

EVANGELICAL LUTHERAN CHURCH IN TANZANIA



Strategic Plan: 2015 – 2025

August 2014

I. Historical Background of the Evangelical Lutheran Church in Tanzania (ELCT)

The Lutheran Mission work in Tanzania has been in existence since the 19th century when missionaries from Europe and the USA arrived in the country to spread the word of God. By 1938, there were seven Churches under Lutheran Mission, in Tanganyika by then. These Churches were:

- a. The Lutheran Church of Northern Tanganyika in the North,
- b. The Usambara/Digo Lutheran Church in the North-East,
- c. The Uzaramo/Uluguru Lutheran Church in the East
- d. The Augustina Lutheran Church of Iramba/Turu in the Central,
- e. The Evangelical Lutheran Church in the North West Tanganyika,
- f. Iraqw Lutheran Church in the Northern Province and
- g. The Ubena/Konde Lutheran Church in the Southern Highlands.

In 1938, the Churches founded a Federation known as the Federation of the Lutheran Churches in Tanganyika, which brought together all the seven Lutheran Churches spread in different parts of the country, with a total membership of approximately 500,000 Christians. In June 19th 1963, the seven Churches under the umbrella of a federation, merged to become a single common Church known as the Evangelical Lutheran Church in Tanzania (ELCT) that consequently became a member of the Lutheran World Federation (LWF) in 1964.

Currently, the Evangelical Lutheran Church in Tanzania comprises of 23 Dioceses with a membership of about 5.6 million people, in a population of about 45 million Tanzanians. The Dioceses which are spread all over Tanzania Mainland include the dioceses of East of Lake Victoria, North-Central, Mara, Dodoma, Iringa, Karagwe, Northern, North-Western, North-Eastern, Central, Konde, Southern, South Central, South Western, Eastern and Coastal, Mbulu, Meru, Pare, Ulanga Kilombero, Morogoro, South East of Lake Victoria, South Eastern Diocese and Ruvuma Diocese . Ruvuma Diocese is one of the youngest Dioceses of ELCT, founded in July 2014. Apart from these Dioceses, there are also mission areas which are administered by the Church through Evangelism and Christian nurturing. These mission areas are Rukwa, Tabora, Kigoma and Zanzibar.

The Mission of the Church is to make people know Jesus Christ and have life in its fullness by bringing to them the Good News through words and deeds, based on the Word of God as it is in the Bible and the Lutheran teachings guided by the ELCT Constitution. In order to achieve its Mission, the Evangelical Lutheran Church in Tanzania works with other partners inside and outside the country.

II. The Social- Economic Context

Tanzania like most other countries in the Sub-Saharan Africa ,has for the last ten years been heavily affected by the climate change whereby, the country has experienced persistent droughts and unpredictable rains that in most cases have led to damages in the infrastructure, crop fields and settlements in various parts. As a result of prolonged droughts and intermittent floods, the country has continued to experience food shortages and even power rationing which at times, has made industries and businesses rely on diesel powered engines in form of generators leading to inefficient production. However, with the discovery of ample natural gas in southern parts of the country, solutions to the problem of power seem to be promising, though still, the majority of the people especially the poor might not be able to access power due to its cost, unless the government provides subsidy.

The International Economic Recession of 2010 has continued to affect the country including the Church work, as most of the external funding had to be reduced or dropped-off, affecting development of a number of church as well as the state owned projects. During 2011, the Tanzanian currency for the first time was inflated to two digits from 6% in 2006 to over 18% in 2011. The burden has continued to affect the purchasing power of most of the people, mainly the unemployed cadre and church workers who normally live below the poverty line of 1.5 USD per day.

The outcome of all this has been that the majority of the poor remain unable to meet their basic needs such as medical supplies, education for their children and inability to access safe and clean water easily and cheaply. Furthermore, the quality of education provided through the mushroomed secondary schools at ward level remains pathetic. Contrary to that, one would wish to see an increased public spending invested on social services to reduce the burden of households and communities, which have been forced to meet a growing share of education, health and water through cost sharing measures.

The role of the Church has continued in addressing the basic needs of the people and at the same time supporting the evangelism work in order to play her part in being the guardian of the poor, voiceless and oppressed. Generally, the socio-economic challenges have made the church to increase her efforts in relief services and conflict resolutions while continuing to address other pertinent development areas and Mission work.

The year 2015 is yet another general election in the country, and Tanzanians have the right to civil expressions. The Church has a role to play on how it should involve its people in this process because it is well placed at the grass root level. Hence, the Church needs to address the issue of national elections early enough so that, majority of the people are well informed of the election

process, their rights to voting and to ensure leadership that will continue to inculcate existing peace and harmony in the country.

III. ELCT Vision and Mission Statements and Core Values

Vision

A communion of people rejoicing in love and peace; blessed spiritually and physically, hoping to inherit eternal life through Jesus Christ

Mission

To make people know Jesus Christ and have life in it fullness by bringing to them the Good News through words and deeds based on the Word of God as it is in the Bible and the Lutheran teachings guided by the ELCT Constitution.

Core Values

The core values that guide ELCT are:

- A witnessing, truthful, advocating, rewarding and daring Church
- Rejoicing and proclaiming salvation
- Forgiveness and justification by grace through faith in Christ

IV. Review of Development Plans: 2010 - 2014

For the last five years the main priorities of the Church have been as stipulated below:

1. Capacity Building for Mission and Evangelism (with the following goals)

- To proclaim the gospel to all demonstrating and maintaining Christian identity and values.
- To build and strengthen the family institution as the base for development of the church and nation in general.
- To ensure that ELCT human resources needs are met through scholarship programs exchange area and international as well as missionary recruitments.
- To enhance the delivery capacity of ELCT workers through short term training, workshop and seminars.
- To operate effectively and efficiently by providing logistic support involving acquisition/purchase of new and/or replacement of old items as well as undertake major renovation/rehabilitation of buildings.

2. Income generation and stewardship (with the following goals)

- To promote and support business entrepreneurship, local resource mobilization in order to uplift the livelihood of church members.
- To address the need for economic stability and sustainability of the church including her units by undertaking viable institutional investments.
- To promote and support community empowerment programs in order to reduce their vulnerabilities.
- Support and promote acquisition of land for the development of the church, her units and members.
- To enable youth engage gainfully in development.

3. Promotion of Women's work, Gender relations and Children's Rights (with the following goals)

- To promote Gender in Development focusing on women
- To agitate for children's rights towards building a just society assisting the welfare of children
- To mainstream HIV and AIDS control initiatives in all aspects of women development
- To enhance gender dialogue involving men in groups towards sharing life experiences.

4. Provision of quality social services (with the following goals)

- To ensure that quality education is provided to our members and the larger community using church network.
- To provide sustainable quality health services guided by the ELCT Health Policy.
- To enhance social responsibility of members and revitalize Diaconic Work
- To combat HIV and AIDS as guided by the ELCT HIV and AIDS Policy.

5. Policy Analysis and Advocacy (with the following goals)

- To build capacity and create awareness among the community we serve in order to enable them realize civil rights, good governance and meaningful socio-economic development.
- To intensify lobby programs working towards peaceful co-existence and tolerance among groups and religions nationally and internationally.

The results of the review of what has worked well and what has not worked well for the last five years have been incorporated in the SWOT Analysis as strengths weaknesses, opportunities and threats. The present five- year Strategic Plan (2015- 2019) is a way forward for the Church which has been set from the SWOT premises.

V. Strategic Direction of the Plan

SWOT Analysis was done as part of organizational assessment for the last five years. The results show the four main aspects of the SWOT to be:

Strengths:

- Clear structure
- Strong membership
- Willing partners
- Church owned institutions
- Institutional reputation
- Acceptability of ELCT social services
- A daring church
- Networking with other partners
- Episcopal church
- Community based church
- Availability of resources both human and material
- Church unity
- Capacity building programs

Weaknesses

- Lack of HR Policy and resource manual
- Lack of sustainable strategy
- Lack of transparency and accountability
- Activity -based rather than result-based
- Poor communication
- Lack of harmony in church constitutions
- Weak asset management
- Bureaucracy in the implementation
- Inadequate criteria in selection of board and committee members
- Inadequate publicity
- Inadequate participation in programming
- Under staffing
- Lack of reliable statistics
- Inadequate financial resources
- Overlapping of roles and misallocation of human and material resources.
- Inadequate motivation for staff
- Little attention on youth, children, and gender
- Low capacity to move with technological changes

Opportunities

- Readiness of the government to work with the church
- Availability of partnerships
- Availability of skilled manpower
- Presence of volunteers willing to work with the church
- Society mandate – the community is willing to be served by the church
- Enabling government policies and laws
- Peace and stability of the country
- Abundance of natural resources in Tanzania
- Globalization
- Good climate
- Technological advancement

Threats

- Natural disasters
- Corruption
- High competition in the market
- Moral decay
- Abject poverty
- Security issues
- Climate change
- Inflation
- Globalization
- Partners conditions/financial conditions
- Risk liabilities
- Changes of policies

VI. Key Priorities:

The SWOT Analysis yielded the following eight Priorities:

1. Mission & Evangelism
2. Diakonia
3. Resource Mobilization
4. Gender and Children's Rights
5. Social Services
6. Policy Analysis and Advocacy
7. Capacity Building
8. Good Governance

VII. ELCT Key Priority Areas, Objectives and Strategies: 2015- 2025

Priority Area 1: Strengthening Mission and Evangelism Work for Sustainance of Christian/ Church Identity

Objective 1:

To increase by 50% the number of students reached with Christian Education in primary and secondary schools within the country by the end of 2025

Strategies:

- Assessment of training needs for Christian Education teachers.
- Establish motivation package for the Christian Education teachers.
- Enforce the attendance regulation for students' participation.
- Advocate for harmonization of Christian Education curricula.
- Collaborate with other CCT members.

- Conduct follow-up.

Objective 2:

To provide children with Sunday school Service in 100% of the existing preaching points by the end of 2025.

Strategies:

- Establish a unified system for Sunday school classes.
- Develop and supply training materials in collaboration with Social Services Directorate.
- Establish a motivation package for the Sunday school teachers.
- Establish children's clubs.
- Review curricula & training materials.
- Conduct follow-up.

Objective 3:

By the end of 2025, to provide with the basic Christian Literature books, 50 % of children of Sunday school classes, 100% of confirmation students' Christian members, 50% of Christian adults, and 100% of Christian Education teachers.

Strategies:

- Establish a Publishing Unit at ELCT Headquarters.
- Assess required books in terms of types, quantity and quality.
- Mobilize funds for printing and distribution.
- Establish a system of distribution.
- Establish market promotion through sensitization and information.

Objective 4:

To reach 1,000,000 of non-Christian members through outreach programs by the end of 2025.

Strategies:

- Assess the work of existing mission areas.
- Identify new mission areas.
- Strengthen Mission & Evangelism through capacity building and resources.
- Provide public address systems.
- Innovate an approach in Mission & Evangelism such as participatory mission.
- House to house Evangelism.
- Use information, education and communication IEC approach.
- Establish ELCT TV channel.
- Establish radio stations at Diocesan levels and link them with ELCT TV channel.
- Preach the word of God through word and deeds.
- Improve coordination.
- Conduct Follow-up.

Objective 5:

To increase by 20% the number of active youth in the key Church activities by the end of 2025

Strategies:

- Conduct baseline survey.
- Identify youth talents for promotion.
- Sensitize the youth to join Church ministries.
- Participation of youth in decision making.
- Involve youth in income generation activities.
- Build the capacity of youth in entrepreneurship skills.
- Promote youth camps and forums.

Objective 6:

To reach 80% of the ELCT members with right information on globalization based on Christian values, by the end of 2025.

Strategies:

- Build the capacity of Church leaders on globalization at all levels.
- Create awareness on globalization to ELCT Church members.
- Produce and distribute informative materials.

Priority Area 2: Diakonia – Ensuring the Role of the Church in Support of Vulnerable Groups

Objective 1:

All ELCT Dioceses to provide compassionate services to vulnerable groups and individuals at congregation level by the end of 2025

Strategies:

- Map the existing diaconical services.
- Identify vulnerable groups.
- Implement the Diaconical policy.
- Transform the institutions into vocational centers for the vulnerable through a transitional process.
- Capacity building of the staff on care and counseling.

Objective 2:

To establish by 50% supportive networks within all ELCT Dioceses to address the needs of all vulnerable groups by the end of 2025.

Strategies:

- Sensitize the community on stigma issues.
- Humanitarian services for the vulnerable groups.
- Linkage with the available social services.
- Establish and strengthen funds for vulnerable groups at parishes and Diocesan levels.

Priority Area 3: Enhancing Mobilization and Management of Financial and Non-financial Resources at all Levels

Objective 1:

To mobilize internal financial resources from 50% to 80% for the current and expected church activities by end of 2025.

Strategies:

- Diversify/ expand internal sources of funds
- Develop reserve fund
- Improve and utilize financial regulations
- Develop sound investments

Objective: 2:

To establish by 30% viable internal financial sources of income by all ELCT Dioceses by the end of 2025

Strategies:

- Conduct training on entrepreneurship skills
- Purchase shares
- Search for new areas of investment
- Conduct monitoring and evaluation to measure achievements
- Conduct fundraising

Objective 3:

To properly manage up to 80% of financial and non- financial resources by end of 2025

Strategies:

- Recruit, develop and retain qualified and competent personnel.
- Create and nurture a sense of ownership by church congregants.
- Strengthen accountability through compliance with financial regulations

Objective: 4

To increase church land by 50% by the end of 2025

Strategies:

- Identify areas with land for investment and land for potential
- Apply for land
- Survey the acquired land
- Apply for title deeds
- Establish land bank/Database
- Update land database
- Organize seminars/meetings on land acquisition, use and ownership

Priority Area 4: Promoting Gender Relations and Children's Rights

Objectives 1:

To empower 50% of men and women to overcome oppressive cultural practices by end of 2025

Strategies:

- Develop an implementable ELCT gender policy.
- Mainstream gender in all church units.
- Create equal opportunities for men, women, youth, children and people with disabilities to access socio-economic services.

Objective 2:

To ensure 40% of the church women participate effectively in leadership and decision making by end of 2025

Strategies:

- Create equal employment opportunities to both men and women in the church.
- Increase women's participation in decision making at all level - family, church and community.

Objective 3:

To increase by 30% the level of advocacy for gender rights, youth, children and people with disabilities by end of 2025.

Strategies:

- Create awareness on gender and human rights, including youth, children and people with disabilities.
- Collaborate with other like-minded partners to raise awareness on gender and equity
- Formulate gender dialogue forum
- Increase awareness on HIV/AIDS and STDs
- Fight against harmful traditional practices

Objective: 4

To ensure equitable participation of men and women by 30% in technical assistance and technological transfer activities by 2025

Strategies:

- Conduct gender Audit
- Respond to gender audit recommendations

Priority Area 5: Ensuring Provision of Quality Social Services

Objective 1:

To provide quality health services to 20% of the ELCT existing Health Facilities by the end of 2025.

Strategies:

- Print and distribute relevant health materials.
- Orient health management teams on available policies and guidelines
- Review policies every four years to accommodate experiences of policies users.
- Conduct cost analysis for health services.
- Lobby for PPP
- Train animators for sensitizing communities on RBA.
- Increase coverage on health education programs for ELCT.
- Publicize ELCT core values and health services charter through various media.
- Market the current ELCT HMIS.
- Identify and establish centers of excellence

Objective 2:

To establish one SACCOs in each health institution as an internal financial source by the end of 2025

Strategies:

- Initiate internal sources of income to remunerate staff.
- Sensitize SACCO's formation for each Health institution.
- Monitor formation and operationalization of SACCOs

Objective 3:

To mitigate by 50% the impact of HIV and AIDS pandemic and poverty reduction with improved reproductive health status among women and men by the end of 2025.

Strategies:

- Conduct TOT for clergy on HIV and AIDS.
- Conduct situational analysis on HIV and AIDS
- Sensitize community on HIV and AIDS.
- Initiate income generating activities at parish level.
- Collaborate with other stakeholders to increase the number of Care and Treatment Centers (CTC).
- Train service providers for PMTCT services

Objective : 4

To provide quality Education Services by 50% to all ELCT primary, secondary schools and tertiary institutions, by the end of 2025.

Strategies:

- Liaise with CSSC to acquire relevant policies and guidelines.
- Initiate internal sources of income to motivate staff.
- Organize effective Parents Teachers Associations
- Establish and coordinate PPP

Objective : 5

To build the capacity of 50% educational actors within ELCT educational institutions by the end of 2025.

Strategies:

- Increase coverage of students clubs and organization
- Coordinate and conduct refresher courses and long training for teachers
- Coordinate School inspections
- Establish zonal inspectorate teams.
- Conduct seminars on Children Rights.
- Conduct ELCT Mock examinations.
- Print and distribute various Health Materials incl. Calendars and relevant posters with messages on HIV/AIDS prevention
- Establish zonal centers of Excellence in education in collaboration and consultation with Tumaini University Makumira and its constituent colleges.

Objective 6:

To reduce by 20% waterborne diseases among communities within 13 ELCT Dioceses by the end of 2025

Strategies:

- Provide portable water by involving the community.
- Cooperate with public sector for water services
- Establish and strengthen water committees.
- Education on water related diseases and hygienic habits.
- Encourage household water treatment.

Priority Area 6: Promoting Policy Analysis and Advocacy

Objective 1:

To build the capacity of 100% of the ELCT Executive Council and its related committees in order to advocate for good governance and better policies by the end 2016.

Strategies:

- Awareness creation to the members of the Executive Council and its committees.
- Policy analysis for policy influencing.
- Strengthening the advocacy desk at the Headquarters.
- Establish local advocacy desks at Diocesan level.
- Organize dialogue forums.
- Coordination and networking with other stakeholders.

Objective 2:

By the end 2025, 50% of ELCT members have relevant information on climate change and are able to cope with its effect by developing mitigation and adaptation strategies.

Strategies:

- Awareness creation of pastors and evangelists o climate change.
- Organize environmental week every year.
- Celebrate the World Environmental Day (5th June) with the community.
- Publish, print and distribute environmental promotion materials.
- Promote use of Radio programs.
- Conduct ToTs on environmental advocacy at Diocesan level.
- Promote use of renewable sources of energy and tree planting.
- Establish an ERDM (Emergency, Relief and Disasters Mitigation) Unit at ELCT and Diocesan levels.

Objective 3:

By the end of 2025, 50% of the ELCT leaders should able to advocate for and promote a peaceful coexistence among different groups in Tanzania.

Strategies:

- Create awareness among ELCT leaders on the issues of interfaith and coexistence;
- Facilitate the formation of District Interfaith Committees;
- Collaborate with other faiths at parish level.
- Organize dialogue meetings /conferences on political tolerance for different stakeholders.
- Publish, print and distribute informative material on interfaith.

Objective 4:

By the end of 2025, 50% of the ELCT members have relevant information on human rights and are able to promote and advocate for them.

Strategies:

- Create awareness among pastors and evangelists on human rights.
- Organize public celebration for the Human Rights Day, African Child Day, Women Day, and Men Day in collaboration with the Social services and Gender relations.
- Collaborate with the Social Services and Gender Relations on gender mainstreaming and gender audit;
- Campaign on sensitization against Gender Based Violence (GBV)
- Publish, print and distribute informative material on GBV.
- Promote Radio programs.
- Partner with other stakeholders and involve Interfaith Committees.

Priority Area 7: Enhancing Capacity Building of Staff at All Levels

Objective 1:

To increase the number of competent personnel in church units and institutions by at least 50% by the end of 2025

Strategies:

- Recruit qualified and competent personnel
- Conduct Training Needs Assessment
- Develop staff development and retention policy
- Establish orientation and induction processes

Objective 2:

To equip 50 % of the church units and institutions with adequate facilities such as life skills technologies by the end of 2025

Strategies:

- Establish on job training scheme/schedule
- Establish e-learning technologies
- Encourage performance appraisals
- Promote mentoring
- Establish HR desks
- Develop profile of the organization

Objective 3:

To establish staff interaction systems for cooperation and collaborations by 40% by the end of 2025

Strategies:

- Establish vocational clubs in Secondary schools e.g Bankers Club, Doctor's club, Engineers club and games.
- Develop staff training and development plans
- Initiate staff retreats and site visits

Priority Area 8: Strengthening Good Governance for Effective Service Delivery

Objective 1:

To facilitate by 100% Church Unity towards one constitution by end of 2025

Strategies:

- Review organizational structures
- Improve management information systems
- Review and harmonize all units' constitutions

Objective 2:

To build capacity of 80% of the Governance bodies at all levels by end of 2025

Strategies:

- Put in place independent governance committees/boards.
- Ensure members appointed to various committees qualify for the position they are appointed to.
- Comply with established regular meetings' timetable/schedule.
- Orient and build capacities of Board members on their roles and responsibilities.

Objective: 3

By the end of 2025, all ELCT Governing structures and 50% of ELCT members have relevant information systems

Strategies:

- Review and implement ELCT Communication Policy
- Set a monitoring mechanism to ensure functionality of the communication structures and systems

VIII. TOOLS FOR IMPLEMENTING A STRATEGIC PLAN

For effective implementation of your Strategic Plan, the following tools are fundamental:

A. Plan of Action (POA)

This is an implementation tool showing a long term plan of activities to be implemented and objectives to be achieved in a specific year. The tool is manifested in a matrix shown below:

Priority Area : 1						
Objective 1:	Activities	2015	2016	2017	2018	2019
Objective 2 :	Activities					

Indicate the priority area, objectives for achieving the priority, activities for achieving the objectives and specific time for implementing the activities in terms of the plan period of five years. It is advisable to limit objectives into a maximum of six.

B. Annual Operational Plan

This tool shows how the plan will be carried out every year as shown in the matrix below:

Annual Operational Plan of 2015

Objectives	Activity	Responsible	Dates	Budget

The annual operational plan is drawn from the Plan of action which is a longer term plan. The annual plan takes the activities and objectives of one year from POA and indicates what activities will be performed as shown by the matrix.

C. Annual Review of Strategic Plan.

It is important to review the strategic Plan annually in terms of what has worked, what has not worked and why and to decide the way forward by promoting strengths and opportunities and minimizing weaknesses and threats.

D. Monitoring and Evaluation

Monitoring and evaluation plan should be specified:

- a) **Monitoring** – describe how you will monitor the objectives, values and any other important aspects of your strategic plan. Include the indicators you will use, the data you will collect, how you will collect them, how often you will collect them, and who will be responsible for collecting them.
- b) **Evaluation** - What types of evaluation are planned for the period of this plan? (E.g. annual self-evaluations, an external evaluation during the final year of the program, an evaluation of different aspects of the program, etc.) Explain when the evaluations will occur and who will be involved.

E. Projected Resource Needs

This section describes the resources you need to run your programs during the period of your strategic plan and your sources of funding?

- a) **Human Resource Projections** – Describe the human resources you will need over the next few years. Do you have adequate staff to accomplish your objectives? If not, how will you develop your human resources? What new staff will need to be recruited and by when? What specific areas of training may be necessary?

Summary of staff Projections: 2015- 2025

Type of Staff	Existing Staff	2015	2016	2017	2018	2019
National Hqs						
a) Admin						
b) Technical						
c) Support Staff						
Church Distrcts						
a) Admin						
b) Technical						
c) Support Staff etc.						

- b) **Capital Resource Projections** – What are your capital resources projections for the next five years? Consider buildings, vehicles, computers, office equipment and others.

Summary of Capital Resource Projections: 2015- 2025

Type of Resource	Existing	2015	2016	2017	2018	2019
Vehicles						
Buildings etc						

c) Budget Projections

Give broad budget projections for the period of your strategic plan. The general categories may include:

- Human resources;
- Capital resources;
- Recurrent expenses - recurring expenses you will need to cover, e.g. office expenses (utility bills, rent, office stationery); costs for carrying out training courses; travel expenses;
- Project expenses; and
- Evaluations - costs of carrying out planned evaluations.

Budget Projections: 2015- 2025

Staffing	Existing	2015	2016	2017	2018	2019
Capital						
Recurrent etc						

4. Funding Sources

Now that you have an idea of your budget requirements, consider your available financial resources. Do you have adequate financial resources? What are the projections for donor funding? Are these sufficient to cover all your needs? If not, take time to consider possible ways of raising the money necessary to meet your budget. Describe in this section your expected funding sources.

Sources of Funding Projections: 2015- 2025

Source	Amount	2015	2016	2017	2018	2019
Internal						
Donors etc						

N/B: For effective and efficient implementation of your Strategic Plan, the tools above should be put into practice otherwise, your plan can just be a document rather than a plan for action.

IX. LIST OF ELCT PARTICIPANTS ON STRATEGIC PLANNING PROCESS – 2013/ 2014

S/N	Name	Diocese /Unit
1.	Bishop Dr. Benson Bagonza	ELCT- Karagwe Diocese
2.	Bishop Isaya J. Mengele	ELCT – Southern Diocese
3.	Mrs. Rachel Ramadhani	ELCT- Common Work
4.	Mr. Tumaini Chambua	ELCT, Pare Diocese
5.	Mr. Onesmo Mdende	ELCT, Eastern and Coastal Diocese
6.	Rev.Evans Mwaunga	ELCT, Dodoma Diocese
7.	Mr. Brighton B.L. Killewa	ELCT, Common Work
8.	Mrs. Elizabeth Megroo	ELCT, North Central Diocese
9.	Mr. Furahini Mchome	ELCT, East of Lake Victoria Diocese
10.	Mr. Brown Mdegella	ELCT, Iringa Diocese
11.	Mr. Nayman Chavalla	ELCT, Iringa Diocese
12.	Mr. Jonas Lutamigwa	ELCT, North Western Diocese
13.	Rev. Anza Amen Lema	ELCT- Common Work
14.	Mr. Abel Mrema	ELCT, Common Work
15.	Rev. Ambele Mwaipopo	ELCT- Common Work
16.	Mrs. Patricia Mwaikenda	ELCT- Common Work
17.	Mallumbo W. Mallumbo	ELCT- Common Work- Co facilitator
18.	Mrs Faustina Nillan	ELCT- Common Work
19.	Richard Mwakatundu	ELCT- Common Work
20.	Dr. M Mbando	ELCT- Common Work
21.	Dr. Geoffrey Sigalla	ELCT- Common Work
22.	Rev. Rachel Axweso	ELCT- Common Work
23.	Elizabeth Lobulu,	ELCT- Common Work
24.	Rev Anicet Maganya	ELCT- Common Work
25.	Mwal. William Kivuyo	ELCT- Common Work
26.	Mr. Peter Karisson,	LMC, Secretary
27.	Mr. Sirel Pallangyo	LMC
28.	Sr. Flavian Temba	LMC
29.	Florence Ngwijo	ELCT- Common Work
30.	Mr. Emmanuel Ayo	ELCT- Common Work
31.	Mr. Anyitike Flastone	ELCT, KOD
32.	Ms. Lorenzo Marco	ELCT, NED
33.	Dr. Florence Ghamunga	Facilitator, TUMA

X. ELCT PLAN OF ACTION: 2015 - 2025

Priority Area 1: Strengthening Mission and Evangelism Work for Sustainance of Christian/Church Identity												
Objective: 1	Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
To increase by 25% the number of schools reached with Christian Education in primary, secondary and tertiary level within the Country by the end of 2025	1.1.1 Collect updated inventory of primary, secondary and tertiary institutions											
	1.1.2 Assess Training Needs to identify gaps											
	1.1.3 Establish motivation package for teachers											
	1.1.4 Develop tailor made courses for chaplains											
	1.1.5 Develop/acquire and supply attendance registers.											
	1.1.6 Identify other CCT members and participate on joint annual meetings for reports and implementation of Christian Education											
Objective: 2	1.2.1 Develop and distribute schedule for pastors visits											
To provide quality Sunday School Service for children to all the existing worship points by end of 2025	1.2.2 Create ELCT Task Force for Curriculum and training materials.											
	1.2.3 Develop ELCT Sunday school policy											
	1.2.4. Formulate Sunday school children clubs											

Objective : 3	1.3.1. Conduct short term training for confirmation classes teachers.		Yellow	Yellow								
To provide quality christian teachings to all confirmants by 2024.	1.3.2 Review and harmonize the existing guidelines and teaching materials	Blue	Blue									
Objective : 4	1.4.1 Conduct two - day workshop to review works of existing mission area	Orange	Orange									
To reach 1,000,000 non-Christians through outreach programs by the end of 2020.	1.4.2 Support mission areas with financial and non financial materials			Purple								
	1.4.3 Identify domestic new areas of mission for evangelisation	Light Blue	Light Blue									
	1.4.4 Identify volunteers and mentors	Green	Green									
	1.4.5 Create awareness on the importance of house to house evangelism.		Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
	1.4.6 Establish ELCT media forum	Pink	Pink									
	1.4.7 Publicize the ELCT mission, vision and core values using different media.	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange
	1.4.8 Review Communication Policy.		Cyan	Cyan								
	1.4.9 Establish Diakonia Committees in dioceses and Diakonia Coordination Desk at ELCT Headquarters.		Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Objective: 5	1.5.1 Train and Mentor Youth for Leadership	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
To increase by 20% the number of active youth in church decision making bodies and leadership by the end 2020.												

	1.5 .2 Identify and train animators for youth ministry											
	1.5.3 Review constitutions and by-laws to include proportional youth representation at all levels.											
	1.5.4 Conduct workshop at district level to identify viable economic activities for youth groups.											
	1.5.5 Train youth on entrepreneurship.											
	1.5.6 Increase and improve the existing Youth Camps and Forums.											
	1.5.7 Develop content and guideline packages to uphold Christian norms, values and Lutheran heritage for youth camps and clubs at all levels											
Objective : 6	1.6.1 Build the capacity of Church leaders on globalization. At all levels											
To reach the 80% of ELCT members with right information on globalization based on Christian values, by the end of 2025	1.6 .2 Create awareness on globalization to ELCT Church members											
	1.6 .3 Produce and distribute informative materials.											
	1.6 .4. Establish information resource centres in ELCT Units.											
Priority Area 2: Ensuring the Role of the Church in Support of Vulnerable Groups												
Objective: 1	Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
All ELCT Dioceses to provide compassionate services to vulnerable groups and individuals	2.1.1 Implement Diakonia policy											
	2.1.2 Identify the existing diaconal services and vulnerable groups.											

at congregational level by the end of 2025	2.1.3 Transforming the institutions into vocational centers for the vulnerable through a transitional process												
	2.1.4 Register available institutions with VETA												
	2.1.5 Equip institutions with appropriate innovative technology and entrepreneurship equipments and facilities												
	2.1.6 Identify candidates for training.												
Objective : 2	2.2.1 Sensitize the community on stigma issues and need for care and counseling of vulnerable groups												
To establish by 50% supportive networks within all ELCT Dioceses to address the needs of all vulnerable groups by the end of 2019.	2.2.2 Encourage formation of care and counseling groups within the community												
	2.2.3 Link vulnerable groups with available community services												
	2.2.4 Establish and strengthen funds for vulnerable groups at parishes and Dioceses level.												
Priority Area 3: Enhancing mobilization and management of financial and non - financial resources at all levels													
Objective: 1	Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
To mobilize internal financial resources from 50% to 80% for current and expected church activities by the end of 2025	3.1.1 Establish SACCOS and VICOBA groups												
	3.1.2 Acquire and register land												
	3.1.3 Rehabilitate and/renovate existing infrastructures of the church e.g. hostels, health facilities, etc												
	3.1.4 Sensitize members on the scope of the ELCT												
	3.1.5 Provide feedback to church units on how resources are used.												
	3.1.6 Review and implement financial regulations												

	3.1.7 Introduce and use electronic cash collection methods e.g. M-PESA, etc												
Objective : 2 To establish by 30% viable internal financial sources of income by all ELCT Dioceses by the end of 2025	3.2.1 Conduct training on entrepreneurship skills												
	3.2.2 Conduct Fundraising												
	3.2.3 Purchase shares												
	3.2.4 Search for new areas of investment												
	3.2.5 Conduct monitoring and evaluation to measure achievements												
Objective : 3 To properly manage both the Churches' financial and non financial resources up to 80% by the end of 2025	3.3.1 Conduct interviews												
	3.3.2 Establish scheme of service												
	3.3.3 Develop performance appraisal systems												
	3.3.4 Sensitize members on the scope of the ELCT												
	3.3.5 Provide feedback to church units on how resources are used												
	3.3.6 Establish / consolidate/update inventory control system of church properties												
	3.3.7 Review financial regulations												
	3.3.8 Sharing of reports												
	3.3.9 Install modern computerized accounting systems												
	3.3.10 Establish and up to date fixed assets registers												
	3.3.11 Inculcate, vision, mission and core values of the Church												

Objective : 4 To increase church land by 50% by the end of 2025	3.4.1 Identify areas with land for investment land for potential												
	3.4.2 Apply for land												
	3.4.3 Survey the acquired land												
	3.4.4 Apply for title deeds												
	3.4.5 Develop the land acquired												
	3.4.6 Establish land bank/Database												
	3.4.7 Update land database												
	3.4.8 Organize seminars/meetings on land acquisition, use and ownership												

Priority Area 4: Promotion of Gender Relations and Children's Rights

Objective: 1	Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
To empower 50% of men, women and children to overcome oppressive systems by the end of 2025	4.1.1 Build and strengthen capacities for gender mainstreaming in church programmes											
	4.1.2 Mainstream gender in all church projects and programs											
	4.1.3 Improve gender relations at family level											
	4.1.4 Establish user friendly infrastructures to vulnerable groups											
	4.1.5 Create safe environment for children from family level											
	4.1.6 Implement gender –responsive investments and business promotion with more emphasis on rural areas											
	4.1.7 Create equal employment opportunities to both men and women in the church											
	4.1.8 Implement gender –responsive investments and business promotion with more emphasis on rural areas											

Objective: 2 To ensure 40% of church women effectively participate in leadership and decision making by the end of 2025	4.2.1 Create equal employment opportunities to both men and women in the church												
	4.2.2 Increase women's participation in decision making from the family, church and community level.												
	4.2.3 Create awareness on harmful traditional practices												
Objective : 3 To increase by 30% the level of advocacy for gender rights, youth and children and people with disabilities by 2025	4.3.1 Raise awareness on gender, including youth, children and people with disabilities' rights.												
	4.3.2 Network with other like-minded partners												
	4.3.3 Organize gender dialogue forums												
	4.3.4 Create awareness on harmful traditional practices												
Objective : 4 To ensure equitable participation of men and women by 30% in technical assistance and technological transfer activities by 2025	4.4.1 Conduct gender Audit												
	4.4.2 Respond to gender audit recommendations												

Priority Area 5 : Ensuring Provision of Quality Services													
Objective: 1	Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
To provide quality health	5.1.1 Print and distribute relevant health materials.												

services to 20% of the ELCT existing Health Facilities by the end of 2025.	5.1.2 Orient health management teams on available policies and guidelines												
	5.1.3 Review policies every four years to accommodate experiences of policies users.												
	5.1.4 Conduct cost analysis for health services.												
	5.1.5 Lobby for PPP												
	5.1.6 Train animators for sensitizing communities on RBA.												
	5.1.7 Increase coverage on health education programs for ELCT.												
	5.1.8 Publicize ELCT core values and health services charter through various media.												
	5.1.9 Market the current ELCT HMIS.												
	5.1.10 Identify and establish centers of excellence.												
	Objective : 2 To establish one SACCOs in each health institution as an internal financial source by the end of 2025	5.2. 1 Initiate internal sources of income to remunerate staff.											
5.2.2 Sensitize SACCO's formation for each Health institution.													
5.2.3 Monitor formation and operationalization of SACCOs													
Objective 3: To mitigate by 50% the impact of HIV and AIDS pandemic and poverty reduction with improved reproductive health	5.3.1 Conduct TOT for clergy on HIV and AIDS.												
	5.3.2 Conduct situational analysis on HIV and AIDS												
	5.3.3 Sensitize community on HIV and AIDS.												
	5.3.4 Initiate income generating activities at parish level.												

status among women and men by the end of 2025	5.3.5 Collaborate with other stakeholders to increase the number of Care and Treatment Centers (CTC).												
	5.3.6 Train service providers for PMTCT services												
Objective : 4 To provide quality Education Services by 50% to all ELCT primary, secondary schools and tertiary institutions, by the end of 2025.	5.4.1 Liaise with CSSC to acquire relevant policies and guidelines.												
	5.4.2 Initiate internal sources of income to motivate staff												
	5.4.3 Organize effective Parents Teachers Associations												
	5.4.4 Establish and coordinate PPP												
Objective : 5 To build the capacity of 50% educational actors within ELCT educational institutions by the end of 2025.	5.5.1 Increase coverage of students clubs and organization												
	5.5.2 Coordinate and conduct refresher courses and long training for teachers												
	5.5.3 Coordinate School inspections												
	5.5.4 Establish zonal inspectorate teams.												
	5.5.5 Conduct seminars on Children Rights.												
	5.5.6 Conduct ELCT Mock examinations.												
	5.5.7 Print and distribute various Health Materials incl. Calendars and relevant posters with messages on HIV/AIDS prevention												

	5.5.8 Establish zonal centers of Excellence in education in collaboration and consultation with Tumaini University Makumira and its constituent colleges.												
Objective : 6	5.6.1 Identify appropriate means of providing clean and safe water to communities within ELCT Dioceses												
To provide clean and safe water to 13 ELCT Dioceses by the end of 2025.	5.6.2 Create community water committees for sustainability												
	5.6.3 Create awareness on water related diseases.												
	5.6.4 Establish monitoring system to ensure continuity in water provision												
Priority Area 6 : Promotion of Policy Analysis and advocacy													
Objective: 1	Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
By the end of 2025, ELCT Governing structures and 50% of ELCT members have relevant information and ability to advocate for good governance, better policies and Human Rights	6.1.1 Establish Diocesan Advocacy Desk												
	6.1.2 Conduct seminars on policies and Human Rights.												
	6.1.3 Identify policy issues for advocacy												
	6.1.4 Print materials and distribute.												
	6.1.5 Organize dialogue forums for interfaith groups, civil societies and community groups.												
	6.1.6 Identify stakeholders for collaboration												
	6.1.7 Collaborate and influence policy makers for policy changes.												

among different groups in Tanzania.	6.4.5 Develop thematic areas for students, professionals and religious leaders for articles writing.												
Priority Area 7 : Enhancing Capacity Building of Staff at all Levels													
Objective: 1	Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
To increase the number of competent personnel in church units and institutions by at least 50% by the end of 2025	7.1.1 Conduct Training Needs Assessment												
	7.1.2 Establish on job training scheme/schedule												
	7.1.3 Establish tailor made courses												
	7.1.4 Identify relevant courses												
	7.1.5 Establish HR desks												
	7.1.6 Develop profile of the organization												
Objective 2:													
To equip 50 % of the church units and institutions with adequate facilities such as life skills technologies by the end of 2025	7.2.1 Establish on job training scheme/schedule												
	7.2.2 Establish e-learning technologies												
	7.2.3 Encourage performance appraisals												
	7.2.4 Promote mentoring												
	7.2.5 Establish HR desks												
	7.2.6 Develop profile of the organization												
Objective 3:													
	7.3.1 Establish vocational clubs in Secondary schools e.g Bankers Club, Doctor's club, Engineers club and games.												

To establish staff interaction systems for cooperation and collaborations by 40% by the end of 2025	7.3.2. Develop staff training and development plans												
	7.3.3 Initiate staff retreats and site visits												
Priority Area 8: Strengthening Good Governance for Effective Service Delivery													
Objective: 1	Activities	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
To facilitate by 100% the unity of the church towards one constitution by the end of 2025	8.1.1 Review organizational structures for harmonization												
	8.1.2 Institute Management information systems												
	8.1.3 Review and harmonize all units' constitutions												
	8.1.4 Formulate inter- independent governance bodies												
Objective : 2	8.2.1 Set selection criteria of the appointment of committee members												
To empower 80% of the Governance bodies at all levels of the Church by the end of 2025	8.2.2 Establish Meeting schedule												
	8.2.3 Conduct orientation and tailor- made courses of committee members on their roles and responsibilities at all levels												
Objective : 3	8.2.4 Review and implement ELCT Communication Policy												
By the end of 2019, all ELCT Governing structures and 50% of ELCT members have relevant information systems													