

# DIOCESE OF KINKIIZI

## (Church of Uganda-Anglican)



Strategic Plan  
(2016-2025)

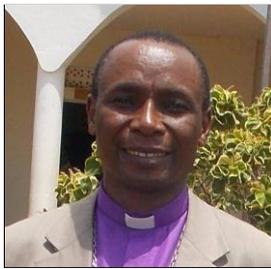
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## Acronyms and Abbreviations

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>CBOs</b>	Community-Based organizations
<b>COU</b>	Church of Uganda
<b>CRE</b>	Christian Religious Education
<b>CWF</b>	Christian Women Fellowships
<b>CWOs</b>	Christian women Organizations
<b>DRC</b>	Democratic Republic of Congo
<b>FGDs</b>	Focus Group Discussions
<b>FU</b>	Fathers Union
<b>GBV</b>	Gender-Based Violence
<b>HC</b>	Health centre
<b>PCC</b>	Parish Church Councils
<b>HIV</b>	Human Immune Virus
<b>HR</b>	Human Resources
<b>HSDP</b>	Health Sector Development Plan
<b>IGAs</b>	Income Generating Activities
<b>IRDP</b>	Integrated Rural Development Program
<b>IT</b>	Information Technology
<b>KAG</b>	Kinkiizi Action Group
<b>KDDP</b>	Kanungu District Development Plan
<b>KF</b>	Kelleman Foundation
<b>KICOD</b>	Kinkiizi Community (Cooperative) Development Bank
<b>KNH</b>	Kindernottiff
<b>LG</b>	Local Government
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MFB</b>	Mission for All
<b>MHH</b>	Mission healing Hands
<b>MoES</b>	Ministry of Education and Sports
<b>MoH</b>	Ministry of Health
<b>MU</b>	Mothers Union
<b>MWT</b>	Mary Wood Trust
<b>NDP</b>	National Development Plan
<b>NGOs</b>	Non- Governmental organizations
<b>OVC</b>	Orphans and Vulnerable Children
<b>SDGs</b>	Sustainable Development Goals
<b>SP</b>	Strategic Plan
<b>SRHR</b>	Sexual Reproductive Health Rights
<b>SWOT</b>	Strengths Weaknesses, Opportunities and Threats
<b>TB</b>	Tuberculosis
<b>TV</b>	Television
<b>USAID</b>	United States Agency for International Development
<b>VSLAs</b>	Village Savings and Loans Associations
<b>WASH</b>	Water, Sanitation and Hygiene

## Bishop's foreword



*“For I know the plans I have for you, declares the LORD, plans to prosper you and not to harm you, plans to give you hope and a future” Jeremiah 29: 11*

Since its inception on May 7th 1995, The Diocese of Kinkiizi has remained focused and consistent with Christ Centered approach to the ministry for improved quality Life of people in the Diocese. The Diocese has undergone various growth processes including those that relate to its Constitution, its Structures, Leadership and various phased Strategic Plans.

Over the years, the Diocese of Kinkiizi continues to strive to promote the kingdom of God and human dignity through interventions in our various thematic areas of Mission and Evangelism, Socio-economic transformation, Services and Community engagement.

It is against this background that this Strategic Plan sets out the Diocese's agenda for the period 2016 – 2025. This strategic Plan is designed through a consolidation of lessons learned, experiences gained and new practices that the Diocese of Kinkiizi has accumulated over the years. It has further been developed in line with best practices for development planning and ensuring the participation of representatives of key stakeholders at every stage.

In the quest to meet its Vision and Mission, the Diocese will work with the member churches archdeaconries, parishes and sub-parishes, mission partners, development partners including the local; government, all communities, inter-faith networks, other denominations and like-minded Organizations in contributing to improved quality life of God's people (1Cor.1:10-17). The Strategic Plan 2016– 2025 focuses on the following strategic objectives:

1. Improved and contextualized evangelism and mission that is relevant and adoptive to the changing situation by 2025
2. Institutional technical and leadership capacity of the Diocesan Secretariat, Archdeaconries, parishes and sub-parishes strengthened to deliver their mandate and the SP by 2025
3. Institutional and community resource mobilization capacity at Diocese, Archdeaconry, parish and sub-parish levels strengthened for sustainable community development and transformation by 2025
4. Increased access to quality formal education services in the Diocese at all levels by 2025
5. Increased access and utilization of comprehensive health services in the Diocese at all levels by 2025
6. Strengthened capacity of the women, youth and children ministries and their structures to realize their full potentials and promote the kingdom of God by 2025
7. Improved natural resource management and food security at household level in the Diocese at all levels by 2025
8. Advocacy and lobbying for rights of the vulnerable groups ( Batwa, elderly, OVC and the PWDS) strengthened by 2025

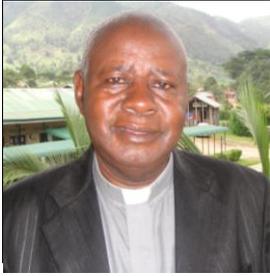
The Diocese will remain visionary and rely on God's providence during the implementation of this strategic Plan because we are taught in Proverbs 29:18 that “A Nation without God's guidance is a nation without order.....”

We invite our Members, development partners, CSOs networks and all other stakeholders to support us and strive to our calling of offering relevant services to the communities in the Diocese and beyond.

With all God's blessings,  
.....;

**Rt. Rev. Dan Zoreka**  
**Bishop Kinkiizi.**

## Diocesan Secretary's Message



This strategic Plan 2016 – 2025 is as a result of the active participation, involvement, invaluable contribution of various stakeholders that include; representative's of Diocesan leadership led by the Bishop, Diocese Secretariat staff (head of departments) and representatives from parishes and churches, Archdeacons, parish priests and Christians. We thank you all for your contributions (1 cor. 15: 58).

The strategic planning process interrogated why the Diocese exists (Vision, mission and values); the internal and external environment, achievements and challenges, its strategic development objectives, strategies and its areas of programme focus.

In a special way we recognize Bishop Dan Zoreka and his leadership for providing an oversight and actively participating in all the planning processes. I thank Rev. Canon Kanyankole and Mr. Agaba Andrew who supported the Bishop in coordinating the entire planning process.

The process led by the Consultant (Mr. Robert Mwesigwa) was participatory at all levels. He interacted with various stakeholders soliciting for their views on the past and future journey of the Diocese in the next 10 years. We thank him for effectively facilitating and guiding the entire process. We trust in the Almighty God to be our guide in implementing the plan for the good of the people. *“Ask the LORD to bless your plans, and you will be successful in carrying them out”* Proverbs 16:3.

May you all be blessed!

**Rev. Can. Bernard Bagaba**

**Diocesan Secretary**

## Acknowledgement



The Diocese of Kinkiizi is sincerely grateful to various individuals who worked with us in ensuring the reality of this document. In Particular our appreciation goes to Rt. Rev Dan Zoreka the Bishop of the Diocese of Kinkiizi who provided the overall leadership of the entire planning processes. I would like to express my appreciation to the members of the Diocesan Council and the Bishop’s office Management Committee who comprised the strategic planning Committee. Although the final document is the reflection of the comments and suggestions of a cross-section of stakeholders including members of the congregations, this committee deserves special recognition for their effort on behalf of the Diocese.

Our thanks go to Mr. Mwesigwa Robert-the Consultant for facilitating the entire planning process and development of this strategic plan.

I acknowledge the contributions of the above individuals and teams towards the efforts of putting in place the Ten Year Strategic Plan. I do sincerely look forward to every one’s continued participation in the course of implementation of this plan to be able to effectively and efficiently achieve our goal.

**May the Lord Bless you all.**

.....

**Andrew Agaba**  
**Diocesan Planning and Development Officer**  
**Diocese of Kinkiizi.**

## **I.0. History and Profile of the Diocese**

### **I.1 History of the Diocese**

The Diocese of Kinkiizi is one of the 35 Anglican Dioceses of the province of the Church of Uganda. Until its creation in 1995, the Diocese was part of North Kigezi Diocese. The Diocese is currently headed by Rt. Rev Dan Zoreka. The Diocese has 11 Archdeacons; 57 parishes and 190 congregations/sub-parishes.

### **I.2 Location of the Diocese**

The Diocese of Kinkiizi lies in the south west of Uganda having an international boundary with the Democratic Republic of Congo on the western side. The total geographical area of the Diocese is 1228.28 km<sup>2</sup>. It shares its borders with Kanungu district. About one quarter of the Diocese lies in the Great Rift Valley. The rest of the area is mountainous with deep valleys which are crisscrossed by a number of rivers that drain their water into Lake Edward in a north direction. Kampala, the capital of Uganda is approximately 400km away and takes 8 hours to reach by road. The 1<sup>st</sup> two are poor rough roads.

### **I.3. Population**

According to UBOS (2014), the total population of the Kanungu District at 280, 000 people. The population of Kinkiizi has continued to grow since 1980, with a total of fertility rate of 8.08 (among the highest in the country). According to Uganda Bureau of statistics, the population is around 259,400, females being of higher percentage than males. These include Christians, Muslims and sects. The population represents a number of ethnic and tribal groups with the baking being the single largest group, followed by the Bafumbira. All community festivals are celebrated in this Diocese with enthusiasm. The growth in population has been matched with a proportional increase in the agricultural industry, the out migration of the younger population and household formation age groups migrating to the stronger socio-economic centers such as Kihiihi. To-date, the Diocese has 46, 6667 households. As of 2002, the residents of Kanungu District self-reported their religious affiliations as follows: (a) Christianity: 95.3%, (b) Islam: 2.7%, (c) other: 1.7% and (d) None: 0.3%. Others were Orthodox Christianity and other Christians

### **I.4 Economic activities**

Agriculture is the main land use in Kanungu District and a major economic activity and 88 percentage of the population of Kanungu District is involved in Agriculture. The land is highly fragmented due to traditional practices of inheritance and high population density. Land is held in customary private ownership although there are few relatively well-off farmers with leasehold titles. Grazing lands are communally owned and land fragmentation is a common feature with an average household size holding of 0.02 sq kilometers. However most of the agriculture is subsistence in nature (Kanungu statistical local government abstract 2012/13). Millet, beans, sorghum, ground nuts, soya beans and bananas are grown for personal consumption and sale locally. Cash crops include tobacco, tea and upland rice. However, some studies conducted in Kanungu district (Kaitlin A. A. Patterson, 2013) show that most households are still food insecure. For example among the Batwa 99% were found to be food insecure.

According to Kanungu statistical local Government abstract 2012/13 Poverty in Kanungu district stands at 34.3 with a Human development index of 0.473; Kirima and Nyamirama Sub counties are highly ranked for high poverty indices. Household farm labor is provided mostly by women with hand hoes. In the trading centers, a small number of mainly retail businesses employ quite a few persons. However, the largest employer in the Diocese continues to be Kayonza tea estate and Kanungu district local government. The people of Kinkiizi are also heavily dependent on employment opportunities outside the Diocese, particularly the urban centers of Rukungiri, Mbarara and Kampala. Kihiihi, Kanungu and Kambuga trading centers are in shopping terms the retail centers of the Diocese. They provide a range of shops to meet the needs of the residents, workers and visitors. These town centers provide an important sense of place and community identity, and, in addition to shopping facilities, the town hosts a mixture of services and leisure facilities.

### **1.5 Natural resources**

The Diocese is endowed with natural forest and two national game parks; Bwindi impenetrable forest national park, (home of the mountain Gorillas) and the queen Elizabeth national park which has a variety of animals that include; elephants, leopards, lion and hippos. Annual rainfall is generally over 40 degrees and the temperature ranges between 180degrees C and 30 degrees C as one moves from south to north. The soil is very fertile but lacks proper management. However, poverty and financial difficulties continue to reduce resilience and increase vulnerability to climate change.

### **1.6. Social services (Education & health)**

According to Kanungu statistical local Government abstract 2012/13, about 71 per cent of the total population in the district was literate of whom males form the majority (52 per cent). While males command a higher literacy rate in the district, females form the bulk of the illiterates in the whole district (63 per cent). Enrolment levels increased from 47,162 to 51,241 pupils whilst the pupil-teacher ratio was at 38:1; well above the national target of 55:1. However, despite impressive statistics, the education sector faces several challenges including the poor remuneration of teachers (more than 15 per cent of primary teachers were not on the payroll), inadequate teaching facilities, high levels of staff and student absenteeism, a high dropout rate (despite an increase in enrolment levels for FY2013/14) and the poor participation of parents in the education of their children. Most of issues affecting education in the district affect education institutions run by the Diocese. These include 3 primary schools, 12 secondary schools and 7 tertiary institutions in which a total of 32,500 pupils are enrolled in schools. According to Kanungu statistical local Government abstract 2012/13, the infant and maternal mortality indices have remained static for the last two decades. To-date, the Diocese has 17 health facilities (1 Hosp, 1 HC III and 15HC IIs).

## 2.0. Rationale for revising the Diocesan Strategic Plan (2006-2015)

- Diocesan implementation experience and emerging issues which need to be infused in the Diocesan programs
- Changes in the National Health Sector and Development Strategic Plans thus the need for realignment of Diocesan programmes
- National demographic/population changes which should influence and direct evidence and population based programming
- The new global development agenda; From MDGs to SDGs require Diocesan program realignment

## 3.0. Introduction and Background to the Strategic Plan (2016-2025)

This Ten-Year Strategic plan sets out the strategic direction of the Diocese of Kinkiizi in the next 10 years. It articulates the overarching goal, strategic objectives, expected outcomes and outputs and core activities to realize the stated results. The Strategic Plan was carefully developed to address the needs of the communities in the entire Diocese. The Strategic plan honours other development obligations presented by the District, Republic of Uganda, Province of Church of Uganda, UN Agencies and others. Therefore, it was aligned to their strategic tenets to effectively contribute to them.

The Strategic Plan was developed in the most and highly consultative and participatory approach involving key stakeholders at Parish, Archdeaconry and Diocesan levels. The process of the development of the plan started with the training of Diocesan leadership in the strategic planning process for quality assurance. Basic performance review of what worked and did not work well in implementation of 2015-2015 strategic plan was also conducted to inform this new Strategic Plan (key highlights are presented in section 10 of this document). The draft was presented to the Diocesan Governance

Organs for In-depth review and final approval. Section 8.0 lays down guidelines for implementing this plan. The key principles that guided the development and will continue to guide implementation of this plan are:

### **Guiding Principles**

- **Upholding Christian values**
- **Focus on sustainability**
- **Gender sensitivity and inclusiveness**
- **Flexibility for innovation and creativity**
- **Evidence-based programming**
- **Adoptive to changing dynamics to accommodate emerging and essential needs**
- **Effective listening**
- **Accountability and Transparency**
- **Focus on impact/results &**
- **Integration, efficiency and effectiveness**

## 4.0. Key achievements realized during the 2005-2015 strategic plan

The consultant conducted basic performance review of the above plan through focus groups discussions at Diocese, Archdeaconry and parish levels. The purpose of conducting basic review was to establish what worked well and what did not work well in order to inform the current strategic plan.

**Table 4: Highlights of what worked and did not work well in 2005-2015 S.Plan**

Thematic area	What worked well	What did not work well
<b>Bishop's Office (leadership and governance)</b>	<ul style="list-style-type: none"> <li>▪ Implementation of decision of the diocesan synod, councils and other boards and upholding guidelines as stipulated in the constitution</li> <li>▪ Availability of human resource manual and Job descriptions as key</li> <li>▪ Good coordination/team work at the diocesan level and regular meetings to assess the progress of the Diocese.</li> <li>▪ The governance bodies continued to provide oversights</li> <li>▪ Capacity needs of some staff met.</li> <li>▪ Successfully organized Diocesan Centenary celebrations which stimulated and strengthened the renewed spiritual energies among clergy and all Christians on the holy work of God.</li> <li>▪ Improvement in staff motivation such as timely payment of salaries</li> <li>▪ Institutional capacity strengthening such as purchase of rental houses which bring income for the Diocese;</li> <li>▪ Organization capacity development improvements such as audited books of accounts and reports that made people build trust and confidence (integrity) in the Diocese.</li> <li>▪ There has been quota submission – nearly 30 parishes finishing their quota on Christmas every year.</li> <li>▪ Increased transparency and timely accountability;</li> <li>▪ Ownership, team work, joint planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gap in communication especially the area of publicity due to lack of skilled manpower in communication.</li> <li>▪ The Concluded strategic plan was not well disseminated and continuously reviewed with all stakeholders to maximize attainment of stated goals and objectives.</li> <li>▪ Financial resources were not adequate to implement most of planned;</li> <li>▪ a number of human and financial policies were not widely disseminated in the Diocese and</li> <li>▪ Some delays in monthly reports submission due to lack of skilled and technical personnel;</li> <li>▪ Some projects e.g. KIRDP phased out and there was no a follow on project (lack of funds from donors) meaning that sustainability is still a question.</li> <li>▪ The acquisition of land tittles for church land has not been archived for land ownership which increases the risk</li> <li>▪ Poor handling of finances by some church ministers.</li> <li>▪ Some key policy and strategy documents such as the resource mobilization strategy and procurement policies were lacking</li> </ul>
<b>Evangelism:</b>	<ul style="list-style-type: none"> <li>▪ Improvements in church infrastructure such as Cathedral construction and expansion of churches;</li> <li>▪ Preaching, Prayer, fasting and fellowshiping.</li> <li>▪ A team of missionaries was created and has been active in carrying out mission and evangelism work. For example team of born again Christians meet every Friday for fellowship.</li> <li>▪ Good participation of Christians in church activities which increased ownership of church programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participants reported that preaching was emphasized compared to teaching which led to limited people accepting Jesus Christ.</li> <li>▪ Bible study was among areas reported week due to limited skills among the clergy and tools to use.</li> <li>▪ Pastralia, conferences and crusades, counseling, praise and worship and Discipleship did not go well which is</li> </ul>

Thematic area	What worked well	What did not work well
		contributing to many people leaving the Church
<b>Youth and Children:</b>	<ul style="list-style-type: none"> <li>▪ Observed Spiritual growth among the youth and children through establishment of Sunday schools in all churches and holding of youth conferences both in churches and schools.</li> <li>▪ There has been a reasonable improvement in discipline observed among students in schools due to the fellowships and conferences held in these schools.</li> <li>▪ Life skills among the youth improved over this time. This was attributed to financial support from the treasury office of the Diocese and good relationship with the field staff (clergy and chapel wardens/chaplains)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial resources were not enough to reach all institutions i.e. churches and schools.</li> <li>▪ Mobilization of Christians in the field was not the best in many churches. The reason given was that, there was no facilitation for meals to the participants and so, few people reached.</li> <li>▪ In some churches, some church leaders could not welcome the Diocese youth programme.</li> </ul>
<b>Health:</b>	<ul style="list-style-type: none"> <li>▪ It was reported that a total of 16 health centres (especially HCs II and III) and one hospital were functional;</li> <li>▪ Water springs were opened and protected and water tanks constructed at facilities and schools.</li> <li>▪ Maternal service provision improved and services are being provided at BCH, Nyakatara, Nyakinoni, Bugiri and Kihembe.</li> <li>▪ Immunization services improved</li> <li>▪ Reported increased in health facilities manned by skilled health workers.</li> <li>▪ A total of two sonographers trained, three laboratory assistants trained and one doctor on internship (in making).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Most facilities have no staff accommodation and toilets are still wanting.</li> <li>▪ It was reported that a number of households hitherto have no toilets</li> <li>▪ Water harvesting is not being done to increase access to safe water.</li> <li>▪ Few facilities have the required number of equipment for provision of quality health services.</li> <li>▪ Utilization of family planning services in lower level II facilities is still low as these facilities do not provide long term family planning methods.</li> <li>▪ Although nutrition health education talks have been given at some facilities, good nutrition practices are not done which was attributed to lack of nursery and demonstration gardens.</li> <li>▪ HIV and AIDS services are in place but behavior change continues to be a problem</li> <li>▪ Reported drug stock outs and limited skills in HIV &amp; AIDS care and management.</li> <li>▪ Health insurance scheme covers few people.</li> </ul>

Thematic area	What worked well	What did not work well
<b>Education:</b>	<ul style="list-style-type: none"> <li>▪ Enrolment in schools has improved at all levels which was attributed to community sensitization and mobilization.</li> <li>▪ There has been reported an improvement in infrastructure and increased Chaplaincy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor performance in schools due to lack of inspection in schools. They also cited poor retention of pupils in schools partly due to competition from private schools,</li> <li>▪ Poor staffing levels of qualified teachers,</li> <li>▪ Lack of school business plans and</li> <li>▪ Limited scholarships for the needy.</li> </ul>
<b>Batwa Development:</b>	<ul style="list-style-type: none"> <li>▪ Two Batwa graduated from university, one with a degree in public administration and the other in project planning and entrepreneurship.</li> <li>▪ 250 Batwa children enrolled and were in school at different levels (primary and secondary).</li> <li>▪ 52 houses, 52 kitchens and 52 latrines were built for the Batwa since 2011.</li> <li>▪ Established Batwa women center for giving Batwa skills and 3 schools i.e. Nina ways Mukugoro, Byumba press school and Mama Diane nursery kitoriro.</li> <li>▪ Achievement of the above has been attributed to: having a stable funding base for Batwa programme; good governance; proper planning and implementation and Batwa involvement in the activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The income generating activities are weak because Batwa have little commitment in participation of IGAs, have limited knowledge and skills in land utilization (agriculture) and other businesses</li> </ul>
<b>Community Development:</b>	<ul style="list-style-type: none"> <li>▪ The Diocese has build capacity of communities to plan, implement, monitor and evaluate projects.</li> <li>▪ Participants appreciated the role of village saving Associations (VSLAs) and noted that the culture of savings in communities has greatly improved.</li> <li>▪ Communities noted that there has been great land expansion in the Diocese at all levels</li> </ul>	<ul style="list-style-type: none"> <li>▪ However, they reported that while they have been training in project management, they lack marketing, advocacy and partnership skills. As a result, majority of Christians continue to rely on external support/handouts other than using locally available resources to develop themselves.</li> <li>▪ They also noted the need to strengthen community evangelism in the development process and also to secure titles for Church land</li> </ul>
<b>Natural Resources Management and Food Security</b>	<ul style="list-style-type: none"> <li>▪ Participants noted that the Diocese is doing well in tree planting and food security.</li> </ul>	<ul style="list-style-type: none"> <li>▪ However, they noted that modern farming methods are still weak</li> <li>▪ They noted that campaigns to</li> </ul>

Thematic area	What worked well	What did not work well
		wipe out on Polythin bags have failed to take off.
<b>Women Ministries</b>	<ul style="list-style-type: none"> <li>Participants reported that mothers unions have grown strong; they have been empowered and their fellowships have gained strength</li> </ul>	<ul style="list-style-type: none"> <li>However, participants noted that mothers unions have grown at the expense of fathers unions and other CWF. They noted that CWFs are declining.</li> </ul>

Note that the major limitations of the review were that it was purely qualitative and it lacked the baseline data and concrete targets to benchmark quantitative progress.

### 3.0, Strengths, Weaknesses, Opportunities and Threats (SWOT)

Table I: SWOT analysis

#### STRENGTHS

The potency on which the Diocese posses to optimize included the following:

1. Established structures from top to bottom (Bishop to 4C)
2. Resources: human, financial, land and infrastructure e.g. schools and health facilities
3. Income generating projects ( Bank-KICOD), Guest Houses, Bank house
4. Leases such as telephones masts and power sub-stations
5. Plantations-trees, teas
6. External links (Compassion International, Tear fund, Mary Wood Trust (MWT), Kf Keleman Foundation, Mission for all-MFB, KNH, KAG (Kinkiizi Action group, MHH-Mission Healing hands)

#### OPPORTUNITIES

The following opportunities present themselves to the Diocese to take advantage of and harness them for effective implementation of the plan:

1. Human resources (Clergy and Laity)
2. Organized groups (MU, FU, Youth, VSLAs, CWOs)
3. Well defined structures
4. Fertile soils and conducive climate

#### WEAKNESSES

The Diocese identified weak points that need to be looked at critically to minimize them in the effective and efficient implementation of this plan to desired impact.

1. Negative attitudes towards Diocesan Programmes
2. Lack of early planning politically
3. Lack of Diocesan Think Tank to re-enforce Diocesan Council and other common Parish Church Councils (PCC)
4. Lack of proper planning for our institutions (leadership)
5. Lack of diverse trainings of church leaders
6. Poor Implementation strategy at lower levels due to lack of policies
7. Lack of proper utilization of manpower (poor placement of HR)
8. Poor welfare of workers / staff (remuneration, accommodation etc)
9. Poor induction of staff
10. Spiritual gaps in fellowships and pastralia)
11. Lack of respect (High Jump)
12. Lack of good communication skills (flow of information)
13. Poor performance in schools
14. Poor handling of financial resources at all levels due to lack of systems /tools

#### THREATS

The Diocese leadership identified several threats that Diocese need to be aware of and proactively minimize in her plans

1. Politics
2. Cults
3. Homosexuality
4. Corruption
5. Poverty
6. Un employment
7. Diseases (Malaria, HIV&AIDS, Cancer and TB)
8. Illiteracy/ ignorance
9. Lack of technological compliance

<ul style="list-style-type: none"> <li>5. Tourism sites</li> <li>6. Continuing Diocesan Programmes e.g. KNH, USAID community connector)</li> <li>7. Endowed Nature and Minerals</li> <li>8. Education Institutions</li> <li>9. Mission Partners</li> <li>10. Presence of NGOs</li> <li>11. Government Programmes and structures</li> <li>12. Religious denominations</li> </ul>	<ul style="list-style-type: none"> <li>10. Natural disasters</li> <li>11. Insecurity</li> <li>12. Land fragmentation</li> <li>13. Poor land use</li> <li>14. Alcohol/drug abuse</li> <li>15. Competition</li> <li>16. Corruption</li> <li>17. Gender-based Violence</li> <li>18. Overpopulation especially the youth</li> <li>19. Reducing donor funding</li> <li>20. Exodus of Christians to other religions (secularism)</li> <li>21. Hard to reach areas</li> </ul>
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**5.0. Vision, Mission and Goal of the Diocese**

**Vision:** *A sustainable growing Christ Centered Church*

**Mission:** To proclaim the Good News of Our Lord Christ and to demonstrate the Love of God through practical services that are relevant to all peoples’ needs so that they can enjoy Gods’ full salvation”

**Goal:** “To provide holistic ministry and foster development that will lead to the improved quality of life of everyone in Kanungu District”.



**6.0. Linkages between the SDGs, NDP II, KDDP, Church of the Province of Uganda, and Diocese of Kinkiizi Strategic Plan**

In order to leverage opportunities with other key stakeholders, the Diocese of Kinkiizi ensured that there is a strong linkage between this strategic plan and others articulated above in terms of vision, goals and objectives. This also implies that the Strategic plan of the Diocese of Kinkiizi contributes the District, national, provincial and international goals and aspirations as encapsulated in the above documents. The alignment of the Diocese of Kinkiizi strategic plan (2016-2025) to other development frameworks is summarized in the table below:

**Table 2: Alignment of the Diocese of Kinkiizi strategic plan (2016-2025) to other development frameworks**

	<b>Sustainable Development Goals</b>	<b>2<sup>nd</sup> National Dev't Plan (NDP)</b>	<b>Kanungu District</b>	<b>Provincial Goals</b>	<b>Diocese of Kinkiizi</b>
<b>Vision</b>			To have a democratic, participatory, decentralized local government system that can sustain development and deliver services efficiently and effectively to the people.	A Christ centered church Equipped for transforming mission among people	<i>A sustainable growing Christ Centered Church</i>
<b>Mission</b>			To coordinate, support and advocate for Local Governments for sustainable, efficient and effective service delivery in the decentralized system of governance.	Promoting Evangelical Christianity through teaching, nurturing, healing, caring and empowering all our church members.	To proclaim the Good News of Our Lord Jesus Christ and to demonstrate the Love of God through practical services that are relevant to all peoples' needs so that they can enjoy Gods' full salvation"
<b>Overarching Goal</b>		To attain middle income status by 2020 through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth.			"To provide holistic ministry and foster development that will lead to the improved quality of life of everyone in Kanungu District".
<b>Goals/Objectives</b>	<ol style="list-style-type: none"> <li>1. End poverty in all its forms everywhere</li> <li>2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture</li> <li>3. Ensure healthy lives and promote well-being for all at all ages</li> <li>4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</li> <li>5. Achieve gender equality and empower all</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase Sustainable Production, Productivity and Value Addition in Key Growth Opportunities,</li> <li>2. Increase the Stock and Quality of Strategic Infrastructure to accelerate the Country's competitiveness,</li> <li>3. Enhance Human Capital Development, and</li> <li>4. Strengthen Mechanisms for Quality, Effective and Efficient Service</li> </ol>	<p><b>Health:</b> To provide good quality services to the people of Kanungu district so as to make them attain good standards of health in order to live a healthy and reproductive life. The Specific objective is to reduce morbidity and mortality from the major causes of ill health and disparities therein</p> <p><b>Education:</b> To promote quality basic education by improving access by girls and boys, equity and retention in all Primary schools and other levels of learning.</p> <p><b>Natural Resources:</b> To ensure sustainable and productive utilization of natural resources for</p>	<ol style="list-style-type: none"> <li>1. Increasing membership by at least 25% over the period</li> <li>2. 60% of Church membership saved and confessing Christians (Rom 10:1, 9-11, John 3:3, 7)</li> <li>3. Church leaders identify and rely on the spiritual gifts of members i.e. Bishop's the Clergy and the Laity for ministry.</li> <li>4. Improved social services (spiritual, social and</li> </ol>	<ol style="list-style-type: none"> <li>1.Improved and contextualized evangelism and mission that is relevant and adoptive to the changing situation</li> <li>2.Institutional technical and leadership capacity of the Diocesan Secretariat, Archdeaconries, parishes and sub-parishes strengthened to deliver their mandate and the SP</li> <li>3.Institutional and community resource mobilization capacity at Diocese, Archdeaconry,</li> </ol>

	<b>Sustainable Development Goals</b>	<b>2<sup>nd</sup> National Dev't Plan (NDP)</b>	<b>Kanungu District</b>	<b>Provincial Goals</b>	<b>Diocese of Kinkiizi</b>
	<p>women and girls</p> <p>6. Ensure availability and sustainable management of water and sanitation for all</p> <p>7. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>8. Take urgent action to combat climate change and its impacts</p> <p>9. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> <p>10. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<p>Delivery</p>	<p>poverty reduction enhanced economic growth and improved livelihoods.</p> <p><b>General community Development:</b> To promote social development which involves positive transformation of beliefs, knowledge, attitudes, practices of people within households, communities and groups. This function covers the following sectors: (i) Probation Youth, Children and Social welfare (ii) Gender, Culture and Community (iii) Development, Disability and Elderly and Labour and Industrial Relations</p> <p><b>Production and Marketing:</b> To ensure appropriate institutional linkages are maintained with all relevant sector agencies; comprising mostly crop, livestock, fisheries, forestry and industrial research, marketing organizations, NGOs and CBOs engaged in agricultural activities Agriculture is the major economic activity in Kanungu district. The production sector is comprised of five sectors namely: Agriculture, Veterinary Services, Fisheries, Entomology as well as Trade and Industry.</p>	<p>economic) delivery in COU.</p> <p>5. Church has legal ownership and full control of its education, health and other facilities.</p> <p>6. Church generates funds locally.</p> <p>7. Effective environmental management.</p> <p>8. Church increases its influence in public engagements on both the national and international scene.</p> <p>9. Review and streamline the COU governance and management structures.</p> <p>10. COU has adequate and effective policies and systems</p>	<p>parish and sub-parish levels strengthened for sustainable community development and transformation</p> <p>4. Increased access to quality formal education services in the Diocese at all levels</p> <p>5. Increased access and utilization of comprehensive health services in the Diocese at all levels</p> <p>6. Strengthened capacity of the men, women, youth and children ministries and their structures to realize their full potentials and promote the kingdom of God</p> <p>7. Improved natural resource management and food security at household level in the Diocese at all levels</p> <p>8. Advocacy and lobbying for rights of the vulnerable groups strengthened by 2025</p>

## 7.0. Strategic Choices over the next 10 years (2016-2025)

“So I run straight towards the goal in order to win the prize, which is God’s call through Christ Jesus to the Life above. However, that may be, let us go forward according to the same rules we have followed until now.” **Philippians 3: 14 & 16.**

In line with its vision and mission and in view of the issues that emerged from the evaluation at all levels, the Diocese has chosen to focus on Four strategic directions (priorities) in the next ten years namely;

1. Mission Focus (Evangelism)
2. Socio-economic transformation
3. Social services
4. Community Engagement

## 7.1. Strategic Objectives

### 7.1.1. Mission Focus (Evangelism)

1. Improved and contextualized evangelism and mission that is relevant and adoptive to the changing situation by 2025
2. Institutional technical and leadership capacity of the Diocesan Secretariat, Archdeaconries, parishes and sub-parishes strengthened to deliver their mandate and the SP by 2025

### 7.1.2. Socio-economic transformation

1. Institutional and community resource mobilization capacity at Diocese, Archdeaconry, parish and sub-parish levels strengthened for sustainable community development and transformation by 2025
2. Improved natural resource management and food security at household level in the Diocese at all levels by 2025

### 7.1.3. Services

1. Increased access to quality formal education services in the Diocese at all levels by 2025
2. Increased access and utilization of comprehensive health services in the Diocese at all levels by 2025

### 7.1.4. Community Engagement:

1. Strengthened capacity of the men, women, youth and children ministries and their structures to realize their full potentials and promote the kingdom of God by 2025
2. Advocacy and lobbying for rights of the vulnerable groups strengthened by 2025

## 8.0. Detailed interventions by strategic choices

### Mission Focus (Evangelism)

**Evangelism:** Improved and contextualized evangelism and mission that is relevant and adoptive to the changing situation

“I pray that they may all be one. Father! May they be in us, just as you are in me and I am in you. May they be one, so that the world will believe that you sent me” **John 17: 21**. This strategic choice aims at widening and intensifying the scope practice of mission and evangelism, fellowships and collaboration with other denominations at all levels (1Cor.1:10-17).

Outcome	Output
I.Increased saved and witnessing Christians	I.Increased Church membership

### Core interventions/activities

- i. Lobby for a study centre to cater for the theological training of the people in the Diocese
- ii. Promote Bible study groups classes/ camps in all churches / institutions to ensure that people are rooted in the bible truth to counteract cults, heresy and secularism
- iii. Conduct overnight prayers and worship
- iv. Promote accountability and transparency in the church at all levels such as sharing number of confirmations
- v. Improved Diocesan structures and periodic maintenance (including expansion and renovations, church shades and building clergy/staff houses) at all levels
- vi. Introduce several Worship services to address the needs of Christians
- vii. Improve house-to-house / door to door evangelism (pastoralia)
- viii. Promote discipleship, healing Ministry and preaching including open air preaching
- ix. Develop and implement a strategy for all Church Ministers and Christians participation in civic education
- x. Promote fellowships, fasting and prayer at all levels
- xi. Organize conferences and crusades at all levels
- xii. Promote counseling services in the Diocese at all levels
- xiii. Conduct Christian charity walks with catchy and topical themes at all levels
- xiv. Promote vibrant church and school choirs
- xv. Church Ministers to identify Christians with Spiritual gifts and train them to support Church Ministry
- xvi. Improve motivation/ incentives for the clergy and lay leaders at all levels
- xvii. Conduct regular retreats for parish missions at the Diocesan level such as annual Diocesan missions
- xxviii. Promote Church growth and development at all levels (Upgrading and Church planting)
- xix. Promote periodic music, dance and drama competitions at all levels
- xx. Promote lively Praise and Worship in all Churches
- xxi. Encourage all the Churches in the Diocese to have modern public address system
- xxii. Educate Christians about Christian giving / tithing
- xxiii. Engage with stakeholders to encourage installation of electricity and lightening arrestors in all churches
- xxiv. Establish Diocesan TV and Radio station
- xxv. Promote functional libraries at the Diocese, Arch and Parish levels with essential reading materials with computers and internet connectivity
- xxvi. Train intercessors on how to conduct prayers and make referrals
- xxvii. Tap into media especially local / community radios and TVs to spread the gospel
- xxviii. Promote sports ministry including a stadium
- xxix. Conduct outreach Ministries to other Dioceses (external outreaches)

**Leadership and Governance:** Institutional Governance, leadership and technical capacity of the Diocesan Secretariat, Archdeaconries, parishes and sub-parishes strengthened to deliver their mandate and the SP

### Leadership and governance capacity strengthened

“Jesus sat down, called the twelve disciples, and said to them; whoever wants to be first must place himself last of all and be the servant of all.” **Mark 9: 35**. “Speak up for people who cannot speak for themselves. Protect the rights of all who are helpless. Speak for them and be a righteous judge. Protect the rights of the poor and needy” **Proverbs 31: 8 – 9**

Outcome	Output
1.Functional governance organs at all levels 2.Effective team work and communication at all levels	1.Increased capacity of the Diocese to plan, monitor and implement strategic plan activities at all levels 2.Diverse trained and motivated Church Ministers at all levels 3.Human resource and financial policies and procedures manuals in place, widely disseminated and utilized at all levels
Core interventions/activities	
<ul style="list-style-type: none"> <li>i. Review the Provincial governance and procedures manual</li> <li>ii. Develop and implement a succession and organizational development plan for staff at all levels</li> <li>ii. Conduct and review organizational capacity assessment every three years</li> <li>v. Sponsor the Church Ministers for diversified training such as law, finance and medicine and any other discipline</li> <li>v. Train Church Ministers at all levels in transformational leadership, good governance, accountability and human rights</li> <li>vi. Conduct staff training needs assessments at Diocesan level and organize appropriate refresher courses every three years</li> <li>ii. Develop and implement staff motivational strategies for all levels in line with the Provincial Policies</li> <li>ii. Review the Diocese organizational structure to streamline reporting lines and establish staffing needs and fill them at all levels</li> <li>x. Recruit a Diocesan Human Resources Manager</li> <li>x. Monitor implementation of Diocesan resolutions at all levels</li> <li>i. Conduct Diocesan staff performance appraisals at all levels annually</li> <li>ii. Establish staff welfare committee at the Diocesan level to improve staff welfare</li> <li>ii. Disseminate human and financial policies at all levels in the Diocese</li> <li>v. Promote pension scheme for clergy and workers at all levels</li> <li>v. Establish a Diocesan Think Tank (various professionals)</li> </ul>	

### Financial management capacity of the Diocese strengthened

Outcomes	Outputs
1.Effective and efficient utilization of financial resources 2.Improved financial accountability	1.Improved financial management skills among church leaders 2.Improved internal audit 3.Timely submission of financial reports at all levels 4.Timely disbursement of financial resources

Core Activities interventions	
<ul style="list-style-type: none"> <li>i. Conduct annual financial audit for the Diocese at all levels</li> <li>ii. Up-grade the accounting software package</li> <li>iii. Disseminate and implement procurement, financial policies and guidelines / manuals at all levels</li> <li>iv. Monitor the implementation of financial guidelines and recommendations from audit reports</li> <li>v. Train / orient church leaders including the parish finance committees in financial management and policies, guidelines, financial audits and financial effectiveness and efficiency</li> <li>vi. Establish a procurement committee at all levels</li> <li>vii. Recruit a Diocesan Internal Auditor</li> <li>viii. Computerize all accounts and train staff in computer and relevant financial packages at all levels</li> </ul>	

### Partnerships, collaboration, coordination and networking capacity strengthened

Outcome	Outputs
<ul style="list-style-type: none"> <li>1.Increased visibility of Diocesan work nationally and internationally</li> <li>2.Improved mutual learning and synergies harnessed</li> </ul>	<ul style="list-style-type: none"> <li>1.Increased joint resource mobilization</li> <li>2.Increased joint networking and advocacy activities</li> </ul>
Core interventions/activities	
<ul style="list-style-type: none"> <li>i. Update the Diocesan website</li> <li>ii. Develop and implement Diocesan partnership and communication strategy</li> <li>iii. Build and nurture good relations with various religious denominations and involve them in our activities</li> <li>iv. Strengthen and expand coordination of parish missions with Diocesan missions</li> <li>v. Strengthen links between parishes with other mission partners outside the Diocese</li> <li>vi. Bring new faces outside the Archdeaconry. (external evangelists) at all levels</li> <li>vii. Recruit a Communications Officer at the Diocese</li> <li>viii. Train clergy / leaders in communication skills (including use of computer)at all levels</li> <li>ix. Promote interfaith meetings and activities at all levels</li> <li>x. Train Church Ministers in coordination advocacy and networking</li> </ul>	

### Strategic information and technology management capacity strengthened

Outcome	Outputs
<ul style="list-style-type: none"> <li>1.Increased evidence-based programming at all levels</li> <li>2.Submission of timely and quality programmatic reports</li> </ul>	<ul style="list-style-type: none"> <li>1.Capacity to collect, analyze and report enhanced at all levels</li> <li>2.Functional Diocesan M&amp;E and IT systems</li> </ul>
Core interventions/activities	
<ul style="list-style-type: none"> <li>i. Disseminate the new strategic plan at all levels</li> <li>ii. Train Diocesan staff in results based management including reporting at all levels.</li> <li>iii. Develop a Diocesan strategic information management database</li> <li>iv. Design appropriate M &amp; E tools for Diocesan programmes</li> <li>v. Promoting digital use at all levels</li> <li>vi. Develop M&amp;E plan for the Strategic plan</li> <li>vii. Monitor the implementation of the strategic plan.</li> <li>viii. Conduct annual internal reviews of the strategic plan implementation</li> </ul>	

- ix. Conduct Baseline, mid-term reviews and end of strategic plan evaluations
- x. Mainstream M&E within all Diocesan programmes and activities
- xi. Prepare monthly, quarterly and annual program and financial progress reports at all levels
- xii. Recruit data analyst / M&E and IT Officers at Diocesan level

### Socio-economic transformation

**Institutional Capacity to raise local resources (Community/sustainable Development):** Institutional and community resource mobilization capacity at Diocese, Archdeaconry, parish and sub-parish levels strengthened for sustainable community development and transformation

Outcomes	Outputs
1. Increased funding of Diocesan programs using locally generated resources	1. Increased local resource mobilization 2. Resource mobilization/ business strategy in place 3. Local sustainability plan for the Diocese developed 4. Improved staff skills in resource mobilizations
Core interventions/activities	
<ul style="list-style-type: none"> <li>i. Establish a dedicated resource mobilization committee at all levels.</li> <li>ii. Develop a resource mobilization strategy (business plan) for the Diocesan sustainability.</li> <li>iii. Conduct asset management training for all leaders at all levels</li> <li>iv. Assess and Survey all Diocesan land and secure titles for it at all levels</li> <li>v. Promote strategic expansion of Church land where there is need</li> <li>vi. Expand planned commercial utilization of church land and plots such as student hostels, rental houses, guest houses, tourism camps, stadium, Petrol station, Day Care Children Centre, Swimming pool, washing bay, parking yards</li> <li>vii. Cash crops such as coffee, rice, tree and tea planting all levels</li> <li>viii. Invest in treasury Bonds</li> <li>ix. Strengthen Diocesan bank and sensitize people about it to utilize the services it offers</li> <li>x. Conduct market research and train communities in marketing skills of their produce</li> <li>xi. Strengthen VSLAs with focus on teaching community on savings and identifying viable projects</li> <li>xii. Monitor and review the business plan and sustainability strategy on annual basis</li> </ul>	

**Natural resources management & Food Security:** Improved natural resource management and food security at household level in the Diocese at all levels

The Diocese will ensure that that the culture of prudent management of natural and other resources, environmental protection and food security practices is promoted and sustained

Outcomes	Outputs
1. Increased food secure households 2. Improved protection of natural resources 3. Increased household involvement in good environmental protection practices	1. Increased knowledge and skills on environmental protection and conservation practices at household level 2. Increased knowledge and skills in modern farming

Increased household involvement in modern farming practices	practices at household level 3.Increased households involvement in agro-business
<b>Core interventions / activities</b>	
<ul style="list-style-type: none"> <li>i. Train communities in food security</li> <li>ii. Community education to preserve the environment</li> <li>iii. Initiate s campaign to ban the use of polythin bags</li> <li>iv. Educate communities on modern methods of farming</li> <li>v. Advocacy to protect wetlands and water sources</li> <li>vi. Train Church Ministers in environment protection</li> <li>vii. Promote value addition to agricultural products products-establish small food processing plants</li> <li>viii. Equip communities with marketing skills of the produce</li> <li>ix. Strengthen collaboration and networking with NGOs and government programs</li> <li>x. Lobby the LG for recycling centers for plastic materials</li> <li>xi. Agricultural diversification (such as Hot culture, fish farming, poultry, piggery, mushroom growing)</li> </ul>	

## Social Services

**Health:** Increased access to and utilization of affordable, comprehensive and quality health services in the Diocese at all levels

The Diocese will aim at contributing the Health Sector Development Plan (HSDP) Goal “To accelerate movement towards Universal Health Coverage with essential health and related services needed for promotion of healthy and productive life (2015/16-2019/20)

Outcomes	Outputs
1.Increased access to and utilization of quality health services in Diocese health facilities 2.Increased access to youth friendly sexual reproductive health services at Diocesan health facilities	1.Improved drugs availability and other essential supplies 2.Improved functional referral system 3.Improved motivation of health workforce 4.Improved staffing levels at all facilities 5.Improved functionality of health facility management units 6.Increased demand creation at community level to utilize available services
<b>Core Interventions/Activities</b>	
<ul style="list-style-type: none"> <li>i. Renovate all facilities and construct maternity wards in 6 lower level (Rushaka, Bugiri, Kanyashogye, Nyakinoni, Burora and Kibimbiri)</li> <li>ii. To upgrade Nyakatare h/c to level Iv and seven lower facilities to level III (Rushaka, Bugiri, Kanyashogye, Nyakinoni, Burora, Kazinga and Kibimbiri).</li> <li>iii. Assess the need for new facilities and establish them.</li> <li>iv. Construction of a theatre and staff accommodation at Nyakatare HCiii.</li> </ul>	

- v. To improve Bwindi Hospital to act as a referral centre for specialized services
- vi. Equip out-patient and all other departments with appropriate tools and services to offer competitive quality services.
- vii. Educate communities on available services to create demand and utilization for them
- viii. Training all stakeholders in drug and supplies forecasting and management (requisitioning, storage, distribution and disposal).
- ix. Monitor implementation of M.O.H protocols at all levels
- x. Establish youth corners in all Diocesan health facilities
- xi. Conduct targeted sexual reproductive health rights education program for the youth and adolescents
- xii. Annual registration done by all facilities and ensure that all health workers register with their respective bodies.
- xiii. Monitor functionality and maintenance of protected water springs and rain water harvesting tanks at all level.
- xiv. Ensure more rain water harvesting tanks are constructed in all facilities
- xv. Construct staff accommodation at health facilities
- xvi. Educate parents especially men to increase their participation in immunization, family planning, nutrition, antenatal and HIV&AIDS activities
- xvii. Encourage community functional outreaches in all facilities.
- xxviii. Conduct advocacy and lobby different stakeholders to provide complementary health services.
- xix. Organize Seminars and workshops for health workers
- xx. Install solar systems in all facilities
- xxi. Acquire an ambulance for Nyakatare health centre
- xxii. Acquire a health departmental vehicle
- xxiii. Training of HUMCs and Boards in leadership and accountability
- xxiv. Promote sanitation competitions at household level
- xxv. Establish Archdeaconry and Parish level health committees
- xxvi. Promote flashing toilets in all Diocesan staff houses
- xxvii. Promote sanitation and health at all levels
- xxviii. Lobby Government to second staff to Diocesan health facilities
- xxix. Have a health management committee to help in the day to day running of health programs at all levels i.e. sub-parishes, parishes, archdeaconries

<b>Education:</b> Increased access to quality formal education services in the Diocese at all levels	
<b>Outcomes</b>	<b>Outputs</b>
1.Improved academic performance in Diocesan schools at all levels	1.Improved pupil/ student enrollment
2.Reduced dropout rate in Diocesan schools	2.Increased staffing levels
	3.Improved motivated workforce
	4.Improved education inspection at all levels
	5.Increased availability of essential scholastic materials in all schools
<b>Core Interventions / Activities</b>	
i. Engage parishes and sub-parish churches and other stakeholders to encourage and promote the teaching of Christian Religious Education (CRE) in Diocesan Church and non-diocesan founded schools	
ii. Develop tools to monitor performance in schools including teaching of CRE.	

- iii. Establish inspectorate desks in Archdeaconries and recruit Archdeaconry Inspectors of Diocesan schools
- iv. Establish education committees at Archdeaconry and parish levels
- v. Engage with parents to transform one school into a model primary school per Archdeaconry
- vi. Mobilize parents and other key stakeholders to support upgrading day primary and secondary schools into boarding schools
- vii. Promote rain water harvesting tanks and school gardens at every school
- viii. Establish a Diocesan University
- ix. Train school management, head teachers and staff in leadership and conflict management and other relevant refresher course in schools to groom next generations of leaders and improve performance
- x. Set Diocesan own exams / tests and establish a Diocesan examination panel using own printery.
- xi. Equip the Education department with transport means at Diocesan level
- xii. Fill teachers gaps in all primary, secondary schools and tertiary institutions
- xiii. Start nursery schools at all Churches and ensure they are manned with trained teachers in nursery teaching
- xiv. Strengthen mechanisms for identifying, supporting and follow-up of the needy children in all parishes such as through loan schemes
- xv. Upgrade existing technical institutes (Burora and Nyakatara) to offer diploma courses and certificates
- xvi. Establish two Junior technical vocational institutes
- xvii. Encourage communities to educate all boys and girls-send children to school
- xviii. Promote Mothers Union vocational training Centre for accreditation to offer recognized certificates
- xix. Uganda Institute of Science and Technology – kinkiizi at Nyamwegabira should be functional
- xx. Strengthen partnerships with NGOs and lobby them to facilitate school programs
- xxi. To improve Uganda Nursing school-Bwindi for accreditation to act as an autonomous fully fledged teaching hospital
- xxii. Review and disseminate the criteria for people to be selected on School management committees, PTAs and Boards

### Community Engagement:

**Men, Women, Youth and Children Ministries:** Strengthened capacity of the men, women, youth and children ministries and their structures' to realize their full potentials and promote the kingdom of God

Outcomes	Outputs
1.Increased employment opportunities for men, women and youth	1.Improved leadership skills among men, youth and women
2.Increased participation of men, women and youth in leadership and decision making processes at all levels in the Diocese	2.Improved Gender main streaming across all men, youth, children and women programs
3.Reduction in GBV	3.Increased training and enrolment of men, youth and women entrepreneurship activities

4. Strengthened life skills among the children, youth and women  
 5. Increased awareness of children about their rights.

**Key Interventions/ Activities for Youth & Children**

- i. Mobilize for infrastructure to promote Children and youth Sunday schools at all parishes and sub-parishes
- ii. Capacity building of Sunday School teachers to administer Children and youth Ministers through Sunday schools
- iii. Educate all diocesan institutions on the child protection policy.
- iv. Train the youth in leadership skills and engage them in church ministry at leadership/decision making level
- v. Promote Youth conferences seminars & workshops to be held in both churches and schools- take advantage of every holiday
- vi. Educate and motivate parents to participate in parenting skills
- vii. Promote Youth fellowships and Bible studies in all churches and schools
- viii. Facilitate Teaching of life skills (apprenticeship/ Vocational training, music industry) for youth
- ix. Promote games and sports ministry in all churches to develop youth talents
- x. Strengthening Chaplaincy in all education institutions at all levels
- xi. Promote Youth choirs through music industry at all levels
- xii. Introduce youth livelihood programs and implementation such as piggery, poultry, fish farming, brick making and other identified relevant projects
- xiii. Facilitate youth visits, Study tours / exposure visits
- xiv. Educate youth on HIV & AIDS prevention, dangers of early marriages and pornography
- xv. Mentoring and coaching boys and girls in Christian and cultural values and principles
- xvi. Educate the youth on the use of social media and utilize it to reach them with age-appropriate messages

**Key Interventions/ Activities for women and Men Ministries**

- i. Educate and empower women on self-help projects including crafts making such as tailoring, sweater making to minimize poverty
- ii. Train women and men groups in leadership skills and promote their exposure visits to improve self confidence and reliance and enhance their participation in church leadership / decision making positions
- ii. Promote joint and integrated activities for mothers unions, fathers unions and Christian fellowships to empower them in all aspects and bridge the gap between them
- v. Conduct family life education and post-marital counseling services including brides and grooms
- v. Repackage messages for Christians to ensure that messages are appealing and relevant to different categories of communities including age.
- vi. Train the clergy in gender mainstreaming at all levels to mainstream in women programs to reduce stigma and discrimination
- ii. Train women and men in computer and home economics to promote home management
- ii. Mentoring and coaching women and men in Christian and cultural values and principles
- x. Promote visitation of women and men in their homes at all levels
- x. Strengthen men ministry
- ci. Establish Christian Women organization desk (all mothers) at all levels in the Diocese
- ii. Develop targeted programs aimed at supporting widows and widower at all levels
- ii. Sensitize and mobilize communities to join fathers and mothers unions and CW groups
- v. Facilitate or workshops/ conferences for Christian women organizations

- v. Set up women centre to train them in IGAs and other skills at all parishes
- vi. Promote music, Dance, Drama and Sports competitions

**Advocacy for vulnerable groups :** Advocacy and lobbying for rights of the vulnerable groups strengthened by 2025 (Batwa, Elderly, OVC, Disabled)

Over the next 10 years, the Diocese seeks increase advocacy for vulnerable groups of communities to ensure that their rights are met. The Diocesan will also strengthen evangelism to reach out of all these groups that may be in captivity. The key outcomes and outputs are out of this effort are enumerated below;

Outcomes	Outputs
1. Batwa peacefully integrated in host communities 2. Improved food security among the Batwa 3. Improved access to PHC services for all vulnerable groups 4. Increased employment opportunities and income for self reliance among the Batwa households and other vulnerable groups	1. Enhanced capacity of the vulnerable groups to demand for quality service delivery 2. Completion of primary, secondary and post secondary education 3. Increased involvement of vulnerable groups in Church activities 4. Improved shelter for the re-settled Batwa in Kanungu District
Core Interventions/Activities	
<ul style="list-style-type: none"> <li>i. Promotion of primary health care</li> <li>ii. Promotion of adult literacy and education and skills building to improve their livelihood.</li> <li>iii. Social protection and promotion of evangelism and rights of vulnerable groups for peaceful co-existence in the host communities (Specific to Batwa):</li> <li>iv. Support to shelter by building houses, kitchens and pit latrines (Specific to Batwa)</li> <li>v. Provision of water supply, sanitation and hygiene (WASH) services:</li> <li>vi. Support to children Education</li> <li>vii. Strengthen capacity of BDP Secretariat</li> <li>viii. Resettling the Batwa by purchasing land for them and acquiring land titles</li> <li>ix. Preserve the Batwa culture and help the young generation understand their roots.</li> <li>x. Educate the communities on the rights of elderly, disabled, Batwa and other vulnerable groups</li> <li>xi. Provide facilities for the elderly and disabled such as wheel chairs and walking sticks</li> <li>xii. Provide social support to socio-economic groups of the Batwa, elderly and disabled with sustainable livelihoods and agriculture.</li> </ul>	

## 9.0. Management of the implementation of the strategic plan

**Table 3: Implementation arrangements**

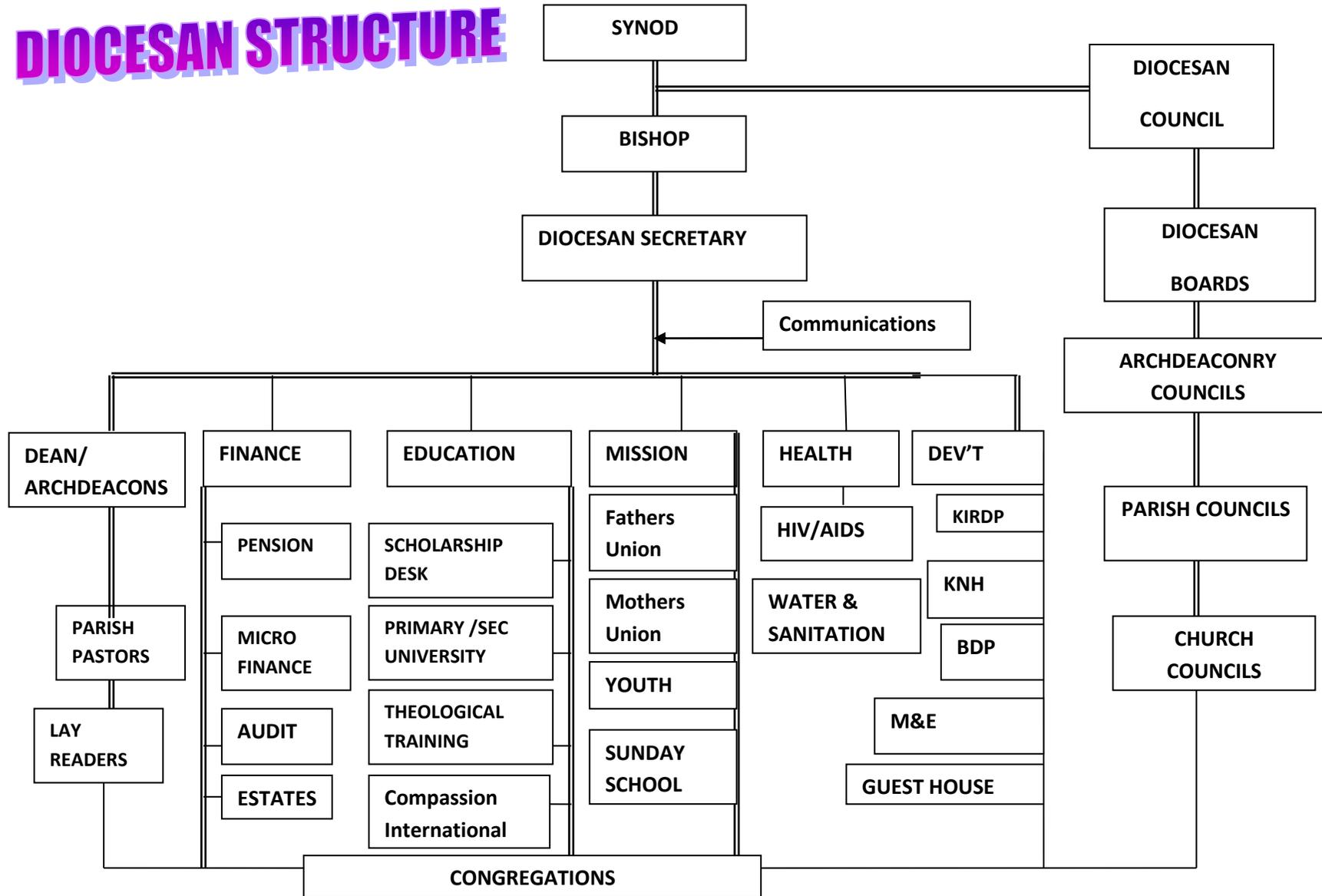
Main Task	Responsible party (ies)
Overall Responsibility and oversight	This will be entirely done by the Office of the Bishop with support from the Governance organs/ Councils. The office will promote and

	provide an atmosphere that welcomes innovative way of delivering the strategic plan. This atmosphere will provide room for flexibility aimed at saving costs (financial efficiency and effectiveness) and increasing productivity yet with limited resources. The Bishop's office will ensure accountability, transparency and values stated in the SP are upheld at all levels
Translation and dissemination a of the revised Strategic plan at Diocese, Archdeaconry, Parish and sub-parish levels	All heads of departments and technical staff from the district leadership should support lower levels structures to understand contents of the plan through face to face meetings / workshops; ensure they have copies (detailed and abridged versions), have the plan posted on the official Diocesan website
Development of annual and quarterly work plans and budgets	Each level and department has this responsibility using the SP as the guide. Each level should be encouraged to develop operational plan that stem from and consistent with the SP. The work plans should have clear targets and time frames to facilitate tracking down the progress. The Diocesan leadership will provide guidelines through the Planning and Development Unit and Treasury and Archdeacons or developing work plans and budgets at all levels
Resource mobilization and allocation	Resource mobilization will be done at all levels through the established mechanisms described in the strategic plan. Resource allocation decisions will be made in accordance with Diocesan policies and procedures. However, the key requirement in resource allocation will be to align resource allocation to the strategic objectives articulated in this Strategic plan
Coordination process and managing partnerships	The Office of the Bishop will have the responsibility of coordinating the implementation of the strategic plan through all departments. The office will ensure that departments hold regular joint planning and review meetings to ensure that implementation of activities is highly coordinated to maximize learning, impact, efficiency and minimize duplication. Through meetings, emerging issues that negatively affect the SP will be discussed and arrested
Monitoring and evaluation (M&E guide)	M&E will be streamlined in all departments and programs at all levels. The process of monitoring and evaluation will be participatory, involving all the key stakeholders at Diocesan, Archdeaconry, Parish and sub-parish levels. The Annual and quarterly work plans, M&E results framework and indicators of the SP will provide the basis for monitoring and evaluation supported by the M&E Officer
Reporting on the progress (financial and programmatic)	Reporting (both financial and programmatic) will be guided by the strategic objectives on quarterly and annual basis. This will be emphasized to assess whether the SP is on course. Where descript projects are introduced in the course of implementation, reporting will also be aligned to the objectives of the SP to track how the project (s) is contributing to the SP tenets. Reporting will be a responsibility of all departments, Archdeacons, Parishes, sub-parishes and stakeholders. Data collection and reporting tools will be developed to facilitate this function. Reporting on the progress of the Strategic plan will focus on outcome and impact levels.
Capacity development needs	The Diocese will regularly conduct organizational and human capacity development needs and develop a plan of meeting them at all levels to enhance staff performance at work. The Diocese will assign the department or designated officer (s) to coordinate the training needs

## **10.0. Statement of Faith**

- Society in the Diocese and surroundings will cooperate and participate in implementation of the SP and continue to condemn evils such as corruption that perpetuate secularism, preserve African culture and promote values, norms and practices
- Government will continue to provide conducive legal, policy and political climate that enhance freedom of worship and association
- Despite the changing global funding priorities and environment, development partners will support priority strategic actions of the plan over the next 10 years
- Border areas of the DRC will remain stable
- Government will strengthen conducive economic policies and environment that promote viable markets for Diocesan investments
- Natural disasters will not occur

# DIOCESAN STRUCTURE



## Annex 2. Performance / Results Matrix (

Result Area	Performance Indicator (s)	Baseline value	Target	Source of data	Responsible person
<b>Mission/ Evangelism Strengthened</b>					
<b>Outcome:</b> <i>Increased saved and witnessing Christians</i>	% of saved and witnessing Christians	TBD	60%	Church register, mission and evangelism report	Church leaders,
<b>Output:</b> <i>Increased Church membership</i>	# of Church members	120,000 (44%)	150,000 (50%)	Church register, mission and evangelism report	Church leaders
<b>Leadership and governance capacity Strengthened</b>					
<b>Outcomes</b>					
<i>Functional governance organs at all levels</i>	# of active organs	260 (100%)	100%	Minute books, attendance lists	Church leaders
<i>Improved team work and communication at all levels</i>	%ge of staff reporting improvement in teamwork/communication	60%	90%	Survey reports, staff appraisal reports.	Team leaders
<b>Outputs</b>					
<i>Increased capacity of the Diocese to plan, monitor and implement strategic plan activities at all levels</i>	% of churches with departmental work plans aligned to this strategic plan	30%	100%	Annual & quarterly work plans	Church leaders and heads of departments
<i>Diverse trained and motivated Church Ministers at all levels</i>	Percentage of staff with diverse training	TBD	30%	Staff development reports, HR files.	Diocesan secretary
	%ge of motivated staff	70%	90 %	Performance reports,	Team leaders
<i>Human resource and financial policies and procedures manuals in place, widely disseminated and utilized at all levels</i>	# of Parishes and sub-parishes in possession of church policy documents	4%	100%	Organizational capacity development reports	Diocesan Secretary
	# of Parishes and sub-parishes utilizing the church policies.	TBD	60%	Support supervision and monitoring reports	Team leaders
<b>Financial management Capacity Strengthened</b>					

<b>Result Area</b>	<b>Performance Indicator (s)</b>	<b>Baseline value</b>	<b>Target</b>	<b>Source of data</b>	<b>Responsible person</b>
<b>Outcomes:</b>					
<i>Effective and efficient utilization of financial resources at all levels</i>	proportion of departmental targets achieved per year at various levels	70%	80%	Progress /performance reports	Heads of departments
<i>Improved financial accountability at all levels</i>	%ge of Archdeaonries, departments, Parishes and sub-parishes with accurate and timely financial accountabilities	60%	90%	Financial reports, Audit reports	Team leaders
<b>Outputs</b>					
<i>Improved financial management skills among church leaders</i>	%age of church workers with financial management skills	60%	100%	Financial reports, capacity building records,	Treasury Department
<i>Improved financial audits</i>	# of Archdeaonries, Parishes and sub-parishes with audited reports.	90%	100%	Audit reports	Treasury department
	Unqualified Diocesan annual audited reports	100%	100%	Audit reports	Treasury department
<i>Timely disbursement of financial resources</i>	%ge of Departments receiving financial resources on time to implement activities.	80%	100%	Activity reports, financial requisitions	Treasury department
	%ge of parishes remitting quota on time to the diocese	40%	100%	Financial reports	Treasury department
<b>Partnerships, collaboration, coordination and networking capacity strengthened</b>					
<b>Outcomes</b>					
<i>Increased visibility of Diocesan work nationally and internationally</i>	# of partners visiting the Diocesan website	TBD	TBD		
	# of new formal partners attracted	TBD	20		
<i>Improved mutual learning and synergies harnessed</i>	# of partners within or outside the Diocese demonstrating that they learnt from the Diocese best practices (by type)	TBD	TBD	Monkey surveys, visitors books and the website	

<b>Result Area</b>	<b>Performance Indicator (s)</b>	<b>Baseline value</b>	<b>Target</b>	<b>Source data</b>	<b>of</b>	<b>Responsible person</b>
	# and type of best practices that Diocese has adopted from others	TBD	TBD			
<b>Outputs</b>						
Increased joint resource mobilization	%ge of resources raised through networking / collaborating with others	TBD	TBD			
Increased joint networking and advocacy activities	Number of joint, coalition advocacy activities implemented	TBD	TBD			
<b>Strategic information and technology management capacity strengthened</b>						
<b>Outcomes</b>						
Increased evidence-based programming at all levels	Number of departments at all levels using program data/ strategic information to plan and make decisions	TBD	100%			
Submission of timely and quality programmatic reports	Number of departments at all levels submitting timely and quality reports	TBD	100%			
<b>Outputs</b>						
Capacity to collect, analyze and report enhanced at all levels	# of departments at all levels with staff who have skills in data collection, analysis, reporting and utilization	20%	70%			
Functional Diocesan M&E and IT systems	# of departments at all levels with functional and regularly used internet system	80%	100%			
	# of departments using on-line reporting	1	5			
	#Number of departments with relevant data collection and reporting tools aligned to this strategic plan	TBD	5			
<b>Institutional Capacity to raise local resources strengthened</b>						
<b>Outcome</b>						
Increased funding of	%ge of the Strategic Plan budget funded with	50%	70%			

Result Area	Performance Indicator (s)	Baseline value	Target	Source data	of	Responsible person
Diocesan programs using locally generated resources	<i>locally generated resources</i>					
<b>Outputs</b>						
Resource mobilization/ business strategy in place	Diocesan business strategy document in place	0	1			
Local sustainability plan for the Diocese developed	Diocesan sustainability strategy document in place	0	1			
Improved staff skills in resource mobilizations	%ge of church leaders with improved resource mobilization skills	70%	100%			
<b>Natural resources management and food security strengthened</b>						
<b>Outcomes</b>						
Increased food secure households	%ge of households in the Diocese that are food secure	TBD	Tbd			
Improved protection of natural resources	%ge of the land occupied by the diocese whose natural resources are protected.	TBD	80%			
Increased household involvement in good environmental protection practices	% ge of households practicing good environmental protection practices in the Diocese	50%	80%			
Increased household involvement in modern farming practices	%ge of households practicing modern farming methods in the Diocese	20%	70%			
<b>Outputs</b>						
Increased knowledge and skills on environmental protection and conservation practices at household level	%ge of people with knowledge and skills in environmental protection	30%	80%	Cross check with district		

<b>Result Area</b>	<b>Performance Indicator (s)</b>	<b>Baseline value</b>	<b>Target</b>	<b>Source of data</b>	<b>Responsible person</b>
Increased knowledge and skills on modern farming methods	%ge of people with knowledge and skills in modern farming methods	30%	80%	Crosscheck with district	
Increased households involvement in agro-business	%ge of households involved in agro-business in the Diocese	10%	30%		
<b>Increased Access to Comprehensive and Utilization of Health services</b>					
<b>Outcomes</b>					
Increased access to and utilization of quality health services in Diocese health facilities	%ge of people seeking health services from Diocesan health facilities	60%	80%		
	%ge of people satisfied with the quality of services provided by the Diocesan health facilities	40%	80%		
Increased access to adolescents & youth friendly SRHR services at Diocesan health facilities	%age of adolescents & youth accessing youth friendly services at Diocesan health facilities	10%	60%		
<b>Outputs</b>					
Improved drugs availability and other essential supplies	Drug stock out rate at diocesan facilities	20%	5%		
Improved functional referral system	Number of Diocesan health facilities with functional referral systems	40%	80%		
Improved motivation of health workforce	Number of Diocesan health facilities reporting that their staff are motivated				
Improved staffing levels at all facilities	Percentage of diocesan health facilities with all established positions filled with qualified staff.	20%	80%		
Improved functionality of health facility management units	Number of active health management Committees by category	16	16		
Increased demand creation	%ge of Communities with knowledge about services	30%	70%		

<b>Result Area</b>	<b>Performance Indicator (s)</b>	<b>Baseline value</b>	<b>Target</b>	<b>Source data</b>	<b>of</b>	<b>Responsible person</b>
at community level to utilize available services	available at Diocesan health facilities by category					
<b>Increased access to quality formal education services</b>						
<b>Outcomes</b>						
Improved academic performance in Diocesan schools at all levels	Percentage of pupils/ students passing with grade 1 by category(girls and Boys)	5.8%	30%			
	Percentage of pupils/ who pass in other grades by category	85%	60%			
	Percentage of pupils/ students who fail (no certificate) by category	9.7%	1%			
Reduced dropout rate in Diocesan schools	Current dropout rate by category	35%	10%			
<b>Outputs</b>						
Improved pupil/ student enrollment in diocesan schools	Number of student enrolment by category	35,086 Males 3,5674 Female	50,000 Males 60000 Females.			
Increased staffing levels in Diocesan schools	Percentage of schools with all established positions filled with qualified staff.	10%	100%			
Improved education inspection at all levels	%age of Diocesan schools adequately inspected		TBD			
Increased availability of essential scholastic materials in Diocesan schools	%ge of schools with adequate/ essential scholastic materials	10%	50%			
<b>Engagement of Men, Youth, Children and Women Ministries strengthened</b>						
<b>Outcomes</b>						
Increased means of income generating activities for men, women and youth	%ge of men, women and youth at various levels involved in gainful IGAs by category.	30%	60%			

<b>Result Area</b>	<b>Performance Indicator (s)</b>	<b>Baseline value</b>	<b>Target</b>	<b>Source data</b>	<b>of</b>	<b>Responsible person</b>
Increased participation of men, women and youth in leadership and decision making processes at all levels in the Diocese	%age of men, youth and women participating in leadership and decision making processes	10% for women 5% for youth Men 85%	20 % women  20% youth 60% men.			
Reduction in GBV	%ge reduction in GBV cases at all levels	30%	10%			
<b>Outputs</b>						
Improved leadership skills among men, youth and women in governance at various levels.	%ge of Parishes and sub-parishes with men who have leadership skills in the church	50%	100%			
	%ge of, Parishes and sub-parishes with women with leadership skills in the Church	15%	100%			
	%ge of Parishes and sub-parishes with youth with leadership skills	50%	100%			
Improved Gender main streaming across all men, youth, children and women programs	# of programs/ activities with gender mainstreamed at various levels	10%	100%			
Increased training and enrolment of men, youth and women entrepreneurship activities at all levels	# of men at all levels trained and involved in entrepreneurship activities.	40%	75%			
	# of women at all levels trained and involved entrepreneurship activities	20%	80%			
	# of youth (girls&boys) at all levels trained and involved entrepreneurship activities	30%	85%			
Strengthened life skills among the children, youth and women	# of children with life skills	30%	80%			
	# of youth with life skills	40%	80%			
	# of women with life skills	30%	75%			

Result Area	Performance Indicator (s)	Baseline value	Target	Source of data	Responsible person
<b>Advocacy and lobbying for rights of the vulnerable groups strengthened by 2025</b>					
<b>Outcomes</b>					
Batwa peacefully integrated in host communities	Percentage reduction in reported cases of marginalized / rejected Batwa by host communities	TBD	80%		
Improved food security among the Batwa	Percentage of Batwa households that are food secure	TBD	100%		
Improved access to PHC services for all vulnerable groups	Percentage of vulnerable individuals with access to PHC services	TBD	80%		
Increased employment opportunities and income for self reliance among the Batwa households and other vulnerable groups	Number of vulnerable groups by category involved in gainful employment opportunities	TBD	70%		
<b>Outputs</b>					
Enhanced capacity of the vulnerable groups to demand for quality service delivery	# of plans and policies in the Diocese influenced by the Vulnerable groups	TBD	3		
	Percentage of vulnerable citizens demonstrating increased knowledge and awareness about their rights	TBD	50%		
	Number of vulnerable groups by category represented in leadership and decision making processes	TBD	20%		
Completion of primary, secondary and post secondary education	Percentage of pupils by category completing their education	TBD	100%		
Increased involvement of vulnerable groups in Church activities	# of vulnerable groups by category involved in church activities	TBD	30%		

<b>Result Area</b>	<b>Performance Indicator (s)</b>	<b>Baseline value</b>	<b>Target</b>	<b>Source of data</b>	<b>Responsible person</b>
<i>Improved shelter for the re-settled Batwa in _anungu District</i>	<i># of re-settled Batwa living in improved shelter</i>	TBD	80%		

## Annex 4. Core Strategic planning Team

Category	Team /Names	Title
Over all governance and leadership oversight	Rt. Rev. Dan Zoreka	Bishop,
	Rev. Can. Bernard Bagaba	Diocesan Secretary
	Can. Fabith Katurebe	Diocesan Treasurer
	Can. Charles Byarugaba	Chairman Board of Development
Coordination of the planning process at various levels	Agaba Andrew	Planning and Development Officer
	Rev. Can. Kenneth Kanyankole	Project Manager Nyamirama CDP
	Ven. Can. Bernard Byamugisha	Archdeacon Kanyantorogo
	Ven. Justus Tibesigwa	Archdeacon Kihiihi
	Ven. Can. Enos Mukombe	Archdeacon Rugyeyo
	The very Rev. Can. Patrick Habaasa	Dean St. Peter's Cathedral
	Ven. Can. David Kesiga	Archdeacon Kayonza
	Ven. Can. Wilson Twinomuhwezi	Archdeacon Nyamiyaga
	Ven. Can. Levi Turinawe	Archdeacon Nyamirama
	Ven. Can. James Munyambabazi	Archdeacon Nyakinoni
	Ven. Eunice Mariire	All Saints Church
	Ven. Can. Benon Nkwasiabwe	Archdeacon Kambuga.
	Ven. Sight Musinguzi	Archdeacon Rutenga
	Quality assurance	Ruth Arineitwe
Rev. Stella Arineitwe		Diocesan Education Coordinator
Rev. Lawrence Turyasingura		Diocesan Youth Coordinator
Strategy formulation	Rev. canon Fabith Katureebe	All heads of departments at the Diocese
	Rev.Can Patrick Habaasa	Dean of the Cathedral
	Rev. Canon Enos Komunda	BDP
Information support team	Rev. Moses Kabarebe	Priest Kanyantorogo
	Rev. Saasi Benjamin	Priest Bihomborwa
	Rev. Can. Charles Tibenderana	Cashier
	Herbert Basisira	Bishop's Driver
	Ezra Biriso	Driver.