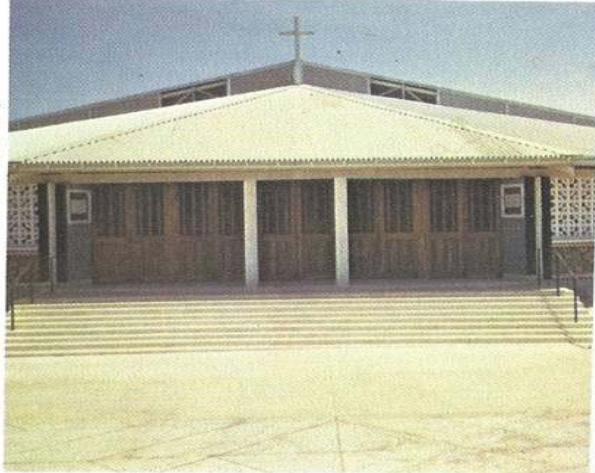


CATHOLIC DIOCESE OF SINGIDA

# Strategic Plan 2017-2021





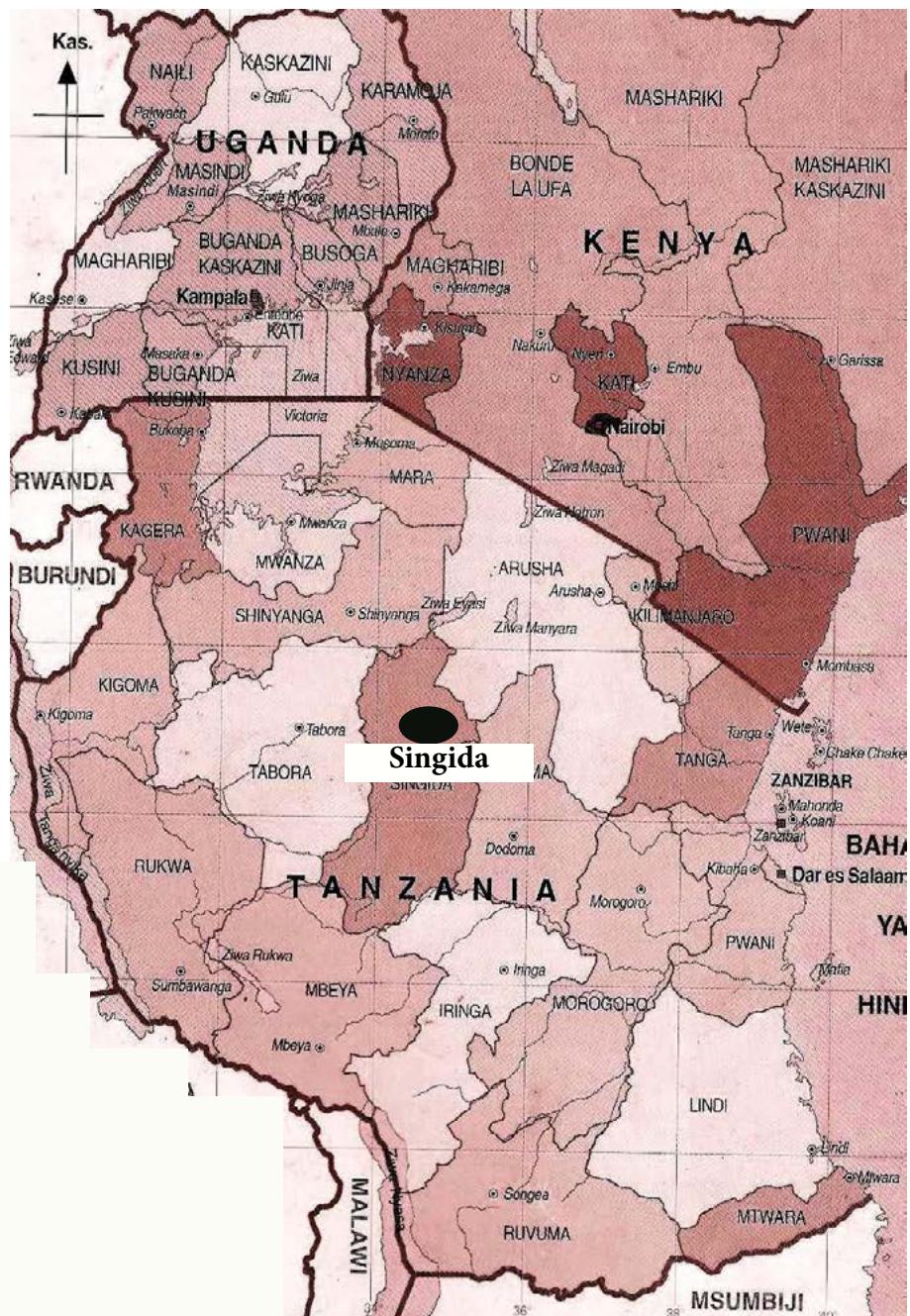
## KANISA KUU LA MOYO MTAKATIFU WA YESU CATHEDRAL OF THE SACRED HEART

SINGIDA

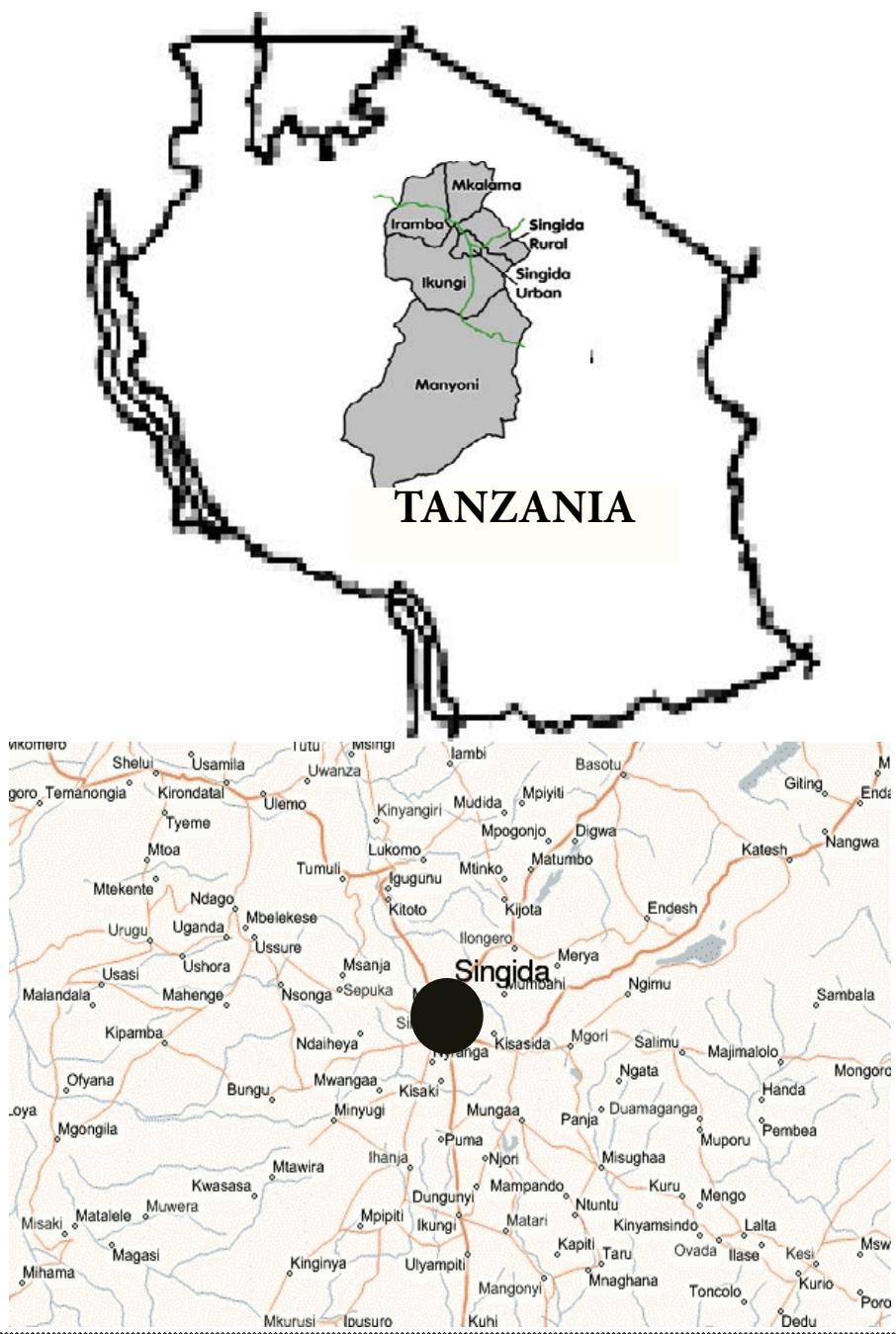
TANZANIA



## MAP OF TANZANIA - EAST AFRICA



## MAP OF TANZANIA - SINGIDA REGION (DIOCESE)



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## **ACRONYMS**

CCM	Chama Cha Mapinduzi
CHADEMA	Chama cha Demokrasia na Maendeleo
CUF	Civic United Front
DoS	Diocese of Singida
GDP	Gross Domestic Product
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
PSP	Pastoral Strategic Plan
PSTC	Pastoral and Social Training Centre
SAUT	St. Augustine University of Tanzania
SCC	Small Christian Community
TANESCO	Tanzania Electric Supply Company



## FOREWORD FROM THE BISHOP OF SINGIDA



"The spirit of the Lord is on me, for he has anointed me to bring good news to the afflicted. He has sent me to bring liberty to captives, sight to the blind, to let the oppressed go free, to proclaim a year of favour from the Lord" (Lk 4:18-19).

The main focus of this Strategic Plan, which is pastoral in nature according to the church mission, is to "go out to the whole world, proclaim the Gospel to all creation." (Mk 16:15). It is a beacon which guides us in our reflections on spiritual, pastoral, social and economic dimensions. It is an important tool which enables us to build upon our past, look critically into the present and for charting our future.

The pastoral strategic plan is intended to promote integral human development, unity and love, communion and participation of all people of God in the Vision, Mission and Values of the Diocese. It has evolved through sharing, dialogue and involvement of stakeholders in the Diocese.

It is therefore our Pastoral Strategic Plan which is to be owned and implemented by all people of God in our Diocese.

Our Pastoral Strategic Plan is an invitation to reach out to the people, to go out to others in order to reach the fringes of humanity. It is a wake-up call to open our hearts and indeed to be at the service of all humanity regardless of religious affiliations. “For in Christ there is neither a Jew nor a Greek...for you are all one in Christ Jesus.” (Gal 3:28).

Pope Francis puts this very well, “I prefer a Church which is bruised, hurting and dirty because it has been out on the streets rather than a Church which is unhealthy from being confined and from clinging to its own security...” (*Evangelii Gaudium* No 49). I believe this Pastoral Strategic Plan will strengthen faith, promote unity and love, inspire and animate all agents of evangelization in the Diocese to work together to implement our Vision, Mission and Values embedded herewith.

I pray that Singida Diocese continues to be a “Sound tree which produces good faith.” (Mt.7:17)  
Mary Queen of Peace, Pray for us.

+ Edward Mapunda

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Bishop of the Catholic Diocese of Singida, Tanzania  
January, 2017.

## Acknowledgements



God's Salvific Plan needs to be translated into words and implemented in actions. The Strategic Plan is one of the demands and requirements of the times in which we live. With the grace of God we have finally accomplished the completion of this document. We acknowledge the indispensable role played by Rt. Rev. Edward Mapunda Bishop of Singida in bringing this project to fruition. We thank our benefactors who funded the whole process of preparing this plan.

In a special way we acknowledge the technical work done by the team of experts from St. Augustine University of Tanzania (SAUT) especially Mr. Ponsian Ntui, Mr. Samwel Mseti, Dr. Adelardus Kilangi and their colleagues. The team worked hard from the initial stage to guide various groups<sup>1</sup> through seminars thereby, enabling us to set out our priorities which led to this outcome.

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<sup>1</sup> These groups included parish priests, heads of departments, religious sisters, Leaders of the Laity Councils and associations (parish and diocesan level) heads of institutions, government officials and invitees from other religions and denominations, and finally the highest consultative organ of the diocese that is Pastoral Council who corrected, passed and submitted the plan to the bishop for approval.

Additionally we acknowledge the special efforts of Fr. Charles Kitima, Fr. Bernard Ngalya, Fr. Oliver O'Brien and Mr. Baltazari Sungi whose expertise and experience facilitated the whole itinerary of the project.

We once again thank the bishop for his personal participation which contributed much to minimize the administrative process of preparing this final document. Without mentioning names we thank all, who in one way or another assisted in making this Pastoral Strategic Plan to materialize.

We have learned that from the beginning God had a plan revealed in the account of creation, Gen 1: 1-31. This Divine plan of salvation was fully revealed in the person and works of Jesus Christ who himself worked strategically as can be clearly seen in the gospel story. When the time came He sent his disciples to make known and realize the plan of His Father, Mt. 28:18-20. The church continues this mission of the Lord. This Gospel, as Pope St. John Paul II says, "must be translated into pastoral initiatives adapted to the circumstances of each community."<sup>1</sup> This Strategic Plan reveals the commitment of the people of God in Singida Diocese, Tanzania, to continue the mission of Jesus Christ for the integral salvation of mankind.

Fr. Lyimu Francis, Vicar General  
January 2017

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<sup>1</sup> "With its universal and indispensable provisions, the programme of the Gospel must continue to take root, as it has always done, in the life of the Church everywhere. It is in the local churches that the specific features of a detailed pastoral plan can be identified — goals and methods, formation and enrichment of the people involved, the search for the necessary resources — which will enable the proclamation of Christ to reach people, mould communities, and have a deep and incisive influence in bringing Gospel values to bear in society and culture." NOVO MILLENNIO INEUNTE n. 29

## **Executive Summary**

This strategic plan for Singida Catholic Diocese is a product of the inputs from a five days workshop (7th – 11st September, 2016) involving key players of the diocese, including the Vicar General, diocesan departmental leaders, Parish Priests, Religious Congregations, Institutional leaders (from diocesan seminaries, schools, health centres and hospitals) and Parishioners.

The inputs obtained from participants based on their experience and the current diocesan development plan helped in identifying the gaps to be addressed in the 2017-2021 pastoral strategic plan. Some of the key changes made to the existing diocesan development plan involved diocesan vision, mission, values and strategic directions.

This strategic plan focuses on; effective evangelization, strengthening church leadership and governance, human resources development, quality social service provision, use of technology, all driven by a commitment to justice and peace. The strategic plan further focuses on the proper utilization of natural and physical resources for socio-economic development. In total this strategic plan has eight strategic goals to be addressed in the next five years.

Implementation of this strategic plan shall be monitored and evaluated to determine how well it has been implemented. This will involve ongoing communication between the Diocese and the implementing units through visits, frequent meetings, tailor-made evaluations and formal joint activities. The implementation of the strategic plan is in five years with midterm and terminal evaluations.

# **Vision**

“Being a strong and vibrant Diocese spiritually, socially and economically laid in the foundation of Unity and Love.”

## **Mission**

“The Diocese is devoted to effective Evangelization to develop a strong human person, spiritually, socially and economically through quality and equitable services to all.”

## **Values**

The Diocese performs its duties based on the following values abbreviated “KWA JIMBO LETU”

**K** - Knowledge, our decisions and actions are driven by knowledge

**W**- Wisdom, our decisions are driven by Wisdom

**A** - Accountability, we are responsible for our actions and decisions

**J** - Justice, our work and service delivery is driven by impartiality

**I** - Innovation, our team has to come out with creative ideas with potential to change the world

**M** - Management, we have the courage to lead from the front and shape the future

**B** - Best results, we are committed to give the best and world class service to achieve excellence

**O** - Ownership, we are responsible for the growth of our Diocese

**L** - Love, Love is the foundation of our relationships in and outside the church

**E** - Efficiency- Being efficient and effective in our approach to give best results

**T** - Trust, We are dedicated to act with honesty and integrity without compromising the truth

**U** - Unity, We believe in and are committed to collaboration within and outside the Diocese

## **Geographical Location of the Diocese**

The Catholic Diocese of Singida was created on March 25th 1972 from Mbulu and Dodoma dioceses. Singida is part of the dry, semi-arid savannah plateau of central Tanzania. It is situated between latitudes 30°52' and 70°34' south of Equator and between longitudes 33°02' and 35°02' east of Greenwich. The diocese covers an area of 49,341 square kilometers. The central railway line, now being upgraded to standard gauge, runs through the middle of the territory with important stations at Manyoni and Itigi. The eastern arm of the Great Rift Valley is on both sides of the territory. The neighboring regions are: East and South East -Dodoma (Archdiocese of Dodoma and Diocese Kondoa), North-East -Manyara (Diocese of Mbulu), North and North-West Shinyanga (Diocese of Shinyanga and Archdiocese of Tabora), West and South-West-Tabora (Archdiocese of Tabora) and South- Mbeya and Iringa (Dioceses of Mbeya and Iringa). The diocese is a suffragan of the Archdiocese of Dodoma.

There is always a temptation of identifying the diocese with the regional boundaries. However the diocese is a little bit larger than the region for its ecclesiastical territory includes parts of Manyara, Dodoma and Tabora. There are five political districts in the diocese namely: Singida, Iramba, Mkalama, Ikungi, and Manyoni. The regional office which is also diocesan head office stands at the distance of 720 km from Dar es Salaam (via Dodoma); 240 km from Dodoma the capital city of Tanzania and 336km from Arusha.

## **Population**

According to 2012 census, the population of Singida region was 1,348,523 out of which 170,318 (12.6%) is Catholics. The density of population is higher in Singida, Iramba and Ikungi districts compared to Manyoni and Mkalama. Most people live in villages. However, there is growing migration to district towns and other administrative centres or townships such as Makiungu, Iguguno, Mtinko, Ilongero, Misigiri, Itigi, Mitundu, Kintinku, Nkonko, Shelui and Chikuyu just to mention some of them.

## Ethnicity

Without overlooking the mixed ethnic urban communities, traditional ethnic groups found in the diocese are; Wanyiramba, Wanyisanzu, Wanyaturu, Wagogo, and Wataturu. Others are; Wasandawi, Wakimbu, Wahadzabe, Wabarbaig, Wasukuma and Wairaqw. Although each ethnic group has its own language, Swahili is widely spoken. Relatively few speak English; about 98% of the people are agriculturalists and pastoralists. Traders, technicians and administrators form about 2% of the population. Chief food crops are maize, millet (finger and pearl) and sorghum, sweet potatoes, cassava and rice. Cash crops are tobacco, groundnuts, sunflower, cotton and some grapes.

Singida (Diocesan Headquarters) is at an altitude of 1541 meters above sea level. Iramba descends to 1091metres. The highest wind velocity in the country is recorded in Singida (Kititimo) hence the great potential of wind generated power which is a distinct possibility for the future. Singida Region is part of the semi-arid centre of Tanzania with an average annual rainfall of 600mm. November to April is the rainy season period, typically with the short rains before Christmas followed by the long rains in the new year. From time to time there is a high enough risk of low, inadequate rains which invariably brings serious consequences for agriculture, at this point in time only minimal use is made of irrigation.

## Evangelization

The first missionary evangelizers were the Missionaries of Africa who landed in Makiungu parish at a place known as Kimbwi (presently a pilgrimage centre) in 1908. They evangelized the central and northern part of the diocese while the present Manyoni district was first evangelized by the Passionist Fathers based in Dodoma.

Later in 1940's the Pallottine Fathers came. At the same time the first congregation of sisters, the Medical Missionaries of Mary began their medical apostolate at Makiungu with unbroken service right up to the present moment. Other missionary institutions both of women and men, at different stages came to evangelize and assist with the provision of social services, particularly health and education in the diocese.

## **Achievements**

It has been stated that, the number of Catholic Christians increased from zero in 1908 up to 178, 205 in 2016 which is 12.4% of the entire population of the region.

Between its erection in 1972 till now, the diocese has achieved a lot including: an increase to 24 parishes from 8, apostolic associations increased from 2 to 18, the number of diocesan Priests has increased up to 70 from 4, Religious sisters from 10 to 504. There are 464 Catechists and 287 minor seminarians.

The diocese renders varied social services including education, health, clean water and sanitation and charitable care through: 23 kindergarten schools, 8 Primary schools, 7 secondary schools, 2 Vocational training centres, 3 Seminaries (2 Minor and 1 preparatory seminary), 1 College for training teachers, 1 Catechetical training centre. Also there are 4 Hospitals, 3 Health centres, 9 Dispensaries, 7 Counseling centres, 1 Nursing College, 6 centres for serving the needy, the aged and disabled people, The diocese has made available water supply by installing wind mills in several areas especially in Manyoni district.

As a general focus, since 1972, the diocese of Singida has endeavored to enhance integral evangelization. Through its development department, the diocese has been sensitizing people on the importance of self sustenance economy. Importance is given to the increase of households' food and cash incomes through better use of knowledge and skills. Self help initiatives to meet required needs have been emphasised at community level.

## **Challenges**

The diocese has been facing a number of challenges in both the areas of religious and human development, some of them being:

Unproportional increase of faithful in relation to the clergy: The harvest is plenty but the harvesters are few. Increased number of sects which takes or influence many of our faithful to join their ranks.

Poverty: Many of our faithful live in poor conditions. They cannot afford decent housing or even basic health and education services for their children. Some face food insecurity especially when the rains fail because there is still far too much reliance on subsistence farming.

Lack of sustainable income in the diocese which results in donor dependency.

Globalization: Failure of communities to realize that globalization has an adverse effect on both religious and cultural values despite its advantages. This is clearly indicated by decline in families and institutions commitment to formation.

Double faith: several faithful live a life characterized by a mixture of modern secularism, outmoded traditional mores and Christian faith. As a result there are tendencies of syncretism among individual Christians.

### **The Consultative Process**

The planning process of this Pastoral strategic plan started by inviting the key players of the Diocese of Singida (DoS) to a five days workshop (7<sup>th</sup> -11<sup>th</sup> September, 2016) held at the diocesan Pastoral and Social Training Centre (PSTC). These were; Vicar General, diocesan departmental leaders, Parish Priests, Religious Congregations, Institutional (diocesan seminaries, schools, health centres and hospitals) leaders, and Parishioners in the assessments and analysis of socio-pastoral issues. The workshop was facilitated by two lecturers from St. Augustine University of Tanzania (SAUT)-Mwanza campus. The focus of this workshop was to equip participants with the necessary knowledge and skills on how to prepare a strategic plan for their respective areas.

The process entailed engaging different people both as individuals and in groups with different stakes, interests and backgrounds who provided information on their present and projected perceptions of the integral socio-economic and pastoral development efforts of the diocese in relation to its vision and mission. The groups involved were formed based on their functional similarities.

For example, people from the health discipline formed their own group, likewise priests, religious men and women, participants from schools, parishes and the lay apostolate; all of them formed their respective groups. The deliberations of these detailed discussions from the groups were presented in plenary session and some improvements, changes, additions etc. were made as deemed necessary.

### **Strategic Focus**

This strategic plan focuses on; pastoral matters, human resources development, service provision, governance, justice and peace, and lay apostolate. The strategic plan in the next five years shall address eight strategic goals agreed during the workshop as presented under the logical framework below. More details are attached at the end of the documents (ref Annex 1,2,3,4 and 5).

### **Governance and Management**

Since its creation in 1972, Singida diocese has been under the leadership of three bishops as follows:

- a) Rt. Rev. Edward Mapunda (April 28, 2015, to date).
- b) Rt. Rev. Desiderius Rwoma (April 19, 1999 to April 28, 2015).
- c) Rt. Rev. Bernard Mabula (March 25, 1972 to April 19, 1999).

Administratively, the diocese is divided into three (3) deaneries which are further divided into 24 parishes. The diocese has 12 departments which run the day to day activities of the constitutive sectors of the pastoral, socio-economic programme, namely:

- |                |                                  |
|----------------|----------------------------------|
| i. Finance     | vii. Health                      |
| ii. Pastoral   | viii. Communication              |
| iii. Liturgy   | ix. Pontifical Mission Societies |
| iv. Caritas    | x. Lay Apostolate                |
| v. Development | xi. Youth Apostolate             |
| vi. Education  | xii. Catechesis                  |

Also the diocese has 9 commissions which provide professional and technical input for the management and operations of the various departments.

- i. Ecumenism
- ii. Interreligious Dialogue
- iii. Land
- iv. Justice and Peace
- v. Family and Marriage
- vi. Canon law
- vii. Theology
- viii. Migration
- ix. Evangelization and enculturation

### **The Economy**

Tanzania is one of the world's poorest economies in terms of per capital income; however, it has achieved high overall growth rates based on gold production and tourism. Tanzania has largely completed its transition to a liberalized market economy, though the government retains a presence in sectors such as telecommunications, banking, energy, and mining. The economy depends on agriculture, which accounts for more than one-quarter of GDP, provides 85% of exports, and employs about 80% of the work force.

Real gross domestic product (GDP) growth was projected at 7% for 2015. From the supply side, the main drivers of growth recently have been several fast growing sectors, such as construction, transport and financial services. Inflation has gradually declined over the past 30 months due to tight monetary policy and falling international energy and food prices.

The government faces additional expenditure needs, equivalent to 0.7% of GDP, coming from expenditures carried over from the last five years, payment of government arrears to TANESCO, and additional fiscal space needed for provision of free basic education and expansion of higher education students' loans program (new presidential initiatives).

The economy of Singida diocese like other parts of Tanzania largely depends on agriculture (both crop production and animal husbandry), commerce and small industries. The food crops grown are millet, sorghum, maize, cassava, sweet potatoes, paddy and beans. Cash crops include sunflower, cotton, finger millet, groundnuts and onions.

### **Political Situation**

Political stability has provided a solid foundation for Tanzania's growth, and with its economic prospects, has raised Tanzania's profile in the region and the world.

However, this reputation has been tested by a series of political hurdles in the lead-up to the country's October 2015 presidential and parliamentary elections. A referendum on a new constitution scheduled for 30 April 2015 was delayed indefinitely, risking strain to the 51-year old union between the mainland and the semi-autonomous islands of Zanzibar, as calls for the latter's increased autonomy – sparked by a drawn-out constitutional review process – were left unanswered.

Furthermore, the selection of a presidential candidate for the ruling Chama Cha Mapinduzi (CCM) in July 2015 exposed fractures in the party that has dominated Tanzanian politics since independence in 1961. CCM continued its domination of politics with an overwhelming win in the parliamentary elections and with the election of the party's candidate, Dr John Pombe Magufuli, to the presidency. Magufuli's win was decisive, but his 59% (against 39% of Edward Lowassa from Chama cha Demokrasia na Maendeleo - CHADEMA) of the vote was the smallest majority in Tanzania's recent political history. President Magufuli's popularity has since been bolstered by early action focused on cost-cutting and to hold accountable for poor delivery of public services, but he is yet to negotiate a peaceful solution to the fallout from the annulment in 2015 of the elections in Zanzibar. Singida politics is mainly dominated by three political parties namely CCM, CHADEMA, and Chama cha wananchi (CUF).

## SWOT Analysis

To achieve our vision and mission, we have to evaluate our internal and external environment. This has given us a strategy to use our strengths and available opportunities to fight our weaknesses and threats so that we accomplish our goals.

<b>Strengths</b>	<b>Weaknesses</b>
<ol style="list-style-type: none"> <li>1. Availability of orphanage centres, old age home support, centres for disabilities</li> <li>2. Availability of CARITAS department and office space</li> <li>3. Availability of pastoral agents (Catechesis)</li> <li>4. Availability of religious missionary houses</li> <li>5. Availability of catechesis institutions</li> <li>6. Availability of church buildings/ infrastructure e.g. pastoral and social training centre, resource centre, one medium and one large meeting hall.</li> <li>7. Availability of evangelizing groups</li> <li>8. Availability of "Apostolicam Actuositatem" e.g. VIWAWA, VIPAPA etc</li> <li>9. Local communities own land and businesses for their livelihoods</li> <li>10. Competent and professional membership</li> <li>11. Easy access to schools and institutions of learning</li> <li>12. Presence of strong Christians</li> <li>13. Availability of spacious land and plantation for development</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate technology</li> <li>2. Lack of transport facilities</li> <li>3. Poor attendance of men during small Christian community prayer meetings</li> <li>4. Decline of priesthood vocations</li> <li>5. Inadequate number of professionals</li> <li>6. Lack of reliable statistics</li> <li>7. Lack of developmental funds</li> <li>8. Lack of modern music instruments</li> <li>9. Lack of entrepreneurial skills</li> <li>10. lack of clear demarcations to diocesan land</li> <li>11. Lack of religion teachers in schools</li> <li>12. Lack of diocesan library</li> <li>13. Poor project management</li> <li>14. Lack of feasibility studies before starting projects</li> <li>15. Lack of new fund raising methods</li> <li>16. Untapped potential among various professionals</li> <li>17. Inadequate educational and health facilities</li> </ol>

Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Availability of government policies to support religious development initiatives especially in health and education</li> <li>2. Availability of church financial institutions such as Mkombozi Commercial banks</li> <li>3. Strategic location of the diocese, at the centre of the country</li> <li>4. Availability of natural resources e.g. land, forest, wildlife and minerals</li> <li>5. Availability of national environmental protection policy</li> <li>6. Availability of national and international human rights policies</li> <li>7. Presence of good number of potential Christians</li> <li>8. Availability of high learning institutions inside and outside the country</li> <li>9. Increase of NGOs within the diocese</li> <li>10. Government call to promote self employment</li> <li>11. Availability of land for development</li> <li>12. Availability of human resources/ capital e.g. pastoral/ecclesial, medical, educational, administrative and finance personnel</li> </ol>	<ol style="list-style-type: none"> <li>1. Unfavorable weather (drought condition)</li> <li>2. Increase of abortion practices in the community</li> <li>3. Increase of other Christian denominations and Islam</li> <li>4. Religious unrest</li> <li>5. Presence of animals and plants diseases</li> <li>6. Land disputes</li> <li>7. Drug and alcohol abuse</li> <li>8. Malaria, malnutrition, child and maternal mortalities and incurable diseases (HIV/Aids and cancer)</li> <li>9. High Poverty among the Christians</li> <li>10. Misuse of social media among the youth</li> <li>11. Increase of unemployment rate</li> <li>12. Declining of family values</li> <li>13. Lack of learning culture</li> <li>14. Widening gap between rich and poor</li> <li>15. Ethical deterioration</li> </ol>

## LOGICAL FRAMEWORK

The Diocese will achieve its vision and mission only when the following strategic goals and objectives are achieved:

### **Goal 1: Intensification of Effective Evangelization**

We are determined to reach out to all people of God, whether near or far, the rich and the poor, the suffering, the vulnerable and the lonely, through pastoral care, spiritual teaching and accompaniment and capacity building training.

Strategic Objectives	Strategies	Performance indicators	Responsible office	Time frame
a) Enrichment of deeper and new evangelization	Recruit and instruct more catechumens.	Increased number of catechumens in small Christian communities, Outstations and schools in each parish.	Diocesan Pastoral Directorate, Catechetical Department	2017 to 2021
	Recruit, train committed catechists and other pastoral agents inducted for religious education at all levels that include family, small Christian communities and parishes.	Increased number of catechists and other pastoral agents who are trained and equipped in religious education.	Diocesan Pastoral Directorate, Catechetical Department, Financial Department	2021

			2017
Strengthen and improve catechetical centres	<p>Increased number of catechists and other pastoral agents</p> <p>Improved work efficiency of catechists and pastoral agents.</p>	<p>Diocesan Pastoral Directorate, Catechetical Department, Financial Department</p>	2017
	<p>Strengthen existing small Christian communities</p> <p>Establish new Christian communities.</p>	<p>Active and committed small Christian communities</p> <p>New small Christian communities in place.</p>	<p>Diocesan Pastoral Directorate, Catechetical Department, Financial Department.</p> <p>to</p>
	Establish new parishes and outstations	Established new parishes and outstations	Diocesan Pastoral Directorate, Catechetical Department, Financial Department.

	Type and number of courses.	Diocesan Pastoral Directorate, Catechetical Department, Financial department	2017
	Number of trained pastoral agents at work.	Diocesan Pastoral Directorate, Catechetical Department, Financial Department.	to
	Increase competence and efficiency of church personnel	Number of church personnel equipped with academic licentiate, master and doctoral degrees.	2021
Initiate and develop ongoing Christian formation programmes.			
Pastoral agents for school apostolate.			

	Construct new church buildings and infrastructure at outstations and parishes particularly in rural areas (Infrastructure is singular).	Number of churches and other infrastructure constructed (infrastructure is singular).	Diocesan Pastoral Directorate, Catechetical Department, Financial Department.	2017
(b)	Establish common fund to help parishes and institutions in need.	Stable and working common fund.	Diocesan Pastoral Directorate, Catechetical Department, Financial Department.	to
	Creation of conducive environment for social, pastoral and spiritual services.	Renovate church buildings	Renovated church buildings	Diocesan Pastoral Directorate, Catechetical Department, Financial Department.

				2017
Strengthen unity among congregations operating in the diocese.	Congregations working together and shared experiences.	Diocesan Pastoral Directorate.		
More efforts put on decent life of priests and religious personnel.	Improved life of clergy in the parishes and at all work places.		to	
Encourage laity to participate in diocesan decision making and implementing processes.	Increased capacities of laity participation in decision making and implementing processes.		Vocations Department, Finance Department, Education Department.	
Establish common fund for seminary and catholic institutions of learning.	Effective common fund in place.			
(c) Enrichment in spiritual life, liturgical life and sound church doctrines.	Initiate ongoing information on the importance of sacraments especially confession, marriage, and holy orders.	Number of seminars conducted Number of participants received training. Number of recipients of sacraments.	Diocesan Pastoral Directorate, Catechetical Department, Liturgical Department.	2021

		2017	
Promote sacred music and active participation in liturgical enculturation.	Amount of research done Approved traditional instruments and tools in liturgical functions Number of liturgical texts and books provided.	Diocesan Pastoral Directorate, Catechetical Department, Liturgical Department.	2017 to 2021
Conduct annual and semi annual retreats.	Number of retreats conducted annually Number of participants.		
Establish pilgrimage centres.	Number of pilgrimage centres established Number of pilgrimages and pilgrims in a year.		
Establish outreach programmes within and outside the church for men, women, youth and children.	Number of beneficiaries Number of outreach programmes completed.		

			Diocesan Pastoral Directorate, Laity Apostolate Department, Youth Department.	2017
(d)	Strengthen Laity (women, men, youth and children) apostolate.	Train laity to know their duties, rights, roles and responsibilities in the mission of the church.	Knowledgeable and committed laity.	Diocesan Pastoral Directorate, Laity Apostolate Department, Youth Department.
		Construct a centre for apostolate of the laity in the diocese.	Functional laity apostolate centre in place.	Diocesan Pastoral Directorate, Laity Apostolate Department.
		Strengthen laity council at all levels.	Strong and committed laity councils.	Diocesan Pastoral Directorate, Laity Apostolate Department.
(e)	Strengthen Christian marriage and family apostolate.	Provide instructions on values and importance of sacrament of marriage to youth at pre marriage, immediate marriage and post marriage couples.	Number of youth who received pre marriage instructions. Number of couples who received immediate and post marriage instructions.	Diocesan Pastoral Directorate, Laity Apostolate department, Youth Department, Catechetical Department.
		Initiate marriage encounter.	Number of couples reunited.	2021

Establish marriage and family chaplaincy at parish level.	Number of established marriage encounter groups Establishment of marriage reconciliation committees at parish and outstation levels.	Diocesan Pastoral Directorate, Laity Apostolate department,	2017	
Promote Christian family apostolate.	Number of stable and active Christian families., increase in number of Christian vocations.	Youth Department, Catechetical Department.	to	
(f) Provision of education and advocacy for interreligious dialogue.	Establish a forum where all religious leaders, youth and children meet to share acceptable values.	Established and active forum Strengthened social cohesion and respect of basic rights of each person Reduced religious tensions Joint initiatives for socio-economic development of communities.		
	Establish a diocesan training centre for interreligious committees to participate in joint ecumenical and interfaith activities.	Established and equipped centre		2021

	Establish interreligious committees to participate in joint ecumenical and interfaith activities.	Committees in place.	Diocesan Pastoral Directorate, Laity Apostolate department, Youth Department, Catechetical Department.	2017
	Develop course contents for training of trainers on interreligious dialogue.	Training manual Training materials.		
	Equip priests and key pastoral agents with skills on peace maintenance and conflict resolutions.	Understandable simple handouts for immediate reference and consultation.		2021

**Goal 2: Provision of quality, affordable and accessible social services.**

We will achieve integral development by providing and promoting quality health services, education and professional training based on Christian values and compatible national and global development goals. We will also endeavor not only to educate but also to inspire the participants, leaders, volunteers, and educators to build a community of faith filled with a spiritual vitality and social vision concentrated on the principles of Christ and His church.

Strategic Objectives	Strategies	Performance indicators	Responsible office	Time frame
(a) Provision of affordable, accessible and quality education based on Catholic values.	<p>Establish education policy in the diocese.</p> <p>Form a commission to promote quality education, collaborate with the government and other educational stakeholders for quality education.</p> <p>Establish pre primary, primary, and secondary schools, vocational training centres and colleges.</p> <p>Establish kindergarten in every parish.</p> <p>Employ quality teachers and offer pre and in service training.</p>	<p>Existence of education policy place.</p> <p>Education commission in place.</p> <p>Establish schools, centres and colleges.</p> <p>Established kindergarten in every parish.</p> <p>Disaggregated number of personnel hired, developed and retained (pre and in service). Number of in service personnel who received further trainings.</p>	<p>Pastoral Directorate</p> <p>to</p>	<p>2017</p> <p>2021</p>

	Sustainably train teachers on current issues related to education and management.	Number of teachers trained	Education Department.	2017
	Enhance access to quality education particularly to rural areas.	Records on distribution of schools per given area Number of best performing schools in national exams.		
	Quality teaching with support of quality learning materials.	Quality staff and teaching materials in place Quality assurance reports.		
	Establish quality assurance mechanisms in all Catholic schools and colleges within the diocese.	Effective quality assurance mechanism in place Regular quality reports.		
(b)	Review health policy in the diocese	Reviewed and Applicable health policy in the diocese	Health Department.	2021
	Provision of affordable, accessible and quality health services with emphasis on prevention.	Reduce maternal and child mortality to acceptable national standards Establish management structures and systems		

			Health Department	2017
	Increase awareness on spread of HIV/AIDS pandemic to all.	Improved awareness on HIV/AIDS to all HIV/AIDS status	Number of qualified staff employed.	
	Employ qualified personnel in all health units.			
	Sustainably train personnel on current issues, management and leadership skills.	Number of in service courses held Number of trained personnel Work performance standards available.		
	Upgrade standards in dispensaries and health centres.	Number of dispensaries and health services upgraded Quality assurance certificates.		
	Establishment of nursing and health allied sciences schools at certificate and diploma level.	Number of schools established Availability of sustainable resources for quality health care in rural areas.		
	Improvement of existing nursing and health allied sciences.	Scale up records		2021

	<p>Client satisfaction assessment done at primary health facilities Quality assurance study reports.</p> <p>Number of church personnel insured.</p> <p>Number of seminars conducted.</p> <p>Number of clean water projects implemented</p> <p>Availability and accessibility to clean and safe potable water Community water management committees in place.</p> <p>Well managed water resources Water borne diseases controlled/reduced</p> <p>Population Number of trained trainers Records on improved sanitation practices e.g. increased safe water intake</p>	Health Department	2017 to 2021
<p>Ensure beneficiaries are provided with primary health care regardless of their economic status.</p> <p>Advocate for health insurance membership.</p> <p>Provide seminars on how to harvest rainwater</p> <p>Work closely with development partners to have clean water project</p> <p>Forming community water management committees.</p> <p>Training trainers on water management.</p>			

**Goal 3: Enhance stewardship of human, physical and financial resources.**

We will make available a skilled and capable staff, provide and maintain property, facilities and equipment appropriate for our needs and resources and uphold fiduciary responsibility while maintaining financial stability for the good of the church.

Strategic Objectives	Strategies	Performance indicators	Responsible office	Time frame
(a) Evaluation of land, facilities and equipment utilization and assess their ability to meet future diocesan needs.	Establish land policy. Strengthen land unit in the diocese.  Ensure that every parish and institution put demarcation on their lands and have title deeds.  Assess existing usage of facilities' assets, explore perceive unmet needs and plan for their sustainable utilities.	Available land policy. Active land unit in place.  Demarcated lands Title deeds Clear land use plan in place	Treasurer General's Office	2017 to 2018

			Treasurer General's Office	2017
(b)	Promotion of a spirit of self reliance that maintains the long term plan of the diocese.	Study ways to improve environment facilities and equipment  Establish planning and financial policy on stewardship for church temporal goods.  Establish planning and financial committee at all levels.	Number of studies & study findings in place  Policy is available Reports of the committee on resources stewardship  Committee in place Reports of the committee.	
		Develop animation programmes on the duty and obligation to sustain the church.	Existing animation programmes Identified Self help initiatives.	to
		Develop programmes to generate greater interest in supporting the diocese.	Long term support programmes Generated support.	
		Improve networking about needs and distribution of resources in the diocese.	Report on resources availability and distribution Availability of proper records	2018
		Strengthen the culture of transparency regarding church temporal goods	Periodical financial reports Audited financial reports.	

			Pastoral Commission	2017
	Update demographic study	Current statistics report Publications	Treasurer General's Office	
	Improve tithe and other self supporting collections	Records of collection	Human Resource and Finance Department	
(c)	Establish human resource policy Establish human resource department. of competent personnel	Policy Guidelines Established department office Establish leadership succession plan/enhance management development	Leadership succession plan in place	

**Goal 4: Amplification of the sustainable economic development**  
The diocese will engage in sustainable economic development in order to facilitate and promote evangelization work and integral human development.

Strategic Objectives.	Strategies	Performance indicators	Responsible office	Time frame
a) Reduction of income poverty	<p>Train households on how to manage income generating projects</p> <p>Train households on how to attain food security</p>	<p>Number of trainings conducted Reports on existing Income Generating Activities.</p> <p>Sustainable agricultural practices in placeHouseholds food and cash incomes Records on improved food security e.g. improved nutritional status, improved household capacity to meet the basic needs.</p>	<p>Development office, Caritas Singida</p>	<p>2017 to 2021</p>

			Development office, Caritas Singida	2017
	<p>Support initiatives for widows, aged, disabled orphans and chronically ill people.</p> <p>Train households in entrepreneurship skills especially youth and women</p>	<p>Improved life standards of vulnerable groups Number of beneficiaries. Types of services rendered or offered</p> <p>Reports on training. Number of trained people Improved entrepreneurship skills</p> <p>New investment and saving</p>	Financial Department, Development Office	to
(b)	<p>Formulate investment and saving policy</p> <p>Promote the existing income generating projects and other sources of funds for the diocese and its units.</p> <p>Stimulate the concept of principles of business entity to all i.e. business is a separate entity from the owner.</p> <p>Attain economic stability to enhance integral human development</p>	<p>Complete list of income generating activities at all levels</p> <p>Records on Income Generating Activities</p> <p>Improved business discipline</p> <p>Records on successful business entities Financial records.</p> <p>Strategic projects in place</p> <p>Reduced over dependence to external support</p> <p>Increased local income from diversified sources.</p>		2021

	Train Planning and finance committees on how to develop and manage church investments projects.	Number of seminars conducted Assessment reports Established guidelines for putting in place sustainable schools and health facilities.	Financial Department, Development Office	2017
	Implement endowment fund	Endowment fund in place.	Development Office, Youth, Justice and Peace, Apostolate of Laity and Caritas Departments	to
	Establish learning resource centre for social integration, women and youth employability	Established active learning resource centre Self employment records.	Development Office	
(c)	Creation of partnership and network within and outside the diocese	Share economic experiences and information among diocese departments, institutions, units, congregations and other organizations.	Terms of reference (TOR) among partners Workshops, seminars and meetings. Study tours done, Research done Publications	2021

	To engage development partners and professionals in project development and management	Joint projects in place Records on new established partnership Projects reports viz. audit, communication etc.	Development Office, Caritas	2017
	Setting diocesan platform of development partners	Diocesan platform of development partners in place Information generated, Reports and activities performed	Department to	2021

**Goal 5: Reinforcement of institutional leadership and management**

The diocese will foster a nurturing, enabling and collaborative atmosphere which will invite and encourage all to be active participants in decision making, leadership and services, thus deepening everyone's sense of communion as God's family.

Strategic Objectives	Strategies	Performance indicators	Responsible office	Time frame
(a) Promotion of participatory leadership in the diocesan decision making processes	Develop and strengthen structures that involve participatory decision making processes.	Existing participatory decision making organs Number of laity in decision making organs	Pastoral Directorate	2017 to 2021
	Establish committee or organ in the diocese made up of laity experts from various fields to serve as advisors	Number of experts appointed/engaged. Terms of References for the experts' committee Performance reports available	Pastoral Directorate Apostolate of Laity	2017
	Capitalize on laity diverse expertise to enhance decision making processes	Number of experts consulted Type of expertise delivered to the diocese		

			Pastoral Directorate Apostolate of laity	Pastoral Directorate Apostolate of laity	Pastoral Directorate Apostolate of laity	Pastoral Directorate Education and Caritas Departments,
			Number of Associations and movements developed	Number of Associations and movements developed	Number of church personnel trained in management and leadership skills.	Number of church personnel equipped with problem solving skills
	(b) Provision of professional skills for church personnel	Promote associations and movements in the diocese followed by seminars and awareness on their importance and functions	Functions performed	Available training manuals Training mail stone/schedule available	Training programmes available. Number of trainings conducted	Capacity building plan in place. Number of people empowered Training records on seminars, and meetings conducted
		Develop leadership training programmes			Equip church personnel with problem solving skills.	Formulate and implement diocesan capacity building plan at all levels

	Establish leadership and management programme for all involved in church apostolate at all levels.	Training manual and action plan available Training programmes and courses as per need in place. Number of people trained.	2017
(a)	Review human resource policy, financial regulations, health policy and education policy.	Reviewed policies in place.	Pastoral Directorate Apostolate of Laity
	Harmonization of existing church governance and management instruments	Review organizational structure at the level of diocese, parish and all institutions	Human Resource Office, Development Office
	Conduct seminars on church policies and laws.	Number of seminars conducted.	Education and Caritas departments, 2021

**Goal 6: Promotion of social justice and human rights**

We are dedicated to ensure that our people respect human rights and social justice. This will be done through catholic social teaching education, interreligious dialogue, civic education, participation in the governance process in collaboration with other partners and stakeholders.

Strategic Objectives	Strategies	Performance indicators	Responsible office	Time frame
(a) Promotion of human rights and social justice.	Empower diocesan Justice and Peace Commission to prepare resources and trainers for civic education.	Number of training conducted Amount of resources mobilize Increased community engagement in rights based issues	Justice and Peace Commission	2017 to 2021
	Establish Justice and Peace Commission in each parish	Established and working commissions		
	Establish Justice and Peace structures at all levels that work for conflict transformation and resolution	Clear structure to deal with Justice and Peace cases in place		
	Create awareness in society of human rights and social justice	Reduced case of human rights violations		2021

	Lobby and advocate for laws, policies and processes that promote human rights centered governance	Increased reporting on attended cases on human rights violations by victims and the media	Justice and Peace Commission	2017
	Establish victim support infrastructure and structures	Availability of victim support structures	ustice and Peace Commission	to
	Promote education on Justice and Peace at all levels	Reduced cases of human rights violations	ustice and Peace Commission	
	Discourage child labour and safeguard child rights	Child protection policy in place	ustice and Peace Commission	
	Provide education on protection and respect of human rights	Number of seminars and workshops	ustice and Peace Commission	
(b)	Form leadership committees which involve local government officials at all levels	Participatory leadership committees in place	ustice and Peace Commission	
	Participation in the local governance process	Engage in programmes supporting constitutional, legal/policy reforms ensuring government offers inclusive/accountable leadership	Number of established programmes to support local governance Increased capacity of communities to demand accountable leadership Increased awareness and engagement with the constitutional process	2021

		Justice and Peace Commission	2017
	Conduct continuous civic education	Number of meetings with key stakeholders. Number of trainings and workshops conducted	
(c)	Establish interreligious committee at all levels	Number of established committees at all levels	
Promotion of ecumenical and interreligious dialogue.	Establish and strengthen ecumenical and interreligious dialogue.  Participate in joint ecumenical and interfaith activities	Number of interreligious dialogue sessions  Improved relationship and understanding with other religions  Number of joint activities	to
	Conduct trainings on freedom of religion in accordance with international standards and social teaching of the church.	Number of trainings conducted Number of participants attended Harmonious coexistence and religious tolerance	
	Promote faith based organizations involvement in social, cultural and economic development	Increased number of faith based organizations involved in local development of the society Type of intervention or service offered.	2021

### **Goal 7: Promotion of environmental management and sustainable use of natural resources.**

The diocese promotes human ecology and sustainable use of natural resources inspired by the Pope Encyclical Laudato Si and the 2030 agenda for sustainable development goals for the common good.

Strategic Objectives	Strategies	Performance indicators	Responsible office	Time frame
(a) Enhance stewardship on creation as a gift from God	Establish Diocesan Department responsible for environmental protection, development and management	Established, equipped and active environmental office in the diocese	Environmental Department	2017 to 2021
	Establish policy on environment care	Policy on place	Available programmes on environmental care	
	Develop programmes to care for the environment as the common home	Promotion of sustainable use of natural resources	Number of environmental seminars conducted Sustainable practices on use of natural resources	

	Educate people about environmental laws, ethical principles as supported by the Gospel and natural law	Effective laws in place Number of seminars offered Number of beneficiaries trained	Environmental Department	2017
	Promote useful cultural and traditional practices ways on environmental care	Type of indigenous knowledge applied for environmental care Reserved or controlled natural resources	Environmental Department	
	Promotion of sustainable animal husbandry practices	Use of sustainable animal husbandry practices	Environmental Department	
(b)	Identify and systematically innovate sustainable agricultural practices	Records on innovative sustainable agricultural practices in place	Environmental Department	
	Create awareness on climate change to farmers	Number of workshops and seminars conducted on awareness for climate change	Environmental Department	
	Promote environmental friendly technologies in the agricultural sector including post harvest technologies	Use of drought resistant crop varieties. Diversified practices on farming. Number of farmers who adopted the technologies	Environmental Department	2021

			Environmental Department	2017
	Promote rainwater harvesting for domestic and agricultural purposes	Number of water storage facilities. Number of irrigation units. Records on watered domestic animals and cro fields		
	Develop agricultural training farm at Diaghwa	Improved Diaghwa farm to suit training farm		
	Develop training programme for high yield farming with respect to soil and weather conditions	Records on improved yield Records on trainings conducted – type, participants, skills provided.		
	Establish agribusiness training programme for food processing and other agricultural products at artisan level	Number of food processing centres. Training programmes in place. Available products		
(c)	Enhancement of participation in environmental conservation initiatives	Community members trained on planting trees Number of trees planted Records on improved forest cover		2021

		Environmental Department	2017
Create environment associations	Associations and clubs in place		
Research to identify appropriate trees needed in each village	List of selected tree species Records on initiatives to grow trees species		
Development of tree nurseries to supply tree seedling to each parish	Number of tree nurseries established. Increased number of trees planted at each household	to	
Protection and rehabilitation of rural community water sources for domestic use	Number of protected and rehabilitated water sources Reduced sedimentation of water sources		
	Adoption of new sustainable technologies and practices Conserved natural resources		2021

			Environmental Department	2017
Promote use of environmental friendly energy	Available alternative sources of energy e.g. natural gas, solar energy and electricity Statistics on reduced level of use of charcoal and fire wood Statistics on reduced levels of environmental degradation to	Number of advocacy programmes on site		
Advocacy and lobbying on environmental issues		Number of joint environmental projects held between the diocese and stakeholders e.g. Participation during environmental day		2021
Networking and collaboration with effective stakeholders on environmental conservation				

**Goal 8: Enhancement of the use of technology in the Diocese operations and community outreach**  
 Our Diocese is determined to promote evangelization through use of media, appropriate ICT infrastructure and use of technology in all levels of operations

Strategic Objectives	Strategies	Performance indicators	Responsible office	Time frame
(a) Establishment of appropriate ICT infrastructure	Develop communication policy and programmes  Develop and promote use of ICT infrastructure	Policy and programmes in place  Operational ICT office in place	Finance Department, Communications Department	2017  to  2021
	Strengthen communication Department	Communications Director in place. Available working equipment and machines		
	Train people on use of ICT at all diocesan levels	Improved information and communication systems Number of trainings conducted		
	Development of data base at diocese and parish levels  Development of the website for	Developed and active data base  Developed and active website		

	Develop online information and statistics for decision making	Accessible online information and statistics	Finance Department, Communications Department	2017
	Develop online catechetical, liturgical, and pastoral materials for teaching and learning	Online materials are accessible	Pastoral Directorate, Catechetical, Liturgy, Communications, and Finance Departments	to
	Develop video production unit for audio-visual religious learning liturgical and spiritual purposes	Modern and traditional instruments for sacred music in placeAvailable working and equipped video production unit	Communications, Caritas, Apostle of Laity, Justice and Peace Departments	
	(b) Application of ICT at all levels	Records of farmers using ICT Statistics on improved farm incomes	Increase number of farmers adopting improved farming practices	2021
	Online learning and communication	Online presence/increased rate of online users		

	Internet connectivity among units to avoid physical movements of medical files, reports, etc	Electronic reports/intranet application	Communications and Health Departments	2017
	Use of technology in networking and meeting with youth like face book, twitter and whatsApp, etc.	Improved networking through social media. Number of active users/subscribers. Number of active social media groups to	Communications Youth and Finance Departments	to
(c)	Training on beneficial use of social media	Number of workshops and trainings held	Pastoral Directorate, Communications, Caritas and Finance Departments	
	Promotion of evangelization through media	Establish and equip ICT and multimedia centre	Graphic data base in place	2021

## **Implementation**

The implementation process will take place in the following five areas:

- i. Diocesan level (Directorates, Departments, Commissions, Councils, and Committees)
- ii. Deanery Level
- iii. Parish and institutions.
- iv. Outstation level and
- v. Small Christian Community (grass-root) level

## **Monitoring and Evaluation**

### **Monitoring**

Implementation of this Pastoral Strategic Plan will be monitored to determine how well it is being implemented. It will involve ongoing communication between the Diocese and the implementing units through visits, frequent meetings, tailor-made evaluations and formal joint activities. A formal monitoring and evaluation system with defined time and applicable tools will be developed to guide the whole process of monitoring, evaluation and reporting.

Implementation envisages team work and joint monitoring. This involves Diocesan Directors for: Pastoral, Finance and Administration, Social Services and Human Dignity, Development and Communications.

### **Evaluation**

Evaluation shall take place at all five levels of implementation and will involve; physical visits, sharing of reports, evaluation of reports, and scheduled meetings. This process at all levels will be under respective directorates while evaluation of directorates will be done by the bishop. The directorates shall facilitate periodic monitoring and evaluation sessions aimed at the realization of the Plan. The five year plan will be evaluated twice.

The Bishop's Office will hold meetings where all Directors, administrators and coordinators will present the implementation progress reports, annually.

At the Diocesan level, directorates, departments, commissions, councils and committees shall hold semi-annual management meetings where activity plans and progress reports will be discussed.

At the deanery level, Institutions, parish organs, out stations and small Christian communities shall organize quarterly meetings to report on the implementation progress.

At the parish level, the Parish teams shall hold monthly debriefing sessions to provide updates on progress of work.

The evaluation plan consists of evaluation studies to be conducted during the strategic plan cycle i.e. description of each study, the evaluation questions, methodology, and the work undertaken by the responsible offices. The studies here and the relevant data obtained are intended to be used for the achievement of the strategic plan.

There should be an implementation committee separate from the monitoring and evaluation team led by an independent person assisted by the diocesan team under the Bishop. The following is the summary of an evaluation plan.

## Planned Evaluations

Studies	Description	Study questions	Methodology	Responsible Office
Baseline Study	This collects data for a number of indicators before implementation starts	Current status of each indicator Targets for each indicator	Survey through interviews, questionnaires and documentary reviews	Pastoral Director Development officer
Training impact assessment	This will identify impact of training Diocese staff	Satisfaction of trainees with the courses enrolled. Satisfaction of stakeholders with the trained staff. Improvement after training	Interviews and questionnaires	Pastoral Director Development office
Diocese service delivery survey assessment	This will measure stakeholders satisfaction and perception of Diocesan services	Standards met Action to improve performance Perception of stakeholders of Diocesan staff services	Questionnaires to stakeholders	Pastoral Director Development office
Outcomes and impact of strategies	This will measure contribution and effectiveness of strategies implemented on behalf of the people of God, ecclesial and non-ecclesial groups	Outcomes and impacts of strategies Trends observed and their meanings Emerging issues for future Diocese programmes	Survey through interviews, questionnaires	Pastoral Director Development office

## **Conclusion**

This pastoral strategic plan gives direction to the Diocese for the coming five years (2017-2021). The completion of this strategic plan gives light to all Diocesan units to work in line with the Vision and Mission of the Diocese. The capacity building of some agents of evangelization which started in 2015 adds value to the preparation and implementation of this plan. From this diocesan strategic plan, other units (institutions and parishes) will extract their pastoral strategic plans accordingly. We the Diocese therefore, have to be committed to this strategic thinking and practice to realize our vision. The successful implementation of this plan will therefore make its strategic contribution to both spiritual and socio-economic development of the people of God in their respective areas.

# Appendices

## Appendix 1: Parish-Statistics

S/No	Parish name	Catholics	Priests	Catechists
1	Chemchem	2,397	2	12
2	Chibumagwa	18,654	2	16
3	Dung'uniyi	18,190	2	31
4	Heka	4,303	2	13
5	Iguguno	2,764	2	16
6	Illongero	11,572	2	31
7	Itaja	6,250	1	17
8	Itigi	7,089	2	15
9	Kibaoni	3,153	2	13
10	Kintinku	10,301	2	23
11	Kiomboi	2,033	2	6
12	Makiungu	10,973	3	18
13	Mandewa	4,300	2	18
14	Manyoni	10,227	3	21
15	Misughaa	4,756	2	14
16	Mitundu	6,081	2	28
17	Mtinko	10,689	2	29
18	Mwanga	9,064	2	27
19	Ntuntu	9,118	1	20
20	Puma	5,724	1	23
21	Sanza	8,496	2	16
22	Shelui	2184	1	19
23	Singida	4,617	6	20
24	Siuyu	5,270	2	18

## Appendix 2: Current Status and Future Needs

S/No	Human resources/facility	Available Number	Required Number by:				
		2016	2017	2018	2019	2020	2021
i	Diocesan Priests	68	70	72	75	77	79
ii	Missionary priests	24	26	30	32	35	37
iii	Religious sisters	374	390	400	410	420	440
iv	Religious congregations (F)	21	23	25	27	29	30
v	Religious congregations (M)	04	05	06	07	08	09
vi	Catechists	464	470	490	500	510	520
vii	No of parishes	24	26	27	28	30	31
viii	Minor Seminarians	246	260	310	310	310	310
ix	Diocesan schools	43	46	48	48	50	50
x	Hospitals	04	04	05	05	05	05
xi	Health centres	05	05	06	06	07	07
xii	Dispensaries	08	09	10	10	11	12
xiii	Vocational training centres	03	03	03	04	04	04
xiv	Orphanage centres	02	02	03	03	03	03

**Appendix 3: Religious Congregations serving in the Diocese**

1.	Adores of the Precious Blood
2.	Benedictine Sisters of St. Agnes of Chipole
3.	Carmelite Sisters of St. Teresa
4.	Consolata Fathers
5.	Daughters of Mary Sisters
6.	Holy Spirit Sisters (Apostolic life society in the Opus Spiritus Sancti)
7.	Immaculate Heart Sisters of Africa
8.	Medical Missionaries of Mary Sisters
9.	Misericordia Sisters
10.	Missionaries of the Holy Cross
11.	Missionaries of the Precious Blood
12.	Missionaries Sisters of Sacred Heart of Jesus and Mary
13.	Mothers of the Holy Cross
14.	Notre Dame Sisters
15.	Oblates of the Assumption
16.	Pallottine Missionary Sisters of the Catholic Apostolate
17.	Servant Sisters of the Good News
18.	Religious of the Assumption
19.	Sisters of Charity of St. Charles Borromeus
20.	Sisters of Charity of St. Francis of Assisi (of Mahenge)
21.	Sisters of Charity of St. Vincent de Paul
22.	Society of Catholic Apostolate (Pallotine Fathers)
23.	St. Gemma Galgan Sisters
24.	Capuchin Tertiary sisters of the Holy Family
25.	Theresian Sisters of Child Jesus
26.	Ursuline Sisters of Agonizing Heart of Jesus

## Appendix 4: Steering Committee

S/N	Name	Position	Task
1.	Rt. Rev. Edward Mapunda	Diocesan Bishop	Head
2.	Fr Francis Lyimu	Vicar General	Member
3.	Fr. Charles Kitima	Principal STEMMUCO	Member
4.	Fr. Bernard Ngalya	Accountant	Member
5.	Mr. Baltazary Sungi	Development Officer	Member
6.	Mr. Ntui Ponsian	Ass. Lecturer-SAUT	Facilitator
7.	Mr. Samwel Mseti	Ass. Lecturer-SAUT	Facilitator

## Appendix 5: Diocese Growth Statistics

Year	Population	Catholics	% Catholics	Priests	Catholics per Priest	Parishes
1980	635,000	69,419	10.9	30	2,313	12
1990	826,000	89,428	10.8	41	2,181	14
1999	1,000,000	129,110	12.9	55	2,347	16
2000	1,200,000	130,239	10.9	56	2,325	16
2001	1,200,000	135,343	11.3	53	2,553	16
2002	1,200,000	136,113	11.3	56	2,430	17
2003	1,203,000	139,364	11.6	55	2,533	17
2004	1,205,000	143,220	11.9	55	2,604	18
2010	1,310,000	160,200	12.0	66	2,427	20
2012	1,348,523	170,318	12.6	66	2,580	20
2014	1,400,200	173,100	12.3	75	2,308	22
2015	1,420,000	177,200	12.4	77	2,302	24
2016	1,425,000	178,205	12.4	76	2,344	24

The Bishop conferring the sacred sacrament of ordination



Priests and the Bishop Celebrating the Mass



**Religious sisters**



The Faithful at Kimbwi pilgrimage





