

Tanganyika Christian Refugee Service



COUNTRY STRATEGY YEAR 2014 TO 2020

JULY 2013

ACRONYMS and ABBREVIATIONS:

ACT	ACT - Action by Churches Together
AFTZ	ACT Forum in Tanzania
AP	Associate Program, LWF/DWS
CBO	Community Based Organization
CCT	Christian Council of Tanzania
CEP	Community Empowerment Program
CoS	Church of Sweden
CONCERN	Concern Worldwide, an Irish-based donor NGO
CSO	Country Strategy Outline (official LWF/TCRS planning document); also used for Civil Society Organizations
CWS	Church World Service, New York
DMC	District Management Committee
LWF/DMD	Lutheran World Federation/ Department for Mission and Development
DSM	Dar-es-Salaam
LWF	Lutheran World Federation, Geneva
LWF/DWS	Lutheran World Federation/ Department of World Service
ELCA	Evangelical Lutheran Church of America
ELCT	Evangelical Lutheran Church in Tanzania
GSP	Global Strategy Plan, LWF/DWS
IDPs	Internally Displaced Persons
MDG	Millennium Development Goals
MKUKUTA II	Tanzania's Strategy for Growth and Reduction of Poverty, 2010-2015
MOU	Memorandum of Understanding between TCRS and LWF
NCA	Norwegian Church Aid
NGO	Non-Government Organization
NSGRP	National Strategy for Growth and Reduction of Poverty (MKUKUTA II), 2010
PC	Program Coordinator
PLWHA	People Living With HIV and AIDS
PMD	Planning and Monitoring Document
PME	Planning, Monitoring and Evaluation
PRSP	Poverty Reduction Strategy Paper.
QMR	Quarterly Monitoring Report (LWF/DWS format)
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TANGO	Tanzania Association of Non-Governmental Organizations
TCRS	Tanganyika Christian Refugee Service
TOR	Terms of Reference
UNHCR	United Nations High Commission for Refugees
WCC	World Council of Churches,
WFP	World Food Program

1.0 INTRODUCTION:

Tanganyika Christian Refugee Service (TCRS) has since its establishment, in 1964, been involved in managing refugee settlements and camps for refugees and other asylum seekers in Tanzania. The organization has equally been reaching out to engage in work with the marginalized and vulnerable poor communities in several Tanzanian districts.

In 2004, TCRS adopted a significant policy shift from the traditional emphasis on service provision to an empowerment approach, in both Tanzanian and refugee community interventions. As part of its global policy for building national capacities, LWF/DWS facilitated a transition process which in January 2006 culminated into enabling TCRS to formally become an independent and autonomous Tanzanian-registered NGO, governed by a local board of trustees. All these events open promising possibilities for extending and further developing the Tanzania program.

In view of these changes and specific country development dynamics, it was proposed that a new strategic plan should be crafted. The planning process was initiated by a participatory programme evaluation in June 2007. The evaluation provided valuable inputs and recommendations to the development of the new country strategy. A participatory Country Strategy Development Workshop was facilitated from 22nd to 26th July 2013. The main objectives of the workshop were to come up with a shared understanding of the concepts of strategic management, gain a better understanding of the Organizations Vision and Mission and participate in carrying out the environmental scanning and understand the internal and external situation facing the organization and identify critical issues arising from the environmental scanning worth considering in setting the future direction by predicting the future trends and challenges facing the organization and identify strategic choices and areas of focus, develop strategic objectives and corresponding strategies or operational goals for the period of 7 years from 2014 to 2020 and finally craft the draft Country Strategy.

During the Country Strategy development workshop the following key documents were reviewed, i.e. The previous TCRS Country Strategy 2008 to 2013, TCRS Mid-Evaluation Report, August 2010, the Draft Evaluation report, July 2013, LWF Strategy 2012 to 2017, and World Service Global Strategy 2013 to 2018.

The facilitator led participants through the following background steps in the country strategy planning process which provided input to the information needed in strategy development, Clarified the core problems which TCRS will continue to address, which are significant challenges and contributes to solve problems that will make a significant difference to the lives of people. The analysis of the problems' cause and effect relationship was then followed by the review of the programmes and the organization through discussions of evaluation reports. The review of the evaluation reports that is mid- term and final evaluation, especially the summary of findings, conclusions and recommendations led to the identification of the organization and programmes impact and effectiveness of the work and the difference TCRS is making in the lives of the people in Tanzania. Participants also identified Strengths and weaknesses which were internal and how to address those as provided by the conclusions and recommendations which provided the entry points in strategic planning process into SWOR/T analysis and how to address the weaknesses, maintain the strengths, take advantage of Opportunities and Minimize the external threats. Participants also identified critical issues from the SWOR/T analysis that must be addressed during the strategic 7 year period planning process, identified Five Strategic areas of Focus, Strategic Objectives under each area and corresponding strategies. The background steps enhanced a shared understanding and management orientation among TCRS staff to develop the strategic orientation of TCRS for the next seven years (2014 to 2020).

Participants in this workshop included TCRS Board chair, ELCT General Secretary, CCT Director of Human Resources and Administration, LWF Representative, representatives from likeminded organizations such as Asylum Access Tanzania (AATZ), NCA, FELM, DMC Chairpersons, and TCRS staff at all levels. The output from this workshop forms the core of the TCRS Country Strategy (CS) 2014 -2020.

2.0 HISTORY AND EVOLUTION OF TCRS

Tanganyika Christian Refugee Services (TCRS) is a long-established humanitarian and development organization in Tanzania. It was initially established in May of 1964 in the then Tanganyika, and was the first Lutheran World Federation Department for World Service (LWF/DWS) field program in Africa. TCRS was formed when an agreement was signed between the LWF/DWS and the Government of the Republic of Tanganyika which allowed TCRS to start refugee and relief operations in Tanganyika. It was established as a collaborative project between the LWF and the World Council of Churches, in partnership with the Christian Council of Tanzania (CCT) primarily for the purpose of providing humanitarian assistance during the tremendous influx of refugees fleeing from the many surrounding countries in civil strife, into this relatively peaceful country in the region. Tanzania's generous policy toward refugees and asylum seekers has since, enabled hundreds of thousands of refugees from neighboring countries to find safe haven here.

In 1984, while continuing with its refugee services, TCRS began development work among the Tanzanian communities, initially in Singida and Kigoma Regions. Since then, TCRS has been involved in several development projects, some evolving from rehabilitation activities following natural disaster interventions by TCRS, and others in refugee host areas of the country.

During the 1999-2001 period, TCRS developed a Country Strategy Outline (CSO) that culminated in the realignment of TCRS development projects to an empowerment approach.

In 1997-1998, ELCT and LWF agreed upon a Memorandum of Understanding that established a Lutheran Relief and Development Services (LRDS) Board mandated to preside over the transition of TCRS from an international NGO to a national NGO.

On January 1st, 2006, TCRS formally became an independent and autonomous Tanzanian registered NGO, under the governance of a Board of Trustees. Following this transition, TCRS now becomes an Associate Field Programme (AP) of the Lutheran World Federation Department for World Service (LWF/DWS).

3.0 THE NATIONAL DEVELOPMENT AND POLICY CONTEXT

3.1 NATIONAL BACKGROUND AND LANDSCAPE:

According to 2012 National Census the population of Tanzania is 44.9 million people, with an annual growth rate of 2.9% .Nearly half of the population (47%) is below 15 years, 49% are aged between 15-64 years and only 4% are over 65 years. Tanzania Mainland accounts for 97% of the total population, of which 73% live in rural areas. Although classified a low income country by the World Bank, there is evidence that the socio-economic policies the country is pursuing are paying off. This is more so when regard is given to the changes in the human development index ranking overtime. In the UNDP Human Development Report 2013 Tanzania is ranked 152 out of 186 countries measured compared to the 162 ranking in 2006. Female to male sex ratio stands at 51.1% to 48.9% with a life expectancy at birth is 56 years for females and 53 years for males.

Macroeconomic performance in Tanzania has been resilient to shocks and is expected to remain buoyant with a GDP growth of 6.8% in 2012. GDP is projected to increase to 7.1% in 2013. While the economy is

mixed; it continues to rely on services, industry and construction. Exports especially of minerals play a major contributory part in GDP growth and are forecast to rise. Notably, the economy is labour-intensive and therefore dependent on healthy and skilled human capital. However, unemployment remains a concern with nearly 2.4 million unemployed people in 2011, most of them young, urban based representing 10.7% of the population. Further, frequent power outages continue to undermine productivity and competitiveness, further constraining the economies capacity to create sufficient employment opportunities.

Despite the impressive GDP growth, poverty remains persistent and has been at the centre of the development debate since the release of the 2007 Household Budget Survey. While there has been a decline from 35.7% in 2001 to 33.6% in 2007, the absolute number of the poor has increased by 1.3 million. Projections based on a 2009 biannual survey indicated that the rate of poverty remained at 34%. Eighty per-cent of the population depends on subsistence agriculture and small-scale cash cropping, which are both constrained by topography, climate conditions, and limited market access. The quality of health care and education is poor and accesses are very unequal, with most services concentrated in urban areas. Infant and maternal mortality rates are amongst the highest in the world, and the 7-12% rate of HIV and AIDS infection poses enormous problems.

3.2 POLICY CONTEXT

Tanzania is committed to alleviating poverty, improving food security, and advancing the living standards of its people. The commitment to poverty reduction is reflected in both the Tanzania Development Vision (TDV 2025), which aims to eliminate poverty by the year 2025.

MKUKUTA II, NSGRP 2010 is a framework to rally national efforts during 2010/11 – 2014/15 in accelerating poverty-reducing growth by pursuing pro-poor interventions and addressing implementation bottlenecks. It is a medium term mechanism to achieve the aspiration of Tanzania's Development Vision 2025 (TDV 2025) and the Millennium Development Goals (MDGs) of transforming Tanzania into a middle income country characterized by (i) high quality livelihood, (ii) peace, stability and unity, (iii) good governance, (iv) a well educated and learning society, and (v) a strong and competitive economy. MKUKUTA II translates Vision 2025 aspirations and MDGs into measurable broad outcomes organized under three clusters. These include:

Cluster I: Growth for Reduction of Income Poverty;

Cluster II: Improvement of Quality of Life and Social Well-being; and

Cluster III: Governance and Accountability.

These policies provide an enabling environment and opportunities for both stakeholders and beneficiaries to work in tandem to implement the policy objectives. Policies and strategies that influence and guide the development agenda are discussed below.

3.2.1 Tanzania Development Vision 2025 (TDV 2025)

The objective of Vision (TDV) 2025 is to awaken, co-ordinate, and direct the people's efforts and minds towards sectors that will enable the country to attain development goals and succeed in the global economic competition. Poverty alleviation is the main expressed target for Vision 2025, as spelled out in five main goals:

- High quality livelihood
- Peace, stability and unity
- Good governance
- A well educated and learning society
- A strong and competitive economy

This vision is made operational through the Poverty Reduction Strategy Paper (PSRP 2000) and the Tanzania Assistance Strategy, which provides a framework for external contributions to the fight against poverty.

3.2.2 National Strategy for Growth and Reduction of Poverty (NSGRP 2010):

MKUKUTA II builds on the predecessor Strategy; it is oriented more towards growth and enhancement of productivity, with greater alignment of the interventions towards wealth creation as way out of poverty. This orientation thus opens space for reorientation of subsequent medium term strategies.

Tanzania is firmly committed to the Millennium Development Goals (MDGs), as internationally agreed targets for reducing poverty, hunger, diseases, illiteracy, environmental degradation and discrimination against women by 2015.

The NSGRP strives to widen the space for country ownership and effective participation of civil society, private sector development, and fruitful local and external partnerships in development, and to foster commitment to regional and other international initiatives for social and economic justice.

The MKUKUTA II (NSGRP, 2010- 2015) is expected to last 5 years—from 2010 to 2015. The overall guiding framework for articulating policies and strategies in Tanzania is provided by the Tanzania Development Vision 2025. The Vision, articulates the overall long term goal of socio-economic development for Tanzania up to 2025. The Vision has the following pillars: peace, stability and unity; good governance; a well educated and learning society; and a sustaining, strong, diversified, resilient and competitive economy capable of producing sustainable growth and shared benefits. Socio-economic transformation is envisioned to move the country to the status of medium income group of countries. MKUKUTA II terminal year coincides with MDGs target year, with 15 years remaining to Tanzania Development Vision 2025 target year

3.2.3 Other Crosscutting Policies

In addition to the sector specific policies as presented above, there are some critical cross-cutting policies that need to be mainstreamed into the implementation strategies of all sectors. These include the Gender Policy (2000), HIV/AIDS policy (2000), and the National Environmental Policy (1997).

The Gender Policy strives to attain gender mainstreaming through various means including sensitization, training, and forming gender focal points at public and private institutions to foster broad based participation of all people (men and women, young and old) in the development process.

3.3 Relevance of TCRS in the Current Situation in Tanzania

In line with and in support of the national and international development agendas, TCRS' demonstrated competencies over the past 50 years in the realm of enabling, facilitating, and providing humanitarian aid to those whose livelihoods are threatened by the effects of natural and human-made disasters, namely the marginalized and the vulnerable poor, is a telling testimony that the organization remains one of the longest serving NGOs in Tanzania. It has paid special regard to internally displaced persons (IDP) and refugees in particular, joining with UNHCR and the World Food Program (WFP) as a long-time implementing partner, to serve these displaced populations. In addition to refugees, TCRS has also engaged with disadvantaged communities to empower and care for the marginalized and most vulnerable persons through its community empowerment program (CEP) work in selected districts and its disaster relief and preparedness programs, especially during this episode of increasing climate change and its consequences among the poor. Thus far, TCRS has assisted over two million needy people, about half of who are refugees and half Tanzanians. 28 different projects have been successfully implemented in 11 out of the 21 regions in mainland Tanzania.

In addressing the needs of the poor and oppressed, both of refugees and of marginalized

Tanzanian communities, the priority needs within the areas of TCRS' remit will inevitably be guided by the prevailing national policies and commitments to address these issues. To a large extent, any TCRS interventions will be dependent on the Tanzania Government's priorities, policies, and strategies, the current ones being the Vision 2025 and NSGRP/MKUKUTA 2010. As a vital component and an important and historic stakeholder of the Lutheran World Federation, in implementing its activities, TCRS will also, to a large extent, be guided by the Global Strategy of the LWF/DWS.

3.4 Linkages with LWF/DWS

The Lutheran World Federation Department for World Service (LWF/DWS) is the development arm of the worldwide Lutheran Communion. According to its vision statement, the LWF/DWS envisions:

“People of the world living in just societies in peace and dignity, united in diversity, and empowered to achieve their universal rights, to meet basic needs and quality of life.”

The LWF/DWS mission statement reads:

“Inspired by God's love for humanity World Service challenges and responds to the causes and consequences of human suffering and poverty.”

LWF/DWS focuses on impacting marginalized and vulnerable poor people, whose livelihoods are threatened by the effects of natural and human made disasters, paying special regard to IDPs and refugees, women, and those affected by HIV and AIDS.

LWF has adopted empowerment, integrated, and rights-based approaches in all program work.

The empowerment approach builds people's capacity and competence, both as individuals and as members of communities, to achieve results for themselves. The integrated approach implies that lines of action, both thematically and in the different stages of the relief-to-development continuum, interlink and affect each other. The rights based approach aims to build up rights awareness on all levels and to empower rights holders to act on human rights issues and hold duty bearers accountable.

LWF works on six strategic objectives:

- Emergency Response & Disaster Risk Management
- Sustainable Livelihoods
- HIV & AIDS
- Peace, Reconciliation & Human Rights
- Gender
- Environment

TCRS identifies with the vision, mission, and strategic objectives of its parent organization. It therefore intends to maintain and strengthen this strategic link with LWF/DWS and continue operating as an integral part of the LWF/DWS fraternity.

3.5 Refugee Situation in Tanzania

Tanzania has a continuing historical record of hosting the largest refugee population in Africa.

Currently, the vast majority of the refugees originate from Burundi and the Democratic Republic of Congo (DRC), while small numbers of refugees are from Rwanda, Somalia, Ethiopia, Sudan, and other countries.

Tanzania has had large refugee camps and settlements in the western part of the country, bordering the war-torn countries of the Great Lakes region. These camps and settlements have been a “home away from home” for these refugees, some having stayed there for over four decades. The latest huge influx was in 1993, when Burundians fled the violent civil conflict that engulfed their country. They began to return home in 2005, as peace was slowly being restored. As of September 30th, 2007, some 262,472 refugees were assisted in the north-western refugee camps. In addition to the refugees in the camps, an estimated

300,000 Burundian refugees who came to Tanzania in 1972 still live in three self-sufficient settlements in Tabora and the then Rukwa Regions.

While the refugee population remains large, in 2007 the camp population dropped below 300,000 persons for the first time in more than a decade (UNHCR, 2008). Refugees cease to be refugees when they choose to repatriate (return to their country of origin), relocate (become citizens of another country), or nationalize (become Tanzanian citizens). The dramatic refugee population reduction is first and foremost a result of repatriation. TCRS and other organizations have participated in promoting voluntary repatriation operations to Burundi and have assisted voluntary repatriation to the DRC in recent years. Resettlement to third countries and local integration are additional durable options for those who are unwilling or unable to repatriate. Both resettlement and nationalization are implemented, though to a very limited extent, hence cannot be considered as significant solutions that will reduce the total number of refugees hosted in the country.

TCRS intends to continue its traditional mandate of providing support to refugees and displaced persons.

3.6 ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

A detailed SWOT analysis was conducted to determine the position of TCRS in meeting challenges posed within the next seven years. Its strengths and weaknesses as an organization and opportunities available to TCRS in implementing its agenda were assessed.

The following Table Summarizes TCRS SWOT Analysis:

Table.1-SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Availability of Governance structure at National (Board), and District (DMC) levels and systems with clear framework for involvement and decision – making (Board, DMC, Animators and Staff at all levels). • TCRS has long experience in development and humanitarian industry and reaches very difficult to reach areas in the country. • The organization is widely accepted at all levels from grassroots to national level with reputation and good history in the country, well known to people, Government and donors in supporting vulnerable, marginalized , Internally displaced people and even urban refugees. • TCRS has wide linkage with International and National partners such as LWF/ELCT/CCT/ACT Alliance and has open and flexible systems that align with partners priorities • Other partners seek to work with TCRS (Such as CARE, CONCERN and FAO) in TCRS areas of operations where the partners cannot reach. 	<ul style="list-style-type: none"> • The term Extremely Vulnerable Group (EVG) is too general and needs to be disaggregated • Staff remuneration packages and short term contracts do not attract and retain competent staff which may lead to increased staff turn over • There is limited branding and visibility, and documentation of successes • Incentive system to Animators not in place • There is limited capacity to mobilize resources other than from traditional donors, and therefore huge dependency on donor funding. • There is inadequate technical staff in some areas due to unattractive remuneration packages for staff, Limited opportunities for long-term training and development for staff.

- TCRS has substantial Assets such as an Office, Ownership of real estate office, land etc
- TCRS has a more holistic approach in reaching the community (use of Animators volunteers) through committed and dedicated staff.
- TCRS programme involve religious leaders who have integrity and respect in their community which gives TCRS work legitimacy and credibility.

- In-sufficient funding to implement all goals effectively.
- Limited staff capacity in undertaking Advocacy, Monitoring, Evaluation and Reporting
- Persistent HQ budget deficit
- Some activities have not been accorded the priority they deserve such as adult education and literacy, PETs, HIV and AIDS home based care and Paralegal services among village leadership.
- Limited Mobilization of skills in areas of water and sanitation, technical skills, construction skills, agriculture and livestock inputs.
- Limited capacity to catch up with emerging competition in areas of operation.
- Human resource capacity and competency is challenged in many emerging areas
- There is limited Proposal writing, reporting, communication and language skills

Opportunities

- Linkage with LWF/ ELCT/CCT can lead to have a TCRS Sunday
- The global, regional and National partnerships provide opportunities for joint advocacy initiatives with partners such as being member of ACT Alliance (TCRS can be a focal leader)
- Existence of Urban refugees may lead to new projects initiation or expansion of existing projects
- Strengthening PETS activities to track use of funds.

Risks/Threats

- Increasing Competition with other institution/Organizations working in the area may lead to TCRS high Staff turnover due to attractive remuneration provided by other organizations
- Global economic and demographic trends pressure the earth's limited resources with negative consequences on the poor and marginalized leading to new conflicts
- Economic and political crises WITHIN and WITHOUT (Neighbors)

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| <ul style="list-style-type: none"> • The supportive government policies for TCRS development activities such as “Kilimo Kwanza” and “Mkukuta” • Tanzania is highly affected by the impacts of climate change • Alignment of TCRS Vision, Mission and Strategic Objectives with TDV 2025, MKUKUTA, MDGs, etc • Multi-stakeholders engagement such as with Ministry of Home Affairs, Ministry of Water, Agriculture, PMOs Disaster Management Department, religious Institutions and Faith Based organizations(Churches, Mosques) • Rolling out of Naturalization and local integration of refugees • Strong relations with big and reputable Non-Governmental organizations and Faith Based Organizations such as UNHCR, CCT, ELCT, and ACT Alliance. • National policies and regulations that support NGOs and FBOs to complement Government efforts. • TCRS has long history and readiness to engage in emergencies and relief work and operations | <ul style="list-style-type: none"> • Change in donor policies hence decreasing funding opportunities. • Global economic crisis results in reduced donor funding • Changing nature of refugee population in Tanzania • Slow VAT exemption prevents timely programme implementation • Changing weather patterns, climate change effects leading to spells of hunger and famine, floods and drought • Donors unwillingness to support TCRS coordination activities such as Head office costs |
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3.7 CRITICAL ISSUES IDENTIFIED FROM SWOT ANALYSIS:

The critical issues identified were internal and external that needed to be addressed in the seven year period from 2014 to 2020. The critical issues were related to a core problem, Affected the lives of a significant number of people either directly or indirectly and could be addressed through the competencies and resources of the organization or project for the organization to be able to progress in its work

The issues build on the strengths of the organization and/or the opportunities available to it. They address weaknesses in the organization and/or assist the organization to deal with threats to its work or existence.

The Following Critical Issues were identified from SWOT Analysis:

- The long organizations experience of working in Humanitarian emergency affairs and development
- The organization reaches remote areas in the country, wider linkages with local and international organizations,
- Competent and committed staff and wider linkage with local and international stakeholders
- The presence of urban refugees create the possibilities of continued refugee work
- The existence of international, regional and National Conventions, domestic policies and legislation provide spaces for Organizations Advocacy and Policy Influence in favour of the Poor and marginalized women, men, youth, the refugees and IDPs

- Climate change creating droughts or flood seasons
- National and Global Coalitions in fundraising and advocacy
- Changing donor policies and priorities in favour of the East (Asia) and Latin America More than Africa South of Sahara
- Increased NGOs competition on scarce resources and some donors increased interest to implement projects themselves on the ground
- Changing nature of refugee population in Tanzania
- VAT exemptions bureaucratic procedures which delay programme implementation
- Limited funding opportunities and staff capacity in reporting, documentation and risk mitigation, lack of key staff in areas such as Internal Auditing, Fundraising, Finance clerks at district level
- Limited opportunities for long term staff development such as distant training
- Limited branding and visibility

4.0 TCRS COUNTRY STRATEGY 2014-2020

4.1 Who We Are and What We Do

The previous Country Strategy was developed for the period 2008-2013 to guide and direct TCRS activities was intended to last in 2013.

LWF/DWS has developed a current Global Strategy spanning the period 2012-2017. As an Associate Program, TCRS needed to develop its own strategy to align to the LWF/DWS strategy in its working context.

The TCRS Country Program Evaluation undertaken in July 2013, identified challenges and made valuable recommendations that needed to be incorporated in TCRS' future activities.

To address these issues, a TCRS Country Strategy Development Workshop was undertaken from 22nd to 26th July 2013. The participants in the workshop generated the current TCRS Country Strategy 2014-2020 document.

This new document is informed by and conforms to the following documents:

- The LWF/DWS Global Strategy
- The 2008-2013 TCRS Country Strategy
- TCRS Evaluation Report of July 2013
- National and global policies addressing economic growth and poverty reduction

4.1.1 TCRS Vision:

"Empowered communities living in a just, democratic society, united in diversity and enjoying quality of life and God-given dignity."

4.1.2 TCRS Mission:

"To empower vulnerable, marginalized, and displaced communities to achieve self reliance and sustainable development and to reduce human suffering and poverty"

4.1.3 TCRS Core Values that guide development work:

- Universal Justice: access by all to fundamental human rights
- Dignity: inherent self-worth
- Self-reliance: people empowered to strive for their own development
- Sustainable Livelihoods: humanity in harmonious stewardship with all creation

4.1.4 Priority Focus Groups:

TCRS focuses on the marginalized and vulnerable poor people, whose livelihoods are threatened by the effects of natural and human-made disasters, paying special regard to IDPs and refugees, women, youth, elderly, the handicapped, and those affected by HIV and AIDS.

Geographic Focus Areas:

TCRS works in districts and locations with the highest vulnerability to disaster and greatest concentrations of poverty. It focuses on remote and vulnerable areas, where adequate local capacities and services are not available. TCRS will remain in these operational areas as long as the entry criteria remain valid, while working on an exit strategy.

TCRS Mandate:

By virtue of having associate status in the LWF/DWS family, TCRS is committed to fulfilling the mandate given by the communion of all LWF member churches to: "Bear Witness in Church and Society to God's Healing, Reconciliation, and Justice."

4.2 STRATEGIC APPROACHES:

TCRS will adopt a combination of approaches to accomplish its goals and objectives which are described below.

The EMPOWERMENT APPROACH builds people's capacity and competence, both as individuals and as participating members of groups and communities, to achieve results for themselves. By equipping people and local groups with knowledge, skills, and attitudes that broaden their options, their confidence can be built up and they can be empowered to take control of their lives. It is expected that people must be actively involved in all aspects of their development, from assessment and planning to implementation, monitoring, and evaluation.

The FACILITATION APPROACH allows TCRS to facilitate the empowerment of those affected by disasters to rebuild their livelihoods and live dignified lives as active members of their communities, aware of their rights and holding duty bearers accountable.

The INTEGRATED APPROACH recognizes that environmental issues, HIV and AIDS, gender, and many other thematic areas are linked, and ensures that they are not addressed separately but considered integral parts of all lines of action taken in any given sector. Consequently, many development initiatives can be tailored for positive impact on multiple aspects of community life.

The RIGHTS BASED APPROACH employs conscious reference to human rights standards and objectives helps to ensure that the root causes of poverty and exclusion receive proper attention in the formulation and implementation of development programs and guards against narrow technical objectives becoming the reference point for development activities. This approach also reduces the risk that the poor are seen as needy objects of charity.

4.3 THE STRATEGIC AREAS OF FOCUS:

The strategic Areas of Focus were identified from the SWOT Analysis Critical issues worth considering and addressing in the seven year period from 2014 to 2020. These include:

- Sustainable livelihood, Empowerment and Gender Equity
- Relief emergency response and Disaster Risk reduction
- Climate change, adaptation and mitigation
- Organizational capacity building
- Advocacy and networking

4.4 OVERALL PROGRAM GOAL:

The overall program goal in the next seven years is to “reduce human suffering and poverty by empowering vulnerable, marginalized, and displaced communities in Tanzania to achieve self reliance and sustainable development”.

4.5 STRATEGIC AREAS OF FOCUS, STRATEGIC OBJECTIVES, AND STRATEGIES

The strategic Areas of Focus include:

4.5.1 SUSTAINABLE LIVELIHOOD, EMPOWERMENT AND GENDER EQUITY

The Sustainable livelihoods objectives aims to increase the sustainability of poor people’s livelihoods through promoting improved access to high-quality education, information, technologies, training and better nutrition and health; a more supportive and cohesive social environment; more secure access to, and better management of, natural resources; better access to basic and facilitating infrastructure; more secure access to financial resources; and a policy and institutional environment that supports multiple livelihood strategies and promotes equitable access to competitive markets for all including women and men.

Empowerment, Gender equity and Equality aims at increasing the capacity of both marginalized and poor women and men, youth, boys and girls to access and control resources, i.e. assets, land, intellectual resources and participation in decision-making structures and deliberate on matters affecting their lives and address their poverty and marginalization.

The strategic Objectives aim at greater numbers of poor and marginalized people achieve adequate livelihoods without compromising the livelihoods of the future generation.

The sustainable livelihood, empowerment and Gender Equity will be achieved through implementing strategic Objectives of Strengthening communities’ awareness and skills on gender justice, Empower communities to live dignified lives and Strengthen Sustainable and relevant Rights based programmes, community Empowerment and Integrated Approaches.

The strategies that will be adopted to meet these objectives will include:

- Education and awareness raising
- Promote and encourage gender equity and HIV and AIDS awareness.
- Promote involvement of women in peace building
- Promote leadership skills and participation in decision making structures among village leaders.
- Promote and strengthen grassroots democracy in VMD communities.
- Promote and encourage formation of VICOBA and other economic groups for income generation and micro credit schemes for men and women.
- Promote crop and animal production among communities.
- Marketing and entrepreneurship abilities strengthened among host communities.
- Facilitate equitable access to services
- Promote community effective participation at all level
- Promote active participation and inclusion in family and community life through Right Based, Community empowerment and integrated approaches

4.5.2 RELIEF EMERGENCY RESPONSE AND DISASTER RISK REDUCTION:

The Strategic area of focus on Relief Emergency and Disaster Risk Reduction aims at empowering Communities to develop resilience and appropriate coping Mechanisms to respond to climate change and disaster situations.

The relief emergency response and disaster risk reduction will be achieved through implementing strategic Objectives that will enable Communities to get prepared timely and effectively respond to all types of disasters and emergencies and that TCRS respond to disasters according to clear criteria.

Timely and adequate TCRS response to national and cross border disaster according to clear criteria.

Communities are prepared and enabled to timely and effectively respond to recover from all types of disasters and emergencies. Strengthen the capacity of ACT Forum Tanzania and regional Forum.

Communities have capacity to respond/adopt to climate change

Resilient communities in situations of disasters and related emergencies.

The Corresponding strategies include:

- Ensure timely relevant response with high impact on disaster affected populations.
- Advocate for the rights of disaster affected communities at the national level and districts areas with special attention to the rights of special vulnerable groups (children, women, elderly, disabled, chronically ill and PLWHA).
- Be a lead agent in the ecumenical response to disaster and emergency through the ACT Forum
- Continue engage as implementing partner of UNHCR,WFP and other like- minded international organizations and make link with the ACT network
- Develop and implement a policy for capacity building for TCRS staff in disaster risk reduction and climate change.
- Ensure that ACT- Forum member churches in areas affected by disasters and emergencies are active.
- Prioritize the involvement of women in disaster Preparedness and Management of risks.
- Build and strengthen the capacity of community for climate change adaptation, disaster preparedness and manage risks

4.5.3 CLIMATE CHANGE, ADAPTATION AND MITIGATION:

Climate change presents the biggest challenges for all community members, is contributing to ever more serious droughts, and floods especially in Tanzanian context. These events occur more frequently and contribute to food insecurity, disease, conflicts over scarce land and resources, and the forced migration of people. Major natural disasters are striking with greater intensity and leaving a devastating legacy for communities, cities, and nations. It is often poor and marginalized people, living in densely populated areas with the least resilient livelihoods, who are hit the hardest. Climate change is a global concern because it has caused the pain and suffering with its deep and overwhelming effects.

Environmental degradation and the depletion of natural resources remain a pressing concern.

Climate Change, Adaptation and Mitigation will be achieved through implementing strategic Objectives that will strengthen Communities capacity to respond and adapt climate change, Strengthen Communities skills and knowledge to adapt and sustainably engaged in mitigation interventions and raise awareness and capacity building on climatic change adaptation and mitigation coupled with sustainable environmental management.

The corresponding strategies adopted include:

- Promote environmental conservation issues.
- Promote adaptation and mitigation of activities and promote mitigation initiatives

- Provide Water and Sanitation facilities and infrastructure
- Promote mechanisms for Environmental justice (Agro-forestry)
- Community capacity in environmental protection strengthened.

4.5.4 ORGANIZATIONAL CAPACITY BUILDING:

The organizational capacity building strategic Area of Focus aims at developing Leadership and management of TCRS as an Organization. This includes developing TCRS staff and partners skills in public relations/communication and organization development, Resource mobilization, fundraising, Programme monitoring and evaluation, reporting and documentation.

The organizational capacity building aims at strengthening TCRS capacity as an organization to effectively and efficiently respond to the challenges of the changing environment in fulfilling its mission. The Organization development objective will ensure that TCRS improves financial sustainability by achieving secured, well managed and diversified income sources.

Strategic Objectives:

The Organizational Capacity Building Strategic Area of Focus will be implemented through the following strategic Objectives:

- TCRS has competent professional and highly motivated staff.
- ELCT relationship with TCRS is clear, strong and has commitment at national, diocese and parish levels
- TCRS is a learning organization capable of drawing experience from other stakeholders.
- TCRS governance is strong, professional, competent, and ecumenical, committed and support the organization in carrying out its mandate effectively and efficiently.
- TCRS maintains its diaconal nature in serving the needy and marginalized in working area
- TCRS maintains its associate membership with LWF.
- TCRS has capacity to fundraise for its own activities
- TCRS strengthened cooperation and partnership with ecumenical bodies within the framework of ACT International and ACT Development.
- Strong and well developed inter faith partnership with other funding implementing, advocacy and other faith partner on our areas of operation as part of their own efforts in development, peace and reconciliation

The corresponding Strategies will include:

- TCRS recruitment policy is gender sensitive
- TCRS maintains efficient and effective information and reporting mechanism to her other stakeholders.
- TCRS participates in network for sharing learning and experience and engaging in joint training and programming
- TCRS publicizes widely its work activities
- TCRS recruitment mechanism developed to ensure that staff recruitment is free from segregation.
- TCRS diversify fund source to reduce risk and safe guarding independency.
- TCRS expands relationship to ensure broader base of funding support and taking on emerging funding opportunities.
- TCRS ensure adequate funding for overhead costs through good project design.
- TCRS ensures high quality work to attract funding resources
- Comprehensive response to emergencies to increase impact and effectiveness
- TCRS Engages ELCT dioceses in mutual understanding of diaconal mandate to set up TCRS Sunday to funds for relief and development work.

4.5.5 ADVOCACY AND NETWORKING:

The Advocacy and Networking Strategic Area of focus will strengthen Communities or citizens skills and ability to fully exercise their human rights, and participate in decisions affecting them and get mobilized to Increase their voices and action through dialogue in forums with decision makers, who are power holders and duty bearers.

The advocacy and policy influencing strategic area of focus will include influencing all the relevant policies and legislation focusing on Peace building conflict transformation and socio-economic justice, and Global climate while networking with ecumenical alliances and key stakeholders. Peace building as part of advocacy should empower communities to be able to fully exercise their human rights, participate in decisions affecting them and advocate for and build a strong civil society. Focus on the right to essential services and participate in human security and protection.

Strategic Objectives:

The strategic objectives include:

- Strengthen TCRS Staff skills in Advocacy and Policy Influence
- Strengthen Communities skills in Advocacy, National and regional policies and legislation supportive of global climate, socio-economic and sustainable livelihoods justice Advocacy.
- Lobby and advocate, influence policy in favour of the poor and marginalized to access social and economic justice.

Corresponding Strategies Include:

- Use of research and evidence from the grassroots to influence policy by monitoring implementation of relevant policies supportive of the Poor and Marginalized communities especially of the Extremely Vulnerable Groups, IDPs, Urban refugees.
- Raise staff awareness on International, Regional and National Instruments that protect Extremely Vulnerable Groups, IDPs, Urban Refugees, Women and Children in Relief situations
- Use of Alliances and Ecumenical Networking for Global, Regional and National Advocacy on Climate Justice, peace and conflict transformation and socio-economic justice and sustainable livelihoods
- Participate in National Forums and Lobby meetings to influence decision makers implement policies and allocate adequate resources for Extremely Vulnerable Groups especially Children in IDPs, PLWHA, urban refugees
- Strengthen community voices and action in demanding their rights from duty bearers through PETS activities.
- Build communities capacity on Advocacy and policy for them to engage with decision makers advocate for global climate injustice through Village, Ward, and district council meetings and other informal forums to lobby decision makers-Members of Parliament (MPs)
- Advocate for the rights of disaster affected communities at the national level and districts areas with special attention to the rights of special vulnerable group (children, women, elderly, disabled, chronically ill and PLWHA)
- Creating community peace building and conflict resolution mechanisms that enhance cooperation among communities.

5.0 A MATRIX SHOWING STRATEGIC AREAS OF FOCUS, STRATEGIC OBJECTIVES AND STRATEGIES FROM YEAR 2014 TO 2020

Table-2 Summarizes the strategic areas of focus, strategic objectives and strategies

S.NO	STRATEGIC AREA	STRATEGIC OBJECTIVES	STRATEGIES
1.	Sustainable livelihood, Empowerment, Gender Equity and Equality.	<p>Strengthen communities' skills and raise awareness on gender justice.</p> <p>Empower communities to live dignified lives</p> <p>Strengthen Sustainable and relevant Rights based programmes, community Empowerment and Integrated Approaches.</p>	<ul style="list-style-type: none"> • Education and awareness raising • Promote and encourage gender equity, equality and HIV and AIDS awareness. • Promote involvement of women in peace building • Promote leadership skills and participation in decision making structures among village leaders. • Promote and strengthen grassroots democracy in VMD communities. • Promote and encourage formation of VICOBA and other economic groups for income generation and micro credit schemes for men and women. • Promote crop and animal production among communities. • Marketing and entrepreneurship capacities strengthened among communities. • Facilitate equitable access to services. • Promote community effective participation at all levels. • Promote active participation and inclusion in family and community life through Rights Based, Community empowerment and integrated approaches.
2.	Relief, Emergency response and DRR (Disaster Risk Reduction)	<ul style="list-style-type: none"> • Timely and adequate TCRS response to national and cross border disasters. 	<ul style="list-style-type: none"> • Secure food and water supply to refugees in conformity to SPHERE standards.

		<ul style="list-style-type: none"> • Communities are prepared and enabled to timely and effectively respond to, recover from all types of disasters and emergencies. • Strengthen the capacity of ACT Forum Tanzania and regional Forum. • Communities have capacity to respond/adopt to climate change • Resilient communities in situations of disasters and related emergencies 	<ul style="list-style-type: none"> • Improve micro entrepreneurship skills to communities including host and refugee communities. • Provision of psycho-social support/counseling to people affected by disasters and related emergencies. • Strengthen existing mechanisms to mitigate the impact of disaster of related emergencies. • Strengthen village government to be accountable and responsible in the situation of disasters and related emergencies. • Ensure timely relevant responses with high impact on disaster affected populations. • Ensure that ACT forum member churches in areas affected by disasters and emergencies are active.
3.	Climate change, adaptation and mitigation	Strengthen Communities skills and knowledge to adapt and sustainably engage in mitigation interventions.	<ul style="list-style-type: none"> • Promote environmental conservation interventions. • Promote adaptation and mitigation activities and initiatives • Ensure timely relevant response with high impact on disaster affected populations. • Be a lead agent in the ecumenical response to disaster and emergence through the ACT- Alliance • Continue engage as implementing partner of UNHCR, WFP, and other like- minded international organizations and make link with the ACT network • Develop and implement a policy for capacity building for TCRS staff in disaster preparedness and climate change. • Ensure that ACT- Forum member churches in areas affected by disaster and emergencies are active. • Prioritize the involvement of women in disaster Preparedness and Management of risk • Build and strengthen the capacity of community for climate change

			adaptation, disaster preparedness and manage risks
4.	Organizational capacity building	<ul style="list-style-type: none"> • TCRS has competent professional and highly motivated staff. • ELCT relationship with TCRS is clear, strong and has commitment at national, diocese and parish levels • TCRS is a learning organization capable of drawing experience from other stakeholders. • TCRS governance is strong, professional, competent, and ecumenical, committed and support the organization in carrying out its mandate effectively and efficiently. • TCRS maintains its diaconal nature in serving the needy and marginalized in working area • TCRS maintains its associate membership with LWF. • TCRS has capacity to fundraise for its own activities • TCRS strengthened cooperation and partnership with ecumenical bodies within the framework of ACT Alliance. • Strong and well developed inter faith partnership with other funding implementing, advocacy and other faith partner on our areas of operation as part of their own efforts in development, peace and harmony. 	<ul style="list-style-type: none"> • TCRS recruitment policy is gender sensitive and free from segregation • TCRS maintains efficient and effective information and reporting mechanism with stakeholders. • TCRS participates in network for sharing learning and experience and engaging in joint training and programming • TCRS publicizes widely its work activities • Ensure professional competences for TCRS Board members and strengthen their governance role through trainings and adherence to Constitution requirements. • Work toward creating a unified and strong governance structure to provide professional over sight for TCRS. • TCRS will ensure that it works in the areas with high vulnerable and concentration of poverty regardless of faith, orientation, race and in any other segregation aspects • TCRS adheres to the MoU /MoA with LWF • TCRS reviews and update its existing strategy and competence as needs arises. • TCRS to ensure high quality work, diversify funding sources to reduce risk and safe guard independency. • TCRS to maintain appropriate reserve for emergencies responses. • TCRS to ensure adequate funding for overhead costs through good project design. • TCRS to play a leading role in the ACT Alliance network and Forum. • TCRS to increase dialogue with ecumenical partners and build common understanding of joint work and challenges.

			<ul style="list-style-type: none"> • Engage with ecumenical partners through the ACT Forum in Tanzania to provide comprehensive response to emergency in order to increase impact and effectiveness • TCRS Engages ELCT dioceses in mutual understanding of diaconal mandate to set up TCRS Sunday to funds for relief and development.
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	<p>5. Advocacy and networking:</p>	<p>Strengthen TCRS Staff skills in Advocacy and Policy Influence</p> <p>Strengthen Communities skills in Advocacy (national and regional policies and legislations) supportive of global climate and socio-economic justice, peace and conflict transformation and sustainable livelihoods.</p>	<ul style="list-style-type: none"> • Use of research and evidence from the grassroots to influence policy by monitoring implementation of relevant policies supportive of the Poor and Marginalized communities especially of the Extremely Vulnerable Groups, IDPs, Urban refugees. • Mobilize communities equipped through advocacy and human rights education. • Raise staff awareness on International, Regional and National Instruments that protect Extremely Vulnerable Groups, IDPs, Urban Refugees, Women and Children in Relief situations • Use of Alliances and Ecumenical Networks for Global, Regional and National Advocacy on Climate Justice, peace and conflict transformation and socio-economic justice and sustainable livelihoods • Participate in National Forums and Lobby meetings to influence decision makers implement
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			<p>policies and allocate adequate resources for Extremely Vulnerable Groups especially Children in IDPs, PLWHA, urban refugees and the disabled</p> <ul style="list-style-type: none"> • Sensitizing the community and EVG's on existing national policies on EVG's welfare and rights and new policies formulation processes. • Communities' education and awareness raising on policy advocacy, lobbying and analysis skills. • Promote and strengthen grassroots democracy and policy engagement. • Lobbying and advocating for policy change • Build communities capacity on Advocacy and policy for them to engage with decision makers advocate for global climate injustice through Village, Ward, and district council meetings and other informal forums to lobby decision makers-Members of Parliament (MPs etc) <ul style="list-style-type: none"> • Advocate for the rights of disaster affected communities at the national level and districts areas with special attention to the rights of special vulnerable group (children, women, elderly, disabled, chronically ill and PLWHA).
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Timelines

The TCRS Mission will most likely remain valid and relevant for the medium-term future in Tanzania, and certainly for the next 7 years of this strategic planning period. Interventions in all 5 program areas will take place throughout the seven years.

The TCRS empowerment "curriculum" is based on a fixed time of 5 years' close interaction with any one community, but community empowerment projects are designed on a district area basis with phasing in and phasing out of sub-district working areas as communities "graduate" and new communities are entered into the process. Thus a district area intervention will continue for 10-15 years depending on the total number of vulnerable and marginalized communities in the district. Disaster Relief and Refugee program interventions, by their nature, have a less certain timeline.

The Organization Development Programme is primarily focused on the capacity building and strengthening needs for staff within the organization sharpen their skills in order to improve efficiency and effectiveness in the dynamic NGO world.

Funding Implications

Estimated resources required to implement the TCRS 7-year Country Strategy are given below in USD:

Programme	Project	2014	2015	2016	2017	2018	2019	2020
Community Empowerment	Kibondo Field Project	218,000	220,000	220,000	220,000	220,000	220,000	220,000
	Ngara CEP	190,000	190,000	190,000	190,000	190,000	190,000	190,000
	Kilwa CEP	155,000	155,000	155,000	155,000	200,000	200,000	200,000
	Morogoro CEP	155,000	155,000	155,000	260,000	260,000	260,000	260,000
	Kishapu CEP	250,000	250,000	250,000	250,000	265,000	265,000	265,000
	New CEP Development				220,000	220,000	220,000	220,000
	Sub Total	968,000	970,000	970,000	1,295,000	1,355,000	1,355,000	1,355,000
	Aid to Urban Refugees	95,000	95,000	95,000	95,000	95,000	95,000	95,000
	Sub Total	95,000						
	Organizational Development							
Staff Capacity Building	40,000	40,000	40,000	50,000	50,000	50,000	50,000	
Sub Total	40,000	40,000	40,000	50,000	50,000	50,000	50,000	
Sub Totals (USD)		1,103,000	1,105,000	1,105,000	1,440,000	1,500,000	1,500,000	1,500,000

Grand Total USD 9,253,000.00