



# MASASI STEWARDSHIP STRATEGY

October 2023

# Anglican Diocese of Masasi, Tanzania



## Quick Facts

- 68,000 sq. kms
- 1,665,000 people
- 39 parishes
- 230 churches

# Who we are



**Bishop James Almasi**

Bishop of Masasi



**Joyce Haji**

Diocese Executive Secretary



**Father Phares Lihewe**

Project Manager,  
Sustainable  
Pastoral Project



**Esta Nsajigwa**

Finance



**George Mgaza**

Project Manager,  
Institutional  
Investment for  
Sustainability



**Victor William**

Monitoring &  
Evaluation

# What drives us?

## **Our Vision**

*To proclaim the Kingdom of God through spiritual and socio-economic transformation and empowerment of individuals and communities to experience the fullness of life in God.*

## **Our Mission**

*A sustainable Church working together effectively for the growth of God's Kingdom through prayer, worship, preaching, teaching, pastoral care and social services.*

The Diocese of Masasi interprets the ACT mission with reference to Jesus' command to Peter to 'feed my sheep' (John 21:17). We see our mission to 'feed the sheep' of the Diocese. We believe that teaching sustainable living, especially given the global and environmental challenges the whole world faces, is the need to which Christians must respond.

The subsistence livelihoods of our community members bring this into sharp focus. We believe that giving the people the means to live rewarding lives and giving them bread and wine in the Eucharist go hand in hand.

Christian love is to unconditionally meet the needs of people, no matter their religious persuasion. The Diocese of Masasi therefore serves God by engaging in pastoral and development work with equal dedication.

# What we do – Structure



Pastoral

Clergy and lay leaders work together in:

- General care of the sick
- Encouraging open communication
- House-to-house fellowship and Bible studies
- Teaching the congregants to stay in touch with the changing circumstances of life and faith
- Bringing wholeness and wellbeing to the needy people in communities they serve



Education

Schools owned and run by Diocese:

- Rondo Junior Seminary, Boys: 12-16
- St Catherine's Girls: 12-16 (under construction)
- Kwitonji Christian Training Centre (KCTC)
- St Cyprian's Theological College



Health

Dispensaries owned and run by Diocese:

- Mtandi – (approx. 1,500 patients / month)
- Rondo - ~150
- Chidya – ~300
- Bishop James – 250



DMDO

Large, multi-year development projects with international partners, including:

- Masasi Integrated WASH Programme (2021-Present)
- All Mothers and Children Count Project (2016-2020)
- Preventive Health and Food Security Project – (2012-2016)

# The Lives of Our People

- The lives of the people with our Diocese most commonly revolve around small-hold, rural farming.
- Mothers and children use an average of 80% of their time collecting water and firewood or travelling to markets, health service facilities and schools.
- Most people in rural communities including parishioners scratch out a living as farmers on small plots of land.
- Many farmers are poorly educated and do not know the best time to plant crops and then how to maximize yield. The rains are unreliable. Many families go hungry.
- Despite valuable work by spiritual leaders, Christian and Muslim, many feel no connection to God or knowledge of His love and message of hope and justice.
- The Diocese is therefore called to promote and sustain the spiritual and prophetic unity with its parishes and communities. We take an active role in the development and provision of welfare services alongside our pastoral activities. This is reflected in our mission.



# The Problem – Masasi Diocese & Beyond

The following dynamic affects Masasi but is felt more broadly in our wider church as it undergoes a generational change:

- Persistent financial deficits limit ability to pursue mission and serve communities.
- Heavy reliance on historic sources of funding, which is slowly drying up.
- Low income has been made worse by urgent needs from our legacy health and educational institutions, in which underinvestment has affected their own income and financial self-sufficiency.
- This reduced income is used to subsidise these legacy institutions instead of paying central costs.

This presentation sets out the problem in detail as it affects Masasi Diocese and presents our solutions for consideration.

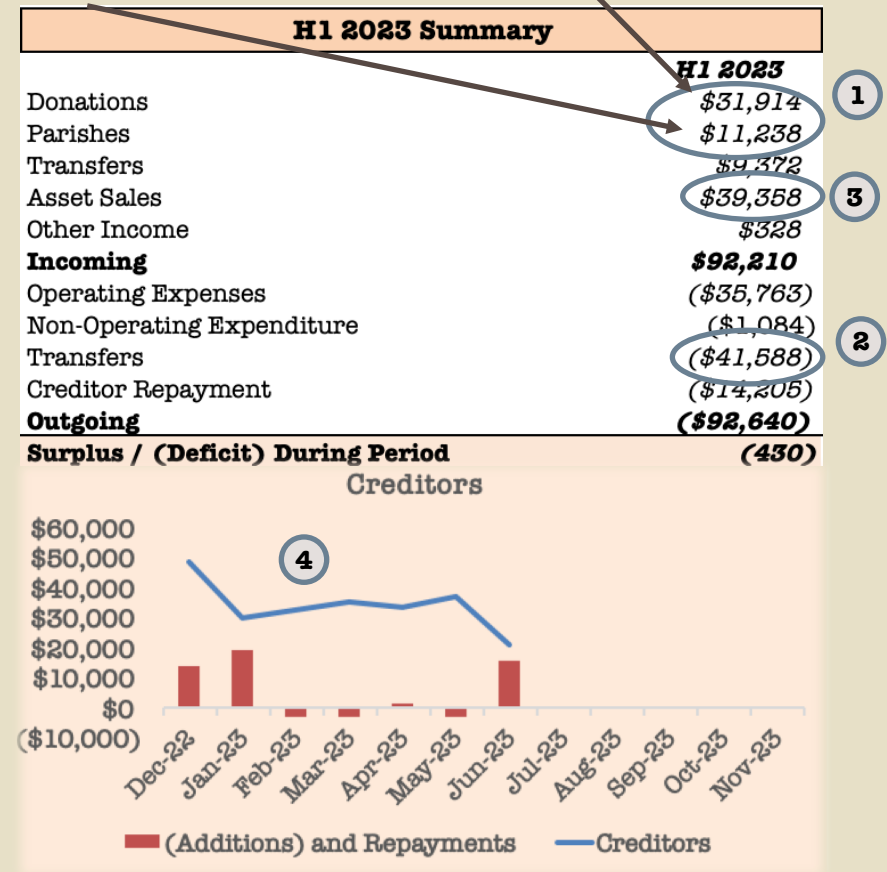
In solving the problem for Masasi Diocese, our hope is that we can establish a blueprint that can be exported to other dioceses in Tanzania and beyond.

# Our Problem – Analysis

See 'Historic Parish Contributions' in slide 7

Nearly 100% from historic partner, which has fallen nearly 50% in recent years

- 1 **Less Money In** – Historic External Funding Sources Declining, Local Funding Sources Insufficient and Stagnant
  - 2 **More Money Out** – Consistent underinvestment in institutions has reduced their economic viability, increasing the need for subsidies from Central Office to maintain basic services and pay staff.
- ↓
- 3 Assets must be sold to cover expenses – unsustainable.
  - 4 Expenses (incl. salaries) unpaid
  - 5 Beneficiaries under-served and falling congregations
  - 6 Long-term planning limited



Source: <https://www.masasidiocese.com/reporting>



# Our Solution

**1** **Less Money In** - Historic Funding Sources Declining Local Funding Sources Insufficient & Stagnant

**2** **More Money Out** – Consistent underinvestment in institutions has reduced their economic viability, increasing the need for subsidies from Central Office to maintain basic services.

**1** **Masasi Stewardship Strategy**

- Financial sustainability and self-sufficiency of the Diocese and reinvigorate congregants' connection to the wider Anglican communion.

**2** **Institutional Investment for Sustainability**

- Invest in schools and dispensaries so that they are financially self-sufficient and do not need subsidies from the Diocese Central Office.
- Funding proposal expected by end October 2024.



- **The Masasi Stewardship Strategy is intended to lead to a financially strong and self-sufficient Diocese, with reliable local income from more engaged congregations, will reinvigorate the Diocese as a whole and enhance congregants engagement with Christ through the traditional structure of the Anglican communion.**
- **By the end of 2024, the objective is for the Diocese to be financially self-sufficient so that it can cover its operating expenses and have surplus to reinvest in infrastructure and respond to humanitarian needs.**

# Masasi Stewardship Strategy

## Development

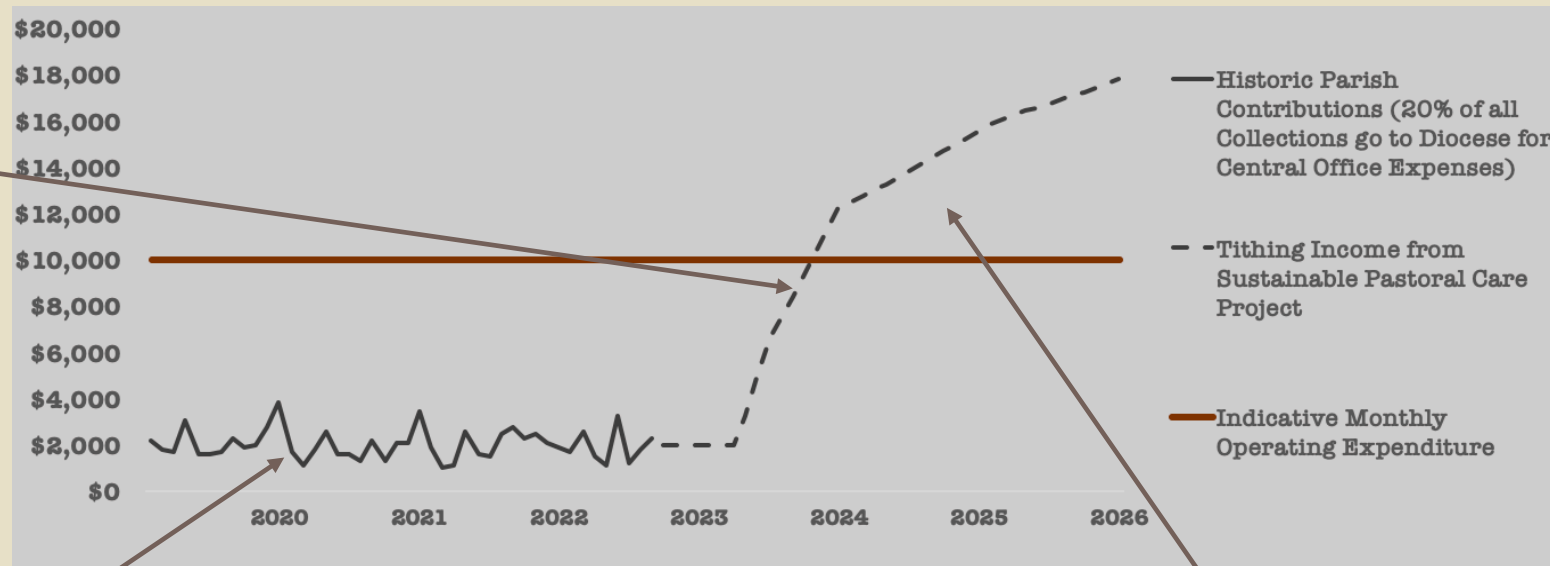
- February 2023 - initial consultation with 420 representatives from within the Diocese. Discussions around challenges facing Diocese.
- March to June 2023 – follow-up discussions and analysis to develop strategy to address these challenges. This information helped to develop this proposal
- July to August 2023 – develop budget and detail and write Sustainable Pastoral Plan
- August / September 2023 – secure cornerstone funding

## Execution

- October / November 2023 – Complete fundraising
- 2024 – Stage 1: Foundations and Initial Measures - \$35,000, of which \$20,000 secured (subject to benchmarks):
  - January to March – Parish engagement to assess barriers to giving and church attendance at local level, hold workshops and community engagement to develop concrete activities
  - April to December – Build momentum around culture of tithing and increase church attendance.
  - **Targets:** increase church attendance by 10% from current baseline (38,750 regular church attendees in diocese) to end 2024 (42,650) and 70% of these giving TZS1,000 (\$0.40) per month

# Forecast Financial Consequences of the Masasi Stewardship Strategy

- Year 1 of the Stewardship Strategy will generate tithing income. See following slide for assumptions

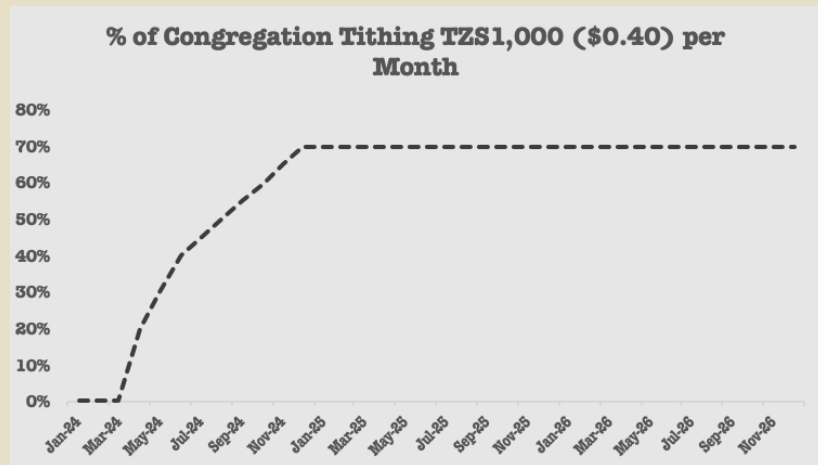
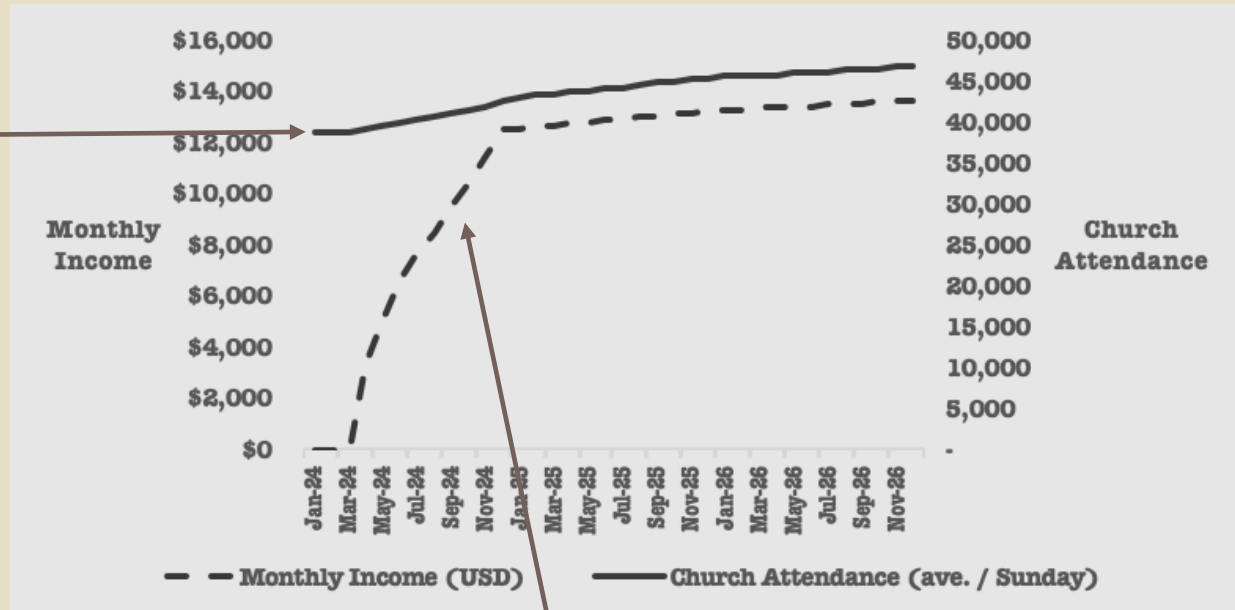


- Traditional model of funding Diocese Central Office Expenses from congregations has not been sufficient, which has meant:
  - Diocese heavily reliant on historic donors but these have fallen off in recent years; and
  - salaries go unpaid, Bishop travel within Diocese to parishes dramatically reduced and no surplus is build up for emergencies or investment.

- Surplus income will enhance reach of Diocese and provide for investment into buildings within Diocese and support congregations in special need.

# Assumptions Driving Forecast Tithing Income

- Baseline of 38,750 church attendees from survey conducted in June 2023. Monthly surveys will be conducted from January 2024 for reporting purpose.
- Assumption is 10% year-on-year increase.



- Income based on members of congregations tithing TZS1,000 (\$0.40) per month.
- Assumed growth in % of congregations who tithe provided on the left.

# Why we are confident of our forecasts

## **Congregants' Ability to Pay**

- 75 percent of the congregations are composed of young adults of under 35 years of age who are working members involved in farming, business and some of them are employed in public and private sectors.
- 50 percent of those working members (i.e 37.5% of total congregants, or approx. 14,500 people) in congregations have confirmed their commitment to pay.
- A series of stewardship classes in parish churches start becoming the primary means to link the congregants' ability to pay for achieving spiritual and pastoral care service targets.

## **Willingness to Pay**

- The congregations have expressed commitment to pay and have proposed the initial payment of TZS 1,000 (\$0.40) every month and send to the diocese general account.
- Awareness of congregants on giving will continue transforming their attitudes, beliefs, and values in relation to stewardship of financial resources including tithes and in that sense the targets will be achievable.
- The initial proposal of TZS 1000 (\$0.40) is expected to significantly increase giving commitments and tithing in the long run.

# Funding the Masasi Stewardship Strategy

	Budget *	Funding Sought	Matching	Matched Funding Secured	Funding Deadline
H1 2024	\$21,440	\$7,146	x2	\$14,294	15 December 2023
H2 2024	\$14,184	\$7,092	x1	\$7,092	15 June 2024
<b>Total</b>	<b>\$35,624</b>	<b>\$14,238</b>		<b>\$21,386</b>	

## Secured Funder Benchmark for Further Funding in H2 2024

Our forecast is to receive \$4,941 from tithing in May 2024.

Our secured funder has agreed to match fund for the second half of 2024 if the total received from tithing in May 2024 exceeds \$3,000.

\* See Appendix A for more detail.

# The Impact of Funding in Numbers

## The Power of Match Funding:

- **A \$1,000 donation will generate \$3,000 for the Diocese of Masasi**

\$35,000 will bring financial self-sufficiency for the diocese.

- The Sustainable Pastoral Project will generate 12k by the end of 2024.

**\$1,000 investment generates a 'return' of \$350/year in perpetuity**

- Monthly staff costs are approximately \$3,000

**\$9,000 investment now will fund these staff costs in perpetuity**

# Our Problems in Context

We are living through a generational change in our global Church.

The traditional expectations of our congregations has been that we will be financially sustained by outsiders. This worked for a long time, as UK missionary societies and churches were themselves more prosperous and supported friends throughout the Anglican communion.

UK missionary societies and churches are still generous but their means have been reduced as UK church-going has declined.

The Diocese of Masasi has thought deeply about this problem and is attempting to establish a blueprint for engaging local congregations in the financial stewardship of their church.

If the Masasi Stewardship Strategy is successful, we would like to share our work more broadly.

Our ambition is that, the Diocese of Masasi can play a part in meeting the challenges that will shape the future of our Church for generations to come.



# Our Commitment to Partners

## Transparency

- monthly summary financial reports of Masasi Diocese published on website:  
<https://www.masasidiocese.com/reporting>
- bi-annual project financial, operational and impact reports

## Communication

- monthly newsletters summarising Masasi Stewardship Strategy activities
- Instagram (to be launched January 2024)

## Results Focus

- Using our monthly forecasting, we will track actual monthly increase in church attendance and actual monthly income from tithing to inform decision-making.

# Next Steps

## Questions? Feedback?

This presentation and ancillary documents are on the Stewardship page of our website:

<https://www.masasidiocese.com/sustainable-pastoral-project>

## Follow-up call in two weeks?

Donations\* marked “Restricted: Masasi Stewardship Strategy” to: Diocese of Masasi, National Bank of Commerce (NBC), Masasi Branch  
Account No. 085172000216  
Swift Code: NLCBTZTX  
Branch Code: 671585

\* Please contact Esta Nsajigwa at [ensajigwa@gmail.com](mailto:ensajigwa@gmail.com) and copy to Geoffrey Monjesa at [monjesa20@gmail.com](mailto:monjesa20@gmail.com) when transferring funds so we can acknowledge receipt promptly and ensure you receive the newsletters and reports.

## Appendix A – Activity and Budget Summary

BUDGET SUMMARY (USD)													
Activities	Total	Jan '24	Feb '24	Mar '24	Apr '24	May '24	Jun '24	Jul '24	Aug '24	Sept '24	Oct '24	Nov '24	Dec '24
Develop a survey questionnaire for assessing barriers to giving, church attendance and willingness to pay tithes; train enumerators, and carry out assessments/surveys in congregations/parishes	2,590	-	2,590	-	-	-	-	-	-	-	-	-	-
Train/educate trainer of trainers (ToTs) on congregational giving to establish belief, vision and mission for sustainability of the diocese.	6,700	1,675	-	-	1,675	-	-	1,675	-	-	1,675	-	-
Conduct a conference for clergy on the importance of giving and tithing for sustainability of the diocese.	4,206	-	1,402	-	-	1,402	-	-	1,402	-	-	-	-
Conduct a training workshop for evangelists on the importance of giving and tithing and rolling out education to congregations for sustainability of the diocese and parishes	2,021	-	-	-	-	-	1,010	-	1,010	-	-	-	-
Educate the finance team at parish level on sustainable financial model, financial literacy, financial management, assessing the management of tithe offerings and other contributions in congregations.	3,656	-	1,219	-	-	1,219	-	1,219	-	-	-	-	-
Conduct debates/discussions for representatives of Sunday school children and coordinators on congregational giving and tithing	2,573	-	-	-	643	-	643	-	643	-	643	-	-
Conduct experience-sharing meetings/platforms for youths to discuss and learn about cultural factors that hinder young people to popularize a culture of giving to church; advocate for congregational giving and tithe offerings in parishes and diocese; and fully get involved in church development programs	2,833	-	-	708	-	-	708	-	-	708	-	708	-
Organize education forums for Mothers Union and other women to discuss and exchange ideas on congregational giving and benefits of tithe offerings for sustainability of the diocese, parishes and women groups in congregations.	4,269	1,067	-	-	1,067	-	-	1,067	-	-	1,067	-	-
Conduct a workshop for management team on leadership and management of tithe offerings (collaboration with congregations, conflict management, public relations, power and influence).	838	-	-	838	-	-	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>29,685</b>	2,742	5,210	1,546	3,385	2,621	2,362	3,961	3,056	708	3,385	708	-
<b>Central Office Project Management Allocation @ 20%</b>	<b>5,937</b>	548	1,042	309	677	524	472	792	611	142	677	142	-
<b>Total (\$)</b>	<b>35,623</b>	<b>3,291</b>	<b>6,253</b>	<b>1,855</b>	<b>4,063</b>	<b>3,145</b>	<b>2,834</b>	<b>4,753</b>	<b>3,667</b>	<b>850</b>	<b>4,063</b>	<b>850</b>	<b>-</b>