

The Evangelical Lutheran Church in Tanzania



ELCT

**Coordination, Capacity Building
& Facilitation; Advocacy, Church
Identity and Unity**

The ELCT

Common
Work

Strategic
Mandates

Reviewed in
July 2021

Foreword

Since the Church was formed, there has not been a clear understanding of the role of her Secretariat. This means for 58 years; the strategic mandates of the ELCT Common Work (CW) office have not been defined, clarified and understood by dioceses and the overall leadership of the Church. The Organizational Capacity Assessment (OCA) and the Leadership Capacity Assessment (LCA) done in 2020 and 2021 pointed out that *the ELCT Common Work (CW) structure and its mandates are not linked with the dioceses and there is no good understanding on how they should function*. It was recommended to define the mandates with their key deliverables.

This document is an attempt to define and clarify these mandates and recommend that they are incorporated into the Church constitution for their legal recognition. Our efforts to enhance the unity of the ELCT include sharing a common understanding of the role of the ELCT Common Work/secretariat. It is my hope that with this document, Dioceses, the Common Work and the ELCT Institutions, will strive to support the office of the ELCT with resources to fulfill their mandates. It will be noted that these strategic mandates echo the Key Result Areas of the ELCT Strategic plan as noted at the end of the document. This linkage is essential to show coherence and who will be accountable in implementing the Strategic plan. I encourage all the Dioceses to read the document and enable staff in their respective areas to understand it.

Let us rise and shine together in Jesus Christ.

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Bishop Dr. Fredrick Shoo, Presiding Bishop, ELCT

1. Formation of the Church

The Evangelical Lutheran Church in Tanzania was formed on 19th June, 1963 out of 7 Lutheran Churches that came together in form of a Federation of Lutheran Churches in Tanganyika in 1938. Each of the leaders of the 7 churches signed a constitution and bylaws that became a legal document for the Church. The former Churches were transformed into Synods and Dioceses according to their missionary traditions. There was no available document describing how the process went except that they were led by the Holy Spirit.

As time passed by, a need arose to intensify Church unity by revisiting the Church units and transform them to Dioceses with all heads to be known as Bishops by abandoning the titles of presidents for the Synods. The Constitution and bylaws did not state how the Church should harmonize the traditions to avoid future challenges except a Spiritual belief based on the prayer of Christ in John 17:21. Still one issue remained pending and that is the unresolved Church episcopal system.

The Church has still two episcopal systems where there are apostolic succession Bishops and those that are not part of that succession. This issue was not stipulated in the Constitution and bylaws. It is still under dialogue aiming at coming up with a uniform episcopal system in a fully united Church. Despite the two systems, efforts to create the common work were possible following the first constitution and the subsequent amendments that followed over the 58 years of Church Unity.

The Church has grown in terms of members from 500,000 in 1963 to the current figure estimated to be 7 million. The Church's *vision is : A Christ Centered communion of people focused on eternal life and the Mission is to enable people to know Jesus Christ and have life in its fullness based on biblical teaching and Lutheran identity guided by the Constitution of the Evangelical Lutheran Church in Tanzania."*

3. Formation of the Church Central Office

The Church founding constitution and the subsequent revisions stipulated among other issues, the governance of the Church in terms of stating vividly the various organs, the office of the presiding Bishop and the management that included the General Secretary and deputies. The [Constitution](#), however, does not mention the establishment of a Church Secretariat and its strategic mandates. In other words, hard questions should have been asked as to the role of the Common Work office. Why is it needed? What is it supposed to do and not do? Why are Dioceses obliged to support its functions? What are its limitations in the operations area? At the moment, there is a vague understanding of the functions of this office as far as Dioceses are concerned.

Before the establishment of the ELCT Head office, it was essential at the outset, to first address the reasons for the establishment of the CW management and the related positions stating what each of them was expected to achieve. The Common Work was understood loosely as those functions of the ELCT stipulated in the Constitution practiced by the Presiding Bishop and the Head Office on behalf of all the Dioceses. Reading the responsibilities of the Presiding Bishop the General Secretary and the deputies indicate that they are performing their duties on behalf of the Dioceses for those functions that are of interest of all.

Common Work Institutions add up as binding entities of all Dioceses and are set up to serve the Dioceses. In short, the governance, management and institutions that are owned jointly by all Dioceses are Called Common Work. Now clarity of the mandates of the Common Work is essential in order to enhance synergy and efficiency of a united Church

4. The Current Management Structure

Now that the office was established before clarity of mandates, it is still possible to outline them and contemplate on reviewing its structure. The Current management structure is composed of the General Secretary, assisted by four Deputy General Secretaries each of them heading a directorate.

Below the directorates are departments. The Constitution stipulates 16 duties of the General Secretary who is one of the Church officers (Section XII C) and 12 duties for the Deputy General secretary for Finance and Administration (Section XII D) and 7 duties of the 3 deputies are under section XII E. A close observation shows that these duties are mainly on the implementation of decisions made by the governing organs.

The overall office has not been assigned what to do as far as clarity of the strategic mandates overall are concerned. Leaders and managers of religious and faith-based organizations grapple daily with management challenges that are very different-and often more demanding than those faced by their counterparts in private companies or public sector agencies.¹ The ELCT like any other of such organizations is challenged by how best it can manage itself to deal with the current challenges of managing God's business on the one hand and enhancing Church Unity on the other as per the Prayer of Jesus Christ in John 17:21.

Since the Secretariat was established earlier as mentioned, it was not informed or guided by strategic mandates. It is now essential to stipulate clearly its strategic

¹ Malcolm Torry, *Managing God's Business: religious and Faith- Based Organizations and their Management*, Ashgate Publishing Limited, Burlington, 2005.

mandates and how they are structurally linked to the Dioceses to avoid misunderstanding and confusion as far as operations and concerned.

5. Why are Strategic Mandates Essential?

Strategic mandates are significant because they will show the role the Secretariat will play in relation to the Dioceses and other common work institutions hence enhancing efficiency.

They will clear the current confusion regarding the functions of the Common work and those of the dioceses. They will create an effective synergy in the Church to deal with external threats and how to use available opportunities to enhance Church Unity, identity, Mission and Evangelism and development.

Like business companies whose management is empowered to win and retain customers and become competitive in a business environment, the Secretariat of the Church should be empowered to enable the Church implement a strategic plan that will lead to among other priorities winning souls for Christ and retaining them. An efficient Church Secretariat is a prerequisite for monitoring Church identity, growth mission and development.

6. The Strategic Mandates

The Strategic mandates of the Evangelical Lutheran Church In Tanzania Common Work shall be the following:

1. **Coordination**
2. **Capacity building and facilitation**
3. **Advocacy**
4. **Church Identity and Unity**

In a short form the acronym of the mandates shall be CCAC.

6.1 Coordination

Coordination is the synchronization or unification or integration of the actions of all individuals, departments and all parts of the whole institution working in an enterprise in different capacities; so as to lead to the most successful attainment of the common objectives.

In the case of the Evangelical Lutheran Church in Tanzania, coordination shall mean the synchronization and integration of the work of the Common Work and those of the Dioceses, Institutions and departments for the achievement of the goals set in the strategic plan of the ELCT. Here coordination covers all the priority areas of the ELCT as shown in the Strategic plan. In this sense all Dioceses shall be coordinated by the Common Work to ensure that there is coherence in planning, initiation and management of projects. The ELCT policy on Planning and projects at different levels will also stipulate the modalities of how coordination will take place as far as

6.2 Capacity Building and Facilitation

Capacity building is usually characterized as the approach to community development that raises people's knowledge, awareness and skills to use their own capacity and that from available support systems, to resolve the more underlying causes of mal-development; capacity building helps them better understand the decision-making process; to communicate more effectively at different levels; and to take decisions, eventually instilling in them a sense of confidence to manage their own destinies.

In the case of the ELCT, capacity building will involve raising capacity of Dioceses. It will start with identifying Capacity gaps in Dioceses and Common Work institutions; developing resources of capacity building of the same; implementing the capacity

building initiatives of the same and ensuring performance is measured in order to justify success of the mandates for issues ranging from mission and evangelism, Diaconia, Social services, gender, governance, Advocacy and Church Identity following the priorities set in the Church Strategic plan. Provision of needed skills due to change is the focus.

Close to capacity building is, facilitation. This is, first and foremost, a technique used by trainers to help learners acquire, retain, and apply knowledge and skills. Participants are introduced to content and then ask questions while the trainer fosters the discussion, takes steps to enhance the experience for the learners, and gives suggestions. They do not, however, do the work for the group; instead, they guide learners toward a specific learning outcome. This technique is appropriate as a methodology for capacity building.

Secondly, in the course of running seminars on capacity building such a method will be the focus but at a more general level and in the sense of this strategic mandate it means defining, establishing and maintaining linkages reflecting some elements of coordination during training.

6.3 Advocacy

Advocacy usually involves getting government, business or some other large institution to correct an unfair or harmful situation affecting people in society. The situation may be resolved through persuasion, by exerting pressure to force the given power to buckle, by compromise, or through political or legal action.

Being a Church, the ELCT is like the conscience of the nation that could advice the government on good conduct and praxis. The ELCT follows Christ to stand for the vulnerable as written in Luke 4: 18, *“The Spirit of the Lord is upon me, because he has anointed me to bring good news to the poor. He has sent me to proclaim release to the captives and recovery of sight to the blind, to let the oppressed go free.* This means advocacy is part of the prophetic Ministry of the Church. *“Advocacy will involve, lobbying, issuing Church statements, dialoguing with the government and fighting against corruption and misuse of power both within the church and in Society. The Church shall advocate for the vulnerable, Christians and non-Christians when it comes to justice and human rights violations. It demonstrates the roles of the church in the public space.*

Advocacy at international level shall involve participating in campaigns such as debt relief for poor countries and addressing detrimental financial and unfair trade policies of International Institutions on developing countries including actions of transnational corporations such as tax avoidance that causes financial drain for instance from Africa to Industrial countries, a scenario called capital flight. In 2015, in 30 African countries capital flight averaged about two-thirds of gross domestic product and vastly

exceeded external debt. The Church could embark on a prophetic ministry called Zachaeous tax -campaigning for tax justice by joining the World Council of Churches initiative. The erosion of tax base through tax dodging by transnational Corporations impacts on the government's ability to fund public services. So, the ELCT shall also advocate for a just tax system for all countries in the world.

6.4 Church Identity and Unity

The identity of the Evangelical Lutheran Church in Tanzania is the adherence to the Trinity- Father, Son and the Holy Spirit- One God. The Church is part of the Lutheran Tradition believing that salvation does not come because of human deeds but by Word of God alone, Faith alone and Grace alone. With such a belief, the ELCT developed the order of Liturgy and Worship, conducting Sacraments, Baptism, and provision of hymnbooks, Church calendar, Altars, Church symbols, clergy vestments and church buildings. This heritage should be maintained and sustained.

The CW Secretariat should be the custodian of Church identity, Monitor, report and advice for re-alignment on deviations taking place. It should be a whistle blower for those deviating from the Church tradition, advise on how to accommodate new change without eroding the identity itself. Keep the history and tradition of the Church, among other things, by establishing a good Church Archive. The institutions of the Church should display the values and norms of the Evangelical Lutheran Church in Tanzania.

7.0 THE ELCT COMMON WORK STRATEGIC MANDATES MATRIX

No.	Key Result Areas	Coordination	Capacity Building and Facilitation	Advocacy	Church Identity
1	Attain Sustainable Church Growth	<ol style="list-style-type: none"> 1. One Church Mission Plan incorporated in the ELCT 5 Year Plan. 2. Harmonization of Christian Education. 3. Curriculum Development on Christian Education Collaboration with CCT. 	<ol style="list-style-type: none"> 1. Training Christian Education Teachers. 2. Alignment of Mission Plans training. 3. Motivation package for Christian Education teachers. 4. Christian Education Teachers 	<ol style="list-style-type: none"> 1. Maintaining Freedom of Worship. 2. Issuing of Church Statements and Pastoral letters 	<ol style="list-style-type: none"> 1. Monitoring the order of Worship and Teachings as per the Lutheran tradition. 2. Church Symbols and Enhance Uniformity. 3. Standards in theological education. 4. Church Logo. 5. Type of Bishops and vestments
2	Achieve Financial and Economic Sustainability	<ol style="list-style-type: none"> 1. Fundraising for the overall church strategic initiatives. 2. Enhance Commitment for the contribution of 2%, Mission + ELCT Day. 3. Managing CW Income generating projects. 4. Consolidation of plans and budgets. Monitoring and advising on Sustainability. 	<ol style="list-style-type: none"> 1. Training on Resource Mobilization. 2. Follow-up of CW contributions. 3. Human Resource Training and planning. 4. Financial Management + Control Training and consolidations of ELCT Dioceses financial statements and information. Training in Sustainability Planning . 	<p>Negotiating with the Government on financing Church related Health & Education Institutions- Secondment of Staff and Grant in AID</p>	<ol style="list-style-type: none"> 1. Ensuring Unity through sharing of resources. 2. Identify experts in the Church. 3. The priesthood of all believers - recognition and involvement. 4. Develop Church Pension Fund and invest it well. 5. A record of total members of the Church. Ensuring Unity through sharing of resources.
3	Attain Good Church Governance and	Affirming Characteristics of Good Governance and practice in the Church.	1. Training and Capacity Building in Good Governance Leadership and	1. Statement on Good Governance at national level and at the ELCT level.	Maintaining good governance that promotes Church Unity.

	Operational Efficiency		Accountability and setting a succession plan.		
4	Attain Quality and Equitable Social services	<ol style="list-style-type: none"> Church Institutions. <ul style="list-style-type: none"> Schools Hospitals, Dispensaries Rehabilitation Centres Disability, Needy Policies 	<ol style="list-style-type: none"> Advancing Training + Production in Schools. Quality Assurance of the Services. Development Projects Training. Integration of disability in church work. Monitoring and reporting. Joint programs 	<ol style="list-style-type: none"> Influencing Government Policies. Tax Clearance + Reduction Lobby. Registration of Church property. Lobbying for recognition as a Religious organization and Institutions to have a Charitable status 	<ol style="list-style-type: none"> Emphasis on Christian Ethics and Good behavior in teaching and offering services. Maintaining the Uniqueness of ELCT Universities and schools. Church niche market i.e RC Schools, International Schools
5	Attain Environmental, Social and Political Justice	<ol style="list-style-type: none"> Affirm the gender + Godly children Rights Policy. Harmonization of Gender activities in the Church the gender + Godly children Rights Policy. Promote Integrity of Creation in the Church 	<ol style="list-style-type: none"> Training on how to monitor Gender Issues within the 1. Training on how to monitor Gender Issues within the Church. Relating Gender activities with SDGs. Train in mitigation of Climate Change 	<ol style="list-style-type: none"> Awareness on gender budgeting 1. Awareness on gender budgeting. Issues of Land Ownership. Gender Violence Gender + Leadership. Justice + Human Rights Advocate on protecting Creation for future generations 	<ol style="list-style-type: none"> Church Adherence to gender 1. Church Adherence to gender equally in church work including the Devine Ministry. Harmonization of Clergy + Lay in church work including the Devine Ministry . Demonstrate good Church environmentally friendly production and consumption. Integrate environment studies in Theology.

8.0 ELCT Common Work Strategic mandates and the Strategic Plan

The above Common Work Strategic mandates are drawn from the KRAs of the ELCT Strategic plan so as to link them with the Dioceses. It is an attempt to show that the staff at the ELCT Headquarters will not work directly in dioceses but will mainly do **coordination, capacity building and facilitation, advocacy and sustaining Church Identity and Unity**.

Looking at the matrix, it is clear that each department will address the mandates with respect to the Key Result Areas (KRAs). Their work will focus on the content of the KRAs as they engage Dioceses. Operation plans arising out of the Strategic Plan will have to be designed following the mandates and not implementing projects in Dioceses. Dioceses will run programs and projects but the ELCT Common work will only coordinate, provide capacity building and facilitation taking seriously the golden mandate of enhancing church identity and unity.