



## REPORT ON THE STRATEGIC PLANNING WORKSHOP

### Mission

*MS Training Centre for Development  
Cooperation endeavors to be  
strengthen the capacity of civil*

society organizations and other  
stakeholders to empower people  
to question their situation and act  
to realize their vision of a  
dignified life.

**Client:** ELCT KARAGWE DIOCESE



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## **Foreword**

In a situation where the Karagwe Diocese is expected to do everything, we cannot afford to work without strategic plan. The Diocese through its ministries is committed to serve humanity and environment as a way of fulfilling its mandate. But in doing so, strategic plan is imperative due to the following reasons:

- a) Traditional partners as well as potential partners are able to identify areas of priorities stipulated in the strategic plan.
- b) With declining resources, it is easier to decide where to allocate funds through mutual agreement.
- c) It is easier to mobilize Planning Monitoring and Evaluation (PME) since every goal has its specific activities.
- d) The whole Diocese as one family is vividly seen through this strategic plan, and thus, the unity we seek is in within a possible reach.

However, a strategic plan is not a magic bullet to kill all enemies of the gospel. This is a 5 year plan, but our mission is endless.

I thus welcome all members of Karagwe Diocese, partners, government and communities to take part in achieving the goals set out in this plan.

Be Blessed.

+Rt. Rev. Dr. Benson Bagonza

Bishop

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## **Introduction**

The strategic planning workshop was held at Nkwenda Youth Training Centre in Karagwe Diocese from 7<sup>th</sup> - 11<sup>th</sup> April 2008. It was attended by 32 participants drawn from the congregation, districts and diocesan programs and institutions, leadership, and management/secretariat. List of participants is hereby attached.

This report describes the process of developing a five year Strategic Plan of KAD for the period 2008 – 2012. The first part of the report highlights the preliminary set up of the workshop including expectations, fears and opening remarks. This followed by steps taken to review and develop vision, mission, objectives and values. At the end of the report there are four appendices including KAD strategic Plan document, participants' workshop timetable, workshop evaluation and a list of participants.

## **Official opening**

The workshop was officially opened by Rt. Rev. Dr. Benson Kalikawe Bagonza – Bishop of Karagwe, with a word of reflection from Proverbs 4:20-27. In his opening remarks he urges the participants to be responsible, focus and centred leaders in their evangelization and development work. This will contribute to the realization of the strategic plan due to be developed during the workshop. He also emphasized to the participants always to remember and adhere to the Gods word since it help one to stay in the right path, gives security, strengths and also help to evaluate where you are so as you set the right way forward.

## **Participants' Expectations and Fears**

Participants worked in pairs to share their experiences as well as to think critically on their expectations of the strategic planning workshop and the fears that they had. The outputs of their discussions were compiled in a flip chart and discussed in the plenary. In the main, the expectations linked well with the main goal of the workshop of producing a three - year strategic plan for KAD in a participatory manner. The fears shaped the workshop behavior in averting points raised that could constrain the process of strategic planning.

## **A. Expectations**

- To address questions/challenges regards to strategic plan so as to give direction on how to improve the development as well as evangelical work of KAD.
- To acquire knowledge and skills on effective programs implementation and leadership.
- To gain knowledge and experience in preparing different types of plans for the diocese and its institutions.
- To increase knowledge and skills in programs/projects management.
- To revisit dreams and vision of the dioceses so as to come up with a strategic plan that is sustainable, focusing on the needs of the diocese as well as those of the community
- A realistic plan that will bring about changes in the Diocese, District as well as in the Congregations
- High and full participation of all participants in the process of developing as well as implementing the strategic plan
- A well documented three year strategic plan for KAD

## **B. Fears**

- Inadequate time i.e Five days won't be adequate to cover all that is required of a strategic plan.
- Inability of the plan to address challenges facing the communities including high illiteracy rate, HIV/AIDS, poverty and other diseases
- Inability to clearly understand the development (strategic plan) jargons
- How to ensure implementation of the Strategic Plan
- Inadequate drinking water during the day
- Mobiles if not switched off will interact the workshop proceedings
- Language barrier especially at the community levels
- Inadequate cooperation from other stakeholders
- Inability to prioritize critical issues that affect the diocese and the communities.
- Coming up with a strategic plan that cannot be effectively understood and implemented by various stakeholders within the diocese
- How to help/facilitate/guide other institutions within the ELCT to develop plans

## **Step 1: Introduction to the Strategic Planning**

Participants were introduced to the basic concepts, key elements and methodology/processes of developing the strategic plan as follows:

### *Definition*

Strategic planning is essentially the process of deciding what the organization wants to be in future and how it would get there.

### *The Strategic planning process*

#### Key elements

Strategic Analysis	<i>Where are we now?</i>
Strategic Choice	<i>Where do we want to go?</i>
Strategy Implementation	<i>How do we get there?</i>

The strategic planning process enables you to:

- ✚ Benefit from the inputs from all stakeholders.
- ✚ Generates ownership by all stakeholders.
- ✚ Ensures contributions are appreciated and considered.
- ✚ Ensures your plan is relevant to the external environment and lessons learned from the past experience.
- ✚ To step outside the day-to-day operational concerns and enables you to look at how your organization fits into the changing context around it.

### *The Strategic plan*

- ✚ Is long-term in nature (3-5 years) which guides good management of resources to achieve designated goals.
- ✚ Provides a framework for annual operational planning and budgeting.

The strategic plan enables one to answer the following questions:

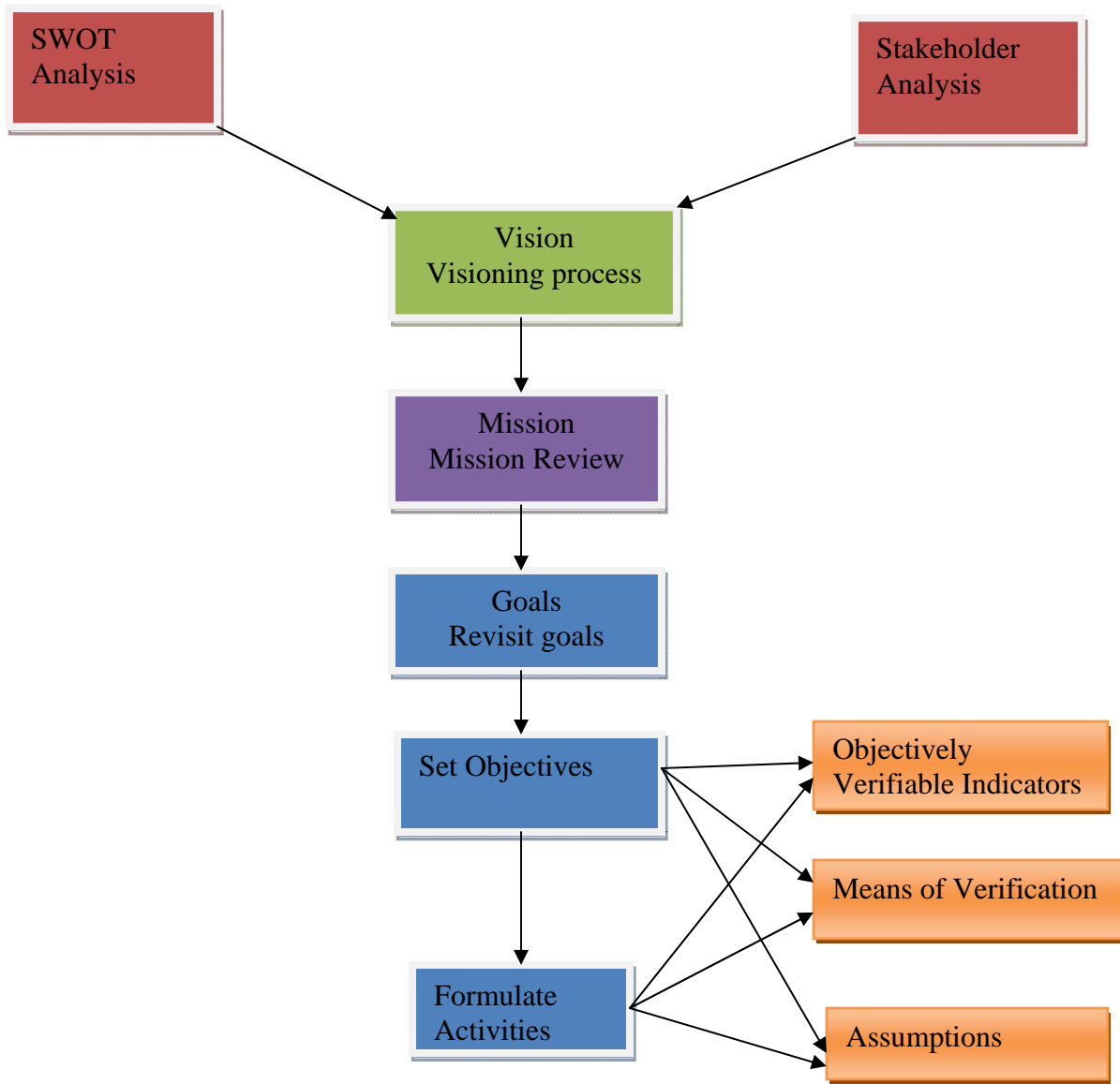
- ✚ Who are we?
- ✚ What can we achieve?
- ✚ What capacity do we have?
- ✚ What problems are we addressing?
- ✚ What difference do we make?
- ✚ What critical issues must we address?
- ✚ Where should we allocate our resources?
- ✚ What are our priorities?

*What makes a plan strategic?*

- ✚ Covers a broad part/whole organization
- ✚ Concerns the future (short and long terms of the organization).
- ✚ Considers both the internal and external environment of the organization.
- ✚ Brings about long-term advantage to the organization.
- ✚ Has a significant resource implication.

After the introduction of the strategic plan, the following model which guided the whole process was presented and discussed.

# Strategic Planning Process Model



## **Step 2: The SWOT Analysis**

The importance of analyzing the internal functioning as well as the environment (external) of the organization was explained to the participants. Internal analysis examines the strengths and weaknesses in the functioning of the organization. In this case, the following factors should be taken into consideration:

- Vision, mission and goals
- Structure and roles
- Programs, systems and procedures
- Management and leadership style
- Organizational values, beliefs and attitudes
- Physical resources/setting
- Activities and value added to output
- Human resource – numbers and competence
- Reward system and motivation
- Services delivered (quantity and quality)
- Accountability
- Sustainability

Environmental analysis examines the opportunities and threats that are both positive and negative in influencing the performance of the organization. Factors to be considered when analyzing the external environment include the following:

- Government and Politics
- Laws and policies
- Social services (eg. Education, health)
- Infrastructure
- Media
- Economy (National and regional economies)
- Donors/partners
- Community/believers
- Society and culture
- Technological development

- Other Faith Organizations
- Civil Society Organizations including CBOs and NGOs
- Regional and International collaborators

Participants brainstormed on the elements in the internal functioning and factors as well as actors in the environment. Two groups worked on the internal analysis and the other two on the environmental analysis. The groups made presentations in plenary that were followed by discussions of which the SWOT analysis was finalized. SWOT Analysis is hereby attached.

### **Step 3: Critical issues**

The two groups working on the internal factors (issues) analysis formed one large group to pull out critical issues for the organization in the next five years. The two other groups working in the environmental analysis did the same. Two presentations were made in plenary on the critical issues emerging from the internal and environmental analyses. The issues were discussed in plenary and the following issues were identified and put in order of priority as follows:

#### **Internal**

1. Vision, mission and goals are not clearly stated, understood and known by the stakeholders.
2. Programs are not well formulated and implemented.
3. Systems and procedures are not effectively followed
4. Management procedures not clearly followed: seculars not shared; no standardization.
5. Human resource systems are not clearly stated. Moreover, reward systems and motivation are not sufficient
6. Lack of sustainability strategies
7. The quality and coverage of some of the services are far from satisfactory – Christian Education is a case in point
8. Organizational values and norms are not clearly stated, shared and emphasized.

**External:**

9. Failure by the Government to recognize the Church as complementary partner in service delivery mainly when it comes to establishment and management of health and education centres
10. No participatory approach in formulating national laws, policies and programs.
11. Economic policies which do not favour the integral economic development of the people
12. Unfavourable donor conditions (external)/Weak partnership with donors: Absence of strong diocesan plan and programmes and failure to negotiate strongly with donors in order to have proper bargaining power
13. Low education of the community and cultural practices; which affects more the female gender by limiting their choices and participation in community development
14. Higher concentration of technological advancement only in urban centre.

The critical issues formed the basis for visioning and other sub-processes leading to strategy formulation.

**Step 4: Visioning Process & Review of KAD Vision**

Participants were introduced to the definitions and the process of visioning. Few examples were given to help them understand how to distinguish vision from other organizational factors like mission, Goals and objectives. Emphasis was made to think on the vision which reflects the nature of the organization (as a Church).

Regards to the process used, participants were divided into four groups. Two groups were asked to draw metaphors that best describe the KAD the participants would like to see in the next couple of years and the community/society. The metaphors were used to characterize the organization and the community served indicating the present scenarios and the future ones. A number of elements and factors were given by the facilitator to guide the discussions and outputs to be presented in plenary.

Group one was asked to draw a metaphor which depict KAD at present and what will be the situation in 2028. Group two was asked to draw a metaphor that depicts community served by KAD at present and how it will be in 2028.



The other two groups i.e 3 & 4 to write down/give information on the following:

Group three: what KAD is at present and how will it be looked in 2028. Similarly group 4 was asked to point out/explain the situation of the community which is served by KAD now and how it will be in the year 2028.

Both the metaphor and the narrative characteristics were discussed and summarized in the two matrices below:

### A. Visioning on KAD

	Element	KAD in 2008	KAD in 2028
1	Programs and activities	Programs are not well formulated and implemented. Reports are not done accordingly (timing and quality)	Programs which are well formulated, participatory in nature and vision focused  programs are well implemented  Timely and quality reports in place
		Under utilization and misuse of some resources especially human resources	Efficient and proper use of resources – both human and material
2	Structures and Roles	Not well followed and also there is no standardization	Common/uniform systems and rules that guide the dioceses are in place and followed by all
3	Constituency served	Our services do not cover all intended areas  Some services are insufficient by comparison with the needs	Quality and adequate services covering all intended areas
4	Human resources	Inadequate number of some staff in some departments and also they are less motivated  Misallocation of some HR Some KAD personnel (staff) are not committed	Adequate number of staff  Staff development policy in place  All stakeholders are committed  An improved and conducive working environment
5	Stakeholders/relationship	Some stakeholders do not participate fully in implementing the programs  Lack of ownership in some programs	Fully participation of the stakeholders through out the project cycle  High commitment and ownership of the programs by every stakeholder
		Relationship with donors is good but with some problems	Relationship with donors will be improved and more partners joined/becomes members to

		Few partners	KAD  Improved relationship among ourselves
6	Sustainability	No sustainability strategy in place	Good plans/strategy for sustainability in place and implemented in time

### B. Visioning on the Community served by KAD

	Factors	Community served by KAD in 2008	Community served by KAD in 2028
1.	Christian standing	People are not steady in their faiths Confusion/mix of faith and culture	Separation/reduction of the mix between faiths and traditions  Strengthening of faith as a result of preaching efforts and Church education.
2.	Social services	They are comparatively good but with Limited resources for provision of social services to the community	They will be better and improved with adequate resources
3.	Economic status	Majority of the people are poor – some living under poverty line	Improved standard of living among the community members with sound economic status. This will be contributed by having good (pro poor) policies in place
4.	Response to National Laws/policies	National Policies and Laws are not well known by the public  Some policies and laws are oppressive to the people	High level of understanding of the existing laws and policies and able to follow/challenge them Revised laws and policies for the betterment of the people
5.	Human rights	Not fully abided with  Low level of activism and advocacy	Better abided with owing to the increased advocacy and activism actions
6.	Education level	High illiteracy rate among the community	Improved level of education among the people

### Vision statement

From the envisioned scenario of KAD and community, participants were asked to develop vision of KAD as to its relevance in terms of the direction the organization is intending to take. As a preparation of this, they were asked to reflect on 1korinethian 12:4-

11 which insists on different talents but all focusing in living the God's word. Emphasis was that "we differentiate in order to integrate".

Following this introduction, participants were divided into three groups to review vision of KAD and based on their analysis to suggest a vision statement. After the review and group discussions, three statements were presented in plenary. Common themes running through the three statements were identified and a committee of five people was selected and charged with coming up with one statement encompassing ideas from the three statements. One vision statement was presented by the committee and an agreement was reached after discussions and few clarifications. The vision statement is as follows: "Karagwe Diocese envisions a Christ centered society that is joyful, peaceful and holistically empowered".

#### **Step 5: Review of KAD Mission and Values**

The term mission was defined in plenary and the value of having an organization's mission was elucidated to the participants - especially the fact that it explains the overriding purpose of the organization "what are we here to do together" and also it shows organization's reason for existence. Moreover, a mission is a vehicle for attaining the vision of the organization. Some of the key principles are as follows: it should be brief that is easy to understand and remember; flexible in order to accommodate changes and also should be distinctive so as to make the organization stand out. A good mission statement should encompass the purpose of the organization, values, strategies and target group.

In three groups, participants reviewed the mission of KAD on the basis of the following questions: Does it lead to the realization of the reviewed vision? Does it comprehensively express the organization's reason for existence? Does it match with the envisioned state of the organization? Is the mission understood to members and other interested parties? Is the mission statement properly worded indicating the **purpose, target group and strategy?**

Based on the guiding questions given above and in view of the formulated vision and SWOT analysis, the participants developed the mission of KAD. Three mission statements were generated, presented and discussed in plenary. From the three proposed mission statements, a final version was developed and adopted by the workshop. The mission statement read as follows:

KAD is committed to build a strong community through preaching and teaching, advocacy and provision of socio economic services with integrity and love towards sustainable integral development.

**Values:**

Participants were divided into four groups to reflect and discuss on the values of KAD. These later on were clustered and discussed in a plenary. From the discussion the following values were agreed:

- **Integrity** to encompass faithfulness and honesty
- **Diligence and commitment** includes good stewardship, full fullness of duties
- **Righteousness** encompass the following: God fearing, live according to the word of God,
- **Responsibility and Transparency** encompassing accountability, obedience
- **Cooperation and communion** includes fellowship
- **Love and care**
- **Devotion**

**Step 6: Revisiting Goals, setting Objectives and developing Activities**

Participants were introduced to the concept, principles and characteristics of a goal as one of the hierarchy of objectives running from the mission statement to the activities. The difference between goals and mission was made clear to the participants. Emphasis was made to have a clear link with the mission and the vision.

Definition of Goals was explained as follows: Goals are intentions behind decisions or actions, the states of mind that drive individuals or collectives of individuals called organizations do what they do (Mintzberg).

The participants were divided into three groups and each was charged with developing the goals that would contribute to the achievement of the mission. Participants were asked to examine the goals that have led KAD in the last five years and analyze them in terms of relevance and adequacy in view of the vision and mission and generally the direction the diocese will be taking in the next couple of years.

Participants working in three groups generated four to five goals each based on the predominantly nature of their organization. These were presented and discussed in the plenary. Thereafter, they were coded and clustered in five groups. The clusters were cut into pieces, compiled together according to their numbers and discussed/synthesized in the groups. The refined goals were as follows:

1. Building a community with a strong and stable Christian faith through proclaiming and teaching the word of God.
2. Building a healthy and educated community by providing accessible and affordable social services
3. Improving economic status of the communities through income generating and environmental conservation activities
4. Enhancing the institutional development through capacity building interventions
5. Enhancing gender equality in the community by empowering families

### **Objectives**

In the next stage groups set objectives for each of the goals developed. Before that they were introduced to the differences between goals and objectives and key principles and characteristics of the objectives. The objectives set were result oriented. They indicated what the diocese, districts, congregations and institutions are destined to achieve in the period of five years. Participants appreciated the logic that achievement of objectives necessarily leads to the accomplishment of goals. In the same vein for each of the

objectives, activities were developed. The objectives as well as activities were presented in plenary and agreed upon. Below here are the objectives as related to the goals.

**Goal 1:** Building a community with a strong and stable Christian faith through proclaiming and teaching the word of God.

**Objectives:**

- 1.1 Word of God proclaimed in all areas of Karagwe diocese
- 1.2 Young and adults trained on Christian education
- 1.3 New Church buildings constructed and new congregations established

**Goal 2:** Building a healthy and educated community by providing accessible and affordable social services

**Objectives:**

- 2.1 Quality and access of health services improved
- 2.2 Public Private Partnership in health service delivery is advocated and affected
- 2.3 Quality education delivered at acceptable standards
- 2.4 Karagwe University of Agriculture and Environmental Science established

**Goal 3:** Improving economic status of the communities through income generating and environmental conservation activities

**Objectives:**

- 3.1 Communities are empowered on the appropriate use of resources
- 3.2 Knowledge on food storage and savings and credit schemes increased
- 3.3 Knowledge and skills on agricultural and livestock keeping increased in 4 districts
- 3.4 Awareness on environmental and natural resources conservation increased

**Goal 4:** Enhancing the institutional development through capacity building interventions

**Objectives:**

- 4.1 Staff requirements achieved and capacities built

- 4.2 Organizational systems and procedures enhanced
- 4.3 Necessary infrastructure built/acquired

**Goal 5:** Enhancing gender equality in the community by empowering families

**Objectives:**

- 5.1 Awareness on gender equity and equality in families increased
- 5.2 Access to and control over resources including decision making among all family members enhanced
- 5.3 Gender mainstreamed in the strategic plan of KAD

**Activities**

Based on the Goals and objectives, participants developed the activities of each. This was done in five groups. Sequential of Activities, Objectives and Goals can be seen in the LFA.

**Step 7: Logical Framework Analysis**

The participants then developed a logical framework matrix indicating the goals, objectives and activities, as well as objectively verifiable indicators, means of verification and assumptions. It was emphasized that the logical framework is an important tool to be used in monitoring and evaluation of planned activities. The LFA is hereby attached.

**Step 8: Structure, Monitoring and Evaluation**

The workshop briefly discussed on the structure that would support the implementation of the KAD strategic plan 2008-2012. There was a general agreement that the current structure provides the mechanism in terms of authority relationships, lines of communication, accountability, among others to successfully implement the strategic plan. A different body in place like the Executive Council which is at apex and Institution

committees helps to oversee the functional structures within KAD. These provide the necessary checks and balances for effective accountability. However, the workshop emphasized after the approval of the Strategic Plan by the Executive Council Committee, the Secretariat should come up with clear operational guidelines to be shared by all stakeholders. The organogram of KAD includes KAD Executive Council (apex) followed by Diocesan Leadership, District, Parish and Congregations

KAD will be engaging a continuous monitoring posture whereby supervision and monitoring will be carried out by the concerned staff at various levels starting from the diocesan to the congregations. The organization was advised to develop M&E system and tools which will help them to be more focused. The monitoring will parallel the reporting system in the organization. They will internally have quarterly reviews based on the monthly and quarterly reports. In addition, KAD will conduct a mid-term review/evaluation and end of term evaluation. The annual reviews will be internally facilitated but the midterm evaluation will be facilitated by an external consultant. The participants suggested MSTCDC to carry out the midterm review. However, this will be discussed and decided by the Diocese.

The end evaluation will be external in nature. It is important to underscore the fact that effective continuous monitoring will enhance mid-term and end of term evaluations. It is strongly assumed that the monitoring and subsequently reporting will take serious consideration of indicators and assumptions in the strategic plan.

### **Step 9: The Way forward**

The workshop participants agreed on the following way forward:

- April 2008 – Draft report by MSTCDC
- April 2008 - Comments from the dioceses
- May 2008 – Final report by MSTCDC

- May 2008 - Submission to the Executive Council for approval
- June 2008 - Develop operational plan for the 1<sup>st</sup> year
- June 2008 - Budgeting according to the activities of year 1

**Closing:**

The workshop was officially closed by Rev. Phares Kakulima – Dean. In his closing remarks he thanked the participants and facilitators for inputs and contributions made during the workshop. He emphasized on the close collaboration and high commitment among the stakeholders in order to ensure successful implementation of the plan. He then wished both facilitators and participants safe journey back home/work stations.