



CHRISTIAN COUNCIL OF TANZANIA

FIVE YEARS STRATEGIC PLAN 2024-2028

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ABBREVIATIONS

AACC	All Africa Conference of Churches
AIDS	Acquired Immunodeficiency Syndrome
CCT	Christian Council of Tanzania
COVID-19	Coronavirus Disease 2019
ELCT	Evangelical Lutheran Church in Tanzania
HIV	Human Immunodeficiency Virus
IGP	Income Generating Projects
M&E	Monitoring and Evaluation
MPC	Mais Professionals Consultants
MWTC	Morogoro Women Training Centre
NGO	Non-Governmental Organisation
PESTLET	Political, Economic, Social, Technological, Environmental, Legal framework and Theology
PPP	Public Private Partnership
RBM	Result-Based Management
SDG	Sustainable Development Goals
SFA	Strategic Focus Area
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities, Challenges
TZS	Tanzanian Shillings
WAMA	Wakal awa Makanisa
WCC	World Council of Churches

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FOREWORD

It is with great anticipation and hope that I present the Christian Council of Tanzania's (CCT) Strategic Plan for the years 2024 to 2028. As we embark on this new chapter, we are guided by our unwavering commitment to promote unity, love, and service within our communities and to advance the mission of the Church in Tanzania.

Over the past five years, we have witnessed significant progress and transformative initiatives that have strengthened our organizational foundation and expanded our reach. This new strategic plan builds on these achievements, charting a path towards greater impact and deeper engagement in addressing the pressing social, economic, and spiritual challenges facing our nation.

The strategic objectives outlined in this plan are a testament to our dedication to holistic development and social justice. We aim to enhance our advocacy efforts, improve education and health services, and foster sustainable development. Our focus on youth empowerment and women's rights remains a priority, recognizing that these groups are pivotal to the future of our society.

As we implement this plan, collaboration and partnership will be essential. We will continue to work closely with our member churches, local and international partners, and the broader community to achieve our goals. Together, we can create a more just and compassionate society, reflecting the values of the Gospel in our daily lives.

I extend my deepest gratitude to all who have contributed to the development of this strategic plan. Your insights, dedication, and prayers have been invaluable. I also call upon all members and partners to actively participate in the realization of our shared vision.

May God bless our efforts and guide us in this journey of faith, hope, and service.

.....
Rt. Rev. Dr Fredrick Shoo (Bishop, ELCT – Northern Diocese)
CCT Chairperson
November 2023

ACKNOWLEDGEMENT

The successful development of the Christian Council of Tanzania's (CCT) Strategic Plan for 2024 to 2028 is the result of a collaborative and dedicated effort from numerous individuals and groups. I extend my heartfelt gratitude to everyone who contributed to this significant undertaking.

Firstly, I would like to express my sincere appreciation to our consultants, Dr. John Mapesa and Dr. Steven Nyaki. Your expertise, guidance, and unwavering commitment were instrumental in shaping a comprehensive and impactful strategic plan. Your insights have provided a strong foundation for our future endeavors.

A special thank you goes to our Chairman, Rev. Dr. Frederick Shoo, for his inspiring leadership and support throughout this process. Your vision and encouragement have been vital in steering our efforts in the right direction.

I am also deeply grateful to the bishops, women, and youth who participated in our strategic plan workshop. Your voices and perspectives have enriched the plan, ensuring it reflects the diverse needs and aspirations of our community. Your active participation and valuable contributions have been crucial in making this plan inclusive and forward-looking.

To the CCT Management and, in particular, the Planning, Monitoring, Evaluation, and Learning (PMEL) Unit, your dedication and hard work in coordinating the entire exercise have been exemplary. Your meticulous planning and organizational skills ensured the smooth progression of this complex task.

Lastly, I would like to acknowledge the collective efforts of all CCT staff, member churches, and partners. Your ongoing support and collaboration are the backbone of our mission, and I am confident that together we will achieve the goals set forth in this strategic plan.

May God bless each one of you abundantly as we move forward in faith and unity, working towards a brighter future for all.

.....
Rev. Can. Dr Moses Matonya
General Secretary
Christian Council of Tanzania
Dodoma, Tanzania.
November 2022

CCT STRATEGIC PLAN DESIGN

Just as in the corporate world, strategic planning has an instrumental role in many entities including faith based organization, institutions and churches in attaining its core mission of serving God and its people. This strategic plan provides a detailed roadmap for CCT pursuits in the coming five years. Narratively, it details the background information and rationale as to why strategic planning is important to the organization. It further describes the key steps that were followed in producing the plan by assessing its internal and external environment to understand its strength, weaknesses, opportunities, and challenges it faces. The process guided the formulation of the organisation's vision, mission, and core values which are the bedrock in laying down organizational goals, priorities/pillars, and strategic focus areas.

This strategic plan utilizes the theory of change to define its goals, objectives, and the activities/interventions, resulting in outputs and outcomes based on established indicators, thus influencing its impact across all strategic focus areas (SFAs). Moreover, it outlines the plan for implementing, monitoring, and evaluating these strategies, along with a budget estimate to fund the intended interventions. You can find a comprehensive chart illustrating the theory of change for each SFA and department in the appendices.

1.0 INTRODUCTION

1.1 Background

1.0 Overview

This document outlines the CCT Strategic Plan for 2024-2028, which covers a five-year period starting in 2024. It acts as a guiding roadmap for all levels and roles within CCT, including its directorates, corporate entities, and units. The previous five-year plan (2019-2023) identified gaps and challenges through a participatory consultative workshop and an evaluation report on the previous Strategic Plan. The current plan addresses these issues by setting specific strategies and targets. This Strategic Plan is intended to harmonize planning across all functions and entities within CCT. It promotes consistency, a shared purpose, a common understanding of the situation, and facilitates collaboration. Representatives from the church, including clergies, women, youth, CCT heads of directorates, corporates, and units, along with CCT staff, lay leaders, local government, and other stakeholders, collaborated to create this plan. It aligns CCT and Member Church priorities with local and global contexts and establishes a comprehensive framework for contextualization and implementation.

1.1 Background

Tanzania has experienced rapid economic growth but faces various social, political, ecological, economic, and environmental issues. The Christian Council of Tanzania (CCT), an umbrella organization with 12 member churches and 13 church-related organizations/associate members, aims to enhance the well-being of Tanzanian citizens in spiritual, economic, social, cultural, political, and environmental aspects. CCT supports a wide range of holistic and sustainable development initiatives, offering a diverse perspective to address both existing and emerging challenges, especially those affecting marginalized and impoverished groups.

1.2 About Christian Council of Tanzania (CCT)

The Christian Council of Tanzania (CCT) is a Faith-Based Organization established in 1934 and re-registered as CCT in 1962. Over the years, CCT has collaborated with various local and international partners to fulfill the goals outlined in its strategic plan. Their work encompasses community development, human rights, legal aid access, addressing gender-based violence, promoting peace and justice, fostering interfaith relations, ecumenism, and improving public health. CCT takes an integrated approach, including mobilizing local communities through microfinance initiatives to address poverty, gender-based violence, corruption, environmental degradation, and health, including HIV/AIDS-related challenges. Additionally, CCT utilizes Result-Based Management (RBM) as the primary method for managing all its interventions.

1.3 CCT and National, Continental or Global Development Context

The church plays a pivotal role in a nation's economic development, historically providing spiritual and social services. An example is CCT, a faith-based organization, which has had a substantial impact through its provision of spiritual, social, psychological, and material support. This assistance aids individuals in understanding their lives and their roles within their families and communities.

CCT's strategic plan is in perfect alignment with its constitutional obligations, as well as with both national and global standards. It closely mirrored the goals of Tanzania's Development Vision 2025, particularly focusing on two core objectives: "(1) achieving quality and a good life for all" and "(2) achieving good governance and the rule of law." Additionally, the plan seamlessly integrated with the key areas outlined in Tanzania's National Five-Year Development Plan III for 2021/22 - 2025/26. This national plan emphasized the stimulation of a competitive

and participatory economy, with a specific aim to accelerate inclusive economic growth through poverty reduction, social development, and the enhancement of productive capacity, particularly for youth, women, and individuals with disabilities.

Moreover, CCT's strategic plan is consistent with continental development objectives, such as those laid out in Africa Agenda 2063. This included aspirations for "(i) a higher standard of living, quality of life, wellbeing of all citizens," "(iii) healthy and well-nourished citizens," "(iv) transformed economies."

Furthermore, the plan resonated with the Sustainable Development Goals (SDGs), covering a wide range of objectives, including "(i) no poverty," "(ii) zero hunger," "(iii) good health and wellbeing," "(v) gender equity," "(vii) affordable and clean energy," "(viii) decent work and economic growth," "(x) reduced inequalities," "(xii) responsible consumption and production," "(xiii) climate action," "(xv) life on land" *through initiatives like afforestation programs*, and "(xvi) peace, justice, and strong institutions." In sum, CCT's strategic plan is entirely consistent with the overarching goals at the community, national, continental, and global levels, reflecting its commitment to making a positive impact across these diverse spheres. Its focus includes social services, resource mobilization, and mission work in response to socio-economic challenges.

1.4 Plan Assumptions

The theory of change is based on the concept that by diligently implementing targeted interventions in specific regions of Tanzania and maintaining unwavering commitment, CCT is well-positioned to achieve its objective of fostering sustainable holistic development within the communities. This encompasses its responsibility to facilitate, coordinate, and empower its members in order to support this overarching goal.

1.5 Strategic Plan Rationale

CCT effectively manages its organization through the consistent implementation of strategic plans. These plans serve as the cornerstone upon which the organization charts its future accomplishments, offering a combination of direction and adaptability, while also outlining the means to maximize resources and foster trust among members and stakeholders. This dynamic document is in a perpetual state of evolution, influencing the organization's decision-making and operations as it unfolds. It is of paramount importance to actively involve key stakeholders, ensure effective communication of the plan, and maintain readiness to address unforeseen challenges and opportunities as the organization progresses toward its envisioned objectives.

The process also includes establishing the sequence in which those goals should fall in place so that the organization is enabled to reach its stated vision in line with the agreed mission.

The preparation of this Strategic Plan focused to touch base on the following aspects so as to:

- i. better allocate resources
- ii. focus on specific initiatives
- iii. create better focus on operations and structures
- iv. give workers something to work towards
- v. create better alignment within the organization
- vi. deal with a results-based approach (the theory of change)
- vii. structurally align institutional governance and departments or units
- viii. address challenges and gaps
- ix. mitigate risks

1.6 Approach and Methodology for Developing this Strategic Plan

The planning process for this Strategic Plan embraced a participatory and consultative approach. The process framework acknowledged the various aspects and individuals involved in designing the strategy, aiming to create an effective and all-encompassing plan for the entire CCT and its stakeholders. The approach entails environmental assessment; to answer the “*where we are?*” which evaluates the current and future situation with competitive positioning and eventually establish the challenges that need to be addressed. Then work on the organization direction by assessing the vision, mission, and values to answer the “*where should we be going?*” where the strategy formulation is being made by designing the strategic goal, strategic focus area, and objective which are the core elements of direction. To answer to “*how do we get there?*” the implementation planning should follow the process that identifies the actions required “interventions/strategies or activities.”

The methodology incorporated an assessment of the previous strategic plan evaluation report and the gathering of primary data during structured group sessions involving CCT staff and stakeholders in the strategic plan workshop.

In summary, a collective of 68 representative stakeholders, encompassing CCT members, stakeholders, staffs along with decision making leadership team, “including the executive committee and the finance, policies, and program committee”, convened from October 16th to October 19th, 2023, to engage in discussions regarding the development of the Strategic Plan. The facilitation process entailed providing participants with an overview of the entire structure and contents of the Strategic Plan. Subsequently, the consultants divided the participants into four groups for group discussions, followed by plenary sessions.

2.0 SITUATIONAL ANALYSIS

2.1 Environmental Scanning - Internal and External Analysis

Environmental scanning involves acquiring and employing information about events, patterns, trends, and relationships within both the internal and external environment of an organization. In the case of CCT, its operating environment encompasses various external and internal factors. Scanning this environment is essential to assess the evolution and projections of factors that will impact the success of CCT.

2.1.1 Internal Analysis – Stakeholders analysis

This input stems from both stakeholders and the management team, gathering information from within the organization. It encompasses a roster of stakeholders, their areas of concern, and the thematic domains in which they operate. Furthermore, it involves assessing the degree to which they might impact or relate to CCT objectives. A stakeholder analysis holds significant importance in the strategic planning process as it identifies, assesses, and categorizes individuals or institutions that can exert positive or negative influences on CCT operations due to the power and command they hold over the national settings. These stakeholders can also be internal, with their interests stemming from direct interactions with the CCT, such as employment, service provision, or involvement in spiritual and social activities.

Within this Strategic Plan, stakeholders were identified and examined in a manner that necessitates CCT to position itself strategically to address their respective needs and interests. In this analysis, if their influence was assessed as substantial, it was recommended to prioritize keeping them satisfied or managing them closely. Conversely, if their influence was deemed to be low, it was advised to monitor their activities or keep them informed, as detailed in Table 1.

Table 1: Stakeholders' Analysis

Stakeholders	Areas of Interest	Their influence on our SP	Recommendation
Member Churches	Ownership, Governance, Contributions, Coordination, Facilitation, Capacity building and Fund-raising	Very High	Keep them pleased and work closer
Associate members	Ownership, Governance, Contributions, Coordination, Facilitation, Capacity building and Fund-raising	Very High	Keep them pleased and work closer
Church-owned institutions Health/Education/Financial/Media Hospitality	Financial Institutions: Savings and credits, loans and banking	Low	Monitor and keep them informed
	Education Institutions: Provision of education, learning, research and consultations	Low	Monitor and keep them informed
	Health Institutions: Provision of health services, programmatic collaboration, provision of facilities space	Medium	Monitor and keep them informed
	Media: Provision of secular and theological information, education, "knowledge and skills", as well as raising community awareness on salient issues and CCT visibility	Medium	Monitor and keep them informed
Government and its institutions and agencies	Collaborations and networking, provision and compliances on policies, legal framework and taxation, provision of social services and political will & support.	High	Keep them pleased and work closer
Donors and partners	Provision of financial and technical support, capacity building, collaboration and networking	Very high	Keep them pleased and work closer
Interreligious collaborations / Organizations (interfaith standing committee, TIP etc)	Interfaith relations, advocacy, peaceful co-existence and networking	High (competitors)	Keep them pleased and work closer
Regional & global ecumenical bodies: "FOCCISA/FECLAHA/AACC/WCC"	Networking and collaboration, joint advocacy, information education sharing	High	Keep them pleased and work closer
FBOs, NGOs, CSOs, Mission organization	Working with CCT on various community activities, collaboration and networking	Medium (competitors)	Monitor and keep them informed
Private sector and its institutions.	Working in collaborations with CCT, joint venture, donations, contribution and advisory services.	Medium (competitors)	Monitor and keep them informed
Public academic and research institutions.	Learning, capacity building, facilitate research	Low	Monitor and keep them informed
Community	Reception of quality socio-economic services.	Very high	Keep them pleased and work closer
Congregants	Spiritual and socio-economic services	High	Keep them pleased and work closer

2.2 SWOC and PESTEL Analysis,

Strategic planning tools encompass a set of techniques and models that leaders utilize to assess their current position, define their desired future state, and determine the crucial metrics and initiatives required to reach their envisioned goals. The internal analysis involves an evaluation of an organization's strengths and weaknesses, which are intrinsic to the organization itself, as well as the external analysis, which pertains to factors outside the organization and encompasses the identification of opportunities and challenges.

One commonly employed analysis tool in this strategic plan is the SWOC analysis, which involves scrutinizing an organization's Strengths, Weaknesses, Opportunities, and Challenges. Additionally, the analysis framework of PESTEL was utilized, which involves an examination of the Political, Economic, Social, Technological, Environmental, and Legal factors to provide a comprehensive perspective on the analysis.

2.2.1 SWOC Analysis

Table 2: Internal Analysis

Sn	Strengths		Weakness
i.	Potential membership base, " <i>diverse members nationwide with approximately 18 million congregants</i> "	i.	high financial dependency rate, approximately 61% which translate to donor reliance organization
ii.	Strong network and partnerships	ii.	Low CCT's visibility to the grassroots is still low
iii.	Strong member's congregant base with good tithes	iii.	Scanty linkages between secretariat and its members
iv.	Good reputation locally and internationally	iv.	Inadequate coordination, facilitation and capacity building to both youth and women
v.	Presence of church owned institutions by members	v.	Lack of consolidated strategic plans (CCT HQ, CCT MWTC, CCT WAMA)
vi.	Presence of strong constitutional organs of governance.	vi.	A marginal motivation rate to staff
vii.	Presence of skilled and talented human resources and potential infrastructures	vii.	Insufficient technology practices
viii.	Availability of good structures and systems (<i>policies/guidelines</i>)	viii.	Resource competition between members
ix.	Existence of resource mobilization units including "Investment, WAMA and MWTC units"	ix.	Presence of conflicts among members
x.	Operationalized holistic approach	x.	Insufficient resource (finance and human resources)
		xi.	Shortage of human resource with SKEA (Skill, knowledge, experience and abilities)
		xii.	Absence of staff development and succession plan
		xiii.	Lack of compliance framework. " <i>Partial-compliance to business ventures requirements arising from resource constraints i.e., "Formation of Board of directors"</i> "

ii. External analysis

Table 3: External analysis

Sn	Opportunities		Challenges
i.	Favorable political environment	i.	Misleading theology and prosperity gospel
ii.	Technological advancements	ii.	External competitors
iii.	Network and collaboration with domestic and international entities	iii.	Global economic crisis
iv.	Favorable policy and regulations	iv.	Conflicting interests
v.	Conducive business environment	v.	Unfavorable donor conditionality
vi.	Access to reliable infrastructure development	vi.	Change of international donor priorities
vii.	Shift of capital city from Dar es Salaam to Dodoma	vii.	Resource competition
viii.	Bulge in Youthful Population	viii.	Frequent change of legal frameworks
ix.	Interfaith relations	ix.	Change of political regime
x.	Population growth for evangelism efforts.	x.	Market competition
		xi.	Global technological changes
		xii.	Absence or non-user-friendly infrastructure
		xiii.	Effects of climate change challenges
		xiv.	Emerging of religious tensions
		xv.	Changing of Christian's behavior especially young generation.
		xvi.	Erosion of Christian ethics
		xvii.	Cultural practices that are not compatible with Christian faith
		xviii.	Illiteracy amongst communities
		xix.	Global pandemics

2.2.2. PESTELTP Analysis

To make effective use of PESTLET analysis, *"it is beneficial to have members on the strategic planning team who possess a solid understanding of the component factors"*. Fortunately, the team members with understanding and acquired knowledge, reached consensus on how the identified issues can either enhance or impact the planning forecasts.

i. Political context

Tanzania's stable political environment and religious freedom promote the growth and cooperation of churches and faith-based organizations with the government in various sectors. Government policies in socio-economic services provide valuable direction and it benefits CCT's holistic prospects. Additionally, Public-Private Partnerships (PPP) have improved private service provision in the country. However, taxes on services provided by churches and faith-based organizations hinder their ability to assist those in need, given that most of their services are nonprofit.

ii. Economic context

The World Bank supports Tanzania's growth with a focus on infrastructure and the private sector. Despite challenges, Tanzania has seen strong post-pandemic recovery, with a 4.6% GDP growth rate in 2022, expected to rise to 5.1%. This growth is driven by structural reforms to boost competitiveness, improve the business environment, and reduce regulatory costs. Long-term growth potential is around 6% by 2025. Inflation decreased from 4.4% in June 2022 to 3.3% in July 2023 due to lower global commodity prices, government subsidies, and currency stability. This trend presents favorable economic opportunities for CCT to harness its resources for sustainable holistic development within the community.

iii. Social context

The social context significantly affects how the Christian Council of Tanzania (CCT) operates. Cultural beliefs, gender disparities, economic inequalities, and geography all play a role. For instance, traditional beliefs impact healthcare decisions, gender disparities are stark, economic disparities are evident, and geographic location matters. CCT adapts its services to these factors. In the realm of spiritual activities, Tanzania's diverse cultural and religious landscape requires an adaptable approach to accommodate different religious backgrounds. Social attributes like community values, gender dynamics, and the incorporation of CCT's spiritual activities into local events also influence community engagement. Hence, understanding and addressing these social factors are crucial for CCT to effectively serve Tanzania's communities and individuals, both in its services and spiritual activities.

iv. Technological context

Between 2019 and 2023, technology played a pivotal role in reshaping the region's economy, governance, and society. Internet, social media, and mobile phones saw rapid growth, with mobile phones serving as digital bridges. The pandemic, including COVID-19, accelerated digitalization, highlighting its benefits for businesses and supply chains. Increased connectivity gave rise to influential online communities that reshaped the state-citizen relationship, promoting inclusivity. However, technology was also used by autocratic states and conflict actors for censorship and disinformation, exacerbating offline divisions and violence. CCT has an opportunity to enhance internal processes, "improve information dissemination, documentation, conduct financial transactions efficiently, and provide services conveniently and efficiency" through technological advancements.

v. Environmental context

Environment and natural resources are vital for the CCT community's socio-economic growth and well-being. Despite their importance, CCT has identified five pressing environmental challenges. Firstly, climate change is affecting agriculture, leading to food supply issues, farmer health problems, and livestock harm. Secondly, water scarcity is a significant concern, impacting rural and urban residents' daily lives and CCT operations. Thirdly, land degradation through deforestation and pollution threatens not only livelihoods but also the environment's overall health. Additionally, vulnerable groups are at increased risk due to these environmental crises. In response, CCT is at the forefront of advocating for policy reforms, sustainable agricultural practices, and capacity-building to tackle these challenges and enhance community livelihoods.

vi. Legal context

Tanzania's legal framework supports nonprofit and faith-based organizations, benefiting CCT. Compliance with national laws and regulations enhances CCT's credibility and trust with stakeholders. However, recent legal changes, such as the NGOs Act, pose adaptation challenges.

vii. Theological context.

Theological teachings can enhance organizational performance by fostering ethics and a sense of responsibility. However, clashes between religious beliefs and strategic objectives can impede intended outcomes. In Africa, where religion is a big part of life, it's important to be careful about how we understand and use these teachings, especially when they clash with ideas like family planning or gender equality.

viii. Psychological context

CCT knows that mental health is a big problem worldwide. They work with people who may have issues like depression, trauma, or stress, which can affect how CCT does its work and how people get along. So, CCT wants to teach its stakeholders about mental health to help everyone understand better and make positive changes, so they can support and follow CCT's plans.

3.0 ORGANIZATIONAL STRATEGIC DIRECTION

3.1 Vision

- A Christ-centered ecumenical instrument devoted to sustainable holistic development for the Kingdom of God.

3.2 Mission

- To foster sustainable holistic development in the society through facilitation and capacity building, while effectively coordinating members' efforts and the available resources.

3.3 Core Values

- i. **Stewardship:**
We are called to be faithful steward for His WorkLk 12:42
- ii. **Love and Compassion:**
God calls us to be like-minded, sympathetic, loving one another, be compassionate and humble. Peter 3:8
- iii. **Transparency and Accountability:**
Biblical accountability begins with taking responsibility for one's own actions and making a conscious choice of allowing God and others to help in accomplishing what is right. Asking God for protection was a sign of dependence on God and accountability to him. Romans 14:12 and Hebrews 4:13.
- iv. **Unity:**
....that they may all be one, just as you, Father, are in me, and I in you, that they also may be in us, so that the world may believe that you have sent me Ephesians 4:3, Ps 133:1-3, and John 17:21
- v. **Honesty and Integrity:**
"The righteous man walks in his integrity; his children are blessed after him" Proverbs 20:7,that we may lead a quiet and peaceable life in all godliness and honesty. 1 Tim 2:2.
- vi. **Trustworthy and Faithfulness:**
"God, who has called you into fellowship with His Son Jesus Christ our Lord, is faithful." 1 Corinthians 1:9 "Now it is required that those who have been given a trust, must prove faithful." 1 Corinthians 4:2
- vii. **Excellence and Professionalism:**
for wisdom is a defence, and money is a defence: but the Excellency of knowledge is, that wisdom gives life to them that have it. Ecclesia 7:12 ; ...do your best to present yourself to God as one approved, a worker who has no need to be ashamed, rightly handling the word of truth. 2 Timothy 2:15
- viii. **Volunteerism:**
.....and whatsoever ye do, do it heartily, as to the Lord, and not unto men,.... ye shall receive the reward of the inheritance; for ye serve the Lord Christ. Col 3:23-24

3.4 CCT Strategic Goal

To enhance active engagement of CCT in sustainable holistic development interventions.

3.5 Strategic Priorities/Pillars

Based on the evaluation results, recommendations, and challenges encountered in the previous strategic plan, in conjunction with the situational analysis and hence the organization's commitment that strives for better future. The strategic goal that enhancing CCT's active involvement in sustainable holistic development. The following key priorities emerged for the forthcoming strategic plan covering the period from 2024 to 2028.

- a. **Programmatic pillars**
 - i. Programming – church/community development
 - ii. Evangelism
 - iii. CCT sustainability
- b. **Organizational pillars**
 - i. Governance and CCT visibility

Table 4: Strategic priorities with corresponding focus areas

s/n	Strategic Priorities	Focus Area
i	Governance and CCT visibility	Compliances and assurance
		Systems and operations
ii	Programming – church/community development	Holistic transformations of churches and community
iii	Evangelism	Comprehensive evangelism
iv	CCT sustainability	Resource mobilization

3.6 Strategic Focus Areas

The identified priorities or pillars and their corresponding focus areas underscore the CCT Strategic Focus Areas (SFA) that should be considered for the successful implementation of the Vision and Mission.

- SFA 1 Strengthen compliances and assurance
- SFA 2 Enhance systems and operations
- SFA 3 Strengthen resource mobilization for CCT sustainability
- SFA 4 Strengthen holistic transformations of churches and communities through coordinated programming
- SFA 5 Strengthen comprehensive evangelism through sound Christian doctrine

3.6.1 The stated Strategic Focus Areas will be implemented through the five CCT Directorates.

Table 5: Strategic focus areas and implementing directorates

s/n	Strategic Focus Areas	Implementing Directorate
SFA 1	Strengthen compliances and assurance	Directorate of Administration and HR Directorate of Finance, PMEL
SFA 2	Enhance systems and operations	Directorate of Administration and HR Directorate of Finance, PMEL
SFA 3	Strengthen resource mobilization for CCT sustainability	Directorate of Investments (HQs, WAMA & MWTC)
SFA 4	Strengthen holistic transformations of churches and communities through coordinated programming	Directorate of Advocacy and Development Programs
SFA 5	Strengthen comprehensive evangelism through sound Christian doctrine	Directorate of Missions and Evangelism

3.7 Strategic Focus Areas and their Subsequent Objectives.

Table 6: Strategic Focus Areas and their subsequent objectives

s/n	Strategic Focus Area	Objectives	Program/Directorate
SFA 1	Strengthen compliances and assurance	i. Improve CCT systems and operations	i. Directorates of Administration & HR, and Finance ii. PMEL and Internal Audit Units.
SFA 2	Enhance systems and operations		
SFA 3	Strengthen resource mobilization for CCT sustainability	i. To achieve annual turn-over of 6 Billion by the year 2028.	CCT Investments, WAMA and MWTC
		ii. To establish comprehensive business governance.	
SFA 4	Strengthen holistic transformations of churches and communities through coordinated programming	i. Facilitate sustainable economic development and livelihood empowerment process in the community	Economic empowerment and livelihood program.
		ii. Facilitate adaptation and mitigation of climate change and access to reliable and sustainable energy	Climate change, environment and food security Program
		iii. Strengthen advocacy efforts in policy engagement governance and socio-economic justice.	Policy Analysis, Advocacy and Good Governance Program
		iv. Promote women empowerment, gender justice, child development and parenting.	Women Development, Children and Gender Program
		v. Improve public health and wellbeing of the people with focus to those who are at risk	Public Health and Wellbeing Program
		vi. Facilitate member churches' education and health institutions to sharing and exchange of church based operational systems.	
		vii. Promote peaceful co-existence through interfaith relations	Interfaith Relations Program
		viii. Promote Youth empowerment in employment opportunities	Youth Development and Empowerment Program
SFA 5	Strengthen comprehensive evangelism through sound Christian doctrine	i. Strengthen evangelism and youth coordination.	Directorate of Missions and Evangelism

3.8 CCT Strategic Focus Areas, Objectives, Outcome, and its Indicators

The successful implementation of the Vision and Mission within the CCT is guided by its Strategic Focus Areas (SFA). These SFAs connect specific objectives with measurable outcomes through a theory of change. In this Strategic Plan, the SFAs define the goals, objectives, and outcomes, all interconnected with interventions via the theory of change. The table below provides a summary of the intended results based on the CCT's Strategic Focus Areas.

Table 7: CCT Strategic Focus Areas, Objectives, Outcome, and its Indicators

s/n	Strategic Focus Area	Objectives	Outcomes	Indicator
SFA 1	Strengthen compliances and assurance	i. Improve CCT systems and operations	Improved systems and operations	Percentage increase in efficiency and productivity.
SFA 2	Enhance systems and operations			
SFA 3	Strengthen resource mobilization for CCT sustainability	i. To achieve annual turn-over of 6 Billion by the year 2028.	Increase turnover to 6 Billion	<ul style="list-style-type: none"> Increased annual turnover Increased asset values
		ii. To establish comprehensive business governance.	Improve and Increase of assets/new investment.	<ul style="list-style-type: none"> Improved business environment Increased profit margin
SFA 4	Strengthen holistic transformations of churches and communities through coordinated programming	i. Facilitate sustainable economic development and livelihood empowerment process in the community	Community's capacities and understanding in economic engagement is improved	<ul style="list-style-type: none"> Availability of income generation initiatives, employment opportunities and financial capital
		ii. Facilitate adaptation and mitigation of climate change and access to reliable and sustainable energy	Communities apply skills for engagements in mitigation and adaptation approaches	Community's and church members awareness and preparedness in disasters management and climate change impacts
		iii. Strengthen advocacy efforts in policy engagement governance and socio-economic justice.	The policies, institutional frameworks and organizational systems reflect the voices of the oppressed and provide justice	policies and institutional changes that reflect the needs of CCT target beneficiaries.
		iv. Promote women empowerment, gender justice, child development and parenting.	Women and men are empowered to defend themselves against all forms of abuse and discrimination	Men and women with capacities and understanding
			Communities are engaged in provision of good parenting, guidance and child protection	<ul style="list-style-type: none"> Availability of child development programs Communities awareness on child's rights Parents awareness on child upbringing contents
		v. Improve health and wellbeing of the people with focus to those who are at risk	The wellbeing of the most at risk is improved through sustainable improvement in their health	Number of people with access to quality health
Improved WASH,health and wellbeing of lactating mothers, pregnant women and children under five	Number of lactating mothers, pregnant women and children with access to primary health services			

		vi. Facilitate member churches' education and health institutions to sharing and exchange of church based operational systems.	Member church education and health institutions have forums for sharing and knowledge exchange	At least 25 platforms from the institution convened.
		vii. Promote peaceful co-existence through interfaith relations	Peaceful co-existence among faith communities is exercised	Availability of good relationship amongst faith communities
		viii. Promote Youth empowerment in employment opportunities	Empowered youth in securing employment and available economic opportunities	<ul style="list-style-type: none"> • Number of youth with employments • Number employment opportunities created by church for youths
SFA 5	Strengthen comprehensive evangelism through sound Christian doctrine	i. Strengthen evangelism and youth coordination.	Proper Christian teachings offered among member churches with well-coordinated youth	<ul style="list-style-type: none"> • Members' congregants retained with less incidences of transit to other churches. • Number of youth initiatives and unified youth groups of interventions.

4.0 STRATEGIC GOVERNANCE

4.1 Introduction

This section encompasses all overarching concerns that impact or shape the successful execution of this Strategic Plan. It deals with significant matters related to the functions, leadership, and governance of the CCT, as well as issues regarding coordination, networking, monitoring, evaluation, and the efficient structure of the organization and the mobilization of resources.

4.2 CCT Leadership and Governance

Leadership in governance involves the willingness and ability to take responsibility for a part of an organization and consistently act in its best interest. Effective corporate leaders build upon a foundation of sound governance principles. Governance, on the other hand, entails comprehensive oversight to ensure that management systems run smoothly, achieve their objectives, and avoid risks. Seeking expert advice and fostering good decision-making are essential aspects of this process. Crucial components for the success of the CCT mission and the execution of the strategic plan include effective leadership and sound governance. These elements boost CCT's sustainability by fostering assurance in all its initiatives. In this respect, CCT should persist investing in effective leadership and good governance.

The CCT has a well-organized structure, featuring a descriptive decision-making functional organogram with a strong ecumenical constitution and policies. These elements serve as potent tools for fostering effective leadership and good governance, which are essential for guiding the organization through significant changes. The CCT governance organs, which include a team of officers within the CCT, *“three chairpersons and the General Secretary”* and management team, the Executive Council, the Executive Committee, as well as the Policy, Finance, and Program Committee, along with other committees and advisory boards, all play critical roles in providing unified leadership to ensure the success and sustainability of the CCT. It is imperative for all CCT members to extend their support and prayers to the CCT officers and be readily available to oversee the council and address emerging issues. Furthermore, entrusting the General Secretary with the responsibility of overseeing governance, collaboration, and networking is of great significance.

The CCT is well structured with a decision making descriptive organogram, as well as functional structure with a good ecumenical constitution and policies. These are potential instrument of leadership and good governance that relies on an effective leadership to navigate through significant changes. The CCT's team of officers, including the General Secretary and their management team, the Executive Council, Executive Committee, as well as the Policy, Finance, and Program Committee, and other committees and advisory boards, all play vital roles in providing coordinated leadership to ensure the CCT success and sustainability. It is crucial for all CCT members to support and pray for the CCT officers, and to be readily available to oversee the council and address emerging issues. Additionally, having the General Secretary oversee governance, collaboration, and networking is important. This includes handling legal matters, monitoring and evaluation, corporate governance, collaboration, and networking units, all under the purview of the General Secretary's office.

4.3 Organizational Structure

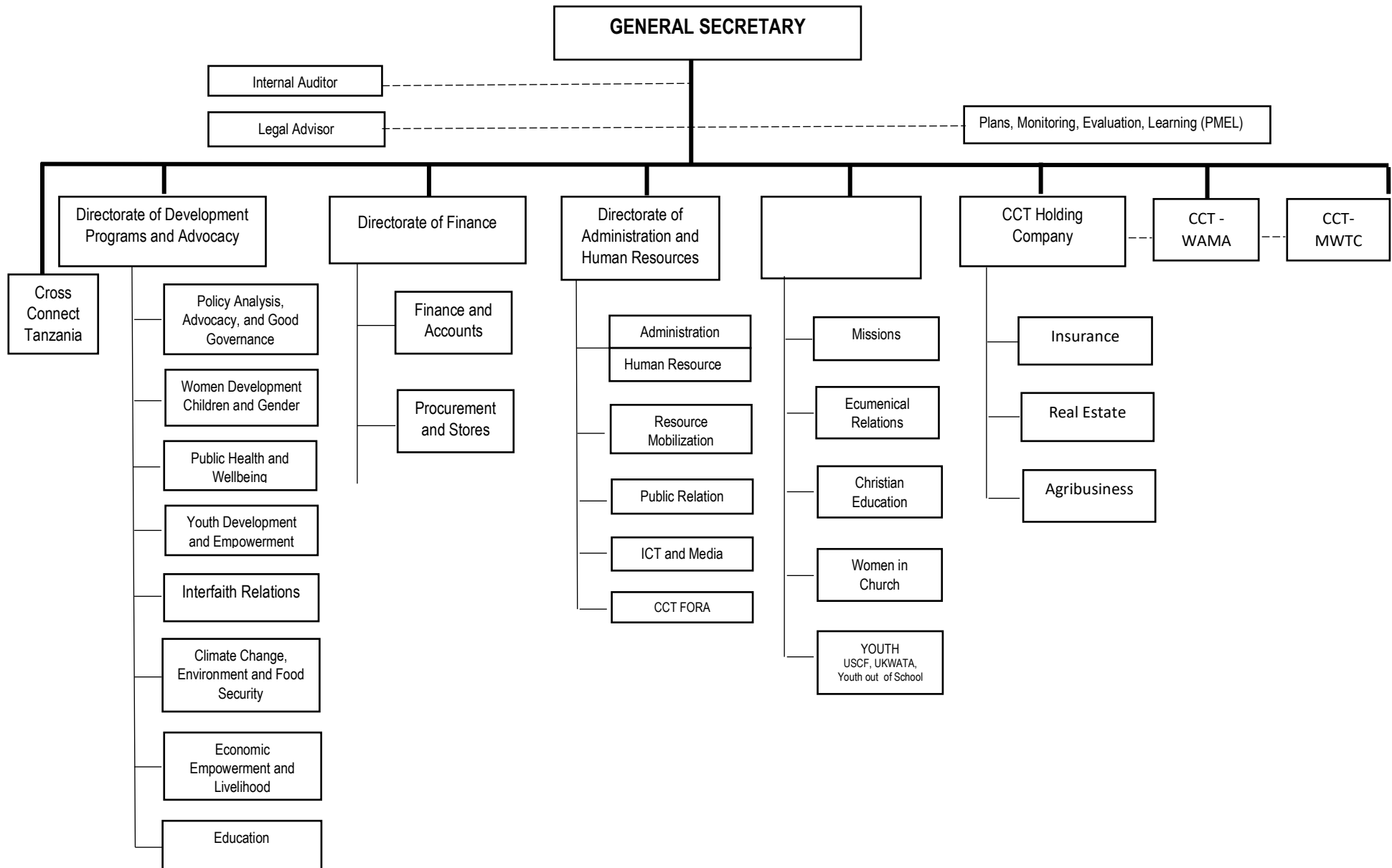
An organizational structure is a system that outlines how certain activities are directed to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the organization/company. It also defines how activities such as task allocation, coordination, and supervision are directed toward the achievement of organizational aims. The

organizational structure affects organizational action and provides the foundation on which standard operating procedures and routines rest.

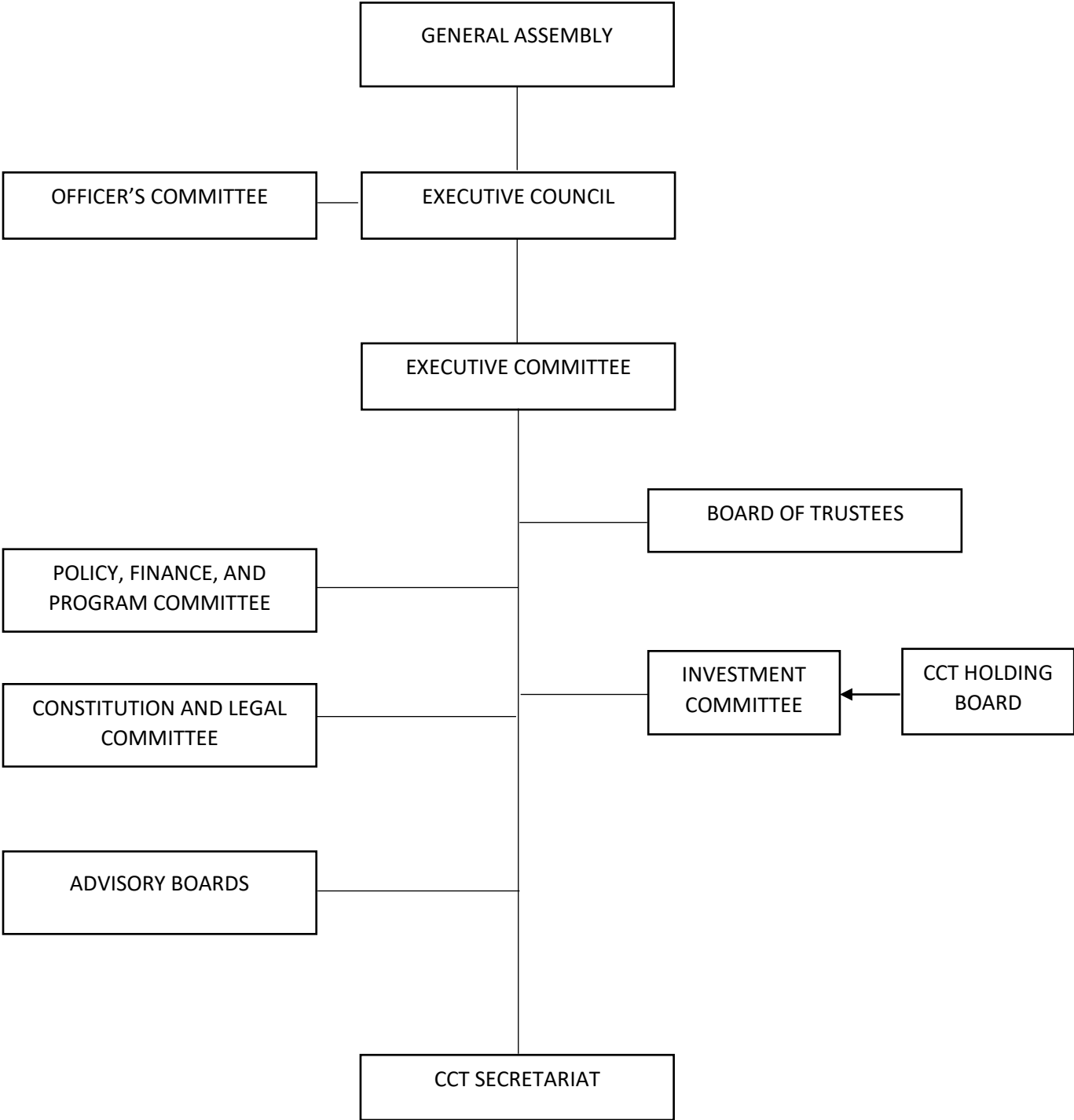
There are two organizational structures, one elaborating the governance and leadership of the CCT “*Decision-making structure*” and another elaborating the management/operational aspects “functional structure”. The structures have to ensure effective leadership, workflows and processes management. The structures also have to consider that organizational, programmatic, and resource mobilization pursuits have to work in a coordinated manner and respond sufficiently to the CCT strategic goal.

The organizational chart of the CCT highlights the structured framework through which the strategic plan's initiatives will be guided in order to attain their intended strategic goals.

FUNCTIONAL STRUCTURE



DECISION MAKING STRUCTURE



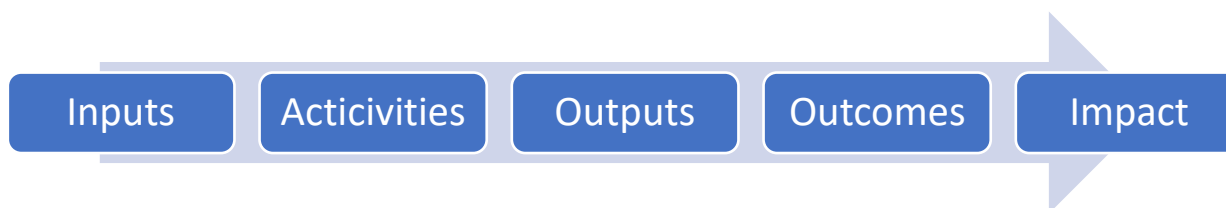
5.0 STRATEGIC PLAN'S OPERATIONS, AND MONITORING AND EVALUATION PLAN

Introduction

The logical framework of this strategic plan is developed based on the theory of change, serving as a crucial resource for creating the Monitoring and Evaluation (M&E) plan. The Logical Framework is a valuable tool for enhancing project design, implementation, and assessment, making it most effective when applied consistently across the project's life cycle. It aids in structuring thought processes, establishing performance indicators, assigning roles, and facilitating clear communication.

5.1 Theory of change

The theory of change for this Strategic Plan is built up from the organization's vision and mission. A theory of change serves as the foundation of the organization's desired change or intended transformation, program development, strategic planning, and evaluation.



Rather than following the conventional structure of defining Objectives, Indicators, Means of Verification, and Assumptions for each objective in the strategic plan, it was collectively decided to adopt the theory of change approach. In this approach, the primary focus is on observing the change brought about by the strategic plan and its associated indicators.

Each duty bearer, whether a head of department or accountable staff member, will establish a theory of change log frame for all activities they engage in. This will facilitate self-evaluation and ensure the effective implementation of monitoring and evaluation processes. This tool enables decision-makers to monitor the achievement of output and outcome indicators.

Key Elements:

- Duty Bearer: Anyone responsible, including heads of departments or accountable staff.
- Theory of Change Log Frame: A structured framework used to plan and track activities and their expected outcomes.
- Self-Evaluation: Individuals assess their own performance and progress.
- Monitoring and Evaluation (M&E): Processes to track and assess the effectiveness of activities.
- Output and Outcome Indicators: Metrics used to measure the success and impact of activities.

5.1.1 Theory of change – Log Frame

- i. SFA 1:.....
- ii. Objective i:.....
- iii. Outcome i:.....
- iv. Intervention/Activity i:.....

Theory of change – Log Frame

Interventions Logic	Objectively Verifiable Indicators	Means of Verifications	Assumptions
Impact	Impact indicators: What is the quantitative measure or qualitative judgment of whether these broad objectives have been achieved	What source of information exists or can be provided to allow the goal to be measured	What external factors are necessary to sustain the objectives in the long run
Results - Outcome	What are the quantitative measures or qualitative judgments by which achievement of the purpose can be judged (<i>how the outputs were used obtain the expected results as per each objective</i>)	What source of information exists or can be provided to allow the achievement of the purpose to be measured	What external and internal factors are necessary if the purpose is contributing to the achievement of the goals?
Output	What are the quantitative measures or qualitative judgement which can measure the attainment of outputs	What are the sources of information to verify the achievement of the outputs?	What are the factors not in the control of the project which is liable to restrict the outputs achieving the purpose?
Activities	What are the quantitative measures or qualitative judgements which can measure achievements of activities	What are the sources of information to verify the achievement of the activities?	What factors will restrict the activities from creating the outputs
Input (<i>This includes human, financial, physical and technology resources</i>)	What are the quantitative measures or qualitative judgements which can measure the inputs	What are the sources of information to verify the availability of inputs	

5.2 Monitoring and Evaluation

The fundamental policy question at hand is whether the anticipated outcomes have been successfully realized. Often, policymakers and program managers tend to concentrate on the inputs, such as the human and financial resources allocated for program delivery, as well as the outputs, such as the number of participants, those trained, or those equipped with new skills. It is only later that they assess whether the program is effectively achieving its intended outcomes, such as whether participants employed gained or acquired the skills needed for productive jobs.

Monitoring and evaluation serve as the processes that enable policymakers and program managers to gauge the progression of an intervention (monitoring), evaluate the effectiveness of program implementation, identify discrepancies between planned and achieved results (evaluation), and ascertain whether improvements in well-being can be attributed solely to the program (impact evaluation).

Monitoring involves the continuous collection and analysis of data about a program, comparing actual outcomes with planned objectives to assess the intervention's implementation. It relies on data generated by the program itself, encompassing information about individual participants, enrollment and attendance figures, the post-program situation of beneficiaries, and program costs. Furthermore, monitoring allows for comparisons across various individuals, program types, and geographical locations. The existence of a dependable monitoring system is indispensable for conducting evaluations.

Evaluation is a systematic and objective process that assesses all aspects of a program, including its design, implementation, and the results achieved, to determine its overall value or significance. The primary goal is to provide credible information to decision-makers, enabling them to identify strategies for attaining more of the desired results.

5.2.1 PMEL - Unit

The Planning, Monitoring, Evaluation and Learning (PMEL Unit) will be a key unit for the organization as it will gather and provide all important information (data) that will help organization decision making process. Among other issues, this unit is expected to perform the following functions.

- a. Monitoring and evaluation
- b. Planning and strategic plan operationalization
- c. Research, data analysis and Information sharing

6.0 STRATEGIC PLAN BUDGET

The implementation of the five year's CCT - Strategic Plan 2024-2028 is estimated to cost a total amount of TZS. 37,300,000,000/= These embrace the five strategic focus areas as follows:

- | | |
|---|--------------------|
| ➤ SFA 1 Strengthen compliances and assurance | TZS 1,000,000,000 |
| ➤ SFA 2 Enhance systems and operations | TZS 800,000,000 |
| ➤ SFA 3 Strengthen resource mobilization for CCT sustainability | TZS 18,000,000,000 |
| ➤ SFA 4 Strengthen holistic transformations of churches and communities through coordinated programming | TZS 15,000,000,000 |
| ➤ SFA 5 Strengthen comprehensive evangelism through sound Christian doctrine | TZS 2,500,000,000 |

The budget will be met by the CCT internal and external resource mobilization initiatives

APPENDICES:

APPENDIX – ONE:

CCT Strategic Plan’s Interventions/strategies coupled with activities and its outputs

SFA	Strategic Focus Area	Objectives	Strategies or Interventions	Activities	Outputs Indicators
SFA 1	Attain comprehensive evangelism through sound Christian doctrine	i. Maximize evangelism through sound Christian doctrine	i. Strengthen theological teaching.	<ul style="list-style-type: none"> Establish partnerships with member churches and reputable theological institutions or seminaries to access high-quality resources, then offer comprehensive theological training programs for clergy, evangelists, and lay leaders to deepen their understanding of Christian doctrine, scripture, and theology, through seminars, workshops, and online course. <p><i>(Ensure that training materials and curriculum align with sound Christian doctrine and teachings).</i></p> <ul style="list-style-type: none"> Coordinate member churches to mitigate misleading theology and promote Christian doctrine Facilitate churches to conduct Christian leadership training 	<ul style="list-style-type: none"> -Number of theologians trained - Number of information materials developed - Number of information materials disseminated
			ii. Community Outreach and Evangelistic Events:	<ul style="list-style-type: none"> In collaboration with member churches’ local churches or ministries, organize ecumenical outreach initiatives and evangelistic events to share the Gospel message and demonstrate the relevance of Christian doctrine in everyday life. Host evangelistic rallies, (especially with women or youth) crusades, or conferences featuring dynamic speakers, worship music, and testimonies of transformed lives 	<ul style="list-style-type: none"> - Number of joint evangelism outreaches organized -Number of new Christian enrolled
			iii. Utilization of Multimedia and Technology:	<ul style="list-style-type: none"> Produce high-quality digital content such as posters, videos, and online resources that present sound Christian doctrine Utilize social media channels, websites, and mobile apps to disseminate Christian teachings, share testimonies, and engage with a broader audience. Seek for spiritual truth address false theologies. 	<ul style="list-style-type: none"> - Number of contents produced -Number of media platform engaged
		ii. Promote coordinated ecumenical youth centric evangelism	i. Establish Youth Ecumenical Networks:	<ul style="list-style-type: none"> Create collaborative networks or coalitions that bring together member churches’ youth leaders, ministries, and organizations to work together on evangelism initiatives. Facilitate regular meetings, conferences, or retreats where youth representatives can share ideas, resources, and best practices for reaching their peers with the Gospel. 	<ul style="list-style-type: none"> -Number of coalitions/networks established -Number of youth meetings/platforms organized
			ii. Capacity Building and Training	<ul style="list-style-type: none"> Develop a comprehensive curriculum tailored to the specific needs and goals of the ecumenical youth training and equipping programs. <i>“This curriculum should cover a range of relevant topics, including technical skills, youth leadership development, communication</i> 	<ul style="list-style-type: none"> - Curriculum in place -Number of trainers trained

				<p><i>strategies, and personal growth</i>".</p> <ul style="list-style-type: none"> Invest in the professional development and capacity building of trainers and facilitators responsible for delivering the ecumenical youth training programs. Train ecumenical youth with skills, and holistic knowledge for evangelism and development issues 	- Number of trained youths
		iii. Maximize coordination of Christian Education in education institutions	i. Establish discipleship and mentorship programs	<ul style="list-style-type: none"> Implement discipleship and mentorship programs to nurture spiritual growth and maturity among youth Christians with seasoned mentors who can provide guidance, support, and accountability in their faith journey. 	-Number of youths engaged in engaged in spiritual services
			ii. Establishment of Inter-Institutional Partnerships:	<ul style="list-style-type: none"> Develop partnerships and collaboration among education institutions, churches, and Christian organizations for joint Christian education initiatives, curriculum pursuits, and resource-sharing to leverage the strengths and expertise of each other. Create platforms for dialogue, coordination, and alignment of Christian education initiatives at the local, regional, or national level. Establish inter-institutional committees, task forces, or working groups to identify common goals, address challenges, and promote synergy in Christian education delivery. 	-Number of collaborative meetings convened -Number of dialogue meetings convened -Number of committees established
		iv. Strengthening coordination of mission and mission outreaches	i. Consolidate the CCT Mission Coordination Office, (CCT Head Office):	<ul style="list-style-type: none"> Strengthen CCT head office to be a hub for coordination, planning, and resource allocation for ecumenical mission initiatives to members. Strengthen the office for the obligation. 	-Number of ecumenical missions coordinated
			ii. Enhancement of Communication and Collaboration Channels:	<ul style="list-style-type: none"> Develop members' team working and collaboration channels to facilitate information sharing, coordination, and synergy among mission teams and stakeholders. Utilize technology platforms such as project management software, collaboration tools, and shared databases to streamline communication, document sharing, and coordination of mission efforts. 	-Number of missions coordinated - Number of people reached with evangelism through modern technology
			iii. Training and Capacity Building:	<ul style="list-style-type: none"> Training and capacity building to clergies and lay leaders for effective missions, mission outreach and church planting. 	-Number of clergies and lay leaders trained
SFA 2	Enhance compliance, systems and operations	i. Strengthen CCT compliances and assurance	i. Staff engagement and education programs:	<ul style="list-style-type: none"> Organize staff meetings, workshops, and information sessions to raise awareness about the importance of CCT compliance among beneficiaries Provide educational materials in simple languages and ensure they are accessible to all beneficiaries 	-Capacity of members to comply with available systems and operations -Number of educational materials disseminated

		ii. Establish a regular monitoring and evaluation system to track compliance with CCT conditions	<ul style="list-style-type: none"> • Conduct regular field visits, spot checks, and office assessments to verify that beneficiaries are meeting the requirements • Use technology such as mobile apps or biometric identification systems to identify non-compliant beneficiaries more effectively and facilitate timely interventions. 	<ul style="list-style-type: none"> -Operational M&E system in place -Number of members complying to systems and operations
	ii. Improve CCT systems and operations	i. Implement advanced information management systems to streamline CCT systems and operations	<ul style="list-style-type: none"> • Adopt digital platforms for beneficiary registration, payment processing, and data management 	<ul style="list-style-type: none"> -Operational system for members' management Number of members registered in the system
		ii. Capacity Building and Training:	<ul style="list-style-type: none"> • Provide comprehensive training programs for CCT staff at all levels to enhance their skills and competencies in program management, including workshops, seminars, and on-the-job training • Develop or review standardized operating procedures and guidelines for CCT implementation to ensure consistency and quality • Employ regular capacity assessments to help identify areas for improvement and tailor training interventions 	<ul style="list-style-type: none"> -Number of staff trained -Operational procedures and guideline in place -Assessment reports
		iii. Review or Develop Clear Policies and Procedures:	<ul style="list-style-type: none"> • Review or establish comprehensive policies and procedures covering various aspects of organizational operations, including finance, human resources, pursuits, ethics, compliance, and risk management. <i>(These policies should outline roles, responsibilities, and expectations for employees at all levels within the organization).</i> • Ensure that policies and procedures are clearly communicated to all staff and regularly reviewed and updated to reflect changes in legal and regulations, industry standards, or organizational needs. • Plan and pursue internal audit process • Review job descriptions of staffs for organizational effectiveness • Develop procurement plans and budgets and Manage procurement processes for goods, services and works through effective sourcing and documentations • Prepare financial reports according to our policies. • Develop and strengthen M&E coordination and linkage within CCT • Review and develop CCT Monitoring and Evaluation Plan 	<ul style="list-style-type: none"> -Policies and procedures in place -signed operational documents by staff and other partners working with CCT - Operational procurement procedures in place Operational M&E system in place
		iv. Foster closer collaboration and coordination among key stakeholders involved in CCT implementation, including Member Churches, CCT Fora, government agencies, civil society organizations, and development partners.	<ul style="list-style-type: none"> • Establishing CCT Fora, multi-stakeholder platforms or CCT members working groups (<i>women/youth</i>) to facilitate information sharing, problem-solving, and joint decision-making to address operational challenges and improve program efficiency. • Conduct workshops and seminars to CCT governance organs and members for awareness and capacitate them on salient issues - FORA • Mobilize financial resources from members, 	<ul style="list-style-type: none"> -Number of platforms established at various levels -Number of seminars conducted to members and governing organs - Financial contributions from members to sustain CCT interventions

SFA 3	Strengthen resource mobilization for CCT sustainability i. (CCT Holding Company) ii. WAMA iii. MWTC	i. Achieve annual turnover of 6 Billion by the year 2028. . i. (CCT Holding Company) ii. WAMA iii. MWTC	i. Market Expansion and Diversification: i. (CCT Holding Company) ii. WAMA iii. MWTC	(CCT holding company, WAMA, MWTC) <ul style="list-style-type: none"> Identify new market opportunities and expansion possibilities Strengthen available market within members Conduct thorough market research to understand consumer preferences, trends, and competition in target markets. Diversify product offerings or services to appeal to a broader customer base or to penetrate new market segments Introduce complementary products, exploring adjacent markets, or customizing existing offerings to meet the needs of different customer segments. 	-New market opportunities identified -Number of customers utilizing our products -Number of new products by CCT - customer satisfaction
			ii. Strategic Partnerships and Alliances: i. (CCT Holding Company) ii. WAMA iii. MWTC	(CCT holding company, WAMA, MWTC) <ul style="list-style-type: none"> Form strategic partnerships and alliances with other businesses, suppliers, or distributors to expand reach and access to new customers. Collaborate with complementary businesses to create bundled offerings or joint marketing campaigns that can enhance visibility and attract more customers. Explore opportunities for vertical integration or collaboration along the value chain to streamline operations, reduce costs, and capture more value from end-to-end processes 	-Partnership and alliances established
			iii. Investing in advanced technologies and digital solutions to improve operational efficiency, enhance customer experience, and drive innovation. i. (CCT Holding Company) ii. WAMA iii. MWTC	(CCT holding company, WAMA, MWTC) <ul style="list-style-type: none"> Upgrading IT infrastructure, implementing data analytics tools for market insights, or adopting automation and AI-driven processes to optimize workflows. Encouraging employees to experiment, innovate and explore new ideas, and contribute to continuous improvement efforts. Establish mechanisms for gathering feedback and ideas from employees at all levels and incentivize innovation through recognition programs or rewards. 	-operational Infrastructures in place
		ii. Establish comprehensive business governance. iii. (CCT Holding Company) ii. WAMA iii. MWTC	i. Develop Clear Policies and Procedures: i. (CCT Holding Company) ii. WAMA iii. MWTC	(CCT holding company, WAMA, MWTC) <ul style="list-style-type: none"> Establish comprehensive policies and procedures covering various aspects of business operations, including finance, human resources, ethics, compliance, and risk management. (These policies should outline roles, responsibilities, and expectations for employees at all levels within the organization). Ensure that policies and procedures are clearly communicated to all stakeholders and regularly reviewed and updated to reflect changes in regulations, industry standards, or organizational needs. Implement a robust training program to educate employees about the importance of governance in business and their role in upholding it. 	Operational policies in place

			ii. Establish or review governance structures and committees: <i>i. (CCT Holding Company)</i> <i>ii. WAMA</i> <i>iii. MWTC</i>	<i>(CCT holding company, WAMA, MWTC)</i> <ul style="list-style-type: none"> Review or create governance structures such as board of directors or advisory board to provide oversight and strategic guidance to the organization Formulate specialized committees within the board, such as audit committees, risk management committees, and ethics committees, to focus on specific areas of governance 	Existence of various governing boards
			iii. Implement Monitoring and Evaluation Mechanisms: <i>i. (CCT Holding Company)</i> <i>ii. WAMA</i> <i>iii. MWTC</i>	<i>(CCT holding company, WAMA, MWTC)</i> <ul style="list-style-type: none"> Develop key performance indicators (KPIs) and metrics to monitor the effectiveness of governance processes and identify areas for improvement Establish whistleblower mechanisms and channels for reporting concerns or violations of governance principles confidentially and without fear of retaliation 	-Existence of operational M&E system
SFA 4	Strengthen holistic transformations of churches and communities through coordinated programming	ix. Improve sustainable economic development and livelihood empowerment process in the community	i. Capacity Building and Skills Training tailored to the needs and aspirations of community members	<ul style="list-style-type: none"> Offer training in areas such as entrepreneurship, agricultural practices, vocational skills, and financial literacy to equip individuals with the knowledge and skills necessary to pursue sustainable livelihoods. 	-Number of people trained
			ii. Promotion of Sustainable Agriculture and Livelihood Practices:	<ul style="list-style-type: none"> Introduce and promote sustainable agriculture practices that enhance productivity 	-Yield of crops for farmers/peasants
			iii. Access to Financial Services and Market Linkages:	<ul style="list-style-type: none"> Expand access to financial services such as savings accounts, VICOBA, credit facilities, and microfinance loans to enable community members to invest in income-generating activities and build assets. Facilitate linkages between producers and markets to ensure fair prices, reduce post-harvest losses, and increase market opportunities for locally produced goods. Establish market hubs, value addition facilities, or farmers' markets where producers can directly sell their products to consumers or institutional buyers. 	-Number of community microfinance Groups -Number of linkages established -New markets accessed
		x. Promote adaptation and mitigation of climate change and access to reliable and sustainable energy	i. Implement Renewable Energy Projects	<ul style="list-style-type: none"> Invest in renewable energy sources, by installing solar panels, biomass, energy saving stoves to reduce energy consumption 	-Number of community member using renewable energy
			ii. Implement Climate Resilience Initiatives:	<ul style="list-style-type: none"> Implement measures like improving water management systems, constructing flood defenses, and promoting climate-smart agricultural practices. 	-Number of people using climate resilient projects
			iii. Launch Public Awareness Campaigns and Policy Advocacy	<ul style="list-style-type: none"> Educate communities about climate change, its impacts, and the importance of adopting sustainable energy practices. <i>(This could include workshops, seminars, and outreach programs to engage community members and encourage behavior change).</i> Advocate for supportive policies and regulations at local, national, 	-Number of people reached with awareness -Number of policies/bylaws to promote renewable energy and protect environment

			<ul style="list-style-type: none"> and international levels to promote renewable energy adoption and climate resilience Working with policymakers to develop and implement policies that incentivize renewable energy, and address climate change adaptation. 	
		iv. Capacity Building and Training:	<ul style="list-style-type: none"> Provide training and capacity-building programs for local communities, government officials, and stakeholders on sustainable energy technologies, climate change adaptation strategies, and disaster risk reduction. 	Number of community members trained
	xi. Enhance advocacy efforts in policy engagement governance and socio-economic justice.	i. Conduct comprehensive research and analysis on key policy issues related to governance and socio-economic justice	<ul style="list-style-type: none"> Identifying areas where policy change is needed, understanding existing policies and their implications, and analyzing potential gaps or areas for improvement. (<i>By generating evidence-based research</i>) 	-Number of laws/policies amended/established
		ii. Stakeholder Engagement and Coalition Building: (<i>including government officials, civil society organizations, community groups, member churches groups and marginalized populations</i>)	<ul style="list-style-type: none"> Engage with a diverse range of stakeholders, to build coalitions and partnerships for advocacy efforts by fostering dialogue, building trust, and mobilizing collective action around common goals related to governance and socio-economic justice. 	-Number of coalition and alliance established for advocacy
		iii. Capacity Building and Training:	<ul style="list-style-type: none"> Provide capacity-building workshops, training sessions, and educational resources to empower communities, institutions and advocates with the knowledge, skills, and tools needed to engage effectively in advocacy for governance and socio-economic justice. (<i>training on advocacy strategies, policy analysis, lobbying techniques, and media engagement</i>). 	-Number of members trained/capacitated
	xii. Promote women empowerment, gender justice, child development and parenting.	i. Education and Awareness creation	<ul style="list-style-type: none"> Develop and implement education and awareness programs aimed at promoting women empowerment, gender justice, women's rights, child development, and positive parenting practices. (<i>these programs can include workshops, seminars, and community outreach events</i>). 	-Number of women reached with awareness
		ii. Capacity Building and Skill Development Initiatives:	<ul style="list-style-type: none"> Provide targeted capacity building and skill development initiatives for women and caregivers to enhance their knowledge, confidence, and economic independence: - (<i>Offer training programs on entrepreneurship, financial literacy, vocational skills, and leadership development to empower women to pursue income-generating activities and become agents of change in their communities</i>). Pursue women economic empowerment by facilitation to access financial services such as savings accounts, VICOBA, credit facilities, and microfinance loans to enable women's capacity to invest in income-generating activities and build assets. 	- Number of women trained - Number of women empowered economically
		iii. Advocacy and Policy Engagement:	<ul style="list-style-type: none"> In collaborations with member churches, government agencies, civil society organizations, and advocacy groups to raise awareness, mobilize support, and influence policy decisions that advance gender equality and child well-being. Advocate for policies and legislation that promote gender 	-Number of community members reached with awareness - Number of gender policies/guideline reviewed

			empowerment, gender justice, and child rights at local, national, and international levels.	
	xiii. Improve health and wellbeing of the people with focus to those who are at risk	i. Targeted Health Education and Awareness Campaigns:	<ul style="list-style-type: none"> Develop and implement targeted health education and awareness campaigns to raise awareness about prevalent health issues and promote preventive behaviors among at-risk populations: This could include organizing community workshops, distributing informational materials, and leveraging digital media platforms to disseminate health messages). 	- Number of members and community reached with awareness messages
		ii. Access to Affordable and Comprehensive Healthcare Services:	<ul style="list-style-type: none"> Improve access to affordable and comprehensive healthcare services for at-risk populations by: - establishing community health centers, mobile clinics, or outreach programs and reducing financial barriers to care in underserved areas. Promote the use of preventive services, such as screenings and vaccinations, to detect and address health issues early. 	-Number of people reached with comprehensive healthcare - Number of
		iii. Empowerment and Capacity Building Programs:	<ul style="list-style-type: none"> Empower at-risk individuals and communities to take charge of their health and well-being through empowerment and capacity building programs:- by training sessions on health literacy, self-care practices, and advocacy skills to enable individuals to make informed decisions about their health and advocate for their rights. 	-Number of people empowered
		iv. Holistic Approaches to Well-being:	<ul style="list-style-type: none"> Take a holistic approach to well-being that addresses physical, mental, and social aspects of health among at-risk populations: - Offer integrated services that combine medical care with mental health support, substance abuse treatment, and social services to address complex health needs comprehensively. Promote healthy lifestyles and behaviors through initiatives such as nutrition education, physical activity programs, and smoking cessation support 	-Number of people engaged in addressing illnesses -Number of people reached with awareness
	xiv. Promote member churches' education and health institutions to sharing and exchange of church based operational systems.	i. Establishment of a Knowledge Sharing Platform:	<ul style="list-style-type: none"> Create a centralized platform or network where member churches' education and health institutions can share information, best practices, and resources related to operational systems. This platform could take the form of an online portal, a dedicated website, or regular networking events and conferences Facilitate the exchange of knowledge and experiences among institutions by: - providing forums for discussion, collaboration, and peer learning. (Encourage representatives from member institutions to share success stories, lessons learned, and challenges faced in implementing operational systems within their organizations). 	-Operational systems in place - Number of forums/meetings convened -Number of forums for experience sharing
		ii. Development of Standardized Operational Guidelines:	<ul style="list-style-type: none"> Develop standardized operational guidelines and protocols for key areas of church-based education and health institutions, such as administration, finance, human resources, and patient care. (These 	- Operational guideline and protocol in place - Number of staff trained

			<p>guidelines should be based on best practices and industry standards and tailored to the specific context and needs of member institutions).</p> <ul style="list-style-type: none"> • Provide training and capacity building opportunities for staff and leaders of member institutions on the implementation of standardized operational guidelines. (<i>Offer workshops, webinars, and training materials to ensure that staff are equipped with the knowledge and skills necessary to adopt and adhere to these guidelines</i>) 		
		iii. Peer Mentoring and Exchange Programs	<ul style="list-style-type: none"> • Facilitate peer mentoring and exchange programs that pair institutions with similar operational systems or challenges to learn from each other's experiences and expertise. • Establish formal mentorship relationships or twinning arrangements between member institutions, where experienced institutions provide guidance and support to those seeking to improve their operational systems. • Organize site visits, study tours, or exchange programs where staff and leaders from member institutions can observe and learn from each other's operational practices firsthand 	<ul style="list-style-type: none"> -Number of exchange program established -Number of institutions involved in mentorship program -Number institutions involved 	
		iv. Documentation and Knowledge Management:	<ul style="list-style-type: none"> • Develop a system for documenting and sharing institutional knowledge, processes, and resources within the network. (<i>Create repositories or databases where member institutions can access and contribute to a centralized collection of operational documents, templates, and tools</i>). 	<ul style="list-style-type: none"> -Operational system in place 	
		xv. Promote peaceful co-existence through interfaith relations	i. Interfaith Dialogue and Engagement:	<ul style="list-style-type: none"> • Facilitate regular interfaith dialogue sessions and forums where members of different religious communities can come together to discuss shared values, beliefs, and concerns. • Organize interfaith events, such as interfaith prayer services, interfaith meals, or cultural exchanges. 	<ul style="list-style-type: none"> -Number of interfaith dialogues convened -Number of events organized in collaboration with interfaith committees
			ii. Interfaith Education and Awareness Programs	<ul style="list-style-type: none"> • Develop and implement interfaith education and awareness programs aimed at promoting understanding, tolerance, and respect for diversity among religious communities. (<i>Offer workshops, seminars, and educational materials that explore the history, teachings, and practices of different faith traditions</i>). 	<ul style="list-style-type: none"> -Number of people reached with awareness
			iii. Collaborative Peace-building Initiatives	<ul style="list-style-type: none"> • Collaborate with religious leaders, faith-based organizations, and community leaders to develop and implement collaborative peace-building initiatives that address root causes of conflict, promote social cohesion, and strengthen community resilience. • Engage religious institutions as influential actors in peace-building efforts and encourage them to use their platforms to promote messages of peace, reconciliation, and social justice. 	<ul style="list-style-type: none"> -Number of conflicts addressed by religious leaders -Number of religious leaders involved in peace keeping
			iv. Policy Advocacy and Interfaith	<ul style="list-style-type: none"> • Advocate for policies and legislation that promote just and peace, and 	<ul style="list-style-type: none"> -Collaborative engagements to

			Partnerships:	interfaith cooperation at local, national, and international levels. <i>(Collaborate with government agencies, civil society organizations, and interfaith networks)</i>	promote just and peace
		xvi. Maximize youth empowerment in employment opportunities			
			i. Skills Development and Training Programs:	<ul style="list-style-type: none"> Implement skills development and training programs tailored to the needs of youth to enhance their employability and job readiness. <i>(Offer vocational training, technical skills workshops, and certification programs in high-demand industries or sectors).</i> 	-Number of youths trained
			ii. Entrepreneurship and Small Business Support:	<ul style="list-style-type: none"> Establish mentorship programs, business incubators, and access to microfinance or startup funding to help young entrepreneurs launch and grow their businesses. Organize entrepreneurship training workshops, business plan competitions, and networking events to encourage innovation, creativity, and enterprise among youth 	-Number of youth reached with the program -Number of youths trained
			iii. Internship and Apprenticeship Programs:	<ul style="list-style-type: none"> Establish internship and apprenticeship programs in collaboration with local businesses, industries, and government agencies to provide youth with hands-on work experience and exposure to different career paths. <i>(Partner with employers to offer paid or unpaid internships, job shadowing opportunities, and mentorship programs).</i> 	-Number of youths reached
			iv. Career Guidance and Counseling Services	<ul style="list-style-type: none"> Establish career guidance and counseling services to help youth explore their interests, talents, and career aspirations, and make informed decisions about their education and employment pathways. <i>(Provide one-on-one counseling sessions, career assessments, and workshops on job search strategies, resume writing, and interview skills).</i> Partner with schools, colleges, and community organizations to integrate career guidance and counseling into youth development programs and educational curricula 	-Number of youths reached with service -Number of partnership established

APPENDIX – TWO: Theory of Change Log frame

A structured framework used to plan and track activities and their expected output and hence the outcome and impact.

Theory of change – Log Frame:

Interventions Logic	Objectively Verifiable Indicators	Means of Verifications	Assumptions
Impact	Impact indicators: What is the quantitative measure or qualitative judgment of whether these broad objectives have been achieved	What source of information exists or can be provided to allow the goal to be measured	What external factors are necessary to sustain the objectives in the long run
Results - Outcome	What are the quantitative measures or qualitative judgments by which achievement of the purpose can be judged (<i>how the outputs were used obtain the expected results as per each objective</i>)	What source of information exists or can be provided to allow the achievement of the purpose to be measured	What external and internal factors are necessary if the purpose is contributing to the achievement of the goals?
Output	What are the quantitative measures or qualitative judgement which can measure the attainment of outputs	What are the sources of information to verify the achievement of the outputs?	What are the factors not in the control of the project which is liable to restrict the outputs achieving the purpose?
Activities	What are the quantitative measures or qualitative judgements which can measure achievements of activities	What are the sources of information to verify the achievement of the activities?	What factors will restrict the activities from creating the outputs
Input (<i>This includes human, financial, physical and technology resources</i>)	What are the quantitative measures or qualitative judgements which can measure the inputs	What are the sources of information to verify the availability of inputs	

APPENDIX – THREE: Extended activities Budget

APPENDIX – FOUR: Annual Operational Plan

The annual operational plan shows how the plan will be carried out every year. The annual plan takes the activities and objectives for one-year from POA and indicates what activities will be performed and the budget

Objective 1	Outcome 1	Activity i	Responsible Person	Dates	Budget

APPENDIX – FIVE: Plan of Action and targets

This is an implementation tool showing a long-term plan of activities to be implemented, the expected outputs, and outcomes of the objective to be achieved

Objective	Outcome 1	Activities	TARGET				
			2024	2025	2026	2027	2028
SFA- 1 Strengthen comprehensive evangelism through sound Christian doctrine							
1.Strengthen evangelism and youth coordination	Proper Christian teachings offered among member churches with well-coordinated youth						
SFA – 2 Strengthen compliances and assurance							
1.Improve CCT systems and operations	Improved systems and operations						
SFA- 3 Enhance systems and operations							
1.Improve CCT systems and operations	Improved systems and operations						
SFA-4 Strengthen resource mobilization for CCT sustainability							
1.To achieve annual turn-over of 6 Billion by the year 2028.	Increase turnover to 6 Billion						
2.To establish comprehensive business governance.	To establish comprehensive business governance.						
SFA 5 Strengthen holistic transformations of churches and communities coordinated programming							
1.Facilitate sustainable economic development and livelihood empowerment process in the	Community's capacities and understanding in economic engagement is improved						

community							
2. Facilitate adaptation and mitigation of climate change and access to reliable and sustainable energy	Communities apply skills for engagements in mitigation and adaptation approaches						
3. Strengthen advocacy efforts in policy engagement governance and socio-economic justice.	The policies, institutional frameworks and organizational systems reflect the voices of the oppressed and provide justice						
4. Promote women empowerment, gender justice, child development and parenting	i. Women and men are empowered to defend themselves against all forms of abuse and discrimination						
	ii. Communities are engaged in provision of good parenting, guidance and child protection						
5. Improve health and wellbeing of the people with focus to those who are at risk	i. The wellbeing of the most at risk is improved through sustainable improvement in their health						
	II. Improved health and wellbeing of lactating mothers, pregnant women and children under five						
6. Facilitate member churches' education and health institutions to sharing and exchange of church based operational systems.	Member church education and health institutions have forums for sharing and knowledge exchange						

7. Promote peaceful co-existence through interfaith relations	Peaceful co-existence among faith communities is exercised						
8. Promote Youth empowerment in employment opportunities	Empowered youth in securing employment,						

APPENDIX – FIVE: Projected resource needs

i. Human resource projections

Describes the human resources you will need over the next five years; do you have adequate staff to accomplish your objectives and attain the intended outcome. If not, how will you develop your human resources and what new staff will need to be recruited by when, what specific areas of training may be necessary?

Type of Staff	Existing staff	Gap/Expected	2024	2025	2026	2027	2028
Head Office <ul style="list-style-type: none"> • Administration & Head of Departments • Supporting Staff • Short term contracts 							
Units, Institutes/Projects <ul style="list-style-type: none"> • Administration & Head of Departments • Supporting Staff • Short term contracts 							

ii. Capital resource projection.

What are your capital resources projections for the next five years? Consider buildings, vehicles, computers, office equipment and others.

Type of resource	Existing	2024	2025	2026	2027	2028
Vehicles						
Building						
Computers						

iii. Budget projections

Give broad budget projections for the period of your strategic plan; these include human resources, capital resources, recurrent expenses, project expenses and evaluation cost

Budget projection	Existing	2024	2025	2026	2027	2028
Human resources						
Capital						
Recurrent expenses						

iv. Source of funding projection

Consider your available financial resources. Do you have adequate financial resources? What are the projections for donor funding? Are these sufficient to cover all your needs? If not, take time to consider possible ways of fund raising to meet the expectation. Describe in this section your expected funding sources.

Funding projections	Existing	2024	2025	2026	2027	2028
Initial Capital						
Donor and partners						
Members subscription/contributions						
CCT resource mobilization						

