

DIOCESAN PASTORAL STRATEGIC PLAN



CATHOLIC DIOCESE OF KITUI



2024 - 2028

A CALL TO
MISSION
AND SELF RELIANCE



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Diocesan Pastoral Strategic Plan 2024- 2028

A call to Mission and Self Reliance

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ACKNOWLEDGEMENT

With sincere hearts, we extend profound gratitude to all who played an integral role in the successful completion of our crucial Diocesan Strategic Plan. The completion of this sacred endeavour fills our hearts with appreciation for the dedicated efforts of everyone involved, laying a solid foundation for the sacred journey that lies ahead.

A special note of gratitude goes to our esteemed Bishop, whose unwavering trust and leadership entrusted us with the vital task of crafting this five-year plan to guide our Diocese. His steadfast commitment and trust directed this process to triumphant completion, setting the tone for the work that unfolded.

We express immense gratitude to the Diocesan Planning Committee, who willingly embraced their sacred duty of assessing our previous plan and skilfully developing the roadmap for 2024-2028. Their tireless devotion and prayerful approach successfully shepherded this endeavour. The evaluation and formulation of the New Plan involved the contributions of our Clergy, Religious, Catechists, Lay members, and church experts — all noble stakeholders in this vital mission.

Profound thanks are extended to our Priests, Religious, Diocesan staff, Catechists, and all the faithful Laity. Your holy inputs were not only valuable but crucial in making this plan profoundly relevant for our sacred mission of evangelization in the years that lie ahead.

Our sincere appreciation extends to the benevolent **Aid to Church in Need** for graciously funding this Strategic Planning process. Their generous support stands as a testament to their commitment to our sacred mission. Special acknowledgement is also due to Mr. Martin Oluoch, whose expert guidance skilfully facilitated each phase of this year-long journey toward realizing this vital document.

To everyone who dedicated time to providing insights throughout this journey, we express heartfelt thanks. Together, we eagerly anticipate collaboratively accomplishing the plan's goals for our Diocese and the faith communities we humbly serve. To all people of goodwill who aided this effort in any way, whether directly or indirectly, please accept our heartfelt gratitude.

May God bless your sacred gifts and fill you with divine wisdom as you continue to contribute to this crucial work for the greater glory of His name.

CATHOLIC DIOCESE OF KITUI



FOREWORD FROM THE BISHOP

Greetings and peace of Christ.



With God's abundant grace and peace from Jesus Christ, I greet you. I hope you find boundless joy and unity in this Diocesan Strategic Plan, which I present to you today. It is crucial that we, as a religious community, find our way forward in a world that is constantly shifting, relying on the teachings of our faith and the guidance of the Holy Spirit.

Our mission as the Body of Christ in the Catholic Diocese of Kitui is to bring about the Kingdom of God through advocating for peaceful coexistence, evangelization, charity and works of Mercy. This Strategic Plan is more than just words on paper; it is a manifestation of our dedication to encouraging personal growth in faith, improving pastoral care, and meeting the needs of our local and global communities with love and compassion.

The people we are privileged to serve are an integral part of the mission to which we are called by our faith. This Strategic Plan is an effort by the diocesan family to love one another as Christ has loved us. It will be implemented with much prayer, cooperation, and dedication. Here you'll find a plan of action that takes into account the specific difficulties and possibilities we face. I pray that this Strategic Plan will inspire a fresh zeal for the diocesan mission of evangelization, education, and social justice.

I would like to extend an invitation to the clergy, religious, and lay people of our diocese to welcome this initiative with enthusiasm. Let us proceed with confidence in the guidance of the Holy Spirit and with a shared dedication to the Gospel values that have kept us going throughout our long history.

May this Strategic Plan be a testament to our shared journey of faith, and may it inspire us to be faithful stewards of the gifts God has bestowed upon us. With gratitude for your dedication and confidence in God's grace, I commend this Diocesan Strategic Plan to your prayerful consideration.

Yours in Christ,

Rt. Rev. Joseph Mwongela

Bishop, Catholic Diocese of Kitui



MESSAGE FROM THE VICAR GENERAL



Dear Brothers and Sisters in Christ,

I present this Diocesan Strategic Plan, not only with thanks but also with a sense of responsibility that we all share in building upon the foundations that were laid by our Bishop. His introduction in the foreword captures the spirit of our spiritual journey and lays the groundwork for the transformative path that lies ahead.

As the Vicar General of the Catholic Diocese of Kitui, I have had the honour of observing the devotion and zeal that permeates every aspect of our Diocese. This has been a truly humbling experience for me. The difficulties we are currently experiencing are not merely roadblocks; rather, they present us with opportunities for development, revitalization, and a more profound connection to the mission that our Lord has entrusted to us.

This Strategic Plan, which was crafted through extensive collaboration and discernment, aims to translate the bishop's vision into practical steps that we, as a diocesan family, can take together to accomplish our goals. It is an invitation to embrace our roles in fostering spiritual vitality, nurturing community, and reaching out with compassion to a world that is in need. This is a call to action.

As we embark on this journey, let's heed the words of Pope Francis, urging us to be a Church of action and hope. Let's use this Strategic Plan as a roadmap, guiding us through the challenges of our time while staying grounded in our faith. I invite you to engage with the plan not as a set of instructions, but as a collective commitment to the Church's mission. Each of us, with our unique skills, is essential in bringing this plan to life. Let's draw inspiration from the life of Jesus, who showed us the significance of serving others.

We hope this Diocesan Pastoral Strategic Plan will showcase our shared faith, resilience, and love, serving as a testament to our community. Our aim is to be an inspiring example, drawing others to the transformative love of Christ. I pray for blessings on our efforts and urge you to embrace the plan wholeheartedly, envisioning the positive outcomes it will bring.

Yours in Christ,

A handwritten signature in blue ink, appearing to read 'John Mwandia'.



Very Rev. Fr. John Mwandia

Vicar General, Catholic Diocese of Kitui

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ACRONYMS

BETA	Bottom-Up Economic Transformation Agenda (BETA)
BDRM	Behavioral Decision Research in Management
BOM	Boards of Management
CBC	Competency-Based Curriculum
CDOK	Catholic Diocese of Kitui
CLIMAK	Catholic Liturgical Music Association of Kenya
CMA	Catholic Men’s Association
COVID-19	Coronavirus Disease 2019
CWA	Catholic Women’s Association
GDP	Gross Domestic Product
HIV and AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HR	Human Resources
ICT	Information and Community Technology
ILO	International Labour Organization
ISP	Institutional Strengthening Plan
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex.
PESTEL	Political, Economic, Social, Technological, Environment and Legal
PMC	Pontifical Missionary Childhood
ROCA	Rapid Organizational Capacity Assessment
SCC	Small Christian Community
SMS	Short Message Service
SToC	Small Test of Change
SWOT	Strengths, Weaknesses, Opportunities, Threats
UHC	Universal Health Care
UN SDGs	United Nations Sustainable Development Goals
YCA	Young Christian Adults
YCS	Young Christian Students

EXECUTIVE SUMMARY

Strategic Plan Purpose and Process

The Catholic Diocese of Kitui (CDOK) Diocesan Pastoral Strategic Plan 2024-2028 is driven by a commitment to develop a new roadmap for its pastoral work and to adapt to the dynamic socio-economic landscape of Kitui County. Renewing the plan for 2024-2028 aims to enhance strategic agility and responsiveness in pastoral work, ensuring stability and sustainability. The plan, a culmination of an inclusive process involving stakeholders, serves as a primary reference for leadership decisions. Strategic workshops and environmental scans informed the realignment of CDOK's mission, vision, and values with the evolving context, shaping key pillars, goals, and initiatives for the next strategic phase. This executive summary emphasizes the plan's responsiveness, adaptability, and stakeholder collaboration.

CDOK's Pastoral Work

The Catholic Diocese of Kitui carries out its pastoral work through various Parishes, Institutions, and Ministries, guided by the leadership of the bishop and his collaborators. The bishop and the clergy are involved in pastoral work which is preaching, teaching, and administration of the sacraments.

The Religious Brothers and Sisters and the Catechists, assist the clergy in the pastoral work. Parish lay leaders play a significant role in ensuring that the pastoral work reaches Christians in the villages by disseminating information and encouraging participation in evangelization. The Church groups, form a crucial link and channel for pastoral work and evangelization, the groups include CWA, CMA, Youth, PMC and CLIMAK.

The Pastoral work within the Diocese of Kitui receives financial and moral support from partners and missionaries. Caritas Kitui actively participates in pastoral work by implementing humanitarian programs that reach out to marginalized communities, appreciate diversity, and promote community engagement. To ensure a sustainable and vibrant Catholic community, Diocese of Kitui actively promotes and encourages vocations to Priesthood, Religious life and Holy Matrimony. This involves identifying and nurturing potential candidates and providing them with necessary support and guidance. All these activities dedicated to Pastoral work in the Catholic Diocese of Kitui are anchored towards evangelization and effective catechesis, which encompasses nurturing the spiritual growth of the faithful, spreading the Gospel, and serving the community through various social and charitable initiatives.

Situational / Landscape Analysis

The CDOK Strategic Plan 2024 – 2028 recognizes the multifaceted role of the Church, extending beyond evangelization to meet spiritual, social, and material needs. This Strategic Plan occurs at a historical moment when the Universal Church is focused on strengthening itself as a Synodal Church premised on journeying together as one community, actively participating in the life and mission of our Lord Jesus Christ. Aligned with national and international policies, the plan navigates the socio-economic, political, technological, and environmental dynamics shaping pastoral work in Kitui County. Acknowledging the economic landscape's influence, the plan takes cognizance of challenges such as poverty, unemployment, and economic disparities, impacting the Church's activities, from charitable endeavours to education and healthcare services. Cultural sensitivity remains paramount, considering the social and cultural context of Kitui County, emphasizing respect for local customs, family structures, and gender roles. Embracing technology for administrative efficiency and digital evangelization is a key focus, recognizing the challenges posed by the digital divide and privacy concerns. Environmental and climate change issues pose significant challenges, impacting agriculture, water scarcity, displacement, and health, requiring an integrated approach to pastoral care.

The plan also highlights critical development issues, including gender equity, combating human trafficking, addressing substance abuse, and adapting to the implications of the COVID-19 pandemic. A review of the previous Strategic Plan emphasizes successes but also underscores the need for improved dissemination and operational structures for effective implementation. The Strategic Plan seeks to navigate the intricate landscape of Kitui County, addressing challenges while building on successes, all within the framework of the Church's mission to holistically serve the community's well-being.

The plan strategically analyses CDOK's internal and external environment to enhance pastoral effectiveness. Key stakeholders, including the Bishop, Clergy, Religious, and Government, are identified and understood. Internally, the Diocese excels in governance, finance, and human resources but faces challenges like dependency syndrome. Opportunities, such as goodwill and educated individuals, must be harnessed, while threats, including negative beliefs and societal issues, need mitigation. The Diocesan Institutional capacity, assessed at an 85% average score, highlights strengths in governance, finance, and human resources. However, gaps in gender integration, knowledge management, and the absence of policy guides/manuals are identified.

Key Emerging Issues

Emerging issues from the situational analysis include challenges in empowering clergy, resource limitations, socio-economic policy alignment, and external challenges like socio-cultural dynamics, political influences, technological advancements, and climate change impacts in Kitui County. Socio-economic hurdles, cultural sensitivity, political engagement, technology integration, and environmental/gender-related issues require attention. Addressing these challenges involves overcoming past issues in plan implementation, ensuring stakeholder engagement, and strengthening organizational domains like gender integration, knowledge management, and policy development. This concise summary encapsulates CDOK's Strategic Plan, emphasizing challenges and strategies for effective pastoral care in Kitui County.

Strategic Directions and Framework

CDOK's Strategic Plan charts a clear course for the future, emphasizing its vision of being a Christ-centred community. The mission, grounded in advocating for peaceful coexistence, evangelization, charity, and works of mercy, aligns with core values such as love for God and neighbour, dignity, equity, solidarity, faithfulness, peace, and environmental care. The plan focuses on six key pillars: Evangelization and Sacraments, Charity, Sustainability and Self-reliance, Social and Economic Empowerment (Education and Health), and Institutional Capacity Strengthening.

Each pillar has specific goals and objectives tailored to the unique needs of CDOK. Under Evangelization and Sacraments, CDOK aims to deepen spiritual connections, recruit trained catechists, promote vocations, and open new parishes. Charity efforts seek sustainable and integral human development through targeted initiatives. Sustainability and self-reliance involve diversifying CDOK's resource base for autonomy by 2028. Social and Economic Empowerment concentrates on transformative education and improved healthcare. The plan sets goals for enhancing access to quality education rooted in Christian values and establishing a robust, sustainable healthcare system. Institutional Capacity Strengthening is deemed vital for CDOK's impactful pastoral services. The plan focuses on comprehensive strengthening in areas like Strategic Planning, resource management, professional development, and effective governance.

Implementation Framework

The strategy provides an implementation framework for implementing key strategies efficiently. It contains Milestone activities, date-marked, to ensure timely implementation and monitoring.

Operationalization and Implementation of the Plan

To ensure the successful implementation of the CDOK Strategic Plan 2024-2028 key steps have been taken, including appointing a Coordinator, disseminating the plan comprehensively, obtaining written commitments from senior leadership, allocating resources strategically, planning human resource capacity, establishing robust monitoring and evaluation mechanisms, conducting regular reviews, fostering stakeholder engagement, implementing capacity-building initiatives, leveraging technology, and adopting effective risk management. The plan recognizes the dynamic nature of the operating landscape, relying on an Annual Operational Plan for detailed implementation. This approach ensures adaptability and responsiveness, allowing CDOK to proactively address challenges and fulfil its mission effectively.

Monitoring and Evaluation Framework

Continuous monitoring and assessment are integral to the Catholic Diocese of Kitui (CDOK) Strategic Plan's effectiveness. Regular reviews, both bi-annual and annual, will gauge how well CDOK's pastoral initiatives align with its core mission. The plan's flexibility will be upheld through proactive evaluations, ensuring it stays responsive amid changing circumstances. Additionally, a mid-term evaluation at the two-and-a-half-year mark and an end-term evaluation at the plan's culmination will provide comprehensive insights. Engaging internal and external stakeholders is crucial, guaranteeing inclusive feedback and constructive input. CDOK will utilize a two-level monitoring framework to oversee the plan's activities and assess their outcomes, emphasizing evidence-based verification. This approach ensures strategic adaptability, continuous improvement, and effective fulfilment of the diocesan mission.

Financial Outlay (Budget)

The Catholic Diocese of Kitui (CDOK) anticipates an indicative budget of approximately Kenya Shillings 5,586,166,500 (USD dollars 399,000) over five years for optimal implementation of the Strategic Plan. This funding, beyond CDOK's routine budget, will be allocated across key areas like evangelization, sacrament, charity, financial sustainability, socioeconomic empowerment (health and education), and institutional capacity strengthening, supporting diverse initiatives to advance the diocesan mission.

SECTION ONE

1.0 INTRODUCTION

1.1 Background and History of the Catholic Diocese of Kitui

Catholic Diocese of Kitui (CDOK) covers the whole of Kitui County which comprises the following Sub Counties: Kitui West, Kitui Central, Kitui Rural, Kitui South, Kitui East, Mwingi Central, Mwingi West and Mwingi North. It is an arid and semi-arid area of approximately 30,496.4 Sq. Kms in Eastern Kenya, with a population of around 1,136,187 people according to 2019 census statistics and a projected population of 1,229, 790 as per 2023 Kenya Bureau of Statistics data. The Diocese has 260,498 baptized Catholics as per the 2023 Diocesan Statistics.

The first Missionaries to evangelize Kitui were Holy Ghost Fathers from Kabaa (Machakos) in the late 1930's. Also, by the time the Holy Ghost Fathers were introducing Christianity in Kitui, the Consolata Missionaries from Meru were evangelizing in the northern region of Kitui (now Kimangao). The first-ever Mass in Kitui was celebrated in Museve Hill by a Holy Ghost priest, Fr. Witte in 1939. The first Parish was opened in 1945 at Mutune. Later in 1956, Kitui Apostolic Prefecture was carved out from the Archdiocese of Nairobi and placed under the care of St. Patrick's Missionaries Society (also known as the Kiltegan Fathers). It was erected as a Diocese on 16th November 1963, with His Lordship, Rt. Rev. William Dunne as the first Bishop.

Following the retirement of Bishop Dunne in 1996, Rt. Rev. Boniface Lele succeeded him until he was appointed the Archbishop of Mombasa in 2005. The Diocese was overseen by a Diocesan Administrator until May 2007 when Rt. Rev. Bishop Martin Kivuva was appointed as the Apostolic Administrator. In 2008, Rt. Rev. Anthony Muheria was appointed the Bishop of Kitui Diocese. He led the Diocese until 2017 when the Holy Father appointed Him as the Archbishop of the Archdiocese of Nyeri and the Apostolic Administrator of the Catholic Diocese of Kitui. On 17th March 2020, the Holy Father appointed Rev. Fr Joseph Mwongela to take over as the Fourth Bishop of the Diocese. His episcopal ordination was on 29th August 2020.

The Diocese consists of 35 parishes in six Deaneries: Northern Deanery with 5 Parishes, Western Deanery with 7 parishes, Central Deanery with 7 Parishes, Southern Deanery with 5 parishes, Eastern Deanery with 7 parishes, and Yatta Deanery with 4 Parishes. The first ordination for Diocesan Priests was held on 8th December 1974 when Rev. Fr. Peter Muema and Rev. Fr. Boniface Lele were ordained. The number continued to increase and by 1989 there were 16 Diocesan priests, and their numbers grew to 30 in 1999. Currently, the Diocese has 93 active Priests, 4 deacons and 81 Seminarians.

There are also 14 Congregations of Religious men and women serving in the Diocese and one Monastery (Our Lady of Protection Monastery): with Daughters of Jesus the Good Shepherd (DOJGS) as a Congregation with a Diocesan Right.

1.2 Rationale for the Strategic Plan

The CDOK continues to use a formal Pastoral Strategic Plan to provide a roadmap towards planning its work and achieving its mission. The implementation of the previous CDOK Pastoral Strategic Plan 2016-2021 contributed immensely to the expansion and diversification of pastoral services and care in the diocese. Given the dynamic, fast-changing, and unpredictable nature of the socio-economic environment under which pastoral work is being undertaken in Kitui County, CDOK made a deliberate decision to renew the Strategic Plan to enhance its strategic agility and develop responsive and dynamic pastoral interventions that will ensure stability, sustainability, and continued relevance to its mission.

The Strategic Plan provides the strategic direction and motivation for implementing the CDOK Pastoral and sustainability agenda for the period 2024-2028. The Strategic Plan outlines the implementation strategies and approaches adopted to achieve them. It is envisaged that this Strategic Plan will be the primary reference document for leadership, management, and operational decisions related to all pastoral work within the Diocese. The strategy document will function as the interface point in key engagements with external partners and stakeholders.

1.3 The Strategic Planning Process

This Strategic Plan is a culmination of an intensive participatory, inclusive, and collaborative process involving key CDOK stakeholders. The process entailed consultations and interviews with the Clergy, Religious, staff, and the laity. The development process included a comprehensive literature review of relevant CDOK policy documents, and extensive interviews with various cadres of the clergy, Religious, CDOK staff and sections of the laity.

These were followed by two Strategic Planning workshops during the first half of 2023 attended by both CDOK internal and external stakeholders. The engagements in the workshop captured the clergy's and other stakeholders' perspectives regarding opportunities and challenges in pastoral work and their proposal for the best way forward. During the workshops, an environmental scan was undertaken, taking into cognizance the emerging issues in the broader social, economic, and political space, including the faith-based sector. CDOK then re-validated its mission, vision, and core values to realign them with the changing environment. These then informed the development of the key pillars, strategic goals and objectives, and initiatives that CDOK will pursue between 2024 to 2028.

SECTION TWO

2.0: SITUATION AND CONTEXT ANALYSIS

2.1 Pastoral Work

Pastoral work in the Catholic Church involves clergy and pastoral ministers undertaking various activities to care for and guide the church community. This includes providing spiritual guidance, offering pastoral care, administering sacraments, teaching the faith, and fostering a sense of community. The clergy play a crucial role in promoting lay involvement and assisting the faithful in answering the call to holiness. They convey this understanding and maintain worship spaces where people of all faiths can grow spiritually.

According to the Code of Canon Law (Canons 528-529), the clergy's main duties include ensuring parishioners receive the Word of God through preaching and teaching, nurturing them through sacraments with a focus on the Eucharist, and diligently reaching out to the poor and diverse members of the community. The clergy also promote vocations, manage sacramental records, and oversee parish consultative bodies.

Parishioners, in turn, are encouraged to actively participate in their local churches. They contribute to parish life through volunteering, receiving sacraments, attending mass, and engaging in ongoing catechesis. Parishioners are integral to religious education, youth ministry, community outreach, and various ministerial roles. They are recommended to serve on advisory boards, and parish councils, and contribute financially to support the parish's mission. Regular updates on administrative and financial matters are crucial for parishioner engagement. In essence, pastoral work is a collaborative effort between clergy and parishioners, each playing a vital role in nurturing the spiritual well-being of the church community.

2.2 Socio-Economic and Political Dynamics

Although the mission of the Church, the People of God, and the family of God in CDOK is evangelizing and bringing salvation to the world (Mt. 28:19), it also addresses their social, and material needs. The pastoral work in the Catholic Diocese of Kitui must align with national and international socio-economic policies. This Strategic Plan therefore aligns with the Constitution of Kenya 2010, United Nations Sustainable Development Goals (SDGs), Kenya Vision

2.3 Implications of External Operating Environment on Pastoral Work

Due to the significant link between the socio-economic and political environment and the impact of pastoral work, the CDOK Pastoral Strategic Planning development process also sought to understand this external environment¹ and the opportunities and threats they entail. The exercise used the PESTEL framework which identified opportunities that could be leveraged, and challenges to be mitigated, to enable efficient and effective pastoral services delivery and uptake.

2.3.1 Economic Environment

Kenya continues to face significant challenges to sustainable and inclusive economic growth, which have been exacerbated by COVID-19 economic disruptions, and the ongoing global recession, alongside long-running national economic challenges of poor accountability and economic inequality. Two-thirds of Kenyans live in poverty, making less than \$3.20 per day. As a result, many Kenyans, particularly women, girls, youth, and the elderly can be considered chronically vulnerable economically. There is a large gap between the rich and poor, with approximately 70 per cent of Kenyan families chronically vulnerable due to poor nutrition, food insecurity, and preventable diseases. Many Kenyans suffer from economic inequality while a minority elite continues to exploit their labour, resources, and opportunities and reduce access to basic services like sanitation and water. The Catholic Church is concerned about this growing dire situation and its impact on human dignity and the uptake of pastoral services and care.

The economic environment in Kitui County significantly impacts the Church's pastoral work, including financial resources, charitable activities, education services, healthcare services, community development programs, livelihood support, tithing and donations, social dynamics, and pastoral outreach. Elevated levels of poverty or unemployment can limit the Church's ability to carry out pastoral activities, maintain infrastructure, and support social programs. Charitable services, such as food assistance and healthcare, face increased needs during economic downturns. Education services face challenges due to families' ability to afford education, affecting enrolment and financial sustainability. Healthcare services may experience decreased access, impacting quality medical care. Community development programs, such as poverty alleviation, skill

¹*This entails issues touching on the political, economic, social, technological, environmental, and legal environment.*

development, and sustainable agriculture, may face obstacles due to limited resources. Livelihood support initiatives may also face difficulties due to limited resources. Social dynamics within the community may be affected by economic hardships, necessitating the Church to address issues like increased crime, family stress, and substance abuse. Pastoral outreach may also be limited by economic constraints.

2.3.2 Social and Cultural Environment

Kitui County's social and cultural background has a tremendous impact on the Catholic Church's pastoral activities. Respect for local customs and traditions is ensured by cultural sensitivity, which is essential for effective engagement with the local population. Traditional beliefs and practices can have an impact on pastoral care as well. While maintaining the integrity of Catholic teachings, the Church may need to incorporate components of various traditions. Family and community structures play a significant role in the pastoral focus of the Church, addressing concerns such as family dynamics, community development, and social cohesion. Gender roles and community ties also have an impact on the approach, with the Church encouraging gender equality and cultivating respectful interactions. Language and communication are important parts of cultural identity, and the Church may need to communicate effectively in local languages. Participation in cultural festivities and festivals can increase the Church's acceptance in the community while also providing chances for active participation. Understanding cultural attitudes towards education and literacy can assist in efficiently tailoring educational activities to meet the requirements of the community. It is critical to integrate spiritual teachings with local understandings of healing and wellness.

The Church's partnership with local leaders and participation in community development initiatives can be influenced by community decision-making institutions and practices. Recognising the interdependence of cultural and social processes is critical for effective pastoral care. The Catholic Church can improve its pastoral efficacy, strengthen relationships with the community, and contribute meaningfully to the overall well-being of the local population by embracing and understanding the social and cultural context of Kitui County.

2.3.3 The Dynamic Political Environment

Like in other parts of the Country, the pastoral work of CDOK is impacted by the political environment there. It may have an impact on community involvement, government policy, social justice, interfaith relations, education and healthcare services, security concerns, and religious freedom. The Catholic Church in Kitui may experience limitations in its practice of faith and discrimination against

religious groups in unstable settings. In times of volatility, the safety of clergy and parishioners may be compromised by security concerns, necessitating changes to the Diocesan pastoral programmes. Increased poverty and a lack of resources for the Church to conduct its humanitarian work are two consequences of economic instability. Civil liberties constraints or political intolerance may hinder social justice problems and activism. Since the Church may need to manage relations with other religious organizations, interfaith relations may be impacted. Government policy changes may have an immediate effect on Church operations, including those of the local Catholic hospitals and schools.

2.3.4 Changing Technological Environment

Technology improves administrative effectiveness by enabling the Diocese to schedule, record-keeping, and communicate effectively. Digital evangelization can be achieved through websites, podcasts, videos, and social media. Mobile outreach technology, such as SMS messaging and mobile apps, can be used for outreach and information dissemination. Technology also allows the Church to build online forums for community interaction, raise funds, mobilize resources, and make informed decisions using data analytics. In emergencies, technology provides speedy communication and support through various channels. CDOK must adapt to the technological landscape while addressing potential issues like the digital divide, privacy concerns, and cultural sensitivity. By incorporating technology into pastoral work, the Church can enhance its ability to engage with the community, deliver services, and fulfil its purpose.

While technology offers numerous opportunities for pastoral work in Kitui County, Kenya, some potential negative influences, and impacts need to be considered. Here are some of the challenges and drawbacks associated with the technological environment. The Catholic Church in Kitui County, Kenya, is grappling with the challenges of technology integration in its pastoral work. The digital divide, a result of economic disparities and limited infrastructure, may leave some parishioners excluded from online resources and communication. This can lead to a diminished sense of personal connection within the faith community, as technology becomes more prevalent. Cultural sensitivity is also crucial, as traditional values may clash with technological advancements, creating resistance or discomfort. Over-reliance on virtual platforms for religious activities can lead to a lack of tangible experiences, affecting the sense of belonging and shared spirituality. Privacy concerns may arise if personal information shared online is misused or mishandled, and cybersecurity threats could pose risks to sensitive data. Digital distractions can reduce attention spans, affecting the effectiveness of online religious education and sermons. Traditional practices,

rituals, and customs may be neglected or abandoned due to the adoption of technology.

Dependency on external platforms may make the Church dependent on third-party providers, leading to changes in service, data policies, or potential platform shutdowns. Social media and online platforms can sometimes be divisive spaces, leading to disagreements or conflicts within the faith community. The informality of digital communication may reduce the sense of reverence and sacredness in religious practices. Technology addiction can also contribute to addiction and disconnection from the present moment, hindering individuals from fully engaging in spiritual practices and community life. Addressing these challenges requires a thoughtful and balanced approach, balancing technological innovations with the preservation of traditional practices and maintaining a keen sense of community and spirituality.

2.3.5 Environment and Climate Change Issues

The increased frequency and intensity of extreme weather events threaten lives in most communities in Kenya, and in Kitui County whose most parts are classified as semi-arid lands. The phenomenon is driving people from their homes and jeopardizing food sources and livelihoods. It is predicted that greater variations of rainfall, combined with rising sea levels, will lead to more extreme weather, particularly in parts of Asia, sub-Saharan Africa, and Latin America.

Climate change has already triggered mounting food insecurity, poverty, and displacement in many parts of Africa. Effects of climate change in Kenya and across the East Africa region have led to more frequent droughts, leading to increased incidents the resource-related conflict, hunger, and poverty. In addition, wild animals, such as lions and elephants, are forced to wander further in search of water and food, coming into conflict with humans when they kill domestic animals and destroy farms in the villages near the national parks.

The Increased vulnerability under climate change and their costs to the growth and development in Kenya - are already significant. For instance, extreme flood and drought events are estimated to reduce long-term growth in Kenya by about 2.4% of GDP per annum in the past two years. It is projected that future climate change may lead to a change in the frequency or severity of such extreme weather events, potentially worsening impacts. Increased average temperatures and changes in annual and seasonal rainfall will be felt across key economic sectors, affecting agricultural production, health status, water availability, energy use, infrastructure, biodiversity, and ecosystem services (including forestry and

tourism). These projected impacts are likely to have disproportionately strong effects on vulnerable groups such as the rural poor, and women who have fewer resources to adapt to the negative effects of climatic change.

Environmental and climate change can have significant impacts on the pastoral work of the Catholic Church in Kitui County, Kenya. The effects of environmental challenges and climate change can influence various aspects of the CDOK's mission and activities. CDOK faces significant challenges due to environmental and climate change. These factors can impact agricultural work, water scarcity, displacement and migration, humanitarian response, health challenges, environmental advocacy, social justice, education on environmental issues, adaptation and resilience, interfaith collaboration, and liturgical practices. Agricultural challenges include prolonged droughts, which can lead to food insecurity and affect agricultural projects. Water scarcity is exacerbated by climate change, necessitating the Church to address water-related issues like limited access to clean water for communities. Displacement and migration are also affected by climate change, with the Church dealing with pastoral care of displaced populations. The Catholic Church in Kitui County must adopt an integrated approach that combines pastoral care, advocacy, education, and community development to address the multifaceted impacts of environmental and climate change on the local population.

2.4 Other Important Development Issues for Consideration

In addition to the wider operating landscape issues, CDOK also considered the following key issues in their strategy development.

2.4.1 Gender Equity

Girls and women in Kenya hold unlimited potential but the barriers that constrain women are multifaceted, complex, and not easy to deal with. Decades after independence, women are underrepresented in decision-making processes at all levels, and Issues like gender-based violence remain pervasive. Women and girls still spend long hours collecting water and firewood, while household chores limit school attendance and work options. They have less access to and control over the benefits from land tenure, education, and employment opportunities. For the society to succeed, their increased contributions are needed to help Kenya reach their development goals. The government, development partners NGO's, FBO's and Churches are continuously working to promote the engagement of women and girls in every aspect of Kenya's development. Ongoing efforts include creating safe spaces for women and girls, so they can live free from gender-based

violence; increasing women's access to credit facilities and market opportunities; increasing the participation of women in decision and policy-making at all levels; ensuring women's participation in peace-building, conflict prevention, and mitigation; and narrow gender gaps in education, training, and employment.

2.4.2 Human Trafficking

Human trafficking in Kenya, and all over the world, is a significant issue. In 2017, the International Labour Organization (ILO) estimated that more than 24 million people were victims of human trafficking worldwide. Human trafficking in Kenya manifests internationally and nationally. In 2019, the U.S. State Department estimated that 853 people were victims of human trafficking. Traffickers sexually exploit their victims and/or force them into labour. Unemployment and poverty are the leading factors that contribute to human trafficking incidents in Kenya. Specifically, poverty and gender inequalities are some of the factors that make women and girls vulnerable to, and the main victims of global trafficking. In Kenya, they comprise 41 and 33 per cent respectively of all human trafficking. Many victims initially believe they are heading toward a better life and more employment opportunities. For example, many Kenyans have migrated to the Middle East in search of employment only to end up as forced domestic or manual labourers with very little or no wages. Additionally, a large number of refugees from Somalia, Sudan and Ethiopia has made Human trafficking in Kenya a pressing issue.

2.4.3 Drug and Substance Abuse

Substance (Drug) Abuse is increasing in Kenya, especially among the youth. Current statistics indicate that more than half of drug users are aged 10-19 years. Most studies done in the country indicate that the commonly used drugs are nicotine, alcohol, and cannabis. Recreational drug use in Kenya is also common among men, women, and youth from both rural and urban environments.

Drug and substance abuse in Kitui County, Kenya, can impact community well-being, health, family dynamics, youth engagement, community outreach, and moral and spiritual development. Some of the major effects are violence, the utilization of healthcare services, a greater risk of contracting HIV and AIDS, chemical dependence, and social stigma. Local communities and the national government have made efforts to address these issues. The Catholic Diocese of Kitui may need to enhance support systems to address these challenges, integrating pastoral care with addiction treatment. This could involve awareness programs, counselling services, and collaboration with local authorities.

2.4.4 Other Factors

Pertinent issues around the implementation of Universal Health Care (UHC) in the health sector and the Competency-Based Curriculum (CBC) in the education sector remain pending and will continue to impact health and education programming in Kenya. The recent COVID-19 pandemic also had serious social, economic, and political ramifications in Kenya and its effects will continue to be felt for a long time.

2.5 Review of the Implementation of the Previous CDOK Strategic Plan

Rapid evaluation of the implementation of the previous CDOK Strategic Plan was undertaken during the strategy development process to identify success, challenges, and lessons learned during implementation. The review took three important perspectives, namely: The percentages of planned activities in the Strategic Plan that was meaningfully implemented; The performance of the Diocese in implementing the strategy as also measured by organizational performance indicators of effectiveness, efficiency, relevance, sustainability, and resilience. A survey was also conducted on the impact the pastoral services provided had on the parishioners and other intended beneficiaries.

The assessment showed that a significant proportion of the Strategic Plan was successfully implemented, and the success was well acknowledged and documented. They included: Improved livelihoods across the diocese; The church becoming more educated, united, and supportive; the number of priests and seminarians increased; Opening of new parishes; Improved faith formation in schools through PMC; Improved celebrations/reception of sacraments e.g., Baptisms, Confirmations, wedding and Establishment of a Diocesan shrine and parish grottos. Under Charity, there was an increased provision of relief food and health care services. There were also Sponsorship programmes for needy students and expanded environmental programs in trees planting.

However, it was noted that despite the innovative strategies contained therein, the plan was for various reasons not disseminated and implemented well; and proper structures and processes for its operationalization were also not put in place. All relevant findings and lessons learned from the evaluation have been summed up in the emerging issues section and informed the development of the strategies in this plan.

2.6 Key Stakeholders Analysis and Mapping

The CDOK also undertook a Stakeholder mapping and analysis process as a strategic management tool to identify and analyse the individuals, groups, or organizations that have an interest or “stake” in CDOK work. The process involved identifying stakeholders and understanding their interests, influence, and potential impact. This information will be used by CDOK in the development of strategies for the key stakeholders more effectively. Below is the mapping of key CDOK stakeholders.

Name Of the Stakeholders	Importance to the Church	Influence	Ranking
Bishop	Very high	Very high	A
Clergy	Very high	Very high	A
Religious Men & Women	High	High	B
Faithful	High	High	C
Partners e.g., NGO’s	Medium	Medium	C
Government	Medium	Medium	C
Other churches sects	Low	Low	D

2.7 Internal Operating Environment Analysis (SWOT)

The internal operating environment was analysed using the SWOT analysis framework. This was an analysis of the CDOK internal operating environment aimed at understanding the internal dynamics in the diocesan leadership, management, resources, operations, and pastoral service delivery systems. The analysis identified critical strengths and opportunities that have been considered and leveraged, in developing intervention strategies in this plan. It also identified weaknesses and threats that have been considered and mitigated in this plan.

2.7.1 Strengths

A dedicated and substantial number of priests actively engage in religious affairs, significantly impacting the community’s spiritual well-being. The diocese shows a positive trend with an increasing number of vocations, indicating a growing interest in religious service. Successful outreach and evangelization efforts contribute to a flourishing Christian congregation. A robust communication network enhances connectivity within the diocesan structure, ensuring seamless information flow. The diocese exhibits a robust church structure and leadership, backed by proactive self-reliance initiatives and a strong sense of ownership. Mutual collaboration among stakeholders enhances the effectiveness of diocesan

initiatives, and the decision to open new parishes reflects a forward-looking approach to accommodate an expanding Christian community. Active church groups and a vibrant Christian community, along with an engaged clergy, further contribute to the spiritual vibrancy of the diocesan landscape.

2.7.2 Weaknesses

Dependency syndrome persists among some Christians, hindering the development of self-sufficiency. Catechists' limited understanding of Catholic doctrines poses a challenge to accurate religious teachings. Leadership issues arise from a lack of clear understanding of roles and responsibilities. The community's low awareness level of Catholic teachings calls for improved communication and education initiatives. Few income-generating activities and limited financial resources challenge the organization's financial sustainability. Insufficient faith strength within the community suggests a need for spiritual growth initiatives. The shortage of clergy and religious individuals, along with internal disharmonies undermines organizational cohesion. Addressing these weaknesses demands Strategic Planning and targeted interventions to foster self-sufficiency, enhance religious education, strengthen leadership, and promote a more cohesive and spiritually vibrant community within CDOK.

2.7.3 Opportunities

Boasting a wide coverage across Kitui County, there is a substantial platform for extensive outreach and engagement. The presence of many youths in the church provides an opportunity for harnessing their potential and active involvement. Committed priests and religious individuals contribute to the organizational strength, while the established trust and goodwill of the Catholic Church in the community create a favourable environment for collaboration. The high level of education among individuals, including Catholic professionals in private, government positions, presents opportunities for intellectual contributions and strategic partnerships. The prevailing peaceful co-existence within the Diocese supports organizational growth. Effective communication, a rich pool of human resources, strong representation, and the influence of social media offer avenues for enhanced outreach, community involvement, and organizational visibility.

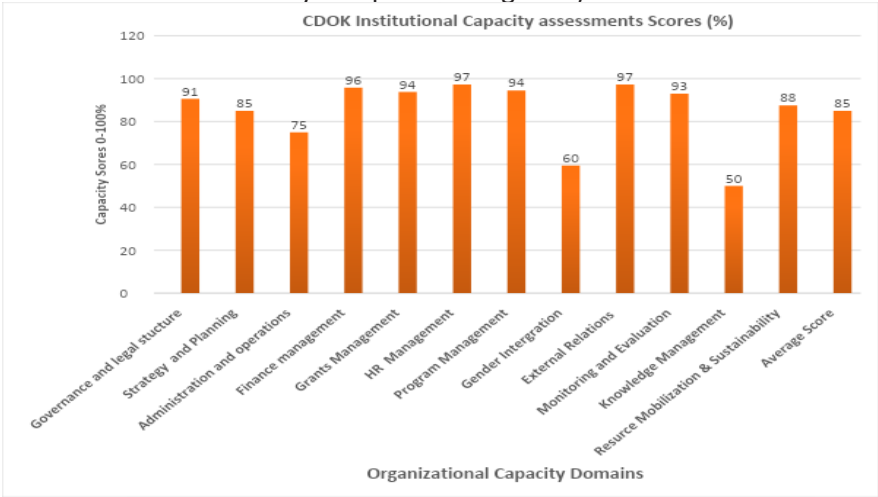
2.7.4 Threats

Negative traditional beliefs and practices pose a challenge to the acceptance and growth of the Catholic Church within the community. The proliferation of various denominations, religious sects, and cults presents a threat to the influence and adherence to Catholic teachings. External factors such as drought and poverty

pose challenges that can impact the overall well-being and resilience of the community. Ignorance regarding Catholic Church doctrines and social teachings is a potential threat that could lead to a diminished understanding of the faith. Chronic diseases, including cancer and HIV and AIDS, pose health challenges that may affect the overall health of the community. Additionally, the influence of social media and emerging trends, such as LGBTQI+, represents dynamic challenges requiring a comprehensive and proactive approach to navigate potential conflicts and ensure alignment with Catholic values.

2.8 Rapid Organizational Capacity Assessment (ROCA²)

A rapid institutional capacity self-assessment was undertaken to assess the institutional capacity of the CDOK to implement its overall mandate effectively. The capacity self-assessment aimed at determining the extent to which the Diocese had put in place and mainstreamed the requisite institutional and /or organizational structures, resources, policies, procedures, and resource flows to support the overall pastoral services delivery. The capacity assessment covered the 12 organizational domain areas shown in the chart below. The average score was 85 % indicating a strong institutional capacity. The diocese showed a strong capacity in terms of Governance and leadership, Finance, Grants and Human resources management, External relations and monitoring and evaluation where it scored above 90%. The assessment identified significant capacity gaps in gender integration and knowledge management. The assessment also identified a lack of various institutional Policy and procedure guides/manuals.



²ROCA – Rapid Organisational Capacity Assessment

The key detailed findings of this self-assessment were considered, summed up in the emerging issues section, and informed the development of strategies in this plan especially under pillar 6 on organizational capacity strengthening.

2.9 Key Emerging Issues and Concerns

After the comprehensive situational analyses outlined above³ the following key issues and concerns (within the internal and external operating environment) are pertinent to CDOK's ability to provide effective and sustainable pastoral care.

- a. **Pastoral Work Challenge-** Addressing the need to empower clergy in effectively imparting spiritual understanding, fostering inclusivity in worship spaces, and overcoming obstacles hindering active engagement of the laity in diverse church activities.
- b. **Limited financial and human resources,** Addressing the need for adequate resources to address the socioeconomic issues and huge geographical dispersion in the diocese that often hinder the development and implementation of effective catechetical programs.
- c. **Alignment with Socio-Economic Policies Challenge-** Confronting the challenge of aligning pastoral work with national and international socio-economic policies, such as Kenya's Constitution 2010, Vision 2030, UN SDGs, and Universal Health Care principles.
- d. **External Operating Environment Challenge:** - Adapting to the formidable challenges posed by economic disparities, socio-cultural dynamics, political influences, technological advancements, and climate change impacts on pastoral activities in Kitui County.
- e. **Socio-Economic Challenges-** Addressing the economic challenges that contribute to disparities, poverty, and unemployment, impacting parishioners and constraining the Church's capacity to deliver pastoral services and support.
- f. **Cultural Sensitivity Challenge** - Navigating the challenges posed by Kitui County's social and cultural background on pastoral activities, including respecting local customs, incorporating diverse traditions, and promoting gender equality.
- g. **Political Environment Challenge-** Effectively engaging with the dynamic political landscape to ensure community involvement, navigate government policies, advocate for social justice, and safeguard religious freedom.

³ These were: reviews and analysis of the Diocese internal (SWOT) and external (PESTEL) operating environments; interviews with key stakeholders; in-depth organisational capacity assessment, and review and evaluation of the previous Diocesan Strategic Plan.

- h. **Technology Integration Challenge-** Embracing technology for administrative efficiency and digital evangelization while overcoming challenges such as the digital divide and cultural sensitivity.
- i. **Environmental and Climate Change Challenge** - Mitigating the impacts of climate change on agricultural work, water scarcity, displacement, humanitarian response, health challenges, and community development in pastoral activities.
- j. **Gender Equity Challenge-** addressing barriers and inequalities to promote the full engagement of women and girls in all aspects of development.
- k. **Human Trafficking Challenge-** Tackling the pervasive issue of human trafficking by raising awareness and addressing root causes such as poverty and gender inequalities.
- l. **Substance Abuse Challenge** Confronting the rising challenge of substance abuse, particularly among the youth, by integrating pastoral care with addiction treatment and community support.
- m. **Universal Health Coverage and Education Reforms Challenge-** Understanding and adapting to the implications of Universal Health Care (UHC) implementation and Competency-Based Curriculum (CBC) in health and education programming.
- n. **Previous Strategic Plan Implementation Challenge** -Overcoming past challenges, including the effective dissemination and implementation of strategies, the establishment of proper structures, and ensuring operationalization of the Strategic Plan.
- o. **Stakeholder Engagement Challenge-**Developing effective strategies to engage key stakeholders, including the Bishop, clergy, religious, faithful, government, partners, and other churches.
- p. **Internal Operating Environment Analysis (SWOT) Challenge-** Navigating internal challenges such as dependency syndrome, inadequate financial muscles, and internal conflicts while leveraging strengths like committed clergy and wide coverage.
- q. **Institutional Capacity:** the need to Strengthen organizational domains, particularly gender integration, knowledge management, and the development of institutional policy and procedure guides/manuals.

SECTION THREE

3.0 STRATEGIC FRAMEWORK AND DIRECTION

3.1 Strategic Framework

This section presents a comprehensive roadmap that outlines CDOK's intentional direction and vision for the next Five years. It will delineate the Vision, Mission, goals, and strategic objectives, along with implementation strategies and approaches that will shape CDOK's pastoral and socio-economic empowerment initiatives. This Strategic Plan will be inspired, buoyed, and anchored on our vision, mission and core values stated below.

3.1.1 Vision Statement

To be a Christ-centred and Christ-modelled community

3.1.2 Mission Statement

To bring about the Kingdom of God through advocating for peaceful coexistence, evangelization, charity and works of Mercy.

3.1.3 Core Values

Inspired by the Catholic Social teachings and identity, the pastoral work of the Diocese of Kitui will be guided and driven by the following core values and seeks to live and promote them in all aspects of her life:

- a. Love for God, Love of Neighbour
- b. Dignity - We are guided and live by Christian values that always promote the life and dignity of the human person in all circumstances.
- c. Equity - We believe everyone deserves a dignified life, and fair access to justice and opportunities, this includes caring for the poor and vulnerable members of our community.
- d. Solidarity, community, and participation.
- e. Call to family - We believe that family is the first step towards creating a strong church, it should be prioritized.
- f. Faithfulness, Peace, and Forgiveness.
- g. Honesty, Integrity, and Responsible stewardship
- h. Care for the Environment - In all our actions, we strive to protect the environment; we strive for an optimal balance between human and environmental wellbeing.
- i. Social Justice

3.2 Strategic Issues

After consideration of the CDOK's aspirations⁴, a comprehensive review and consideration of all the key issues of concern emerging from the operating landscape analysis, CDOK identified the following six strategic issues critical to the success and sustainability of its pastoral work.

3.2.1 Evangelization and Sacraments

CDOK recognizes the need for a vibrant sacramental life, prioritizing experiences that deepen spiritual connections within the community. Acknowledging the transformative power of evangelization, CDOK needs to actively engage in dynamic efforts to connect with parishioners, fostering a lively and meaningful faith community.

3.2.2 Charity

CDOK recognizes the importance of charity in reflecting the Church's commitment to compassionate service. Acknowledging the immediate impact of charitable activities, CDOK will actively engage in initiatives that address the community's needs, embodying the spirit of love and benevolence.

3.2.3 Socioeconomic Empowerment - Education and Health

CDOK recognizes the pivotal role of education and health in the socio-economic empowerment of communities. The Strategic Plan will focus on initiatives that enhance access to quality education and healthcare services, empowering individuals to break the cycle of poverty and contribute meaningfully to society.

3.2.4 Self-Reliance/Sustainability

CDOK recognizes the need for sustainability and self-reliance as fundamental to its institutional strength. Acknowledging the importance of initiatives that foster independence, the Strategic Plan focuses on ensuring CDOK can meet its needs autonomously, contributing to a resilient and enduring organization, Interdependence and networking notwithstanding.

3.2.5 Institutional Capacity Strengthening

CDOK recognizes the importance of strong institutional foundations for sustained impact. Acknowledging this, the Strategic Plan incorporates measures to enhance organizational capacity, ensuring effective leadership, transparent governance, and efficient management. This approach positions CDOK to endure and thrive in its mission.

⁴ *Aspirations as espoused by its Vision and Mission and the catholic social teachings.*

3.3 Key Pillars, Goals and Strategic Objectives

After consideration of all five strategic issues, CDOK settled on the following six key pillars to anchor⁵ this Strategic Plan. Below are the goals and strategic objectives that have been set for the pillars.

Table 3.1: Key Pillars, Goals and Strategic Objectives

PILLAR 1: Evangelization and Sacraments	
GOAL	STRATEGIC OBJECTIVE
Evangelization <ul style="list-style-type: none">An expanded and increased reach of evangelism in CDOK through dynamic and engaged faith communities, spiritual growth, and encouraging people into a deeper connection with the Gospel.	<ul style="list-style-type: none">Quality Catechesis increased by recruiting professionally trained catechists; Promotion of Vocations by ordaining 50 Priests within 5 years and: Opening 10 new Parishes by 2028.
Sacrament <ul style="list-style-type: none">Expanded number of CDOK parishioners receiving sacraments, fostering a vibrant and inclusive faith community, and nurturing individual spiritual journeys.	<ul style="list-style-type: none">Strengthen Ongoing Formation on all sacraments broadening the reach and deepening the spiritual engagement with the faith community to recruit new people to receive sacraments by 2028.
PILLAR 2: Charity	
GOAL	STRATEGIC OBJECTIVE
Enhanced capacity of CDOK to undertake sustainable charity work, foster compassion, community well-being, and social impact.	To bring the whole human family together to realize sustainable and integral Human development through targeted initiatives and sustainable practices by 2028.

⁵ Considered critical to address for achievement of goals and strategic objectives contained in this plan.

PILLAR 3: Self-Reliance and Sustainability	
GOAL	STRATEGIC OBJECTIVE
An established and robust framework for resource mobilization and sustainability within CDOK that ensures financial stability, and supports the long-term mission and activities of the diocese.	Diversification and consolidation of CDOK resource base and their prudent utilization for self-sustainability by 2028.
PILLAR 4: Social and Economic Empowerment – Education and Health	
GOAL	STRATEGIC OBJECTIVE
Education <ul style="list-style-type: none"> Provision of transformative education services, which promote academic excellence, spiritual growth, and holistic development, while upholding Christian values and contributing to society's betterment. 	<ul style="list-style-type: none"> To enhance access to quality education, rooted in Christian values, for individuals of all ages within the Catholic Diocese of Kitui, fostering holistic development, nurturing spiritual growth, and contributing to the well-being of the community by 2028.
Health Care Delivery <ul style="list-style-type: none"> Improved health status and well-being by residents of CDOK through the provision of compassionate, accessible, and comprehensive healthcare, prioritizing preventive care, addressing health disparities, and upholding social justice and Christian compassion. 	<ul style="list-style-type: none"> To improve the health and well-being of Catholic Diocese of Kitui residents by creating a robust sustainable, integrated healthcare system that prioritises accessibility, quality, and holistic care based on Christian values and social justice by 2028.
PILLAR 5 Institutional Capacity Strengthening	
GOAL	STRATEGIC OBJECTIVE
Enhanced Institutional capacity at CDOK to support the delivery of impactful pastoral services, fostering spiritual growth and community well-being.	Undertake a comprehensive Institutional capacity strengthening of CDOK to support the delivery of efficient and effective pastoral services.

3.4 Key Pillars and Intervention Strategies and Approaches

Below is a brief of each of the key pillars and the broad intervention strategies proposed to address current challenges in the Diocese.

3.4.1 Pillar 1: Sacraments and Evangelization

Evangelization is crucial in the Catholic Church, aiming to share Jesus Christ's Good News and bring people closer to Him. It involves teaching, preaching, living sacramentally, doing charitable deeds, and building communities. In Kitui, evangelization is essential for creating a lively faith community, promoting spiritual growth, and encouraging social justice and compassion. It plays a vital role in preparing for sacraments and teaching the faith to youth and families. However, the Catholic Diocese of Kitui (CDOK) faces challenges like limited resources, cultural diversity, and a shortage of trained evangelizers. Economic struggles affect community participation, and engaging youth and families requires specific strategies. Integrating faith into daily life and addressing local issues need intentional efforts. Ensuring holistic faith formation and building a dynamic Catholic community are ongoing tasks for CDOK, aligning with the Church's mission to share the Good News and foster spiritual growth amid diverse challenges.

Intervention Strategies

- a. Strengthening ongoing catechesis by building the capacity of pastoral agents and improving its quality.
- b. Promoting ministerial formation through organizing further studies for priests and involving lay professionals in church management.
- c. Deliberately promoting and structuring vocation development, reinforcing ongoing formation for ministers.
- d. Enhancing the involvement of lay ministers in evangelization efforts, actively involving lay professionals in addressing leadership and management issues.
- e. Strengthening the capacity of Diocesan leadership and management structures.
- f. Promoting various devotions, strengthening Small Christian Communities (SCCs), and facilitating church groups and organs.
- g. Identifying and addressing causes of family instability, promoting responsible parenting, and instilling family values.
- h. Increasing awareness of the Our Lady of Protection MUSEVE Shrine, promoting Marian devotion, and developing the shrine.
- i. Establishment of new parishes.

Sacraments are crucial in Catholic Christian life, including seven significant rites: Baptism, Reconciliation, Eucharist, Confirmation, Matrimony, Holy Orders, and anointing of the Sick. Jesus established these sacred rituals to convey God's grace through the Holy Spirit, going beyond symbolic acts. They play a vital role in transforming individuals, fostering holiness, and addressing sin. Sacraments serve as sources of grace, nurturing faith and expressing commitment to individuals and communities. They are also seen as blessings received during important ceremonies, known as 'rites of passage.' Each sacrament holds deep meaning; **Baptism** welcomes to the Church, **Reconciliation** acknowledges faults and commits to improvement, the **Eucharist** commemorates the Last Supper, **Confirmation** affirms baptismal faith, **Matrimony** pledges love, and **Holy Orders** inducts men into clerical roles. **Anointing of the Sick** is a prayerful ritual for health or preparation for the transition to eternal life in case of serious illness. In Catholic belief, these sacraments represent significant life events and channels for God's grace.

Currently, CDOK faces challenges like insufficient motivation for Catechists, inadequate preparations for sacraments, unclear understanding of sacrament and teachings, limited awareness of the significance of Baptism, the Sacrament of the Anointing of the Sick, Confirmation, and Matrimony, low participation in Eucharist, a shortage of priests, and a need for improved engagement in Liturgy within CDOK.

Intervention Strategies

- a. Enhancing the motivation and well-being of Catechumens.
- b. Strengthening preparations for the reception of all sacraments.
- c. Providing clear meaning and clarification on Sacrament and teachings (catechesis).
- d. Advocating for the significance of Baptism, the Sacrament of the Sick, Confirmation, and Matrimony.
- e. Encouraging a higher participation of Christians in receiving the Eucharist.
- f. Increasing the number of priests within the Diocese.
- g. Coordinating and enhancing active involvement in Liturgy by all.

3.4.2 Pillar 2: Charity

The Catechism of the Catholic Church defines charity as the theological virtue of loving God above all things and our neighbours as ourselves for the love of God. This love of neighbour is a responsibility for each member of the faithful and the entire ecclesial community at every level, from the local community to the Universal Church.

The Church must practice love and organize charity in action to be an ordered service to the community. Pope Benedict XVI explained the Church's charitable mission in his Apostolic Letter *Service of Charity*, emphasizing its threefold responsibility: proclaiming the Bible, celebrating sacraments, and engaging in the ministry of charity. This is outlined in **Deus Caritas Est**.

CDOK charity efforts are hampered by the prevalent high dependency syndrome and poverty, the adverse impacts of drought and famine in Kitui County, and the need for increased community participation in governance to foster sustainable development within their communities.

Intervention Strategies

- a. Leveraging the implementation of the Caritas Kitui Strategic Plan 2023 -2027⁶
- b. Reducing the existing high dependency syndrome and poverty within communities
- c. Mitigating the effects of drought and famine
- d. Promoting community involvement in governance for sustainable development

3.4.3 Pillar 3: Self-Reliance/Sustainability

Self-reliance and sustainability are crucial for a CDOK to effectively implement its pastoral work. Financial sustainability allows the diocese to maintain its infrastructure, provide adequate support to clergy and staff, develop, and implement educational and formation programs, respond to emergencies and crises, and promote innovation and adaptation. It also contributes to the autonomy and self-reliance of the diocese, reducing dependence on external sources, and allowing for more control over programs, initiatives, and decision-making processes. In summary, financial sustainability and self-reliance are essential for CDOK to carry out its pastoral work, fulfil its mission, and respond to the diverse needs of the faith community and society. By ensuring financial sustainability and self-reliance, the diocese can be a stable and impactful force in the lives of its members and the broader community.

Currently, CDOK's self-reliance and sustainability efforts are faced with institutional challenges like lack of a formal business development and resource mobilization function, inadequate frameworks for resource mobilization, limited

⁶ The Caritas Strategic Plan 2023 – 2027 contains clear programmatic interventions in sustainable livelihoods and humanitarian response, governance, advocacy and social inclusion, environment and climate change and Institutional development and resource mobilization.

human resource capacity for resource mobility, insufficient targeted fundraising initiatives, ineffective fund management, weak organizational systems, a lack of stakeholder ownership, and governance issues concerning land resources within CDOK.

Intervention Strategies

- a. Establishing a formal business development and resource mobilization function and assigning a focal person.
- b. Creating a comprehensive, innovative, and practical framework for resource mobilization, strategy, and supporting fundraising plans.
- c. Enhancing CDOK's human resource capacity through training, mentorship, and on-the-job training in overall resource mobilization and business development.
- d. Implementing specific and targeted resource mobilization and fundraising initiatives, including the development of proposals and concept papers, to support CDOK's pastoral work.
- e. Creating an award management system for the effective management of funds received from donors and other resource providers.
- f. Reinforcing organizational, management, and control systems in Diocesan Institutions.
- g. Fostering a sense of ownership of CDOK institutions among all key stakeholders.
- h. Strengthening the governance of land resources within CDOK.

3.4.4 Pillar 4: Socio-Economic Empowerment (Health and Education)

CDOK takes a holistic approach to health and education services, acknowledging the interconnection of physical, mental, and spiritual elements. We prioritize addressing the needs of the impoverished and marginalized, aiming to attain social justice and fairness by decreasing imbalances in healthcare and education. Education, as a component of pastoral action, includes not only academic knowledge but also moral and spiritual growth, emphasizing character development, ethical principles, and social duties. Health services, particularly those that conform to the Church's beliefs, develop a culture that respects life's values and advocates for healthcare practices that recognize the intrinsic dignity of every human person. They serve as preventive measures, promoting healthy lives and providing critical healthcare information.

The diocese's investment in health and education services promotes the long-term development of families and society, as well-educated and healthy individuals are more likely to positively influence their families and communities.

Intervention Strategies (Health)

- a. Enhancing leadership and governance capabilities of health facility boards and reinforcing leadership and management skills.
- b. Broadening health services and upgrading infrastructure and equipment across all CDOK health facilities.
- c. Elevating the quality of health services, developing and motivating health staff.
- d. Reinforcing the performance management system and strengthening health information systems.
- e. Enhancing utilization of health information for decision-making and stewardship of CDOK resources.
- f. Rationalizing revenue collection, accountability mechanisms, and capacity building for fundraising.
- g. Developing and implementing a comprehensive community health engagement strategy.

Intervention Strategies (Education)

- a. Reconstituting and streamlining School Management Boards and Committees, strengthening leadership capacity, and building stakeholder management skills.
- b. Striving for academic excellence, enhancing the quality of teaching, and learning in CDOK schools.
- c. Rationalizing staff deployment, implementing innovative development initiatives, and reinforcing performance management for teaching staff.
- d. Upgrading infrastructure, procuring learning materials, and utilizing student information for decision-making.
- e. Strengthening stewardship of existing resources in CDOK schools.
- f. Streamlining school fee collection mechanisms and instituting sponsorship/scholarship programs.
- g. Promoting community linkages and formation of parents.
- h. Institutionalizing and strengthening learners' guidance, counselling, and mentorship programs.
- i. Promoting and facilitating access to education for learners with special needs.

3.4.5 Pillar 5: Institutional Capacity Strengthening

Institutional capacity strengthening is essential for the CDOK's pastoral work, enabling Strategic Planning, optimal resource management, and program effectiveness. It supports the strengthening and consolidation of institutional structures, systems, processes strategies, plans, and resource flows. It fosters effective governance, community engagement, and innovation, empowering the diocese to navigate complexities and fulfil its mission.

Intervention Strategies

- a. Institutionalisation and mainstreaming of CDOK's Vision, Mission, and Values statements in the Diocesan work.
- b. Developing and implementing critical CDOK organizational policies and procedure manuals.
- c. Developing and implementing a continuous institutional capacity-strengthening Programme for CDOK
- d. Strengthening and expanding the adoption and Integration of ICT into CDOK Secretariat and Parishes management systems and operations
- e. Planning and implementing of effective change leadership and change management program

SECTION FOUR

4.0 IMPLEMENTATION FRAMEWORK

4.1 Implementation Strategies and Illustrative/ Milestone Activities

The implementation strategies have been developed to operationalize the process of achieving the plan's strategic objectives. They represent a general approach to carrying out tasks in a manner that the CDOK has determined to be the most appropriate, efficient, and effective way. During the process of developing this plan, the illustrative/Milestone activities were selected as those that were considered then to be the most appropriate for the proposed implementation strategies. They represent a specific and critical point along the Strategic Plan implementation continuum. These activities have been designated as milestone activities and marked with a date because they must be completed to keep the implementation timelines on track. The timelines may be reviewed during the plans' monitoring and review processes.

4.1.1 Pillar 1: Evangelization and Sacraments

EVANGELIZATION		
GOAL 1		
An expanded and increased reach of evangelism in CDOK through dynamic and engaged faith communities, spiritual growth, and encouraging people into a deeper connection with the Gospel.		
STRATEGIC OBJECTIVE 1		
Undertake quality Catechesis by recruiting professionally trained catechists; Promotion of Vocations by ordaining 50 Priests within 5 years and opening 10 new Parishes by 2028.		
Implementation Strategy 1.1		
CATECHESIS - Strengthening ongoing catechesis formation.		
Illustrative/ Milestone Activities	1.1.1.	<ul style="list-style-type: none"> Assessment of the Prevailing challenges to catechesis completed and documented by July 2024
	1.1.2	<ul style="list-style-type: none"> Post Catechumen/baptism Programme to enrich people in their doctrinal matters developed by December 2024
	1.1.3	<ul style="list-style-type: none"> Christian teachings are enhanced and customized to the cultural context from June 2024 -Continuous

Implementation Strategy 1.2		
CATECHESIS - Building capacity of Pastoral Agents.		
Illustrative/ Milestone Activities	1.2.1	<ul style="list-style-type: none"> The quality of training materials for Catechists re-viewed and improved by December 2024
	1.2.2	<ul style="list-style-type: none"> Catechists and other pastoral agents (PMC Animators, Sunday School Teachers, YCS Patrons and Chaplains, and Devotional instructors) theological understanding and Spiritual growth enhanced starting March 2024- Continuous
	1.2.3	<ul style="list-style-type: none"> Training methodology and curriculum reviewed and improved by December 2024
	1.2.4	<ul style="list-style-type: none"> The minimum qualification/ profile of a catechist reviewed by December 2024

Implementation Strategy 1.3		
CATECHESIS: Improving the quality of Catechesis.		
Illustrative/ Milestone Activities	1.3.1	<ul style="list-style-type: none"> Resource materials for catechism reviewed and updated by December 2025
	1.3.2	<ul style="list-style-type: none"> Sunday service (without a Priest) guide/books reviewed by September 2024
	1.3.3	<ul style="list-style-type: none"> More qualified Service leaders on Sundays recruited by June 2024 (Ongoing activity)
	1.3.4	<ul style="list-style-type: none"> Translation into the local language of fundamental Catholic teachings e.g., Catholic Catechism, Catholic Compendium (Start at June 2024 (Ongoing))
	1.3.5	<ul style="list-style-type: none"> Technology leveraged on Catechesis starting April 2024 (ongoing)
	1.3.6	<ul style="list-style-type: none"> Induction of the God Parents - starting April 2024- (Ongoing)

Implementation Strategy 1.4		
FORMATION OF MINISTERS: Promoting the formation of ministers by organising and facilitating further studies for Priests		
Illustrative/ Milestone Activities	1.4.1	<ul style="list-style-type: none"> Training needs assessment of the minister in the Diocese completed annually by December of each plan year
	1.4.2	<ul style="list-style-type: none"> Selected ministers sent to appropriate training - Annually
	1.4.3	<ul style="list-style-type: none"> Trained ministers deployed appropriately -Annually.
Implementation Strategy 1.5		
FORMATION OF MINISTERS: Promoting vocation in a structured and deliberate manner		
Illustrative/ Milestone Activities	1.5.1	<ul style="list-style-type: none"> The youth are sensitized on the importance of service in the church starting April 2024 (ongoing reviews)
	1.5.2	<ul style="list-style-type: none"> Existing programmes. e.g. Quo Vadis, Radio Shows strengthened by December 2024 (ongoing reviews)
	1.5.3	<ul style="list-style-type: none"> Promotion of Vocations using social media enhanced starting April 2024 (ongoing reviews)
	1.5.4	<ul style="list-style-type: none"> Family Life formation enhanced starting April 2024 (ongoing activity)
	1.5.5	<ul style="list-style-type: none"> Structured seminars and workshops to prepare youths ready/ripe for marriage organized starting April 2024 ongoing activity
	1.5.6	<ul style="list-style-type: none"> Program for effectively inducting Godparents developed and implemented starting January 2025
Implementation Strategy 1.6		
FORMATION OF MINISTERS: -Strengthening Ongoing Formation for ministers		
Illustrative/ Milestone Activities	1.6.1	<ul style="list-style-type: none"> Ministers sponsored to attend various internal and external capacity-building forums starting April 2024 - ongoing
	1.6.2	<ul style="list-style-type: none"> Regular/Annual refresher sabbatical courses mounted -ongoing
	1.6.3	<ul style="list-style-type: none"> Formal step-down/cascading training organized - ongoing

Implementation Strategy 1.7		
LAY MINISTERS: Promoting lay ministers' involvement in evangelization.		
Illustrative/ Milestone Activities	1.7.1.	<ul style="list-style-type: none"> Qualified and dedicated people to act as lay Ministers Identified by Start August 2024 Ongoing
	1.7.2	<ul style="list-style-type: none"> Lay Ministers trained on the procedures, duties, and responsibilities starting April 2024- Ongoing
	1.7.3	<ul style="list-style-type: none"> Lay people involved more effectively in the Church administration e.g. membership of Committees starting April 2024
	1.7.4	<ul style="list-style-type: none"> Teacher- Catechists trained to offer catechesis in schools starting April 2024-ongoing
	1.7.5	<ul style="list-style-type: none"> The empowerment team identified and trained to disseminate and teach key emerging issues July 2024-Ongoing
Implementation Strategy 1.8		
LEADERSHIP AND MANAGEMENT: Strengthening the capacity of the Diocesan leadership and management structures		
Illustrative/ Milestone Activities	1.8.1	<ul style="list-style-type: none"> Priests trained and mentored on Leadership and Management skills starting April 2024-Ongoing
	1.8.2	<ul style="list-style-type: none"> Parish leadership Committees and Councils trained and oriented starting April 2024-Ongoing
	1.8.3	<ul style="list-style-type: none"> Women embraced and mainstreamed into the leadership of the church starting April 2024 Ongoing
Implementation Strategy 1.9		
LEADERSHIP AND MANAGEMENT: Enhancing the involvement of lay professionals in the church's leadership and management issues		
Illustrative/ Milestone Activities	1.9.1	<ul style="list-style-type: none"> Roles and responsibilities of the professional laity clearly defined and documented by December 2024
	1.9.2	<ul style="list-style-type: none"> Qualified lay professionals identified and appointed to relevant Diocesan Boards and committees starting July 2024-Continuous
	1.9.3	<ul style="list-style-type: none"> Lay Professionals trained and mentored on leadership and management skills starting July 2024-Continuous

Implementation Strategy 1.10

PRAYER LIFE: Promoting devotions (*Divine Mercy, Sacred Heart, St. Monica, St. Joseph, St. Aloysius Gozanga, Shirika la Bikira Maria, Marian Devotion, Pioneer Movement, Charismatic Movement*)

Illustrative/ Milestone Activities	1.10.1	<ul style="list-style-type: none"> Guideline for each devotion reviewed and customized appropriately by December 2024
	1.10.2	<ul style="list-style-type: none"> Devotions in the Diocese promoted and encouraged in the parishes starting April 2024-Ongoing
	1.10.3	<ul style="list-style-type: none"> Chaplain for each devotion appointed starting April 2024
	1.10.4	<ul style="list-style-type: none"> Retreats and recollections enhanced starting July 2024- Ongoing

Implementation Strategy 1.11

PRAYER LIFE: Strengthening Small Christian Communities (SCCs)

Illustrative/ Milestone Activities	1.11.1	<ul style="list-style-type: none"> Diocesan SCCs guidebook reviewed by December 2024
	1.11.2	<ul style="list-style-type: none"> More SCCs created starting April 2024-Ongoing
	1.11.3	<ul style="list-style-type: none"> Current SCC leaders empowered through training starting July 2024-Ongoing
	1.11.4	<ul style="list-style-type: none"> Weekly SCC meetings to share the Word of God encouraged and supported starting April 2024-Ongoing
	1.11.5	<ul style="list-style-type: none"> Regular masses at SCCs promoted and supported starting April 2024-Ongoing
	1.11.6	<ul style="list-style-type: none"> SCCs encouraged and supported to observe and celebrate their Saints days starting April 2024-On-going
	1.11.7	<ul style="list-style-type: none"> Blessing of homes and family masses encouraged and supported starting April 2024-Ongoing
	1.11.8	<ul style="list-style-type: none"> SCCs promoted to carry out acts of mercy starting April 2024-Ongoing
	1.11.9	<ul style="list-style-type: none"> Regular SCC recollections and Retreats organized starting April 2024-Ongoing

Implementation Strategy 1.12		
PRAYER LIFE: Facilitating Church groups and organs (CMA, CWA, Youth, Choir) - transition to the next groups (PMC, Youth, YCA, CW/MA)		
Illustrative/ Milestone Activities	1.12.1.	<ul style="list-style-type: none"> Enrolment and graduation seminars/training for each church group institutionalised starting June 2024- Ongoing
	1.12.2	<ul style="list-style-type: none"> Leaders of each church group/ organ trained to provide ongoing leadership to the group starting April 2024- Ongoing
	1.12.3	<ul style="list-style-type: none"> Coordination/interrelationships among the church groups strengthened starting April 2024- Ongoing
	1.12.4	<ul style="list-style-type: none"> Animators/matrons/teachers/music directors for each church group/ organ formed (formation) starting April 2024- Ongoing
	1.12.5	<ul style="list-style-type: none"> The guidebook for each church group/organ reviewed /developed by December 2024
Implementation Strategy 1.13		
FAMILY LIFE – Identifying and addressing causes of family instability		
Illustrative/ Milestone Activities	1.13.1	<ul style="list-style-type: none"> Preparations and mentorship for those getting into marriage intensified starting April 2024- Ongoing
	1.13.2	<ul style="list-style-type: none"> Family life workshops and seminars organized starting April 2024- Ongoing.
	1.13.3	<ul style="list-style-type: none"> A structured curriculum on family life developed by December 2024
	1.13.4	<ul style="list-style-type: none"> A marriage Encounter program developed by January 2025
	1.13.5	<ul style="list-style-type: none"> Radio shows for Family Life enhanced starting April 2024- Ongoing
	1.13.6	<ul style="list-style-type: none"> Children’s mentorship programs on moral formation strengthened starting April 2024- Ongoing

Implementation Strategy 1.14		
FAMILY LIFE: Encouraging and facilitating the solemnizing of marriages.		
Illustrative/ Milestone Activities	1.14.1	<ul style="list-style-type: none"> Existing fears among the youth to solemnize their marriages progressively demystified starting April 2024- Ongoing
	1.14.2	<ul style="list-style-type: none"> Seminars and workshops to prepare youths ready/ripe for marriage organised and mounted at parish level starting June 2024- Ongoing
Implementation Strategy 1.15		
FAMILY LIFE - Promoting responsible parenting		
Illustrative/ Milestone Activities	1.15.1	<ul style="list-style-type: none"> Curriculum for responsible parenting developed by December 2024
	1.15.2	<ul style="list-style-type: none"> Capacity of Parents on Responsible Parenting strengthened by April 2025- Continuous
	1.15.3	<ul style="list-style-type: none"> Parenting programmes implemented in all Catholic-sponsored/owned schools by January 2025
	1.15.4	<ul style="list-style-type: none"> The capacity of Godparents on their roles/ responsibilities to the children and their parents strengthened starting April 2024- Ongoing
	1.15.5	<ul style="list-style-type: none"> Godparents inducted starting April 2024- Ongoing
Implementation Strategy 1.16		
FAMILY LIFE - Inculcating family values in children and their parents		
Illustrative/ Milestone Activities	1.16.1	<ul style="list-style-type: none"> Mentorship programme for children strengthened starting August 2024- Continuous
	1.16.2	<ul style="list-style-type: none"> Training of trainers(mentors) for children programs strengthened starting April 2024- Ongoing
	1.16.3	<ul style="list-style-type: none"> the comprehensive guidebook for family mentorship reviewed and adapted by January 2025
	1.16.4	<ul style="list-style-type: none"> Career guidance on secondary school graduates strengthened starting April 2024 Ongoing
	1.16.5	<ul style="list-style-type: none"> Guidelines on post-school life enhanced by February 2025

Implementation Strategy 1.17		
OUR LADY OF PROTECTION SHRINE- MUSEVE – Creating more awareness about the Shrine.		
Illustrative/ Milestone Activities	1.17.1	• Groups/individuals visit to the shrine promoted starting April 2024-Continuous
	1.17.2	• The Annual Diocesan Pilgrimage Day promoted starting April 2024- Continuous
	1.17.3	• The Web page for the Shrine operationalized and promoted by December 2024
	1.17.4	• The management of the Shrine strengthened by June 2024 Continuous
	1.17.5	• A Cafeteria established within the Shrine by December 2024
	1.17.6	• Brochures and fliers on the shrine developed and issued to pilgrims by June 2024
	1.17.7	• A book (documentation) on the history of the Marian Shrine written and disseminated by June 2024
Implementation Strategy 1.18		
OUR LADY OF PROTECTION SHRINE- MUSEVE – Promoting the Marian devotion		
Illustrative/ Milestone Activities	1.18.1	School children, Christians, Groups, Families, and individuals visit the Shrine promoted starting April 2024- Continuous
	1.18.2	Relevant and appropriate programmes for the Shrine developed by April 2024- Continuous
	1.18.3	Marian Gift Shop within the Shrine set up by June 2024
	1.18.4	Writing of a book promoting Marian devotion completed by June 2024
	1.18.5	Brochures and fliers on the Marian devotion developed and issued to pilgrims by June 2024

Implementation Strategy 1.19		
OUR LADY OF PROTECTION SHRINE- MUSEVE – Developing the Shrine further		
Illustrative/ Milestone Activities	1.19.1	• A Marian retreat centre established by December 2027
	1.19.2	• Expansion and consolidation of the Monastery of Our Lady of Protection Museve promoted starting April 2024 Continuous

Implementation Strategy 1.20		
ENHANCING EVANGELIZATION TO THE PEOPLE – Opening New Parishes		
Illustrative/ Milestone Activities	1.20.1	• A least 10 parishes opened by December 2028
	1.20.2	• Technology progressively leveraged and embraced in evangelization starting April 2024-continuous

<p>SACRAMENTS</p> <p>GOAL 2</p> <p>Expanded number of CDOK parishioners receiving sacraments, fostering a vibrant and inclusive faith community, and nurturing individual spiritual journeys.</p>		
<p>STRATEGIC OBJECTIVE 2</p> <p>Strengthen ongoing Formation on all sacraments broadening the reach and deepening the spiritual engagement with the faith community to recruit new people to receive sacraments by 2028</p>		
<p>Implementation Strategy 2.1</p> <p>STRENGTHEN THE CATECHESIS ON SACRAMENTS. – Motivating and improving the welfare of Catechumens</p>		

Illustrative/ Milestone Activities	2.1.1	Motivational packages and programmes for Catechumens prepared by April 2025
	2.1.2	Remuneration package plan for Catechists enhanced by December 2024
	2.1.3	Catechumens motivated to receive sacraments Starting April 2024- Continuous
	2.1.4	Syllabus of the catechumens revised to be more responsive to Pastoral needs by December 2025
Implementation Strategy 2.2 STRENGTHEN THE CATECHESIS OF SACRAMENTS. – Intensifying the preparations for the reception of all sacraments.		
Illustrative/ Milestone Activities	2.2.1	<ul style="list-style-type: none"> The clergy involved more in the preparation of catechumens Starting April 2024- Continuous
	2.2.2	<ul style="list-style-type: none"> The clergy are fully involved in the assessment of the catechumens starting April 2024- Continuous
	2.2.3	<ul style="list-style-type: none"> The progress of the catechumens continuously monitored and evaluated starting April 2024- Continuous
	2.2.4	<ul style="list-style-type: none"> The training period for catechetical instructions harmonized Starting December 2025 - Continuous
Implementation Strategy 2.3 INCREASE TURNOUT ON THE SACRAMENT OF RECONCILIATION - Providing clear meaning and clarification on the teaching of the sacrament(catechesis)		
Illustrative/ Milestone Activities	2.3.1	The reception of the Sacrament of Reconciliation intensified starting April 2024- Continuous
	2.3.2	Christians receiving the sacrament thoroughly prepared and penitential services intensified starting April 2024- Continuous
	2.3.3	Clear exchange programs and scheduled dates for priests to administer the sacrament of reconciliation in different churches developed Starting April 2024 - Continuous.
	2.3.4	Confessional boxes progressively installed in all the parish churches Starting April 2024- Continuous.

Implementation Strategy 2.4		
SACRAMENT OF BAPTISM – Promoting the Sacrament of Baptism		
Illustrative/ Milestone Activities	2.4.1	Young people encouraged and inspired to continue coming to church after baptism starting in April 2024- Continuous
	2.4.2	The commitment of the newly baptised by Clergy, Catechists, parents, Godparents, church council and small Christian leaders tracked and documented starting April 2024- Continuous
	2.4.3	Post baptism catechesis formation e.g. (workshops, seminars, sports, and games) held regularly and with full involvement of youth chaplains starting April 2024- Continuous
	2.4.4	A sense of belonging to the church among the newly baptised enhanced through their deliberate involvement in the various church activities. E.g. <i>Altar boys and procession dancers</i> starting April 2024- Continuous.

Implementation Strategy 2.5		
ANOINTING OF THE SICK. Promoting the Sacrament of Anointing of the Sick		
Illustrative/ Milestone Activities	2.5.1	People sensitized on the significance of the Sacrament of the Sick in different forums e.g., SCC meetings, church services, preaching starting April 2024- Continuous
	2.5.2	Families of the sick persons prepared(oriented) on the process and procedures for administering Sacrament of the Sick - Starting April 2024 Continuous
	2.5.3	A structured mechanism put in place to encourage people to come for the Sacrament of the Sick even when they are not critically sick starting April 2024- Continuous
	2.5.4	Intensify the care of the sick in hospitals and homes by developing a structured visiting program by the Priests. Starting April 2024 - Continuous
	2.5.5	Full-time hospital chaplains appointed – Starting June 2024 Continuous
	2.5.6	Perceived fear of death after receiving Sacrament of the Sick progressively addressed through sensitization of the importance of “viaticum” starting June 2024

Implementation Strategy 2.6 EUCHARIST – Encouraging more Christians to receive the Eucharist.		
Illustrative/ Milestone Activities	2.6.1	Comprehensive catechesis on the sacrament of Eucharist undertaken through continuous education on its theological and spiritual underpinning starting April 2024 Continuous
	2.6.2	Regular religious education and formation programs to Christians on the Eucharist implemented Starting April 2024- Continuous
	2.6.3	Active parental involvement in their children’s religious education encouraged and promoted starting April 2024 Continuous
	2.6.4	Incorporating prayers and discussions about the Eucharist by families into their daily lives encouraged and promoted starting April 2024 Continuous
	2.6.5	Engaging relevant youth ministry programs that highlight the beauty of the Eucharist developed and implemented starting June 2024 Continuous
	2.6.6	Personal reflection and sharing of faith by individuals who find Spiritual fulfilment and joy from the Sacrament of Eucharist encouraged and promoted starting April 2024 Continuous
	2.6.7	Eucharistic adoration and benediction promoted from April 2024
Implementation Strategy 2.7 SACRAMENT OF CONFIRMATION- Promoting the Sacrament of Confirmation		
Illustrative/ Milestone Activities	2.7.1	Christians sensitized on the importance of the Sacrament of Confirmation through deliberate initiatives starting April 2024 Continuous
	2.7.2	All newly baptized enrolled for confirmation starting April 2024 Continuous
	2.7.3	People encouraged and promoted to receive the sacrament of Confirmation after Baptism starting April 2024 Continuous
	2.7.4	Regular Confirmations held in each Parish starting April 2024 Continuous

Implementation Strategy 2.8		
HOLY ORDERS: Increasing the number of priests in the Diocese.		
Illustrative/ Milestone Activities	2.8.1	More young people encouraged and inspired to be formed to serve as priests starting April 2024 Continuous
	2.8.2	Youth workshops on vocations organised starting April 2024 Continuous
	2.8.3	Presence of priests in schools increased through appointment of chaplains and increased pastoral activities in schools starting April 2024 Continuous
	2.8.4	Priests encouraged to keep their priestly identity by living the priestly life, including dressing to inspire Christians starting April 2024 Continuous
	2.8.5	At least 40 priests ordained by 2028 Starting December 2024 continuous
	2.8.6	At least 10 new aspirants join the priestly Formation annually Starting August 2024
	2.8.7	Young people encouraged and supported to attend Diocesan Ordination events for reflection and inspiration starting December 2024 Continuous
	2.8.8	Select ordination events delocalised to the Parish level to promote vocation starting April 2025 continuous

Implementation Strategy 2.9		
MATRIMONY- Promoting the Sacrament of Matrimony		
Illustrative/ Milestone Activities	2.9.1	Programmes/ initiatives to encourage the youth (in high school, colleges and out of school) to have fresh weddings in church implemented starting December 2024 continuous
	2.9.2	Couples receive detailed prenuptial instructions from the Priests Starting 2024 April- Continuous
	2.9.3	Couples encouraged and promoted to solemnize their marriages in church Starting in April 2024 - Continuous
	2.9.4	Programmes /initiative to educate the youth on the importance of the sacrament of Holy Matrimony starting December 2024 - Continuous

	2.9.5	Couples encouraged and promoted to have simple and cost-effective weddings starting April 2024 continuous
	2.9.6	Mass weddings encouraged and promoted to reduce the perceived prohibitive cost of weddings. starting 2024 April- Continuous
	2.9.7	Registration of marriage processes eased through structured collaboration between the Church and the Registrar of Marriages. Starting April 2024 continuous
Implementation Strategy 2.10		
Liturgy- Harmonizing and Enhancing active participation in Liturgy		
Illustrative/ Milestone Activities	2.10.1	Encourage prayers before mass (Confession, Rosary, Morning Prayers) starting April 2024 -Continuous
	2.10.2	Active participation of the Christians during the liturgy in funerals, and public functions starting April 2024 -Continuous
	2.10.3	Have a dignified burial for all Catholics starting April 2024 -Continuous
	2.10.4	Review the liturgical books e.g. Lectionary, Sacramentary by December 2024
	2.10.5	Review the existing rites of burial and marriage by December 2024

4.1.2 Pillar 2: Charity

<div>CHARITY</div> <div>GOAL 3</div> <div>Enhanced capacity of CDOK to undertake sustainable charity work, and foster compassion, community well-being, and social impact.</div>		
<div>STRATEGIC OBJECTIVE 3</div> <div>To bring the whole human family together to realize sustainable and integral human development through targeted initiatives and sustainable practices by 2028.</div>		
<div>Implementation Strategy 3.1</div> <div>CHARITY: Reducing the existing high dependency syndrome and poverty within communities</div>		
Illustrative/ Milestone Activities	3.1.1	<div><ul style="list-style-type: none">People sensitized to opportunities for self-reliance. (Small IGAs, Technical training, Chamas, Savings and Investments) Starting July 2024 continuous</div>
	3.1.2	<div><ul style="list-style-type: none">Community ownership of projects enhanced through their effective engagement and involvement in project initiation Starting August 2024 Continuous</div>
	3.1.3	<div><ul style="list-style-type: none">Communities facilitated to access, embrace and leverage technology in their projects. Starting July 2024 continuous</div>
	3.1.4	<div><ul style="list-style-type: none">Community-led sustainable programmes encouraged and promoted starting August 2024 Continuous</div>
	3.1.5	<div><ul style="list-style-type: none">Community contribution to project proposals through public participation encouraged and promoted Starting August 2024 Continuous</div>
<div>Implementation Strategy 3.2</div> <div>CHARITY: Mitigating the effects of drought and famine</div>		
Illustrative/ Milestone Activities	3.2.1	<div>Programmes /initiatives to encourage and support communities to plant drought-tolerant crops which can withstand the little rains implemented Starting September 2024 Continuous</div>

	3.2.2	<ul style="list-style-type: none"> Programmes /initiatives to encourage and support communities to diversify sources of livelihoods (Farming, poultry, livestock husbandry, small-scale irrigation, small-scale business) implemented Starting September 2024 continuous
	3.2.3	<ul style="list-style-type: none"> Awareness of the dangers of climate change created among communities through planning and implementation of training programmes on climate mitigation and adaptation e. g Agroecology. Starting April 2024 Continuous
	3.2.4	<ul style="list-style-type: none"> Community progressively planting and growing of 1,000,000 trees by 2028 to increase the forest encouraged, promoted, and facilitated Starting August 2024- Continuous
Implementation Strategy 3.3 CHARITY: Promoting community involvement in governance for sustainable development		
Illustrative/ Milestone Activities	3.3.1	Civic education to the community enhanced through deliberate programmes and initiatives starting April 2024 continuous
	3.3.2	Active involvement of Christians/Clergy/Religious in community decision-making structures and processes advocated and promoted by the Church starting April 2024 continuous
	3.3.3	Transparent and accountable governance practices in community projects advocated for and promoted, starting April 2024 continuous
	3.3.4	Programmes and initiatives to discourage the communities from undertaking environmentally degrading activities e.g. Charcoal Burning, Sand Harvesting implemented starting August 2024 continuous
	3.3.5	Promote responsible natural resource use and environmental management starting September 2024 – continuous

4.1.3 Pillar 3: Self-Reliance and Sustainability

SELF RELIANCE AND SUSTAINABILITY		
GOAL – 4		
An established and robust framework for resource mobilization and sustainability within CDOK that ensures financial stability and supports the long-term mission and activities of the diocese.		
STRATEGIC OBJECTIVE – 4		
To bring the whole human family together to realize sustainable and integral Human development through targeted initiatives and sustainable practices by 2028.		
Implementation Strategy 4.1		
INSTITUTIONALISATION OF RESOURCE MOBILIZATION - Setting up a formal business development and resource mobilisation function and appointing a focal Person.		
Illustrative/ Milestone Activities	4.1.1	A business development (BD) and resource mobilisation (RM) function with appropriate responsibility and corresponding authority set up by June 2024
	4.1.2	Detailed functions of the business development and resource mobilisation function/unit developed, adopted, and incorporated into the CDOK organisational structure by June 2024
	4.1.3	Detailed Job description of the unit’s focal person developed and approved by June 2024
	4.1.4	A qualified /experienced focal person appointed to head the function/unit by September 2024
	4.1.5	Comprehensive orientation and onboarding of the BDRM function focal person undertaken. By December 2024
Implementation Strategy 4.2		
RESOURCE MOBILIZATION STRATEGY: Developing a broad-based, innovative, and practical resource mobilization framework, strategy, and supporting fundraising plans		

Illustrative/ Milestone Activities	4.2.1	<ul style="list-style-type: none"> A comprehensive mapping to identify potential CDOK resource mobilisation opportunities and providers undertaken, and a database developed by June 2024.
	4.2.2	<ul style="list-style-type: none"> A comprehensive CDOK business development and resource mobilisation strategy developed, approved, and adopted by September 2024
	4.2.3	<ul style="list-style-type: none"> A comprehensive CDOK annual business development and resource mobilization plan developed and implemented annually starting January 2025
	4.2.4	<ul style="list-style-type: none"> One fundraising event annually involving the corporate sector and philanthropic individuals organised Starting April 2024- Continuous
	4.2.5	<ul style="list-style-type: none"> Resource allocation (financial and non-financial) to selected community programmes that augment pastoral work advocated for by the national and county governments starting January 2025- Continuous
Implementation strategy: 4.3 CAPACITY BUILDING - Building the CDOK human resource capacity (training, mentorship, and on-the-job training) (OJT) in overall resource mobilisation and business development		
Illustrative/ Milestone Activities	4.3.1	<ul style="list-style-type: none"> CDOK management trained and mentored on resource mobilisation and fundraising and their role (thereafter continuous capacity building annually) by December 2024
	4.3.2	<ul style="list-style-type: none"> Relevant CDOK staff trained in fundraising, concept paper and proposal development and donor engagement and management. Starting December 2024 Continuous
	4.3.3	<ul style="list-style-type: none"> Selected CDOK staff trained to acquire skills for identifying funding opportunities and managing existing donors by December 2024
	4.3.4	<ul style="list-style-type: none"> All CDOK staff and stakeholders made aware of all planned resource mobilisation activities and effectively involved starting April 2024 Continuous

Implementation Strategy: 4.4 PROPOSAL WRITING - Undertaking specific and targeted resource mobilization and fundraising initiatives (proposal and concept papers) to support CDOK pastoral work		
Illustrative/ Milestone Activities	4.4.1	<ul style="list-style-type: none"> A mechanism for monitoring funding announcements and opportunities from major donors developed and mainstreamed in CDOK operations by December 2024
	4.4.2	<ul style="list-style-type: none"> At least fifteen funding concept papers submitted by CDOK to donors annually. Starting April 2024 Continuous
	4.4.3	<ul style="list-style-type: none"> At least fifteen funding proposals submitted by CDOK to potential donors annually. Starting April 2024 Continuous
	4.4.4	<ul style="list-style-type: none"> Expand the scope of the Missionary Cooperation Plan starting May 2024 continuous
Implementation Strategy: 4.5 AWARD/GRANTS MANAGEMENT - Developing an award /grants management system for effective management of funds received from donors and other resource providers		
Illustrative/ Milestone Activities	4.5.1	All awards and grants sought and held by CDOK are consistent with the Diocesan vision, mission, mandate, and Strategic Plan starting April 2024-Continuous
	4.5.2	All relevant donors' procedures, rules, and regulations in managing their awards ⁷ understood and complied with by CDOK starting April 2024-Continuous
	4.5.3	A comprehensive programmes /project management policies and procedures manual developed by December 2024
Implementation Strategy: 4.6 MANAGEMENT AND CONTROL SYSTEMS - Strengthening Organizational, management and control systems in Diocesan Institutions		

Illustrative/ Milestone Activities	4.6.1	Strengthen the management and control systems of all the diocesan resources. By December 2024
	4.6.2	Strengthen the capacity of key personnel on accountability and transparency starting April 2024- Continuous
	4.6.3	Institutionalise regular systems of assessments, reviews, and audits starting April 2024- Continuous

Implementation Strategy 4.7

OWNERSHIP - Promoting the sense of ownership of the CDOK institutions by all key stakeholders

Illustrative/ Milestone Activities	4.7.1	<ul style="list-style-type: none"> A sense of ownership of CDOK and its programmes instilled and embraced through the involvement of all key stakeholders in its work. Starting April 2024- Continuous
	4.7.2	<ul style="list-style-type: none"> To encourage people to support all their initiatives. April 2024- Continuous
	4.7.3	<ul style="list-style-type: none"> Involvement of people with talents and capacity in resource mobilization in fundraising and support for the projects. Starting on April 2024- Continuous
	4.7.4	<ul style="list-style-type: none"> Functional committees for projects established in the parishes and church institutions e.g., Finance Committee, Development Committee. By April 2024

Implementation Strategy 4.8

LAND RESOURCES - Strengthening the governance of land resources.

Illustrative/ Milestone Activities	4.8.1	<ul style="list-style-type: none"> Strengthen the Policy on land acquisition and disposal by September 2024
	4.8.2	<ul style="list-style-type: none"> All land documentation for each diocesan land parcel sought and secured by December 2024

4.1.4 Pillar 4 Social and Economic Empowerment (Health Services Provision)

HEALTH SERVICES PROVISION		
GOAL 5		
Improved health status and well-being by residents of CDOK through the provision of compassionate, accessible, and comprehensive healthcare, prioritizing preventive care, addressing health disparities, and upholding social justice and Christian compassion.		
STRATEGIC OBJECTIVE 5		
To improve the health and well-being of the Catholic Diocese of Kitui residents by creating a robust sustainable, integrated healthcare system that prioritizes accessibility, quality, and holistic care based on Christian values and social justice by 2028.		
Implementation Strategy 5.1		
LEADERSHIP AND MANAGEMENT: Establishing/strengthening health facilities Boards of Management and Committees		
Illustrative/ Milestone Activities	5.1.1	• Heath Facilities Board and Committee manuals, including revised Terms of Reference (TOR) and a Code of Conduct developed /reviewed by May 2024
	5.1.2	• Health facilities Boards and Committees’ membership reconstituted by June 2024
	5.1.3	• Health facilities operational policies, guidelines, and Standard Operating Procedures (SOPs) developed/reviewed by July 2024
Implementation Strategy 5.2		
LEADERSHIP AND GOVERNANCE: Strengthening leadership and governance capacity of health facilities board and committee members.		
Illustrative/ Milestone Activities	5.2.1	• Board and Committee members trained/ oriented on principles and practices of health services delivery leadership and governance starting August 2024- Continuous
	5.2.2	• Develop and implement an annual capacity-building plan for Health facilities Board and Committee members developed and implemented starting August 2024 continuous

Implementation Strategy 5.3

LEADERSHIP AND MANAGEMENT: Strengthening the leadership and management capacity of health facilities supervisors and managers.

Illustrative/ Milestone Activities	5.3.1	<ul style="list-style-type: none"> Manager and Supervisors trained /oriented in health services delivery management and supervision skills starting August 2024-Continuous.
	5.3.2	<ul style="list-style-type: none"> A comprehensive quarterly capacity-building plan for health facilities managers and supervisors developed and implemented starting August 2024- Continuous

Implementation Strategy 5.4

HEALTH SERVICES PROVISION:Expanding the scope of health services delivery in all CDOK Health facilities

Illustrative/ Milestone Activities	5.4.1	<ul style="list-style-type: none"> Develop a comprehensive inventory of facilities and services offered by April 2024
	5.4.2	<ul style="list-style-type: none"> Health facilities to be expanded and new services to be added identified and documented by May 2025
	5.4.3	<ul style="list-style-type: none"> Expansion plan with the requisite human and financial resources prepared by June 2024-Continuous
	5.4.4	<ul style="list-style-type: none"> The expansion plan aligned and in compliance with universal health coverage (UHC) and Ministry of Health (MOH) guidelines starting June 2024
	5.4.5	<ul style="list-style-type: none"> The expansion plan Implemented monitored and evaluated Annually starting June 2024-Continuous

Implementation Strategy 5.5		
HEALTH SERVICES PROVISION: Improving the quality of health services.		
Illustrative/ Milestone Activities	5.5.1	A quality improvement manual developed by December 2024
	5.5.2	Quality Improvement Committees (QIC) and focal persons appointed in every health facility by December 2024
	5.5.3	Health facilities staff trained/ oriented in continuous quality improvement starting September 2024- Continuous
	5.5.4	Quality improvement activities using a Small Test of Change (SToC) implemented starting December 2024.
Implementation Strategy 5.6		
HUMAN RESOURCES FOR HEALTH: Rationalising staff deployment.		
Illustrative/ Milestone Activities	5.6.1	<ul style="list-style-type: none">Human Resources information/data collection tools developed starting December 2024
	5.6.2	<ul style="list-style-type: none">A comprehensive review of existing staff compliments undertaken by June 2024
	5.6.3	<ul style="list-style-type: none">Staff Recruited/redeployed accordingly. By December 2024
Implementation Strategy 5.7		
HUMAN RESOURCES FOR HEALTH: Health staff development and motivation		
Illustrative/ Milestone Activities	5.7.1	<ul style="list-style-type: none">Staff welfare strengthened and promoted starting April 2024- Continuous
	5.7.2	<ul style="list-style-type: none">Staff offered structured and monitored external and internal training opportunities starting April 2024- Continuous
	5.7.3	<ul style="list-style-type: none">Regular staff retreats and team building activities organised starting December 2024- Continuous
	5.7.4	<ul style="list-style-type: none">A staff spot award system developed and implemented starting December 2024

Implementation Strategy 5.8 HUMAN RESOURCES FOR HEALTH: - Strengthening health staff performance management system		
Illustrative/ Milestone Activities	5.8.1	<ul style="list-style-type: none"> The current staff performance management system reviewed and strengthened by August 2024
	5.8.2	<ul style="list-style-type: none"> Staff appraisal and performance management forms reviewed and strengthened By August 2024
	5.8.3	<ul style="list-style-type: none"> Staff and supervisors regularly mentored and trained on staff performance management system starting August 2024- Continuous
	5.8.4	<ul style="list-style-type: none"> All staff set annual performance objectives starting January 2025 continuous
	5.8.5	<ul style="list-style-type: none"> All staff coached quarterly (Every quarter) by their supervisor starting July 2024 continuous
	5.8.6	<ul style="list-style-type: none"> Annual performance appraisal for all staff undertaken by December 2024 continuous
	5.8.7	<ul style="list-style-type: none"> All staff strategic management decisions partly informed by staff appraisal results starting January 2024 continuous
Implementation Strategy 5.9 INFRASTRUCTURE AND EQUIPMENT – Upgrading the CDOK health Infrastructure and equipment		
Illustrative/ Milestone Activities	5.9.1	<ul style="list-style-type: none"> CDOK health infrastructure and equipment inventory updated by December 2024
	5.9.2	<ul style="list-style-type: none"> CDOK health equipment and infrastructure needs/ plan developed by December 2024
	5.9.3	<ul style="list-style-type: none"> CDOK essential health equipment progressively procured starting August 2024- continuous
	5.9.4	<ul style="list-style-type: none"> CDOK health physical infrastructure progressively expanded and renovated starting April 2024- continuous
	5.9.5	<ul style="list-style-type: none"> Preventive and maintenance programme developed and implemented for health equipment and infrastructure starting August 2024- continuous

Implementation Strategy 5.10 HEALTH MANAGEMENT INFORMATION SYSTEM: strengthening the Health Information, collection, and reporting systems		
Illustrative/ Milestone Activities	5.10.1	All health data collection and reporting tools reviewed /developed by June 2024
	5.10.2	Health data collection and reporting schedule developed by June 2024
	5.10.3	Full compliance with all reporting agency’s data requirements e.g. CDOK, MOH ensured starting April 2024
Implementation Strategy 5.11 HEALTH MANAGEMENT INFORMATION SYSTEM: Strengthening the utilization of health information and data for decision-making.		
Illustrative/ Milestone Activities	5.11.1	Regular staff training programme on data collection, reporting, and utilization developed and implemented starting April 2024-Continuous
	5.11.2	Information to relevant key stakeholders collected, analysed, and disseminated starting April 2024-Continuous
	5.11.3	Health information and data utilised for planning and decision-making starting April 2024-Continuous
Implementation Strategy 5.12 HEALTHCARE FINANCING: Strengthening the stewardship of existing CDOK resources.		

Illustrative/ Milestone Activities	5.12.1	Budgeting and planning culture and practices progressively institutionalised in CDOK health facilities starting December 2024
	5.12.2	Financial management and internal control systems progressively strengthened in CDOK health facilities starting April 2024-continuous
	5.12.3	Reviews of monthly financial reports in CDOK health facilities progressively institutionalised starting April 2024-continuous
	5.12.4	The CDOK health facilities store management system (Medical and non-medical supplies) strengthened to manage pilferages and expiries. Starting April 2024-continuous
	5.12.5	Regular audits and systems reviews, and taking actions on recommendations progressively institutionalised in CDOK health facilities starting April 2024-continuous
Implementation Strategy 5.13 HEALTHCARE FINANCING: Streamlining revenue collection and accountability mechanisms in CDOK health facilities		
Illustrative/ Milestone Activities	5.13.1	All cash collected strictly banked starting April 2024- Continuous
	5.13.2	Cash point in CDOK health facilities centralize starting April 2024- continuous
	5.13.3	Effective receipting of revenue using serialized receipts and digitalization (electronic) of payments strengthened starting April 2024- continuous

Implementation Strategy 5.14

HEALTHCARE FINANCING: Enhancing the capacity for fundraising for health services provision.

Illustrative/ Milestone Activities	5.14.1	A comprehensive health services provision resource gaps and needs report developed by April 2024
	5.14.2	Relevant staff progressively trained on proposal development and resource providers' engagement and management by April 2024- Continuous
	5.14.3	Proposal/concept notes developed and submitted to potential resource providers starting April 2024- Continuous

Implementation Strategy 5.15

COMMUNITY LINKAGES. Developing/adapting and implementing a comprehensive community health engagement strategy.

Illustrative/ Milestone Activities	5.15.1	A comprehensive community health engagement strategy developed/adapted by April 2024
	5.15.2	A progressive community sensitization implemented starting April 2024- Continuous
	5.15.3	CDOK health services provision visibility increased (Brochures, Fliers, Branded T-shirts & Lessos) starting April 2024- Continuous
	5.15.4	The communities progressively involved meaningfully in the operations of the health facilities through social accountability approaches and membership in relevant health facilities committees. and ad hoc working groups starting April 2024- Continuous
	5.15.5	Regular medical camps and partnership meetings held in communities starting April 2024- Continuous

EDUCATION

GOAL 6

Provision of transformative education services, which promote academic excellence, spiritual growth, and holistic development, while upholding Christian values and contributing to society's betterment."

STRATEGIC OBJECTIVE 6

To enhance access to quality education, rooted in Christian values, for individuals of all ages within the Catholic Diocese of Kitui, fostering holistic development, nurturing spiritual growth, and contributing to the well-being of the community by 2028."

Implementation Strategy 6.1

LEADERSHIP AND GOVERNANCE - Reconstituting and Streamlining school Management Boards and Committees' composition

Illustrative/ Milestone Activities	6.1.2	<ul style="list-style-type: none"> CDOK schools Management Boards and Committees' composition reviewed (appointments/re-appointed). By April 2024-Continuous
	6.1.3	<ul style="list-style-type: none"> Comprehensive School Management Board and Committee governance manuals, including a code of conduct developed by December 2024
	6.1.4	<ul style="list-style-type: none"> Comprehensive school policies and guidelines including those on Child Protection and Safeguarding policies developed/reviewed by December 2024

Implementation Strategy 6.2

LEADERSHIP AND MANAGEMENT: Strengthening the leadership capacity of school Boards of Management (BoM)

Illustrative/ Milestone Activities	6.2.1	Board /Committee members oriented and trained on school leadership and governance starting April 2024 - continuous
	6.2.2	Develop and implement an annual capacity-building plan starting April 2024 - Continuous

Implementation Strategy 6.3		
LEADERSHIP AND MANAGEMENT: Building the capacity of key stakeholders in the management of schools.		
Illustrative/ Milestone Activities	6.3.1	<ul style="list-style-type: none">Headteachers, principals, and senior teachers oriented and trained on emerging best practices in school Management starting April 2024 - Continuous
	6.3.2	<ul style="list-style-type: none">Quarterly capacity-building plan for school stakeholders developed and implemented starting April 2024 - Continuous
	6.3.3	<ul style="list-style-type: none">The capacity of Parents Associations (P.A) leaders progressively strengthened starting August 2024 - Continuous
	6.3.4	<ul style="list-style-type: none">Learners/ student leaders coached and mentored on leadership starting August 2024 - Continuous
Implementation Strategy 6.4		
EDUCATION /TEACHING STANDARDS: Striving for achievement of academic excellence.		
Illustrative/ Milestone Activities	6.4.1	<ul style="list-style-type: none">Baseline comprehensive and holistic assessment to identify opportunities for improvement undertaken by April 2024 - Continuous
	6.4.2	<ul style="list-style-type: none">A comprehensive holistic academic excellence improvement plan developed by December 2024
	6.4.3	<ul style="list-style-type: none">The comprehensive holistic academic excellence improvement plan Implemented and monitored the plan starting January 2025 - Continuous

Implementation Strategy 6.5 EDUCATION /TEACHING STANDARDS: Improving the quality of teaching and learning.		
Illustrative/ Milestone Activities	6.5.1	<ul style="list-style-type: none"> Adapt the approved teaching and learning curriculum adapted by April 2024 - continuous
	6.5.2	<ul style="list-style-type: none"> Quality teaching and learning materials developed by April 2024 - continuous
	6.5.3	<ul style="list-style-type: none"> Innovative learners, teachers and parents' collaborative initiatives developed/enhanced to improve academic performance starting April 2024 - continuous
	6.5.4	<ul style="list-style-type: none"> Benchmarking and exchange program with other institutions encouraged and undertaken starting April 2024 - continuous
	6.5.5	<ul style="list-style-type: none"> Schools progressively facilitated to leverage technology to enhance teaching and learning in schools starting April 2024 - continuous
	6.5.6	<ul style="list-style-type: none"> Interventions for slow learners in line with Ministry of Education guidelines implemented and institutionalized as part of regular teaching April 2024 - Continuous
Implementation Strategy 6.6 SCHOOL TEACHING STAFF. Rationalising and streamlining school teaching staff deployment.		
Illustrative/ Milestone Activities	6.6.1	Human Resources (school teachers) information/ data collection tools developed by December 2024
	6.6.2	A comprehensive review of existing teaching staff compliments undertaken by December 2024
	6.6.3	School teaching staff deployment streamlined and rationalized starting April 2025-Continuous

Implementation Strategy 6.7 SCHOOL TEACHING STAFF - Implementing innovative staff development and motivation initiatives for school teaching staff.		
Illustrative/ Milestone Activities	6.7.1	<ul style="list-style-type: none"> School staff welfare initiatives promoted and strengthened starting April 2024 Continuous
	6.7.2	<ul style="list-style-type: none"> External and internal learning opportunities (seminars and workshops) made available to teaching staff starting April 2024 Continuous
	6.7.3	<ul style="list-style-type: none"> Regular retreats and team building for teaching staff organized starting April 2024 continuous
	6.7.4	<ul style="list-style-type: none"> A formal and innovative spot award for teachers and other school staff developed and implemented starting April 2024 Continuous

Implementation Strategy 6.8 TEACHING STAFF PERFORMANCE MANAGEMENT: Strengthening the school teaching staff performance management system and process.		
Illustrative/ Milestone Activities	6.8.1	Staff performance management system developed /reviewed by December 2024
	6.8.2	Staff appraisal forms developed /reviewed by December 2024
	6.8.3	Heads of department/supervisors trained on the implementation of the performance management system and processes by April 2024 Continuous
	6.8.4	School staff set annual performance objectives by April 2024 Continuous
	6.8.5	Annual staff performance appraisal undertaken by December every year starting in 2024
	6.8.7	Utilize appraisal results for critical human resources management decisions starting April 2024 Continuous

Implementation Strategy 6.9

LEARNING MATERIALS AND EQUIPMENT; Upgrading and procuring physical infrastructure/ equipment and learning materials, respectively.

Illustrative/ Milestone Activities	6.9.1	<ul style="list-style-type: none"> A comprehensive baseline infrastructure, equipment and learning materials needs assessment undertaken by June 2024
	6.9.2	<ul style="list-style-type: none"> Critical and priority infrastructure, equipment and learning materials need a procurement plan developed by December 2024
	6.9.3	<ul style="list-style-type: none"> Priority equipment and learning materials progressively procured starting March 2025 Continuous
	6.9.4	<ul style="list-style-type: none"> Priority physical infrastructure progressively expanded, constructed, and renovated starting April 2025 continuous
	6.9.5	<ul style="list-style-type: none"> Update and maintain School equipment and infrastructure inventory regularly updated and maintained starting April 2024 Continuous

Implementation Strategy 6.10

STUDENT INFORMATION MANAGEMENT SYSTEM: Strengthening and utilizing the student information management system for decision-making.

Illustrative/ Milestone Activities	6.10.1	<ul style="list-style-type: none"> A comprehensive database for learners developed, maintained/and updated starting April 2024 Continuous
	6.10.2	<ul style="list-style-type: none"> Key information from the database disseminated to relevant key stakeholders starting June 2024- continuous
	6.10.3	<ul style="list-style-type: none"> Students' information utilised for decision-making starting by December 2024 Continuous

Implementation Strategy 6.11 RESOURCE STEWARDSHIP: Strengthening the Stewardship of existing resources in CDOK schools.		
Illustrative/ Milestone Activities	6.11.1	<ul style="list-style-type: none"> The budgeting and planning process progressively institutionalised in CDOK schools starting December 2024 continuous
	6.11.2	<ul style="list-style-type: none"> Financial management and internal control systems progressively strengthened in CDOK schools starting April 2024 Continuous
	6.11.3	<ul style="list-style-type: none"> Development and review of monthly financial reports institutionalised in CDOK schools starting April 2024 Continuous
	6.11.4	<ul style="list-style-type: none"> Store management system (rations, stationeries, and other supplies) strengthened starting April 2024 Continuous
	6.11.5	<ul style="list-style-type: none"> Regular Internal audits and actions on findings/recommendations institutionalised starting April 2024 continuous
Implementation Strategy 6.12 FINANCING: Streamlining and optimising school fees collection mechanism		
Illustrative/ Milestone Activities	6.12.1	<ul style="list-style-type: none"> Non-cash payments of school fees encouraged, promoted, and facilitated in CDOK schools starting January 2024 continuous
	6.12.2	<ul style="list-style-type: none"> Alternative modes of fee payment explored and considered starting by April 2024 continuous
	6.12.3	<ul style="list-style-type: none"> Receipting of school fee payments using serialized receipts and digitalization of payments strengthened and enforced starting April 2024 Continuous

Implementation Strategy 6.13 SPONSORSHIP/SCHOLARSHIP Institutionalising sponsorship/scholarship programmes for needy and bright learners.		
Illustrative/ Milestone Activities	6.13.1	<ul style="list-style-type: none"> Guidelines for the operation and management of the students' sponsorship /scholarship fund streamlined, rationalised, and strengthened by April 2024
	6.13.2	<ul style="list-style-type: none"> A comprehensive resource needs (for sponsorship and scholarships) assessment undertaken for resource mobilization by July 2024 continuous
	6.13.3	<ul style="list-style-type: none"> Proposals/concept notes to potential resource providers written and submitted starting July 2024 continuous
	6.13.4	<ul style="list-style-type: none"> Annual/regular special fundraising events and functions supporting the sponsorship fund planned and implemented starting July 2024 continuous
	6.13.5	<ul style="list-style-type: none"> Alumni Associations promoted and institutionalised by January 2025 continuous
Implementation Strategy 6.14 COMMUNITY LINKAGES- Promoting linkages with local communities through a robust sensitization and engagement strategy		
Illustrative/ Milestone Activities	6.14.1	<ul style="list-style-type: none"> Regular sensitization and engagement of local communities undertaken starting May 2025 continuous
	6.14.2	<ul style="list-style-type: none"> Communication with the communities (school barazas, professional talks) enhanced starting May 2025 Continuous
	6.14.3	<ul style="list-style-type: none"> Meaningful involvement of the community members/representatives in the leadership and management of schools by December 2025 Continuous

Implementation strategy 6.15 PARENTS FORMATION - Promoting effective parental formation by mobilizing and organizing parents of learners.
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Illustrative/ Milestone Activities	6.15.1	<ul style="list-style-type: none"> Parents sensitized and mentored on their role in schools and the learning of their children starting April 2024 Continuous
	6.15.2	<ul style="list-style-type: none"> Parents Association (PA) effectively involved in leadership and management appointments in the school starting April 2024 Continuous
	6.15.3	<ul style="list-style-type: none"> Formal Parents Association's collaboration with teachers and learners established and strengthened starting April 2024 continuous.
Implementation Strategy 6.16 LEARNERS FORMATION: Promoting learner formation through Institution- alising and strengthening learners' guidance, counselling, and mentorship programmes in schools.		
Illustrative/ Milestone Activities	6.16.1	<ul style="list-style-type: none"> Formal guidance, counselling and mentorship departments set up in all schools by August 2024 Continuous
	6.16.2	<ul style="list-style-type: none"> . Learners' mentorship manual developed by December 2025
	6.16.3	<ul style="list-style-type: none"> Learner's guidance and counselling manual developed by December 2025
	6.16.4	<ul style="list-style-type: none"> Teachers formally trained in guidance, counselling and mentOrship of learners starting April 2024 Continuous
	6.16.5	<ul style="list-style-type: none"> Awareness of the importance of the GC (Guidance champions) created starting April 2024 Continuous
	6.16.6	<ul style="list-style-type: none"> Guidance and counselling champions appointed among the learners starting April 2024 Continuous
	6.16.7	<ul style="list-style-type: none"> The guidance, counselling and mentorship implemented and monitored in schools starting April 2024 Continuous

Implementation Strategy 6.17 SPECIAL NEEDS: Promoting and facilitating education access for learners with special needs.		
Illustrative/ Milestone Activities	6.17.1	<ul style="list-style-type: none"> A comprehensive assessment of the present and potential barriers of special needs learners undertaken and recommendations adopted by December 2024
	6.17.2	<ul style="list-style-type: none"> The recommendations of the needs assessment progressively implemented to ensure all institutions are special needs compliant starting December 2024 Continuous
	6.17.3	<ul style="list-style-type: none"> The utilization of the special facilities by learners with special needs monitored and evaluated starting December 2024

4.1.5 Pillar 5: Institutional Capacity Strengthening

INSTITUTIONAL CAPACITY STRENGTHENING GOAL 7 Enhanced Institutional capacity at CDOK to support the delivery of impactful pastoral services, fostering spiritual growth and community well-being.
STRATEGIC OBJECTIVE 7 Undertake a comprehensive Institutional capacity strengthening of CDOK to support the delivery of efficient and effective pastoral services
Implementation Strategy 7.1 STRATEGIC AND OPERATIONAL PLANNING - Mainstreaming and Institutionalization of strategic, operational, and action planning culture in CDOK Secretariat and Parishes

Illustrative/ Milestone Activities	7.1.1	<ul style="list-style-type: none">The Strategic Plan disseminated and distributed to all CDOK staff and key stakeholders by the end of April 2024
	7.1.2	<ul style="list-style-type: none">CDOK Secretariat and Parishes develop and begin to implement year one Annual Operational Plans by the end of June 2024
	7.1.3	<ul style="list-style-type: none">All staff develop and begin to implement personal Action plans starting January 2025
	7.1.4	<ul style="list-style-type: none">CDOK Secretariat and Parishes develop and begin to implement subsequent annual operational plans by the end of February 2025, 2026, 2027, and 2028.
	7.1.5	<ul style="list-style-type: none">Annual reviews of the implementation of the operational plan undertaken by December 2024, 2025, 2026, 2027, and 2028.
Implementation Strategy 7.2 MAINSTREAMING CAPACITY STRENGTHENING - Developing and implementing a continuous institutional capacity-strengthening program for CDOK		
Illustrative/ Milestone Activities	7.2.1	<ul style="list-style-type: none">A comprehensive CDOK baseline Organizational and Performance Capacity Assessment undertaken by December 2024
	7.2.2	<ul style="list-style-type: none">A CDOK year one prioritized institutional strengthening plan (ISP) developed and implemented starting June 2024 ongoing
	7.2.3	<ul style="list-style-type: none">Subsequent annual ROCA (Rapid Organization Capacity Assessment) undertaken and prioritized annual Institutional Strengthening Plan developed starting January 2025
	7.2.4	<ul style="list-style-type: none">A comprehensive end-of-plan organizational capacity and performance capacity assessment undertaken by June 2028

Implementation Strategy 7.3 STRATEGIC DIRECTION - Institutionalisation and mainstreaming of CDOK's Vision, Mission, and Values statements in the Diocesan work.		
Illustrative/ Milestone Activities	7.3.1	<ul style="list-style-type: none"> CDOK mission, vision and values statement disseminated to all staff by June 2024 Continuous
	7.3.2	<ul style="list-style-type: none"> Copies of the mission, vision and values statement posted in strategic positions in all CDOK establishments by June 2024
	7.3.3	<ul style="list-style-type: none"> CDOK's mission, vision and values entrenched in all orientation and onboarding programs of Board Members Committee members, new members, and staff by December 2024 Continuous
	7.3.4	<ul style="list-style-type: none"> CDOK mission, vision and values entrenched in staff management and appraisal systems by December 2024 Continuous.
	7.3.5	<ul style="list-style-type: none"> CDOK's mission, vision and values mainstreamed in all programs and projects by December 2024 Continuous

Implementation Strategy 7.4 POLICIES AND PROCEDURES - Developing and implementing critical CDOK organizational policies and procedure manuals.		
Illustrative/ Milestone Activities	7.4.1	All the critical organizational policies and procedure manuals identified and agreed upon by April 2024
	7.4.2	Consultants/facilitators to support the development of the organizational policy and procedure manuals contracted starting June 2024
	7.4.3	The development of the organizational policy and procedure manuals completed and approved by December 2024
	7.4.4	The procedure manuals disseminated to all staff and stakeholder and their implementation commenced by April 2024 Continuous
	7.4.5	The implementation of the policy and procedure manuals monitored, and feedback acted upon starting April 2024 Continuous

Implementation Strategy 7.5 ICT – Strengthening and expanding the adoption and Integration of ICT into CDOK Secretariat and Parishes management systems and operations		
Illustrative/ Milestone Activities	7.5.1	<ul style="list-style-type: none"> A CDOK comprehensive ICT policy and procedure manual developed by December 2024
	7.5.2	<ul style="list-style-type: none"> An expanded, secure, and robust CDOK IT infrastructure progressively installed by December 2025
	7.5.3	<ul style="list-style-type: none"> CDOK Key management functions (Finance, HR, Procurement, communications, fully computerised by December 2025
	7.5.4	<ul style="list-style-type: none"> All CDOK staff trained on basic ICT/computer knowledge and skills by December 2025
	7.5.5	<ul style="list-style-type: none"> Customer-focused IT solutions to support installed (e.g. WIFI, online enquiries, booking/application forms, telephone access, recruitment of staff, managing vendors/supplies) installed by December 2025
	7.5.6	<ul style="list-style-type: none"> A CDOK centralised information sharing platform developed by December 2025
Implementation Strategy 7.6 CHANGE LEADERSHIP AND CHANGE MANAGEMENT: Planning and implementing of effective change leadership and change management program.		
Illustrative/ Milestone Activities	7.6.1	<ul style="list-style-type: none"> A focal person or a Diocesan team with relevant qualifications/experience dedicated to change leadership and change management appointed, trained, and empowered to direct the internal change process by June 2024
	7.6.3	<ul style="list-style-type: none"> Change champions are identified in all CDOK Parishes and oriented to support the implementation of the Strategic Plan and manage the change processes by July 2024.
	7.6.4	<ul style="list-style-type: none"> CDOK leadership institutes mechanisms to engage staff and Christians about planned changes and internal change processes by August 2024
	7.6.5	<ul style="list-style-type: none"> CDOK conducts an evaluation and learnings of change management and capacity strengthening efforts starting January 2025 (Ongoing).

SECTION 5

5.0 OPERATIONALISATION AND IMPLEMENTATION

5.1 Operationalization of the Plan

To ensure the seamless implementation of the Catholic Diocese of Kitui (CDOK) Strategic Plan 2024-2028 and address the shortcomings identified in the evaluation of the 2019-2023 plan, the following key steps and strategies have been undertaken:

5.1.1 Appointment of a Coordinator

CDOK will appoint a seasoned Coordinator tasked with overseeing the execution, monitoring, and evaluation of the Strategic Plan. This individual will possess a profound understanding of the strategic objectives, playing a pivotal role in guiding the implementation process.

5.1.2 Dissemination of the Strategic Plan

CDOK will formulate a comprehensive dissemination plan for the Strategic Plan, targeting Board members, Committee members, staff, and the wider membership. Dissemination sessions will aim to ensure that all stakeholders comprehend the plan's goals, pillars, and anticipated outcomes.

5.1.3 Written Commitment from Diocesan Senior Leadership

Recognizing the crucial role of managers and senior leadership in Strategic Plan implementation, CDOK will solicit written commitments expressing their support. Additionally, job descriptions and performance objectives of managers will be revised and aligned with the deliverables outlined in the Strategic Plan.

5.1.4 Resources Allocation and Budgeting

Efficient resource allocation is imperative for the Strategic Plan to succeed. CDOK will establish a transparent and thorough budgeting process, strategically allocating financial resources to support the implementation of annual operational plans and quarterly action plans. Regular reviews will be conducted to assess resource utilization and make necessary adjustments.

5.1.5 Human Resource Capacity Planning

CDOK will conduct a comprehensive assessment to determine the human resource capacity required for the Strategic Plan implementation. Based on this assessment, the organization will recruit new personnel or provide training to existing staff to meet the Strategic Plan's requirements.

5.1.6 Establishment of Monitoring and Evaluation Mechanisms

CDOK will develop a robust monitoring and evaluation framework aligned with the Strategic Plan's objectives. Appropriate tools and systems for regular progress tracking and reporting will be implemented.

5.1.7 Regular Review and Adaptation

Mechanisms for regular stakeholder feedback will be established. CDOK will adapt the plan as needed based on this feedback and changes in the operating landscape.

5.1.8 Stakeholders Engagement

CDOK is committed to maintaining transparent and regular communication with all stakeholders. A robust communication strategy will be implemented, including regular updates, newsletters, and communication channels to ensure transparency and garner support.

5.1.9 Capacity Building Initiatives

CDOK will develop and implement training programs to enhance the knowledge and skills of staff, fostering a culture of professional growth within the organization.

5.1.10 Leveraging Technology Integration

In executing the Strategic Plan, CDOK will leverage technology to streamline processes, enhance communication, and improve overall efficiency. Project management tools, communication platforms, and data analytics will be implemented to monitor progress and make informed decisions in real-time.

5.1.11 Risk Management

An effective risk management framework will be implemented by CDOK to identify, assess, and mitigate potential challenges during the implementation phase. This proactive approach will involve regular risk assessments, contingency

planning, and the development of response strategies to ensure resilience in the face of unforeseen obstacles.

5.2 Implementation Strategy and Approaches

As a roadmap outlining broad strategic interventions, this plan will not provide all the detailed contours necessary for direct implementation. This limitation arises primarily due to the dynamic and unpredictable nature of the operating landscape in which the Catholic Diocese of Kitui (CDOK) engages in its pastoral work. Consequently, the key vehicle for the implementation of this Strategic Plan will be the Annual Operational Plan

5.2.1 Operational Planning

The CDOK will engage in an annual operational planning process during the entire five-year planning period. The resultant *“The Annual Operational Plan”* will derive from the strategies and illustrative activities set in this Strategic Plan. The annual operational plan will serve as the operational guide, delineating specific actions and steps that will be taken to realize the broader strategic goals. “The Annual Operational Plan” will contain the strategy being implemented, clear sets of activities to be implemented in a logical sequence, specific implementation timelines, the key person responsible for the expected output, and measurable performance indicators to verify Implementation. By establishing and executing this plan every year, CDOK will proactively address the evolving challenges and opportunities in its pastoral work, ensuring a responsive and purposeful approach to fulfilling its mission.

SECTION 6

6.0 MONITORING AND EVALUATION OF THE PLAN

6.1 Strategic Plan Implementation Reviews

This Strategic Plan is designed to be a dynamic and adaptive framework, continuously evolving throughout its designated period. It will undergo systematic monitoring, frequent reviews, and necessary revisions to maintain its relevance and responsiveness to the ever-changing operational landscape of the Catholic Diocese of Kitui (CDOK) in pastoral work. The ongoing monitoring and review processes will involve a thorough rescanning of the pastoral work environment, allowing for strategic adjustments and adaptations to align with any significant changes. The iterative planning approach will ensure that the strategic initiatives remain agile, effectively addressing emerging challenges and opportunities, and sustaining the diocesan commitment to excellence in pastoral services.

6.1.1 Bi-Annual Reviews⁸

The biannual evaluation will primarily focus on assessing the effectiveness of the Strategic Plan's programmatic aspects, particularly the implementation of pastoral initiatives by CDOK. The insights gained through this evaluative process will be crucial in assessing the effectiveness of CDOK's efforts to fulfil its core mission of evangelization. This strategic evaluation will help identify intentional modifications and improvements to optimise the alignment between programmatic endeavours and overarching objectives. This proactive approach is highly effective in advancing the fundamental mission of evangelization by ensuring a more efficient and deliberate strategy. This will also be an internal Diocesan exercise.

6.1.2 Annual Review

This comprehensive assessment will actively address all facets of the plan, determining the degree of achievement of milestone activities and targets as outlined in the monitoring framework. The review process will proactively re-scan the CDOK operating environment for significant changes and will recommend adjustments to the plan's strategies if necessary. This internal Diocesan exercise signifies a proactive commitment to assess the plan's effectiveness, ensuring informed planning decisions and alignment with evolving circumstances to maximize impact and successful goal attainment.

6.1.3 Mid-term Evaluation

At the two-and-a-half-year mark, a scheduled evaluation will occur, encompassing all elements included in the annual reviews. Importantly, this review will actively involve key external stakeholders of the Diocese, who will provide feedback through surveys or other participatory processes. The insights gathered, along with lessons

⁸Every six months

learned and recommendations will be incorporated into the revised Strategic Plan. By engaging key external stakeholders, this process will ensure a comprehensive and inclusive approach, demonstrating a proactive commitment to continuous improvement and the plan's adaptability to effectively achieve its overarching goals.

6.1.4 End-Term Evaluation

The culmination of the five years will witness an end-term evaluation, providing a comprehensive assessment of the plan's implementation. This assessment will include detailed documentation of the experiences and lessons learned throughout the implementation, serving as valuable insights to shape the development of the subsequent Strategic Plan. Importantly, CDOK's external stakeholders and collaborators will actively participate in this process, ensuring a holistic and inclusive approach. Their contributions will enrich the evaluation, fostering a collective understanding and informing strategic decisions for future planning and the continued advancement of the diocesan mission.

6.2 Monitoring Framework

Monitoring and evaluation will be conducted at two distinct levels. The first level will oversee the execution of Strategic Plan activities, while the second level will evaluate the outcomes of the Plan's implementation.

6.2.1 Monitoring Implementation of the Strategic Plan

A comprehensive implementation monitoring framework, equipped with verifiable indicators, will be developed. These indicators will encompass all key and milestone activities outlined in the Strategic Plan. The primary purpose is to ensure the planned activities are effectively implemented and substantiated by documented and verifiable evidence.

6.2.2 Monitoring Results of the Implementation of the Strategic Plan

Simultaneously, a monitoring and evaluation framework will be formulated to measure the results of the plan's implementation. The indicators within this framework will establish baselines, targets, data sources, and measurement periods. In the inaugural year, CDOK will establish baseline status for each strategic objective and set annual targets to facilitate ongoing progress tracking. This monitoring and evaluation will primarily focus on identifying and quantifying expected results or outcomes attributable to the executed activities within the Strategic Plan.

CDOK will develop a comprehensive Monitoring, Evaluation, Results and Learning (MERL) Plan that will provide targets and indicators that will be used to monitor and evaluate the implementation of this Strategic Plan. For specific projects, CDOK will develop a comprehensive Project Monitoring Plan (PMP) to monitor and evaluate project implementation.

SECTION 7

7.0 THE FINANCIAL OUTLAY

7.1 Indicative Budget

The optimal implementation of this Strategic Plan will require approximately **Kenya Shillings 5,586,166,500 (USD dollars 399,000)**¹ spread out throughout the five-year implementation period. The budget will cover activities and interventions proposed in the plan but not covered by the CDOK routine recurrent budget. This is the amount that CDOK will have to mobilize internally or externally. The internal sources of funds will entail organizing fundraising initiatives for specific activities within the Strategic Plan implementation scope. These initiatives include Diocesan dinners, annual Diocesan family day. The individual parishes, groups and institutions will meet the expenses for strategic plan activities being implemented at the parish, group and institutional level. The diocese will reach out to the local partners who include cooperates and individual donors. The external initiatives will involve writing and submitting proposals to potential overseas benefactors, requesting financial support to implement specific activities within the strategic plan.

		Kenya Shilling (Kshs)					
NO	KEY IMPLEMENTATION AREA	2024	2025	2026	2027	2028	Total
1	Evangelization	255,000,000	280,500,000	308,550,000	339,405,000	373,345,500	1,556,800,500
2	Sacraments	10,000,000	11,000,000	12,100,000	13,310,000	14,641,000	61,051,000
3	Charity	200,000,000	220,000,000	242,000,000	266,200,000	292,820,000	1,221,020,000
4	Financial Sustainability and Self-Reliance	150,000,000	165,000,000	181,500,000	199,650,000	219,615,000	915,765,000
5	Socio-economic Empowerment – Health	122,000,000	134,200,000	147,620,000	162,382,000	178,620,200	744,822,200
6	Socio-economic Empowerment - Education	158,000,000	173,800,000	191,180,000	210,298,000	231,327,800	964,605,800
7	Institutional capacity strengthening	20,000,000	22,000,000	24,200,000	26,620,000	29,282,000	122,102,000
	SUBTOTAL (Kshs)	915,000,000	1,006,500,000	1,107,150,000	1,217,865,000	1,339,651,500	5,586,166,500

¹Use an exchange rate of 1 USD for 200 Kenya Shillings to cater for the expected /projected fall in the Kshs Exchange rate.



VISION

To be a Christ-centred and
Christ-modelled community

MISSION

To bring about the Kingdom of
God through advocating for peaceful
coexistence, evangelization, charity and
works of Mercy.

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