

**EVANGELICAL LUTHERAN CHURCH IN TANZANIA
KARAGWE DIOCESE**

STRATEGIC PLAN 2014-2018

2013

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Abbreviations

CSOs	Civil Society Organizations
CV	Curriculum Vitae
ELCT	Evangelical Lutheran Church in Tanzania
FBOs	Faith Based Organizations
GRN	Goods Received Note
IT	Information Technology
KAD	Karagwe Diocese
KAP	Knowledge Attitude and Practice
KARUCO	Karagwe University College
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
PHC	Primary Health Care
RBA	Rights Based Approach
SACCOS	Savings and Credit Cooperative Societies
SWOT	Strengths Weaknesses Opportunities and Threats
TOT	Training of Trainers
TSCF	Tanzania Students Christian Fellowship
VISLA	Village Savings and Lending Association

I. INTRODUCTION

1. Background Information

Karagwe Diocese (KAD) is one of the 22 dioceses of the Evangelical Lutheran Churches in Tanzania (ELCT). It was originally part of the North West Dioceses but was in 1979 accorded an independent status.

KAD is located in the North West of Tanzania, bordered by Uganda in the North and Rwanda in the West. It is lying in the northwest corner of the country and West of Lake Victoria. The area is mountainous ranging between 900 meters and 1835 meters above the sea level. There are two demarcated rain seasons, which are October to December and between February to May. Annual rainfall totals are in the average of 1000 mm. The vegetation cover is ranges from the thick equatorial type of forests in the Northern parts of Karagwe to predominantly Savannah bushes and grass in Ngara.

Economically, Karagwe district area is favorable for agriculture; about 96% of the inhabitants are peasants depending on subsistence agriculture for their livelihood. The food crops include bananas, potatoes, cassava, corns and millet. In most cases production is for domestic consumption. Coffee is the major cash crop. Due to poor trade policies, the coffee price has been fluctuating for many years; these have discouraged farmers/peasant's income and development.

In service, KAD covers Karagwe, Kyerwa and Ngara Government administrative districts of the United Republic of Tanzania. The diocese is composed of 8 deaneries and 40 parishes. These parishes are served by 65 male and 5 female pastors; besides the evangelists who total up to 220. The number of evangelists is more or less equal to the congregations they serve because each servant oversees one congregation.

In Karagwe & Kyerwa districts there are 212 primary schools with total of more than 65,000 students enrolled. There are 47 secondary schools and three vocational training centres. There are three hospitals, four health centres and more than 50 dispensaries in the area. Out of these, ELCT KAD owns and administers one hospital and 4 dispensaries while the rest belong to Government and others are privately owned.

The major purpose of establishing KAD was to proclaim the good news of salvation by grace, rooted in faith in Jesus Christ. Through this proclamation, the human person is liberated physically, spiritually and mentally. The founding vision, mission and goals of KAD were as follows:

Vision

A Christ centered society that is joyful, peaceful and holistically empowered.

Mission

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.

Goals

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 engaging in diaconal activities and 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 of the diocese.
5. Enhancing gender equality in the community by empowering families.

Having been in existence for over twenty nine years KAD has grown and made outstanding achievements of increasing its number of believers from 70,900 in 2003 to the current estimated 150,000. It has also managed to position itself as the largest social service provider in the areas under its coverage. Statistics shows that KAD provides 40% of the social services within Karagwe and Kyerwa districts as per ratings for the private sector organizations within the district. They are reflected through various health and educational infrastructures that the diocese has managed to establish overtime. These include 3 primary schools, 1 hospital and 4 dispensaries, 2 Secondary schools, 4 Vocational centre, 1 Bible College, 1 Youth Centre and various income generating projects for women and youth.

With regard to the organizational structure, KAD has a clear division of roles between the diocese and Districts, Parishes to the Congregations. Diocese is the highest in the management structure headed by the Bishop. The administrative segment is headed by the General Secretary; it comprises staff at different levels. Some are based at the diocesan offices while others are in the institutions/centres, and respective projects.

2. Rationale for Strategic Planning

According to the evaluation outcomes, Karagwe diocese has successfully implemented its strategic plan for 2008-2013. There is every indication that the strategic plan has been successfully implemented to about 70 percent. The evaluation indicates that there are some of the activities that have not been fully implemented due to the complexity of processes and systems aggravated by the personnel structure. However, these have provided better learning opportunities for the diocese and in many senses the diocese is better placed to plan the next five year development plan and implement it.

KAD views strategic planning as a dynamic process influenced by the environment and the organizational climate. The forces in the internal functioning of the organization and the environment necessitate re-planning and re-organization that can only be realized through a comprehensive organization-wide planning expressed by strategic analysis, strategic choice

leading to strategic implementation. In other words, such circumstances have emerged during the evangelization work in the diocese through pastoral and integral development programs.

Specifically, the strategic planning process seeks to develop a five-year strategic plan that would provide strategic guidance and direction for the period 2014-2018 based on KAD vision, mission, and values that focus mainly on the preaching, evangelization and proclamation of the word of God to all believers. The scope of the task includes the following:

1. Identifying critical issues facing KAD in the implementation of evangelism and development work.
2. Assessing and determining programmes and areas that are successful, sustainable and which facilitate the achievement of KAD mission and vision.
3. Assessing the sustainability of KAD structures, programmes and systems.
4. Utilizing the findings 1-3 above and developing KAD strategic plan by using a log frame work approach.

3. Methodology

The strategic planning process conducted in a three day workshop held at Nkwenda Youth Training Centre, was based on the principles of action learning in which the 38 participants drawn from the congregations, districts and diocesan programs and institutions, leadership, and management/secretariat learned and acted at one and same time. Basically, the concept and practice of strategic planning was introduced to the participants through illustrated talks by the facilitator before they laid their hands on the substance of the process. Guiding questions and formats were provided and participants went ahead and carried out tasks in groups after which they made presentations in plenary for further discussions, agreement and synthesis. The methodology used was participatory aimed at ensuring ownership of the process and outcome by the organization. Both group and plenary sessions were highly participatory. Daily recapitulations enabled participants reflect on the events of the previous day and capitalized on the lessons learnt. The recaps enabled workshop participants see linkages in the activities of the three planning days. On the other side, the facilitators also benefitted from the recap as it was used to raise some of the concerns which needed to be addressed in the following sessions.

The preparation of the process was informed by the review of a number of documents including KAD vision and mission, goals and objectives and the progress reports of some of their programs. Illustrative materials provided to participants include notes on strategic planning, the strategic planning process and the planning tools for the SWOT analysis, and the logical framework analysis.

4. Organization of the Plan

The first section of the plan is the introduction comprising sub-sections on background information, the rationale for strategic planning, methodology and the organization of the plan. The second section includes the SWOT analysis and the critical issues. The following section covers the reviewed vision, mission, goals and the values of KAD. Section four gives a list of objectives for the achievement of each of the goals in the preceding section. Section five is a log frame of the strategic plan including goals, objectives, activities as well as objectively verifiable indicators,

means of verification and assumptions. The last section is on monitoring and evaluation for implementing the strategic plan. At the end of the plan there are three annexes including the strategic planning process, the strategic planning program and the participants' list.

II. SWOT ANALYSIS AND CRITICAL ISSUES

1. SWOT ANALYSIS

a) Internal Analysis

i. Vision, mission structure and roles

The vision and mission statements of the diocese are well-articulated and in essence explain what ELCT/KAD is, what it stands for and what it seeks to achieve. The mission specifies its target group – the community in the operational area and the strategies to be achieved in accomplishing it. The goals are well set and contribute comprehensively to the achievement of the mission. However, the vision and mission are not documented the constitution of the diocese and the majority of the stakeholder are not aware of these crucial statements.

The organization structure is attuned to the achievement of the mission of the diocese. The structure is simple indicating lines of communication and authority. The roles are documented in the constitution and other documents including the human resource manual. It is noteworthy that the functions of the diocese have increased, and in some cases not matched with changes in the structure. Organizational hierarchy is yet to be strictly observed in the implementation of day-to-day functions of the organization.

ii. Organizational values, leadership and management

The organization's practice and behavior are guided by a set of values that depict the character of Jesus Christ. The values were developed by the key stakeholders of the diocese in 2008 during the strategic planning process. The values are taught and preached and to some extent observed. However, there are instances of non-observance of values by some diocesan and institutions' leaders as well as staff at different levels.

The organization is lead by a committed Executive Council that provides strategic direction to be followed by the management. The management on its part is strong and focused in implementing its functions. The key decisions of the diocese are in the main made in a participatory manner through meetings. The guidelines to the leadership of the diocese are spelt out in the constitution and other documents which are seldom referred to by a good number of stakeholders.

The division of roles between governance and management is clear and hence no role conflicts. However, the composition of the board does not seem to be gender sensitive and there is development expertise that is seriously missing in the board.

iii. Development approach, activities and services

For some time, in the life of the diocese, the development approach has been inclined to service delivery and the activities as well as services delivered have been attuned to the needs of beneficiaries. The traditional approach, is slowly giving way to the rights based approach and advocacy is one of the main strategies used in the achievement of the mission. It is worth noting that the institutions owned and managed by the diocese have had positive impact in the community in the diocesan operational area in the districts of Karagwe, Kyerwa and Ngara.

It is however important to note the fact that the needs in the diocesan operation area in the areas of evangelism, Christian education and health have not been matched with the diocesan capacity to deliver.

iv. Systems and procedures

The diocese has developed systems and procedures exemplified by the human resource manual, financial manual and procedures and some administrative procedures. These systems and procedures are partially adhered to and there are instances of staff acting based on informal arrangements. Monitoring and evaluation is carried out in the diocese but no uniform system of monitoring and evaluation has been developed.

iv. Physical resources, systems and procedures

The diocese owns a number of compounds where diocesan institutions and Churches are built, office machines and equipment and a number of vehicles, among others. There are attempts to maintain the resources but it is far from adequacy. It has been noted that an increase in the number of staff due to increase in organizational functions has not been matched with increase in office space. .

v. Human resource practice

To a good extent, the diocese has competent and committed staff in different fields - mission and evangelism, Christian education, health and development. As mentioned earlier, some human resource systems have been put in place to guide human resource development in the diocese. The organization has programs of upgrading the knowledge and skills level of its staff to keep pace with changes in job requirements. There are instances of misallocation of human resources which should be corrected during this strategic plan.

In terms of systems of reward and motivation, loans are given to some permanent employees; short and long-term training and housing is provided to some members of staff. Some of the weak points in this regard include the fact that the scheme of service is not shared to most of the diocesan staff; the rewards are not uniform – it all depends on the institution the staff is working in; no uniformity in contracts and staff benefits – including gratuity. Some diocesan staff does not receive yearly increments.

vi. Accountability and sustainability

The organization structure defines the lines of accountability and they are to a good extent adhered to. Accountability is also expressed in form of reporting at different levels and effective monitoring and evaluation of projects and other initiatives. There are instances of not strictly following the established lines of accountability especially in different aspects of reporting and expression of responsibility or answerability. There is a problem of not producing the reports on time apart from the fact that the written reports do not have a uniform structure due to lack of in-house format.

The diocese is doing pretty well in terms of organizational/program sustainability. For instance some programs have in-built components of sustainability for example capacity building of local groups, use of local leadership and structures as well as community involvement, knowledge and resources. The offerings from Church members increase year after year and there are still partners who are still willing to support the diocese financially and technically. Furthermore, ELCT/KAD has hundred years of existence – stable leadership, reputation, and experience in delivering spiritual, social and economic services. The diocese operates within a large network of the Evangelical Lutheran Church in Tanzania. However, dependence on external financial sources is still high compared to financial resources generated locally. Further, the diocese does not have a sustainability strategy.

b) External Analysis

i. Politics, government, policies and laws

There are some elements of good governance that can be taken advantage of including the gesture of separation of powers between the executive, judiciary and legislature, the presence of a multi-party system with all its shortfalls, the splitting of Karagwe district into Karagwe and Kyerwa districts. There are laws and policies that safeguard the interests of the diocese in establishing and managing educational and health institutions, among others. There are some elements of rule of law that could be taken advantage of in running the business of the diocese. Threats that tend to restrain forward movement include government bureaucracy in registration of schools and other institutions, unclear government structure and operation of its institutions and above all corruption. With regard to policies, it takes a long time for policies to be implemented and some are not enforceable because they are not backed by laws and formulation of some policies does not extensively involve relevant stakeholders.

ii. Social services

There are overwhelming needs in the community for social services and the government has had a tradition of collaborating with non-state actors in the provision of these services especially education and health. Further, there exists laws and guidelines that allow the Church to provide social services. Some of the challenges include the unreliability of government school inspectorate, selective funding by government which excludes Church institutions especially primary and secondary schools, ever changing school curricula and policies and the tendency of government institutions to compete with those owned by the Church.

iii. Economy

There are a number of opportunities that could be taken advantage of including growing gross domestic product, discovery of natural gas and minerals, growth of tourism based on the availability and development of natural resources. However, macro economic development does not seem to have a positive impact on micro economic development; the gap between the rich and poor is widening; the policies on management of resources are poorly enforced: the inflation has been on the rise for some time and the national debt has been growing. The problem of lack of transparency and accountability is becoming entrenched with time.

iv. Infrastructure and media

Some roads are accessible throughout the year, there is an air strip in the vicinity of the diocesan headquarters and a trunk road linking Karagwe and other districts is in the process of construction. Power and communication have been developed, building materials are available and labour is rather cheap. With regard to media, there are laws and policies that allow establishment of media, the presence of local radio stations and access to national newspapers and TV could be taken advantage of in development endeavours. The threats that have to be grappled with include unavailability of telephone services and electricity in some parts of the areas served by the diocese, some roads are only passable in the dry season and the fact that Ihanda airstrip is not well developed and underutilized. With regard to media, most media channels are urban based and some of the media houses give information that is contrary to the values of the Church. At national level freedom of the press is not as free as it should be.

v. Community/Society and culture

There are clearly defined social structures that provide good entry points for community engagement. Use of common language – Kiswahili, is another opportunity that should not be overemphasized and similarities in people's sub-cultures in the areas served by the diocese, apart from the existence of some positive cultural traditional practices that promote positive moral practices. Threats in this regard include male domination particularly in the decision making positions as well as access and ownership to the resources as well as belief and practice in sorceries and superstitions.

vi. Donor, partners and CSOs

There is willingness on the part of donors and partners to work with civil society organizations in different aspects of development work. A firm conviction on the part of donors and partners that impact in development work can only be realized by working through local actors. However, there are challenges of stringent donor conditionalities and change in funding trends by traditional and other donors. Good cooperation and networking with some FBOs/NGOs to address specific issues of concern. The gray side includes competition for believers and in service delivery leading to duplication of services and confusion to the target group.

2. CRITICAL ISSUES FOR KARAGWE DIOCESE

The internal and external analysis and the observations made in the evaluation of the previous strategic plan formed the basis of the critical issues to be addressed in the next five years as the 2014-2018 strategic plan is being implemented. The critical issues are:

1. The majority of stakeholders are not aware of the vision and mission of the diocese.
2. Programs are not well stored, shared, coordinated and implemented.
3. Systems and procedures are not effectively followed.
4. Improvement of human resource practice in KAD.
5. Lack of sustainability strategy
6. Christian education, evangelism and mission activities are inadequate especially in parishes, schools and health institutions.
7. Values are sometimes not adhered to by some diocesan and institutions' leaders and workers.
8. Failure by the Government to recognize/acknowledge the Church as complementary partner in service delivery mainly when it comes to establishment and management of health and education centres.
9. No clear participatory approach in formulating, implementation and evaluation of policies and laws.
10. Economic policies which do not favor the integral economic development of the people.
11. Low level of education of the community and cultural practice which affect more the female gender by limiting their choices and participation in community development.
12. Higher concentration of technological advancement only in urban areas.
13. High inflation and national debt.

III. VISION, MISSION, GOALS AND VALUES

1. KAD VISION

A Christ centered society that is joyful, peaceful and holistically empowered.

2. KAD MISSION

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

3. KAD GOALS

- 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 engaging in diaconia activities and 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 of the diocese.**
- 5. Enhancing gender equality in the community by empowering families.**

4. KAD VALUES

- Love and care**
- Integrity**
- Righteousness**
- Responsibility and Transparency**
- Cooperation and communion**
- Devotion**

IV. OBJECTIVES

- 1.1 Word of God proclaimed in all areas of Karagwe Diocese.
 - 1.2 Christian education offered to all (categories of the population).
 - 1.3 Advocacy mainstreamed in mission work of the diocese
 - 1.4 New congregations, parishes and districts established.
 - 1.5 Church buildings constructed and maintained.
- 2.1 Access to and quality of health services improved.
 - 2.2 Diaconia activities and services improved and delivered.
 - 2.3 Access, delivery and affordability of quality education improved.
 - 2.4 Karagwe University College (KARUCO) of Agriculture and Environmental Sciences established.
- 3.1 Communities are empowered on access and appropriate use of local resources including environmental improvement.
 - 3.2 Economic status of low income earners in the community raised.
 - 3.3 Good governance and community independence advocated for and increased.
- 4.1 Staff requirements achieved and capacities built
 - 4.2 Organizational structure, systems and procedures enhanced
 - 4.3 Necessary infrastructure and equipment built/acquired and maintained.
 - 4.4 Advocacy programs established and activities mainstreamed in the diocesan operational framework.
 - 4.5 Business and income generation investments established and/or improved
- 5.1 Positive attitudes and practices towards gender issues in families promoted.
 - 5.2 Equity and equality on access to, and control over resources among family members practiced.
 - 5.3 Gender mainstreamed in all diocesan programs.

V. LOGICAL FRAMEWORK ANALYSIS FOR KAD STRATEGIC PLAN 2014-2018

	Goal	Objectives and activities	Objectively Verifiable indicators	Means of Verification	Assumptions
1	Building a Community with a strong and stable Christian faith through proclaiming and teaching the word of God.	Objective 1.1 Word of God proclaimed and taught in all areas of Karagwe diocese Activities 1.1.1 To conduct worship services in all congregations. 1.1.2 To conduct open air meetings. 1.1.3 To conduct seminars, training and workshops. 1.1.4 To acquire modern equipment for mission and evangelism. 1.1.5 To coordinate scripture ministries, Church supplies and disseminate them.	<ul style="list-style-type: none"> • Worship services conducted in all congregations. • 400 open air meetings conducted (2 every year per parish). • Various seminars conducted: 240 seminars on leadership (1 every parish per year and 1 every district per year), 200 seminars on women and development (1 every parish per year), 240 seminars on youth (1 every parish per year and 1 every district per year). • Modern music instruments purchased in 88 different congregations (40% of all congregations). • Various scriptures purchased and distributed/sold. 	<ul style="list-style-type: none"> • Parish and congregation registers. • Monthly, quarterly and annual reports. • Workshop and training reports. • Orders, delivery notes, receipt books, payment vouchers and inventory list. 	<ul style="list-style-type: none"> • Stakeholders' willingness to support the process. • The Government prevailing policies remain stable.
		Objective 1.2 Christian education offered to all (categories of the population). Activities: 1.2.1 To recruit and train Christian educators at all levels. 1.2.2 To purchase teaching aid materials. 1.2.3 To coordinate TSCF activities in all schools and institutions. 1.2.4 To coordinate Christian education lessons in	<ul style="list-style-type: none"> • 127 Christian education teachers recruited and trained (missing number according to the number of schools and colleges). • Books and other materials purchased and distributed/sold. • Attendance of students for national and Easter conferences increased. • 9 TSCF branches established and strengthened. • 240 seminars on Christian education conducted (1 every parish per year and 1 every district per year). • 1,500 seminars on stewardship conducted 	<ul style="list-style-type: none"> • Attendance and testimonial meetings. • List of employment files. • Orders, delivery notes, receipt books, payment vouchers and inventory list. • Register and reports. • Training and monitoring reports. • Christian education coordinators in Districts. 	<ul style="list-style-type: none"> • Stable economy. • Willingness of the community to participate.

	<p>1.2.5 schools and institutions. To conduct Bible study seminars on stewardship and family responsibilities for youth and adults.</p> <p>1.2.6 To conduct Sunday school teachings, confirmation, training in all congregations.</p>	<p>(1 every congregation per year and 2 every parish per year).</p> <ul style="list-style-type: none"> • 200 seminars on Sunday school conducted (1 every parish per year). • 1,100 Confirmation classes taught. 	<ul style="list-style-type: none"> • 	
	<p>Objective 1.3 Advocacy mainstreamed in the mission work of the diocese</p> <p>Activities</p> <p>1.3.1 To make expose all ministers to RBA.</p> <p>1.3.2 To integrate evangelization with gender issues.</p> <p>1.3.3 To design programs aimed at raising the voices for the oppressed and marginalized people in the society.</p>	<ul style="list-style-type: none"> • All pastors and deacons trained. • Attitudes and behavior on oppressive traditions changed. • Programs designed and implemented • The society in intervention areas is empowered on fighting for rights. 	<ul style="list-style-type: none"> • List of attendants • Progress reports • Survey reports. • Parish reports 	<ul style="list-style-type: none"> • Willingness of the community to understand their rights.
	<p>Objective 1.4 New congregations, parishes and districts established</p> <p>Activities</p> <p>1.4.1 To establish new congregations, parishes and Districts.</p> <p>1.4.2 To supervise the development of newly established congregations, parishes and districts.</p>	<ul style="list-style-type: none"> • 10 congregations established. • Parishes established. • Districts established. • New units effectively supervised and meeting the objectives for which they are established. 	<ul style="list-style-type: none"> • Registers • Congregation, parish and district reports. • Financial reports. • Interview reports. 	<ul style="list-style-type: none"> • Church members and the community I general willing to collaborate.

		<p>Objective 1.5 Church buildings constructed and maintained.</p> <p>Activities</p> <p>1.5.1 To construct 50 new Church buildings, constructed and maintain existing ones.</p> <p>1.5.2 To construct a new modern church in Kayanga town</p>	<ul style="list-style-type: none"> • 50 new Church buildings constructed and existing ones maintained. • 1 Church constructed in Kayanga town. • Conducive environment created for worshipers 	<ul style="list-style-type: none"> • Financial reports and material supplied list. • Fixed assets register. • Visitation/supervision reports 	<ul style="list-style-type: none"> • Members of the Church and other stakeholders will see the value of the exercise.
2	<p>Building a healthy and educated community by engaging in diaconia activities and providing accessible and affordable social services.</p>	<p>Objective 2.1 Access to and quality of health services improved.</p> <p>Activities</p> <p>2.1.1 To recruit, employ and retain qualified personnel.</p> <p>2.1.2 To carry out long and short term in-service training.</p> <p>2.1.3 To conduct maintenance on present infrastructures of the hospital and dispensaries.</p> <p>2.1.4 To procure and supply facilities with necessary working tools.</p> <p>2.1.5 To develop and implement PHC programs.</p> <p>2.1.6 To conduct health research, documentation and publication.</p>	<ul style="list-style-type: none"> • Reduced qualified staff deficit gap from 60 to 40%. • 80% of the existing staff (286) trained. • 90% of buildings/infrastructures renovated to the acceptable standards for the intended services delivery. • Availability of working tools at stations by 90%. • At least two programs initiated under PHC. • Reduced morbidity and mortality rate by 75% in PHC operational areas. • At least five researches done and published/shared. 	<ul style="list-style-type: none"> • Human resource reports contracts. • Annual/ monitoring reports and documentation • Registers • Staff employment reports. • Physical state of the structures reports. • Inventory • Health survey reports and statistics. • Research. documentations and publications. 	<ul style="list-style-type: none"> • Qualified staff available in the labour market. • Stable disease pattern. • Willingness of researchers to work in KAD facilities. • Continued support of internal and external stakeholders. • National and global economic growth remains stable.
		<p>Objective 2.2 Diaconia activities and services improved and delivered.</p> <p>Activities</p> <p>2.2.1 To conduct seminars/training for Diaconal Committees/trainers.</p> <p>2.2.2 To engage Church members in</p>	<ul style="list-style-type: none"> • At least 200 seminars/trainings conducted in parishes. • At least 2 trainers engaged in each parish. • At least 50% of all diocesan congregations have functional structures and strategies for diaconal work. 	<ul style="list-style-type: none"> • Activity reports, photos, registers, congregational/ parish reports. • Documentation of success stories, budgets and financial 	<ul style="list-style-type: none"> • Internal and external stakeholders are supportive. • National and global economy grows/ remains stable.

		<p>diaconal work in their congregations.</p> <p>2.2.3 To plan and conduct fundraising events.</p> <p>2.2.4 To establish cooperation and networks with other stakeholders.</p> <p>2.2.5 To collaborate with other KAD Departments.</p> <p>2.2.6 To economically advocate and empower individuals /community through Rights - Based Approach</p> <p>2.2.7 To provide social services on basic needs.</p>	<ul style="list-style-type: none"> • At least 50% of all congregations organize and conduct fundraising events every year including donations/ collection of personal materials. • Internal support of diaconal activities by 30% • KAD collaborates with other stakeholders in diaconal work 	<p>reports.</p> <ul style="list-style-type: none"> • Records of projects/ activities conducted in collaboration with other stakeholders. 	<ul style="list-style-type: none"> • Increased practice in good governance.
		<p>Objective 2.3 Access, delivery and affordability of quality education improved.</p> <p>Activities</p> <p>2.3.1 To recruit, employ and retain qualified personnel.</p> <p>2.3.2 To carry out sustainable in-service training.</p> <p>2.3.3 To maintain the existing infrastructures/to construct new structures.</p> <p>2.3.4 To purchase and put in place adequate and reliable teaching, learning and sports materials.</p> <p>2.3.5 To establish new schools and vocational training centers</p> <p>2.3.6 To procure vehicles for schools.</p>	<ul style="list-style-type: none"> • Ratio of at least 1 teacher to 30 students attained and maintained. • Staff turnover rate reduced • Academic performance: exam results improved • 60% of staff has access to soft loans (cash and material). • At least 50% of the existing staff trained. • 100% of the planned maintenance at each institution done. • Planned structures at each institution completed by 100%. • Ratio of at least 1 book to 1 student attained • School libraries equipped with at least 70% of text books, references and other materials. • Laboratory science kits acquired. 	<ul style="list-style-type: none"> • Contracts human resource registers, personal files. • Staff development reports • Reports, status of the structures on site, photos • Books in libraries • Laboratory science kits • Sports gears • Vocational training tools. • Schools' registration documents • Facilities on site • Vehicles. 	<ul style="list-style-type: none"> • Qualified/ require personnel available in the market • Self development drive among staff is high. • Technical know-how on running of the projects available • Capital funding available

	<p>2.3.7 To maintain and initiate income generating projects.</p> <p>2.3.8 To introduce IT programs in schools</p>	<ul style="list-style-type: none"> • Sports gear available. • Teaching/vocational training tools acquired. • 1 vocational training centre established (in Ngara). • Two secondary schools built (in Ngara and Kyerwa) one in each district. • 1 English Medium School opened (in Ngara) • At least 1 vehicle for each institution acquired • At least 2 income generating project per school. • IT teaching materials procured. • IT teachers employed. • 80% of students gained knowledge on IT. 	<ul style="list-style-type: none"> • Reports, financial statements. • Inventory/register • Employment records/contracts • Student program registers, final exam results. 	
	<p>Objective 2.4 Karagwe University College (KARUCO) of Agriculture and Environmental Sciences established</p> <p>Activities</p> <p>2.4.1 To publicize KARUCO to internal and external stakeholders.</p> <p>2.4.2 To construct buildings and other infrastructure.</p> <p>2.4.3 To procure necessary learning and teaching material.</p> <p>2.4.4 To conduct surveys and researches.</p> <p>2.4.5 To develop and register curriculum/syllabi and other necessary documents.</p> <p>2.4.6 To process the registration.</p>	<ul style="list-style-type: none"> • 1000 flyers produced and distributed; KARUCO website established; use of mass media and other means. • Library and media centre, 4 lecture halls, 2 laboratories, 5 staff houses, assembly hall, 2 lecture theatres, cafeteria, water storage systems, hostels constructed. • 100 computers, necessary books acquired, e-book library established, demonstration equipment and facilities in place, 2 mini tractors, and other farming machineries, irrigation facilities • At least 5 researches (on soils, water, renewable energies, etc.) done, documented and shared; • University journal established. • Curriculum developed. 	<ul style="list-style-type: none"> • Interview reports, academic transcripts and CVs • Survey reports • Contract documents. • Admission lists • Minutes of the meetings and other correspondences • Order books, GRN and delivery notes • M\$E reports 	<ul style="list-style-type: none"> • Partners and donors willingness to support the project. • Academic and non-academic people willing to work in Karagwe.

		<p>2.4.7 To establish networks and cooperation with internal and external education/development stakeholders.</p> <p>2.4.8 To organize and conduct fundraising events.</p> <p>2.4.9 To recruit and employ qualified personnel</p> <p>2.4.10 To enroll students</p>	<ul style="list-style-type: none"> • Syllabi for agriculture, education and IT courses in place. • All necessary documents available. • Provisional certificate of registration acquired. • Committed and cooperative partners won, • At least 10 technical cooperation agreements signed with other institutions/ organizations. • At least 7 external fundraising events conducted. • At least 10 internal fundraising events conducted. • Use of fundraising envelopes in all diocesan congregations/ institutions. • At least 60 teaching and non-teaching staff recruited and employed. • At least 500 students enrolled 		
3	<p>Improving economic status of the communities through income generating and environmental conservation activities.</p>	<p>Objective 3.1 Communities are empowered on access and appropriate use of local resources including environmental improvement.</p> <p>Activities</p> <p>3.1.1. To form development committees to take action and responsibilities in planning, sensitization and follow up in each district.</p> <p>3.1.2. To get facilitators for training the congregations on good use of local resources and time</p>	<ul style="list-style-type: none"> • 16 development committee in place and functioning in the Diocese. • Good trainers in place. • 200 seminars held and the contents covered in each. • People have started to work harder and effectively working together in families and groups. • 1.5 millions' of trees planted. • Soil erosion reduced by 70%. • Waste holes in place for 80% at household level. • Cutting trees reduced by 55%. 	<ul style="list-style-type: none"> • Monthly, quarterly and final progressive reports. • Minutes of meetings, • Seminar reports. • Interview reports. • Reports on advocacy activities. 	<ul style="list-style-type: none"> • People are willing to learn and change attitude and behavior. • Other stakeholders e.g. village governments willing to cooperate.

		<p>productivity.</p> <p>3.1.3. To conduct seminars on environmental conservation, bee keeping and preservation of water sources.</p> <p>3.1.4. To sensitize the communities to plant trees</p> <p>3.1.5. To advocate for law enforcement against bush fires.</p> <p>3.1.6. To support farmers to preserve indigenous trees.</p> <p>3.1.7. To maintain tree nurseries.</p> <p>3.1.8. To facilitate community advocacy against bush burning.</p>	<ul style="list-style-type: none"> • Natural vegetation maintained around water sources by 50%. • Bush burning reduced by 50%. • 60% of the community involved in fighting against bush fire. 		
		<p>Objective 3.2 Economic status of low income earners in the community improved.</p> <p>Activities:</p> <p>3.2.1 To impart knowledge on saving, loans management and repayment to indentified beneficiaries.</p> <p>3.2.2 To support sustenance of current SACCOS and VIKOBA.</p> <p>3.2.3 To facilitate provision of extension services on SACCOS and VIKOBA.</p> <p>3.2.4 To provide knowledge and skills on entrepreneurship.</p> <p>3.2.5 To facilitate the establishment of new VIKOBA and VSLA</p>	<ul style="list-style-type: none"> • Number of beneficiaries on knowledge on saving, loan management and repayment. • Skills beneficiaries on entrepreneurship. • 99 SACCOS and 50 VIKOBA groups maintained and in operational. • 30 VIKOBA and 30 VSLA established. • 500 small business projects established at household level. • Reduced dependence syndrome increased independence syndrome 	<ul style="list-style-type: none"> • SACCOS records and progress reports. • Evaluation reports. • Reports on training • Projects reports • Interview reports. 	<ul style="list-style-type: none"> • Current economic policies will be sustained. • Low income earners will be motivated to participate in the interventions. • Other stakeholders at the community level will cooperate.

		<p>Objective 3.3 Good governance and community independence advocated for and increased.</p> <p>Activities</p> <p>3.3.1 To conduct sensitization seminars for leader on roles and responsibilities and need for fulfilling them.</p> <p>3.3.2 To conducting seminars on agriculture best practices, marketing, family budget, household decision making, loans access and management.</p> <p>3.3.3 To conducting farmers' study visits' within and outside the project areas.</p> <p>3.3.4 To support farmers in searching for market information.</p> <p>3.3.5 To training of KAD management on advocacy issues.</p> <p>3.3.6 To conducting monthly opinion leaders' meetings on household conflict resolution.</p> <p>3.3.7 To sensitize farmers on the need for attending different developmental meetings including sub-village meetings and giving their opinions.</p> <p>3.3.8 To sensitize farmers on their rights and the need for claiming them at different levels of government.</p>	<ul style="list-style-type: none"> • 100 seminars conducted. • 30 farmers study visits attended. • 55% of farmers involved are accessing extension services. • Over 60% of government leaders at local level organize meetings were people are actively attending and giving out their opinions. • Over 50% of farmers have reduced selling of pre-mature crops (butura). • KAD is actively promoting advocacy networking at different levels. • Over 70% of the farmers in the project villages prepare annual household budgets. • Over 70% of farmers sell their crops jointly using their mobile phones to develop market information networks. • Over 70% of farmers have knowledge on their rights and have started to claim them at different levels. • Over 50% of farmers have started saving by adopting VIKOBA and VSLA. • 25 radio programs developed and broadcasted in local radio. 	<ul style="list-style-type: none"> • Farmer's harvest reports. • Visitors' books. • Monthly, quarterly, and annual reports. • Monitoring and evaluation. • Committees' supervisory reports. • Seminar attendance registers. • Farmers monthly meeting reports. 	<ul style="list-style-type: none"> • Willingness of people to participate. • Respective stakeholders willing to cooperate. • Economic conditions will not worsen.
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		<p>3.3.9 To conduct coordination meeting within diocesan projects on advocacy related issues.</p> <p>3.3.10 To facilitate network building between extension officers and farmers.</p> <p>3.3.11 To prepare and air radio programmes on key advocacy issues.</p>			
4	Enhancing the institutional development of the Diocese.	<p>Objective 4.1 Staff requirements met and capacities built.</p> <p>Activities</p> <p>4.1.1 To recruit and train new personnel for Church work.</p> <p>4.1.2 To organize staff training according to the needs of both staff and KAD.</p> <p>4.1.3 To review and institute KAD scheme of service.</p>	<ul style="list-style-type: none"> • New staffs in KAD offices and its institutions recruited – 5 staff for the head office, 6 at Karagwe Hotel and for the rest of institutions refer to goals one and two. • 10 new pastors and 100 evangelists trained. • KAD departments, parishes and units adequately staffed with qualified personnel. • Improved work performance at different levels in the diocese. • Scheme of service improved according to prevailing needs and implemented. • Staff motivation increased 	<ul style="list-style-type: none"> • Personnel records and reports. • Certificates of achievements and attendance. • Reports on training. • Employment contracts • Performance reports. 	<ul style="list-style-type: none"> • Employees are interested to work & stay within KAD
		<p>Objective 4.2 Organizational structure, systems and procedures enhanced</p> <p>Activities</p> <p>4.2.1 To revisit the existing structure, systems and procedures and make the necessary amendments.</p> <p>4.2.2 To disseminate amended</p>	<ul style="list-style-type: none"> • Organization structure, systems and procedures reviewed and disseminated to all institutions • 1000 copies of amended KAD constitution distributed to stake holders. • Manuals and guidelines available at all KAD office levels. • Systems and procedures of accounting, reporting, staff appraisal and recruitment in 	<ul style="list-style-type: none"> • Office records and reports • Scheme of service document. • Printed manuals. • Monitoring and evaluation reports. • Performance reports 	<ul style="list-style-type: none"> • The necessary expertise will be available

		<p>structure, systems and procedures to staff and other stakeholders and put in place a mechanism for ensuring that they are adhered to.</p> <p>4.2.3 To monitor and evaluate use and adherence to systems and procedures.</p>	<p>use in managing the affairs of the diocese.</p> <ul style="list-style-type: none"> Increased transparency in personnel and office administration. 		
		<p>Objective 4.3 Necessary infrastructures and equipment built, acquired and maintained.</p> <p>Activities</p> <p>4.3.1 To formulate preventive and maintenance policy/program.</p> <p>4.3.2 To build/establish new infrastructure (buildings) according to priorities.</p> <p>4.3.3 To procure/acquire modern working equipments.</p> <p>4.3.4 To establish and maintain fixed assets registers at all levels</p>	<ul style="list-style-type: none"> Preventive and maintenance policy program in place. Improved quality of infrastructure maintenance. Number of buildings constructed and maintained. Equipment purchased and in use. Implemented RPM plans Adequate working space, office equipment, IT equipment and transport facilities etc. Fixed assets of KAD at all levels properly documented and secured. 	<ul style="list-style-type: none"> Assets stock list Annual reports Signed contracts Physical verification reports. Fixed asset registers Policy and program reports 	<p>The inflation rate will not continue to sky rocket.</p>
		<p>Objective 4.4 Advocacy programs established and activities mainstreamed in the diocesan operational framework.</p> <p>Activities:</p> <p>4.4.1 To establish advocacy desk and appoint functioning advocacy coordination staff.</p> <p>4.4.2 To put in place a program for the participation of KAD</p>	<ul style="list-style-type: none"> Advocacy desk established at the diocesan level. Advocacy activities effectively mainstreamed in diocesan activities. KAD management has action plans showing their participation in advocacy work. Church members and other stakeholders able to raise their voices on rights issues that concern them. 	<ul style="list-style-type: none"> Diocesan progress reports Action plans Monitoring reports Personnel reports 	

		<p>management in advocacy work at different levels of the diocese.</p> <p>4.4.3 To monitor the implementation of the program and generally implementation the mainstreaming of advocacy.</p>			
		<p>Objective 4.5 Business and income generating investments established and/or improved.</p> <p>Activities</p> <p>4.5.1 To establish a hotel with conference facilities at Kyerwa (new district).</p> <p>4.5.2 To build medium size ware houses in each of the seven districts of the diocese.</p> <p>4.5.3 To establish at least two bookshops to meet the needs of the Kayanga and Omurushaka communities.</p>	<ul style="list-style-type: none"> • Business ventures established in the diocesan operational area. • Income realized by businesses established by the diocese. • Increased financial sustainability of the diocese. • Increase in the stabilization of prices of farmers and financial empowerment of Church members. 	<ul style="list-style-type: none"> • Financial reports. • Business plans • Architectural designs • Progress reports. • Farmers interview reports. 	<ul style="list-style-type: none"> • Priority business ventures are viable
5.	<p>Enhancing gender equality in the community by empowering families and institutions.</p>	<p>Objective 5.1 Positive attitudes and practices towards gender issues in families promoted.</p> <p>Activities</p> <p>5.1.1 To Identify candidates for TOT's course and train them on gender issues.</p> <p>5.1.2 To organize resources for training, develop training package and train selected community members on various</p>	<ul style="list-style-type: none"> • 30 trainers trained. • Training package in place (stationery, funds, resource person/facilitator, venue) • 80 seminars conducted for men, women, boys and girls attended, participated and raised their issues accordingly. • Beneficiaries able to define and explain reasons for gender inequalities. • Increased participation of female and male genders in decision making at different levels. 	<ul style="list-style-type: none"> • A list of trainers • Receipts, orders, delivery note, payment list. • Lists of seminar participants. • Training reports. • Monitoring and evaluation reports. • Interview reports. 	<ul style="list-style-type: none"> • Potential trainers on gender issues will avail themselves. • Community readiness to change their attitude on gender discrimination.

	<p>issues on gender.</p> <p>5.1.3 To monitor and evaluate the outcome of the activities.</p>	<ul style="list-style-type: none"> • Increased gender sensitivity in targeted communities. 		
	<p>Objective 5.2 Equity and equality on access to, and control over resources among family members practiced.</p> <p>Activities</p> <p>5.2.1 To carryout gender assessment in the community.</p> <p>5.2.2 To identify gaps in knowledge of education in regard to equity on sharing of resources.</p> <p>5.2.3 To conduct seminars on human rights, gender perspectives and development.</p> <p>5.2.4 To build the capacities of marginalized groups on entrepreneurship skills and facilitate the establishment of Income generation activities.</p> <p>5.2.5 To collaborate and network with other partners with similar activities/objectives.</p>	<ul style="list-style-type: none"> • 16 focus group discussions conducted. • 40 seminars on equal participation of men and women in decision making forums. • Percentage increase in women able to decide on use of income jointly generated. • Percentage increase of widows and other vulnerable groups able to participate in decisions on issues that concern them. • 40 seminars on entrepreneurship development and establishment of Income generation activities for marginalized groups. • Increase in income levels of supported marginalized individuals. 	<ul style="list-style-type: none"> • Gender assessment report. • Progress reports. • Seminar reports • Minutes of meetings • Interview reports. 	<ul style="list-style-type: none"> • Community will accept changes on cultural and traditional practices.
	<p>Objective 5.3 Gender mainstreamed in all diocesan programs.</p> <p>Activities</p> <p>5.3.1 To develop an assessment tool for information gathering on gender equality and equity, conduct an assessment and share the results to the</p>	<ul style="list-style-type: none"> • Assessment tool developed and assessment on gender equality and equity conducted. • Number of engagements on gender sensitization conducted. • Percentage increase in women employed at different levels in the diocese. • KAD management and staff able to 	<ul style="list-style-type: none"> • Records of questionnaires • Staff applications and certificates • Attendance records • Department reports 	<ul style="list-style-type: none"> • The diocesan staff and other stakeholders will be positive on gender equity and equality.

		<p>stakeholders.</p> <p>5.3.2 To advocate for affirmative action on employment as well as on job / in-service training.</p> <p>5.3.3 To sensitize the KAD management/school board members, head of KAD units on gender equity and equality in staff establishment.</p>	<p>articulate gender issues and commitment to gender equality.</p>		
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VI. MONITORING AND EVALUATION

1. Monitoring

The importance of monitoring the implementation of the strategic plan lies in the fact that it facilitates continuous checking on the progress made in the implementation of the plan; helps to identify areas of weakness to serve as points for corrective actions; serves to show different approaches and procedures that are followed in execution of the plan; enables the organization capture important lessons, best practices that can influence decision making; helps KAD instill a sense of responsibility, accountability, efficiency and effectiveness among different players charged with the implementation. Monitoring also serves as a guide in determining the extent of achievements based on the indicators and assumptions made at the planning stage.

Programme staff including coordinators and managers will carry out monitoring parallel to supervisory activities using the logical framework and other tools. Monitoring reports indicating what is implemented in relation to what has been planned will provide a clear picture in narrative and financial terms and hence give an indication of effectiveness and efficiency in the implementation of strategic plan activities. A participatory approach shall be used in data/information collection. Various methods ranging from interviews, questionnaires, focus group discussion, KAP survey and observations among others - shall be deployed as may be deemed suitable.

Monitoring shall be an ongoing process both for the strategic plan and programs. The latter will be carried out as an integral part of the organization's strategic plan. Monitoring expressed in progress reports will be available at different levels in accordance with the requirements of the organization and other stakeholders, say donors, government and other actors.

2. Evaluation

Evaluation shall be carried out to assess achievements, effects and impact of the strategic plan. On the other hand, evaluation shall serve to capture key elements of organization learning for improvement and decision-making. Furthermore, evaluation shall be conducted as part of the requirements of donors and other stakeholders including the Diocesan Executive Council as a means of enhancing the credibility and legitimacy of the diocese.

Evaluation is rather medium and long term in nature seeking to assess the efficiency, effectiveness, relevance and sustainability of interventions of the strategic plan. In the most ideal sense, effective evaluation is conducted against well documented baseline information indicating the situation before the implementation of the strategic plan. The evaluation package would constitute mainly the mid-term review or evaluation and the final evaluation. The former is carried out half-way through the implementation of the strategic plan and the latter carried out at the end of the strategic planning period. In both cases, evaluations should be conducted by external consultants for purposes of objectivity. Annual reviews will be conducted internally and will arguably contribute towards successful mid-term and final evaluations. In all three cases, lessons should be systematically captured and shared for improvement of processes, outcomes and impact.

Annex 1 The Strategic Planning Process

THE STRATEGIC PLANNING PROCESS FOR KARAGWE DIOCESE

Step 1 Revisit the SWOT Analysis

Revisit the SWOT analysis conducted in 2008 by analyzing what has been happening in and outside the organizations by answering the following questions:

- a) What strengths and opportunities have persisted or experienced some improvement?
- b) What weaknesses and threats have been dealt with and turned into strengths and opportunities respectively?
- c) What weaknesses and threats have persisted or gotten worse?
- d) What are new strengths and weaknesses/ opportunities and threats that have been experienced in the course of implementing the strategic plan 2008-2013?

Step 2 Revisit critical issues

Revisit critical issues on the basis of revisited SWOT analysis by answering the following questions:

- a) What are the critical issues that are still holding (give reasons)?
- b) What are the critical issues that are no longer holding (give reasons)?
- c) What are the new critical issues for KAD that have arisen in the course of implementing the KAD strategic plan 2008-2013?
- d) Draw a new list of KAD critical issues to be addressed by the new strategic plan 2014-2018.

Step 3 Review vision, mission and goals

Review vision, mission and goals based on the findings of the evaluation, the revisited SWOT analysis and critical issues based on a number of questions:

- a) To what extent are vision, mission and goals developed in 2008 still relevant?
- b) Would you like to have vision, mission and goals changed/adjusted?
- c) If the answer is yes in b how would you like them changed or adjusted?

Step 4 Revisit/set objectives

Revisit the objectives for each of the goals by using the questions in step 3 above. The groups may have to set new objectives following changes/adjustments in goals or in case of mainstreaming cross cutting issues especially advocacy.

Step 5 Revisit/develop activities

Develop activities for each of the objectives adjusted or set by using questions in steps three and four.

Step 6 Develop log frame for KAD strategic plan 2014-2018

Develop log frame for KAD strategic plan by including goals, objectives and activities in the vertical axis and objectively verifiable indicators, means of verification, and assumptions in the horizontal axis.

Annex 2 Strategic Planning Programme

EVANGELICAL LUTHERAN CHURCH IN TANZANIA – KARAGWE DIOCESE

STRATEGIC PLANNING WORKSHOP

JUNE 20-23, 2013

Day/Date	Time	Activity/process	Responsible
Saturday 20/07/2013	08.30 - 10.30	Morning devotion	
		Aim of the workshop	General Secretary
		Overview of the process	Facilitator
		Revisit the SWOT analysis and critical issues. In groups participants revisit the SWOT analysis and critical issues for KAD SP 2008-2013	Facilitator Group leaders
	10.30 - 11.00	TEA BREAK	All
	11.00 – 13.00	Revisit SWOT analysis and critical issues. In groups participants revisit the SWOT analysis and critical issues for KAD SP 2008-2013	Facilitator Group leaders
		Revisit SWOT analysis and critical issues Groups present in plenary the outcomes of revisited SWOT analysis and critical issues with proposals for adjustments. Plenary discussions and agreements.	Facilitator Group leaders
	13.00 - 14.30	LUNCH BREAK	All
	14.30 - 17.00	Review vision, mission and goals In groups participants review vision, mission and goals in view of the revisited SWOT analysis/critical issues and the recommendations from the evaluation.	Facilitator
		Review vision, mission and goals Groups make presentation in plenary on reviewed vision, mission and goals including suggested changes. Plenary discussions and agreements	
Reflection of the day		Facilitator	
17.00-17.30	Evening devotion	.	
Monday 22/07/2013	08.30 - 1030	Morning Devotion	
		Administrative matters	General Secretary
		Set objectives In groups participants set objectives for each of the goals mainstreaming respective cross-cutting issues e.g. advocacy.	Facilitator Group leaders
	10.30 – 11.00	TEA BREAK	All
	11.00 – 13.00	Set objectives In groups participants set objectives for each of the goals mainstreaming respective cross-cutting issues e.g. advocacy.	Facilitator Group leaders

		Set objectives Groups presentations in plenary on set objectives. Discussions and agreements	Facilitator
	13.00 – 14.30	LUNCH BREAK	All
	14.30 – 17.00	Develop activities In groups participants develop activities for each of the objectives.	Facilitator Group leaders
		Develop activities Group presentations n plenary on the activities developed.	Facilitator Group leaders
		Reflection of the day	Facilitator
	17.00-17.30	Evening devotion	.
Tuesday 23/07/2013	08.30 – 10.30	Morning Devotion	
		Administrative matters	Facilitator
		Develop the log frame for KAD strategic plan In groups participants develop log frame for the strategic plan detailing the indicators, means of verification and assumptions.	Facilitator Group leaders
	10.30 – 11.00	TEA/COFEE BREAK	All
	11.00 – 13.00	Develop the log frame for KAD strategic plan In groups participants develop log frame for the strategic plan detailing the indicators, means of verification and assumptions.	Facilitator Group leaders
	13.00 – 14.30	LUNCH BREAK	All
	14.30 - 17.00	Develop the log frame for KAD strategic plan Group presentations in plenary on the log frame for KAD strategic plan.	Facilitator Group leaders
	17.00-18.00	Wrap up Way forward Closing	Facilitator General Secretary Bishop

Annex 3 List of Participants

LIST OF WORKSHOP PARTICIPANTS

S/n	Name	Position/Institution
1.	Bishop Dr. Benson Bagonza	Bishop of Karagwe .Diocese
2.	Rev. Yoram Karusya	Dean, Karagwe Diocese
3.	George NdBalema	Treasurer, Karagwe diocese
4.	Venance Thomas Mugenyi	Coordinator, ACP
5.	Emmanuel Ngobya	Office Supervisor-Head Office
6.	Jovian Tinuga	Personnel Officer
7.	Rev. Elias Bwenda	Mission Pastor
8.	Anderson Betuth	Teacher, Imani Primary School
9.	Theophilo Immanuel	Coordinator – MAYAJA
10.	Vicent Mukulu	Acting Head – Building Department
11.	Rev. Tacxavier Biita	Head – LOVTC
12.	Sister Edita Sylvester	Head – Department of Diakonia
13.	Rev. Elnathan Rubaga	Mission and Evangelism Department
14.	Rev. Anatory Kagaruki	District Pastor – Mabira
15.	Rev. Emmanuae Ngambeki	Head, Nkwenda Bible School
16.	Rev. Yeredi Wakami	District Pastor – Kyerwa
17.	Imani Yosia	Acting Head teacher Tegemeo Primary School
18.	Melisa Magilane	Assistant Coordinator – FAP
19.	Sister Florence Gatege	Nkwenda Diakonia
20.	Emilliana Bwenge	Ibamba Dispensary
21.	Dickson E. Musolin	Assistant Planning Officer – KAD
22.	Donatian Lufurano	Acting Headmaster, Karagwe Sec. School
23.	Rev. Jackson Kanyiginya	District Pastor – Bweranyange
24.	Rev. Uzima	District Pastor – Kituntu
25.	Gilbert Magande	Chief Interna Auditor –KAD
26.	Linda Mambo	Public Relations Officer – KAD
27.	Sophia Kanyamwege	Bweranyange Girls Secondary School
28.	Dr. Brighton Katabaro	KARUCO
29.	Rev. Pheneas Nkabalinda	District Pastor – Murongo
30.	Joram Kataraiia	Nyakahanga Hospital
31.	Reuben Christopher	Kyerwa District
32.	Anatoria Aligawesa	WWUJ – Karagwe Diocese
33.	Rev. jeremiah Rugimbana	NFTC
34.	Re. Joachim N. Makori	Member of Executive Council
35.	Rev. Begumisa Projectus	District Pastor – Ihembe
36.	Jonathan Ntimba	ELCT Jaragwe Hotel
37.	Dr. Andrew Charles	Nyakahanga DDH
38.	Elikana Kiiza	Member of Executive Council
39.	Evans e. Lushakuzi	Consultant