepen Christian faith among all Catholic members in the diocese
- h. To assist more youth achieve their vocation.

## **1.2. Rationale for the Strategic Plan**

### **1.2.1. Technical and Organizational Capacity Assessment (TOCA)**

The diocese conducted technical and organizational capacity assessment (TOCA) to inform the process of developing this strategic plan by assessing current status and identifying the future priorities. Specifically, the TOCA exercise was conducted to review the previous strategic plan, assess MH Diocese internal strengths, weaknesses, opportunities and threats (SWOT) and assess external factors and their impact on MH Diocese programs and activities. The TOCA methodology involved Key Informant Interviews (KIIs) with various groups and stakeholders in the diocese using a questionnaire. One of the TOCA specific objectives was to review the previous strategic plan and determine the extent to which the eight strategic objectives have made impact on the target group. This helped MH Diocese to make informed choices and priorities during the planning process. During the TOCA exercise, the eight strategic objectives were ranked low, medium or high based on the perceived impact on the target group.

### **1.2.2. Strategic planning workshop**

MH Diocese organized a two-day consultative and planning workshop on 16<sup>th</sup> and 17<sup>th</sup> January, 2017 at St. Louis Montfort Lake Centre, Namiasi in Mangochi. The workshop was attended by over 30 participants which included the Bishop, Pastoral Secretary and other diocesan authorities, Deans and priests, Nuns, Catechists and the

Laity representing the Laity Council, Catholic Women Organization (CWO), family movements and the youth. The overall objective of the workshop was to draft a specific, measurable, accurate, realistic and time bound (SMART) strategic plan. Specifically, the workshop aimed at allowing participants to review the previous strategic plan, conduct current situation analysis, identify and prioritize strategic issues, determine MH Diocese broad directions (strategic goals and objectives) and develop implementation matrix/plan.

### 1.2.2.1. Review of previous strategic plan

During the strategic consultative and planning workshop, participants reviewed the previous strategic plan to assess the extent to which the diocese has achieved the eight strategic objectives. The results of the review are shown in table 1.

**Table 1: Results of review of previous strategic plan and participants comments**

STRATEGIC OBJECTIVE	Level of achievement: average score	Comment
1.0 To ensure that Christians adequately understand and participate in liturgical ceremonies.	67%	-Many Christians continue to attend fellowship sessions. -There is limited understanding of sacraments and sacramentals
2.0 To ensure that the Diocese of Magochi has well established structures and commissions at all levels.	67%	-Some structures are not established especially at deanery and parish levels -There is lack of joint planning and implementation of activities especially among commissions
3.0 To deepen Christian faith, raise awareness of their roles and responsibilities and ensure that Christians actively participate in church activities.	67%	-Some Christians still showing signs of shallow faith and records showing inadequate participation in Church activities
4.0 To strengthen Christian families so that they provide adequate care and support to their children.	58%	-There is need to build capacity of families in Catholic teachings on marriage
5.0 To protect rights of every human being in the diocese	50%	-Limited awareness on human rights

6.0 To deepen Christian faith among the youth in the diocese through the promotion Catholic education among the youth.	33%	-Lack of Catholic tradition in Catholic schools
7.0 To deepen Christian faith among all Catholic members in the diocese.	75%	-Signs of shallow faith among Christians e.g. many Christians still believing in witchcraft
8.0 To assist more youths achieve their vocation	54%	-Seminaries are not financially sustainable

Based on the review exercise, the greatest achievement was in its effort to deepen Christian faith, increasing understanding and participation in liturgical ceremonies, establishment of structures and commissions and raising the participation of the laity in the church activities. The least achievement was in deepening the Christian faith among the youth. Strengthening Catholic families, protecting human rights and care and support of vocations were scored average.

#### 1.2.2.2. Conducting current situation analysis

During the workshop, participants also conducted a situation analysis to understand the current status of the diocese. The participants conducted analysis to assess internal strengths, weaknesses, opportunities and threats (SWOT) of the three main departments: Finance, Business and Administration (FBA), pastoral department and social development.

Based on the SWOT analysis, the following were identified as Mangochi Diocese strengths:

<ul style="list-style-type: none"> <li>• Well established and functional commissions, departments and structures</li> <li>• The diocese has skilled human resource base</li> <li>• The diocese is implementing various IGAs towards sustainability at all levels e.g. poultry production, goat farming, Utawaleza Farm, Liwonde Resource Centre and maize mills.</li> <li>• Availability of liturgical and formation infrastructure e.g. churches, pastoral centers, pilgrimage centers</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of laity council at all levels</li> <li>• Increased levels of self-reliance among Christians</li> <li>• Availability of vocation promotion activities</li> <li>• Some Catechists are committed and work closely with Christians</li> <li>• Establishment of Bible Commission</li> <li>• Moderate participation of communities in social development activities</li> <li>• The diocese has good reputation and image</li> </ul>
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Based on the SWOT analysis, the following were identified as Mangochi Diocese weaknesses and areas of improvement:

Finance, business and administration	Social development
<ul style="list-style-type: none"> <li>• Poor management of financial resources and infrastructure at all levels.</li> <li>• Lack of policies and systems leading to poor coordination and continuity of activities and programmes</li> <li>• Limited commitment to implement diocesan policies and strategies at all levels</li> <li>• Lack of volunteerism spirit among implementers at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental degradation leading to climate change, drought and natural disasters and limited access to portable water</li> <li>• Limited empowerment, entrepreneurial and vocational opportunities and skills among the youth and women</li> <li>• Food insecurity and high levels of household poverty</li> <li>• High illiteracy levels especially among girls and women</li> <li>• Non-Catholics heading Catholic</li> </ul>
<ul style="list-style-type: none"> <li>• Limited strategies to achieve self-reliance and sustainability</li> <li>• Limited use of Income generating activities (IGA) opportunities at all levels</li> <li>• Limited accountability and transparency</li> <li>• Limited opportunities for human resource development</li> <li>• Poor estate management</li> </ul>	<ul style="list-style-type: none"> <li>• schools which affects ownership</li> <li>• Limited school infrastructure e.g. school blocks and teachers houses</li> <li>• Poor maintenance of school structures</li> <li>• Increased levels of social injustices (gender based violence, child labour, HIV/AIDS, human trafficking)</li> <li>• Lack of accountability and transparency and non-responsiveness of duty bearers</li> <li>• Limited coordination among commissions</li> <li>• Limited participation, ownership and sustainability of programmes</li> <li>• Weak structures at deanery and parish levels</li> <li>• Poor maintenance of health infrastructures</li> <li>• Absence of specialized referral hospital in the diocese.</li> <li>• Limited public health programs</li> <li>• Limited advocacy and lobbying on critical issues</li> <li>• Lack of long-term social development programmes</li> </ul>



Pastoral department	
<ul style="list-style-type: none"> <li>• Inactive Bible Commission</li> <li>• Lack of faith in Catholicism (syncretism) and skin deep (shallow) faith e.g. many Christians still going to fellowships and witch doctors</li> <li>• Limited understanding and practice of sacraments and sacramentals</li> <li>• Limited programmes and materials for catechism</li> <li>• Lack of interest in Bible and Catholic teaching sessions leading to limited knowledge of the Bible and increased number of youth joining fellowship and other churches</li> <li>• Limited understanding of the objectives of Small Christian Communities (SCCs)</li> <li>• Lack of on- going formation among youth after Sacrament of confirmation</li> <li>• Lack of structured youth groups and programmes</li> <li>• Limited human development programmes for the youth</li> <li>• Limited opportunities for youth to participate in church activities, programmes and leadership positions</li> <li>• Lack of proper care and support of vocations</li> <li>• Families do not encourage vocations</li> <li>• Lack of proper care and support towards priests, sisters, brothers and seminarians</li> </ul>	
<ul style="list-style-type: none"> <li>• Seminaries are not sustainable</li> <li>• Inadequate and aged Catechists</li> <li>• Limited interest to serve as catechists</li> <li>• Poor wages and transport for Catechists</li> <li>• Family movements available in few parishes</li> <li>• Lack of vocation programmes</li> </ul>	

The opportunities available to Mangochi Diocese to improve its relevance, effectiveness and efficiency include availability of land, infrastructure and other resources at all levels, availability of media for evangelization (e.g. Radio Maria, Luntha TV and print media), availability of Bible Commission, availability of donors and development partners, availability of the lake for fishing; irrigation farming and tourism, availability of schools to improve literacy, availability of health facilities to provide quality health care, availability of pastoral centers for on-going formation of its Christians, many boys and girls willing to join vocations, availability of affordable Bibles in local languages, availability of congregations who are willing to have people join them, availability of community volunteers and availability of funding and development partners.

Some of the factors which are threats to the diocese include islamization and fellowships using new strategies, high rate of divorce, increased number of trial marriages (*maukwati ongolowana*) and



modern ideologies which negatively affect Christian families e.g. abortion, homosexuality.

The PESTELD analysis assessed the prevailing political, economic, social, technological, environmental, legislative and demographic factors and trends and their impact (negative or positive) on MH Diocese programs and activities. Based on the PESTELD analysis, participants identified factors which have positively contributed to Mangochi Diocese vision and mission. These factors include political stability and support, availability of funding and development partners and improved technology which facilitates communication.

However, there were also PESTELD factors which have negatively affected Mangochi Diocese vision and mission. These factors include the following:

- Poor economic environment leading to food insecurity and high level of poverty among the people of Mangochi Diocese
- High levels of illiteracy especially among girls and women
- Tourism and urbanization influencing bad culture especially among the youth
- Deforestation and environmental degradation leading to climate change, drought and natural disasters
- Overpopulation which restrains social services
- Legislation on homosexuality and abortion

## 2.0. VISION, MISSION, GOALS, STRATEGIC OBJECTIVES AND OUTCOMES

This chapter deals with Mangochi Diocese's vision, mission statement, goals of the strategic plan, strategic objectives and expected outcomes.

### 2.1. The Vision

Family of God filled with the Holy Spirit living in harmony, peace and solidarity.

### 2.2. The Mission Statement

The Mangochi Diocese is committed to providing holistic evangelization through teaching the word of God and facilitating development work.

#### The Goals, strategic objectives and outcomes

The following are the goals, strategic objectives and outcomes MH Diocese wishes to achieve in the next five years:

**Table 2: MH Diocese goals, strategic objectives and outcomes**

Goals	Strategic objectives	Outcomes
<b>To ensure that Mangochi Diocese is a sustainable church</b>	To ensure that the diocese, parishes and institutions are self-reliant using available resources by 2022	Change of mind set from dependency to self-reliance at all levels. Improved performance and services
	To establish policies and systems for improved coordination and continuity by 2022	Increased accountability and transparency Increased coordination, order and continuity
	To construct new pastoral infrastructure and maintain existing structures by 2022	Improved living conditions for priests, nuns and laity
<b>To ensure that all Catholic Christians have deep faith seen by their deep practice of their faith</b>	To deepen faith among Christians by 2022	90% of Christians are retained in the church
	To promote and care for vocations by 2022	Increased number of Christians making right vocational choices
	To involve the youth in all church activities, programmes and leadership positions by 2022	90% of the Catholic Youths taking part in church activities, programmes and leadership positions.
	To establish policies and systems	Improved welfare and

	which ensure favourable conditions for Catechists to reduce turnover and attract more people by 2022	conditions for catechists Increased number of Catechists Reduced turnover
	To ensure on-going formation on marriage by 2022	70% of marriages being blessed. Increased number of stable families
		Reduced divorce
<b>To empower the communities of Mangochi Diocese through promotion of human rights, education, good health and sustainable development</b>	To consolidate democracy and good governance in the church institutions and communities	Citizenry becomes vibrant Increased accountability, transparency and participation at all levels
	To ensure that programs are sustainable, rights based, environmental and gender sensitive and inclusive of all groups in the communities	Sustainable livelihoods among households and communities
	To improve quality health services by 20% in Mangochi Diocese	60% have access to improved and quality health services
	To improve quality and relevant education by 20% in Mangochi Diocese	40% of learners have access to quality and relevant education. 40% of adults attain functional literacy levels.

The implementation plan is shown in Annex A. Based on this current strategic plan, a new organizational structure has been included as Annex B.

### **3.0. CORE VALUES**

The implementation of this strategic plan will be guided by the following cores values:

- a.** The Dignity of the Human Person and Sanctity of Life
- b.** Subsidiarity
- c.** Integrity of creation and stewardship
- d.** Common Good
- e.** Justice as a constitutive dimension of evangelization
- f.** Moral integrity and accountability
- g.** Liberation and preferential option for the poor and
- h.** Solidarity

## **4.0. MONITORING AND EVALUATION**

A proper monitoring and evaluation system will enhance effectiveness of MH Diocese by establishing clear links between the past, present and future interventions and results. An effective monitoring and evaluation system provide MH Diocese with a framework against which the strategic plan can be evaluated to ensure it is going in the right direction. It is recommended that the diocese should set up a Monitoring task force led by the Bishop. The task force will organize annual review and planning meetings to assess successes and challenges and accommodate changes in the environment.

Board, management and technical meetings for commissions and departments will also be used as forums to check progress on the implementation of the strategies laid out in this strategic plan and the progress on the individual goals and strategic objectives.

# ANNEX A: IMPLEMENTATION MATRIX/PLAN

**Goal 1: To ensure that Mangochi Diocese is a sustainable church**

**Strategic objective 1.1. To ensure that the diocese, parishes and institutions are self-reliant using available resources by 2022**

Strategy	Expected outcomes	Time /period	Responsible person(s)	Partner(s)	Estimated Budget
1.1.1. Conduct Training for Transformation (TFT) and self-reliance sessions at all levels	Increased levels of self-reliant spirit at all levels	2017-2022	-Diocesan administration -Diocesan Pastoral council	All commissions	8,000,000
1.1.2. Assess available infrastructures to identify opportunities for fundraising	Increased understanding of opportunities for fundraising	Mar – Oct 2017	Bishop	-Volunteer -Consultants	2,000,000
1.1.3. Develop and implement a Fundraising and Sustainability Plan based on available infrastructure	Increased number of fundraising and sustainability projects	2018 - 2022	Bishop	-Diocesan administration -Diocesan Pastoral council	Based on bills of quantities
1.1.4. Organize income generating activities (IGAs) to support various structures	Increased sustainability of existing structures	2017 - 2018	Bishop	Parishes and Institutions	3,000,000
1.1.5. Ensure prudent management of finances and materials generated at all levels	Improved transparency, accountability and service delivery	2017-2022	Finance Administrator	Administration	3,000,000



1.1.6. Build capacity of Diocesan personnel, priests and nuns through short and long-term courses	Increased number of capacity building training; at least 2 priests/nuns per year	2017-2022	Bishop	-Donors - Other partners	Based on bills of quantities
<b>Strategic objective 1.2. To establish policies and systems for improved coordination and continuity by 2022</b>					
1.2.1. Develop, review and update policies, systems and terms of references	Effective policies, systems and terms of references in place	2017	Bishop	Boards and committees Commissions Volunteer Consultants	2,000,000
1.2.3. Sensitize all stakeholders on available policies and systems	Enhanced collaboration, order and continuity  Improved accountability and transparency	2017-2018	Diocesan administration	Boards, Commissions and committees	2,000,000
1.2.4. Organize joint planning and information sharing meetings of all key commissions and stakeholders	Bi-annual meetings conducted	2017-2022	Diocesan Administration	Friends of Mangochi Diocese Chapters Laita Council Commissions	
<b>Strategic objective 1.3. To construct new infrastructure and maintain existing structures by 2022</b>					
1.3.1. Rehabilitate	3 rectories	2017-2022	Diocesan	All commissions	Based on bills of

existing structures	rehabilitated		administration		quantities
	Priests, nuns and catechists discharge their duties in a conducive environment.		Priests Laity Council	Donors Parishes Local church and partners in development	
1.3.2. Construct new structures	3 rectories, 3 convents, Liwonde Resource Centre and house for the aged and sick constructed,  Priests, nuns and catechists discharge their duties in a conducive environment.	2017-2022	Bishop Projects Committee Diocesan administration Priests Laity Council	All commissions  Donors Parishes Local church and partners in development	Based on bills of quantities
<b>Goal 2: To ensure that Catholic Christians have deep faith.</b>					
<b>Strategic objective 2.1: To ensure favourable conditions and welfare of Catechists, Priests, Sisters and Brothers and agents of evangelization</b>					
Strategy	Expected outcome or target	Time/period	Responsible person(s)	Partner(s)	Estimated Budget
2.1.1. Review	Conditions of	2017-2018	-Director	of -Ministry of Labour	K500,000.00

conditions of services, remuneration and incentives of Catechists	services that are motivating An increase of 50% of their remuneration		Catechists -Bishop	-Christians	
2.1.2. Empower Catechists economically through business loans	Improved lifestyle/self-supported catechists and agents of evangelization	2017 – 2022	"	-Donors -Social Commissions -Commissioners	K15,000,000.00
2.1.3. Create awareness on laity's responsibility in supporting their ministers	Increased number of Christians supporting their ministers	2017 – 2022	Pastoral Secretary	-Media Houses - Laity Council	K5,000,000.00
<b>Strategic Objective 2.2: To ensure on-going formation on marriage</b>					
<b>Strategy</b>	<b>Expected outcome or target</b>	<b>Time/Period</b>	<b>Responsible person(s)</b>	<b>Partner(s)</b>	<b>Estimated Budget</b>
2.2.1. Promote and develop family apostolate associations	Well-established family apostolate e.g. CFM, TOL	2017 - 2022	-Chaplains -Pastoral Secretary -Parish Priests	-Marriage Counsellors	K5,000,000.00
2.2.2. Organize periodical retreats, family apostolate sessions and visits for all Christian families	Increased awareness on good family life	2017 - 2022	Chaplains	- Marriage Counsellors	K2,000,000.00
2.2.3. Organize special catechesis	Reduced divorce	2017 - 2022	- Chaplains - Pastoral	- Marriage Counsellors	K3,000,000.00

and training sessions on marriage life for families, marriage counselors and youths using 'Joy of Love' approach (Amoris Laetitia)	Stable families .Increased number of youths entering into sacramental marriages		Secretary - Parish Priests		
2.2.4. Develop a pre-marital training manual	Well-developed pre-marital training manual for marriages	2017 - 2022	-Chaplains -Pastoral Secretary -Parish Priests	Print House	K5,000,000.00
2.2.5. Sensitize Catholic families to provide care and support to their children and protect them from all evils	Reduced number of children involved in evils like witchcraft, human trafficking, prostitution	2017 - 2022	-Pastoral Secretary -Chaplains -Parish Priests	NGOs, CCJP	K5,000,000.00
<b>Strategic Objective 2.3: To promote and care for vocations</b>					
<b>Strategy</b>	<b>Expected outcome or target</b>	<b>Time/Period</b>	<b>Responsible person</b>	<b>Partner</b>	<b>Estimated Budget</b>
2.3.1. Establish vocation promotion teams at all levels	Functional vocation promotion team in place 90% increase of vocations	2017-2018	Vocation Directors, Bishop and Animators	Different congregations, Youth Animators Seminary board/staff	K3,000,000.00
2.3.2. Create a conducive environment among	-Improved condition of life and relationship	2017-2022	Vocation Directors, Bishop, Superiors and Vocation	Rectors . Superiors . congregations	K8,000,000.00

the aspirants and formators in formation houses	between formators and aspirants in Formation houses	Animators			
	-Drop-out rate of vocations decreases by 60%				
2.3.3. Review of remuneration and welfare of priests, sisters and all agents of evangelization	-Increased remuneration and improved welfare of priests, sisters and all agents of evangelization -Increased vocations about 90%	Bishop and Superiors of congregations	2017-2018		K15,000,000.00
2.3.4. Identify and implement income generating activities for sustainability of seminaries	Increased level of sustainability in seminaries	Bishop Seminary boards	2017 - 2022	Rectors	
2.3.5. Arrange and give talks on vocation in schools	Increased number of youths making right choices into various vocations	Vocation Director	2017 - 2022	-Education Secretary -VAT, YAT, Youth chaplain and Head teachers	K5,000,000.00

2.3.7. Encourage parents and small Christian communities (SCC) to promote spiritual growth among their children and help them make informed decisions for their vocations	More Parents and SCCs promoting spiritual growth of their children	2017 -2022	Pastoral Secretary	Parish priests Vocation director PMS director	K5,000,000.00
2.3.8. Promote role models among priests, Religious and Christian families among the youth	Increased number of priests, religious and Christian families that are role models to the youth	2017 - 2022	Bishop/ Pastoral Secretary	Superiors of congregations	K3,000,000.00
<b>Strategic objective 2.4: To deepen faith among Christians in the Catholic Church</b>					
<b>STRATEGY</b>	<b>EXPECTED OUTCOME</b>	<b>TIME/ PERIOD</b>	<b>RESPONSIBLE PERSON</b>	<b>PARTNER(S)</b>	<b>ESTIMATED BUDGET</b>
2.4.1. Construct and/or Renovate Mpulula Pastoral Centre for family apostolate and catechism sessions	Functional pastoral center at Mpulula in Balaka parish	2017 - 2022	Bishop	Donors	K100000000.00



2.4.2. Organize Catechism training sessions at all levels	Increased catechism sessions at all levels  100% of our Christians are taught adult catechism	2017 - 2022	Bishop	Pastoral Teams at all levels	
2.4.3. Organize Spiritual Retreats including pilgrimages for all Christians	Increased Spiritual nourishment of Christians	2017 - 2022	Bishop	Pastoral Teams at all levels	
2.4.5. Promote use of Bibles, Hymnal and Liturgical Calendars at family level	Increased number of Catholics at family level using Bibles, Hymnal and Liturgical Calendar.	2017 - 2022	Bishop	Pastoral Teams at all levels	
2.4.6 Develop syllabus for catholic teaching lessons in Catholic Schools	Available syllabus for Catholic teaching lessons in schools	2017 - 2022	Pastoral Secretary	Education commission	
2.4.7. Provide Catholic teaching lessons in Catholic schools	Catholic catechetical lessons in catholic schools	2017 -2022	Education secretary	Catholic teachers' Association	
2.4.8. Sensitize	Functional	2017 0 2022	Pastoral Secretary	Chaplains, Parish	

Christians on importance of SCC and Sodality in the church	SCCs and sodalities			priests	
2.4.9. Organize on-going training for SCC leaders on various topics	Skilled leadership in SCCs	2017 - 2022	Pastoral Secretary	Parish Priests	
2.4.10. Promote Catholic Charismatic prayer groups	Decreased number of Christians going to fellowships	2017 - 2022	Pastoral Secretary, chaplains	Parish priests	
2.4.11. Strengthen Catholic Charismatic groups and prayers to retain the youth in the church.	Increased number of Christians and youth retained in the Church	2017-2022	Bishop Pastoral secretary	Parish priests	

**Strategic objective 2.5: To Involve the Youth in all church activities, leadership positions and programs**

STRATEGY	EXPECTED OUTCOME	TIME/ PERIOD	RESPONSIBLE PERSON	PARTNER(S)	ESTIMATED BUDGET
2.5.1. Establish and strength youth executive committee at diocesan level and a youth policy to ensure a well- coordinated and defined youth structure	Functional youth structures  Increased youth participation in church	2017-2022	Youth Chaplain	Vocation Animators Youth Movements	

	activities, programmes and leadership				
2.5.2. Provide opportunities to the youths to assume leadership roles and responsibilities in the church	30% of people in Church leadership positions are the youth	2017-2022	Youth Chaplain	YONECO, CADECOM, Health, CCJP, PAYOMO, YCS, YCW	
2.5.3. Organize youth Conferences including TFT and life and survival skills sessions	Improved knowledge and skills among the youth	2017-2022	Youth Chaplain	YONECO, CADECOM, Health, CCJP, PAYOMO, YCS, YCW, Parish Priests	
2.5.4. Provide social amenities to the youth e.g. youth centers	Establishment of Diocesan Youth Resource Centre. Increased access to youth friendly services.	2017-2022	-Youth Chaplain -Bishop	Projects Administrator, YONECO, CADECOM, Health, CCJP, PAYOMO, YCS, YCW, Parish Priests	
2.5.6. Provide continuous catechetical lessons for youth of all ages	Increased participation and retention of the youth in the Church	2017-2022	Youth (YC) Chaplain	YONECO, CADECOM, Health, CCJP, PAYOMO, YCS, YCW, Parish Priests	
2.5.7. Use modern ICT methods to engage the	Improved effective	2017-2022	Y C	As above	

youth.	communication and awareness					
2.5.9. Motivate the youth to attend SCC prayers and join devotional groups like Legion of Mary.	Improved youth participating in devotional groups	2017-2022	Y C	As above		
<b>Goal 3: To empower the communities of Mangochi Diocese through promotion of human rights, education, good health and sustainable development</b>						
<b>Strategic objective 3.1. To ensure that programs are sustainable, rights based, environmental and gender sensitive and inclusive of all groups in the communities</b>						
<b>Strategy</b>	<b>Expected outcome</b>	<b>Time/period</b>	<b>Responsible person(s)</b>	<b>Partner(s)</b>	<b>Estimated budget</b>	
3.1.1. Increase household income, food and nutritional security	Improved household food security, income and nutrition security	2017-2022	CADECOM secretary	MoA WFP Trocaire Oxfam Sciaf etc.		
3.1.2. Increase access to potable water sanitation and hygiene	Access to potable water increased by 20%	2017-2022	CADECOM secretary	MoA Trocaire Etc.		
3.1.3. Enhance social and economic empowerment of women and youth	Improved sustainable livelihoods by 20%	2017-2022	CADECOM secretary	Social welfare Min of Labour Trocaire YONECO etc		
3.1.4. Strengthen capacity of communities to mitigate effects of climate change	Increased resilience to natural disasters by communities	2017-2022	CADECOM Secretary	DODMA District councils Trocaire Parish Priests		

and respond to natural disasters and emergencies						
<b>Strategy 3.2: To consolidate democracy and good governance</b>						
3.2.1. Consolidate democracy, good governance transparency, accountability and responsiveness in the duty bearers,	Improved citizen participation and development	2017-2022	CCJP secretary	DFID, Misereor, MCC.		MK600 million
3.2.2. Promote gender equality and human rights of marginalized and vulnerable groups of people	Improved participation for all in decision making and development	2017-2022	CCJP secretary	DFID, Misereor		
3.2.3. Promote 'On care for our common home' ( <i>Laudato Si</i> )	Improved environment	2017-2022	CCJP secretary	USAID		
3.2.4. Strengthen women leadership, vocation and business	Improved participation in decision making and development,	2017-2022	CCJP secretary	USAID Ministries of Civic Education, Gender, Labour and Manpower Development Parish Priests		
3.2.5. Contribute towards free, fair and credible tripartite elections	Transformative leadership elected	2017-2022	CCJP Secretary	Misereor		

in the country						
<b>Strategy 3.3. To ensure quality education and relevant education in Mangochi Diocese</b>						
3.3.1. Construct additional school blocks	Improved learning environment for learners and teachers	2017-2022	Education Secretary	-Donors -Projects administrator	Mk100 million	
3.3.2. Renovate existing school structures	Improved learning environment for the learners and teachers	2017-2022	Education Secretary	-Ministry of Education -School Committees -Head teachers -Parish Priests		
3.3.3. Promote girl education as a step towards women empowerment and leadership	Improved women participation in decision making and development	2017-2022	Education Secretary	-Ministry of Education -FAWEMA -Youth Chaplain -School committees		
3.3.4. Lobby for appointment of Catholic teachers to head Catholic schools	Promotion of catholic values and ethos in all catholic schools	2017-2022	Education secretary	-Ministry of Education -Parish Priests	Mk100 million	
3.3.5. Promote early childhood development	Increased number of children joining primary school	2017-2022	Education Secretary	-Ministry of Education -AECDM -Parish Priests		
<b>Strategy 3.4. To ensure quality health services for all in Mangochi Diocese</b>						
3.4.1. Renovate existing health facilities	Improved access and service delivery	2017-2022	Health Secretary	-Min of health -UNICEF Save the Children		



3.4.2. Promote maternal & child health	Reduction of maternal deaths Reduction of child deaths	2017-2022	Health secretary	-Projects Administrator -H/C administrators of Ministry Health	
3.4.3 Promote sexual and reproductive health and natural planning	Reduction of population growth rate	2017-2022	Health Secretary	Ministry Health of	
3.4.4. Promote faithfulness among families to reduce HIV infection with marriages	Reduction of HIV infections	2017-2022	Health Secretary	Ministry Health of	
3.4.5 Promote HIV management	Reduction of HIV/AIDS related sickness and deaths	2017-2022	Health Secretary	Ministry Health of	

**ANNEX B: ORGANIZATIONAL STRUCTURE**

**DIOCESE OF MANGOCHI  
ORGANIZATION STRUCTURE**

