



EVANGELICAL LUTHERAN CHURCH
IN TANZANIA

(ELCT)

FIVE YEARS STRATEGIC PLAN
(2022 – 2026)

“That All of Them May Be One (John 17:21a)”

AUGUST 2021

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Abbreviations and Acronyms

AACC	All Africa Conference of Churches
AOP	Annual Operating Plans
CCT	Christian Council of Tanzania
CCV	Church Core Values
CW	Common Work
CWIs	Common Work Institutions
DSG	Deputy Secretary General
ELCT	Evangelical Lutheran Church in Tanzania
FBOs	Faith Based Organizations
FYDP-II	Second National Five-Year Development Plan 2015/16 - 2020/21
FYDP-III	Third National Five-Year Development Plan 2021/22 - 2025/26
GBV	Gender Based Violence
GS	General Secretary
HRM	Human Resource Management
HRBA	Human Rights Based Approach
ICT	Information and Communication Technology
IGAs	Income Generating Activities
KCMC	Kilimanjaro Christian Medical Centre
KPIs	Key Performance Indicators
LCA	Leadership Capacity Assessment
LJS	Lutheran Junior Seminary
LMC	Lutheran Mission Cooperation
LUPAD	Love/ Unity/ Prayerfulness/ Accountability and Dignity
LWF	Lutheran World Federation
MDGs	Millennium Development Goals
MEL	Monitoring Evaluation and Learning
MoFP	Ministry of Finance and Planning
OCA	Organizational Capacity Assessment
OPI	Organizational Performance Index
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMER	Planning, Monitoring, Evaluation and Reporting
POA	Plan of Action
PPP	Public Private Partnership
PWD	People with Disabilities
RVoG	Radio Voice of Gospel
SDGs	Sustainable Development Goals
SM	Strategic Mandate
SP	Strategic Plan
SWOT	Strength, Weakness, Opportunity and Threat
TUMA	Tumaini University Makumira
WCC	World Council of Church

Foreword

'Suppose one of you wants to build a tower. Won't you first sit down and estimate the cost to see if you have enough money to complete it? For if you lay the foundation and are not able to finish it, everyone who sees it will ridicule you, saying, "This person began to build and wasn't able to finish it." (Luke 14:28-30NIV). These verses from the Holy Bible clearly demonstrate to us that Jesus Christ himself as the head of the Church strongly emphasized on the crucial importance of planning. We can also observe in Genesis 1:1 that God Himself was an architect and founder of planning. The fact that God labored in a series of activities to create Heaven and Earth did indicate that God invested in a strategic thinking process. Therefore, God's Strategic thinking becomes a road map on the essence of strategic thinking and planning for individuals, households, groups, corporations/organizations and nations. It is from this background that the leadership, management, partners and other stakeholders of the Evangelical Lutheran Church in Tanzania, convened in Arusha from 22-25 June 2021, to review the ELCT 10 years Strategic Plan (2015-2025).

The views and aspirations of the ELCT leadership, management, partners and strategic stakeholders are behind the development of this Plan. The review process of this strategic plan was guided by the same fundamental questions I raised in 2015 when this strategy was first crafted. These fundamental questions were; *What will our Unity as ELCT look like by 2025? To what extent, the society we serve will have enjoyed life in its fullness through their knowledge of Christ and the services we offer? Will our existence as an Evangelical Lutheran Church in Tanzania continue to rise and shine in reflecting the purpose of God's mission to the world?* These fundamental questions are still valid today as we have just started our journey for the implementation of the cycle II of this strategy (2021/22-2025/2026). The strategy review was preceded by major organizational assessments and evaluation. These are the Leadership Capacity Assessment (LCA), Organizational Capacity Assessment (OCA) and Mid-Term Review of the strategy implementation in phase I (2015-2020). Major recommendations, lessons from these assessments and evaluation had been incorporated into the strategy. In addition to these major assessments and evaluation, the strategy review process had strongly considered the analysis of the evolving and operating context of the Church by closely looking to the major changes that are happening in the internal and external environment. For this reason, the Strategic Plan is well aligned to the strategic priorities of other like-minded ecumenical bodies. Likewise, it is well aligned to the national, regional and global development priorities. These include the Government of Tanzania 3rd National Development Plan (2021/2022-2025/26) and the 6th East African Community (EAC) Development Strategy (2021/2022-2025/2025 on *building momentum towards post-COVID19 recovery and accelerating regional adaptation to the dynamic socio-economic environment*. It also well linked to the African Union Agenda 2063; *"the Africa we want"* as well as the 17 Sustainable Development Goals (SDGs) of the United Nations. It is from this background that the major strategic choices and priorities of the ELCT were developed. These are presented in the form of Key Result Areas (KRAs), Objectives, Strategies and Key Performance Indicators (KPIs). It is now a fact to note that for the first time, ELCT has been able to develop one strategy for the entire Church. This is a crucial step towards cementing our unity as the Evangelical Lutheran Church in Tanzania. This aspiration is aligned with the spirit of our founding fathers, who in 1963 agreed to be united to become one Church with the name of *"the Evangelical Lutheran Church in Tanganyika"*.

Finally, the leadership and management of the Evangelical Lutheran Church in Tanzania are dedicating this Plan and its implementation to God, especially for the required wisdom, inspiration, guidance and the resources required for its execution. I believe that, this Strategic Plan will be implemented at all levels of the ELCT.

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Bishop Dr. Fredrick O. Shoo, Presiding Bishop, ELCT

Acknowledgement

The leadership and management of the Evangelical Lutheran Church in Tanzania would like to thank our Almighty God for enabling the review of the ELCT Strategic Plan 2015-2026. This massive work is a result of the commitment and dedication by many people who had given their time, skills, relationship and resources to make this process a success. In this regard, I will mention few individuals, groups and organizations who have made this work accomplished.

Our sincere gratitude is due to the Lutheran Mission Cooperation (LMC), Mission Eine-Welt (MEW), Dan-Mission (DM), Act Church of Sweden (Act CoS) and the Lutheran World Federation (LWF) for agreeing to co-fund the various parts of this process, participate in the process physically and provide inputs and comments into the drafting process of the strategy. Without this sincere commitment from these organizations the whole process could have not been accomplished. Likewise, I acknowledge the participation of other organizations who had taken part in this process, including the Act Tanzania Forum (ATF), The Foundation for Tomorrow (TFFT) and Business and Management Company (BUMACO).

Our sincere thanks are further extended to the ELCT Presiding Bishop Dr. Fredrick O. Shoo for his overall leadership, dedication and commitment to ensure that ELCT provides part of the funds for the process. In a special way, we extend our sincere thanks to the chairpersons of the Lutheran Mission Cooperation; Bishop Dr. Benson Bagonza and Deacon Claus Heim for their willingness and commitment to support this process from the LMC Board. Our Sincere appreciations are due to four other Bishops who had actively participated in this process, namely Bishop Dr. Solomon Massangwa-ELCT North Central Diocese (Board chairman of Radio Voice of Gospel), Bishop Dr. George Mark Fihavango-Southern Diocese (Board chairman of the Lutheran Junior Seminary and Njombe Schools for the Deaf), Bishop Dr. Isack Kissiri- West Central Diocese (Board chairman of the New Safari Hotel) and Bishop Chediel Sendoro-Mwanga Diocese (Board chairman of the Mwanga Deaf School).

In a special way, I acknowledge the contribution and inputs made by all the ELCT Bishops during the Bishops 'Leadership Consultation workshop in Arusha from 13-14 July 2021 when the strategy was presented to them. Sincere gratitude is directed to the representatives from all the 26 ELCT Dioceses (including General Secretaries (GS) and Planners), the staff from the ELCT head office and those from the Common Work Institutions who had actively participated and worked tirelessly throughout the whole process of strategy review. Likewise, sincere appreciations are due to the technical team that had worked tirelessly in collaboration with the facilitators in accomplishing this work. They include the Management Team at ELCT head office and the General Secretaries from ELCT Dioceses of: Karagwe, Northern Western, Ulanga Kilombero, Northern Diocese, Pare, Eastern and Coastal, Meru and South East of Lake Victoria.

Finally, our sincere thanks shall go to the team of three facilitators who facilitated the whole process from the initial stage to the completion stage. These are Dr. Godwin Kimaro, Dr. Rogate Mshana and Dr. Onesmo Matei.

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Brighton B.L Killewa
Secretary General, ELCT

The ELCT Strategic Plan Design

This Strategic Plan has the following components. Firstly, it begins with the organizational background that covers a brief history of the ELCT rekindling the genesis of the Church founded by the 7 Lutheran Churches in 1963, past accomplishments of the ELCT, brief background of the strategic plan, the rationale of the plan and the methodology used in developing it.

Secondly, the ELCT and the local and global context is presented highlighting the Third National Five-Year Development Plan and how it aligns with the ELCT SP. At the global and regional levels, the Sustainable Development Goals are touched and the Agenda 2063 respectively. The whole idea here was to ensure that the Strategic Plan is congruent and linked very well with the Global, regional, Sub-regional and National Development Priorities. And also, linkage with strategy of other ecumenical bodies for example the Lutheran World Federation and All African Conference of Churches.

Thirdly, the Vision, Mission and Core-values of the ELCT are stated.

Fourthly, in order to prepare a realistic plan, a situational analysis is presented using two tools mainly the SWOT analysis that outlined the Strengths, Weaknesses, Opportunities and Threats of the ELCT and the PESTEL analysis that located the Church in the Political, Economic, Social, Technological, Environmental and Legal Contexts. A competitive analysis and a stakeholder analysis are also presented here.

Fifthly, the strategic Direction of the Church is stated with 4 Key Result Areas as follows:

1. KRA-1: Attain Sustainable Church Growth.
2. KRA-2: Achieve Financial and Economic Sustainability of the Church.
3. KRA-3: Attain Good Church Governance and Operational Efficiency.
4. KRA-4: Attain Quality and Equitable Social Services.
5. KRA-5: Attain Environmental, Social, Economic and Political Justice.

Under each of the KRAs there are objectives, activities and Key Performance Areas (KPIs). The annual operating plans (AOPs) are expected to be developed by the ELCT CW, the related Institutions and Dioceses. An Indicative budget is also expected to be developed.

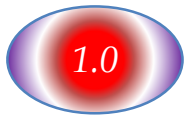
Sixthly, the ELCT strategy implications are presented highlighting cross-cutting issues that will have to be taken into consideration for the effective implementation of this ELCT strategy. Issues such as resource mobilization, activity budgets, organizational structure, ELCT media and publicity, Monitoring, Evaluation and Learning (MEL), Knowledge-Based Synergies, Indicative Budget and Annual Operating Plans are underlined.

It is my belief that this SP design which is a result of a participatory process will be understood and applied/adopted in all Dioceses and institutions of the ELCT.

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Simon Daffi,

Deputy Secretary General Planning and Development Department, ELCT



Organizational Background Information

1.1. Brief ELCT History

The Evangelical Lutheran Church in Tanzania (ELCT) was established as one Church on 19th June 1963, having 7 Dioceses and Synods with a total of 500,000 members. Currently, the Church has expanded to 26 Dioceses with 7.5 million members. The Dioceses are spread all over the country in the mainland, while Kigoma and Zanzibar are still mission areas. The ELCT is the second largest Church in the country after the Roman Catholic Church. It is the second largest Lutheran Church in the community of the Lutheran World Federation (LWF) after the *Mekane Yesus* Church of Ethiopia.

Since its formation, the ELCT has been working with mission and development partners and other actors in fighting against hunger, illiteracy and diseases. It is a member of the Lutheran World Federation (LWF); World Council of Churches (WCC), All Africa Conference of Churches (AACC) and the Christian Council of Tanzania (CCT). The areas of collaboration have been primarily mission work, education, health, water provision, development, environment, advocacy and policy dialogues.

In 1938 there were seven Churches under Lutheran Mission. These 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.

The Seven Lutheran Churches were a result of the missionary work of 13 mission societies that preached the Gospel before colonialism and during colonialism in today Tanzania. Apart from preaching the Gospel, they built schools, dispensaries and rehabilitation centers.

The following are the names of these societies:

1. BMW Berliner Missionswerk
2. COS Church of Sweden
3. DANM Danmission
4. DLM Danish Lutheran Mission
5. EKM Evangelical Church in Central Germany
6. ELCA Evangelical Lutheran Church in America
7. FELM Finnish Evangelical Lutheran Mission
8. LMW Leipziger Missionswerk
9. MEW Mission EineWelt
10. NLM Norwegian Lutheran Mission
11. SEM Swedish Evangelical Mission

- 12. UEM United Evangelical Mission
- 13. VELKD United Evangelical Lutheran Churches in Germany
- 14. ZMOe Evangelical Lutheran Church in Northern Germany Centre for Global Ministries and Ecumenical Relations.

On 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. The current 26 Dioceses spread all over Tanzania Mainland which are:- *Central Diocese, Diocese of Meru, Diocese in Mara Region, ; Dodoma Diocese, Eastern and Coastal Diocese, East of Lake Victoria Diocese, Iringa Diocese, Karagwe Diocese, Konde Diocese, Lake Tanganyika Diocese, , Mbulu Diocese, , Morogoro Diocese, Mwanza Diocese, North-Central Diocese, North-Eastern Diocese, Northern Diocese, North-Western Diocese, Pare Diocese, Ruvuma Diocese, South-Central Diocese, South-Eastern Diocese, Southern Diocese, South-East of Lake Victoria Diocese, South-Western Diocese, Ulanga-Kilombero Diocese, West-Central Diocese.*

When the Seven Lutheran Churches united to form the Evangelical Lutheran Church in Tanzania in 1963. Ten years later the 13 Mission Societies came together to form the Lutheran Coordination Service (LCS). In 1998 LMC was formed to replace LCS which began in 1973 and its first two consequent assemblies in 25th – 30th March, 1974 in New York and 12th October, 1974 in Arusha, Tanzania. The process of linking northern partners with ELCT units was decided through various assemblies to 1998”.

The United Evangelical Lutheran Church of Germany and the Evangelical Lutheran Church in Northern Germany - Center for Global Ministries and Ecumenical Relations were also added as members of the Lutheran Mission Cooperation.

A Memorandum of Understanding was signed in 2006. This is a cooperation between the ELCT and its partners for mutual sharing of what is necessary to fulfill their call to mission to promote the proclamation of the holistic Gospel of salvation in Jesus Christ by word and deed.

LMC was established to strengthen the unity between ELCT Units and the partners in God’s Mission, considering that we are one body in Christ sharing God’s gifts. The ELCT is appreciative of this forum that has enabled it to do both mission and development together.

1.2. Past Accomplishments of the ELCT

The ELCT has great achievements since it was founded in 1963 such as: -

1. Establishment of ELCT Headquarter and charged it with the role of coordination, facilitation, capacity building and advocacy.
2. Having one liturgy, calendar and a hymn book.
3. Existence of Common Work Institutions like, Tumaini University Makumira, Radio Voice of Gospel, Kilimanjaro Christian Medical Centre (KCMC), Lutheran Junior Seminary Morogoro (LJS), Mwanga and Njombe Deaf Schools.
4. Opening or supporting Missions outside Tanzania in Kenya, Congo, Malawi, Mozambique and Burundi.
5. Growing congregations in many parts of Tanzania that gave birth to 26 Dioceses in 2020 from 7 Churches in 1963.
6. Having many members who are estimated to be over 7.5 million in 2020 from 500,000 in 1963 thus making it the second largest church in Tanzania and in Africa.
7. Individual Dioceses have huge investments like universities, schools, hospitals and several health centres.
8. The Church has supported many people through diaconical initiatives and also the Government in fostering development through its schools, health institutions, water and many poverty alleviations programmes.

1.3. Brief Background of the Strategic Plan

This Strategic Plan 2022 - 2026 is preceded by three important exercises conducted between September 2020 and March 2021. These are Organizational Capacity Assessment (OCA), Leadership Capacity Assessment (LCA) and the Midterm review of the Strategic Plan 2015 - 2025. These exercises are part of an implementation of the ELCT project named "Leadership Capacity Development for a Sustainable Church (LCDSC).

OCA examined the capacity of the Evangelical Lutheran Church in Tanzania Common Work (ELCT-CW) and its institutions to fulfill her mission through effective leadership and governance, management, and the alignment of measurable outcomes within institutional services, optimization of resources, and well aligned stakeholders. The overall OCA findings indicate that ELCT has Fundamental Capacity Gaps (FCGs) which may hamper the fulfillment of having one Church that proclaims together the Gospel of Jesus Christ.

LCA's objectives were to identify existing leadership knowledge on promoting Church Unity, Mission and Church Identity, highlight knowledge gaps of Church leadership that require filling for the attainment of Unity, Vision and Mission of the Church; and to provide conclusions and recommendations on how to ensure the implementation of OCA and LCA are used to address the existing gaps.

The assessment focused on leadership capacity in promoting Unity, Mission and Evangelism, Lutheran Identity and Church and Society. The LCA concluded that there is a lack of one Vision, Mission and shared Values, that Leadership capacity needs to be improved in order to enhance Church Unity; the Constitution is not designed to promote Church Unity. LCA also pointed out the lack of a common strategy shaped and shared by the whole Church to promote Unity in Mission and Evangelism.

The Review of the ELCT Strategic Plan 2015 – 2025 envisaged that every unit of the ELCT, including all Dioceses and Common Work Institutions will see the SP as an opportune chance of streamlining their plans in a more focused direction. This Strategic Plan (SP) was for a period of 10 years which in practice is seen to be too long and that for practical purposes, there was a need to conduct a midterm review to bring forth a revised SP which covers a period of five years.

The midterm review report pointed out that not all ELCT CWIs and Dioceses used the SP in planning their programs and even those who used it in planning did not exhaust all the priority areas stipulated in the Strategic Plan.

1.4. Rationale of Church Strategic Plan

As a matter of fact, the Lutheran Church in Tanzania is united as one body of Jesus Christ. All work that is done by ELCT Dioceses and the Common Work Institutions is an outcome of working in one spirit guided by one Constitution and led by the spirit of the founding fathers who joined the 7 Churches to form the ELCT.

This inspiration was stipulated in the first Constitution and By-laws in English quoted as follows: - *“In the name of the Father, Son and Holy Spirit. Amen. Remembering that it is the will of God that all people live in unity as Christ and the Father are one; and believing that it is the will of God that this Unity be revealed in the organization of the Church, we who were:- Lutheran Church of Iraqw, Evangelical Lutheran Church of North West Tanganyika, Lutheran Church of Northern Tanganyika, Lutheran Church of Southern Tanganyika, Lutheran Church of Central Tanganyika, Lutheran Church of Usambara-Digo, Lutheran Church of Usambara-Uluguru; -- We who cooperated together in joint*

tasks through the Federation of Lutheran Churches of Tanganyika, today, the 19th of June, 1963, have agreed to be united to become one Church having the name of the “Evangelical Lutheran Church in Tanganyika”, believing that in this act, the Lord of the Church has led us. In witness of this, the leaders of the Churches heretofore mentioned affixing their signatures”.

There are several components which affirm one church, united in Christ Jesus and working to attain one destiny for the people of God. These include our cherished Constitution, our Symbols of Identity, our one Liturgy, and importantly, one Church Strategy.

Therefore, *we need to utilize this STRATEGIC PLAN to guide the planning for all our Dioceses’ and institutions’ functions.* Having this common Church Strategic Plan will eliminate ad hoc practices; create a common purpose; enable each one to know the real situation and it makes it easy to involve other people as it drives us to do our work together. So, God called together the representatives of all Dioceses Common Work Institutions, Church partners, stakeholders to plan together to have all Church priorities well structured, reflected to the local and global environments and develop the general plan and framework for contextualization and implementation.

1.5. Methodology used in Developing this Strategic Plan

The SP design process was participatory and consultative. The process framework recognized the multiple dimensions of strategy design which are needed to attain an effective and inclusive strategy for the whole Church. The methodology involved collection of primary data through organized group sessions from the ELCT selected representatives from Dioceses, CWIs and Board Chairpersons of CWIs.

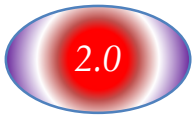
A total of 68 stakeholders’ representatives met together from June 22 – 25, 2021. The facilitation process included orienting participants to the whole structure and contents of the Church Strategic Plan. The consultants then formed 7 groups and split the main SP thematic areas for group discussions followed by plenary sessions.

Secondary data was derived from review of documents offered by the Church office including the OCA report, LCA report, ELCT constitution and other various reports. As appropriate the previous Strategic Plan evaluation report was also studied in order to inform this current SP.

The consultants reviewed other diverse sources including the 17 Sustainable Development Goals, Africa Agenda 2063, the regional agendas for example the East African Community, and National Five Years Development Plan (2021-2025) and Tanzania Vision 2020-2025.

The whole idea here was to ensure that the Strategic Plan is congruent and linked very well with the Global, regional, sub-regional and National Development Priorities. And also, a linkage with strategy of other ecumenical bodies for example Lutheran World Federation and All African Conference of Churches.

Other documents reviewed included those received from the Dioceses, LMC policies, reports, and Common Work Institutions. These also included the Diocesan Strategic Plans, mid-term evaluation reports, constitutions, and Annual Operating Plans.



2.1 Introduction

Tanzania's National Five-year Development Plan - III 2021/22 - 2025/26 is preceded by the Second Five Year Development Plan (FYDP II), 2016/17 - 2020/21 and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA II, 2010/2011-2014/2015). The country has continued to achieve a sustained growth rate of the economy, with some signs of economic transformation.

As pointed out by the Ministry of Finance and Planning (MoFP), these positive developments have, however, not facilitated substantial poverty reduction, creation of quality jobs and productivity increase. These manifestations are inconsistent with the national development aspirations articulated in the Tanzania Development Vision 2025 of transforming the economy into a middle income and semi-industrialized state by 2025.

The role of the Church has continued to be that of addressing the basic needs of the people and at the same time supporting the holistic mission work in order to play her part in being the spiritual guardian of the people, voice of the 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 2021 has witnessed several social, health, and political boggling circumstances. These included the continuation of COVID -19 to a third wave, the death of President John Pombe Magufuli and the installation of the then Vice President Samia Suluhu Hassan, as the first female president of Tanzania. ELCT continues to consider issues of civic engagement to ensure that people are well informed of their duties and responsibilities, human rights, to ensure good governance, leadership and continue to bring peace and harmony in the society. This Church Strategic Plan factors-in all pertinent issues.

2.2 The Church and the Third National Five-Year Development Plan

The FYDP-III focuses on the following Key Priority Areas and Objectives respectively: *Stimulating a Competitive and Participatory Economy; Strengthening Industrial Production and Service Delivery Capacity; Promoting Investment and Trade; Stimulating Human Development; Human Resource Development.*

FYDP-III Objectives: *Increase the GDP annual growth rate from 6% to 8% by 2025/26; Increase Internal Revenues from 15.9% to 16.8% by 2025/26; Inflation to remain low between 3.0% and 5.0%; Foreign exchange reserves to meet the requirements of imports and foreign services for a period of not less than four months; The creation of 8 million new jobs in the private sector by 2026.*

The launching of the **FYDP-III coincides** (June 2021) with our Church strategic planning process. Our Strategic Plan development process started on June 22, 2021 when stakeholders representing all ELCT Dioceses and Common Work Institutions came together to reflect on the life of the Church, the purpose for which the Church was established and the *calling* given to us by God. Considering the proximity of the Church and society, we have ensured that this Strategic Plan is well aligned with the National Development Priorities (NDP).

The FYDP-III calls for the ELCT to ensure that as we “feed” and nourish the people of God spiritually; we are also reminded to align Church priorities with the development priorities of the nation as a whole. The national priorities bring all people together, in peace and harmony to work for both personal and national development in a coordinated way.

2.3 The Church and the Sustainable Development Goals (SDGs)

In 2015, 193 countries adopted the Agenda 2030 for Sustainable Development and its 17 Sustainable Development Goals (SDGs). The SDGs build on the Millennium Development Goals (MDGs). The process leading up to the adoption of the SDGs involved considerably broader participation.

The 17 SDGs and 169 related targets form an overarching development framework meant to guide government and non-state actor efforts at different scales, from global to local, until 2030. The SDGs and their targets form a complex, integrated system with clear sectoral emphases, but also strong interlinkages among goals and targets.

According to the UN, the SDGs’ focus on: -

People: *the wellbeing of all people;*

Planet: protection of the earth's ecosystems;

Prosperity: continued economic and technological growth;

Peace: securing peace; and

Partnership: improving international cooperation.

2.4 SDGs and the role of the ELCT

These five aspects touch the functions of Faith-Based Organizations (FBOs). The SDGs demand for an integrated thinking as well as integrated approaches to achieve the goals. The ELCT has selected the SDGs below to ensure that all cross-cutting global issues are addressed.

SDG-1: End poverty in all its forms everywhere;

SDG-2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;

SDG-3: Ensure healthy lives and promote well-being for all at all ages;

SDG-4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;

SDG-5: Achieve gender equality and empower all women and girls;

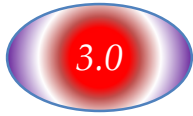
SDG-8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;

SDG-10: Reduce inequality within and among countries;

SDG-13: Take urgent action to combat climate change and its impacts;

SDG-16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels;

SDG-17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.



Vision, Mission and Core Values

3.1 Vision

A Christ centered communion of people focused on eternal life.

3.2 Mission Statement

To enable people to know Jesus Christ and have life in its fullness based on biblical teachings and Lutheran identity guided by the constitution of the Evangelical Lutheran Church in Tanzania.

3.3 Core Values

Our Core Values are abbreviated as “LUPAD” which stands for: -

Love	<i>Matt 22:37-39</i>
Unity	<i>John 17:21</i>
Prayerfulness	<i>Mk 11: 24</i>
Accountability	<i>1Cor 4:1-2</i>
Dignity	<i>1 Timothy 2:2</i>

Elaboration of the Core Values (Biblical Quotations are from the NIV Holy Bible).

3.3.1 Love: Matt 22:37-39

Jesus said, “Love the Lord your God with all your heart and with all your soul and all your mind” This is the first and greatest commandment. And the second is like it: “Love your neighbor as yourself”. The ELCT praxis is based on this value directed by Christ. Loving the neighbor shall mean practicing compassion by standing with and caring for people who are suffering-the poor, the vulnerable and marginalized and those that are victims of violence. We respect this value.

3.3.2 Unity: John 17:21

The prayer of Jesus underlines Unity when he says, “that all of them may be one, Father, just as you are in me and I am in you. May they all be in us so that the world may believe that you have sent me.” It is also stated in Corinthians, “just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ (1 Cor 12:12).

As members of the Church of Christ we are called to be one in Christ Jesus. Since differences among us express God's Creation, we shall respect unity in diversity. Unity is the strength of the ELCT.

3.3.3 Prayerfulness: Mk 11: 24

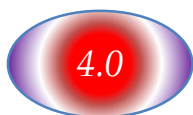
Jesus said, "Therefore I tell you, whatever you ask for in prayer, believe that you have received it, and it will be yours". The ELCT draws its strength from prayers particularly to enable it meet the challenges in this stormy world. It is through prayer that hope sets in and fear disappears. Praying for one another and praying for the Church is a prime value. We shall pray for everybody and for the work of the ELCT.

3.3.4 Accountability: 1Cor 4:1-2

"This then is how you ought to regard us: as servants of Christ and as those entrusted with the mysteries God has revealed. Now it is required that those who have been given a trust must prove faithful". Accountability is a value for all people but it is fundamental especially for those entrusted to govern and to manage the Church. As staff of the ELCT, we are responsible stewards of the resources and responsibilities that God has entrusted to us. We are committed to transparency in our aims, processes, decisions, and use of resources and to being accountable to the people we serve, partners, donors and our stakeholders.

3.3.5 Dignity: Amos 5:24

"But let justice roll down like waters, and righteousness like an ever-flowing stream". Dignity goes together with doing justice to others. Each and every person is created in God's image, is gifted with talents and capacities, and has dignity, irrespective of social status, gender, ethnicity, age, ability, or other differences. We shall respect the dignity of every one including women, people with disabilities and people of other faiths. Respect to the whole creation is also fundamental. It includes our dedication in the promotion of ecological justice.



Situational Analysis

4.1 Introduction

The ELCT strategic planning process deployed two frameworks of evaluating the Church’s operating environment. The frameworks evaluated the internal and external environment through the Strength, Weakness, Opportunity and Threat (SWOT) analysis framework and the use of Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis framework to evaluate the macro environment within which the Church has operated for the past years and will operate in the future. This is in understanding that both of these operating environments have a bearing on whether we achieve or fail to achieve the intended deliverables. Other frameworks included competitive analysis and stakeholder analysis.

4.2 SWOT Analysis

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Strong membership base 2. Availability of human and material resources 3. Strong network and partnership 4. Good reputation locally and internationally 5. Availability of church owned institutions 6. Availability of Organs of Governance. 7. Availability of skilled and talented personnel. 	<ol style="list-style-type: none"> 1. Availability of financial institutions 2. Availability of natural resources for viable investment 3. Freedom of worship 4. Political stability 5. Technological advancement 6. Supportive policies and guidelines, i.e., the Public Private Partnerships (PPP)
Weaknesses	Threats
<ol style="list-style-type: none"> 1. Weak unity among member Dioceses, i.e. constitution 2. Poor planning and management of programmes and projects 3. Weak church structure 4. Low utilization of ICT 5. Lack of emergency preparedness and response mechanism 6. Lack of research and development systems 7. Low competitiveness in service delivery 8. Inadequate youth friendly programmes 9. Poor utilization of natural resources. 10. Poor remittance of the 2% of contributions, ELCT dues and other offerings from 	<ol style="list-style-type: none"> 1. Vicious circle of poverty 2. Unpredictable changes in policies and regulations 3. Eruption of natural disasters and pandemic 4. Increased rate of unemployment 5. Change in lifestyle

Dioceses towards financing of the Common Work activities.

Results of the SWOT analysis

ELCT will capitalize on its size, institutions, strong networks, partnerships and human capital to grow resources, address systems and policies and attain efficient service delivery. We will take advantage of technological advancement to predict natural disasters and availability of natural resources to generate income and create employment.

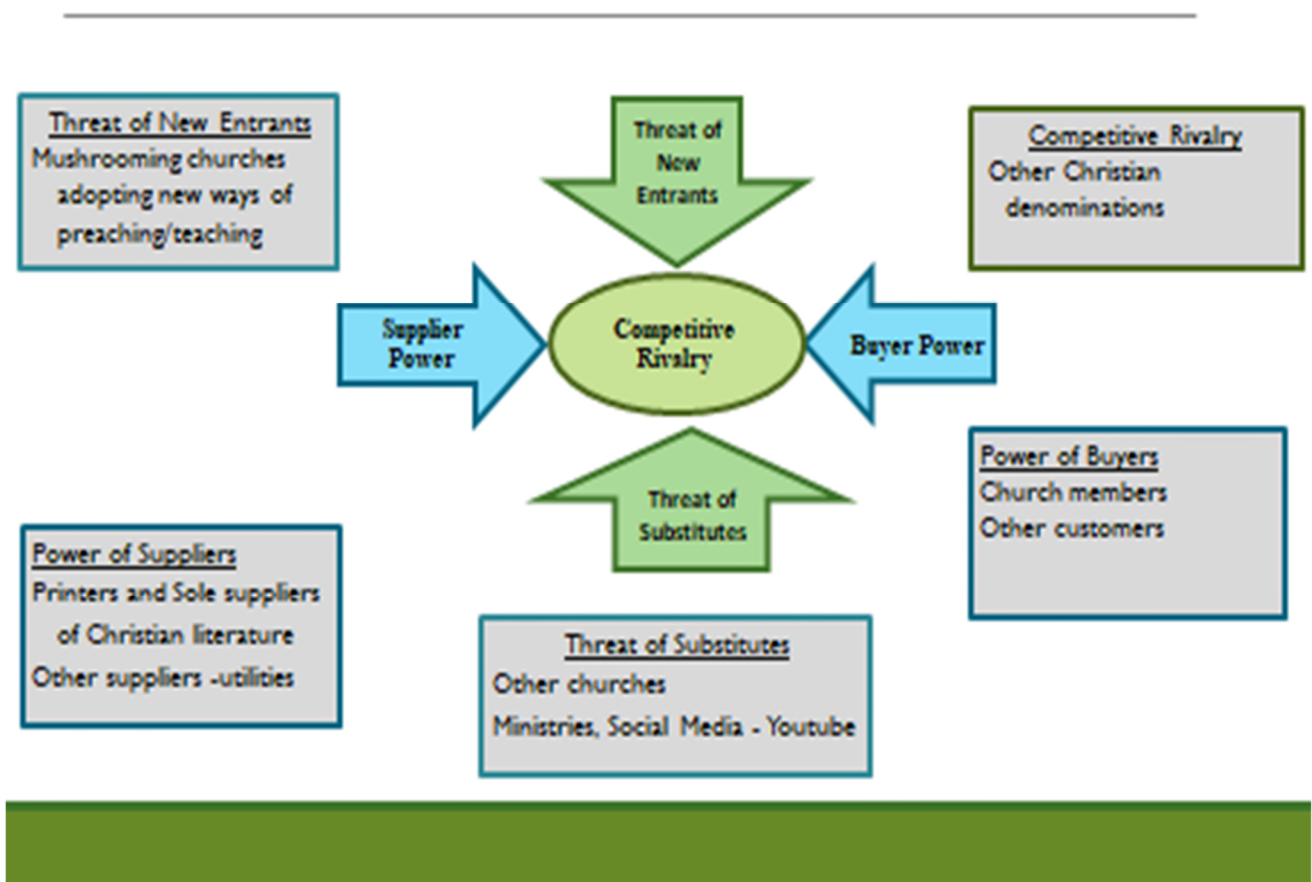
4.3 PESTEL Analysis

Factors	Narrative Description
Political	<ol style="list-style-type: none"> 1. Freedom of worship 2. Public Private Partnership (PPP) 3. Political stability 4. Unpredicted change of policies, regulations and guidelines <p><i>ELCT will capitalize on freedom of worship due to improved road networks and political stability to spread the word of the gospel in all areas in Tanzania</i></p>
Economic	<ol style="list-style-type: none"> 1. Persistence of high rate of unemployment 2. Improved infrastructures such as roads, railways, airlines, marine 3. National economic growth 4. Conducive environment for investment 5. Availability of market of products and services 6. Donor dependency <p><i>ELCT will leverage on its size to raise funds from both local and international communities. It will ensure its projects are viable and the congregants are empowered to grow economically</i></p>
Social	<ol style="list-style-type: none"> 1. Population growth 2. Outdated traditional beliefs 3. Rural to urban migration <p><i>Teaching the word of God and developing IGAs in the communities will address bad traditional beliefs and reduce urban migration</i></p>
Technological	<ol style="list-style-type: none"> 1. Online and social media services 2. Availability of sophisticated equipment and tools 3. Availability of skilled workforce <p><i>Good use of social media will foster sharing of the word using the skilled workforce available</i></p>
Environmental	<ol style="list-style-type: none"> 1. Climate change and unpredictable weather conditions 2. Unplanned settlements. 3. Availability of instruments and frameworks on eruption of disaster and pandemic response. <p><i>The Church will advocate on protecting the creation for future generations.</i></p>
Legal	<ol style="list-style-type: none"> 1. Unfriendly regulations on statutory obligations. 2. Unfriendly regulations on Work and Resident Permit for Missionaries <p><i>ELCT through its advocacy desk will lobby for fair taxes, better permit conditions and investment climate.</i></p>

4.4 Church's Competitive Analysis

The Church is operating in a competitive environment where other denominations and faiths are offering spiritual services. The Church cannot ignore the fact that some members are deflecting to other Churches/faiths having been attracted by their teachings, preaching, the way services are being conducted/offered. Despite these competitive challenges, the ELCT has an upper hand especially when one considers those elements that the Church has advantage over the others, which include its size, correct teachings, provision of social services and diakonia. Nonetheless, there is a need to assess areas of improvement in order to strategically position ELCT and gain competitive advantage without losing identity or compromising the true teachings.

Competitive Analysis



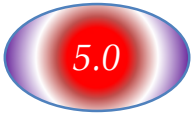
4.5 ELCT Stakeholder Analysis

A stakeholder mapping/analysis is an important consideration in a strategic planning process as it identifies, analyzes and groups people or institutions which can either positively or negatively affect Church operations due to the power and influence they have over the Church. They can also be internal whose interest comes through their direct relationship with the Church through employment, investment or provision of supplies and other services.

In this plan the stakeholders have been grouped into four categories which the ELCT needs to position itself and meet or address their respective needs:

INFLUENCE	HIGH	KEEP SATISFIED	MANAGE CLOSELY
		<ul style="list-style-type: none"> • Central & Local Government • Community • Religious Societies & Institutions 	<ol style="list-style-type: none"> 1. Congregants 2. Donors 3. Executive Council 4. General Assembly 5. Staff
	LOW	MONITOR	KEEP INFORMED
		<ul style="list-style-type: none"> • Other Faiths 	<ul style="list-style-type: none"> • Suppliers • Internal auditors (?)
		LOW	HIGH
	INTEREST		

The key stakeholders who participated in the strategic planning process and provided their inputs included the Lutheran Mission Cooperation (LMC), Mission one World, Evangelical Lutheran Church in America, Tumaini University Makumira, LMC- ELCT Youth representative, Act Forum Tanzania, Lutheran World Federation, Representatives from all Dioceses, Common Work Institutions’ representatives and board chairpersons.



The Church's Strategic Direction

The ELCT Strategy design team unanimously agreed that the following Key Result Areas shall be considered for implementation in order to achieve the forestated Vision and Mission.

The Key Result Areas (KRAs)

KRA-1: Attain Sustainable Church growth.

KRA-2: Achieve Financial and Economic Sustainability of the Church.

KRA-3: Attain Good Church Governance and Operational Efficiency.

KRA-4: Attain Quality and Equitable Social Services.

KRA-5: Attain Environmental, Social, Economic and Political Justice.

5.1 KRA-1: Attain Sustainable Church Growth.

Objectives	Strategies (Activities)	Key Performance Indicators (KPIs)
5.1.1 To recruit 1,000,000 new members and make them disciples of Jesus Christ by 2026.	5.1.1.1 Each Diocese to map out new unreached mission areas for evangelism and opening up of new parishes.	5.1.1.1.1 Number of new mission areas and locations identified. 5.1.1.1.2 Number of new Churches opened.
	5.1.1.2 Conduct outreach missions and evangelism for preaching the Word of God through open-air rallies and home visitations to both reached and unreached.	5.1.1.2.1 Number of mission outreach events. 5.1.1.2.2 Number of new members.
	5.1.1.3 Establish specialized ministry and programmes for special groups such as youth, the elderly, women, men, children, special forces: army, police, prison and marine division and people with special needs.	5.1.1.3.1 Number of Programmes. 5.1.1.3.2 Type of groups reached. 5.1.1.3.3 Number of groups reached.
	5.1.1.4 Strengthen child evangelism programmes such as kids fellowship with supportive Sunday School venues/infrastructures and programmes.	5.1.1.4.1 Type of Programmes. 5.1.1.4.2 Number of Programmes. 5.1.1.4.3 Completed Sunday School classrooms/buildings.
	5.1.1.5 Formulate special training programmes for missionaries to equip them with tools to reach the unreached people.	5.1.1.5.1 Missionary training programmes/curriculum. 5.1.1.5.2 Number of missionaries trained. 5.1.1.5.3 Number of new members.
	5.1.1.6 Strengthen home-cells services through sharing the Word of God in their surrounding communities.	5.1.1.6.1 Number of new converts. 5.1.1.6.2 Number of active members. 5.1.1.6.3 Number home-cells.

5.1 KRA-1: Attain Sustainable Church Growth.

Objectives	Strategies (Activities)	Key Performance Indicators (KPIs)	
5.1.1 To recruit 1,000,000 new members and make the disciples of Jesus Christ by the end of 2026.	5.1.1.7 Provide and improve diaconal services to communities.	5.1.1.7.1	Uniqueness of services offered.
		5.1.1.7.2	Number of diaconal services offered.
	5.1.1.8 Improve theological curriculum in theological colleges (<i>from knowledge based to competency based</i>).	5.1.1.8.1	Number on curriculum reviewed and improved.
	5.1.1.9 Harmonize theological education among theological colleges and Bible schools and programs (i.e. Theological Education by Extension-TEE) as well as the garments.	5.1.1.9.1	Available harmonized curriculum by a recognized institution. (TUMA).
	5.1.1.10 Make effective use of social networks for evangelizing.	5.1.1.10.1	Type of Social Networks used.
5.1.1.11 Promote evangelism through special groups such as boda-bodas, prisons, industries, sports, games and programmes for all social groups (men, youth, women, children, elderly).	5.1.1.10.2	Number of sessions/teachings posted on social network pages.	
	5.1.1.10.3	Success stories/Feedback and testimonials received.	
	5.1.1.11.1	Number of sports.	
	5.1.1.11.2	Number of games/programs.	
5.1.1.12 Organize workshops for mission and evangelism departments on misleading theologies/teachings.	5.1.1.11.3	Number of sessions.	
	5.1.1.11.4	Number of participants.	
5.1.1.12 Organize workshops for mission and evangelism departments on misleading theologies/teachings.	5.1.1.12.1	Number of workshops organized	
	5.1.1.12.2	Number of participants trained	

KRA-1: Attain Sustainable Church Growth.

5.1.2 Retain 100% of Church members by the end of 2026.	5.1.2.1 Organize and conduct seminars and Bible study sessions.	5.1.2.1.1 Number of participants. 5.1.2.1.2 Number of spiritual nurturing seminars. 5.1.2.1.3 Number of bible study sessions. 5.1.2.1.4 Testimonies & feedback.
	5.1.2.2 Review and improve the Christian Education curriculum.	5.1.2.2.1 Available improved curriculum.
	5.1.2.3 Strengthen Christian Education (CE) at all levels.	5.1.2.3.1 Number of CE programmes. 5.1.2.3.2 Number of people reached. 5.1.2.3.3 Type of groups reached.
	5.1.2.4 Improve the worship services without losing our Lutheran liturgical tradition.	5.1.2.4.1 Members' attendance in Church services 5.1.2.4.2 Members' participation in Church activities/affairs. 5.1.2.4.3 MoV-Attendance records every service.
	5.1.2.5 Strengthen home-cells services	5.1.2.5.1 Number of home-cells strengthened. 5.1.2.5.2 Number of participants. 5.1.2.5.3 MoV-Attendance list.
	5.1.2.6 Establish youth special services and programmes.	5.1.2.6.1 Number of services. 5.1.2.6.2 Number of programmes.
	5.1.2.7 Provide pastors refresher training and workshops.	5.1.2.7.1 Number of workshops. 5.1.2.7.2 Number of beneficiaries.

	5.1.2.8 Establish and strengthen good working relations with other churches for effective evangelism.	5.1.2.8.1 Number of joint evangelism meetings held. 5.1.2.8.2 Number of strategic meetings attended.
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5.2 KRA-2: Attain Financial and Economic Sustainability of the Church

Objectives	Strategies (Activities)	Key Performance Indicators (KPIs)
5.2.1. To maximize resource mobilization by the end of 2026.	5.2.1.1 Conduct Church census to establish the actual number of congregants.	5.2.1.1.1 Availability of census data.
	5.2.1.2 Establish a unit responsible for fundraising to meet budgetary requirements.	5.2.1.2.1 ELCT Fundraising strategy.
		5.2.1.2.2 Identified donors.
		5.2.1.2.3 Number of competent staff hired for fundraising.
		5.2.1.2.4 Number of fundraising events.
		5.2.1.2.5 Additional resources generated.
5.2.1.3 Strengthen and/or revive the existing Income Generating Activities (IGAs) and establish new viable ones.	5.2.1.3.1 Number of existing IGAs generating profits.	
	5.2.1.3.2 Number of strengthened/revived IGAs.	
	5.2.1.3.3 Number of new IGAs established.	
	5.2.1.3.4 Additional resources generated.	
5.2.1.4 Establish Church Investment Policy.	5.2.1.4.1 Investment policy in place.	
	5.2.1.4.2 Investment policy guidelines in place.	
5.2.1.5 Institute cost effective measures.	5.2.1.5.1 Over/under spending of budget.	
	5.2.1.5.2 Number of idle assets removed.	
	5.2.1.5.3 Savings made.	

5.2 KRA-2: Attain Financial and Economic Sustainability of the Church

<p>5.2.2. To enhance management of financial and non-financial resources for sustainability of church work by the end of 2026.</p>	<p>5.2.2.1 Strengthen Accountability and Transparency.</p>	<p>5.2.2.1.1. Internal and external audits conducted.</p> <p>5.2.2.1.2. Number of unqualified reports.</p> <p>5.2.2.1.1 Consolidated church accounts.</p>
	<p>5.2.2.2 Training congregants on stewardship and Christian giving.</p>	<p>5.2.2.2.1. Number of training sessions and seminars conducted.</p> <p>5.2.2.2.2. Additional Church collections.</p> <p>5.2.2.1.3. New entrepreneurial ventures started.</p>
	<p>5.2.2.3 Establish a revolving/ Reserve Fund to be used for new investments and programs for Church development.</p>	<p>5.2.2.3.1. Revolving/reserve fund established.</p> <p>5.2.2.2.3. Number of new investments and programs created.</p>
	<p>5.2.2.4 Develop existing land and acquire more land for investments.</p>	<p>5.2.2.4.1. Number of existing land developments.</p> <p>5.2.2.3.2. Number of plots or farms acquired.</p>

5.2 KRA-2: Attain Financial and Economic Sustainability of the Church

<p>5.2.2 To enhance management of financial and non-financial resources for sustainability of church work by the end of 2026.</p>	<p>5.2.2.5 Recruit, develop and retain qualified and competent personnel.</p>	<p>5.2.2.5.1 Number of existing and new qualified personnel. 5.2.2.5.2 Staff turnover rate.</p>
	<p>5.2.2.6 Train congregants on entrepreneurship and facilitate creation of family/personal IGAs for congregants' improved income and livelihoods.</p>	<p>5.2.2.6.1 Number of congregants trained 5.2.2.6.2 Number of congregants with IGAs</p>
<p>5.2.3. To maximize output by leveraging on the ELCT size by the end of 2026</p>	<p>5.2.3.1 To amalgamate the existing financial institutions. 5.2.3.2 To amalgamate existing media and form one Church Media House to reach the entire country.</p>	<p>5.2.3.1.1 Amalgamated bank. 5.2.3.1.2 Amalgamated media (TV, Radio and Newspapers).</p>

5.3 KRA-3: Attain Good Church Governance and Operational Efficiency

<p>5.3.1 To enhance the Church capacity on governance in all Dioceses and Common Work Institutions by the end of the end of 2026.</p>	<p>5.3.1.1 Review the existing ELCT Constitution and adopt it as one Church Constitution by 2025.</p> <p>5.3.1.2 Elaborate the ELCT Strategic Mandates and add the mandate of Maintaining Lutheran Identity and Church Unity by 2025.</p> <p>5.3.1.3 Build capacity for all members in decision making bodies and staff of the church.</p> <p>5.3.1.4 Encourage youth engagement and participation by 20% in decision making bodies, including youth capacity building.</p> <p>5.3.1.5 Improve women participatory decision making and collaboration among actors and stakeholders by 30% including women leadership capacity building.</p> <p>5.3.1.6 Obtain competent and skilled personnel for the governing instruments (councils, boards, and institutions) by 2024.</p> <p>5.3.1.7 Establish a Conflict Management Unit by 2025.</p>	<p>5.3.1.1.1 A newly revised and commonly adopted Church Constitution.</p> <p>5.3.1.1.2 Elaborated ELCT Strategic Mandates.</p> <p>5.3.1.1.3 Number of training conducted.</p> <p>5.3.1.1.4 Number of Youth engaged in decision making bodies.</p> <p>5.3.1.1.5 Women engaged in decision making bodies.</p> <p>5.3.1.1.6 Available competent skilled personnel.</p> <p>5.3.1.1.7 Conflict resolution committees formed.</p>
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5.3 KRA-3: Attain Good Church Governance and Operational Efficiency

<p>5.3.2 To have an effective structure and systems that links and supports the Church by the end of 2026.</p>	<p>5.3.2.1 Review and develop an effective ELCT and the CWIs structure by 2024.</p> <p>5.3.2.2 Develop a good succession planning process of the church for smooth continuity by 2022.</p> <p>5.3.2.3 Establish a health and education modern technological system by 2025.</p> <p>5.3.2.4 Form a platform of Lutheran professionals who will research, inform and advice decision-making bodies by 2022.</p> <p>5.3.2.5 Prepare rules and code of conduct for meetings by 2022.</p> <p>5.3.2.6 Review ELCT Systems and Processes by 2022.</p> <p>5.3.2.7 Review the effectiveness of the processes and modalities for remitting the 2% of contributions, ELCT dues and other offerings from Dioceses towards financing of the Common Work activities.</p>	<p>5.3.2.1 A new ELCT and CWIs structure.</p> <p>5.3.2.2 A well-developed succession plan in all ELCT units.</p> <p>5.3.2.3 Modern technological systems installed and in use.</p> <p>5.3.2.4 A platform formed, type of professionals and ideas contributed and adopted.</p> <p>5.3.2.5 ELCT code of conduct available.</p> <p>5.3.2.6 Systems and processes reviewed and amended. Introduced controls, Communication guidelines, databases developed, number and timely reports received.</p> <p>5.3.2.7 Percentage increase in remittance of 2% and ELCT dues contributions toward financing of the Common work activities.</p>
<p>5.3.3 To have a Centralized Church Management Information System by the end of 2026.</p>	<p>5.3.3.1 Establish an Organizational Knowledge Management (OKM) Centre.</p> <p>5.3.3.2 Conduct baseline surveys for all Church Strategies.</p> <p>5.3.3.3 Establish an effective Church MEL system by 2022.</p>	<p>5.3.3.1.1 OKM center established.</p> <p>5.3.3.2.1 Baseline data for each Church strategy.</p> <p>5.3.3.2.2 Established and operational data center.</p>

		5.3.3.3.1 Established MEL system and frameworks.
5.4 KRA- 4: Attain Quality and Equitable Social Services		
5.4.1 To establish professional, well-resourced and sustainable health services that provide modern, competitive, and comprehensive quality of healthcare by the end of 2026.	5.4.1.1 Recruit, train and retain competent, skilled and experienced staff.	5.4.1.1.1 Health facilities staffing level (stipulated guidelines). 5.4.1.1.2 Staff motivation packages available. 5.4.1.1.3 Number of employees' exchange programs within ELCT health facilities and abroad. 5.4.1.1.4 Number of Medical professionals trained at degree and specialization levels available in all ELCT facilities 5.4.1.1.5 Number of on-job trainings and continued medical education are regularly done in all ELCT facilities for improved quality of care 5.4.1.1.6 Health facilities staffing level match the National guidelines by the MOHCDGEC.
	5.4.1.2 Acquire technologically modernized equipment and infrastructure for the church's health facilities.	5.4.1.2.1 Number of equipment purchased, installed and operational. 5.4.1.2.2 Number and type of infrastructures renovated. 5.4.1.2.3 Number of employees trained and able to use equipment.

		5.4.1.2.4	Number of preventive maintenance operations conducted for efficiency and safety of equipment and staff.
		5.4.1.2.5	Number of established partnerships with large Global manufacturers of high-tech medical equipment.

KRA- 4: Attain Quality and Equitable Social Services

5.4.1 To establish professional, well-resourced and sustainable health services that provide modern, competitive, and comprehensive quality of healthcare by the end of 2026.	5.4.1.3 Maintain Advocacy and strong Partnerships for health care.	5.4.1.3.1	Number of engagements in policy development for health and its implementation at a National, regional and international level.
		5.4.1.3.2	Number of linkages and supportive networks established for more partnership with individual hospitals, health facilities and health training institutions.
		5.4.1.3.3	Number of new partnerships established between ELCT and Government (PPP), Donors and traditional partners for health
		5.4.1.3.4	Number of advocacy activities with religious leaders within ELCT and interfaith context for improved and supported health services delivery.
	5.4.1.4 Improve sustainability through system strengthening and	5.4.1.4.1	Number of successful proposals and new partnerships developed and amount of funding available for scale up of quality of health care in ELCT hospital network.

	Resource Mobilization for Health.	5.4.1.4.2 Number of improved infrastructures for health provision available in ELCT health network. 5.4.1.4.3 Number of or alternative means of fundraising practices established and benefits attained.
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KRA- 4: Attain Quality and Equitable Social Services

5.4.1 To establish professional, well-resourced and sustainable health services that provide modern, competitive, and comprehensive quality of healthcare by the end of 2026.	5.4.1.5 Engage in coordination of Health Services within ELCT health system and other Health related areas and bodies of interest.	5.4.1.5.1	Number of supportive/facilitation supervisions conducted quarterly and annually.
		5.4.1.5.2	Number of coordination meetings conducted
		5.4.1.5.3	Number of linkage and networking meetings conducted with MOHCDGEC and other related forums.
		5.4.1.5.4	Number of resilient and coordinated response system support of Lutheran health during outbreaks and pandemics e.g. COVID 19.
	5.4.1.6 Undertake evidence-based advocacy and networking for improved healthcare policy and practice.	5.4.1.6.1	Number of policy briefs produced and shared.
		5.4.1.6.2	Number of advocacy meetings attended.
		5.4.1.6.3	Number of policy and practice reforms attained.
	5.4.1.7 Conduct leadership capacity building for health institutions	5.4.1.7.1	Number of training sessions conducted.
		5.4.1.7.2	Number of leaders attended training.

KRA- 4: A KRA-4: Attain Quality and Equitable Social Services

5.4.2 To promote high quality and accessible educational services in our institutions so as to remain competitive and sustainable by the end of 2026.	5.4.2.1 Recruit, train and retain competent, skilled and experienced staff in all institutions by 2023.	5.4.2.1.1 Staffing level as per ministry of education guidelines. 5.4.2.1.2 Staff are moved by moral obligations in addition to professional conduct. 5.4.2.1.3 Incentive package available. 5.4.2.1.4 Number of inter-school exams to improve performance.
	5.4.2.2 Create an attractive environment for teaching and learning by improving the infrastructure of ELCT education facilities.	5.4.2.2.1 Number of standard buildings eg. classrooms, libraries, laboratories, etc. available. 5.4.2.2.2 Number of schools with friendly studying environment e.g. garden, trees, playing grounds, etc. 5.4.2.2.3 Number of schools having utilities systems eg. electricity, water, etc. 5.4.2.2.4 Number of clubs formed for extracurricular activities eg. tradition, subjects, clubs and debates.
	5.4.2.3 Recruit, train and retain competent, skilled and experienced staff for Special Needs Schools.	5.4.2.3.1 Availability and provision of special education training. 5.4.2.3.2 Availability of teaching and learning materials. 5.4.2.3.3 Availability of teaching and non-teaching staff.
	5.4.2.4 Undertake evidence-based advocacy and networking for improved educational policy and practice	5.4.2.4.1 Number of policy briefs produced and shared. 5.4.2.4.2 Number of advocacy meetings attended. 5.4.2.4.3 Number of policy and practice reforms attained.

KRA- 4: A KRA-4: Attain Quality and Equitable Social Services

5.4.2 To promote high quality and accessible educational services in our institutions so as to remain competitive and sustainable by the end of 2026.	5.4.2.5 Conduct leadership capacity building for educational institutions	5.4.2.5.1 Number of training sessions conducted. 5.4.2.5.2 Number of leaders attended training.
	5.4.2.6 Acquire e-learning facilities to improve education.	5.4.2.6.1 Number of institutions with e-learning facilities. 5.4.2.6.2 Number and type of infrastructures acquired.
	5.4.2.7 Establish a special needs Secondary school at Mwangi Diocese to accommodate deaf pupils completing primary education.	5.4.2.7.1 A special needs secondary school established at Mwangi Diocese.
	5.4.2.8 Strengthening technical and vocation education in church-based facilities.	5.4.2.8.1 Number of technical and vocational training centres supported.
	5.4.2.9 Strengthening the church based early child care and development centre.	5.4.2.9.1 Number of early child care and development centres supported.
	5.4.2.10 Established a church school quality assurance body	5.4.2.10.1 School Quality Assurance body established

5.5 KRA-5: Attain Environmental, Social, Economic and Political Justice.

5.5.1	To promote peace and justice in the society by the end of 2026.	5.5.1.1	Initiate establishment of interfaith committees in all Dioceses by 2023.	5.5.1.1.1	Number of Dioceses with interfaith committees.
				5.5.1.1.2	Number of participating denominations/faith groups.
				5.5.1.1.3	Number of resolved conflicts in the society to reach a peaceful and just society.
		5.5.1.2	Conduct at-least one interfaith and interdenominational dialogues at Diocesan and national level annually.	5.5.1.2.1	Number of interfaith/interdenominational dialogues conducted.
				5.5.1.2.2	Number of denominations/faith groups participated.
		5.5.1.3	Establish advocacy desks at Diocesan level.	5.5.1.3.1	Number of Dioceses with advocacy desks.
				5.5.1.3.2	Availability and adoption of ELCT advocacy policy.
				5.5.1.3.3	Number of sensitization forums conducted.
		5.5.1.4	Conduct dialogue with government authorities on having a special arm under which FBOs are registered.	5.5.1.4.1	Number of dialogues conducted.
				5.5.1.4.2	Resolutions agreed upon during dialogues
				5.5.1.4.3	Availability of an organ under which FBOs are registered.
		5.5.1.5	Each Diocese establishes a program for climate change mitigation and environmental conservation.	5.5.1.5.1	Number of Dioceses with environmental conservation and climatic change mitigation.
				5.5.1.5.2	Number of environmental clubs formulated.
				5.5.1.5.3	Number of people with knowledge on environmental conservation programs.
				5.5.1.5.4	Number of trees planted.
				5.5.1.5.5	Number of water sources conserved.
				5.5.1.5.6	Number of environmental risks taking behaviors.
				5.5.1.5.7	Number of renewable energies saving interventions established.

KRA-5: Attain Environmental, Social, Economic and Political Justice.

<p>5.5.2 To establish gender justice programs that will promote equity, human rights, participation and access by the end of 2026.</p>	<p>5.5.2.1 All Dioceses disseminate and adopt the ELCT Gender Policy.</p>	5.5.2.1.1	Number of Dioceses adopted gender policy.
		5.5.2.1.2	Availability and adopted ELCT gender policy.
		5.5.2.1.3	Gender equality and equity is practiced.
	<p>5.5.2.2 All Dioceses have a resolution and ordain women pastors.</p>	5.5.2.2.1	All Dioceses ordaining women pastors.
		5.5.2.2.2	Number of women pastors ordained.
	<p>5.5.2.3 Mainstream gender in all Church programs.</p>	5.5.2.3.1	Ratio of women, youth and PWD (disaggregated) participating in Church programs.
	<p>5.5.2.4 Conduct awareness programs focusing on HRBA.</p>	5.5.2.4.1	Number of awareness programs conducted.
		5.5.2.4.2	Number of people accessing legal support and protection against GBV.

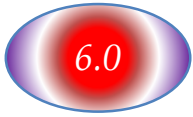
KRA-5: Attain Environmental, Social, Economic and Political Justice

5.5.2 To establish gender justice programs that will promote equity, human rights, participation and access by the end of 2026.	5.5.2.5 Establish and strengthen economic empowerment programs that are gender specific or inclusive (i.e. men, women, youth, PWD).	5.5.2.5.1	Number of economic programs established.
		5.5.2.5.2	Number of gender-based groups benefited from the program.
		5.5.2.5.3	Percentage decrease in Gender based discrimination in economic activities.
	5.5.2.6 Collaborate and strengthen networks with other like-minded partners on promoting gender justice issues.	5.5.2.6.1	Number of like-minded partners in the network.
		5.5.2.6.2	Number of identified and addressed gender justice issues.
	5.5.2.7 Conduct sensitization programs on overcoming harmful traditional practices in all Dioceses.	5.5.2.7.1	Number of sensitization programs conducted.
		5.5.2.7.2	Number of gender discrimination issues identified and addressed.
	5.5.2.8 Conduct annual assessment on implementation of SDG 5 (Gender Equality).	5.5.2.8.1	Number of assessments conducted.
5.5.2.8.2		Number and quality of reports on assessments conducted.	

KRA-5: Attain Environmental, Social, Economic and Political Justice.

<p>5.5.3 Promote integrity of creation in the church by 2026 (SDG 6, 7 10, 12,13 & 14, 15).</p>	<p>5.5.3.1 Raise Church and public awareness on the essential linkages between environment and development.</p>	<p>5.5.3.1.1 Number of awareness programs conducted.</p> <p>5.5.3.1.2 Number of participants provided with awareness programs.</p> <p>5.5.3.1.3 Number of projects which link development and environmental issues.</p>
	<p>5.5.3.2 Promote individual/household and community participation in environmental actions in all Dioceses.</p>	<p>5.5.3.2.1 Number of individuals/household and communities participating in environmental actions.</p> <p>5.5.3.2.2 Number of environmental programs initiated by each Diocese.</p>
	<p>5.5.3.3 Motivate Church members and church institutions to embark on tree planting to offsetting CO2 in their respective areas.</p>	<p>5.5.3.3.1 List of Church institutions embarking on tree planting.</p> <p>5.5.3.3.2 Number of trees planted by each institution.</p>
	<p>5.5.3.4 Prevent and control degradation of land, water, and vegetation in Church’s respective areas.</p>	<p>5.5.3.4.1 Number of prevention and control of degradation of land, water, and vegetation programs.</p>
	<p>5.5.3.5 Strengthen Church and community knowledge on Water, Sanitation and Hygiene (WASH) in all Dioceses.</p>	<p>5.5.3.5.1 Number of Church and community members with knowledge on WASH.</p>

	5.5.3.6	Support adoption of climate resilient production.	5.5.3.6.1	Number of analysis showing climate and soil conditions of Church farms.
			5.5.3.6.2	Number of Church farms/people using climate resilient production practices.
	5.5.3.7	Mobilize establishment of church and community forests focusing on fruits and non-fruit trees.	5.5.3.7.1	Number and location of Church woodlots established.
			5.5.3.7.2	Number of fruits-based trees planted.
	5.5.3.8	Discourage destructive fishing and processing methods through awareness creation programmes.	5.5.3.8.1	Number of sensitization sessions conducted in areas with fishing water bodies.
			5.5.3.8.2	Number of people using appropriate technology in fishing and fish processing.
	5.5.3.9	Sensitize communities on water use efficiency.	5.5.3.10.1	Number of sensitization sessions conducted.
	5.5.3.10	Unleashing the potentials of Blue Economy.	5.5.3.10.2	Number of communities harvesting rain water.
			5.5.3.10.3	Number of church-based interventions on blue economy.



The Church Strategy Implications

6.1 Introduction

This section elaborates on all cross-cutting issues which in one way or the other affect the effective implementation of this Strategic Plan. *We are driven by the fact that a Church Strategic Plan shall be a catalytic tool to energize and revitalize members in attaining a possible greater future.* This section looks at cross cutting issues in the Church functions that will be affected by the strategies elaborated in this Strategic Plan document. These include issues of Leadership and Governance, Resource Mobilization, the effective Organizational Structure which will deliver the core functions identified, Monitoring, Evaluation and Learning (MEL); Church Media, and Publicity; Church Knowledge-Based Synergies; and overall Indicative Budget.

6.2 Leadership and Governance Issues

Issues of *Effective Leadership and Good Governance* are overall key components of the success of the Church mission. This enhances sustainability of the Church because it ensures that members have confidence in all church undertakings. It is highly recommended that ELCT continues to invest in *Leadership Capacity Development and Good Church Governance*.

Benefits are many as they include; enhancing financial performance of ELCT, attracting and retaining best performing talents -- based on professionalism, enhancing the ability to navigate the Church through change processes, and above all to ensure that this strategy is well implemented.

The ELCT, like other FBOs, depends upon effective leadership to guide them through unprecedented changes. The Presiding Bishop, Bishops, Assistants to the Bishops, General Secretaries, Pastors, Treasurers and all responsible in providing leadership shall have coordinated efforts to ensure a sustainable Church.

It is high time that ELCT considers having a full time Presiding Bishop who will be fully available to oversee the whole Church and respond timely to emerging Church issues.

6.3 Resource Mobilization and Activity Budgets

The Church shall ensure that sufficient funds are raised to finance all activities in the Strategic Plan. *Resource mobilization requires effective networking* and the undertaking has to be well coordinated at all levels -- from ELCT Headquarters, Dioceses, and all Common Work Institutions through their respective Finance and Planning sections. Resources shall be mobilized locally from supporters and service offerings as well as from international potential development partners. Annual Operating Plans shall be developed by Dioceses and institutions along with operational budgets as elaborated on section 6.8.

6.4 Organizational Structure

An effective ELCT organizational structure shall facilitate and align all church functions in order to achieve better performance. Generally, any kind of structure that an institution chose to put in place has a strong bearing on overall success in carrying out a strategy. There are two organizational structures, one elaborating the governance and leadership of the ELCT as presented in figure 1 and another elaborating the management/operational aspects as presented in figure 2. The structures have to ensure effective leadership, work-flows and processes management. The structures also have to consider that Dioceses and Common Work Institutions have to work in a coordinated manner and respond sufficiently to the changing Church circumstances. The oversight functions of both structures in terms of the strategy execution are elaborated as follows:

6.4.1 The General Assembly of the ELCT

The General assembly is the highest organ of the Church in terms of decision making. It meets once every 4th year. The General Assembly has a paramount role on the strategy and it will assess the extent to which the strategy has produced the expected outcomes from its implementation. The General Assembly will receive reports from the various sectors that are implemented through the strategy.

6.4.2 The ELCT Executive Council

The Executive Council is comprised of a total of 70 members and under normal situation it meets twice a year. On special occasion, there are extra ordinary meetings conducted to respond to urgent and pressing matters of the Church. The Executive Council is an arm of the general assembly. The Executive Council is the main organ responsible for receiving reports

from the management of the ELCT Common work and Common Work Institutions and therefore is a body responsible for assessing the extent to which the strategy is smoothly implemented in the Church to attain her vision and mission and strategic goals. The Executive council is expected to align its meetings' agendas with the Church strategic priorities as identified in this strategy.

6.4.3 Executive Committees of ELCT

The ELCT Executive Committee is comprised of 10 members who meet three times per year. This Committee is an arm of the Executive Council. It deliberates on matters as directed by the Council.

6.4.4 The Office of the ELCT Presiding Bishop

The Presiding Bishop shall receive updates of the Implementation of the Strategic plan from the General Secretary and shall provide advice as appropriate. The Presiding Bishop shall give a reflection of the SP in his report to higher decisions making organs of the church including the Executive Committee, the Executive Council and the General Assembly.

6.4.5 The office of the ELCT General Secretary

The office of the General Secretary is comprised of the 4 departments of the Church which include the Department of Mission and Evangelism, Social Services and Women Work, Planning and Development, and Finance and Administration. The office of the General Secretary has the overall responsibility of ensuring the execution, monitoring and evaluation of the strategy on regular basis.

Figure 1: The Current Governance and Leadership Structure of the Church

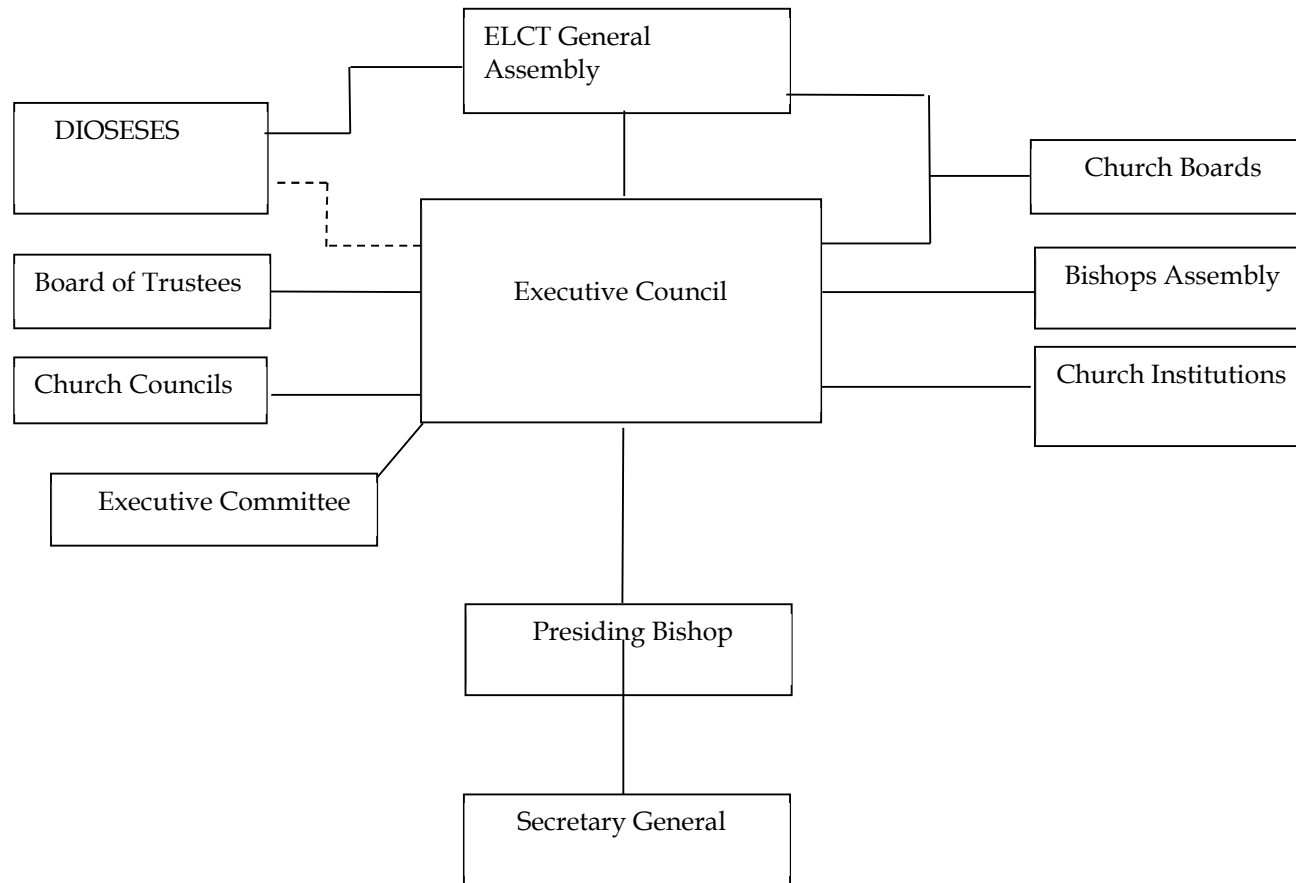
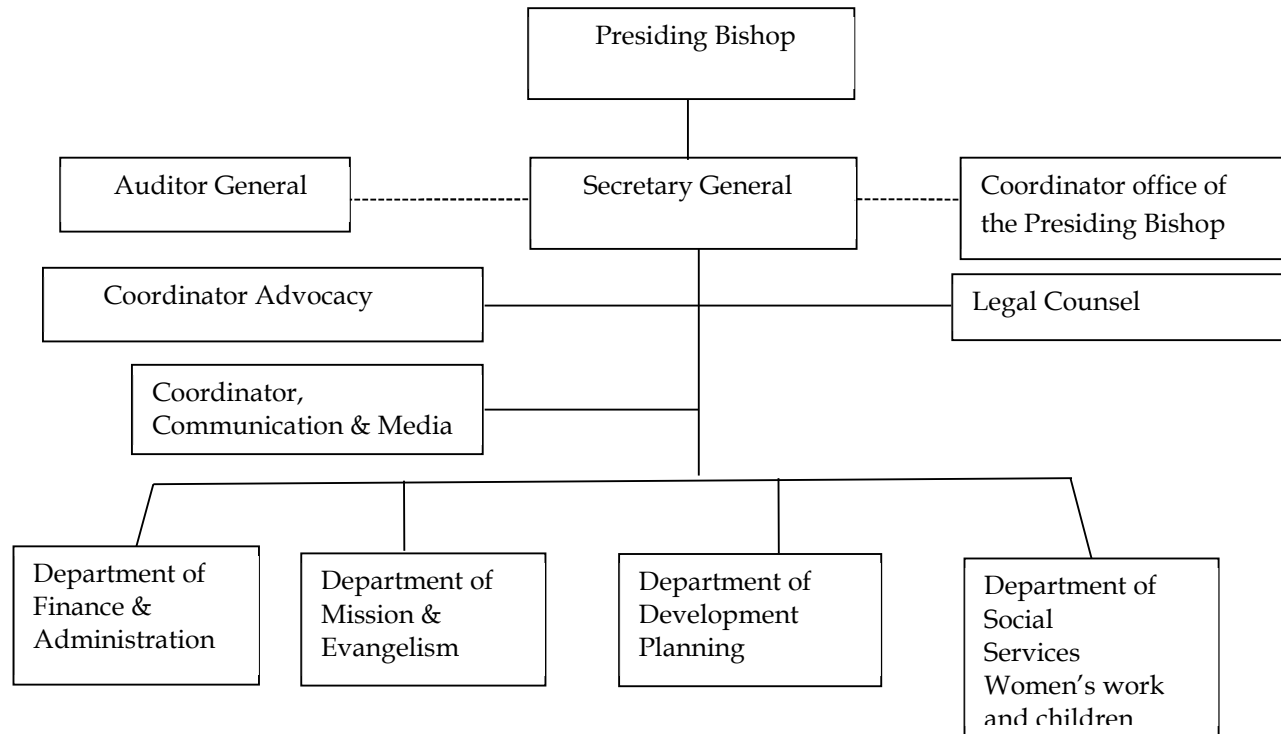


Figure 2. The Current Operational Structure of the Church



6.5 Monitoring, Evaluation and Learning (MEL)

6.5.1 Monitoring Evaluation and Learning Guidance and Systems for tracking the SP indicators

The process of managing implementation and evaluating the performance of this Strategic Plan will follow an Annual Reporting System (ARS) which will be used by the whole Church. *Each Diocese and Common Work Institutions was required to prepare Annual Operating Plans (AOPs) which will include all Key Performance Indicators (KPIs) and result framework.* General Secretaries shall coordinate the MEL process and ensure that all strategies (activities) are implemented, monitored, evaluated, and reported from church, Diocese, common work Institutions and ELCT HQ levels annually. *Mid-term review of the Strategic Plan shall be conducted in the second half of the year 2023. A final review of the Strategic Plan shall be conducted in February 2026. The Strategic Plan review report shall be shared to all stakeholders and the process of designing the next five years Strategic Plan shall commence taking into consideration all issues featuring in the SP review final report.*

In addition, ELCT has separately developed a Booklet with the guidance on how the indicators in the Strategic Plan will be monitored and tracked. Parallel to this a system for Monitoring and Evaluation and learning developed and incorporated into the booklet.

6.5.2 The Theory of Change and the Results Framework for tracking the outcomes and impacts of the desired change through the execution of this Strategic Plan.

ELCT has developed a theory of change and result framework for tracking both the immediate and long term impact that are desired through the execution of this plan. The theory of change and result framework presents pathways through which desired key result Areas and the **overall goal. *The goal of ELCT strategic plan is to improve the living standard of life of the society where all people in the operational areas of the Evangelical Lutheran Church of Tanzania (ELCT) enjoy well-being, caring relationship with God and ultimately inherit eternal life.*** This will be achieved through the aforementioned Key Results Areas which are summarized here as follows;

KRA-1: Attain Sustainable Church growth.

KRA-2: Achieve Financial and Economic Sustainability of the Church.

KRA-3: Attain Good Church Governance and Operational Efficiency.

KRA-4: Attain Quality and Equitable Social Services.

KRA-5: Attain Environmental, Social, Economic and Political Justice

In order to attain and achieve the above key result areas, ELCT has stated key assumptions that need to be fulfilled. The assumptions are stated under each key result areas as follows:

Key Result Area 1: Attain Sustainable Church growth.

It is assumed that, God fearing, loving, caring and prayerful people, who are also good stewards to God's creation will sustain the church through their good relationship with their almighty God. Church growth will be attained by recruiting and retaining its members through right teachings of the Gospel and increasing the number of members through mission and evangelism work, increasing church physical structures, size of the clergy, stability, quality of spiritual and social services, and it's Identity and the state of its unity. People with all the above qualities will work hard for their own and church's good to attain sustainable church growth. Also this will contribute to Sustainable Development Goal (SDG) number 16 which promote peace, Justice and strong Institutions.

Key Results Area 2: Achieve Financial and Economic Sustainability of the Church.

Through strategic resource mobilization, identifying and tapping of potential opportunities, management of the acquired resources and leveraging on ELCT size, the church will achieve financial and economic sustainability. It is assumed that the church will use sustainable resources to service its investments and human capital while providing training services to the church members. Furthermore, the church assumes that, Individual ownership, coordination, and appreciation of the efforts is imperative by ways of how staff are responsible, accountable, honest, faithful and committed to using any of those resources entrusted to them for accomplishment of the Church's Mission. Achievement of this key result area will lead to achievement of the sustainable Development Goals number 1, 2 and 8 which are "No Poverty, Zero Hunger, Decent work and Economic Growth".

Key Results Area 3: Attain Good Church Governance and Operational Efficiency.

The assumption made under this KRA is; by reviewing organizational structure periodically, systems, processes, guidelines, policies and existing ELCT Constitution and adopt it as one Church Constitution, involving youth and women in decision making bodies, build capacity of all members in decision making bodies and staff of the church, establishing a conflict management unit, church will attain good governance and operational efficiency. It is of paramount importance that the organizational culture, strategy and structure will be well aligned for delivery of impactful programmes. This will make ELCT attain SDG 17 which is

“Partnerships for the Goals” as church in all its levels and Institutions will partner together to achieve set goals.

Key Results Area 4: Attain Quality and Equitable Social Services.

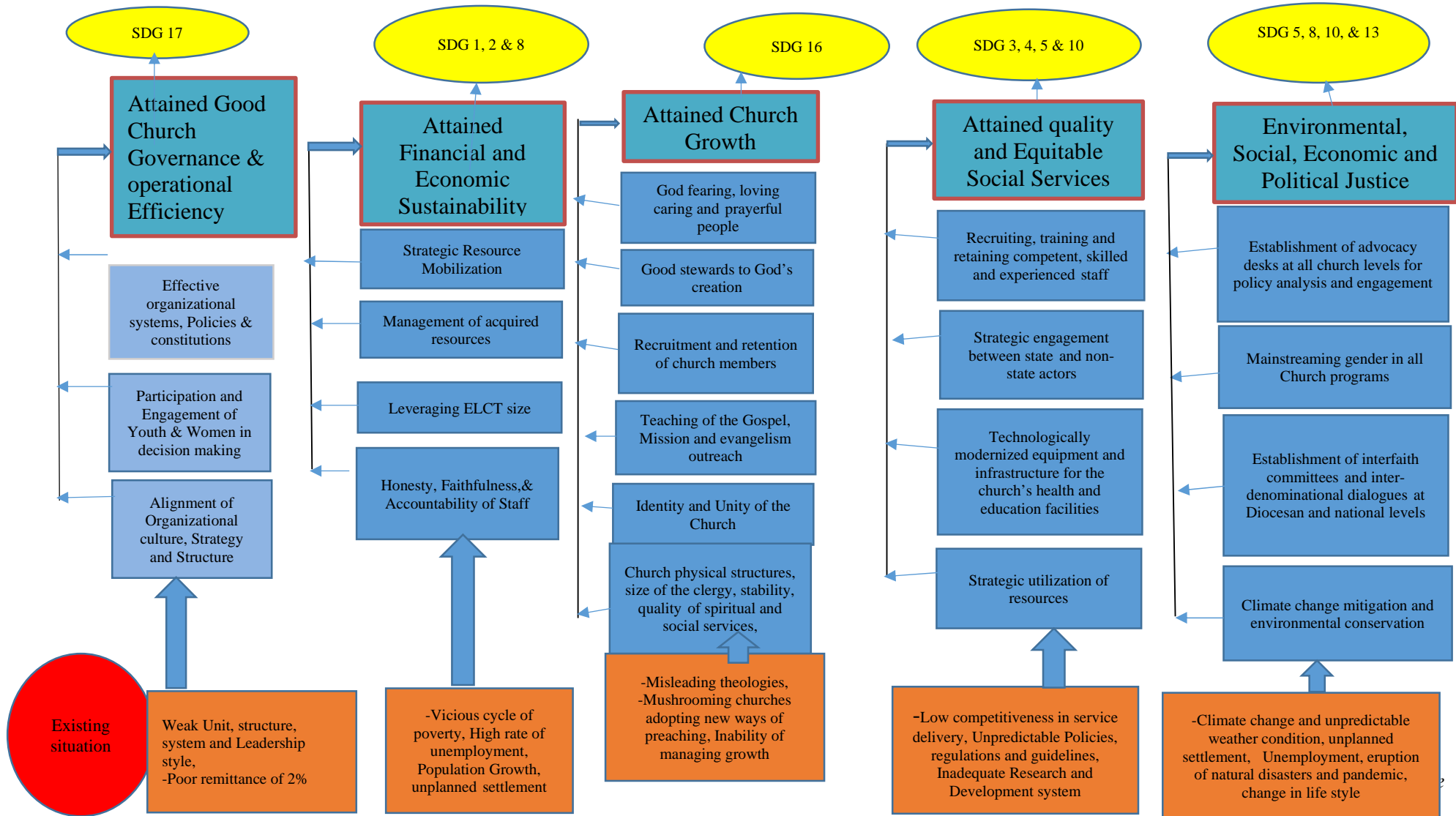
Under this KRA the church assumes that; by Recruiting, training and retaining competent, skilled and experienced staff in all health and educational institutions while acquiring technologically modernized equipment and infrastructure for the church’s health and education facilities the church will provide quality services. The Church has also committed itself to providing holistic and non-discriminatory services. This can be achieved through strategic engagement between state and non- state actors (Private, Public Partnership) which will lead to ownership by the respective parties resulting to strategic utilization of resources and smooth operation and delivery of services. SDG 3,4,5 & 10 i.e Good Health and Wellbeing, Quality Education, Gender Equality and Reduced Inequalities.

Key Results Area 5: Attain Environmental, Social, Economic and Political Justice

Establishment of advocacy desks at all church levels for policy analysis and engagement for the protection of vulnerable and marginalized groups of the church and society is crucial for the attainment of the social, economic and political justice. Mainstreaming gender in all Church programs will contribute to Environmental, Social, Economic and Political Justice. Establishment of interfaith committees and a program for climate change mitigation and environmental conservation in all Dioceses, conducting an interfaith and inter-denominational dialogues at Diocesan and national levels will enable ELCT attain environmental, social, economic and political justice. It is assumed that Church will work collaboratively with other stakeholders in the areas of environmental, social, economic and political justice in order to attain this Key Result Area. In fulfilling this, ELCT will also be attaining SDGs 5, 8, 10 & 13 which are Gender Equality, Decent Work and Economic growth, Reduced Inequality and Climate Action. The of Change framework presented as Figure 3.

FIGURE 3: THEORY OF CHANGE

Impact: Improved Living standards of the society, where all people in the ELCT enjoy well -being, caring relationship with God and ultimately inherit eternal life(John 10:10b)



6.6 Church Media, and Publicity

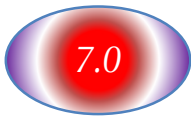
The ELCT has been blessed with several media tools for communication and publicity. These include radios, television stations, magazines and newspapers. It is high time that the Church leverages these effective tools in *spreading the gospel of Jesus Christ in a consistent and impactful way that maintains the Lutheran identity, Church teachings, and Unity.*

6.7 Church Knowledge-Based Synergies

As a matter of fact, knowledge-based synergies have an impact on the Church as a whole. The Church conducts her daily spiritual work which also includes going to mission areas each year. This repeated process builds an experience and knowledge base which the Church should leverage and transfer from Diocese to Diocese and also to be shared with partners, reciprocally. Among important components pointed out during the process of developing this SP as challenging for the Church is the availability of baseline data. Over and above those strategies which embody collecting baseline data, *the whole Church needs to have a deliberate effort to collect, analyze, document, and digitize data relevant to all Church functions.*

6.8 Indicative Budget and Annual Operating Plans (AOPs).

(see the appended MS - Excel sheet with AOPs & Budgets.



Annexes

Annex 1: Participants List of the Workshop to Review and Develop ELCT Strategic Plan (2022-2026) conducted from 22 - 25 June, 2021 in Arusha

S/N	NAME	TITLE/POSITION	WHERE FROM
1	Bishop Dr. Fredrick Shoo	Presiding Bishop	The office of Presiding Bishop
2	Bishop Dr. Solomon Massangwa	Board chairman of Radio Voice of Gospel	North-Central Diocese
3	Bishop Chediel Sendoro	Board chairman of Mwanga school for deaf	Mwanga Diocese
4	Bishop Dr. George Fihavango	Board chairman of Njombe school for deaf and Lutheran Junior of Seminary Morogoro	Southern Diocese
5	Bishop Dr. Benson Bagonza	Board chairman of Lutheran Mission Cooperation (LMC)	Karagwe Diocese
6	Tumaini Chambua	Chairman of ELCT Planning Council	Pare Diocese
7	Rev. Godfrey Walalaze	General Secretary	North-Eastern Diocese
8	Mathias Msemo	General Secretary	Mwanga Diocese
9	Munguatosha J. Makyao	Acting General Secretary	Northern Diocese
10	Lazaro Andrew Urrio	General Secretary	Diocese of Meru
11	Barthlomeo Mbwilo	General Secretary	Ruvuma Diocese
12	Ayoub Lwilla	Diocesan Representative	South-Central Diocese
13	Grayson Shilongoji	General Secretary	Southern Diocese

14	Philorian Mpendaye	General Secretary	Ulanga-Kilombero Diocese
15	Nortbert Mbwilo	General Secretary	Morogoro Diocese
16	Bishop Dr. Isaac Kissiri Laiser	Bishop	West-Central Diocese
17	Rev. Dr. Zephania Shilla	General Secretary	Central diocese
18	Fabian Adayo	General Secretary	Mbulu Diocese
19	John Tanaki	General Secretary	North-Central Diocese
20	Advocate Fredrick Nyamoga	General Secretary	Lake Tanganyika Diocese
21	Rev. Dr. Meshack E. Njinga	Director of Planning and Development	Konde Diocese
22	Geofrey Ngogo	General Secretary	South-Western Diocese
23	Rev. Dr. Andendekisye Ngogo	General Secretary	Iringa Diocese
24	Rodrick Lyimo	General Secretary	Dodoma Diocese
25	Dean Karusya Yoram	General Secretary	Karagwe Diocese
26	Rev. Emileck Kigembe	General Secretary	North-Western Diocese
27	Onesmo Mdende	Planning officer	Eastern and Coastal Diocese
28	Joygrace Shoo	Representative	East of Lake Victoria Diocese
29	Wilfred Ngajilo	General Secretary	Diocese in Mara Region
30	Happiness Geffi	General Secretary	South-East of Lake Victoria Diocese
31	Joshua Joel Pallangyo	Representative	South-Eastern Diocese
32	Goodluck Twaweza	Representative	Pare Diocese
33	Rev. Alphonse Ngavatula	Director-Njombe School for Deaf	Southern Diocese
34	Moses Mwenda	Head teacher-Mwanga School for Deaf	Mwanga Diocese

35	Philemon Mark Fihavango	Director	Radio Voice of Gospel
36	Loerose Mbise	Lutheran World Federation representative	LWF
37	Rev. Prof. Dr. Faustine Mahali	DVCA TUMA	TUMA
38	Rev. Modest Pasha	Coordinator ACT Forum Tanzania	ACT Forum Tanzania
39	Rev. Dr. Angela Olotu	Dean Faculty of Theology	TUMA
40	Robin Mwanga	Youth representative-LMC Board Member	ELCT/LMC
41	Brighton Killewa	ELCT Secretary General	Office of the Secretary General
42	Simon Daffi	DSG Planning and Development	ELCT CW
43	Loata Mungaya	DSG Finance and Administration	ELCT CW
44	Rev. Lazaro Rohho	DSG Mission and Evangelism	ELCT CW
45	Elisa Mhando	Auditor General	ELCT CW
46	Rev. Rachel Axwesso	DSG Social Service	ELCT CW
47	Christowaja Mtinda	Education Director	ELCT CW
48	Pendo-Edna Mahoo	Monitoring, Evaluation and Learning officer	Planning and Development Department
49	Josephine Msangi	Accountant-ELCT Women Directorate	Women Directorate
50	Dr. Paul Mmbando	Health Director	Health and Diaconia Directorate

51	Rev. Frank Mng'on'go	Youth Coordinator	Mission and Evangelism Department
52	Mary Mmbaga	FGM Coordinator	Planning and Development Department
53	Eliniokoa Macha	Senior Accountant	Finance and Administration Department
54	Rev. Anicet Maganya	Coordinator Office of Presiding Bishop	Presiding Bishop Office
55	Erick Adolph	Communication Coordinator	Secretary General Office
56	Jackline Shuma	Human Resources Officer	Secretary General Office
57	Rev. Thomas Maumbuka	Real Estate Officer	Planning and Development Department
58	Honest Edwin	Accountant	Finance and Administration
59	Glory Kaaya	Intern	Planning and Development Department
60	Daudi Msseemmaa	ELCA Representative	Evangelical Lutheran Church in America
61	Monica Caspary	Mission one world Representative	Mission OneWorld
62	Ebenezer Moshi	Mission one world Representative	Mission OneWorld
63	Kornelia Killian	LMC Secretary	Lutheran Mission Cooperation
64	Sirieli Pallangyo	LMC Administration Officer	Lutheran Mission Cooperation
65	Louis William Mollerfors	DanMission Representative	Dan Mission
66	Dr. Godwin Kimaro	Facilitator	Independent
67	Dr. Rogate Mshana	Facilitator	

68	Dr. Onesmo Matei	Facilitator	True Wealth International
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Annex 2 : Alignment of ELCT Strategic Plan with EAC Vision 2050, AU 2063 And SDG 2030

ELCT 2026	Description	EAC2050	Description	AU2063	Description	SDG2030	Description
KRA N0 2: Attain Financial and Economic Sustainability of the Church	Objective 1: - 5.2.1. To maximize resource mobilization by 2025.	Goal 4	Economic empowerment of the citizens to spur growth and fast track poverty reduction.	Goal 1	High standard of living, quality of life and wellbeing for all citizens	Goal 1	End Poverty
		Goal 3	Achievement of high per capita income to give the population adequate purchasing powers and improved quality of life	Goal 5	Modern agriculture	Goal 2	End Hunger
KRA No 4 Attain Quality and Equitable Social Services	Objective 1:- well-resourced and sustainable health services	Goal 1	Enhanced inclusiveness in development and socio-economic transformation	Goal 3	Healthy Citizens	Goal3	Healthy life and wellbeing
KRA No 4 Attain Quality and Equitable Social Services	Objective 2: - high quality and accessible educational services	Goal 5	Building EAC's ICT to encourage innovation and increase competitiveness	Goal 2	Well educated citizens and skills revolution underpinned by science, technology and innovation	Goal 4	Equitable Education

KRA-5: Attain Environmental, Social, Economic and Political Justice.	Objective 2:- To establish gender justice programs	Goal 1 1	That the needs of special groups are addressed in an inclusive and participatory matter	Goal 17	Gender Equality	Goal5	Achieve gender equality and empower all women and girls
KRA-2: Attain Financial and Economic Sustainability of the Church	5.2.4. Objective 1: - To maximize resource mobilization by 2025.	Goal 10	A better environment for inter and intra-regional trade and investment	Goal 6	Blue/Ocean economy for economic growth	Goal 8	Promote Sustained Economic growth
				Goal 20	Africa rising	Goal 10	Reduce inequalities within and among countries
						Goal 12	
KRA-5: Attain Environmental, Social, Economic and Political Justice.	5.5.4 Objective 3: - Promote integrity of creation in the church by 2025 (SDG 6, 7 10, 12,13 & 14, 15).			Goal 7	Climate resilient and sustainable economies	Goal 13	Combat Climate Change

Annex 3: Photos for the Workshop to Review and Develop ELCT Strategic Plan (2022-2026)



ELCT Extended Management during SP entry meeting



ELCT Extended Management during SP entry meeting



Group Discussion during stakeholders' workshop



Group Discussions during stakeholders' workshop



Group Discussions and facilitation during stakeholders' workshop



Group Discussions and facilitation during stakeholders' workshop



Group Discussions and facilitation during stakeholders' workshop



Group Discussions and facilitation during stakeholders' workshop



Group Discussions and facilitation during stakeholders' workshop



Participants introduction during stakeholders' workshop



Group Photo during stakeholders' workshop

7.4 Map showing ELCT Dioceses in Tanzania

