

**TANZANIA EPISCOPAL  
CONFERENCE  
CATHOLIC  
SECRETARIAT**



*3-year Strategic  
Framework Plan  
2018/19 – 2020/21*

**FINAL**

**January, 2019**

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## List of Acronyms

<b>CPL</b>	Catholic Publishers Limited
<b>CSSC</b>	Christian Social Services Commission
<b>CT</b>	Caritas Tanzania
<b>DFA</b>	Director of Finance and Administration
<b>DES</b>	Diocesans Education Secretaries
<b>DHB</b>	Diocesans Health Boards
<b>DHS</b>	Diocesans Health Secretaries
<b>DOES</b>	Directorate of Economic Sustainability
<b>DRR</b>	Disaster Risk Recovery
<b>GAD</b>	Gender and Development
<b>HRM</b>	Human Resources Manager
<b>IGU</b>	Income Generating Unit
<b>JPIC</b>	Justice Peace and Integrity of Creation
<b>M&amp;E</b>	Monitoring and Evaluation
<b>OOPM</b>	Outcome Oriented Project Management
<b>PC</b>	Permanent Council
<b>PETS</b>	Public Expenditure Tracking Systems
<b>PPP</b>	Public Private Partnership
<b>RCH</b>	Reproductive and Child Health
<b>SCC</b>	Small Christian Communities
<b>SG</b>	Secretary General
<b>SMART</b>	Specific, Measurable, Achievable, Realistic and Time bound
<b>STIP</b>	Science Teaching Innovation Programme
<b>SWOT</b>	Strength, Weakness, Opportunity, Threat
<b>TACASA</b>	Tanzania Catholic Schools Association
<b>TEC</b>	Tanzania Episcopal Conference
<b>ToR</b>	Terms of Reference
<b>ToT</b>	Training of Trainers
<b>UWAKA</b>	Umoja wa Wanaume Katoliki Tanzania
<b>WAWATA</b>	Wanawake Wakatoliki Tanzania

## Introduction

The current 3-year strategic plan (July 2018 – June 2021) is the second plan falling under the long-term strategic objectives identified back in 2015; as such, it can be regarded as a ‘rolling-forward’ plan, building upon the accomplishments of the 1<sup>st</sup> strategic plan.

In order to develop the plan, those responsible for each strategic objective were required to follow a four-step approach:

- Evaluation of past performance, focussing on achievements at expected output and outcome levels. This analysis should result in a critical reflection of performance, assessing relevance of focal areas, identifying root causes of challenges faced and setting implications for the next strategic plan;
- Identification of emerging issues, i.e. issues (internal/external) which have emerged since the last strategic plan that need to be taken into consideration. These emerging issues may be related to (new) strategic priorities, or may affect strategies/approaches of already established priorities.
- Collection of opinions and needs from major stakeholders, in particular from Dioceses but also from members of the directorate’s governance committees. Since the Dioceses are the direct target group of most of our interventions, it is crucial to ascertain that our strategic priorities correspond to their needs.
- Analysis of strengths and weaknesses (internal), and opportunities and threats (external). The SWOT analysis will help us to develop realistic plans that duly consider our implementation capacity and resources – building on our strengths, addressing our weaknesses, making use of external opportunities (e.g. of our development partners) and mitigating external threats. The SWOT analysis was carried out strategic objective level, to capture the specificity of each directorate / department.

The above steps were carried out in the period March – May 2018, and the outcomes were used to develop the underlying draft 3-year strategic framework.

During the above process, the Secretariat realized that most of the Secretariat staff had not owned the previous strategic plan. In other words, the plan had not become a working document in their day-to-day fulfilment of their respective responsibilities. In addition, the Secretariat underwent significant restructuring over the past two years, and most senior staff members were replaced and/or newly appointed; priority was given to “cleaning ship” within their respective Directives / departments, and insufficient time remained for pursuing strategic priorities, as set-out in the 2015-2018 strategic plan. As a result, most interventions could not or only partially be implemented, and have been “rolled forward” in the current plan. For successful implementation, it is crucial that all staff are aware of this strategic framework, and understand their roles and responsibilities within; and that a monitoring framework is put into operation to ensure that expected results and outcomes are realised.

## Results

The results of reviewing the 3-year strategic planning framework are presented per strategic objective below. The presentations follow a uniform logic:

- **Strategic objective.** The strategic objective statement that captures the longer-term direction of the Secretariat.
- **Description.** A short description of the context and focus of the strategic direction during the upcoming 3 years.
- **Expected changes.** Qualitative description of the desired changes at the end of the upcoming 3 years (focussing on the direct target groups).
- **Focal areas and expect results.** The main result or focal areas and expected results (or outputs) for the planned 3 years - needed to trigger desired change.
- **3-year planning matrix.** A summary of strategic objective, focal result areas and expected results; the Directorates/Departments responsible for- and supporting the achievement of expected results;

The 3-year planning matrix is as yet incomplete. Many of the indicators still need to be developed – especially at strategic objective level (i.e. those measuring change); while others remain unquantified. The objectively verifiable and SMART indicators that measure the extent to which we have triggered expected change and achieved our expected outputs; and the sources of verification of these indicators, are shortcomings which will be tackled when developing the M&E framework for the strategic plan – scheduled to be completed before the end of March, 2019 (after the strategic framework has been approved).

# Strategic Objective 1

## *Proclamation of the Teaching of the Catholic Church on Faith and Morals, improved*

### Description

Pastoral support is the core business of the Catholic Secretariat of the Tanzania Episcopal Conference. The Secretariat – through the Pastoral Directorate – is committed to play a leading coordinating role in the renewed push towards new evangelisation, which focuses on deepening the faith through: proclamation / worship (Kerygma), communion/fellowship (Koinonia), service (Diakonia), witnessing). In the age of globalization and secularization, this requires new approaches and strategies to reach out to all people of God. This includes the need for greater “inculturation”, i.e. the need to “adapt” Church teachings to prevailing cultures without compromising the specificity and integrity of the doctrines. During the upcoming three years, the Secretariat aims to operationalize the conceptual framework for new evangelisation, effectively making sure that the roles and responsibilities of all pastoral agents and the need for greater coordination / integration for greater impact are fully understood and assumed. We expect to roll-out this approach in a select number of Dioceses, while simultaneously increasing awareness and understanding at all levels, and ensuring digital accessibility to crucial Church documents / materials after establishment of a pastoral service resource centre.

### Expected Changes

- Improved coordination within and between the national and Diocesan Pastoral Directorate / Departments
- Agents of evangelisation (e.g. lay movements and evangelising societies) have started to take up their roles and responsibilities within the new evangelisation concept.
- Agents of evangelisation have improved access to all crucial doctrines, documents and reference materials that constitute the Teachings of the Church
- First signs of changes in attitude, behaviour and performance of Diocesan based pastoral agents (i.e. in those Dioceses where the new evangelisation concept is piloted)

### Focal Areas and Expected Results

1. Operationalising selected areas of the conceptual framework:
  - Approaches, materials, methods and tools are elaborated for selected “areas” of the conceptual framework (finalising development and publishing the “tool box”).
2. Piloting the conceptual framework and “tool box” in 3 Dioceses:
  - Pilot dioceses supported to develop integrated pastoral plans and budgets, along lines of the approved conceptual framework.
  - Dioceses supported to strengthen the organisational capacity of their Pastoral Departments to effectively implement the integrated pastoral plans.
  - Dioceses supported to roll-out their pastoral plans – making use of- and adapting the materials, methods and tools already developed, and capacitating ToT teams to use these materials effectively
3. Creating and deepening awareness:

- Awareness deepened on the new evangelization concept, to establish common understanding, sense of togetherness and commitment/willingness to participate and contribute- making use of existing forums and meetings (Diocesan pastoral secretariats, parish clergy and lay leaders, lay movements, Catholic pastoral training Centres, religious congregations, evangelising societies etc); and of multi-media opportunities.
4. Improving access to Church doctrines, other relevant documents and reference materials:
- Inventory, collection, translation (contextualization) and storage of all crucial doctrines, documents and reference materials that constitute the Teachings of the Church and form the basis for the renewed “new evangelization” push (resource centre / library).
  - Mechanisms and procedure that promote accessibility of resource centre materials to pastoral agents, in place and operational (making use of multi-media opportunities).

## Strategic Objective 1

### *Proclamation of the Teaching of the Catholic Church on Faith and Morals, improved*

#### Operational Plans Matrix: Jul 2018 – Jun 2021

##### *Focal area 1.1: Operationalising selected areas of the conceptual framework*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
1	<b>Approaches, materials, methods and tools are elaborated for selected "areas" of the conceptual framework.</b>	<b>Tool box to operationalised selected priority areas of the conceptual framework developed</b>	Director		X	X	X	X	X	X	X						
1.1	Select "areas" of the conceptual framework for operationalisation	Selected areas for operationalisation identified and approved	Director		X												
1.1.1	Develop criteria for selection	Criteria for selecting priority areas developed	Director		X												
1.1.2	Decide which areas need priority attention	Select areas for operationalisation determined	Director		X												
1.1.3	Seek approval for selected areas (to be combined with final approval of conceptual framework)	Select areas for operationalisation approved	Director		X												
1.2	Create a Steering Committee	A steering committees is formed to oversee the operationalisation of the conceptual framework	Director			X											
1.2.1	Develop a Terms of Reference for Steering Committee	A ToR for the steering committee is developed	Director			X											
1.2.2	Determine members of the Steering Committee	Members of the steering committee are known	Director			X											
1.2.3	Establish working groups	Working groups established and ready for their tasks	Chairperson of steering committee			X											
1.3	Divide tasks into clear working areas	A clear division into working areas is made	Chairperson of steering committee			X											
1.3.1	Develop terms of reference for each working area	A ToR for each working group is developed	Chairperson of steering committee			X											



SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
1.3.2	Seek members for each working group	Members of each working group are known	Director			X												
1.4	Collect & document all relevant materials, "success stories" , experiences etc needed to operationalise the conceptual framework	Working groups have collected all relevant information needed to develop "tools" for their working area	Chairperson of each working group			X	X											
1.5	Develop a draft "tool-box"	A draft "integrated tool box" is developed	Chairperson of steering committee			X	X											
1.5.1	Develop relevant tools (for example: tools that (a) integrate new ways of evangelization into Small Christian Communities; (b) strengthen marriage and family life; or (c) expand ecumenical dialogue and interreligious relationships)	Each working group has developed tools pertaining to their working area	Chairperson of each working group			X	X											
1.5.2	Consolidate tools of each working group and develop a first draft tool box	Tools of each working area are compiled and integrated within one "integrated tool box"	Chairperson of steering committee				X											
1.5.3	Present and discuss the draft tool box with internal and external experts	First draft shared and discussed with internal and external experts	Chairperson of steering committee					X										
1.5.4	Present and discuss the draft toolbox with relevant diocesan pastoral representatives	First draft shared and discussed in various relevant forum	Chairperson of steering committee					X										
1.5.5	Present and discuss the draft tool box with the pastoral standing committee	First draft shared and discussed with the TEC Pastoral Standing Committee	Chairperson of steering committee					X	X									
1.5.6	Integrate all inputs on draft tool box to develop a final draft	Inputs and comments from various meetings incorporated in final draft	Chairperson of each working group; chairperson of steering committee					X	X									
1.6	Finalise and seek approval of final tool box	Final draft conceptual framework is developed	Secretary General						X									
1.6.1	Present final tool box to plenary assembly	inputs and Ideas for improvement are received from the plenary assembly	Secretary General						X									
1.6.2	Seek final approval for the "tool box"	inputs and Ideas from plenary assembly are incorporated in the tool box and final approval is obtained	Secretary General						X									

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
1.7	Disseminate final tool box	The final tool box is shared with relevant persons / organisations	Director					X	X								
1.7.1	Develop mailing list for tool box	Relevant persons / organisations are established	Director					X									
1.7.2	Print copies of tool box and disseminate according to mailing list	Number of copies printed and disseminated to relevant persons / organisations	Head of Pastoral Department					X	X								

*Focal area 1.2: Piloting the conceptual framework and “tool box” in 3 Dioceses*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
<b>2</b>	<b>Pilot dioceses supported to develop integrated pastoral plans and budgets, along lines of the approved conceptual framework</b>	<b>3 pilot Dioceses have develop integrated pastoral plans and budgets</b>	<b>Director</b>	X	X												
2.1	Identify Dioceses ready and committed to pilot the conceptual framework	3 pilot Dioceses identified	Director	X													
2.2	Develop and sign memoranda of understanding with each Diocese	A memorandum of understanding, stipulating the roles and responsibilities of each party, signed with pilot Dioceses	Director		X												
2.3	Support pilot Dioceses to develop integrated pastoral plans and budgets	3 pilot Dioceses are supported to develop 3-year integrated pastoral plans and budgets	Director		X												
2.3.1	Identify an expert to facilitate pilot Dioceses to develop 3-year integrated pastoral plans	A competent facilitator identified and contracted	Director		X												
2.3.2	Support pilot Dioceses to collect relevant information on the current "status" of evangelisation in the Diocese (focussing on areas covered by the conceptual framework)	Pilot Dioceses supported to collect relevant information of current status, as basis for planning	Facilitator		X												
2.3.3	Facilitate planning workshops in pilot dioceses	Planning workshops facilitated in each of 3 pilot Dioceses to develop integrated pastoral plans	Facilitator		X												
2.3.4	Support pilot Dioceses to develop an M&E framework to monitor progress and performance of their 3-year pastoral plans	Pilot Dioceses supported to develop M&E frameworks to monitor progress and performance of their pastoral plans	Facilitator		X												

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
2.3.5	Agree on funding modalities / arrangements (i.e. activities funded through TEC; activities funded through Diocese - using both internal and external funding)	Funding modalities are known	Director				X										
2.3.6	Support pilot Dioceses to develop operational plans and budgets	Pilot Dioceses supported to translate their pastoral plans into operational plans and budgets	Facilitator				X										
2.3.7	Support pilot Dioceses to solicit external support through development of proposals (if necessary)	3 pilot Dioceses supported to solicit external funding assistance	Director				X										
2.4	<b>Dioceses supported to strengthen the organisational capacity of their Pastoral Departments to effectively implement the integrated pastoral plans.</b>	<b>Pilot Dioceses have the organisational capacity to effectively implement their pastoral plans</b>	<b>Director</b>				X	X	X	X							
2.4.1	Support pilot Dioceses to review and renew the organisational structure of their pastoral departments	Pilot Dioceses supported to align their organisational set-up to their new strategic pastoral orientation	Director				X										
2.4.2	Assist pilot Dioceses to assign and capacitate key pastoral staff according to the renewed organisational structure	Pilot Dioceses assisted to have competent staff in key pastoral positions	Director				X										
2.4.3	Assist pilot Dioceses to develop job descriptions for key pastoral staff positions	Pilot Dioceses assisted to develop job descriptions for key pastoral positions	Director				X										
2.4.4	Advocate to Diocesan bishops to appoint full-time qualified and professional pastoral directors	Bishops of pilot Dioceses are aware of the need to appoint competent full-time pastoral directors for the success of their pastoral plans	Director				X										
2.4.5	Assist pilot Dioceses to develop and implement a performance-based staff appraisal system	Pilot Dioceses assisted to develop and manage a performance-based appraisal system	Director				X										
2.4.6	Capacitate Diocesan directors and other key management staff on their roles and responsibilities	Pastoral directors and key management staff trained on their roles and responsibilities	Director				X										
2.4.7	Provide on-site organisational coaching support to Pastoral Directors of pilot Dioceses	Regular on-site coaching support is provided to the Director (1 x per quarter in yr 1 + 2; occasional in yr 3 (when need is there))	Director				X	X	X	X							

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
2.5	<b>Dioceses supported to roll-out their pastoral plans – making use of- and adapting the materials, methods and tools already developed, and capacitating ToT teams to use these materials effectively</b>	<b>3 pilot Dioceses supported to roll-out their pastoral plans effectively</b>	Director						X	X	X						
2.5.1	Support Dioceses to adapt the "tool box" to their situation	3 pilot Dioceses supported to adapt the "tool-box" to their situation and needs	Director						X	X							
2.5.2	Support pilot Dioceses with relevant materials on the teachings of the Church on faith and morals	3 pilot Dioceses supported to access relevant teachings on faith and moral	Director						X	X							
2.5.3	Assist pilot Dioceses to establish and manage an electronic resource "centre"	Pilot Dioceses supported to establish and manage an electronic resource database (related to expected result 8)	IT specialist (Communications Directorate)							X							
2.5.4	Print and disseminate other materials etc needed to put pastoral plans into operation	Relevant materials are disseminated to 3 pilot Dioceses	Director							X							
2.6	Capacitate Diocesan trainers to use relevant modules / tools	Trainers of pilot Dioceses are able to use relevant modules / tools	Heads of Departments							X							
2.6.1	Assist pilot Dioceses to identify relevant trainers	3 pilot Dioceses assisted to identify team of trainers	Heads of Departments							X							
2.6.2	Conduct Training of trainers courses	Training of trainers courses conducted in each pilot Diocese, targeting 36 ToTs	Heads of Departments							X							
2.6.3.	Provide backstopping to trainers (during first local training session)	1 x backstopping provided to trainers during their first training course	Heads of Departments							X	X						
2.7	Monitor progress and performance of pastoral plans	Progress and performance of pastoral plans in 3 pilot Dioceses monitored; and findings are used to steer the projects to maximum outcomes; to generate lessons learned and to disseminate results	Director							X	X						
2.7.1	Develop M&E tools to monitor progress and performance	M&E tools to monitor progress and performance developed (including indicator matrix, M&E plan and M&E calendar)	Project Management Unit							X							
2.7.2	Train staff of Pastoral Directorate to use tools to use M&E tools to collect, collate and analyse data	Staff from the Pastoral Directorate are able to use M&E tools to collect, collate and analyse data on progress and performance	Project Management Unit							X							
2.7.3	Monitor the operational progress of pastoral plans (also in terms of quality), and provide advice where necessary	Progress of pastoral plans monitored, and feedback provided to pilot Dioceses (1 x per quarter)	Heads of Departments								X						

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
2.7.4	Monitor the effects of the pastoral plans	Preliminary effects of interventions of pastoral plans monitored in each of the 3 pilot Dioceses (according to M&E calendar)	Heads of Departments											X		
2.7.5	Support pilot Dioceses to reflect on performance, take appropriate action and to generate lessons learned	Reflection meetings held in 3 pilot Dioceses to reflect on performance, to take appropriate follow-up action, and to generate lessons learned (1 x per year)	Director											X		
2.7.6	Prepare reports on progress and performance and share with plenary assembly and other Dioceses	Progress reports on the implementation status of pilot projects and the preliminary effects are prepared and shared	Director											X		

*Focal area 1.3: Deepened awareness*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
<b>3</b>	<b>Awareness created on the new evangelization concept, to nurture common understanding, sense of togetherness and commitment/willingness to participate and contribute</b>	<b>Pastoral agents and the general public are made aware of- and informed on the renewed evangelisation push</b>	Director				X	X	X	X	X	X	X	X	X	X
3.1	Share the conceptual framework in existing forums, congresses and meetings with "agents of evangelisation", to create motivation and commitment to contribute	Conceptual framework shared; action plans developed that reflect commitment of actors to participate and contribute	Director				X	X	X	X						
3.2	Sensitise the general public through multi-media (e.g. articles, radio programs, use of social media)	The general public is sensitised on topics related to selected areas of the conceptual framework	Director & HoDs						X	X	X	X	X	X	X	
3.3	Publicise "success stories" of piloting through multi-media (e.g. testimonies, case studies, interviews)	Actors of evangelisation and the general public are aware of the positive "changes" that are occurring in pilot Dioceses.	Director & HoDs													X

*Focal area 1.4: Improving access to Church doctrines, other relevant documents and reference materials*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
4	<b>Inventory, collection, translation (contextualization) and storage of relevant church doctrines, documents and reference materials that constitute the Teachings of the Church and form the basis for the renewed “new evangelization” push (resource centre / library)</b>	<b>Documentation on Church doctrines and reference materials, that support the roll-out of the new evangelization push, are available in an accessible form (translated/contextualised)</b>	Director				X	X	X	X	X	X	X	X	X	X
4.1	Establish a team for the inventory, collection and translation (contextualisation) of relevant church doctrines, documents and reference materials that form the basis for the new evangelisation push	A team responsible for the inventory, collection and translation (contextualisation) of relevant church doctrines, documents and reference materials is established	Director				X									
4.2	Inventorise relevant church doctrines, documents and reference materials	Crucial church doctrines, documents and reference materials inventorised that support the new evangelization push	Resource team members				X	X								
4.3	Collect all relevant church doctrines, documents and reference materials	All identified church doctrines, documents and reference materials are available	Resource team members					X	X	X	X	X	X	X	X	X
4.4	Translate all relevant all relevant church doctrine and documents into English/Kiswahili	All crucial doctrines & documents are translated into English and Kiswahili (depending on the end user of the materials)	Resource team members					X	X	X	X	X	X	X	X	X
4.5	Contextualise all relevant church doctrine and documents	Relevant documents are contextualised in accordance with the end users.	Resource team members						X	X	X	X	X	X	X	X
4.6	Establish resource centre / library	A resource centre/library is established and operational	Director						X	X	X	X	X			
4.6.1	Recruit a professional archivist/librarian	One professional librarian recruited	SG						X							
4.6.2	Establish a system for cataloguing	A system for cataloguing / categorisation is in place	Archivist / librarian						X	X						
4.6.3	Equip the resource centre/library with necessary furniture and equipment	The resource centre/library is equipped with necessary furniture and equipment	Director						X	X						

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
4.6.4	Categorise all collected and translated (contextualised) church doctrines, documents and reference materials	All documents are catergorised according to the introduced catalogue system	Archivist / librarian							X	X	X	X	X	X
4.6.5	Print translated and contextualised documents	At least one hard copy is available for each document (original + translated/contextualised version)	Archivist / librarian						X	X	X	X	X	X	X
4.6.6	Develop guidelines for use of resource centre/library	Guidelines for the management and use of the resource are developed and approved	Archivist / librarian							X					
4.7	Orient TEC management & relevant staff on the use of the resource centre /library	TEC staff is trained on the regulations and guidelines of the resource centre/library	Archivist / librarian							X	X				
4.8	Update resource centre / library	The resource centre / library updated is continuously with relevant documents	Director								X	X	X	X	X
4.8.1	Develop concept and establish a research team	A research team is formed	Director								X	X			
4.8.2	Advise archivist / librarian on additional / new relevant documentation and materials for the resource centre	Additional / new relevant documentation and materials identified for the resource centre	Research team								X	X	X	X	X
4.9	<b>Mechanisms and procedures that promote accessibility of resource centre materials to pastoral agents, in place and operational (making use of multi-media opportunities).</b>	<b>Pastoral agents have access to resource materials from the resource centre/library</b>	<b>Director; archivist / librarian</b>								X	X	X	X	X
4.9.1	Develop an electronic version of the library/resource centre	An electronic library is in place	Archivist / librarian								X	X			
4.9.2	Identify and procure relevant software	Relevant software to digitalise and "publish" the electronic resource centre/library identified and procured	IT Department of Communications Directorate								X	X			
4.9.3	Digitalise all physical documents	All physical documents are digitalised	IT Department of Communications Directorate									X	X	X	X
4.9.4	Ensure accessibility of electronic library / resource centre	Digital documents are "published" and accessible to pastoral agents	IT Department of Communications Directorate									X	X	X	X
4.9.5	Train and sensitise pastoral agents on how to access and use the (electronic) resource centre/library	Pastoral agents are aware on how to access documentation through the electronic resource centre/library	Archivist / librarian									X	X		

## Strategic Objective 2

### *The management of social services delivered by Catholic education and health facilities, improved*

#### Description

The Catholic Church is a major player in the provision of education and health services in Tanzania. The main role of the Secretariat – through the Directorate of Social Services - is to support Diocesan education and health departments to improve the quality of education and health services provided by Catholic institutions throughout Tanzania. During the upcoming 3 years, emphasis will be given among others towards improved management of secondary schools and hospitals, capacity building, resource mobilization, policy compliance and working together. Improved management not only refers to the “efficient and effective use of available resources (through planning, organising, controlling and directing)”, so as to provide quality services in line with government and TEC standards but also management should reflect the identity and values of the Catholic Church. Catholic schools and hospitals are a social pastoral expression of the Church and this should be manifest in the way they are managed and operated (i.e. in the services they provide, in the way they provide services and in the people they serve). Furthermore, challenges of the ending strategic plan were taken onboard in the new strategic plan( including improved resource mobilization, utilization of the existing platforms to improve service delivery, policy compliance and capacity building for staff of the directorate. A number of focal areas were identified in order to address priority critical strategic issues, complementing the efforts of the Government.

#### Expected Changes

##### *Education and health:*

- Diocesan education and health departments effectively and efficiently carry out their roles and responsibilities.
- Secondary schools and hospitals have improved their accessibility to resource-poor and vulnerable groups (through increased resource base (hospitals) and mechanisms for inclusion of children from resource-poor families (secondary schools)).
- Secondary schools and hospitals – both management and staff – exhibit Catholic ethics and values.

##### *Education (secondary schools):*

- Secondary schools manage their resources in an efficient, transparent and accountable way.
- The performance of students, particularly in the fields of science and mathematics, has improved (as a result of in-service training of teachers).

##### *Health (hospitals):*

- Board and management teams of hospitals effectively oversee and manage their hospitals.

#### Focal Areas and Expected Results

1. Strengthening Diocesan departments (education and health):
  - Knowledgeable and skilled Diocesan education and health departments (Diocesan Education and Health Secretaries).



- Development and dissemination of Diocesan education and health policies, facilitated.
  - Vertical and horizontal sharing and learning, promoted.
2. Improving access to Catholic secondary schools and hospitals (education and health):
    - Secondary schools supported to develop and put in place mechanisms that allow for more students from resource-poor families.
    - Hospitals supported to diversify and expand their financial mobilization systems (e.g. cost sharing, health insurance schemes).
  3. Increasing the identity of Catholic secondary schools and hospitals with Catholic ethics and values (education and health):
    - Increased knowledge and understanding of secondary schools and hospitals on Catholic ethics and values and how to reflect them in service delivery and management.
  4. Improving the quality of teaching and management of resources at secondary schools (education):
    - Secondary schools supported to establish in-service training programmes for teachers, particularly in the fields of sciences and mathematics (e.g. by linking them to Universities).
    - Secondary schools supported to improve their financial management (meeting government standards and preparing them for possible PPP).
  5. Strengthening the board and management teams of hospitals (health):
    - Strengthened capacity and skills of hospital board and management teams to carry out their roles and responsibilities effectively.
  6. Strengthening local resource mobilization to support operations of diocesan education and health departments and the national offices
    - Strengthened capacity of diocesan education and health departments and the national offices to carry out their roles effectively
  7. Improving understanding and compliance with TEC education, health and other related (government) policies for Catholic schools and health facilities
    - Increased knowledge and compliance with TEC and other related (government) policies
    - Increased utilization of TEC health and education policies to inform diocesan (health and education) plans
  8. Strengthening the capacity of the Directorate of Social Services in resource mobilization to effectively fulfil the Directorate goals and objectives
    - Capacity of the Directorate of Social Services in resource mobilization strengthened
  9. Increasing utilization of the existing platforms at TEC and in the dioceses as avenues for providing health education to the community
    - Platforms existing at TEC and in the dioceses utilized effectively to provide health education to the community

## Strategic Objective 2

*The management of social services delivered by Catholic education and health facilities, improved*

Strategic Planning Matrix: Jul 2018 – Jun 2021

### EDUCATION

*Focal area 2.1a: Strengthening Diocesan Education Departments*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
1	<b>Knowledgeable and skilled Diocesan Education Departments</b>	<b>33 Dioceses have knowledgeable and skilled Education Departments</b>	<b>Director of Social Services Directorate</b>		X	X	X	X	X	X	X						
1.1	Orient the DES from 33 dioceses on their roles and responsibilities	Orientation conducted for DES in 33 dioceses	Head of TEC Education Department		X	X	X										
1.2	Develop performance evaluation tool kit for DES	Performance evaluation tool kit for DES developed and shared	Head of TEC Education Department			X	X										
1.3	Conduct annual performance evaluation for DES	Review meeting conducted	Head of TEC Education Department				X										
1.4	Conduct a one week training to Diocesan education secretaries and Heads of Catholic secondary schools in general management.	34 Diocesan Education Secretaries and 50% of 220 heads of Catholic secondary schools are trained	Head of TEC Education Department					X	X								
1.5	Conduct study tour for 50 Catholic secondary schools to learn good practices through Tanzania Catholic Schools Association (TACASA).	50 heads of secondary Schools	Head of TEC Education Department						X	X							
2	<b>Development and dissemination of Diocesan education policies and child protection policy facilitated</b>	<b>Development of Diocesan education and child protection policies promoted</b>	<b>Director of Social Services Directorate</b>		X	X	X					X	X				
2.1	Disseminate TEC education and child protection policies	The reviewed TEC education policy is approved	Head of TEC Education Department	X	X	X											

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
2.2	Conduct training on TEC and national education and child protection policies and guidelines	34 Dioceses sensitised on TEC education policies	Head of TEC Education Department				X										
2.3	Advocate and facilitate (through an annual meeting/one day session on principles of policy development) for the development of Diocesan education policies	34 Diocesan Education Department and 220 heads of secondary schools sensitised on TEC education and child protection policies.	Head of TEC Education Department				X				X	X					
2.4	Conduct semi-annual and annual evaluation on implementation of the policies	Semi0annual and annual policy implementation and assessment conducted	Head of TEC Education Department		X		X		X		X		X				X
<b>3</b>	<b>Promotion of vertical and horizontal sharing and learning</b>	<b>Vertical and horizontal sharing and learning promoted</b>	<b>Director of Social Services Directorate</b>	X		X	X	X	X	X	X	X	X	X	X	X	X
3.1	Train DES and Heads of secondary school on documentation and presentation skills	34 DES and representatives from 120 Catholic schools trained on documentation and presentation skills	Head of TEC Education Department			X	X			X	X				X	X	
3.2	Promote sharing of best practices at Metropolitan (2) and in the annual meetings at least twice in a year	Semi-annual meetings with 34 Diocesan education secretaries facilitated	Head of TEC Education Department	X			X	X			X	X					X
3.3	Organise a meeting chaired by the local ordinary which should involve DES heads of Catholic secondary schools and representatives from school boards whose theme among others is the roles and responsibilities of DES	All 220 Catholic secondary schools management members knowledgeable about the roles and responsibilities of the DES	Head of TEC Education Department			X			X					X			
3.4	Advocate for the establishment of Secondary Schools internet connection within dioceses and with TEC.	33 Dioceses and 220 secondary schools have internet connectivity and TEC can easily connect with the diocese	Head of TEC Education Department						X	X							

Focal area 2.2a: Improving access to Catholic secondary schools

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
4	Secondary schools supported to develop and put in place mechanisms that allow for more students from resource-poor families	Secondary schools are supported to develop and put in place mechanisms that allow for more students from resource-poor families	Director of Social Services Directorate		X	X	X	X	X	X	X	X	X	X	X	X
4.1	Appoint a technical team to develop a survey tool for identifying children from resource poor families	A tool for identifying children from resource poor families developed	Head of TEC Education Department		X	X	X									
4.2	Share the tool for identifying children from resource poor families with CSSC and PC for approval.	The tool for identifying children from resource poor families shared with CSSC and PC	Head of TEC Education Department				X									
4.3	Train diocesan teams for conducting a survey on skills to identify children from resource poor families	Diocesan teams trained	Head of TEC Education Department													
4.4	Conduct a survey at the Parish level (Small Christian Communities) to identify children from poor resource families	Baseline study conducted	Director of Social Services Directorate			X	X	X	X							
4.5	Compile data on children from resource poor families showing the burden at parish and diocesan levels	Data on the number of children from resource poor families established	Head of TEC Education Department				X			X		X				
4.6	Share the report in a special diocesan meeting attended by the bishop and education stakeholders(send copy of the report to TEC)	Report on children from resource poor families shared with stakeholders	Head of TEC Education Department			X					X					
4.7	Develop action(with stakeholders: WAWATA <sup>1</sup> ,UWAKA <sup>2</sup> , Lay councils, people of good will and organised events) plan to address the problem at the Parish and diocesan levels	Action plan to address access to education for children from resource poor families developed	Head of TEC Education Department		X		X							X		
	Monitor implementation, set monitoring teams and provide semi-annual and annual reports at Parish, diocese and TEC levels).	Access to education for children from resource poor families monitored and reported at Parish, diocesan and TEC levels	Head of TEC Education Department			X	X		X		X		X			X

<sup>1</sup> WAWATA is the association of Tanzania Catholic Women

<sup>2</sup> UWAKA is the association of Tanzania Catholic Men

*Focal area 2.3a: Improving identity of Catholic secondary schools with Catholic ethics and values*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
5	<b>Increased knowledge and understanding of Catholic secondary schools on Catholic ethics and values and how to reflect them in service delivery and management</b>	<b>220 Heads of Catholic schools are aware of Catholic ethics and morals and how they should be exhibited at schools</b>	<b>Director of Social Services Directorate</b>						X	X	X	X	X	X	X
5.1	Mobilize resources for developing , producing and disseminating Catholic morals and ethics for Catholic schools	Resources for developing, producing and disseminating Catholic morals and ethics for Catholic schools mobilized	Head of TEC Education Department		X		X	X							
5.2	Develop tailor made guide on Catholic Ethics and morals for Catholic schools	A tailor made guide on Catholic morals and ethics developed	Head of TEC Education Department		X		X	X							
5.3	Share the Catholic Ethics and morals guide with CSSC and PC for approval	Catholic morals and ethics guide shared for secondary schools shared and approved by the PC				X		X	X						
5.4	Produce 2000 copies of Catholic Morals and ethics	2000 copies on Catholic morals and ethics produced					X				X				
5.5	Orient the 34 DES on Catholic morals and ethics for Catholic schools	34 DES oriented on Catholic morals and ethics for Catholic schools				X					X				
5.6	Organise training at diocesan level involving heads of secondary schools on Catholic Ethics and values	Heads of Secondary schools oriented on Catholic morals and ethics			X							X	X		
5.7	Each school organises orientation meeting for its staff on Catholic morals and values	Staff from Catholic secondary schools oriented on Catholic morals and ethics				X					X	X			
5.8	Each school organises orientation plan for its students on Catholic morals and Values	Catholic secondary schools have in place orientation plan for students on Catholic morals and ethics		X								X	X		
5.9	A sign post on Catholic morals and ethics portrayed in schools boards and entrance points	Catholic schools have sign boards that portray basic Catholic morals and ethics		X			X				X	X			
5.10	Staff employment contracts contain a sentence demanding observance of Catholic morals and ethics	Employment contracts have a sentence that demand staff to observe Catholic values and ethics				X						X	X		
5.11	The office of DES and the offices of heads of secondary schools have copies of Catholic morals and ethics	Copies of a guide on Catholic morals and ethics available in the offices of DES and Heads of Catholic Schools					X					X	X		

*Focal area 2.4: Improving the quality of teaching and management of resources at secondary schools*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
6	<b>Secondary schools supported to establish in-service training programmes for teachers, particularly in the field of science and mathematics.</b>	<b>220 Secondary schools are aware of the need to provide in-service training of teachers</b>	<b>Director of Social Services Directorate</b>	X	X	X	X	X		X	X					
6.1	Conduct seven days (on-job) training/workshop to science and mathematics teachers using Science Teaching Innovation Programme (STIP Approach)	7-day training/workshops are facilitated in 6 Catholic metropolitans	Head of TEC Education Department		X	X				X	X					
7	<b>Secondary schools supported to improve their financial management (meeting government standards and preparing them for possible PPP).</b>	<b>Secondary schools are aware of the need to improve their financial management</b>	<b>Director of Social Services Directorate</b>	X	X	X	X		X					X		
7.1	Advocate for recruitment of qualified Accountant in Catholic Secondary Schools	220 Catholic secondary schools	Head of TEC Education Department		X				X					X		
7.2	Advocate for regular auditing	220 Catholic Secondary schools	Head of TEC Education Department			X			X					X		

## **HEALTH**

### *Focal area 2.1b: Strengthening Diocesan Health Departments*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
1	<b>Knowledgeable and skilled Diocesan Health Departments</b>	<b>34 Dioceses have knowledgeable and skilled Health Departments</b>	<b>Director of Social Services Directorate</b>		X	X	X	X	X	X	X		X	X		
1.1	Develop a protocol of the roles and responsibilities of DHS	Protocol of roles and responsibilities of DHS developed	Director of Social Services Directorate		X	X										
1.1.1	Orient the DHS from the 34 dioceses on their roles and responsibilities	DHS in 34 dioceses oriented on their roles and responsibilities	Head of Health Dept		X	X										
1.1.2	Establish and share performance evaluation tool kit for DHS	Performance evaluation tool kit for DHS developed and shared	Head of Health Dept		X	X										
1.2	Conduct annually performance evaluation for DHS on execution of their roles and responsibilities	Performance evaluation done	Director of Social Services Directorate			X	X	X								
1.2.1	Provide evaluation feedback to the respective DHS on their performance	Feedback provided to the DHS on their performance	Director of Social Services Directorate			X										
1.2.2	Support Dioceses to adopt the approved organisational structure for the Health Department	Dioceses supported to adopt the approved organisational structure for Health Department	Head of Health Dept					X								
1.2.3	Support Dioceses to adopt job descriptions for all Health Department positions as per the organogram	Dioceses supported to adopt job description for various job positions within the organisational structure.	Head of Health Dept					X								
1.2.4	Support Dioceses to appoint qualified staff (including a full-time DHS)	Diocesan are supported to appoint qualified staff, including a full-time health secretary	Director of Social Services Directorate					X								
1.3	Sensitize bishops to appoint qualified DHS	Bishops sensitized on the need to appoint qualified DHS	Director of Social Services Directorate					X								
1.4	Develop and share with bishops minimum qualities of DHS	Minimum qualities of DHS developed and shared with bishops	Head of Health Dept					X	X							

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
1.4.1	Conduct training for DHS on health system management	DHS trained on health systems management	Head of Health Dept					X									
1.4.2	Establish minimum requirement standard for DH department office Note: Each office should minimally have: one computer, internet facilities and basic furniture (desk, chair and cabinet)	Diocesan health departments offices have minimum required facilities	Head of Health Dept					X									
1.4.3	Capacitate Diocesan Health Board to play their governance roles effectively	The Diocesan health boards of the 34 Dioceses have the capacity and skills to carry out their governance responsibilities	Head of Health Dept						X								
1.5	Develop job description (roles and responsibilities) of Diocesan Health Board (DHB)	Job description of DHB developed	Director of Social Services Directorate						X								
1.5.1	Share with Community and Social Services Committee (CSSC) and the PC job description of DHB for approval	Job description of DHB shared with CSSC and PC for approval	Head of Health Dept						X								
1.5.2	Orient DHB members on their roles and responsibilities during their scheduled meetings	Members of DHB oriented on their roles and responsibilities	Head of Health Dept						X								
1.5.3	Develop and share performance evaluation tool for determining effectiveness of DHB	Evaluation tool for determining effectiveness of DHB developed and shared with dioceses	Head of Health Dept							X							
1.6	Conduct annual assessment of the performance of DHB and share results with the respective dioceses and PC	evaluation conducted on effectiveness of DHBs and results shared	Head of Health Dept								X		X	X			
<b>2</b>	<b>Development and dissemination of Diocesan health policies and guidelines, facilitated</b>	<b>Diocesan health departments supported to develop and disseminate Diocesan health polices and guidelines</b>	<b>Director of Social Services Directorate</b>		X	X	X	X	X	X	X	X	X	X	X	X	X
2.1	Review the TEC Health Policy and guidelines  <u>Note:</u> the TEC Health policy includes policies on HIV and AIDS, RCH etc	TEC Health policy and guidelines are reviewed and approved	Head of Health Dept		X	X	X										
2.1.1	Form a team	A team is formed responsible for reviewing the TEC health policy and guidelines	Head of Health Dept		X												
2.1.2	Develop a first draft	A first draft of the reviewed TEC policy and guidelines is made	Head of Health Dept		X	X	X										



SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
2.1.3	Share and discuss the first draft with the TEC management team	Inputs from the management team are incorporated in the final draft	Director of Social Services Directorate				X											
2.1.4	Share and discuss the first draft with the standing committee	Inputs from the standing committee are incorporated in the final draft	Director of Social Services Directorate				X											
2.1.5	Present and seek approval of the final draft TEC policy and guidelines by PC	The final draft is presented, discussed and approved by the PC	Director of Social Services Directorate				X											
2.2	Support Diocesan Health Department to develop / review Diocesan Health policies and guidelines	Diocesan Health Departments supported to develop/review Diocesan health policies and guidelines	Head of Health Dept					X	X	X	X	X	X	X	X	X	X	X
2.2.1	Develop tools on how to translate national TEC policy and guidelines into Diocesan policies and guidelines	Tools are developed that assist Diocesan health departments to translate the national health policy and guidelines to Diocesan health policies and guidelines	Head of Health Dept					X										
2.2.2	Share the national Health policy and guidelines with all Diocesan Health Secretaries, together with tools for translation  <u>Note:</u> during the annual meeting with Diocesan health secretaries, usually held in Sep	Diocesan health secretaries from all Dioceses understand the national health policy and guidelines, and know how to translate them to Diocesan health policies and guidelines	Director of Social Services Directorate					X										
2.2.3	Support 12 pilot Diocesan Health Departments to review / develop Diocesan specific Health policy and guidelines	More intensive follow-up support is provided to the 12 pilot Diocesan health Departments to develop Diocesan health policies and guidelines	Head of Health Dept							X								
2.2.4	Provide technical support to other Diocesan Health Departments on request basis  <u>Note:</u> other Dioceses can be supported, provided they cover all expenses related to support	Technical support to other Diocesan health secretaries is provide on demand	Head of Health Dept							X		X	X	X	X	X	X	X
2.2.5	Support 12 Diocesan Health Departments to share Diocesan health policy & guidelines with health facilities (attendance of one of planned meetings with health facilities at Diocesan level)	12 pilot Dioceses are supported to share and discuss their Diocesan health policies and guidelines with Diocesan health facilities	Head of Health Dept							X	X							

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
2.2.6	Monitor the operationalisation of Diocesan health policy and guidelines and advise accordingly (integrated in sub-activity 1.6)	The Diocesan health secretaries of 12 pilot Dioceses are mentored & coached on effective operationalisation of their Diocesan health policy and guidelines	Head of Health Dept									X		X	
<b>3</b>	<b>Vertical and horizontal sharing and learning, promoted</b>	<b>Sharing and learning, has increased between Diocesan health department, as well as between national office and Diocesan offices</b>	<b>Director of Social Services Directorate</b>					X			X	X			X
3.1	Facilitate annual meetings with 12 pilot Dioceses to exchange information, experience and for mutual learning	An annual meeting is facilitated with 12 pilot Dioceses for collective sharing and learning	Director of Social Services Directorate								X				X
3.2	Conduct 2 days Diocesan Health Secretaries' Annual meetings	Annual meetings with all Diocesan health secretaries are used to promote sharing and learning	Director of Social Services Directorate					X				X			
3.3	Organise a comparative study tour to well-performing Dioceses	A comparative study is organised with health secretaries from the 12 pilot Dioceses	Director of Social Services Directorate									X			
3.4	Document best practices and share with stakeholders (PC, all Dioceses etc)	Lessons learned and best practices shared with stakeholders	Director of Social Services Directorate												X
3.4.1	Document lessons and best practices	A booklet is prepared with lessons and best practices	Head of Health Dept												X
3.4.2	Disseminate and share lessons and best practices (e.g. with all Dioceses, PC etc.)	The booklet is shared and disseminated to all interested stakeholders	Director of Social Services Directorate												X

*Focal area 2.2a: Improving access to Catholic hospitals*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
<b>4</b>	<b>Hospitals supported to diversify and expand their financial mobilisation systems (e.g. cost sharing, health insurance schemes).</b>	<b>Selected hospitals have taken steps to diversify and expand their financial mobilisation systems</b>	Director of Social Services Directorate		X	X	X	X	X	X	X	X	X	X	X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
4.1	Sensitise hospitals on best practices to diversify and expand their financial mobilisation systems	Hospitals are aware of best practices to expand and diversify their financial mobilisation systems	Head of Health Dept		X	X	X	X								
4.1.1	Collect information on current financial mobilisation mechanisms of hospitals	Information on current financial mobilisation practices of hospitals is collected	Head of Health Dept		X	X										
4.1.2	Collect best practices	Information on best practices in financial mobilisation are collected	Head of Health Dept			X	X									
4.1.3	Share best practices and encourage hospitals to develop plans for diversification and expansion of their financial resource base	Catholic hospitals are aware of best practices in financial resource mobilisation; and are encouraged to replicate similar practices within their own hospitals	Head of Health Dept					X								
4.2	Support selected hospitals to diversify and expand the financial resource base	12 hospitals receive technical support to diversify and expand their financial resource base	Director of Social Services Directorate					X		X	X	X	X	X	X	X
4.2.1	Identify 12 hospitals for support <i>Note: 1<sup>st</sup> criteria: commitments; 2<sup>nd</sup> criteria: preference will be given to hospitals in the 12 pilot Dioceses</i>	12 hospitals are identified for technical support	Director of Social Services Directorate					X								
4.2.2	Capacitate management teams of 12 selected hospitals on innovative ways to diversify / expand their financial resource base	Selected hospitals have the knowledge and preliminary skills to introduce and manage innovative ways to diversify and expand their financial resource base	Head of Health Dept					X								
4.2.3	Support relevant Diocesan health departments to provide follow-up support	Diocesan health secretaries are supported to provide follow-up mentoring support to 12 selected hospitals on a quarterly basis	Head of Health Dept							X	X	X	X	X	X	X
4.3	Document and share “success stories”	The experiences and results of 12 selected hospitals in their endeavour to expand and diversify their financial resource base, are documented and shared with stakeholders	Director of Social Services Directorate												X	
4.3.1	Document experiences and “success stories”	A booklet is prepared with experiences and successes	Head of Health Dept												X	

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
4.3.2	Disseminate and share lessons and best practices (e.g. with all Dioceses, PC etc.)	The booklet is shared and disseminated to all interested stakeholders	Director of Social Services Directorate											X	

*Focal area 2.3b: Improving identity of Catholic hospitals with Catholic ethics and values*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
5	Increased knowledge and understanding of Catholic hospitals on Catholic ethics and values and how to reflect them in service delivery and management	Catholic hospitals have a good understanding on Catholic ethics and values and how to reflect them in service delivery and management	Director of Social Services Directorate		X	X	X	X				X			
5.1	Develop a tailor-made guiding document on Catholic ethics and values for health professionals / facilities	Tailor-made guidelines on Catholic ethics and values for health professionals / facilities, are developed	Director of Social Services Directorate		X	X	X								
5.1.1	Form a team	A team responsible for developing the guiding document is formed	Director of Social Services Directorate		X	X									
5.1.2	Develop a first draft	A first draft of the guiding document is made	Head of Health Dept		X	X									
5.1.3	Share and discuss the first draft with the TEC management team	Inputs from the management team are incorporated in the final draft	Director of Social Services Directorate				X								
5.1.4	Share and discuss the first draft with the standing committee	Inputs from the standing committee are incorporated in the final draft	Director of Social Services Directorate				X								
5.1.5	Present and seek approval of the final guidelines by PC	The final draft is presented, discussed and approved by the PC	Director of Social Services Directorate				X								
5.2	Share and discuss developed guidelines on Catholic ethics and morals (during annual meeting with hospital managers)	Hospital managers understand the guidelines on Catholic ethics and morals and the need to reflect them in service delivery and management	Director of Social Services Directorate					X							

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
5.3	Support the Diocesan Health Departments to mentor and supervise implementation of guidelines in 12 selected hospitals (refer to Secretariat (refer to 4.2.1)	Diocesan Health Secretaries, responsible for supervising the 12 selected hospitals, are supported to mentor and supervise implementation of guidelines in the hospitals	Head of Health Dept												
5.3.1	Support the Diocesan Health Department to organise 1-day sensitisation meetings in each of the 12 selected hospitals	Management and staff of 12 selected hospitals are aware of the guidelines, and have developed action plans on how to reflect them in service delivery and management	Head of Health Dept						X		X				
5.3.2	Support the Diocesan health secretaries to monitor implementation of action plans, and to provide additional follow-up.	The Diocesan health secretaries are supported with follow-up monitoring and coaching on a quarterly basis	Head of Health Dept									X	X	X	X
5.4	Advocate appointment of full time and dedicated chaplains at Catholic hospitals	The need for a full-time chaplain at hospital facilities is advocated	Director of Social Services Directorate				X								
5.4.1	Develop a position paper	A draft position paper is developed	Director of Social Services Directorate				X								
5.4.2	Share and discuss the first draft with the standing committee	Inputs from the standing committee are incorporated in the final position paper	Director of Social Services Directorate				X								
5.4.3	Present the position paper to PC	The position paper is presented and discussed at PC	Director of Social Services Directorate				X								
5.5	Train hospital chaplains at Clinical Pastoral Education Centre – Bugando Medical Centre	All hospital chaplains are trained.	Director of Social Services Directorate			X	X								

*Focal area 2.5: Strengthening the board and management teams of hospitals*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
6	<b>Strengthened capacity and skills of hospital board and management teams to carry out their roles and responsibilities effectively</b>	<b>The capacity and skills of hospital board and management teams to carry out their roles and responsibilities effectively, is strengthened</b>	Director of Social Services Directorate					X					X			
6.1	Share and discuss the roles and responsibilities of a hospital board and management team (during annual meeting with hospital managers) – combined with sub-activity 5.2	Hospital managers understand the need for- and the division of roles & responsibilities between a hospital board and management team	Director of Social Services Directorate					X								
6.2	Support Diocesan health secretaries to strengthen the capacity and skills of boards and management teams of the 12 selected hospitals	The relevant Diocesan health secretaries are supported to strengthen the capacity and skills of boards and management teams of 12 selected hospitals	Director of Social Services Directorate					X					X			
6.2.1	Assess the strengths and gaps of boards and management teams of 12 selected hospitals, with respect to the roles and responsibilities they need to perform	Strengths and gaps of pilot Diocesan health departments are known	Head of Health Dept					X								
6.2.2	Develop a training curriculum	A training manual is developed, based on the results of the organisational assessments	Head of Health Dept					X								
6.2.3	Facilitate a training workshop for boards and management teams at each of the selected 12 hospitals	One 5-day w/shop is facilitated for Diocesan health secretaries of 12 pilot Dioceses	Head of Health Dept							X	X					
6.2.4	Support the Diocesan health secretaries to monitor the performance of boards and management teams of 12 selected hospitals, and to provide coaching where necessary	The Diocesan health secretaries are supported with follow-up monitoring and coaching on a quarterly basis	Head of Health Dept										X	X	X	X



## Strategic Objective 3

**The management of community development, relief and emergency response and the promotion of human dignity, strengthened**

### Description

Inspired by the Social Teaching of the Catholic Church, the Secretariat – through the Directorate of Human Dignity - is committed to support community development, ***promote justice and peace*** through the promotion of integral human development and human dignity. During the upcoming 3 years, emphasis will be given towards ***strengthening the capacity of relevant Diocesan offices*** to manage community-centred and gender-equitable development, to effectively respond to emergencies, and ***to promote justice, peace & integrity of creation (initially focussing on civic education)***.

### Expected Changes:

Increased number of Dioceses with functional JPIC offices (Secretariat, Diocesan offices responsible for JCIS).

### Focal Areas and Expected Results

1. Improving the management of community development programmes and projects:
  - Improved capacity and skills of Diocesan Caritas/development offices in outcome-oriented project management.
  - A professional and well-equipped national PME unit (to provide structural and incidental advisory support to Dioceses).
  - Improved capacity and skills of the Secretariat to coordinate community development support at supra-Diocesan level (i.e. projects / programmes that involve more than 1 Diocese).
2. Integrating gender in community development:
  - Improved capacity and skills of Diocesan offices to effectively integrate the gender dimension in community development.
  - Sharing of experiences and expertise among Diocesan GAD sections and between Diocesan GAD sections and the National GAD section (to foster mutual learning, solidarity and “sense of togetherness”), promoted.
  - Commitment to gender equity by development offices at Diocesan and national levels, strengthened
3. Prepared and timely response to emergencies:
  - Capacitated and operational rapid emergency response team.
  - Improved capacity and skills of “disaster prone” Diocesan offices to oversee (watchdog), plan & manage disaster response, recovery and risk reduction (DRR).
  - Well-coordinated response to refugee influx, care and maintenance (recent Burundi refugee influx)
4. Strengthening the promotion of justice, peace and integrity of creation:
  - A functional and capacitated JPIC Department at the Secretariat.
  - Strengthened JPIC offices at Diocesan level.
  - An operational coordinated response to good local governance.



5. Improving information sharing & mutual learning:

- A functional Information unit responsible for the management of an integrated resource centre (including info on PME; emergency relief and care; gender; JPIC).

### Strategic Planning Matrix: Jul 2018 – Jun 2021

#### Focal area 3.1: Improving the management of community development programmes and projects

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
1	<p><b>Improved capacity and skills of Diocesan Caritas/development offices in outcome-oriented project management (OOPM)</b></p> <p><i>Note:</i> old Dioceses = Geita, Mbeya, Tabora, Njombe, Mbulu, Mahenge, Ifakara and Moshi. New Dioceses = Arusha, DSM, Same, Tunduru Masasi and Songea</p>	Staff from 8 “old” and 5 “new” diocesan development offices have sufficient knowledge on OOPM	Director of Caritas	X	X	X	X	X	X	X	X	X	X	X	X	X
1.1	Organise training workshops to new Diocesan partners (including new staff of “old” Diocesan partners)	4 training workshops conducted for staff from “new” Diocesan partners (5) and new staff from “old Diocesan partners (8)	Coordinator PME Unit	X	X	X	X									
1.1.1	Organise a workshop on the basic of outcome- and impact oriented programme management	A 5-day training workshop is facilitated on the basics of impact oriented project management	Coordinator PME Unit	X												
1.1.2	Organise a workshop on developing an M&E framework	A 5-day training workshop is facilitated on developing an M&E framework	Coordinator PME Unit		X											
1.1.3	Organise a workshop on collating & analysing M&E data	A 5-day training workshop is facilitated on collating & analysing M&E data	Coordinator PME Unit			X										
1.1.4	Organise a workshop on critical reflection, decision-making & communication (preparing outcome-oriented proposals and reports)	A 5-day training workshop is facilitated critical reflection, decision-making & communication	Coordinator PME Unit				X									
1.2	Provide on-the-job coaching and mentoring to staff of “old” and “new” Dioceses	Old and new Dioceses receive practical coaching and mentoring at least once every quarter.	Coordinator PME Unit	X	X	X	X	X	X	X	X	X	X	X		
1.5	Support Dioceses in developing M&E system handbooks	4 Dioceses are supported to develop M&E systems handbooks	Coordinator PME Unit							X	X					
1.6	Monitor the effects of capacity building support	The performance of capacity building initiatives is monitored, as basis for steering, learning and accountability	Coordinator PME Unit					X		X			X			

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
2	<b>A professional and well-equipped national PME unit (to provide structural and incidental advisory support to Dioceses)</b>	<b>A professional PME Unit is sustained</b>	<b>Director of Caritas</b>	X	X	X	X	X	X	X	X	X	X	X	X	X
2.1	Capacitate the PME coordinator	The PME Unit coordinator has the capacity to provide on-going support to Dioceses	Director of Caritas	X	X	X	X	X								
2.1.1	Obtain on-the-job coaching and mentoring	On job-coaching is done	Coordinator PME Unit	X	X	X	X	X								
2.1.2	Attend two-weeks course on M&E	A 2-week course on M&E is attended by the Coordinator	Coordinator PME Unit				X									
2.1.3	Attend a short course on M&E	A short course on subjects relevant to M&E attended by the Coordinator	Coordinator PME Unit							X						
2.2	Capacitate a pool of experts to assist the PME coordinator at national and Diocesan levels	A capacitated pool of experts ready to support the PME coordinator.	Coordinator PME Unit													
2.2.1	Identify experts for the pool	Identify 10 persons with sufficient capacity and commitment to become member of the “pool of experts”	Coordinator PME Unit					X								
2.2.2	Capacitate experts in OOPM	Members of Pool of experts in OOPM are skilled in OOPM	Coordinator PME Unit					X								
2.3	Update PME resource centre	The PME resource centre is updated and accessible	Coordinator PME Unit	X	X	X	X	X	X	X	X	X	X	X		
2.3.1	Review and document training manuals	Training manuals are reviewed and documented	Coordinator PME Unit		X	X	X	X								
2.3.2	Collect and document information related to PME	Information related to PME is collected and documented on a continuous basis	Coordinator PME Unit	X	X	X	X	X	X	X	X	X	X	X	X	X
2.3.3	Share information from resource centre	Information is shared with supported Dioceses e.g. during training workshops	Coordinator PME Unit	X	X	X	X	X	X	X	X	X	X	X	X	X
3	<b>Improved capacity and skills of Caritas Tanzania to coordinate community development support at supra-Diocesan level (i.e. projects / programmes that involve more than 1 Diocese).</b>	<b>CT has the knowledge and skills to coordinate supra-Diocesan community development initiatives</b>	<b>Director of Caritas</b>	X	X	X	X	X	X	X	X	X	X	X	X	X
3.1.1	Organise a ToT training to Diocesan community officers staff on Disaster and Risk Reduction	Staff have the capacity to empower communities with knowledge and skills on resilience to climate change hazards	Coordinator - Caritas	X												

SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
3.1.2	Assess the capacities of local leaders to sustain projects in the 3 projects areas and capacitate them to sustainably manage the projects	Capacities of local leaders to sustain their development projects enhanced	Coordinator Caritas	X	X													
3.1.3	Facilitate an appreciative inquiry of SBA outcome approach.  <u>Note:</u> this activity is different to 3.1.7: here we focus on the approaches – to learn where the approach has done well and why for replication	Positive lessons generated that can be replicated in newly identified areas	Coordinator Caritas				X											
3.1.4	Facilitate Sokoine University to conduct ToT on environmental protection to diocese staff	Diocese staff are able to promote conservation farming in project villages	Coordinator Caritas						X									
3.1.5	Generate lessons learned as input for improved coordination of supra-Diocesan projects (integrated with 3.1.3)	Lessons that can guide/inform future projects are generated and shared	Coordinator Caritas							X	X							
3.2	Ensure quality coordination of the project “promoting gender equality and human rights”	The project is coordinated effectively	Director of Caritas	X	X	X	X	X	X	X	X	X	X	X	X			
3.2.1	Assist Diocesan GAD coordinator in Dodoma and Singida to conduct paralegal training	25 paralegals are trained	GAD coordinator							X								
3.2.2	Assist Diocesan GAD coordinator Singida to conduct entrepreneurship training and to capacitate anti-GBV committee	24 villagers in 2 villages trained in entrepreneurship; 24 members of anti-GBV committee in 2 villages capacitated on their roles and responsibilities	GAD coordinator							X								
3.2.3	Capacitate project coordinators of Singida and Dodoma in project management	Coordinators of Singida and Dodoma have the capacity to manage their projects	Assistant GAD								X							
3.2.4	Monitor the implementation of the project in Singida and Dodoma; and provide follow-up advisory support where necessary (e.g. linking paralegals to other service providers)	The project is monitored every 3 months; and feedback on corrective measures is provided.	Assistant GAD			X	X	X	X	X	X	X	X	X	X			
3.2.5	Ensure quality and timely financial reporting & timely disbursement of funds to Dioceses	Funds are managed in a timely and in an accountable manner; disbursements are made on time	GAD Coordinator			X	X	X	X	X	X	X	X	X	X			
3.2.5	Facilitate external audits of the project	External audits are facilitated annually; and suggestions for improvements shared with Diocesan teams	GAD Coordinator						X						X			

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
3.2.8	Facilitate an annual reflection meeting of the project	An annual reflection is organised after year 1; and the results are used to better steer the project	GAD Coordinator												X		
3.3	Coordinate a new integrated community development programme with selected Dioceses (using the experiences of- and lessons generated by the AACES programme).	A new joint integrated community development programme is operational and coordinated by Caritas Tanzania	Director of Caritas		X	X	X	X	X	X	X	X	X	X	X	X	X
3.3.1	Generate ideas and commitment for a new integrated community development programme (e.g. from potential donors, AACES staff, District government)  <u>Note:</u> make use of opportunities of the previous AACES project to generate ideas and commitment	Conceptual framework for a new integrated community development programme is established	Director of Caritas				X	X									
3.3.2	Agree on target area and target group	Target area and target group are determined	Director of Caritas				X	X									
3.3.3	Carry out a situational analysis to gather basic data for the proposal (using appreciative enquiry and a SBA)	Information on the situation of target group, their opportunities / strengths and challenges are collected, as basis for developing a new programme	Director of Caritas						X								
3.3.4	Develop a new proposal according to requirements of potential donors	Proposal developed, submitted and approved	Director of Caritas						X								
3.3.5	Make initial preparations for project coordination and implementation	Initial preparation for take-off are made	Director of Caritas							X							
3.3.6	Take-off	A start is made with project implementation	Coordinator								X	X	X	X	X	X	X
3.4	Develop and coordinate other supra-Diocesan programmes	At least one additional "supra Diocesan" programme is coordinated by Caritas Tanzania before the end of the 3-year plan	Director of Caritas		X	X	X	X	X	X	X	X	X	X	X	X	X
3.4.1	Actively search for programme opportunities	Opportunities for coordinated supra-Diocesan programmes are identified	Director of Caritas		X	X	X	X									
3.4.2	(For each opportunity) Identify Dioceses ready and willing to participate	Implementing Dioceses identified	Director of Caritas		X	X	X	X									
3.4.3	(For each opportunity) Carry out a situation analysis	A situation analysis is conducted in identified target areas, as input for the proposal	Director of Caritas		X	X	X	X									

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
3.4.4	(For each opportunity) Develop a proposal	A proposal is developed	Director of Caritas		X	X	X	X	X								
3.4.5	(For each opportunity) solicit funding of proposal	A donor is found for at least one proposal	Director of Caritas		X	X	X	X	X								
3.4.6	(For each approved programme) Establish coordinating mechanisms	Coordinating mechanisms are established	Programme Coordinator						X								
3.4.7	(For each approved programme) Develop implementation guidelines	Implementation guidelines are developed	Programme Coordinator						X								
3.4.8	(For each approved programme) Establish an M&E framework	An M&E framework is established	Programme Coordinator						X								
3.4.9	(For each approved programme) Coordinate project implementation and M&E	Project is well- coordinated from outset	Programme Coordinator							X	X	X	X	X	X	X	X

*Focal area 3.2: Integrating gender in community development*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
<b>4</b>	<b>Improved capacity and skills of Diocesan offices to effectively integrate the gender dimension in community development</b>	<b>Diocesan development offices have the capacity and skills to integrate the fender dimension in their community development projects</b>	<b>Director of Caritas</b>	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.1	Organize a Human Rights training for 55 Diocesan GAD Coordinators and Assistants	A workshop on human rights is conducted for 55 Diocesan GAD Coordinators / Assistants	GAD Coordinator				X										
4.2	Conduct an internal end evaluation of the project	An internal end evaluation is conducted, and results are used to develop proposal for extension	GAD Coordinator			X											
4.3.1	Develop and submit a new proposal	A proposal for extension has been submitted to donors	GAD Coordinator				X										
4.3.2	Sign contract with donors	A new contract has been signed with donors	Director of Caritas					X									
4.3.3	Share and prepare the new national GAD programme with Diocesan directors and GAD coordinators (annual consultative meeting integrated within AGM)	Diocesan directors and GAD coordinators are aware of the new GAD programme and share their ideas / opinions	GAD Coordinator				X										

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
4.3.4	Collect information to measure baseline of expected change	Baseline of change indicators established	Assistant GAD			X											
4.3.5	Organise regular advisory committee meetings to plan and discuss project progress in a participatory way	4 advisory committee meetings conducted	GAD Coordinator			X											
4.3.6	Conduct an internal mid-term evaluation	Progress and performance at mid-term are known and used to steer the project	GAD Coordinator										X				
4.3.7	Facilitate an external end evaluation	The relevance, effectiveness, efficiency, impact and sustainability of the project are known; and lessons are distilled to inform future interventions	GAD Coordinator														X
4.4	Capacitate Diocesan GAD offices to advocate for women's rights and to address gender-based violence, through a decentralised approach of zonal trainers	Diocesan Gad offices have the knowledge and skills to advocate for women's rights and to address gender-based violence	GAD Coordinator			X	X	X	X	X	X	X	X	X	X	X	X
4.4.1	Select 10 competent and committed trainers	10 trainers identified and willing to capacitate their colleagues	GAD Coordinator			X											
4.4.2	Prepare and implement a ToT workshop on women's rights and gender-based violence to 10 selected trainers representing zones	10 selected trainers have adequate knowledge and skills on women's rights and gender-based violence; and on how to advocate / address them	GAD Coordinator			X	X										
4.4.3	Prepare and implement a ToT workshop on the management of gender interventions, applying a psycho-social approach to 10 selected trainers representing 5 Zones	10 selected trainers have the skills to support GAD offices in the management of their projects / interventions	GAD Coordinator					X									
4.4.4	Support trainers to hold feedback meetings at zonal level, to introduce the issues of women's rights / GBVs; and to agree on follow-up plans for support (at zonal and Diocesan levels)	Feedback meetings are organised at 6 zones; and follow-up and support plans are developed	Assistant GAD					X									
4.4.5	Monitor the performance of trainers (integrated with 4.4.6)	The performance of 10 trainers is known	GAD Coordinator						X	X	X	X	X	X	X	X	X
4.4.6	Provide mentoring and coaching support to the 10 trainers	10 trainers are supported in their role to assist fellow GAD offices	GAD Coordinator						X	X	X	X	X	X	X	X	X
5	<b>Sharing of experiences and expertise -to foster mutual learning, solidarity and "sense of togetherness" - promoted.</b>	<b>Experience and expertise among Diocesan GAD offices and with other stakeholders, shared</b>	<b>Director of Caritas</b>			X	X	X	X	X	X	X	X	X	X	X	X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
5.1	Conduct “learning and sharing” seminars	3 learning and sharing seminars conducted on relevant topics to Diocesan GAD Coordinators and Directors	Assistant GAD					X			X			X	
5.2	Actively network with relevant organisations and forums  Actively = attends meetings and activities; prepares and presents case studies / position papers	The national GAD office actively participates in meetings and interventions with relevant organisations and forums	GAD Coordinator				X	X	X	X	X	X	X	X	X
5.3	Encourage Diocesan GAD offices to actively network with relevant organisations and forums at Diocesan level  <u>Note:</u> the national offices will link-up Dioceses with national organisations and forums whenever relevant.	Diocesan GAD offices are encouraged to actively network with relevant organisations and forums	Assistant GAD				X	X	X	X	X	X	X	X	X
5.4	Participate in campaigns of special events on gender-based violence (women’s day, girl child day, African child day)	At least 1 campaign of special events on gender based violence is organized per year	GAD Coordinator				X	X	X	X	X	X	X	X	X
5.5	Encourage and Support Diocesan GAD offices to launch campaign at their level	Diocesan GAD offices are encouraged and supported to launch campaigns at their level	GAD Coordinator			X	X	X	X	X	X	X	X	X	X
<b>6</b>	<b>Commitment to gender equity by development offices at Diocesan and national levels, strengthened</b>	<b>Development offices at national and Diocesan level show more commitment to gender equity</b>	<b>Director of Caritas</b>			X	X	X	X	X	X	X	X	X	X
6.1	Create awareness among decision makers at Diocesan and national levels are more aware on gender, gender equality and the importance of gender mainstreaming	Decision makers are more aware on gender, gender equality and the importance of gender mainstreaming	GAD Coordinator					X				X			
6.1.1	Support Diocesan GAD Coordinators to carry out awareness creation on gender at Diocesan level	Diocesan GAD Coordinators are supported to carry out awareness creation	GAD Coordinator			X	X	X	X	X	X	X	X	X	X
6.1.2	Collect success stories on promotion of gender equality from Dioceses	Success Stories on promotion of gender equality from Dioceses is collected	Assistant GAD					X	X	X	X	X	X		
6.1.3	Prepare and disseminate annual pamphlets, documenting issues and lessons on gender equality to Dioceses	Annual pamphlets on issues and lessons on gender equality is prepared and disseminated	GAD Coordinator							X				X	
6.2	Finalize and implement the national CT gender policy	The national gender policy is operational	GAD Coordinator			X									



SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
6.2.1	Finalise the national gender policy	The final draft national gender policy is developed	GAD Coordinator			X											
6.2.2	Solicit formal approval	The national gender policy is approved	Director of Caritas				X										
6.2.3	Develop annual operational plans	The national gender policy is translated into annual operational plans	Assistant GAD					X					X				
6.2.4	Monitor the performance of the national gender policy and take corrective action	The performance of the gender policy is known; and corrective action where necessary is taken	Assistant GAD						X	X	X	X	X	X	X	X	X
6.3	Support Dioceses to develop and operationalize gender policies	Dioceses are supported to develop and operationalize gender policies	GAD Coordinator						X	X	X	X	X	X	X	X	X

*Focal area 3.3: Prepared and timely response to emergencies*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
7	<b>Capacitated and operational rapid emergency response</b>	<b>Well-coordinated and timely response to emergencies</b>	<b>Director of Caritas</b>		X	X	X	X	X	X	X	X	X	X	X	X	X
7.1	Re-activate membership to the National Emergency & Relief Committee	Caritas Tanzania is an active member of the National Emergency & Relief Committee	Director of Caritas			X	X	X					X				
7.1.1	Nominate and communicate representative of Caritas Tanzania to the Committee	A representative of Caritas Tanzania has been nominated a member of the National Committee	Director of Caritas			X											
7.1.2	Attend meetings of the National emergency & Relief Committee	Caritas Tanzania attends meetings and workshops of the National Committee	Representative of CT			X	X	X	X	X	X	X	X	X	X	X	X
7.1.3	Participate in semi-annual joint assessments of the National Emergency & Relief Committee	Caritas Tanzania participates in at least one of the two semi-annual joint assessments per year	Representative of CT				X		X		X		X				X
7.1.4	Disseminate semi-annual assessment reports to Dioceses and other stakeholders	Semi-annual assessment reports are disseminated and shared with relevant Diocesan offices and other stakeholders	Emergency Coordinator				X		X		X		X				X
7.2	Develop guidelines and procedures for rapid emergency response (at national and Diocesan levels)	Comprehensive guidelines on rapid emergency response are developed and disseminated to all Diocese	Emergency Coordinator			X											

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
7.3	Identify members of the national rapid response team	Members of the national rapid response team identified	Director of Caritas			X											
7.4	Train the national rapid response team in their roles and responsibilities	Members of the rapid response team are trained in the roles and responsibilities	Emergency Coordinator				X										
7.5	Procure protective/identity gear	Protective/identity gear procured for national rapid response team	Emergency Coordinator		X	X	X										
7.6	Facilitate the establishment of an emergency fund (allowing the national team to take immediate action)	An emergency fund is in place to facilitate immediate movement of national rapid response team	Director of Caritas				X	X	X	X	X	X	X	X	X	X	X
7.6.1	Inventorise and assess different options for the emergency fund	An assessment is made of feasible options for the emergency fund	Emergency Coordinator				X										
7.6.2	Facilitate decision-making on- and approval of preferred option	A preferred option has been officially approved	Director of Caritas				X										
7.6.3	Put the approved option into operation	The approved option for the emergency fund is in operation	Emergency Coordinator					X	X	X	X	X	X	X	X	X	X
7.7	Disseminate and share guidelines and procedures for rapid emergency response with Diocesan Caritas directors; discuss and agree on modus operandi and implications at Diocesan level  <u>Note:</u> during the AGM meeting of Caritas Tanzania in yr 2	Diocesan Caritas directors are aware of the guidelines procedures for rapid emergency response; and the implications they have for operationalistion	Emergency Coordinator					X					X				
7.8	Develop and forward emergency appeals in line with standards and deadlines	Emergency appeals developed in line with standards, procedures and deadlines	Emergency Coordinator				X	X	X	X	X	X	X	X	X	X	X
7.9	Coordinate the proper management of approved emergency appeals (including monitoring & reporting)	Approved emergency appeals are managed according to plan and timetable	Emergency Coordinator				X	X	X	X	X	X	X	X	X	X	X
<b>8</b>	<b>Improved capacity and skills of “disaster prone” Diocesan offices to oversee (watchdog), plan &amp; manage disaster response, recovery and risk reduction (DRR)</b>	<b>4 pilot “disaster prone” Diocesan offices are able to oversee, timely plan and manage disasters in their Dioceses</b>	<b>Director of Caritas</b>			X	X	X					X				
8.1	Solicit external funding	External funding for capacity building of Diocesan offices secured	Director of Caritas				X										
8.1.1	Develop and submit proposals	Proposals developed and submitted to interested donors	Emergency Coordinator				X										
8.1.2	Sign partnership contract(s)	Contract signed	Director of Caritas						X								

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
8.2	Identify 4 pilot dioceses	4 Dioceses identified as pilot	Director of Caritas						X						
8.2.1	Establish criteria	Criteria for selecting pilot Dioceses established	Emergency Coordinator						X						
8.2.2	Assess disaster prone Dioceses according to set criteria and select 4	4 pilot Dioceses selected using set criteria	Emergency Coordinator						X						
8.2.3	Develop and sign memorandum of understanding with 4 pilot Dioceses	MoU signed between 4 pilot Dioceses and CT	Director of Caritas						X						
8.3	Train Diocesan emergency teams of 4 pilot Dioceses (including institutional framework)	Emergency teams of 4 pilot Dioceses have the knowledge and skills to oversee, plan and manage response, recovery and risk reduction	Emergency Coordinator							X					
8.4	Monitor the performance of 4 pilot Dioceses and provide on-site follow-up coaching / mentoring (including follow-up on the development of Diocesan-specific DRR plans)	The performance of the 4 Diocesan emergency teams is monitored and follow-up (corrective) action is taken	Emergency Coordinator							X	X	X	X	X	X
8.5	Facilitate mutual exchange, learning and sharing (during annual meetings)	Experiences are mutually shared and discussed	Emergency Coordinator									X			
<b>9</b>	<b>Well-coordinated response to refugee influx, care and maintenance (recent Burundi refugee influx)</b>	<b>Quality support is provided in a coordinated way to Burundian refugees</b>	<b>Director of Caritas</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
9.1	Develop appeals and proposals (2 appeals of 3 and 6 months respectively focussing on influx; followed by 2 annual proposals focussing on care and maintenance)	Appeals and proposals for support to Burundi refugees developed, submitted and approved	Emergency Coordinator	X	X		X				X				
9.2	Monitor progress and outcomes of approved plans; and provide appropriate follow-up	The implementation of approved plans are monitored intensively and corrective action – where appropriate – taken	Emergency Coordinator	X	X	X	X	X	X	X	X	X	X	X	X
9.3	Prepare / compile and disseminate narrative and financial reports in line with donor requirements	Quality narrative and financial reports are prepared and submitted on time	Emergency Coordinator	X	X	X	X	X	X	X	X	X	X	X	X
9.4	Prepare monthly situation reports – as input for reviewing appeals and developing new proposals  <u>Note:</u> information on changing needs is collected during monitoring visits, 9.2	Situation reports – detailing changes in the situation and needs of the refugees – are prepared and submitted on time	Emergency Coordinator	X	X	X	X	X	X	X	X	X	X	X	X

*Focal area 3.4: Strengthening the promotion of justice, peace and integrity of creation*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
<b>10</b>	<b>A functional and capacitated JPIC Department at the Secretariat</b>	<b>A JPIC Department is operational at Secretariat level</b>	<b>Director of JPIC</b>			X	X	X	X	X	X	X	X	X	X	X
10.1	Establish a national JPIC office	A JPIC office is established	Director of JPIC			X	X									
10.1.1	Recruit the National JPIC Director	A national JPIC coordinator is recruited	Secretary General			X										
10.1.2	Procure office furniture and equipment	Office furniture and equipments are procured	Director of JPIC			X										
10.1.3	Procure a vehicle for the Department	A vehicle procured	Director of JPIC			X										
10.1.4	Orient JPIC Director at AMECEA	The JPIC coordinator is oriented at AMECEA	Secretary General					X								
10.1.5	Appoint a national social audit and policy analyst – responsible for managing the good governance / PETS program and for developing L&A campaigns on selected issues of national importance	A policy analyst, with experience and skills in good governance / PETS as well as in L&A work, recruited and appointed	Director of JPIC					X								
10.2	Coordinate L&A campaigns	L&A campaigns on issues prioritised by the Church, well-coordinated	Director of JPIC													
10.2.1	Select priority issues for advocacy work (during 1 <sup>st</sup> workshop – 11.4) and solicit approval	One priority issues selected and approved for L&A	Director of JPIC							X						
10.2.2	Actively engage in existing forums / networks related to selected priority issues	The national and Diocesan JPIC Departments are active members of relevant forums / networks	JPIC director			X	X	X	X	X	X	X	X	X	X	X
10.2.3	Develop tools and guidelines for data collection, collation and basic analysis	Methods and tools developed; guidelines on how use methods and tools elaborated	Social audit and policy analyst							X	X					
10.2.4	Orient JPIC coordinators on collection, analysis and reporting (during 2 <sup>nd</sup> general meeting – 11.4)	Diocesan JPIC coordinators have the knowledge and skills to collect, collate, analyse and document data	Social audit and policy analyst								X					
10.2.5	Support collection & analysis (visits: 1 visit 1 day per zone) 6 months	Diocesan JPIC coordinators receive mentoring support during data collection, collation, basic analysis and reporting	Social audit and policy analyst								X	X	X			
10.2.6	Analyse diocesan data and document findings	A consolidated report of all findings prepared	Social audit and policy analyst									X	X			

SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
10.2.7	Discuss & reflect on findings; and develop an advocacy campaign (during 3 <sup>rd</sup> general meeting – 11.4)	A proposed advocacy campaign/plan is developed	Director of JPIC															X
10.2.8	Present and discuss findings and proposed L&A plan during the TEC general plenary meeting and solicit approval	The proposed L&A campaign is formally approved	Director of JPIC															X
10.2.9	Disseminate and advocate for change (at national and diocesan levels)	L&A campaign(s) are launched at national and diocesan levels; L&A campaigns make use of multi-media opportunities; progress and performance are reviewed; follow-up action agreed upon and implemented	Director of JPIC															X
<b>11</b>	<b>Strengthened JPIC offices at Diocesan level</b>	<b>The capacity of Diocesan JPIC offices is strengthened</b>	<b>Director of JPIC</b>					X	X	X	X	X	X	X	X	X	X	X
11.1	Advocate for the establishment of JPIC departments in all Dioceses and the recruitment / appointment of JPIC coordinators	Dioceses are aware of the need to establish a Diocesan JPIC department and to recruit/appoint a competent coordinator	Director of JPIC					X	X									
11.2	Assess the status and capacity of JPIC offices at Diocesan level	The status and capacity of Diocesan JPIC offices at Diocesan level are known	Director of JPIC					X										
11.3	Develop a capacity building programme to capacitate JPIC offices at Diocesan level	A capacity building programme is developed	Director of JPIC					X										

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
11.4	Orient Diocesan JPIC coordinators on their roles and responsibilities	Organise 3 meetings with Diocesan JPIC coordinators: <ul style="list-style-type: none"> <li>1<sup>st</sup> meeting: to understand their roles and responsibilities vis-a-vis catholic social teaching; to set working agendas at Diocesan level; to agree on priority issue for coordinated L&amp;A</li> <li>2<sup>nd</sup> meeting (6 months after 1<sup>st</sup> meeting): to discuss and reflect on progress action plans; to provide additional capacity building; to orient coordinators on methods &amp; tools for data collection, collation, analysis and reporting (priority L&amp;A issue)</li> <li>3<sup>rd</sup> meeting (8 months after 2<sup>nd</sup> meeting): to discuss and reflect on progress action plans; to provide additional capacity building to discuss findings and to develop L&amp;A campaign / plan</li> </ul>	Director of JPIC							X			X				X
<b>12</b>	<b>An operational coordinated response to good local governance</b>	<b>A coordinated response to civic education is in operation</b>	<b>Director of JPIC</b>	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>12.1</b>	<b><i>Integral Human Dignity Program (ongoing program supported by NCA)</i></b>		<b><i>NCA program coordinator</i></b>	X	X	X	X	X	X	X	X	X	X	X	X	X	X
12.1.1	Strengthen existing PETS committees (including strengthening the capacity of local/district leaders, interfaith committees and paralegal centres)	45 PETS committees in 8 Districts are actively playing their “watch dog” function in 41 villages; District/local leaders actively support PETS committees & paralegal centres	NCA resource governance program officer	X	X	X	X	X	X	X	X	X	X	X	X	X	X
12.1.2	Strengthen existing IR-VOCOBA groups	758 IR-VICOBA groups in 8 Districts have the skills and knowledge to manage and expand their income generating activities	NCA IR-VICOBA program officer	X	X	X	X	X	X	X	X	X	X	X	X	X	X
12.1.3	Strengthen the capacity of interfaith committees to oversee the program (catalyst)	8 interfaith committees are effectively overseeing the program	NCA program coordinator														
12.1.4	Monitor and supervise implementation	The program is carried out as planned	NCA manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
12.1.5	Document and disseminate best practices	Lessons and best practices documented and disseminated	NCA manager			X					X				X	
<b>12.2</b>	<b>Promotion of good local governance (civic engagement and social accountability):</b>		<b>Director of JPIC</b>													
12.2.1	Solicit funding	The project is approved and funded	Director of JPIC			X	X									
12.2.2	Conduct Civic education for Local Government 2019 elections and Nation election 2020	Civic education is conducted	Director of JPIC			X	X	X	X	X	X	X	X	X		
12.2.3	Introduce the project to Diocesan leadership and JPIC Departments in 34 diocese	Dioceses JPIC understand the project and take their responsibilities	Director of JPIC					X								
12.2.4	Introduce the project to the Ministry of Regional Administration and Local Government (PETS desk).	The project is supported by the Ministry; introduction letters are forwarded to DEDs of selected districts to introduce the project and request for their support	Director of JPIC					X								
12.2.5	Launch the project at district level	Key district leaders are aware of the project, and give their support to implementation; tasks and members of steering committee are agreed upon; ideas on district PETS coordinators deliberated	Diocesan JPIC Coordinators						X							
12.2.6	Identify and formalise District Steering Committees	District Steering Committees formalised in each district	Diocesan JPIC Coordinators						X							
12.2.7	Identify and appoint district PETS coordinators	District PETS coordinators recruited and appointed	Diocesan JPIC Coordinators						X							
12.2.8	Train district PETS coordinators, together with JPIC coordinators of selected Dioceses, on PETS and their roles and responsibilities	District PETS coordinators and JPIC Diocesan coordinators have a good understanding of PETS and have the knowledge & skills to carry out their roles and responsibilities	Social audit and policy analyst						X							
12.2.9	Identify villages for PETS	Villages identified per district (year 1: 10 villages; year 2: 10 villages; year 3: 10 villages)	Diocesan JPIC Coordinators							X						
12.2.10	Launch PETS in selected villages and select village PETS facilitators	Village leadership understand the importance of promoting civic engagement and social accountability and are ready to pilot PETS; village PETS facilitator identified	Diocesan JPIC Coordinators							X						

SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
12.2.11	Train village PETS facilitators (together with selected village officials) – 6 days	PETS facilitators have the skills to facilitate good local governance and PETS within their village; village leaders have a deeper understanding of PETS and of their roles to make PETS a success	Social audit and policy analyst								X						X	
12.2.12	Support PETS facilitators to create awareness on civil rights and responsibilities, and to train village PETS committees (6 days)	Communities of selected villages have a better understanding of their rights and responsibilities with respect to local governance; communities have selected an initial project for PETS; communities has elected members of the village PETS Committee; the village PETS committees have the knowledge and skills to carry out PETS for selected project	Diocesan JPIC Coordinators								X	X					X	X
12.2.13	Closely follow-up the activities of village PETS committees, and provide mentoring / coaching support where necessary	Village PETS committees are able to carry out their roles and responsibilities effectively	Diocesan JPIC Coordinators								X	X	X	X	X	X	X	X
12.2.14	Support the village PETS committees to share and make follow-up to their findings	Effective follow-up of findings PETS village committees	Diocesan JPIC Coordinators											X	X	X	X	X
12.2.15	Support selected village to sustain PETS committees	Village agree to “institutionalise” PETS committees as “village audit committees”	Diocesan JPIC Coordinators												X	X	X	X
12.2.16	Regularly inform the project steering committees on progress, challenges, successes and support needs  Nb. Members of the steering committee will be invited to attend PETS training activities and to accompany the district PETS coordinators on their monitoring and follow-up visits.	Continuous support is provided by the steering committee	Diocesan JPIC Coordinators									X		X				X
12.2.17	Carry out quarterly monitoring and supervisory visits to each District	Quarterly monitoring visits conducted to each district	Director of JPIC									X	X	X	X	X	X	X
12.2.18	Organise annual meetings with Diocesan JPIC coordinators to share progress, successes and challenges; and to distil lessons learned	2 annual meetings conducted to discuss and share experiences with PETS / good local governance	Director of JPIC											X				X



SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
12.2.19	Prepare documentation on experiences and lessons learned; and share with other Diocesan JPICs, the Ministry of RALG and leaders of participating districts	Documentation prepared and shared with stakeholders	Director of JPIC											X	X	X	X
12.2.20	Ensure a team of “master trainers” per district.	Each District / Diocese has at least 3 master trainers able to support the extension of the program to other villages in each district	Social audit and policy analyst											X			

*Focal area 3.5: Improving information management and sharing*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
13	<p><b>A functional Information unit responsible for the management of an integrated resource centre</b></p> <p><u>Note:</u> the information unit is responsible for collecting, documenting and disseminating resources and information from the sections of Caritas Tanzania and JPIC</p>	<b>Updated information is managed and disseminated</b>	Director of Human Dignity					X	X	X	X	X	X	X	X	X
13.1	Establish an information unit	An integrated information unit is in operation	Director of Caritas					X								
13.1.1	Assign manager of information unit	A manager of the information unit is assigned	Director of Human Dignity					X								
13.1.2	Furnish the unit	2 tables, 5 chairs, 3 shelves and cabinets procured	Director of Caritas					X								
13.1.3	Equip the information unit	1 desktop computer + accessories, 1 printer + 1 photocopier machine procured	Director of Caritas					X								
13.2	Collect, document, file and disseminate resources and information	information is collected, compiled, filed and made accessible	Manager of information unit					X	X	X	X	X	X	X	X	X

## Strategic Objective 4:

***The management and organisational capacity of the Secretariat to carry out its mission and mandate, strengthened.***

### Description

The general management will continue to be a focal point for improving service and efficiency during 2018-2021. The 3 management departments SG, Finance and Human Resource will continue to seek out opportunities to improve services and control costs effectively. This will entail shaping the work environment, allocating resources, empowering the workforce, maintenance of the organization culture and systems, overseeing operations and consolidate the prevailing performance standards that set the pace and quality of people's efforts. Emphasis will be given towards strengthening internal management systems and mechanisms and improving donor relations.

### Expected changes

- Improved and timely decision-making at all levels.
- Improved responsibility, performance and motivation of management & staff.
- Increased efficiency in the management, control and use of financial resources.
- Increased sense of belonging, togetherness and synergy.
- Conducive working environment.
- Increased information sharing and learning.
- Increased donor support and satisfaction.

### Focal Areas and Expected Results

1. Effective governance and leadership:
  - Enhanced functional organisational structure that is aligned to the mission and strategic orientation of the Secretariat.
  - Improved leadership skills to steer the Secretariat towards the desired strategic direction (board and management).
  - Enhanced legal and regulatory framework.
2. Improving the management of human resources:
  - An improved and operational human resource management system that is performance based and motivational.
  - Key management positions filled with competent persons.
3. Improving the management of financial resources:
  - An improved and operational integrated financial management system that ensures timely and economic allocation of resources, transparency and accountability at all levels (including income generating units).
  - Improved capacity and skills of diocesan treasurer generals on financial management
  - A functional (internal and external) audit system that improves risk management, assures checks and balances and promotes value for money.

4. Strengthening the internal (organisational) culture:
  - Consolidation of the strategies and mechanisms that promote involvement and genuine participation of staff across all levels.
  - Continued internalization of the vision, mission and organisational values of the Secretariat by management and staff.
5. Improving the working environment:
  - Essential working tools and equipment are available to management and staff to perform their duties.
  - Operational policies on repair and maintenance of buildings, means of transport and other Secretariat assets.
  - Operational procedures to improve safety and security.
6. Effective internal and external communications:
  - An operational communication policy that streamlines and promotes internal and external communications.
  - Consolidation of strategies that improve the coordinated use of available multimedia in (internal and) external communications.
  - Enhanced branding, Image and visibility of TEC
7. Strengthening external (donor) relations:
  - Strengthened capacities and operational mechanisms that ensure uniform and high quality of proposals and progress reports, in line with donor needs and requirements (including timeliness).
  - Investing in a wide range of networking and partnering activities.
  - Policy engagement and advocacy with relevant stakeholders based on National policy context and needs of civil society is in place.
  - New potential donors identified and contacted.

### Strategic Planning Matrix: Jul 2018 – Jun 2021

#### Focal area 4.1: Effective governance and leadership

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
1	<b>Enhanced functional organisational structure that is aligned to the mission and strategic orientation of the Secretariat</b>	<b>The organisational structure of the Secretariat is aligned to the mission and strategic orientation</b>	<b>Secretary General (SG)</b>		X	X	X	X	X	X	X	X	X	X	X	X
1.1	Review the organisational structure of the Secretariat (including departmental sections)	The organisation structure of the Secretariat is reviewed	Secretary General		X											
1.1.1	Develop a terms-of-reference for the organisational structure exercise	A Terms of reference is developed to guide review process	Secretary General		X											
1.1.2	Establish a team to review the current organisational structure	A team, consisting of SG and 3 internal members, established to review the current structure	Secretary General		X											
1.1.3	Review of the structure (including clear demarcation of responsibilities and lines of accountability) that is aligned to the mission and strategic orientation of the Secretariat	A draft organisational structure (including clear demarcations of lines of responsibility / accountability) is developed	Chairperson of team		X	X										
1.1.4	Share and discuss the draft structure with the management team	A final draft organisational structure is developed	Chairperson of team			X										
1.2	Seek approval for the new organisational structure	The final organisational structure is formally approved	Secretary General			X										
1.2.1	Present the final draft of the proposed new structure to the PC and obtain final approval	Inputs received from PC on reviewed organisational structure	Secretary General			X										
1.2.2	Incorporate final inputs of the PC	Inputs integrated within final approved organisational structure	Chairperson of team			X										
1.3	Disseminate the new organisational structure to management & staff	The new organogram of the Secretariat is shared with management and staff	Chairperson of team			X	X									
1.4	Put renewed organisational structure into operation (statutory meetings)	Statutory meetings – in line with organisational structure - are held according to set schedule	Secretary General			X	X	X					X			
1.4.1	Organise 3 PC meetings / year	3 PC meetings are held each year	Secretary General		X	X	X		X	X	X		X	X	X	
1.4.2	Organise two plenary assembly per year	Plenary assembly meeting (including study sessions) is facilitated twice per year	Secretary General		X		X		X		X		X		X	
1.4.3	Organise standing committee and sub-committee meetings	Standing and sub-committee meetings are facilitated, twice per year	Secretary General & Directors of Directorates		X		X		X		X		X		X	

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
1.4.4	Organise management team meetings (bringing together heads of Directorates + other key management staff, e.g. HR officer)	Management team meetings are held once a week	Secretary General	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>2</b>	<b>Improved leadership skills to steer the Secretariat towards the desired strategic direction</b>	<b>Management and governance structures have the skills to steer, manage and oversee the performance of the Secretariat</b>	<b>Secretary General</b>		X	X	X									
2.1	Strengthen the capacity of PC and standing committee members on governance	PC and standing committees are aware of- and can execute their roles and responsibilities of governance	Secretary General		X	X	X									
2.1.1	Identify a competent facilitator	Facilitator to facilitate workshops on governance identified	Secretary General			X										
2.1.2	Assess current strengths and gaps in governance	Current strengths and gaps in governance are known	Secretary General / facilitator			X										
2.1.3	Conduct 3 workshop on governance: <ul style="list-style-type: none"> <li>1 – general: all members of governance committees, including PC</li> <li>2 – at standing committee level)</li> <li>3 – at plenary assembly level)</li> </ul> <p><u>Note:</u> these workshops will be integrated during the statutory meetings, where possible</p>	3 (series of) workshops on improved governance are facilitated, building upon assessment of strengths and gaps	Secretary General / facilitator				X									
2.2	Strengthen the capacity of Secretariat management (management team) in leadership	The management team of the Secretariat has the ability to lead the Secretariat towards expected change	Secretary General		X	X	X									
2.2.1	Identify a competent facilitator	Facilitator capable of facilitating workshop on leadership identified	Secretary General			X										
2.2.2	Assess current strengths and gaps in leadership	Current strengths and gaps in leadership are known	Secretary General / facilitator			X										
2.2.3	Conduct workshop on leadership	A workshop to improve the leadership skills of the management team is facilitated, based on current assessment of strengths and gaps	Secretary General				X									

Focal area 4.2: Improving human resource management

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
3	<b>Improved and operational human resource management system that is performance based and motivational</b>	<b>Improved HRM management system is in operation</b>	Secretary General			X	X	X	X	X	X	X	X	X	X	X
3.1	Recruit a competent HRM officer	A competent HRM officer is recruited, commensurate the requirements set in job description	Secretary General			X	X									
3.1.1	Recruit a competent HRM officer	A competent HRM officer is recruited, commensurate the requirements set in job description	Secretary General			X	X									
3.1.2	Establish an HR advisory team, with members representing staff and management	An HRM advisory team is established	Secretary General			X										
3.2	Develop an HRM policy framework  <i>Note: the HRM policy should also cover the income generating units (IGUs)</i>	A draft HRM policy framework is developed, in close consultation with the HR advisory team	HRM officer			X	X									
3.2.1	Translate the approved TEC HRM policy into Swahili.	HRM and advisory team	HRM officer			X	X									
3.2.2	Share and discuss the draft translated HRM policy with management	Inputs from management received and incorporated in the final draft	HRM officer					X								
3.2.3	Present and discuss the draft translated HRM policy with the standing committee	Inputs from the standing committee are incorporated in the final draft	HRM officer						X							
3.2.4	Present the final draft translated HRM policy to PC and obtain formal approval	The final draft translated HRM policy is presented, discussed and approved during the annual PC	Secretary General						X							
3.2.5	Incorporate final inputs from PC	Final inputs from the PC are incorporated in the approved translated HRM policy	HRM officer							X						
3.2.6	Simpler version of the revised HRM policy is printed and issued to each staff	HRM	HRM officer								X					
3.3	Review the HRM manual (in close consultation with HR advisory team)  <i>Note: manual should be approved by the end of qtr II, yr 2</i>	The HRM manual is a correct and operational reflection of the HRM policy	HRM officer				X									

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
3.3.1	Review and improve the scheme of service (remuneration + secondary benefits – deductions)	A motivational scheme of service is developed	HRM officer				X										
3.3.2	Review staff deployment regulations and procedures	Staff deployment regulations and procedures are established	HRM officer				X										
3.3.3	Review staff appraisal regulations and procedures	Staff appraisal regulations and procedures are developed	HRM officer				X										
3.3.4	Review guidelines for staff development & planning	Guidelines for staff development & planning are developed	HRM officer				X										
3.3.5	Review procedures for staff arbitration	Procedures for staff arbitration are established	HRM officer				X										
3.3.6	Review other inputs for the HRM manual	Other HRM regulations and procedures are established	HRM officer				X										
3.3.7	Share and discuss the draft HRM manual with the management team	Inputs from the management team are incorporated in final draft	HRM officer				X										
3.3.8	Present and discuss the draft HRM manual with the standing committee	Inputs from the standing committee are incorporated in the final draft	HRM officer				X										
3.3.9	Seek approval of final draft HRM manual from PC	The final draft HRM manual is presented, discussed and approved by the PC	Secretary General				X										
3.3.10	Incorporate inputs from PC	Final inputs from the PC are incorporated in the approved HRM manual	HRM officer				X										
3.4	Disseminate the HRM policy and manual  <u>Note:</u> the new HRM regulations will probably have implications on staff remuneration levels. Ensure that all (new) employment contracts of (new) staff are not more than 1 year, so that these changes can be incorporated within a new contract.	HRM policy and manual is disseminated and shared with staff from all Departments / Directorates	HRM officer					X	X	X	X	X	X	X	X	X	X
3.4.1	Orient all staff on the HR policy and manual	Staff are aware of the new HRM regulations and procedures	HRM officer						X								
3.4.2	Train management on how to effectively carry out recruitment and performance appraisal procedures	Heads of Department / Directorates have the capacity to carry out the recruitment and performance appraisal procedures and regulations	HRM officer					X									
3.5	Put improved HRM system into operation	The improved HRM system is put into operation	HRM officer					X	X	X	X	X	X	X	X	X	X



SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
3.5.1	Review job descriptions for each position and review them annually  <u>Note:</u> this activity can already be done after the reviewed organisational structure is approved	Job descriptions for each position reviewed and reviewed annually	Directors of Directorates			X	X	X	X	X	X	X	X	X	X	X
3.5.2	Assess capability of staff for each position and take relevant action  <u>Note:</u> this assessment may include 3 stages: (i) self-assessment by staff, assessment by line manager, and (iii) assessment by HRM officer. Follow-up action can include: continuation; continuation with training; new position; and replacement	The capability of current staff is assessed according to requirements and capacities set in job descriptions; and relevant follow-up action is taken	HRM officer			X	X	X	X	X	X	X	X	X	X	X
3.5.3	Set annual targets for each staff member (aligned to SP) – as basis for performance appraisals	Annual targets are set for management and staff – as basis for semi-annual assessments	Directors of Directorates			X	X	X	X	X	X	X	X	X	X	X
3.5.4	Carry out management / staff performance appraisals (according to schedule set in policy and manuals)	Performance appraisals are carried out according to schedule	HRM officer			X	X	X	X	X	X	X	X	X	X	X
3.5.5	Develop staff training plans  <u>Note:</u> annual training budgets need to be set and criteria for prioritisation need to be established.	Annual staff training plans are developed in line with identified training needs and prioritised according to set annual training budget	HRM officer				X				X					X
3.5.6	Facilitate implementation of annual training plans	Staff receive training as per approved training plan	HRM officer					X	X	X	X	X	X	X	X	X
3.6	Monitor the effectiveness of the new HRM system	The effectiveness of the renewed HRM system is monitored annually – to assess whether the system contributes to better performance	HRM officer					X	X	X	X	X	X	X	X	X
4	<b>Key management positions filled with competent persons</b>  <u>Note:</u> Not all key positions can be filled from the start. A start will be made with Directors of Directorates and the HRM officer in year 1; other key positions should be filled by mid yr 2 (can already start at end of yr 1).	<b>The positions of Heads of Directorate, heads of crucial Departments, HRM officer, internal auditor, project management officer and coordinator of commissions, are filled by competent staff.</b>			X	X	X	X								

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
4.1	For key positions not filled: find suitable internal candidate or recruit new candidate  <u>Note:</u> staff already in key positions will follow the assessment procedure described in 3.5.2; if they are deemed unsuitable, then the position will be open for new recruitment	All identified key positions are filled with competent staff	Secretary General		X	X	X	X	X	X							
4.1.1	Establish a “search” team	A search team is formed	Secretary General		X												
4.1.2	Find suitable candidates	Suitable candidates identified and screened by the search team	Chairman of search team		X	X	X	X	X								
4.1.3	Present selection of directors and key heads of department to the PC for approval	PC has endorsed candidates for positions of director and departmental head of key departments	Secretary General				X										
4.1.4	Contract best candidate	Selected candidates are contracted	Secretary General				X	X	X								
4.1.5	Carry out induction of new staff	New key staff receive thorough induction to TEC, the Secretariat and their Directorate	HRM officer				X	X	X								

Focal area 4.3: Improved financial management

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
5	improved and operational <u>integrated</u> financial management system that ensures timely and economic allocation of resources, transparency and accountability at all levels (including income generating units)	An improved (automated) integrated financial management system is in operation	Director of Finance and Admin	X	X	X	X	X	X	X	X	X	X	X	X	X
5.1	Review the financial management (FM) policy and FM manuals to reflect changes in organogram	Improved FM policy and manuals are approved and in place	Director of Finance and Admin			X	X	X	X							
5.1.1	Develop a terms-of-reference for the assignment.	A Tor, clearly describing the tasks at hand, the different roles and responsibilities and giving a provisional timetable, is developed	Director of Finance and Admin			X	X									
5.1.2	Form a team	Members of the team established, and their tasks are known and clear	Director of Finance and Admin			X	X									
5.1.3	Hire a consultant to assist the team	Consultant(s) identified and contracted to assist the team	Secretary General			X										
5.1.4	Develop the draft FM policy and review the operational manuals	The draft FM policy and manuals are developed	Team Chairman				X									
5.1.5	Present and discuss drafts with the management team and standing committee	Inputs are received for improving the draft FM policy and manual	Team Chairman					X								
5.1.6	Develop final draft FM policy and manuals	The FM policy and manuals are updated with inputs received	Team Chairman					X	X							
5.1.7	Present and seek final approval of the policy and manuals from PC	Final policy and manuals are formally approved	Secretary General							X						
5.2	Orient management and staff on the reviewed FM policy and manuals  <u>Note.</u> Heads of Directorates and Departments are responsible to orient their staff	A 3-day training is held for Heads of Directorates and Departments	Director of Finance and Admin									X				
5.3	Put new FM system into operation	Renewed FM system is put into operation	Director of Finance and Admin										X	X	X	
5.4	Solicit funding to expand and extend the automated system (to cover activities 5.5-5.7)	External funding is secured	Director of Finance and Admin				X	X								

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
5.5	Expand the use of the automated financial management system to cover e.g. asset registry, procurement  <u>Note:</u> expansion will probably be done in phases	The automated FMS is expanded with new modules	Director of Finance and Admin						X	X	X	X	X	X	X
5.5.1	Decide which modules to add and when	Decision made on which modules to add and when	Director of Finance and Admin				X								
5.5.2	Train (current and new) users of the systems on current and new (expanded) modules on the use of integrated system (in line with levels of authority and tasks)	Users can use new modules	Director of Finance and Admin							X					
5.5.3	Renew the annual licence fee	Licence fees paid on time	Director of Finance and Admin		X				X				X		
5.6	Extend the use of the automated financial management system to all income generating units (IGUs)	IGUs make use of the automated financial management system	Director of Finance and Admin						X				X		
5.6.1	Adapt FM system for use by IGUs	All IGUs are “physically” connected to the system	Director of Finance and Admin						X				X		
5.6.2	Procure rights for IGU	IGUs that are ready to use the system have procured rights to use the system	Director of Finance and Admin						X				X		
5.6.3	Procure computers and back-up systems for each IGU  <u>Note:</u> Costs for procurement should be part of approved business plans of IGUs	IGUs that are ready to use the system have sufficient equipment to run the system	Director of Finance and Admin						X				X		
5.6.4	Train staff of IGUs on FM system	IGUs that are ready to use the system have trained staff to effectively use the system	Director of Finance and Admin						X				X		
5.7	Expand network of users of the automated FMS at TEC (to include decision-makers at Directorate and Secretariat level)	Decision makers at Directorate and Secretariat level have direct access to financial information for decision making	Director of Finance and Admin							X					
5.7.1	Procure more user rights	User rights for decision makers are secured	Director of Finance and Admin							X					
5.7.2	Procure desk-top computers and back-up systems for Directors	Directors have desk-top computers to access the system	Director of Finance and Admin							X					
5.7.3	Train new users on how to use the integrated system (in line with levels of authority and tasks)	Decision makers have the knowledge & skills to make effective use of the system	Director of Finance and Admin							X					

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
5.7.4	Monitor their use and provide on-the-job coaching assistance	Backstopping support is provided to decision makers	Director of Finance and Admin						X	X	X	X	X	X	X
5.8	Update TEC asset register	A TEC asset registry system is in place and operational	Director of Finance and Admin	X	X	X	X	X	X	X	X	X	X	X	X
<b>6</b>	<b>Improved capacity and skills of diocesan treasurer generals on financial management</b>	<b>An effective Financial Management systems for Dioceses and TEC Institutions is in place</b>	<b>Director of Finance and Admin</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
6.1.	Conduct annual general meeting for diocesan Treasurer General and Head of TEC Institutions	Annual meetings for discussing financial management is in place	Director of Finance and Admin				X				X				X
6.1.1	Develop a team of experts comprising members from TEC finance department and Dioceses	A team is formed	Finance AGM				X								
6.1.2	Terms of reference for team of experts is developed	A Tor, clearly describing the tasks at hand, the different roles and responsibilities and giving a provisional timetable, is developed	Director of Finance and Admin				X								
6.1.3	Provide support to dioceses and TEC Institutions on financial matters	Support is provided when needed	Director of Finance and Admin	X	X	X	X	X	X	X	X	X	X	X	X
<b>7</b>	<b>A functional (internal and external) audit system that assures risks management, checks and balances and which promotes value for money is improved.</b>	<b>An effective audit system is in place.</b>	<b>Secretary General</b>				X	X	X	X	X	X	X	X	X
7.1.	Establish the internal audit function	An internal audit function is in place and operational						X				X			
7.1.1	Develop terms of reference for the internal audit function	A terms of reference for the internal audit function is developed	Secretary General					X							
7.1.2	Appoint an internal auditor	An internal auditor is appointed	Secretary General					X							
7.1.3	Facilitate the execution of internal audit functions (financial, value-for-money, performance)	The internal audit function is performed as scheduled	Internal Auditor					X	X	X	X	X	X	X	X
7.2	Facilitate routine external audits	Comprehensive external audits are facilitated annually	Secretary General				X				X				X
7.2.1	Develop terms of reference for the external audit function	A terms of reference for the external audit function is developed	Secretary General)				X								
7.2.2	Appoint an external auditor (plenary)	An external auditor is appointed	Secretary General				X								
7.2.3	Facilitate comprehensive external audits	The external audit function is performed as scheduled	Secretary General								X				X

Focal area 4.4: Improved internal (organisational) culture

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
8	<b>Operational strategies and mechanisms that promote involvement and genuine participation of staff across all levels improved</b>	<b>Strategies and mechanisms that promote togetherness are put into operation</b>	Secretary General			X	X	X	X	X	X	X	X	X	X	X
8.1	Improve involvement and genuine participation of staff in team meetings	Genuine participation of staff in team meetings improved	Secretary General			X	X	X	X	X	X	X	X	X	X	X
8.1.1	Train heads of Departments/ Directorates on how to organise effective participatory meetings	Heads of Departments/ Directorates are capacitated on how to organise effective participatory meetings	HRM officer			X										
8.1.2	Develop meeting schedules (per Department and/or Directorate)	An annual schedule of meetings is drafted by each Department / Directorate	Heads of Directorates			X										
8.1.3	Conduct scheduled departmental meetings.  <u>Note.</u> Due to the integrated nature of strategic objectives, meetings may cut across Departments and Directorates	Departmental / Directorate meetings are held as scheduled and in a participatory way	Heads of Department/ Directorate			X	X	X	X	X	X	X	X	X	X	X
8.1.4	Organise general secretariat meetings (all staff: 2x a year: Dec & June)  <u>Note:</u> the organisation of these meetings will rotate	Two general Secretariat meetings are held each year	Secretary General		X		X		X		X		X			X
8.2	Improve satisfaction of staff	Satisfaction of staff with respect to internal organisational culture is improved	Secretary General						X		X		X			X
8.2.1	Conduct job satisfaction surveys each year	Job satisfaction surveys are carried out, initially twice a year	HRM officer				X				X					X
8.2.2	Discuss results during general secretariat meetings, and decide on improvements (refer to 8.1.4 above)	Results of surveys are shared and discussed during general secretariat meetings, resulting in proposals for improvement / corrective action	HRM officer					X					X			
9	<b>Improved understanding of management and staff of the (vision, mission and) organisational values of the Secretariat, and the need to exhibit them in their day-to-day work.</b>	<b>Management and staff have a good understanding of the organisational values and how to reflect them in their work</b>	Secretary General			X	X	X	X	X	X	X	X	X	X	X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
9.1	Publish and disseminate the vision, mission and core values of the Secretariat	The vision, mission and values of the Secretariat are visible throughout the Secretariat	Secretary General			X											
9.2	Orient staff to understand and embody the spirit of the organisation	Staff are oriented on the organisational values	HRM officer			X											
9.3	Introduce a "suggestion box", enabling staff to suggest ways to promote Secretariat values (and to lodge complaints against violations of values)	A suggestion box is introduced; suggestions are discussed and followed-up on a monthly basis	Secretary General			X	X	X	X	X	X	X	X	X	X	X	X

*Focal area 4.5: Improved working environment*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
<b>10</b>	<b>Essential working tools and equipment are available to management and staff to perform their duties</b>	Essential needs are in place	<b>Secretary General</b>				X	X	X		X	X	X	X	X		X
10.1	Carry out a needs assessment	An inventory is made of missing but essential tools and equipment	Director of Finance & Admin				X										
10.2	Develop a plan for procuring essential tools and equipment  <i>Note: criteria for priority setting need to be developed to prioritise procurement – not all essential tools and equipment can be procured at once</i>	A procurement plan is prepared	Director of Finance & Admin				X				X						X
10.3	Purchase essential equipment and tools according to set priorities  <i>Note: a budget needs to be set and reserved annually to allow the Secretariat to procure / replace essential equipment</i>	Working tools are procured in line with the procurement plan	Director of Finance & Admin					X	X				X	X			
<b>11</b>	<b>Operational policies on repair and maintenance of buildings, means of transport and other Secretariat assets</b>	<b>Buildings, means of transport and other assets of the Secretariat are repaired and maintained according to set schedules</b>	<b>Secretary General</b>					X	X	X	X	X	X	X	X	X	X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
11.1	Develop a “repair and maintenance” policy (including disposal of assets)	A repair and maintenance policy is developed and approved	Director of Finance & Admin					X									
11.1.1	Establish a team to prepare the draft maintenance policy	A team to develop the repair and maintenance policy is formed	Director of Finance & Admin					X									
11.1.2	Develop draft repair & maintenance policy	A repair & maintenance policy is drafted	Chairperson of team					X									
11.1.3	Discuss draft with management and standing committee	Inputs from management team and standing committee are integrated in the final draft policy	Chairperson of team					X									
11.1.4	Present and seek final approval of the repair and maintenance policy with PC	The repair & maintenance policy is approved by the PC	Secretary General					X									
11.1.5	Incorporate inputs from PC	Inputs from PC are incorporated in the final approved repair & maintenance policy	Chairperson of team					X									
11.2	Orient management and staff on “repair and maintenance” policy	Management & staff are aware of the mechanisms, procedures and regulations governing repair & maintenance of Secretariat assets	Chairperson of team						X								
11.3	Put policy into operation  <u>Note:</u> an annual budget needs to be set and reserved for repair & maintenance	The repair and maintenance policy is put into operation	Secretary General						X	X	X	X	X	X	X	X	X
11.4.	Appoint an “estate & facility” manager	An estate and facility manager, responsible for operationalising the repair and maintenance policy, is appointed	Secretary General					X									
<b>12</b>	<b>Operational procedures to improve safety and security</b>	<b>Regulations and procedures to promote and increase safety and security are operational</b>	<b>Secretary General</b>				X	X					X				
12.1	Develop policy on safety and security	A policy of safety and security is developed and approved	Secretary General				X	X									
12.1.1	Establish a team	A team responsible for drafting a policy on security and safety is formed	Secretary General				X										
12.1.2	Analyse security and safety gaps	Security and safety gaps are known	Chairperson of team				X	X									
12.1.3	Develop draft security & safety policy	A security & safety policy is drafted	Chairperson of team						X								



SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
12.1.4	Discuss draft with management and standing committee	Inputs from management team and standing committee are integrated in the final draft policy	Chairperson of team						X							
12.1.5	Present and seek final approval of the repair and maintenance policy with PC	The safety & security policy is approved by the PC	Secretary General						X							
12.1.6	Incorporate inputs from PC	Inputs from PC are incorporated in the final approved security & safety policy	Chairperson of team						X							
12.2	Orient management and staff on security and safety policy	Management and staff are aware of the mechanisms, procedures and regulations governing security & safety	HRM officer							X						
12.3	Improve security equipment	Security equipment improved	Secretary General							X						

*Focal area 4.6: Effective internal and external communications*

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
<b>13</b>	<b>Operational communication policy that streamlines and promotes internal and external communications</b>	<b>A communication policy, covering both internal and external communications is approved, translated into guidelines and put to operation</b>	<b>Director of Communications</b>			X	X	X					X			
13.1	Develop internal and external communication policy & manuals	A communication policy and operational guidelines are developed and approved	Director of Communications			X	X	X								
13.1.1	Form a team responsible for drafting the communication policy and eventual guidelines	A team responsible for drafting the communications policy and guidelines is established	Director of Communications			X										
13.1.2	Solicit support from communication secretary of AMECEA	Communications secretary of AMECEA supports the team to develop a communications policy & guidelines	Director of Communications			X										
13.1.3	Develop a draft communication policy (in close collaboration with communication secretary AMECEA)	A communications policy is drafted	Chairperson of team				X									
13.1.4	Present and discuss with management and standing committee	Inputs from the management team and standing committee are incorporated in the final draft communications policy	Chairperson of team				X									

SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
13.1.5	Seek approval from permanent council	The communications policy is formally approved (after incorporating final inputs from the PC)	Secretary General				X											
13.1.6	Develop communication guidelines – include above	The communication policy is translated into operational guidelines	Chairperson of team				X											
13.2	Orient TEC management and staff on internal and external communication policy and guidelines	TEC management and staff understand and are able to put policy and guidelines into effect	Chairperson of team					X										
13.3	Monitor effective use of internal and external communication policy and take follow-up action	The effective use of policy and guidelines are monitored, and appropriate follow-up action is taken	Director of Communications					X	X	X	X	X	X	X	X	X	X	X
13.4	Develop an IT policy and IT guidelines – see above	An IT policy and accompanying guidelines are developed	Director of Communications				X											
13.4.1	Form a team responsible for drafting the IT policy and guidelines	A team responsible to draft an IT policy and guidelines is established	Director of Communications				X											
13.4.2	Solicit support from communication secretary of AMECEA	Communications secretary of AMECEA supports the team to develop an IT policy & guidelines	Director of Communications				X											
13.4.3	Develop a draft IT policy and guidelines (in close collaboration with communication secretary AMECEA)	An IT policy and guidelines are drafted	Chairperson of team				X											
13.4.4	Present and discuss with management and standing committee	Inputs from the management team and standing committee are incorporated in the final draft policy & guidelines	Chairperson of team				X											
13.4.5	Seek approval from permanent council	The IT policy is formally approved (after incorporating final inputs from the PC)	Secretary General				X											
13.5	Orient TEC management and staff on IT policy and guidelines	TEC management and staff understand and are able to put policy and guidelines into effect	IT officer					X										
13.6	Put IT policy and guidelines into operation	IT policy and guidelines are put into operation	IT officer					X	X	X	X	X	X	X	X	X	X	X
13.7	Ensure that all staff use TEC domain for all official communication	Management and staff of TEC use the TEC domain for official communication	IT officer					X	X	X	X	X	X	X	X	X	X	X
13.8	Monitor effective use of IT policy and take corrective action	Effective adherence to IT policy and guidelines is monitored, and appropriate follow-up action is taken	IT officer / Communications Director					X	X	X	X	X	X	X	X	X	X	X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
14	<b>Enhanced operational strategies that improve the coordinated use of available multimedia in (internal and) external communications.</b>	<b>Strategies to improve the coordinated use of multimedia opportunities for internal and external communication, are put to operation</b>	Communications Director			X	X	X	X	X	X	X	X	X	X	X
14.1	Coordinate all Catholic Media in the Country	Catholic radios, TV and Newspaper coordinated	Communications Director	X	X	X	X	X	X	X	X	X	X	X	X	X
14.1.1	Give communication Knowledge and skills to Diocesan communication departments	Diocesan communication departments are given communication skills/knowledge	Communications Director	X	X	X	X	X	X	X	X	X	X	X	X	X
14.1.2	Connect Catholic Church in Tanzania with other churches through Vatican Radio, AMECEA and Catholic Herald etc.	Catholic Church in Tanzania is connected with other churches	Communications Director	X	X	X	X	X	X	X	X	X	X	X	X	X
14.1.3	Nationalize TV Tumaini (Bringing under control of TEC)	TV Tumaini is under TEC management	Secretary General/CPL Board							X	X	X				
14.1.4	Recruit a TV editor and graphic designer	A TV editor and TV graphic designer are recruited	Communications Director													
14.2.	Improve the TEC website	The TEC website is improved and regularly updated	Communications Director	X	X	X	X	X	X	X	X	X	X	X	X	X
14.2.1	Appoint “webmaster”	A webmaster, responsible for improving and updating the TEC website is nominated	Communications Director	X												
14.2.2	Develop website guidelines	Website guidelines are developed	Webmaster			X	X	X								
14.2.3	Orient management on website guidelines <u>Note:</u> management is responsible to orient staff	Managers are aware of their responsibilities with respect to info provision for the website	Communications Director					X								
14.2.4	Update website regularly (in line with set guidelines)	The website is updated regularly (according to timetables set in guidelines)	Webmaster	X	X	X	X	X	X	X	X	X	X	X	X	X
14.2.5	Pay annual fee for registered TEC online media (Youtube,blog,website)	Subscription fees are paid	Communications Director	X				X				X				
14.3	<b>Improve Kiongozi Newspaper</b>	<b>The Kiongozi Newspaper have credible content and increase pages from 20-24</b>	<b>Director of Communication</b>				X	X	X	X	X	X	X	X	X	X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
14.3.1	Recruit Marketing Manager	Marketing Manager of Kiongozi (CPL) is recruited	HRM				X										
14.3.2	Establishing sales team to each parishes and small Christian communities.	Sales team is established in each parish and SCC	Marketing Manager				X	X									
14.3.3	Increase sales of Kiongozi News Paper	Kiongozi newspaper sales is increased	Marketing Manager				X	X	X	X	X	X	X	X	X	X	X
14.3.4	Solicit funds through proposal and advert for sustaining the Kiongozi News Paper	Funding is solicited	Communications Director	X	X	X	X	X	X	X	X	X	X	X	X	X	X
14.3.5	Purchase a supersonic Camera Lens for still pictures (Business & newspaper).	A supersonic Camera Lens purchased	Communications Director					X									

#### Focal area 4.7: Strengthening external (donor) relations

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
<b>14</b>	<b>Strengthened capacities and operational mechanisms that ensure uniform and high quality of proposals and progress reports, in line with donor needs and requirements (including timeliness)</b>	<b>Capacities and mechanisms that guarantee minimum standards of proposals and progress reports, are in place and operational</b>			X	X	X	X	X	X	X	X	X	X	X	X	X
14.1	Develop minimum standards for proposals and progress reporting	Minimum standards (benchmarks) for proposals and progress reporting are in place	Head of Project Management Unit			X	X										
14.2	Develop regulations and procedures for proposal development and progress reporting	Regulations and procedures for proposal development and management are in place	Head of Project Management Unit				X										
14.3	Orient directors on minimum standards and regulations/ procedures  <i>Note: Directors are responsible to orient their staff</i>	Directors are aware and understand the minimum standards and regulations/ procedures for proposal development and management	Secretary General / Head of Project Management Unit				X										
14.4	Capacitate directors and selected staff on Total Project Quality (in different phases / stages)	Directors and selected staff understand and can apply Total Project Quality principles	Head of Project Management Unit						X		X						
14.5	Provide on-site mentoring & coaching	Mentoring & coaching support provided where necessary	Head of Project Management Unit					X	X	X	X	X	X	X	X	X	X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
14.6	Monitor compliance with contract requirements; and advise SG accordingly  <u>Note:</u> performance auditing is the responsibility of the internal auditor	Contract compliance is monitored and SG is advised accordingly	Head of Project Management Unit		X	X	X	X	X	X	X	X	X	X	X	X	X
<b>15</b>	<b>New potential donors/partners identified and contacted</b>	<b>New potential donors / partners identified and contacted</b>	<b>Secretary General</b>	X	X	X	X	X	X	X	X	X	X	X	X	X	X
15.1	Develop and update list of current and potential donors	A list of current and potential donors is developed and regularly updated	Head of Project Management Unit			X	X	X	X	X	X	X	X	X	X	X	X
15.2	Regularly scan selected websites for potential call for proposals	Selected websites are scanned regularly to identify potential call for proposals and donors	Head of Project Management Unit			X	X	X	X	X	X	X	X	X	X	X	X
15.3	Actively network and communicate with current and potential donors / partners	Pro-active communication is upheld with current and potential donors / partners	Secretary General	X	X	X	X	X	X	X	X	X	X	X	X	X	X

## Strategic Objective 5:

### ***Objective: The financial sustainability of the Secretariat enhanced***

#### **Description**

Access to sufficient and stable sources of finance is a crucial prerequisite towards the improved performance of the Secretariat. To realise this, the Secretariat has established several Income Generating Units (IGU). During the last three years, the Secretariat focused on rationalising and professionalizing the existing income generating units (Kurasini Centre, Dakawa Farm, Oldeani Farm & Insurance Agency), as the resulted in increased profitability by 3% and an increased contribution towards the operational budget of the Secretariat to 53%

During the coming 3 years, the Secretariat is striving towards sustainable of its IGU's profitability. Secretariat will continue to strengthen the IGUs; emerging challenges will be addressed and the restructuring process will be sustained, to ensure that the long-term objective of attaining institutional financial and economic sustainability and self-reliance is realized. The secretariat by implementing his key interventions is expecting to realise the following changes/results:

#### **Expected Changes**

- Increased profitability of individual existing IGUs by 5%.
- Increased contribution of existing IGUs to the budget of the Secretariat (in both absolute and relative terms) by 10%

#### **Focal Areas and Expected Results**

1. Establishment of TEC Holding Company by February 2019
  - Establishing an investment holding company that brings together all commercial enterprises of TEC – in line with Tanzanian Laws
  - Setting up the TEC legal Framework to safe guide TEC assets
  - Register all the IGU under TEC holding Company by June 2021
2. Production and marketing
  - Improved production capacity of the existing projects
  - Appropriate marketing strategies to maintain positive steady growth year on year operationalised
3. Human Resource Development
  - Promoted culture of high productivity through the adoption of appropriate policies and tools to accomplish set goal
  - A human resource plan developed and operationalised inline with reviewed organogram of each IGU for purposes of ensuring that all relevant positions are filled, and staff retained.
4. Strengthening Financial Management system
  - Institute appropriate financial controls to ensure the accuracy of reporting, eliminating fraud and protecting the IGU' resources
  - Improved record keeping and analysis, inventory and stock management to enhance the profitability, liquidity and solvency of each IGU

5. Business Planning:

- (For CPL and C&F, starting with those of highest potential) Comprehensive business plans (to include investment plan, operational plan, personnel and capacity building plan, marketing plan, cash flow and profit projections, risk analysis).

6. Effective implementation of business plans:

- (for all approved business plans) Funds to execute business plan secured.
- (for all business plans with secured funding) Operationalisation and close (financial and performance) monitoring / steering of business plans.

**Strategic Planning Matrix: Jul 2018 – Jun 2021**

**1. Establish TEC Investment Holding Company**

S N	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
1	<b>Review of Memorandum and Articles of Association for the Company</b>	Document reviewed and approved	<b>Legal Officer and Director Econ. Sustainability</b>	X													
1.1	Review of approved board members	Board Members reviewed	<b>Secretary General</b>	X													
1.1.1	Seek approval for the new board members	Approval Obtained	<b>Secretary General</b>	X													
1.1.2	Registration of the holding company and subsidiary companies	Registration obtained	<b>Legal Officer and Director Econ. Sustainability</b>		X	X											
1.1.3	Operationalise the Holding Company	The company is fully function	<b>Director Economic Sustainability</b>				X	X	X	X	X	X	X	X	X	X	X
2	Setting up the TEC legal Framework to safe guide TEC assets	the TEC legal Framework to safe guide TEC assets is developed and Operationalise	<b>Legal Officer and Director Econ. Sustainability</b>	X	X	X	X	X	X	X	X	X	X	X	X	X	X
.1	Develop a Terms of Reference for the development of the legal framework	TOR Developed, and external expert contracted	<b>Legal Officer and Director Econ. Sustainability</b>	X													
2.1.1	Present and discuss the draft with the key stakeholder	Inputs and comments from stakeholders incorporated and presented to finance and human resource com for approved	<b>Director economic sustainability</b>		X												
2.1.2	Obtained approval of final legal framework for operationalised	Approval obtained, and legal framework operationalise	<b>Legal Officer</b>			X	X	X	X	X	X	X	X	X	X	X	X



## 2. KURASINI CENTRE

### Focal area 5:1 Production and Marketing

SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
1	Improved productivity in providing services to the clients	Increase revenue collection	Director	X	X	X	X	X	X	X	X	X	X	X	X	X		
1.1.1	Improved services delivery at the Centre by developing customer- driven product and services	Customer-driven products and services developed and operationalized	Manager Kurasini Centre	X	X	X	X	X	X	X	X	X	X	X	X	X		
1.1.1.2	Conduct frequent survey for testing satisfaction of the market																	
1.1.1.3	Improve data management system			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.1.1.3	Develop and implement a Customer Product Development Policy																	
1.1.1.4	Renovate the existing infrastructure i.e. rooms, halls and toilets																	
1.1.1.5	Establish a stock control policy	The stock is managed effectively to be reduced business costs and increased sales	Manager Kurasini Centre	X	X	X	X											
1.1.1.5.1	Conduct monthly inventory management			X	X	X	X	X	X	X	X	X	X	X	X	X	X	
1.1.1.6	Procure beddings, linen, furniture, projectors and uniforms.		Manager Kurasini Centre		X		X		X		X		X		X			
1.1.1.7	Ensure the availability of reliable internet connectivity all the time	The internet is available throughout the time	IT manager TEC	X	X	X	X	X	X	X	X	X	X	X	X	X		
1.1.2	Develop appropriate Market strategies to maintain steady growth on yearly bases	Sales growth rate is increased by 3% on quarterly basis.	Director & Manager		X	X	X	X	X	X	X	X	X	X	X	X		
1.1.2.1	Seek approval for business plan	Marketing strategy approved and operationalise	Director Economic Sustainability		X	X	X	X	X									
1.1.2.3	Develop the websites, brochures, emails, social media messages	Functional websites, brochures, emails, social media messages are in place	Director Economic Sustainability		X	X	X	X										
1.1.2.4	Maintaining good relationships with stakeholders	Contacts initiated will all relevant clients for understanding their needs	Manager Kurasini Centre	X	X	X	X	X	X	X	X	X	X	X	X	X		
1.1.2.4	Establish the online inventory distribution strategies	Online inventory distribution strategies in place	Director Economic Sustainability			X	X											

### Focal Area 5.2: Human Resource Development

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
1.2	Institute Efficient and Effective Human Resource Processes	Staff are self-driven to perform the set tasks	Director Economic Sustainability and Human Resource Manager	X	X	x	X	X	X	X	X	X	X	X	X	X
1.2.1	Review and align HR policy and procedure to the day to day operations of the Centre		Director Economic Sustainability and Human Resource Manager		X	X	X									
1.2.1.1	Review HR processes for competence-based recruitments		Director Economic Sustainability and Human Resource Manager				X			X			X			
1.2.1.2	Develop effective orientation programs to new members of staff		Director Economic Sustainability and Human Resource Manager		X	X	X									
1.2.2	Recruit Manager of the Kurasini Centre as per job criteria	Manager Recruited	Director Economic Sustainability and Human Resource Manager		X											
1.2.3	Conduct an institution – wide skills and knowledge gaps for developing appropriate staff training	Staff competencies identified and enhanced	Director Economic Sustainability and Human Resource Manager			X				X			X			
1.2.4	Encourage staff to advance their careers through self- initiated learning	Number of staff self-initiated learning	Director Economic Sustainability and Human Resource Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
1.2.5	Develop an effective staff performance appraisal system	Policy on compensation and benefits to staff improved	Director Economic Sustainability and Human Resource Manager		X		X		X		x		X			X

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
1.2.5.1	Develop/adopt and implement a 'Scheme of Services' for systematic compensation and career growth plan		Director Economic Sustainability and Human Resource Manager		X	X	X										
1.2.5.2	Introduce a performance-based remuneration and incentive system		Director Economic Sustainability and Human Resource Manager		X	X	X	X	X	X	X	X	X	X	X	X	X

### **Focal Area 5:3 Strengthen Financial Management System**

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
<b>1.3</b>	<b>Enhancing oversight on financial management, internal controls and systems</b>	<b>oversight on financial management, internal controls and systems enhanced</b>	<b>Director of finance and Administration</b>	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.3.1	Develop and implement risk management framework	Risk management framework is developed and implemented	Director of Finance and Administration			X	X	X	X	X	X	X	X	X	X	X	X
1.3.2	Provide reliable, timely and useful financial and managerial data needed to support operating, budgeting and policy decision	Reliable, timely and useful financial and managerial data available throughout the year.	Manager Kurasini Centre	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.3.3	Conduct monthly stocktaking	<ul style="list-style-type: none"> <li>Monthly report produced and submitted to Director of Economic Sustainability and Finance and Administration</li> <li>Availability of the required stock throughout the year</li> </ul>	Manager Kurasini Centre	X	X	X	X	X	X	X	X	X	X	X	X	X	X

### 3. DAKAWA FARM

#### Focal area 5.1: Production and Marketing

##### Project name 5.1.1: Dairy Farming

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
2.1	<b>Improved production capacity of dairy farming project</b>	Increased milk production from 6 to 15ltrs per day per milking cow	Farm Manager	X	X	X	X		X	X	X		X	X	X
2.1.1	Identification and grouping animals according to their productivities	Highly produced animals are retained (yielding +4) for milk production.	Farm Manager		X	X			X				X	X	
2.1.2	Preparation of quality feed	Improved feed quality and quantity by 30%	Farm Manager		X	X	X	X	X	X	X	X	X	X	X
	• Identification of available feed in the locality		Farm Manager		X	X									
	• Develop feed formulation		Farm Manager		X	X									
	• Clear land for pasture production from 250 to 500 acres		Farm Manager			X	X	X							
	• Construct 12 paddocks							X	X	X	X				
	• Increase growing of maize and sunflower from 50 to 150 acres respectively						X								
	• Collect and transport manure from the BOMAs to fields		Farm Manager		X	X			X	X				X	X
	• Procure fertilisers from identified vender			X	X			X	X			X	X		
2.1.3	Develop land use plan	Operationalization of land use plan													
	• Open farm fire break roads		Farm manager			X	X	X							
	• Develop a schedule for farm fire break roads repairing and grading		Farm Manager		X	X	X								
	• Develop terms of reference for land use plan exercise				X	X									
	• Search and engage an expert to execute an assignment				X	X									
	• Submit report and plan for approval						X								
2.1.4	Construct 10 water troughs in the paddocks	Increased water availability through out the time	Farm Manager		X	X	X	X							
2.1.5	Construct hay barn/silos for feeds storage	1 hay burn with high capacity constructed and feed stored	Farm Manager			X	X	X							

SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
2.1.6	Procure hay cutting machine	Hay cutting machine procured and in operations	Director of Finance and Administration			X	X	X										
2.1.7	Procure feeds mixing machine	Feeds mixing machine procured	Director of Finance and Administration				X	X	X									
2.1.8	Procure two milk chilling tanks (3000ltrs and 5000ltrs capacity).	Milk chilling tanks in place	Director of Finance and Administration				X	X										
2.1.9	Construct milking parlour with 24heads capacity	Milking parlour in place	Farm manager					X	X	X	X							
2.1.10	Procure two (2) automated 12 stations milking machines	A functional automated milking system in place	Director of Finance and Administration					X	X	X								
2.1.11	Construct feed troughs	Feed troughs constructed	Farm Manager					X	X	X	X							
2.1.12	Increase the number of dairy cows bred locally	<ul style="list-style-type: none"> <li>Increased milking cows from 200 to 300</li> <li>Increased conception rate from 80% to 95%</li> </ul>	Farm Manager			X	X	X	X									
	• Identify the right breed for breeding		Farm manager			X	X											
	• Replace the old existing bulls with young ones		Farm Manager		X	X	X											
	• Search the right semen and bulls from breeding institutions or companies		Farm manager			X	X											
	• Procure the identified semen and bulls		Director of Finance and Administration		X	X	X											
	• Procure breeding calendar		Farm manager			X	X											
	• Develop breeding calendar		Farm manager			X	X											
	• Synchronise and inseminate the plan number		Farm manager	X	X	X	X	X										
	• Procure the 5 calf feeding buckets				X	X												
2.1.13	Construct four bulls' house to control breeding	Four bulls Shed constructed	Farm Manager	X	X	X												
2.1.14	Construct of maternity ward with 8 partitions	Maternity ward with 8 partitions constructed	Farm Manager	X	X	X												
2.1.15	Construct of calf sheds with 20 partitions	calf sheds with 20 partitions constructed	Farm Manager	X	X	X												
2.1.16	Maintain Healthy and security of animals	Survival rate is increased from 90% to 95%	Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	• Make continuously check of the animals		Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	• Diagnose the animals and treat		Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	• Monitor and continue with treatment to sick animals		Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	• Maintain routine vaccination as per plan		Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	• Construct the fence around the 550acres of farm A where animals are kept.		Farm Manager			X	X	X	X									
	• Construct the dip at farm A		Farm Manager		X	X												

SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
2.1.17	Install water supply and irrigation system	Water is available for irrigation works through-out the year.	Director of Finance and Administration				X	X		X								
	<ul style="list-style-type: none"> <li>Develop terms of reference for water supply and irrigation system</li> </ul>					X												
	<ul style="list-style-type: none"> <li>Identify a competent expert</li> </ul>					X												
	<ul style="list-style-type: none"> <li>Engage the expert to execute the assignment</li> </ul>					X												
	<ul style="list-style-type: none"> <li>Identify water sources</li> </ul>					X	X											
	<ul style="list-style-type: none"> <li>Submit water sources report with recommendations for approval</li> </ul>						X											
	<ul style="list-style-type: none"> <li>Work out to get water use rights from the authority</li> </ul>							X	X									
	<ul style="list-style-type: none"> <li>Identify mode of irrigation and type of equipment to be used.</li> </ul>							X	X	X								
	<ul style="list-style-type: none"> <li>Develop irrigation system layout plan</li> </ul>							X	X									
	<ul style="list-style-type: none"> <li>Procure irrigation equipment</li> </ul>							X	X									
	<ul style="list-style-type: none"> <li>Develop and construct the line of water to the farm and irrigation system to the field</li> </ul>						X	X		X								
	<ul style="list-style-type: none"> <li>Drill 3 boreholes at farm C for pasture production</li> </ul>		Farm Manager			X	X			X	X			X	X			
2.1.18	Input Supply	Inputs are available at the farm in time		X	X	X	X	X		X	X	X		X	X			
	<ul style="list-style-type: none"> <li>Identify the types of inputs required with their costs</li> </ul>		Farm Manager		X													
	<ul style="list-style-type: none"> <li>Identify vendors for the supply of the inputs</li> </ul>				X													
	<ul style="list-style-type: none"> <li>Contract the qualified vendors for supply of inputs.</li> </ul>				X													
2.1.18	Improve farm infrastructure	Farm structures repaired and replaced.	Farm Manager	X	X	X	X	X		X	X	X		X	X			
	<ul style="list-style-type: none"> <li>Identify key resources (farm machineries/implements) that require rehabilitation or replacement and indicative costs</li> </ul>		Farm Manager		X	X												
	<b>Appropriate marketing strategies to maintain positive steady growth yearly operationalized</b>	Sales growth rate is increased by 5% on quarterly basis.	Director of Economic Sustainability		X	X	X	X										

SN	Expected Result / Activity	Target	Responsible Person	Timeframe															
				Year 1				Year 2				Year 3							
				I	II	III	IV	I	II	III	IV	I	II	III	IV				
2.2.1	Commercialization of the farm	The farm is operating as the business entity.	Director of Economic Sustainability & DFA																
	<ul style="list-style-type: none"> <li>Prepare the required information and documents for registration of the farm</li> </ul>			X	X														
	<ul style="list-style-type: none"> <li>Register the farm to BRELA as the business entity</li> </ul>			X	X														
	<ul style="list-style-type: none"> <li>Register the farm to TFDA</li> <li>Register the farm to the Tanzania Milk Board</li> </ul>			X	X														
2.2.2	Develop marketing strategies	To meet demand	Farm manager DOES and DFA																
2.2.2.1	Engage Small scale Dairy farmers to meet milk supply reequipments		Farm Manager																
	<ul style="list-style-type: none"> <li>Identify potential small scale dairy farmers</li> </ul>		Farm Manager			X	X												
	<ul style="list-style-type: none"> <li>Enter in to contract with small scale dairy farmers</li> </ul>		Farm Manager			x	x												
	<ul style="list-style-type: none"> <li>Develop training programs for the small scale dairy farmers to improve quality and quantity per identified groups (Transporters and Maasai women groups)</li> </ul>		Farm Manager				x												
	<ul style="list-style-type: none"> <li>Search for partners to support training program for economic empowerment for Maasai women</li> </ul>		Farm Manager				x												
	<ul style="list-style-type: none"> <li>Conduct training to the identified groups on quarterly bases</li> </ul>		Farm Manager					x	x			x	x						
	<ul style="list-style-type: none"> <li>Support groups on improving of the local breed by AI/ bulls with high milk production at reasonable price.</li> </ul>		Farm Manager						X			X							
	<ul style="list-style-type: none"> <li>Assist small scale dairy farmers with formal markets to improve milk price in the market</li> </ul>	Milk price top up	Farm Manager						X			X	X	X	X				

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
	<ul style="list-style-type: none"> <li>Encourage farmers to use mobile milk testing kits</li> </ul>	Quality milk is delivered to the market	Farm Manager				X										
2.2.2.2	Develop the websites, brochures, emails, social media,	Brand for Dairy products is developed and known to all stakeholders	TEC IT Manager					X	X	X	X						
2.2.2.3	Develop brand for Dairy products		Farm Manager														
	<ul style="list-style-type: none"> <li>Procure dispensing machine</li> </ul>		DFA		X												
	<ul style="list-style-type: none"> <li>Procure pasteurization machine</li> </ul>		DFA		X												
	<ul style="list-style-type: none"> <li>Procure milk separator</li> </ul>		DFA		X												
	<ul style="list-style-type: none"> <li>Renting the room for pasteurised milk shop</li> </ul>		Farm Manager														

### Focal area 5.1: Production and Marketing

#### Project name 5.1.2 Poultry Farming

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
2.2.2	<b>Improved production capacity of poultry- layers project</b>	Increased eggs production from 7 to 50 trays per day	Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.2.2.1	Increase the number of chickens	Increased number of chicken layer from 270 to 2000 chickens			X	X	X										
	<ul style="list-style-type: none"> <li>Identify the right breed of chicken with high yielding capacity and diseases resistant</li> </ul>				X												
	<ul style="list-style-type: none"> <li>Identification of suppliers of chicks with the identified breed</li> </ul>		Farm Manager		X	X											
	<ul style="list-style-type: none"> <li>Develop the procurement and delivery plan</li> </ul>				X												
	<ul style="list-style-type: none"> <li>Procure the chicks according to the plan</li> </ul>				X	X	X										
	<ul style="list-style-type: none"> <li>Procure 70pcs of automated drinkers</li> </ul>				X	X											
	<ul style="list-style-type: none"> <li>Procure the 500ltrs capacity tank</li> </ul>					X											
2.2.2.2	Preparation of quality feed	Improved feed quality and quantity by 20%	Farm Manager		X	X											
	<ul style="list-style-type: none"> <li>Identification of available feed in the locality</li> </ul>				X	X											
	<ul style="list-style-type: none"> <li>Develop feed formulation</li> </ul>				X	X											
	<ul style="list-style-type: none"> <li>Mix up the feeds and packaging</li> </ul>												X		X	X	



SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
	<ul style="list-style-type: none"> <li>Develop a vegetable garden for greens production</li> <li>Collect and transport manure from the BOMAs to fields</li> </ul>				X								X	X	X	X
									X	X	X		X	X	X	X
2.2.2.3	Procure feeds mixing machine	Feeds mixing machine procured			X											
2.2.2.4	Maintain Healthy and security of chickens	Survival rate is increased from 90% to 96%	Farm Manager		X				X	X	X		X	X	X	X
	<ul style="list-style-type: none"> <li>Make continuously check of the chickens</li> </ul>		Farm Manager		X				X	X	X		X	X	X	X
	<ul style="list-style-type: none"> <li>Diagnose the chicken from chicks to layers stage and treat</li> </ul>		Farm Manager		X				X	X	X		X	X	X	X
	<ul style="list-style-type: none"> <li>Monitor and continue with treatment to sick chickens</li> </ul>		Farm Manager	X	X				X	X	X		X	X	X	X
	<ul style="list-style-type: none"> <li>Maintain routine vaccination as per plan</li> </ul>		Farm Manager	X	X				X	X	X		X	X	X	X
2.2.2.5	Chemical Supply	Inputs are available at the farm in time		X	X				X	X	X		X	X	X	X
	<ul style="list-style-type: none"> <li>Identify the types of chemical required with their costs</li> </ul>		Farm Manager	X	X				X	X	X		X	X	X	X
	<ul style="list-style-type: none"> <li>Identify vendors for the supply of the inputs</li> </ul>		Farm Manager	X	X											
	<ul style="list-style-type: none"> <li>Contract the qualified vendors for supply of inputs.</li> </ul>		Farm Manager	X	X											
2.2.2.6	<b>Appropriate marketing strategies to maintain positive steady growth yearly operationalised</b>	Sales growth rate is increased by 5% on quarterly basis.	Farm Manager	X					X	X	X		X	X	X	X

**Focal area 5.1: Production and Marketing**

**Project name 5.1.3 Pork Production**

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
2.2.3	<b>Improved production of pork production project</b>	Increased production from 38 to 500 pigs	Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Identify the right breed of pig with high met yielding capacity	The breeding stock is increased from 4 to 50sows.	Farm Manager		X	X											
	Identification of suppliers of piglets/growers with the identified breed		Farm Manager		X	X											
	Develop the procurement and delivery plan		Farm Manager		X	X											
	Procure 25heads growers as breeding stock		Farm Manager			X	X										
	Procure the 1000ltrs capacity tank		Farm Manager			X	X										
2.2.3.1	Preparation of quality feed <ul style="list-style-type: none"> <li>• Identification of available feed in the locality</li> <li>• Develop feed formulation</li> </ul>		Improved feed quality and quantity by 25%	Farm manager		X	X										
	• Mix up feeds and packaging	Farm manager			X	X											
	• Construct one building with 25 partitions	Farm manager			X	X											
	• Collect and transport manure from the BOMAs to fields	Farm manager			X	X	X	X	X		X	X	X	X	X	X	X
2.2.3.2	Maintain Healthy and security of animals <ul style="list-style-type: none"> <li>• Make continuously check of the animals</li> <li>• Diagnose the animals and treat</li> </ul>	Survival rate is increased from 90% to 95%		Farm Manager		X	X	X	X	X	X	X	X	X	X	X	X
	• Monitor and continue with treatment to sick animals			Farm manager		X	X	X	X	X	X	X	X	X	X	X	X
	• Maintain routine vaccination as per plan		Farm manager		X	X	X	X	X		X	X	X	X	X	X	
2.2.3.2	<b>Appropriate marketing strategies to maintain positive steady growth yearly operationalised</b>		Sales growth rate is increased by 5% on quarterly basis.	Farm Manager													

**Focal area 5.2: Human Resource**

**Project Name: Dairy, Poultry and Pork**

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
2.3	<b>Promoted culture of high productivity and retention of staff through adoption/development of appropriate policies and tools to accomplish the set goal</b>	Staff are self-driven to perform the set tasks	Human Resource Officer	X	X	X	X	X	X	X	X	X	X	X	X	X
2.3.1	• Identify appropriate policies and tools	Appropriate policy and tools are identified	Human Resource Officer		X											
	• Review the existing policy and tools to match with the farm working environment.	Existing policy and tools reviewed	Human Resource Officer				X									
	• Adopt the reviewed policies and tools	The reviewed policy and tools adopted	Human Resource Officer				X	X								
2.3.2	<b>Improved performance of personnel through proper measurement, enhancement and monitoring in line with reviewed organogram for each IGU for ensuring that all relevant positions are filled, and staff retained</b>		Human Resource Officer		X	X	X	X	X	X	X	X	X	X	X	X
2.3.3	Review the organogram (including clear lines of accountability) that is in lined to strategic orientation of the secretariat	Revised Organogram and job description are operationalised	Human Resource Officer		X	X	X									
	• Share and discuss the draft organogram with the management team				X	X	X									
	• Review job description as per reviewed organogram					X	X									
	• Seek approval for the reviewed organogram and job description						X	X								
	• Orient staff on their respective job description in the new organogram							X								
2.3.4	Develop Collective Bargaining Agreement (CBA) for farm workers	The signed CBA operationalised	Human Resource Officer		X	X	X									
	• Conduct meetings between the parties responsible (TEC, TPWAU, workers representatives)				X	X										
	• Prepare the CBA document to parties for their input					X	X									

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
	<ul style="list-style-type: none"> <li>Discuss and sign it with the Workers union for implementation</li> </ul>	The signed CBA operationalized					X									
	<ul style="list-style-type: none"> <li>Review staff contracts</li> </ul>	Staff contracts reviewed and signed					X									
2.3.5	Conduct staff performance appraisal	Annual targets are set as a basis for quarterly assessment	DOES& Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Set agreeable and measurable targets with each staff</li> </ul>				X	X										
	<ul style="list-style-type: none"> <li>Carry out staff performance appraisal on quarterly basis</li> </ul>	Performance appraisal are carried out according to the schedule				X			X					X		
	<ul style="list-style-type: none"> <li>Develop staff training plan</li> </ul>	Annual staff plan developed in line with identified training needs and prioritized according to the set annual budget			X	X										
	<ul style="list-style-type: none"> <li>Train staff as per developed plan</li> </ul>	Staff receive training as per approved training plan		X	X	X	X	X	X	X	X	X	X	X	X	X
2.3.6	Conduct quarterly staff meeting	Resolutions of the meetings are implemented	Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
2.3.7	Improve living conditions of the workers		Farm manager													
	<ul style="list-style-type: none"> <li>Develop survey of all industrial and residential buildings to prepare a schedule for repair and maintenance</li> </ul>	The schedule for repair is developed			X	X	X									
	<ul style="list-style-type: none"> <li>Develop costs for renovations</li> </ul>	The costs are developed				X	X	X								
	<ul style="list-style-type: none"> <li>Renovate the buildings to bring them back to the suitable conditions</li> </ul>	The buildings are in suitable conditions for living					X	X			X	X				X
	<ul style="list-style-type: none"> <li>Build new staff houses</li> </ul>	The staffs have residences.									X				X	

**Focal area 5.3: Strengthen Financial Management System**

**Project Name: Dairy, Poultry and Pork**

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
2.4	Institute appropriate financial controls to ensure the accuracy of reporting, eliminating fraud and protecting the IGU' resources	The availability of funds to run the projects and the secretariat guaranteed.	Farm Manager		X			X	X							X	
2.4.1	Develop annual budget and cash flow projections	Budget is operationalised	Farm Manager		X							X					
	<ul style="list-style-type: none"> <li>Search prices and costs for the items, implements, inputs and labour</li> </ul>	Price list is developed	Farm Manager									x					x
	<ul style="list-style-type: none"> <li>Design the income budget to return a surplus each year to provide further safety margin against volatility of production and expansion to new investment.</li> </ul>	Urgent needs of the short term needs particularly at such difficult times are taken care of.															
2.4.2	Improve record keeping and analysis, inventory and stock management to enhance the profitability, liquidity and solvency of each IGU	Proper records are put for decision making	Farm Manager					X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Develop cash count forms</li> </ul>	Cash count forms are available	Farm Manager														
	<ul style="list-style-type: none"> <li>Develop inventory for assets/stocks</li> </ul>	All assets/stocks are recorded in the books	Farm Manager														
	<ul style="list-style-type: none"> <li>Update account book</li> </ul>	Accounts book updated	Farm Manager						X	X	X	X	X	X			X
	<ul style="list-style-type: none"> <li>Prepare the stores books</li> </ul>	Stores books are available	Farm Manager														

## 4. Oldeani Farm

Focal area 5.1: Production and Marketing

Project Name: Coffee

SN	Expected Result / Activity	Target	Responsible Person	Timeframe														
				Year 1				Year 2				Year 3						
				I	II	III	IV	I	II	III	IV	I	II	III	IV			
3.1	<b>Improved production capacity of coffee farming project</b>	Increased coffee productivity from 400 to 650kgs per acre.	Farm Manager		X	X	X			X	X	X			X	X	X	
3.1.1	Increase plant population	Plant population increased from 85% to 95%.	Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Develop a program for replanting needs and link it to nursery provision</li> </ul>				X													
	<ul style="list-style-type: none"> <li>Plant according to the established needs using the good agricultural practices to achieve the goal</li> </ul>				X	X			X	X					X	X		
	<ul style="list-style-type: none"> <li>Construct the electrical fence for protecting animal intrusion</li> </ul>									X	X							
3.1.2	Improve the crop nutrition of coffee		Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Translate the soil analysis results</li> </ul>				X		X											
	<ul style="list-style-type: none"> <li>Develop fertilizer requirements according to the soil analysis results</li> </ul>				X		X					X						
	<ul style="list-style-type: none"> <li>Identify suppliers of fertilizers</li> </ul>				X		X					X						
	<ul style="list-style-type: none"> <li>Procure the required amount of fertilizer from identified vender.</li> </ul>				X				X						X			
	<ul style="list-style-type: none"> <li>Collect and transport manure from the BOMAs to coffee fields</li> </ul>			X				X						X				
	<ul style="list-style-type: none"> <li>Procure 100 fertilizer application cups</li> </ul>				X				X						X			
	<ul style="list-style-type: none"> <li>Apply fertilizer and manure according to the developed map</li> </ul>					X				X						X		
3.1.3	Repair and maintain water supply and irrigation system	Increased water availability throughout the time			X	X	X	X	X	X								
	<ul style="list-style-type: none"> <li>Procure irrigation equipment needed</li> </ul>		DFA		X													
	<ul style="list-style-type: none"> <li>Procure die machine</li> </ul>		DFA		X	X												
	<ul style="list-style-type: none"> <li>Develop and construct the line of water to the farm and irrigation system to the field</li> </ul>		Farm Manager				X											

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
	<ul style="list-style-type: none"> <li>Construct the irrigation dam</li> </ul>		Farm Manager				X	X	X	X							
3.1.4	Improve farm infrastructure			X	X	X	X	X	X								
	<ul style="list-style-type: none"> <li>Identify key resources (farm machineries/implements) that require rehabilitation or replacement and indicative costs</li> </ul>		Farm Manager		X	X	X										
	<ul style="list-style-type: none"> <li>Develop a schedule for farm roads repairing and grading</li> </ul>		Farm Manager			X											
	<ul style="list-style-type: none"> <li>Develop survey of all industrial and residential buildings to prepare a schedule for repair and maintenance</li> </ul>					X	X	X									
	<ul style="list-style-type: none"> <li>Repair and maintain the buildings</li> </ul>						x	x	x	x							
3.1.5	Procure the Input	Inputs are available at the farm in time	DFA & Farm Manager	x	x	X	X	X	X	X	X	X	X	X	X	X	
	<ul style="list-style-type: none"> <li>Identify the types of inputs required with their costs</li> </ul>			X	X			X	X				X	X			
	<ul style="list-style-type: none"> <li>Identify suppliers for the deliverance of the inputs</li> </ul>				X				X					X			
	<ul style="list-style-type: none"> <li>Identify suppliers to deliver the agricultural farm input in time</li> </ul>				X				X					X			
3.1.6	Processing of coffee		Farm Manager														
	<ul style="list-style-type: none"> <li>Train the workers on operating the pulping machine</li> </ul>					X	X				X	X			X	X	
	<ul style="list-style-type: none"> <li>Train staff in processing techniques including awareness of quality related issues</li> </ul>					X	X				X	X			X	X	
	<ul style="list-style-type: none"> <li>Procure backup generator</li> </ul>				X	X	X										
	<ul style="list-style-type: none"> <li>Construct the drying rakes</li> </ul>					X	X										
	<ul style="list-style-type: none"> <li>Procure the plastic sheeting for drying rakes</li> </ul>					X	X										
3.1.7	Develop the reputation for producing quality coffee consistently in large amounts to attract buyers		Farm Manager	X	X	X	X		X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Identify the other nearby farms which export coffee</li> </ul>				X	X											
	<ul style="list-style-type: none"> <li>Establish relationship with nearby farms which export coffee</li> </ul>					X	X										

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
	<ul style="list-style-type: none"> <li>Develop brand for the product</li> </ul>						X	X	X						
	<ul style="list-style-type: none"> <li>Develop plan for value addition and packaging with indicative costs</li> </ul>						X	X	X						
	<ul style="list-style-type: none"> <li>Procure Grinding machine</li> </ul>								X	X					
	<ul style="list-style-type: none"> <li>Procure the packaging materials</li> </ul>								X	X					

Project Name: Annual Crops (Maize and Wheat)

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
3.1.2	<b>Improved production capacity of Annual crops project</b>	Increased productivity per acre,( maize from 790 to 1200kgs and wheat 600 to 800kgs)	Farm Manager	X	X	X	X	X	X	X	X	X	X		
3.1.2.1	Increase plant population	Plant population increased from 85% to 95%.	Farm Manager		X	X									
	<ul style="list-style-type: none"> <li>Develop a program for refilling gaps in case of poor germination</li> </ul>					X					X				
3.1.2.2	Procure the Input - Chemicals	Inputs are available at the farm in time	DFA & Farm Manager												
	<ul style="list-style-type: none"> <li>Identify the types of inputs required with their costs</li> </ul>			X			X			X					
	<ul style="list-style-type: none"> <li>Identify suppliers for the deliverance of the inputs</li> </ul>				X			X							
	<ul style="list-style-type: none"> <li>Identify suppliers to deliver the agricultural farm input in time</li> </ul>				X			X							
	<ul style="list-style-type: none"> <li>Procure Storage 2000 bags of +100kg capacity</li> </ul>					X			X			X			
	Products processing					X			X			X			
	<ul style="list-style-type: none"> <li>Identify milling machines</li> </ul>					X			X			X			
	<ul style="list-style-type: none"> <li>Procure packaging materials</li> </ul>					X			X			X			
3.1.2.3	Develop marketing strategies														
	<ul style="list-style-type: none"> <li>Identify the new customers</li> </ul>				X	X	X	X	X	X	X	X			
	<ul style="list-style-type: none"> <li>Establish relationship with nearby schools, hospitals, institutions</li> </ul>				X	X									
	<ul style="list-style-type: none"> <li>Develop brand for the product</li> </ul>				X	X									
	<ul style="list-style-type: none"> <li>Prepare brochures</li> </ul>				X	X	X								



Project name: Dairy Farming

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
3.1.3	<b>Improved production capacity of dairy farming project</b>	Increased milk production from 3 to 6ltrs per day per milking cow	Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	
3.1.3.1	Preparation of quality feed	Improved feed quality and quantity by 30%	Farm Manager		X	X	X	X	X	X	X	X	X	X	X	X	
	<ul style="list-style-type: none"> <li>• Identification of available feed in the locality</li> </ul>				X												
	<ul style="list-style-type: none"> <li>• Develop feed formulation</li> </ul>				X												
	<ul style="list-style-type: none"> <li>• Maintain growing of maize</li> </ul>					X	X										
	<ul style="list-style-type: none"> <li>• Collect and transport manure from the BOMAs to fields</li> </ul>			X				X				X					
	<ul style="list-style-type: none"> <li>• Procure fertilisers from identified vender</li> </ul>			X	X												
3.1.3.2	Construct hay barn/silos for feeds storage	1 hay burn with high capacity constructed and feed stored	Farm Manager					X	X	X							
3.1.3.3	Procure hay cutting machine	Hay cutting machine procured and in operations	DFA			X	X										
3.1.3.4	Procure hay balling machine	Feeds mixing machine procured	DFA			X	X										
3.1.3.5	Construct milking parlour with 12 heads capacity	Milking parlour in place	DFA			X	X	X	X								
3.1.3.6	Increase the number of dairy cows bred locally	<ul style="list-style-type: none"> <li>• Increased milking cows from 70 to 100</li> <li>• Increased conception rate from 80% to 95%</li> </ul>	Farm Manager			X	X	X	X	X	X	X	X	X	X	X	
	<ul style="list-style-type: none"> <li>• Identify the right breed for breeding</li> </ul>				X												
	<ul style="list-style-type: none"> <li>• Replace the old existing bulls with young ones</li> </ul>					X	X										
	<ul style="list-style-type: none"> <li>• Search the right semen and bulls from breeding institutions or companies</li> </ul>					X	X										
	<ul style="list-style-type: none"> <li>• Develop breeding calendar</li> </ul>						X	X									
3.1.3.7	Maintain Healthy and security of animals	Survival rate is increased from 90% to 95%	Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	
	<ul style="list-style-type: none"> <li>• Make continuously check of the animals</li> </ul>			X	X	X	X	X	X	X	X	X	X	X	X	X	
	<ul style="list-style-type: none"> <li>• Diagnose the animals and treat</li> </ul>			X	X	X	X	X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> <li>• Monitor and continue with treatment to sick animals</li> </ul>			X	X	X	X	X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> <li>• Maintain routine vaccination as per plan</li> </ul>				X	X			X	X			X	X			
	<ul style="list-style-type: none"> <li>• Construct the dip in the farm</li> </ul>			X	X	X											
3.1.3.8	Input Supply	Inputs are available at the farm in time	Farm Manager														
	<ul style="list-style-type: none"> <li>• Identify the types of inputs required with their costs</li> </ul>						X	X			X	X					
	<ul style="list-style-type: none"> <li>• Identify vendors for the supply of the inputs</li> </ul>										X	X					

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
	<ul style="list-style-type: none"> <li>Contract the qualified vendors for supply of inputs.</li> </ul>			X	X			X	X			X	X		
3.1.3.9	<b>Appropriate marketing strategies to maintain positive steady growth yearly operationalised</b>	Sales growth rate is increased by 5% on quarterly basis.		X	X	X	X	X	X	X	X		X	X	X
3.1.3.10	Develop marketing strategies	To meet demand													

### Focal area 5.2: Human Resource

SN	Expected Result / Activity	Target	Responsible Person	Timeframe											
				Year 1				Year 2				Year 3			
				I	II	III	IV	I	II	III	IV	I	II	III	IV
3.2	<b>Promoted culture of high productivity and retention of staff through adoption/development of appropriate policies and tools to accomplish the set goal</b>	Staff are self-driven to perform the set tasks	Human Resource	X	X	X	X	X	X	X	X		X	X	X
3.2.1	<ul style="list-style-type: none"> <li>Identify appropriate policies and tools</li> </ul>	Appropriate policy and tools are identified	Human Resource		X	X									
	<ul style="list-style-type: none"> <li>Review the existing policy and tools to match with the farm working environment.</li> </ul>	Existing policy and tools reviewed	Human Resource		X	X									
	<ul style="list-style-type: none"> <li>Adopt the reviewed policies and tools</li> </ul>	The reviewed policy and tools adopted	Human Resource			X	X								
3.2.1.1	<b>Improved performance of personnel through proper measurement, enhancement and monitoring in line with reviewed organogram for each IGU for ensuring that all relevant positions are filled, and staff retained</b>		Human Resource		X	X	X	X	X	X	X		X	X	X
3.2.1.2	Review the organogram (including clear lines of accountability) that is in lined to strategic orientation of the secretariat	Revised Organogram and job description are operationalized	Human Resource		X	X	X								
	<ul style="list-style-type: none"> <li>Share and discuss the draft organogram with the management team</li> </ul>		Human Resource		X	X	X								
	<ul style="list-style-type: none"> <li>Review job description as per reviewed organogram</li> </ul>		Human Resource			X	X								
	<ul style="list-style-type: none"> <li>Seek approval for the reviewed organogram and job description</li> </ul>		Human Resource												

SN	Expected Result / Activity	Target	Responsible Person	Timeframe													
				Year 1				Year 2				Year 3					
				I	II	III	IV	I	II	III	IV	I	II	III	IV		
	<ul style="list-style-type: none"> <li>Orient staff on their respective job description in the new organogram</li> </ul>		Human Resource					X									
3.2.1.3	Develop Collective Bargaining Agreement (CBA) for farm workers	The signed CBA operationalized	Human Resource		X	X	X										
	<ul style="list-style-type: none"> <li>Conduct meetings between the parties responsible(TEC, TPWAU, workers representatives)</li> </ul>		Human Resource		X	X											
	<ul style="list-style-type: none"> <li>Prepare the CBA document to parties for their input</li> </ul>		Human Resource			X	X										
	<ul style="list-style-type: none"> <li>Discuss and sign it with the Workers union for implementation</li> </ul>	The signed CBA operationalized	Human Resource				X										
	<ul style="list-style-type: none"> <li>Review staff contracts</li> </ul>	Staff contracts reviewed and signed	Human Resource				X	X									
3.2.1.4	Conduct staff performance appraisal	Annual targets are set as a basis for quarterly assessment	Human Resource	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> <li>Set agreeable and measurable targets with each staff</li> </ul>		Human Resource		X	X											
	<ul style="list-style-type: none"> <li>Carry out staff performance appraisal on quarterly basis</li> </ul>	Performance appraisal are carried out according to the schedule	Human Resource			X				X						X	
	<ul style="list-style-type: none"> <li>Develop staff training plan</li> </ul>	Annual staff plan developed in line with identified training needs and prioritized according to the set annual budget	Human Resource		X	X											
	<ul style="list-style-type: none"> <li>Train staff as per developed plan</li> </ul>	Staff receive training as per approved training plan	Human Resource		X	X		X	X								
3.2.1.5	Conduct quarterly staff meeting	Resolutions of the meetings are implemented	Human Resource		X	X											
3.2.1.6	Improve living conditions of the workers		Farm Manager	X	X	X	X	X	X	X	X						
	Develop survey of all industrial and residential buildings to prepare a schedule for repair and maintenance	The schedule for repair is developed	Farm Manager		X	X	X										
	Develop costs for renovations	The costs are developed	Farm Manager			X	X	X									
	Renovate the buildings to bring them back to the suitable conditions	The buildings are in suitable conditions for living	Farm Manager				X	X									
	Build new staff houses	The staffs have residences.	Farm Manager									X	X				

### Focal area 5.3: Strengthen Financial Management System

SN	Expected Result / Activity	Target	Responsible Person	Timeframe												
				Year 1				Year 2				Year 3				
				I	II	III	IV	I	II	III	IV	I	II	III	IV	
3.3	Institute appropriate financial controls to ensure the accuracy of reporting, eliminating fraud and protecting the IGU' resources	The availability of funds to run the projects and the secretariat guaranteed.	Farm Manager	X	X	X	X	X	X	X	X	X	X	X	X	X
3.3.1	Devise the budget to allow farm to undertake its core functions based on production planning to ensure sustainability		Farm Manager		X	X										
3.3.2	<ul style="list-style-type: none"> <li>Design the income budget to return a surplus (.....%) each year to provide further safety margin against volatility of production and expansion to new investment.</li> </ul>	Urgent needs of the short term needs particularly at such difficult times are taken care of.	Farm Manager		X	X										
3.3.3	Improve record keeping and analysis, inventory and stock management to enhance the profitability, liquidity and solvency of each IGU		Farm Manager/DFA													
	<ul style="list-style-type: none"> <li>Develop cash count forms</li> </ul>		Farm Manager/DFA		X	X										
	<ul style="list-style-type: none"> <li>Develop inventory</li> </ul>		Farm Manager/DFA		X	X										
	<ul style="list-style-type: none"> <li>Update account book</li> </ul>		Farm Manager/DFA		X	X										
	<ul style="list-style-type: none"> <li>Develop annual budget and cash flow projections</li> </ul>		Farm Manager/DFA		X	X	X	X								
	<ul style="list-style-type: none"> <li>Improve external auditor report</li> </ul>						X	X								

## 5. Clearing and Forwarding Company

### Focal area 5.4: Business Planning

SN	Expected Result / Activity	Target	Responsible Person	Timeframe															
				Year 1				Year 2				Year 3							
				I	II	III	IV	I	II	III	IV	I	II	III	IV				
4.1	Comprehensive business plan developed (to include investment plan, operational plan, personnel and capacity building plan, marketing plan, cash flow and profit projections etc).	Viable and fundable business plan developed and approved for the company	Director Economic Sustainability	X	X														
4.1.1	Seek approval for business plan	Business plan approved			X														

### Focal area 5.5: Effective implementation of business plan

SN	Expected Result / Activity	Target	Responsible Person	Timeframe															
				Year 1				Year 2				Year 3							
				I	II	III	IV	I	II	III	V	I	II	III	IV				
4.2	Funds to execute business plan secured	Funding to implement approved business plan secured	Secretary General			X	X												
4.2.1	Operationalisation and close (financial and performance) monitoring / steering of business plans	The business plan is put into effective operation	Director Economic Sustainability				X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.1.1	Put business plan into operation	The business plan is put into operation in line with set timetable	Manager Clearing and Forwarding				X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.1.2	Develop a checklist to track the performance	An effective tool to monitor and track performance is available	Director Economic Sustainability				X												
4.2.1.3	Supervise and monitor implementation of business plan	Implementation of the business plan is closely supervised and monitored; and timely corrective action (where necessary) is taken	Director Economic Sustainability				X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.1.4	Prepare Quarterly reports on progress and performance	Quarterly progress reports are prepared on implementation status of business plan and performance of the company as basis for decision taking on follow-up	Manager Clearing and Forwarding				X			X				X					X

## 6. Catholic Publishers Limited

### Focal area 5.4: Business Planning

SN	Expected Result / Activity	Target	Responsible Person	Timeframe																			
				Year 1				Year 2				Year 3											
				I	II	III	IV	I	II	III	IV	I	II	III	IV								
5.1	Comprehensive business plan developed (to include investment plan, operational plan, personnel and capacity building plan, marketing plan, cash flow and profit projections etc).	Viable and fundable business plan developed and approved for the company	Director Economic Sustainability	X	X																		
5.1.1	Seek approval for business plan	Business plan approved																					

### Focal area 5.5: Effective implementation of business plan

SN	Expected Result / Activity	Target	Responsible Person	Timeframe																			
				Year 1				Year 2				Year 3											
				I	II	III	IV	I	II	III	IV	I	II	III	IV								
5.1.1	Funds to execute business plan secured	Funding to implement approved business plan secured	Secretary General			X	X																
5.1.1.1	Operationalisation and close (financial and performance) monitoring / steering of business plans	The business plan is put into effective operation	Director Economic Sustainability				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.1.1.1.1	Put business plan into operation	The business plan is put into operation in line with set timetable	Manager CPL				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.1.1.1.2	Develop a checklist to track the performance	An effective tool to monitor and track performance is available	Director Economic Sustainability				X																
5.1.1.1.3	Supervise and monitor implementation of business plan	Implementation of the business plan is closely supervised and monitored; and timely corrective action (where necessary) is taken	Director Economic Sustainability				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
5.1.1.1.4	Prepare Quarterly reports on progress and performance	Quarterly progress reports are prepared on implementation status of business plan and performance of the company as basis for decision taking on follow-up	Manager CPL				X			X					X							X	

## 7. TEC Insurance Brokerage Company

### Focal area 5.4: Business Planning

SN	Expected Result / Activity	Target	Responsible Person	Timeframe															
				Year 1				Year 2				Year 3							
				I	II	III	IV	I	II	III	IV	I	II	III	IV				
4.1	Comprehensive business plan developed (to include investment plan, operational plan, personnel and capacity building plan, marketing plan, cash flow and profit projections etc).	Viable and fundable business plan developed and approved for the company	Director Economic Sustainability	X	X														
4.1.1	Seek approval for business plan	Business plan approved			X														

### Focal area 5.5: Effective implementation of business plan

SN	Expected Result / Activity	Target	Responsible Person	Timeframe															
				Year 1				Year 2				Year 3							
				I	II	III	IV	I	II	III	IV	I	II	III	IV				
4.2	Funds to execute business plan secured	Funding to implement approved business plan secured	Secretary General			X	X												
4.2.1	Operationalisation and close (financial and performance) monitoring / steering of business plans	The business plan is put into effective operation	Director Economic Sustainability				X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.1.1	Put business plan into operation	The business plan is put into operation in line with set timetable	Manager				X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.1.2	Develop a checklist to track the performance	An effective tool to monitor and track performance is available	Director Economic Sustainability				X												
4.2.1.3	Supervise and monitor implementation of business plan	Implementation of the business plan is closely supervised and monitored; and timely corrective action (where necessary) is taken	Director Economic Sustainability				X	X	X	X	X	X	X	X	X	X	X	X	X
4.2.1.4	Prepare Quarterly reports on progress and performance	Quarterly progress reports are prepared on implementation status of business plan and performance of the company as basis for decision taking on follow-up	Manager				X			X				X					X

## M&E Frameworks

### Strategic Objective 1

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
<b>1 Proclamation of the teachings of the Catholic Church on faith and morals, improved</b>  <b>Expected changes:</b> <ul style="list-style-type: none"> <li>Agents of evangelisation (e.g. lay movements and evangelising societies) have started to take up their roles and responsibilities within the new evangelisation concept.</li> <li>Agents of evangelisation have improved access to all crucial doctrines, documents and reference materials that constitute the Teachings of the Church</li> <li>First signs of changes in attitude, behaviour and performance of Diocesan based pastoral agents (i.e. in those Dioceses where the new evangelisation concept is piloted)</li> </ul>				Proxy for commitment of agents of evangelisation: <ul style="list-style-type: none"> <li>by the end of Dec 2018, agents of evangelisation have implemented at least 60% of their agreed action plans</li> </ul> Proxies for access to electronic database: <ul style="list-style-type: none"> <li>At least 500 agents of evangelisation have registered to access the electronic database or have requested hard copies of relevant documents by the end of Dec 2018</li> <li>At least 2500 downloads have been made from the electronic database by the end of Dec 2018</li> </ul> Proxies for effects of new evangelisation in 3 pilot dioceses: <ul style="list-style-type: none"> <li>Increase in number of people participating in Small Christian Communities by Dec 2018</li> <li>Increase in number of people attending and participating in mass / church by the end of Dec 2018</li> </ul>	<ul style="list-style-type: none"> <li>Feedback reports (semi-annual); feedback during successive forums</li> <li>Info from electronic database; records resource centre</li> <li>Results of monitoring visits to pilot dioceses</li> </ul>
1.1	Conceptualising a comprehensive framework for new evangelisation	Pastoral Dir. (all Dept)	Communications Directorate	<ul style="list-style-type: none"> <li>A conceptual framework for the renewed and integrated push towards new evangelisation is developed and approved by Plenary Assembly of Bishops, by the end of June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Conceptual framework</li> <li>Minutes of Plenary Assembly</li> </ul>
1.2	Operationalising selected areas of the conceptual framework	Pastoral Dir. (all Dept)	Communications Directorate	<ul style="list-style-type: none"> <li>A tool box - containing approaches, methods and materials for the selected components/steps of the conceptual framework – is developed and approved by the Plenary Assembly of Bishops, by the end of June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tool box</li> <li>Minutes of Plenary Assembly</li> </ul>



Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
1.3	Piloting the conceptual framework and “tool box” in 3 Dioceses	Pastoral Dir. (all Dept)	Communications Directorate	<ul style="list-style-type: none"> <li>• 3 selected Dioceses have developed integrated pastoral plans, geared towards new evangelisation, by the end of November 2018</li> <li>• 3 selected Dioceses have strengthened the organisational capacity to effectively implement / coordinate their integrated pastoral plans, by the end of November 2018</li> <li>• 3 Dioceses are implementing their integrated pastoral plans, by March 2019</li> <li>• The roll-out is closely monitored to assess strengths and weaknesses, to make adjustments where necessary, and to generate learning for future roll-out, from November 2018 to June 2019.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved integrated pastoral plans of supported Diocese</li> <li>• Report on organisational capacity development of supported Dioceses</li> <li>• Reports on support provided (ToTs etc)</li> <li>• Monitoring reports; reports of reflection meetings</li> </ul>
1.4	Creating awareness	Pastoral Dir. (all Dept)	Communications Directorate	<p>Proxies for sharing conceptual framework in existing forums, congresses and meetings with "agents of evangelisation", to create a common understanding on the whole integrated conceptual framework, to agree on roles/ responsibilities of the “agents of evangelisation” themselves towards the renewed evangelisation push, and to create willingness and enthusiasm to act:</p> <ul style="list-style-type: none"> <li>• at least 9 “awareness creation events” are conducted annually in yr 2 and 3, respectively (making use of existing forums).</li> <li>• “Actors of evangelisation” have developed action plans that outline their contribution towards the renewed push towards evangelisation, by the end of June 2019.</li> </ul> <p>Proxies for sensitisation of the general public (including publicity of success stories of piloting in yr 3) through multi-media:</p> <ul style="list-style-type: none"> <li>• Weekly radio broadcasts (52/year) in yr 2 &amp; 3</li> <li>• Weekly newspaper articles (52/year) in yr 2 &amp; 3</li> <li>• Monthly television programmes (12/year) in yr 2 &amp; 3</li> <li>• Dissemination of posters, flyers &amp; brochures in yr 2 &amp; 3</li> <li>• Calendar in yr 2 &amp; 3 (1/year)</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of awareness creation events (to include: list of participants, photos, developed action plans)</li> <li>• Copies of radio &amp; television broadcasts; newspaper articles; posters, flyers and/or brochures; and calendars</li> </ul>

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
1.5	Improving access to Church doctrines, other relevant documents and reference materials	Pastoral Dir. (all Dept)	Communications Directorate	<p>Proxies for well-equipped and managed resource centre:</p> <ul style="list-style-type: none"> <li>• Crucial church doctrines, documents and reference materials have been collected, catalogued and stored in the resource centre by the end of yr 2; and updated in yr 3</li> <li>• At least 10 documents have been translated into English/Kiswahili annually, in yr 2 &amp; 3</li> <li>• At least 10 documents have been contextualised annually, in yr 2 &amp; 3</li> </ul> <p>Proxies for accessibility:</p> <ul style="list-style-type: none"> <li>• All physical documents of the resource centre are digitalised by the end of Jun 2020</li> <li>• All digital documents are "published" and accessible to pastoral agents by the end of Jun 2020</li> </ul>	<ul style="list-style-type: none"> <li>• List of documents (catalogue)</li> <li>• List of translated documents</li> <li>• List of contextualised documents</li> <li>• Digital database</li> <li>• Electronic resource centre / library</li> </ul>



## Strategic Objective 2

Objective / Main Result Areas	Responsible		Indicators of Change / Performance	Sources of verification
	Main	Supporting		
<p><b>2</b>    <b><i>The management of services delivered by Catholic secondary schools and hospitals, is improved</i></b></p> <p><b><i>Expected changes:</i></b>  <i>Education and health:</i></p> <ul style="list-style-type: none"> <li>• Diocesan education and health departments effectively and efficiently carry out their roles and responsibilities.</li> <li>• Secondary schools and hospitals have improved their accessibility to resource-poor and vulnerable groups (through increased resource base (hospitals) and mechanisms for inclusion of children from resource-poor families (secondary schools)).</li> <li>• Secondary schools and hospitals – both management and staff – exhibit Catholic ethics and values.</li> </ul> <p><i>Education (secondary schools):</i></p> <ul style="list-style-type: none"> <li>• Secondary schools manage their resources in an efficient, transparent and accountable way.</li> <li>• The performance of students, particularly in the fields of science and mathematics, has improved (as a result of in-service training of teachers).</li> </ul> <p><i>Health (hospitals):</i></p> <ul style="list-style-type: none"> <li>• Board and management teams of hospitals effectively oversee and manage their hospitals.</li> </ul>			<ul style="list-style-type: none"> <li>• Increase in number of Diocesan education departments (secretaries) who carry out their roles and responsibilities effectively, from 19 in Jul 2018 to 25 in Jun 2020</li> <li>• Increase in number of Diocesan health departments (secretaries) who carry out their roles and responsibilities effectively, from 10 in Jul 2018 to 19 in Jun 2021</li> <li>• The number of secondary schools (including minor seminaries) who have improved their accessibility to children from resource-poor and vulnerable families, has increased from 40 in Jul 2018 to 60 in Jun 2020</li> <li>• The number of hospitals who have improved their accessibility to resource-poor families through extended resource mobilization systems, has increased from 4 in Jul 2018 to 15 in Jun 2020</li> <li>• The number of secondary schools who effectively exhibit Catholic ethics and values, has increased from 40 (the minor seminaries) in Jul 218 to 100 in Jun 2021</li> <li>• The % of hospitals who effectively exhibit Catholic ethics and values increased from 25% in Jul 2015 to 50% in Jun 2019.</li> <li>• Increase in number of secondary schools who meet government standards with respect to financial management, from 70 in Jul 2018 to 150 in Jun 2020</li> <li>• At least 70% of the secondary schools with in-service teacher training programmes in sciences and mathematics, show improved performance in the average results of form IV students in aforesaid subjects by the end of the plan (baseline: results of Sept/Oct 2018; end target: results of Sept/Oct 2019).</li> <li>• Increase in number of hospitals with effective boards and management teams, from 8 in Jul 2018 to 20 in Jun 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• Results of performance benchmarking exercise / database</li> <li>• Database / Progress reports Education Department</li> <li>• Database / Progress reports Health Department</li> <li>• Results of secondary school survey / database</li> <li>• Results of hospital survey / database</li> <li>• Results of financial benchmarking exercise / database</li> <li>• Database / examination results</li> <li>• Results of performance benchmarking exercise / database</li> </ul>

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
2.1	Strengthening Diocesan departments (education and health)	Dir. of Social Services	-	<ul style="list-style-type: none"> <li>The number of capacitated Diocesan education departments has increased from 19 in Jul 2018 to 34 in Jun 2020.</li> <li>The number of capacitated Diocesan health departments has increased from 1 in Jul 2018 to 12 Jun 2020.</li> <li>The number of Diocesan education departments with Diocesan education policies, has increased from 5 in Jul 2018 to 10 in Jun 2020.</li> <li>Number of Diocesan health departments with authenticated Diocesan health policies, has increased from 0 in Jul 2018 to 12 in Jun 2021.</li> <li>The number of sharing and learning events organised for Diocesan education and health offices in the period Jul 2018 to Jun 2021: education 6 (at least once for each of the 6 metropolitan zones), health 4 (2 general + 2 with 12 pilot dioceses)</li> </ul>	<ul style="list-style-type: none"> <li>CB reports education department</li> <li>CB reports health department</li> <li>Approved Diocesan education policies</li> <li>Approved Diocesan health policies</li> <li>Reports of events</li> </ul>
2.2	Improving access to Catholic secondary schools and hospitals (education and health)	Dir. of Social Services	CSSC	<ul style="list-style-type: none"> <li>The number of Catholic secondary schools (including 40 minor seminaries) supported to develop mechanisms for greater inclusion, has increased from 40 (minor seminaries) in Jul 2018 to 80 in Jun 2021</li> <li>The number of hospitals supported to diversify and expand their financial mobilization systems (e.g. cost sharing, health insurance), has increased from 5 in Jul 2018 to 11 in Jun 2021</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports education department</li> <li>Progress reports health department</li> </ul>
2.3	Increasing the identity of Catholic secondary schools and hospitals with Catholic ethics and values (education and health)	Dir. of Social Services	Pastoral Dir.	<ul style="list-style-type: none"> <li>The number of secondary schools with increased knowledge and understanding of Catholic ethics and values, and how to reflect them in service delivery and management, has increased from 50 (including the 40 minor seminaries) in Jul 2018 to 150 in Jun 2021.</li> <li>The number of hospitals with increased knowledge and understanding of Catholic ethics and values, and how to reflect them in service delivery and management, has increased from 1 in Jul 2018 to 12 in Jun 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Reports of CB events secondary schools</li> <li>Reports of CB events hospitals</li> </ul>

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
2.4	Improving the quality of teaching and management of resources at secondary schools (education):	Dir. of Social Services (Education Dept)	Dir of Finance & Admin (Finance Dept)	<ul style="list-style-type: none"> <li>• Increase in number of secondary schools supported to establish in-service training programmes for teachers, particularly in the fields of sciences and mathematics (e.g. by linking them to Universities), from 55 in Jul 2018 to 110 in Jun 2021</li> <li>• Increase in number of secondary schools supported to improve their financial management (meeting government and TEC standards and preparing them for possible PPP), from 2 in Jul 2018 to 220 in Jun 2021<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports education department</li> <li>• Progress reports education department</li> </ul>
2.5	Strengthening the board and management teams of hospitals (health):	Dir. of Social Services (Health Dept)	CSSC	<ul style="list-style-type: none"> <li>• The number of hospitals with capacitated board and management teams has increased from 2 in Jul 2018 to 12 in Jun 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• CB reports health department</li> </ul>

		Main	Supporting		
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<sup>3</sup> Annual meetings are planned with heads of secondary schools. During the first annual meeting, secondary schools will be made aware of the need to meet minimum government standards in financial management; they will also be provided with a tool to assess their current financial management system and performance, in order to identify strengths and weaknesses. The results of this tool will be collected and used to identify training needs of the secondary schools (to be done with the support of an expert), and to develop a training curriculum. During the next annual meeting, the results will be presented and discussed; and schools will be encouraged to organize training events using the developed curriculum – preferably at metropolitan level.

	Main	Supporting	
<p><b>3 The management of community development, relief and emergency response and the promotion of human dignity, strengthened.</b></p> <p><b>Expected changes:</b></p> <ul style="list-style-type: none"> <li>Increased number of Diocesan offices who manage community development in a outcome-oriented manner (including Diocesan development and JPIC offices).</li> <li>Increased number of Diocesan offices who integrate the gender dimension in their community development programmes.</li> <li>Increased number of offices of “disaster prone” Dioceses who respond to- and manage emergencies in an effective and timely manner (Secretariat, Diocesan offices responsible for emergency &amp; relief).</li> </ul>			<ul style="list-style-type: none"> <li>Increase in number of Diocesan Caritas / development offices who manage their community development projects / programmes in a outcome-oriented manner, from 7 in Jul 2018 to 12 in Jun 2021</li> <li>Proxy for increased satisfaction of Diocesan offices with the advisory support they receive from the PME Unit: Increase in number of Dioceses who request for (structural and incidental) advisory support, from 14 in Jul 2018 to 25 in Jun 2021</li> <li>Proxy for increased commitment of Diocesan offices to gender integration: increase in number of Diocesan offices with GAD sections, from 29 in Jul 2018 to 33 in Jun 2021</li> <li>Increase in number of Dioceses who have integrated the gender dimension at least partly in their development, emergency &amp; relief, and JPIC programs, from 12 in Jul 2018 to 20 in Jun 2021 (integration = active involvement in projects)</li> <li>Proxy to measure the effects of effective coordination of supra-Diocesan projects: by the end of Jun 2021, 80% of the targets of the outputs expected to date of supra-Diocesan projects have been realised</li> <li>National and Caritas / Development offices of affected Dioceses assess and develop quality emergency appeals (SOA) within 2 days of the emergency, by Jun 2021</li> <li>Increase in number of Dioceses with emergency teams able to analyse and respond to disasters, from 2 in Jul 2018 to 10 in Jun 2021</li> <li>Increase in number of Dioceses who have adopted measures for disasters risk reduction, from 1 in Jul 2018 to 5 in Jun 2021</li> </ul>
			<ul style="list-style-type: none"> <li>Progress reports of Devt Support Department</li> <li>Progress reports of Devt Support Department</li> <li>Progress reports of GAD Department</li> <li>Progress reports of GAD Department</li> <li>Progress reports supra-Diocesan projects</li> <li>SOA emergency appeals</li> <li>CB reports of E&amp;R Department</li> <li>Progress reports of E&amp;R Department</li> </ul>

		Main	Supporting		
<b>3</b>	<b>The management of community development, relief and emergency response and the promotion of human dignity, strengthened.</b>			<ul style="list-style-type: none"> <li>• Increase in number of Dioceses with functional and capacitated JPIC offices, from 4 in Jul 2018 to 20 in Jun 2021 (functional = carry out own programs)</li> <li>• Increase in number of Diocesan JPIC offices that actively promote good governance, from 0 in Jul 2018 to 11 in Jun 2021 (including 6 Dioceses of NVA program).</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports of JPIC Department</li> <li>• Progress reports of JPIC Department</li> </ul>
	<b>Expected changes:</b>				
	<ul style="list-style-type: none"> <li>• Increased number of Dioceses with functional JPIC offices (Secretariat, Diocesan offices responsible for JCIS)</li> <li>• Increased number of Diocesan JPIC that promote good local governance</li> </ul>				
3.1	Improving the management of community development programmes and projects	Human Dignity Dir. (Devt Support Section)	Program Management Unit	<ul style="list-style-type: none"> <li>• The number of Diocesan Caritas/ development offices capacitated in outcome oriented project management has increased from 7 in Jul 2018 to 20 in Jun 2021</li> <li>• A professional PME Unit, able to provide quality and timely advisory support to Diocesan development offices in areas of project planning, M&amp;E and reporting.</li> <li>• The number of donor funded “supra-Diocesan” projects coordinated by the Directorate of Human Dignity has increased from 1 in Jul 2018 to 3. in June 2021</li> </ul>	<ul style="list-style-type: none"> <li>• CB reports of PME Unit (Devt Support Department)</li> <li>• Progress reports of PME Unit (Devt Support Department)</li> <li>• Project contracts</li> </ul>



		Main	Supporting		
3.2	Integrating gender in community development	Human Dignity Dir. (GAD Section)	Directorate of Social Services / Program Management Unit	<ul style="list-style-type: none"> <li>The number of Diocesan development offices that are actively advocating for women's rights has increased from 10 at baseline to 25 by the end of Jun 2021.</li> <li>The number of Diocesan development offices that are managing interventions aimed at reducing gender based violence and supporting GBV victims (through paralegal and counselling support) has increased from 10 at baseline to 15 by the end of Jun 2021.</li> <li>At least 75% of the Diocesan GAD offices have effectively used 'sharing and learning' in their Diocesan programmes by the end of Jun 2021.</li> <li>At least 75% of the Diocesan Gad offices are actively networking at diocesan level by the end of Jun 2021 (proxies to measure activeness: number of position papers presented; number of formal collaborations)</li> <li>The national Gad offices plays an active role in networking with relevant organizations and forums at national level (proxies to measure activeness: number of position papers presented; number of formal collaborations)</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring &amp; progress reports of GAD Dept; mid-term and end evaluation of GAD program</li> </ul>
3.3	Prepared and timely response to emergencies	Human Dignity Dir. (E&R Section)	Program Management Unit	<ul style="list-style-type: none"> <li>A capacitated rapid emergency assessment team is in place, by the end of 2020.</li> <li>The number of Diocesan offices capacitated to manage emergency relief and support (i.e. relief support during emergencies; strengthening the resilience of affected communities after emergencies) timely and effectively, has increased from 3 in Jul 2018 to 8 in Jun 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Approved guidelines on rapid assessment team; CB reports of E&amp;R Dept</li> <li>CB reports of E&amp;R Dept</li> </ul>
3.4	Strengthening the promotion of justice, peace and integrity of creation	Human Dignity Dir. (JPIC Dept)	Pastoral Dir. (Interreligious Commission / Lay Apostolate Dept) Communication Directorate	<ul style="list-style-type: none"> <li>A functional and capacitated JPIC Department at the Secretariat, by the end of 2019.</li> <li>The number of Dioceses with capacitated JPIC officers, has increased from 4 in Jul 2018 to 25 in Jun 2021</li> <li>A coordinated programme to strengthen good governance in a select number of Dioceses is in place by March 2019</li> <li>One advocacy strategy prepared and implemented for a selected policy issue by the end of Jun 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports of JPIC Dept</li> <li>CB reports of JPIC Dept</li> <li>Progress reports of JPIC Dept</li> <li>Progress reports of JPIC Dept</li> </ul>

		<b>Main</b>	<b>Supporting</b>		
3.5	Improving information sharing & mutual learning	Human Dignity Dir	Communication Directorate/ Other Directorates	<ul style="list-style-type: none"> <li>• A functional and capacitated Information unit / resource centre, by the end of 2019 (functional = in operation).</li> <li>• Proxies for collection &amp; documenting innovations and best practices; research and collection of info for advocacy: number of annual policy briefs, documentaries, cases studies disseminated, starting by the end of 2019</li> </ul>	<ul style="list-style-type: none"> <li>• List of resources (catalogue)</li> <li>• Progress reports of Human Dignity Directorate</li> </ul>

## Strategic Objective 4

Objective / Main Result Areas	Responsible		Indicators of Change / Performance	Sources of verification
	Main	Supporting		
<p><b>4</b>    <b><i>The management and organisational capacity of the Secretariat to carry out its mission and mandate, strengthened</i></b></p> <p><b><i>Expected changes:</i></b></p> <ul style="list-style-type: none"> <li>• Improved and timely decision-making at all levels.</li> <li>• Improved responsibility, performance and motivation of management &amp; staff.</li> <li>• Increased efficiency in the management, control and use of financial resources.</li> <li>• Increased internal and external communication (including information sharing and learning).</li> </ul>			<ul style="list-style-type: none"> <li>• Improved responsibility, performance and motivation of at least 80% management &amp; staff<sup>4</sup>.</li> </ul> <p>Proxies for increased efficiency in the management, control and use of available financial resources:</p> <ul style="list-style-type: none"> <li>• By the end of March 2019, the time from requisition to actual reception of funds is reduced to not more than 4 working days</li> <li>• By the end of Jun 2019, financial reports are generated and distributed not more than one week after closing of reporting period.</li> <li>• By the end of March 2019, all advances are retired within one week after use.</li> <li>• Unqualified external audit report for yr 3 (Jul 2018 – Jun 2021)</li> </ul> <p>Proxies for increased sharing and learning (as result of improved internal and external communications):</p> <ul style="list-style-type: none"> <li>• Increased use of facilities / capacities of the Communications Directorate by other Departments / Directorates (for external communications) by Jun 2021</li> <li>• Increase in number of “hits” on TEC website, to at least 50,000 by the end of Jun 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• .....</li> <li>• Bi-annual performance appraisals</li> <li>• Record financial department</li> <li>• Financial reports (generated by IFMS);</li> <li>• Financial records</li> <li>• Audit report</li> <li>• Quarterly reports Directorates.</li> <li>• Website</li> </ul>

<sup>4</sup> Performance appraisals will initially be held twice a year, in June and December. We expect that at least 80% of management & staff will show this progressive trend.

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
<b>4</b>	<p><b><i>The management and organisational capacity of the Secretariat to carry out its mission and mandate, strengthened - continued</i></b></p> <p><b><i>Expected changes:</i></b></p> <ul style="list-style-type: none"> <li>• Increased sense of belonging, togetherness and synergy.</li> <li>• Conducive working environment.</li> <li>• Increased donor support and satisfaction.</li> </ul>			<p>Proxy for increased sense of belonging and togetherness:</p> <ul style="list-style-type: none"> <li>• At least 80% of staff and management feel a sense of togetherness and belonging by the end of Jun 2019 June 2021 by 90%</li> </ul> <p>Proxy for conducive working environment:</p> <ul style="list-style-type: none"> <li>• At least 80% of staff and management are of the opinion that their working environment is conducive to their roles and responsibilities by the end of Jun 2019/Jun2021</li> </ul> <p>Proxies for increased donor support and satisfaction:</p> <ul style="list-style-type: none"> <li>• By the end of Jun 2021, donors are satisfied by their partnership with TEC</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction survey<sup>5</sup></li> <li>• Staff satisfaction survey</li> <li>• Communication with donors;</li> <li>• Results of annual donor satisfaction survey</li> </ul>
4.1	Effective governance and leadership	Board / Secretary General	TEC Management Team	<ul style="list-style-type: none"> <li>• Responsibilities and lines of accountability between governance and management are clearly demarcated and approved by November 2018</li> <li>• Members of the management team have the leadership skills to effectively steer the organisation towards desired strategic direction by Jul 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Re-allocation of staff according to new structure.</li> <li>• Reports of capacity building exercises</li> </ul>

<sup>5</sup> Staff satisfaction surveys will be conducted annually. These (anonymous) surveys will help us to measure the satisfaction of staff in terms of “sense of belonging and togetherness”, as well as of their working environment. We expect that these surveys will reveal increased satisfaction in at least 80% of returned questionnaires.

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
4.2	Improving the management of human resources	Finance & Admin Dir. (HRM Dept)	TEC Management Team	<ul style="list-style-type: none"> <li>• An improved HRM manual - containing all regulations, tools and formats related to HRM - is put to operation by Jul 2016</li> <li>• Key management and staff positions are filled with competent persons.</li> <li>• A scheme of service, with operational salary scales and other employment benefits is operational by Jul 2020, and updated annually</li> <li>• All management and staff have job descriptions, detailing their responsibilities and annual performance indicators.</li> <li>• Annual comprehensive capacity building plans – detailing priority capacity needs of management &amp; staff – are developed by June each year (end of yr 1 – 3), and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Approved HRM manual; reports of “awareness creation events”</li> <li>• Updated scheme of service; employment contracts</li> <li>• Job descriptions; employment contracts</li> <li>• Performance appraisals</li> <li>• Capacity building (CB) plan; individual CB reports</li> </ul>
4.3	Improving the management of financial resources	Finance & Admin Dir. (Finance Dept) / Internal Audit	TEC Management Team	<ul style="list-style-type: none"> <li>• An updated computerised integrated financial management system is in use by Jul 2016</li> <li>• The IFMS is expanded and in operation by Mar 2020</li> <li>• The IFMS is extended to e.g. decision makers by Mar 2020</li> <li>• The IFMS is extended to IGUs by the end of March 2020</li> <li>• The internal audit function is put to operation by Sep 2019</li> <li>• Comprehensive annual external audits are facilitated at the end of each year</li> </ul>	<ul style="list-style-type: none"> <li>• Financial reports (generated by IFMS)</li> <li>• Idem</li> <li>• Idem</li> <li>• Idem</li> <li>• Internal audit reports</li> <li>• External audit report</li> </ul>
4.4	Strengthening the internal (organisational) culture	Finance & Admin Dir. (HRM Dept)	TEC Management Team	<ul style="list-style-type: none"> <li>• Staff Meeting are conducted twice each year</li> <li>• Management and staff have an increased understanding of-organisational values by Jul 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of staff meeting and attendance register</li> <li>• Reports of awareness creation events</li> </ul>

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
4.5	Improving the working environment	Finance & Admin Dir.	TEC Management Team	<ul style="list-style-type: none"> <li>• Management and staff have access to sufficient working equipment and tools to effectively execute their tasks and responsibilities .</li> <li>• Continue ensuring availability of working tools and equipment.</li> <li>• Operational policies that regulate repair and maintenance of Secretariat assets (including asset registration system and maintenance plan) are developed and operational by June 2019</li> <li>• Improved safety and security measures are enhanced</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment; procurement of new working equipment and tools</li> <li>• Asset register</li> <li>• Maintenance policy</li> <li>• Guidelines and certification on safety and security</li> </ul>
4.6	Effective internal and external communications	Commun. Dir.	TEC Management Team	<ul style="list-style-type: none"> <li>• Policy + guidelines to streamline and improve internal and external communication are approved and put to operation by Jul 2019</li> <li>• IT policy and guidelines are put into operation by Sept 2019</li> <li>• A radio &amp; TV studio and newsroom continue to operate with improved facilities.</li> <li>• The TEC website is updated at least weekly.</li> <li>• Strategies to make better use of available multimedia in external communication is implemented by Jul 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Approved policy and guidelines</li> <li>• Idem</li> <li>• Reports of Comm. Directorate</li> <li>• Website</li> <li>• Reports of Comm. Directorate</li> </ul>

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Sources of verification
		Main	Supporting		
4.7	Strengthening external (donor) relations	SG / Progr Mgt Unit	TEC Management Team	<ul style="list-style-type: none"> <li>Standardised guidelines (regulations and procedures; minimum standards) for the development of quality proposals and progress reports are approved, in place and shared with management and staff by the end of Jun 2019</li> <li>Directors and selected staff understand and can apply Total Project Quality principles by the end of Dec 2020</li> <li>Enhance compliance with donor needs as per proposals and progress reports .</li> </ul> <p>Proxies for deliberate efforts to identify and attract new donor relations:</p> <ul style="list-style-type: none"> <li>All plans within the strategic plan which require external support, are funded</li> <li>At least 4 new donors / partnership relationships established by the end of June 2021</li> </ul>	<ul style="list-style-type: none"> <li>Approved project management guidelines; CB reports</li> <li>CB reports</li> <li>Approved mechanisms to assure quality control / reports of the PM Unit</li> <li>Contracts</li> <li>Communications</li> </ul>

## Strategic Objective 5

Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Source of verification
		Main	Supporting		
<b>5 The financial sustainability of the secretariat, enhanced</b>  <b>Expected changes:</b> <ul style="list-style-type: none"> <li>Increased profitability of individual existing IGUs.</li> <li>Increased contribution of existing IGUs to the budget and operational costs of the Secretariat (in both absolute and relative terms).</li> </ul>				<ul style="list-style-type: none"> <li>Increased profitability of individual existing IGUs:               <ul style="list-style-type: none"> <li>Kurasini Centre: from 1.5billion in Jul2017/Jun2018 to 2.4 billion in Jun2021;</li> <li>Oldeani Farm: from 180m in Jun2018 to 350m in Jun2021</li> <li>Dakawa Farm: from 165m in Jun 2018 to 250m in Jun2021;</li> <li>Insurance agent: from 20m in June 2018 to 180m in Jun2021</li> <li>Clearing &amp; forwarding: from 300m in June 2018 to 650m in June 2021</li> </ul> </li> <li>Increased contribution of existing IGUs to the budget and operational costs of the Secretariat (in both absolute and relative terms): from 40% in Jun 2018 to 60% in Jun 2021</li> </ul>	<ul style="list-style-type: none"> <li>Financial reports of individual IGUs (generated by IFMS)</li> <li>Financial reports of the Secretariat (generated by IFMS)</li> </ul>
5.1	Research & development	Dir. of Economic Sustainability	Dir. of Finance and Admin	<ul style="list-style-type: none"> <li>Strategies to address any identified critical issues for all 7 existing IGUs are effectively put into operation by Dec 2019</li> <li>Professional business feasibility plans developed and best option selected and approved by:               <ul style="list-style-type: none"> <li>Kurasini Centre, Oldeani Farm, Dakawa Farm &amp; insurance agent: end of June 2019;</li> <li>Clearing &amp; forwarding, CPL &amp; TMP: end of Dec 2019.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Reports of the Directorate of Economic Sustainability</li> <li>Business Feasibility Plans of all existing 7 IGUs; minutes of official approval</li> </ul>
5.2	Business planning	Dir. of Economic Sustainability	Dir. of Finance and Admin	<ul style="list-style-type: none"> <li>Comprehensive business plans are developed and approved by the board:</li> <li>Kurasini Centre, Oldeani Farm, Dakawa Farm &amp; insurance agent: end of Dec 2016;</li> <li>Clearing &amp; forwarding, CPL &amp; TMP: end of Jun 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Business plans; reports of risk analysis; minutes of meeting Board (formal approval)</li> </ul>



Objective / Main Result Areas		Responsible		Indicators of Change / Performance	Source of verification
		Main	Supporting		
5.3	Effective implementation of business plans	Dir. of Economic Sustainability	Dir. of Finance & Admin / Internal Audit Unit	<ul style="list-style-type: none"> <li>• Take-off of implementation of business plans by:</li> <li>• Kurasini Centre, Oldeani Farm, Dakawa Farm and Insurance agent: end of Dec 2019;</li> <li>• Clearing &amp; forwarding, CPL &amp; TMP: end of Sep 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Loan agreement banks</li> <li>• Business implementation plan; monitoring reports</li> <li>• Operational manuals</li> </ul>

## Risk analysis and risk management matrix

TEC implements its activities in an open environment where the institution encounters many risks.

These can be external related risks or internal to TEC operational risks.

The following is a summary of the identified risks and their mitigation measures.

Risk	Mitigating measures
Changes in public laws and regulations;	<ul style="list-style-type: none"> <li>• To closely follow and comply with the policy changes and adjust accordingly;</li> <li>• Work openly with the government and try to fit into their agenda for staying relevant</li> <li>• Participate into the policy making by contributing into the process through technical policy working groups</li> </ul>
Changes political landscape that affects civic space	<ul style="list-style-type: none"> <li>• Constant undertaking political economy analysis to scope how best an institution can run its activities by staying relevant</li> <li>• Constant constructively demand for civic space and engages into national debates for defence and realization of the people's voices</li> </ul>
Inadequate ICT infrastructure, expertise and standard operating procedures	<ul style="list-style-type: none"> <li>• Undertake ICT policy audit that will inform areas for improvement</li> <li>• Improvement of the current ICT policy to align with current technological demands</li> <li>• Recruitments and capacity building of the ICT personnel</li> </ul>
Inadequate internal income generation activities	<ul style="list-style-type: none"> <li>• Review of the income generation policy</li> <li>• Diversity internal income generation strategies</li> <li>• Development of the sustainability strategy in order to balance external dependency of funding against internal generated</li> </ul>
Maintaining competitive and sustainable incentive for qualified and experienced staff.	<ul style="list-style-type: none"> <li>• Audit and review institutional incentive scheme</li> <li>• Develop strategy for offering interesting career path to staff</li> <li>• Long-running strategy of providing further education opportunities to staff who are then more likely to remain</li> <li>• Exchange programs with like-minded institutions</li> <li>• Retrench unqualified staff</li> </ul>
Treatment of project beneficiaries by institutional officials	<ul style="list-style-type: none"> <li>• Undertake and laying a proper foundation for mechanism for complains handling</li> <li>• Institutionalizing staff routines and procedures that enable management to be effective in documenting staff field operations as a preparedness mechanism and strategies for making sure that beneficiaries are satisfied</li> <li>• An extensive capacity building program for Board, senior management and middle management on institutional code of conduct</li> </ul>

<p>Fraud</p>	<ul style="list-style-type: none"> <li>• Zero tolerance of fraud at all levels.</li> <li>• Creating a culture of intolerance of corruption, with all staff increasingly aware that even small-scale fraud can have large and permanent consequences for the institute as a whole.</li> <li>• The existence and enforcement of policy against corruption and fraud and a procedure to enable whistle blowing.</li> <li>• Instatement and further capacity building for internal controls.</li> <li>• Continuous strengthening of management, financial, human resources, assets and properties.</li> <li>• Continuously conduct internal and external audits.</li> <li>• Advancement and regular risk register review</li> </ul>
<p>Reduced purchasing power of TSZ due to USD exchange rate rising.</p>	<ul style="list-style-type: none"> <li>• Conservative and non-increasing exchange rate assumption for projects</li> <li>• Exchange-rate buffer-fund in which any exchange-rate gains (compared to budget) will be saved to buffer against possible future exchange-rate losses.</li> <li>• Encouraging development partners to disburse fund in local currency to avoid loss in transactions</li> </ul>
<p>Happening of unlikely events such as natural calamity</p>	<ul style="list-style-type: none"> <li>• Insuring high value assets against all risk as budget allows.</li> <li>• Keeping and periodically reviewing a risk-register where all major foreseen risks are logged and mitigating measures are identified and implemented.</li> </ul>
<p>Religious association of the field staff by the community</p>	<ul style="list-style-type: none"> <li>• Train field staff being sensitive by implementing program non-religiously</li> <li>• Use of TEC projects for less visibility of TEC as a catholic secretariat</li> </ul>

## Budget & Financing Plan

Budgets were developed for each activity using Detailed Operational Budget sheets designed in Ms Excel. These sheets allowed the participants to detail their budgets per input, as well as the assumptions underlying these budgets (e.g. in terms of numbers, frequency, kilometres, items etc). The sheets also allowed participants to distinguish between sources of funding (internal, i.e. funded by own funds; or external, funded through external support). For a number of frequently used inputs, standards were developed and used across all strategic objectives (refer to annex 1).

The total budget for the 3 years is estimated at **Tshs 10.246** billion. **52%** of the budget or Tshs 5.30 billion will be funded from internal sources. The remaining Tshs 4.94 billion will be funded from external sources. External sources include co-funding from the Dioceses, “agents of evangelisation (e.g. lay movements, Catholic social service Institutions, Catholic pastoral training centres, religious congregations and Evangelising Societies), as well as generous contributions from partners in development (Misereor, Missio Munich, USSB, Propagation of Faith, Caritas Australia, DKA Austria, Caritas Germany, Norwegian Church Aid(NCA)); nevertheless, a significant part of this external funding still needs to be solicited.

The internal budget includes costs directly related to the activities of the strategic plan. Other more fixed costs have not been included; these include:

- Implementation of Oldeani Farm Strategic plan which is underway;

	Strategic Objective	'000 Tshs		
		Internal	External	Total
1	Proclamation of the Teaching of the Catholic Church on Faith and Morals, improved	-	455,512	455,512
2	The management of social services delivered by Catholic education and health facilities, improved	134,392	1,362,485	1,496,877
3	The management of community development, relief and emergency response and the promotion of human dignity, strengthened	199,850	2,931,860	3,131,710
4	The management and organisational capacity of the Secretariat to carry out its mission and mandate, strengthened.	1,371,922	180,712	1,552,634
5	The financial sustainability of the Secretariat, enhanced	3,599,398	10,000	3,609,398
	Total	<b>5,305,562</b>	<b>4,940,569</b>	<b>10,246,131</b>
		52%	48%	

## Annex 2 Summary of Budget per Objective & Focal Area

### Strategic Objective 1: Proclamation of the Teaching of the Catholic Church on Faith and Morals, improved

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings												
	External Funding				Internal Funding				Total Funding				
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	
<b><i>Focal area 1: Conceptualising a comprehensive framework for new evangelisation</i></b>													
1	Conceptual framework for the renewed and integrated push towards new evangelisation is developed	24,836	-	-	24,836	-	-	-	-	24,836	-	-	24,836
<i>Subtotal FA 1</i>		24,836	-	-	24,836	-	-	-	-	24,836	-	-	24,836
<b><i>Focal area 2: Operationalising selected areas of the conceptual framework</i></b>													
2	Approaches, materials, methods and tools are elaborated for selected "areas" of the conceptual framework	2,394	62,638	-	65,032	-	-	-	-	2,394	62,638	-	65,032
<i>Subtotal FA 2</i>		2,394	62,638	-	65,032	-	-	-	-	2,394	62,638	-	65,032
<b><i>Focal area 3: Operationalising selected areas of the conceptual framework</i></b>													
3	Pilot dioceses supported to develop integrated pastoral plans and budgets, along lines of the approved conceptual framework.	25,750	-	-	25,750	-	-	-	-	25,750	-	-	25,750
4	Dioceses supported to strengthen the organisational capacity of their Pastoral Depts to effectively implement the integrated pastoral plans.	-	22,750	-	22,750	-	-	-	-	-	22,750	-	22,750

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
5 Dioceses supported to roll-out their pastoral plans – making use of- and adapting the materials, methods and tools already developed, and capacitating ToT teams to use these materials effectively	-	54,645	-	54,645	-	-	-	-	-	54,645	-	54,645
<i>Subtotal FA 3</i>	25,750	77,395	-	103,145	-	-	-	-	25,750	77,395	-	103,145
<b><i>Focal area 4: Creating awareness</i></b>												
6 Awareness created on the new evangelization concept, to nurture common understanding, sense of togetherness and commitment/willingness to participate and contribute	-	114,250	111,375	225,625	-	-	-	-	-	114,250	111,375	225,625
<i>Subtotal FA 4</i>	-	114,250	111,375	225,625	-	-	-	-	-	114,250	111,375	225,625
<b><i>Focal area 5: Improving access to Church doctrines, other relevant documents and reference materials</i></b>												
7 Inventory, collection, translation (contextualization) and storage of all crucial doctrines, documents and reference materials that constitute the Teachings of the Church and form the basis for the renewed “new evangelization” push	4,360	29,894	6,120	40,374	-	-	-	-	4,360	29,894	6,120	40,374

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
8 Mechanisms and procedure that promote accessibility of resource centre materials to pastoral agents, in place and operational	-	3,000	3,500	6,500	-	-	-	-	-	3,000	3,500	6,500
<i>Subtotal FA5</i>	4,360	32,894	9,620	46,874	-	-	-	-	4,360	32,894	9,620	46,874
<b>TOTAL SO 1</b>	<b>57,340</b>	<b>287,177</b>	<b>120,995</b>	<b>465,512</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>57,340</b>	<b>287,177</b>	<b>120,995</b>	<b>465,512</b>

**Strategic Objective 2: The management of social services delivered by Catholic education and health facilities, improved**

**EDUCATION**

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
<i>Focal area 1a: Strengthening Diocesan education departments</i>												
1 Knowledgeable and skilled Diocesan education departments	-	112,890	-	112,890	20,000	-	-	20,000	20,000	112,890	-	132,890
2 Development and dissemination of Diocesan education policies, facilitated.	15,480	-	-	15,480	36,432	-	-	36,432	51,912	-	-	51,912
3 Vertical and horizontal sharing and learning, promoted.	106,920	109,800	121,320	338,040	-	27,500	-	27,500	106,920	117,300	121,320	345,540
<i>Subtotal FA 1a</i>	122,400	222,690	121,320	466,410	56,432	27,500	-	83,932	178,832	230,190	121,320	530,342
<i>Focal area 2a: Improving access to Catholic secondary schools</i>												

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
4 Secondary schools supported to develop mechanisms that allow for more students from resource-poor families	-	73,390	-	73,390	-	5,500	4,000	9,500	-	78,890	4,000	82,890
<i>Subtotal FA 2a</i>	-	73,390	-	73,390	-	5,500	4,000	9,500	-	78,890	4,000	82,890
<b><i>Focal area 3a: Increasing the identity of Catholic secondary schools with Catholic ethics and values</i></b>												
5 Increased knowledge and understanding of secondary schools on Catholic ethics & values	-	60,900	-	60,900	-	-	-	-	-	60,900	-	60,900
<i>Subtotal FA 3a</i>	-	60,900	-	60,900	-	-	-	-	-	60,900	-	60,900
<b><i>Focal area 4: Improving the quality of teaching and management of resources at secondary schools</i></b>												
6 Secondary schools supported to establish in-service training programmes for teachers particularly in the fields of sciences and mathematics (e.g. by linking them to Universities).	-	172,600	-	172,600	-	-	-	-	-	172,600	-	172,600
7 Secondary schools supported to improve their financial management (meeting government standards and preparing them for possible PPP)	-	-	-	-	-	-	-	-	-	-	-	-
<i>Subtotal FA 4</i>	-	172,600	-	172,600	-	-	-	-	-	172,600	-	172,600
<b>TOTAL SO 2 (education)</b>	<b>122,400</b>	<b>535,580</b>	<b>121,320</b>	<b>779,300</b>	<b>8,432</b>	<b>13,000</b>	<b>4,000</b>	<b>25,432</b>	<b>130,832</b>	<b>548,580</b>	<b>125,320</b>	<b>804,732</b>



## HEALTH

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
<b><i>Focal area 1b: Strengthening Diocesan health departments</i></b>												
1 Knowledgeable and skilled Diocesan education departments	-	129,790	36,180	165,970	-	-	-	-	-	129,790	36,180	165,970
2 Development and dissemination of Diocesan education policies, facilitated.	2,400	33,180	4,800	40,380	730	730	-	1,460	3,130	33,910	4,800	41,840
3 Vertical and horizontal sharing and learning, promoted.	-	67,495	97,915	165,410	-	-	-	-	-	67,495	97,915	165,410
<i>Subtotal FA 1b</i>	<i>2,400</i>	<i>230,465</i>	<i>138,895</i>	<i>371,760</i>	<i>730</i>	<i>730</i>	<i>-</i>	<i>1,460</i>	<i>3,130</i>	<i>231,195</i>	<i>138,895</i>	<i>373,220</i>
<b><i>Focal area 2b: Improving access to Catholic hospitals</i></b>												
4 Hospitals supported to diversify and expand their financial mobilization systems (e.g. cost sharing, health insurance schemes)	13,560	52,640	16,140	82,340	-	-	-	-	13,560	52,640	16,140	82,340
<i>Subtotal FA 2b</i>	<i>13,560</i>	<i>52,640</i>	<i>16,140</i>	<i>82,340</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>13,560</i>	<i>52,640</i>	<i>16,140</i>	<i>82,340</i>
<b><i>Focal area 3b: Increasing the identity of Catholic hospitals with Catholic ethics and values</i></b>												
5 Increased knowledge and understanding of hospitals on Catholic ethics and values	62,425	21,400	-	83,825	2,100	-	-	2,100	64,525	21,400	-	85,925
<i>Subtotal FA 3b</i>	<i>62,425</i>	<i>21,400</i>	<i>-</i>	<i>83,825</i>	<i>2,100</i>	<i>-</i>	<i>-</i>	<i>2,100</i>	<i>64,525</i>	<i>21,400</i>	<i>-</i>	<i>85,925</i>
<b><i>Focal area 5: Strengthening the board and management teams of hospitals</i></b>												

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
6 Strengthened capacity and skills of hospital board and management teams to carry out their roles and responsibilities effectively.	-	45,260	-	45,260	-	-	-	-	-	45,260	-	45,260
<i>Subtotal FA 5</i>	-	45,260	-	45,260	-	-	-	-	-	45,260	-	45,260
<b>TOTAL SO 2 (health)</b>	<b>78,385</b>	<b>349,765</b>	<b>155,035</b>	<b>583,185</b>	<b>2,830</b>	<b>730</b>	<b>-</b>	<b>3,560</b>	<b>81,215</b>	<b>350,495</b>	<b>155,035</b>	<b>586,745</b>

**Strategic Objective 3: The management of community development, relief and emergency response and the promotion of human dignity, strengthened**

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
<i>Focal area 1: Improving the management of community development programmes and projects</i>												
1 Improved capacity and skills of Diocesan Caritas/ development offices in outcome-oriented project management.	45,400	24,035	11,950	81,385	-	-	-	-	45,400	24,035	11,950	81,385
2 A professional and well-equipped national PME unit (to provide structural and incidental advisory support to Dioceses).	3,500	11,735	1,000	16,235	-	-	-	-	3,500	11,735	1,000	16,235

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
3 Improved capacity and skills of the Secretariat to coordinate community development support at supra-Diocesan level (i.e. projects / programmes that involve more than 1 Diocese).	49,125	3,000	6,440	58,565	2,000	-	-	2,000	51,125	3,000	6,440	60,565
<i>Subtotal FA1</i>	98,025	38,770	19,390	156,185	2,000	-	-	2,000	100,025	38,770	19,390	158,185
<b><i>Focal area 2: Integrating gender in community development</i></b>												

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
4 Improved capacity and skills of Diocesan offices to effectively integrate the gender dimension in community development.	83,460	12,370	15,900	111,730	-	-	-	-	83,460	12,370	15,900	111,730

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
5 Sharing of experiences and expertise among Diocesan GAD sections and between Diocesan GAD sections and the National GAD section (to foster mutual learning, solidarity and “sense of togetherness”) , promoted.	500	32,750	20,750	54,000	-	-	-	-	500	32,750	20,750	54,000
6 Commitment to gender equity by development offices at Diocesan and national levels, strengthened	1,000	6,500	6,500	14,000	-	-	-	-	1,000	6,500	6,500	14,000
<i>Subtotal FA 2</i>	<i>84,960</i>	<i>51,620</i>	<i>43,150</i>	<i>179,730</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>84,960</i>	<i>51,620</i>	<i>43,150</i>	<i>179,730</i>

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings												
	External Funding				Internal Funding				Total Funding				
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	
<i>Focal area 3: Prepared and timely response to emergencies</i>													
7	Capacitated and operational rapid emergency response team	10,000	29,000	13,000	52,000	14,700	5,100	4,100	23,900	24,700	34,100	17,100	75,900
8	Improved capacity and skills of "disaster prone" Diocesan offices to oversee, plan & manage disaster response, recovery and risk reduction	-	26,000	8,000	34,000	1,200	1,100	100	2,400	1,200	27,100	8,100	36,400
9	Well-coordinated response to refugee influx, care and maintenance	11,300	23,350	23,350	58,000	500	500	-	1,000	11,800	23,850	23,350	59,000
<i>Subtotal FA 3</i>		<i>21,300</i>	<i>78,350</i>	<i>44,350</i>	<i>144,000</i>	<i>16,400</i>	<i>6,700</i>	<i>4,200</i>	<i>27,300</i>	<i>37,700</i>	<i>85,050</i>	<i>48,550</i>	<i>171,300</i>
<i>Focal area 4: Strengthening the promotion of justice, peace and integrity of creation</i>													

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
1 0 A functional and capacitated national JPIC Department	-	73,505	24,755	98,505	-	4,300	1,000	5,300	-	78,050	25,755	103,805
1 1 Strengthened JPIC offices at Diocesan level.	-	14,140	26,440	40,580	-	-	-	-	-	14,140	26,440	40,580
1 2 An operational coordinated response to good local governance	811,000	1,355,835	285,110	2,451,945	155,000	3,550	2,000	160,550	811,000	1,359,385	287,110	2,612,495
<i>Subtotal FA 4</i>	<i>811,000</i>	<i>1,443,725</i>	<i>336,305</i>	<i>2,591,030</i>	<i>155,000</i>	<i>7,850</i>	<i>3,000</i>	<i>10,850</i>	<i>811,000</i>	<i>1,451,575</i>	<i>339,305</i>	<i>2,756,880</i>
<b><i>Focal area 5: Improving information sharing and mutual learning</i></b>												
1 3 A functional Information unit responsible for the management of an integrated resource centre	-	-	-	-	-	10,000	-	10,000	-	10,000	-	10,000
<i>Subtotal FA 5</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>10,000</i>	<i>-</i>	<i>10,000</i>	<i>-</i>	<i>10,000</i>	<i>-</i>	<i>10,000</i>



Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
TOTAL SO 3	1,015,285	1,524,575	392,000	2,931,860	173,400	20,250	6,200	199,850	1,188,685	1,544,825	398,200	3,131,710

**Strategic Objective 4: The management and organisational capacity of the Secretariat to carry out its mission and mandate, strengthened**

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings												
	External Funding				Internal Funding				Total Funding				
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	
<b><i>Focal area 1: Effective governance and leadership</i></b>													
1	Enhanced functional organisational structure that is aligned to the mission and strategic orientation of the Secretariat.	-	-	-	-	273,645	174,105	181,991	229,740	273,645	1 74,105	181,991	629,741
2	Improved leadership skills to steer the Secretariat towards the desired strategic direction (board and management).	36,927	-	-	36,927	-	-	-	-	36,927	-	-	36,927
<i>Subtotal FA 1</i>		<i>36,927</i>	<i>-</i>	<i>-</i>	<i>36,927</i>	<i>273,645</i>	<i>174,105</i>	<i>181,991</i>	<i>229,740</i>	<i>110,572</i>	<i>174.105</i>	<i>181.991</i>	<i>666,668</i>
<b><i>Focal area 2: Improving the management of human resources</i></b>													
3	An improved and operational human resource management system that is performance based and motivational.	-	-	-	-	70,940	5,700	-	76,640	70,940	5,700	-	76,640
4	Key management positions filled with competent persons.	-	-	-	-	1,500	-	-	1,500	1,500	-	-	1,500
<i>Subtotal FA 2</i>		<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>72,440</i>	<i>5,700</i>	<i>-</i>	<i>78,140</i>	<i>72,440</i>	<i>5,700</i>	<i>-</i>	<i>78,140</i>
<b><i>Focal area 3: Improving the management of financial resources</i></b>													

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
5 An improved and operational <u>integrated</u> financial management system that ensures timely and economic allocation of resources, transparency and accountability at all levels (including income generating units).	48,370	28,770	9,210	86,350	4,316	12,197	-	16,513	52,686	40,967	9,210	102,863
6 A functional (internal and external) audit system that improves risks management, assures checks and balances and promotes value for money	-	-	-	-	-	13,780	13,780	27,560	-	13,780	13,780	27,560
<i>Subtotal FA 3</i>	<i>48,370</i>	<i>28,770</i>	<i>9,210</i>	<i>86,350</i>	<i>4,316</i>	<i>25,977</i>	<i>13,780</i>	<i>44,073</i>	<i>52,686</i>	<i>54,747</i>	<i>22,990</i>	<i>130,423</i>
<b><i>Focal area 4: Strengthening the internal (organisational) culture</i></b>												
7 Operational strategies and mechanisms that promote involvement and genuine participation of staff across all levels.	-	-	-	-	3,868	3,300	4,400	11,568	3,868	3,300	4,400	11,568
8 Improved understanding of management and staff of the (vision, mission and) organisational values of the Secretariat, and the need to exhibit them in their day-to-day work	-	-	-	-	1,600	-	-	1,600	1,600	-	-	1,600
<i>Subtotal FA 4</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>5,468</i>	<i>3,300</i>	<i>4,400</i>	<i>13,168</i>	<i>5,468</i>	<i>3,300</i>	<i>4,400</i>	<i>13,168</i>

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings												
	External Funding				Internal Funding				Total Funding				
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	
<b><i>Focal area 5: Improving the working environment</i></b>													
9	Essential working tools and equipment are available to management and staff to perform their duties.	-	-	-	-	-	-	-	-	-	-	-	
10	Operational policies on repair and maintenance of buildings, means of transport and other Secretariat assets.	-	-	-	-	-	5,000	-	5,000	-	5,000	-	5,000
11	Operational procedures to improve safety and security.	-	-	-	-	180,000	195,000	220,000	595,000	180,000	195,000	220,000	595,000
<i>Subtotal FA 5</i>		-	-	-	-	180,000	200,000	220,000	600,000	180,000	200,000	220,000	600,000
<b><i>Focal area 6: Effective internal and external communications</i></b>													
12	An operational communication policy that streamlines and promotes internal and external communications.	3,000	-	-	3,000	3,000	1,800	-	4,800	6,000	1,800	-	7,800
13	Operational strategies that improve the coordinated use of available multimedia in (internal and) external communications.	46,860	-	-	46,860	-	-	-	-	46,860	-	-	46,860
<i>Subtotal FA 6</i>		49,860	-	-	49,860	3,000	1,800	-	4,800	52,860	1,800	-	54,660
<b><i>Focal area 7: Strengthening external (donor) relations</i></b>													

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
14 Strengthened capacities and operational mechanisms that ensure uniform and high quality of proposals and progress reports, in line with donor needs and requirements (including timeliness).	5,650	1,925	-	7,575	1,800	200	-	2,000	7,450	2,125	-	9,575
15 New potential donors identified and contacted.	-	-	-	-	-	-	-	-	-	-	-	-
<i>Subtotal FA 7</i>	<i>5,650</i>	<i>1,925</i>	<i>-</i>	<i>7,575</i>	<i>1,800</i>	<i>200</i>	<i>-</i>	<i>2,000</i>	<i>7,450</i>	<i>2,125</i>	<i>-</i>	<i>9,575</i>
<b>TOTAL SO 4</b>	<b>140,807</b>	<b>30,695</b>	<b>9,210</b>	<b>180,712</b>	<b>540,669</b>	<b>411,082</b>	<b>420,171</b>	<b>1,371,922</b>	<b>681,476</b>	<b>441,777</b>	<b>429,381</b>	<b>1,552,634</b>

**Strategic Objective 5: The financial sustainability of the Secretariat, enhanced**

TABLE 1

Focal Areas / Expected Results	Budget in '000 Tanzanian Shillings											
	External Funding				Internal Funding				Total Funding			
	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total	Yr 1	Yr 2	Yr 3	Total
<b><i>Focal area 1: Research &amp; development</i></b>												
1 For all existing IGUs) Quick assessment of critical issues that may threaten operations and reputation, resulting in short-term strategies to overcome/address them.	-	-	-	-	227,383	-	-	227,383	227,383	-	-	227,383
2 (For all existing IGUs, starting with those of highest potential) A professional and rigorous assessment of the operational, technical and economic efficiency of current operations, as well of markets and marketing opportunities, culminating in recommendations for improved efficiency and profitability (business feasibility study)	10,000	-	-	10,000	9,450	5,000	-	14,450	19,450	5,000	-	24,450
<i>Subtotal FA 1</i>	<i>10,000</i>	<i>-</i>	<i>-</i>	<i>10,000</i>	<i>236,833</i>	<i>5,000</i>	<i>-</i>	<i>241,833</i>	<i>246,833</i>	<i>5,000</i>	<i>-</i>	<i>251,833</i>
<b><i>Focal area 2: Business Planning</i></b>												
3 Comprehensive business plans	-	-	-	-	-	9,565	-	9,565	-	9,565	-	9,565

(to include investment plan, operational plan, personnel and capacity building plan, marketing plan, cash flow and profit projections, risk analysis).													
<i>Subtotal FA 2</i>	-	-	-	-	-	9,565	-	9,565	-	9,565	-	9,565	
<b><i>Focal area 3: Effective implementation of business plans</i></b>													
4 (for all approved business plans) Funds to execute business plan secured.	-	-	-	-	1,318,000	1,173,000	843,000	3,334,000	1,318,000	1,173,000	843,000	3,334,000	
5 (for all business plans with secured funding) Operationalisation and close (financial and performance) monitoring / steering of business plans.	-	-	-	-	-	4,500	9,500	14,000	-	4,500	9,500	14,000	
<i>Subtotal FA 3</i>	-	-	-	-	1,318,000	1,177,500	852,500	3,348,000	1,318,000	1,177,500	852,500	3,348,000	
<b>TOTAL SO 5</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>1,554,833</b>	<b>1,192,065</b>	<b>852,500</b>	<b>3,599,398</b>	<b>1,564,833</b>	<b>1,192,065</b>	<b>852,500</b>	<b>3,609,398</b>	

