



**TANGANYIKA CHRISTIAN
REFUGEE SERVICE**

COUNTRY STRATEGY 2008 - 2013

AUGUST 2007

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ACRONYMS

ACT	ACT International - Action by Churches Together, WCC, Geneva
AFT	ACT Forum in Tanzania
AP	Associate Program, LWF/DWS
CBO	Community Based Organisation
CCT	Christian Council of Tanzania
CEP	Community Empowerment Program
CoS	Church of Sweden
CONCERN	Concern Worldwide, an Irish-based donor NGO
CSO	Country Strategy Outline (official LWF/TCRS planning document); also an acronym used Civil Society Organisations
CWS	Church World Service, New York
DANIDA	Dannish International Development Agency
DCA	Dan Church Aid
DDI	District Development Index (government indicators of priority need)
DMC	District Management Committee
DMD	LWF Department for Mission and Development
DSM	Dar-es-Salaam
DWS	Department of World Service, LWF
ECLA	Evangelical Lutheran Church of America
ELCT	Evangelical Lutheran Church in Tanzania
ET	Evaluation Team
FELM	Finnish Evangelical Lutheran Mission
GSP	Global Strategy Plan, LWF/DWS
IDPs	Internally Displaced Persons
LWF	Lutheran World Federation, Geneva
MDG	Millennium Development Goals
MKUKUTA	Tanzania's Strategy for Growth and Reduction of Poverty, 2005-2010
MOU	Memorandum of Understanding between TCRS and LWF
NCA	Norwegian Church Aid
NGO	Non-Government Organisation
NSGRP	National Strategy for Growth and Reduction of Poverty (MKUKUTA), 2005
PC	TCRS Programmes Coordinator
PIMA	Method of monitoring (measuring) outcomes of development work
PLWHA	People Living With HIV/AIDS
PMD	Planning and Monitoring Document
PME	Planning, Monitoring and Evaluation
PRSP	Poverty Reduction Strategy Paper, Government of Tanzania
QMR	Quarterly Monitoring Report (LWF/DWS format)
RET	Refugee Education Trust, Geneva
RHCSP	Refugee Host Community Support Project
RING	Refugee Interest Group, Tanzania
SON	Summary of Needs (official LWF fund-raising document)
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TANGO	Tanzania Association of Non-Governmental Organisations
TCRS	Tanganyika Christian Refugee Service, Dar-es-Salaam
TOR	Terms of Reference
UNHCR	United Nations High Commission for Refugees
USD	United States dollars
WCC	World Council of Churches, Geneva
WFP	World Food Program

1.0 INTRODUCTION

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

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

In view of these changes and specific country development dynamics, it was proposed that a new strategic plan should be crafted. The planning process was initiated by a participatory programme evaluation in June 2007. The evaluation provided valuable inputs and recommendations to the development of the new country strategy. A participatory Country Strategy Development Workshop was undertaken from August 20th-24th, 2007. The main objectives of the workshop were to review the current TCRS Country Strategy Outline (CSO) 2004-2008 in the light of the findings of the evaluation team, to enhance a shared understanding and management orientation among TCRS staff, and to develop the strategic orientation of TCRS for the next six years (2008-2013). Participants in this workshop included TCRS Board members, DMC Chairpersons, and TCRS staff at all levels. The output from this workshop forms the core of the TCRS Country Strategy (CS) 2008 -2013.

2.0 HISTORY AND EVOLUTION OF TCRS

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

In 1984, while continuing with its refugee services, TCRS began development work among the Tanzanian communities, initially in Singida and Kigoma Regions. Since then, TCRS has been involved in several development projects, some evolving from rehabilitation activities following natural disaster interventions by TCRS, and others in refugee host areas of the country. During the 1999-2001 period, TCRS developed a Country Strategy Outline (CSO) that culminated in the realignment of TCRS development projects to an empowerment approach.

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

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

3.0 THE NATIONAL DEVELOPMENT AND POLICY CONTEXT

3.1 National Overview

Though a poor country, Tanzania is on the brink of greater economic growth. As of 2006, Tanzania had a UNDP Human Development Index ranking of 162 out of 177 countries measured, reflecting that the country is one of the most impoverished in the world. However, it has successfully maintained general peace and stability since gaining independence from Britain in 1962, and this is a key ingredient to foster economic growth. In the last 10 years, Tanzania has become one of sub-Saharan Africa's fastest growing economies as the combination of government economic reforms since 1995 and foreign investment resulted in 5-6% GDP growth rates during the late 1990's. Tanzania's economic development efforts received a further push from the World Bank's Heavily Indebted Poor Countries Initiative that granted the country two billion U.S. dollars in debt-relief.

Despite this recent economic growth and substantial foreign aid, half the Tanzanian population lives in households officially classified as poor. Eighty per-cent of the population depends on subsistence agriculture and small-scale cash cropping, which are both constrained by topography, climate conditions, and limited market access. The quality of health care and education is poor and access is very unequal, with most services concentrated in urban areas. Infant and maternal mortality rates are amongst the highest in the world, and the 7-12 % rate of HIV infection poses enormous problems.

3.2 Policy Context

Tanzania is committed to alleviating poverty, improving food security, and advancing the living standards of its people. The commitment to poverty reduction is reflected in both the Tanzania Development Vision (TDV 2025), which aims to eliminate poverty by the year 2025, and the National Strategy for Growth and Reduction of Poverty (NSGRP 2005), which is the macro-economic development program published in 2005. Following this vision, several issues and strategies for achieving the goals have been reflected in many policy and regulation documents. These policies provide an enabling environment and opportunities for both stakeholders and beneficiaries to work in tandem to implement the policy objectives. Policies and strategies that influence and guide the development agenda are discussed below.

3.2.1 Tanzania Development Vision 2025 (TDV 2025)

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

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

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

3.2.2 National Strategy for Growth and Reduction of Poverty (NSGRP 2005)

The NSGRP (MKUKUTA) 2005 is a second national organizing framework for poverty reduction. The NSGRP keeps in focus the aspirations of TDV 2025 for high and shared growth, high quality livelihood, peace, stability and unity, good governance, high quality education and international competitiveness. Tanzania is firmly committed to the Millennium Development Goals (MDGs), as internationally agreed targets for reducing poverty, hunger, diseases, illiteracy, environmental degradation and discrimination against women by 2015.

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

The NSGRP is expected to last 5 years—from 2005-2006 to 2009-2010. The strategy will require increased commitment and resources from domestic stakeholders and increased assistance from the development partners in the medium term. The strategy pays greater attention to further stimulating domestic saving and private investment response, infrastructure development, human resource development, increased investments in quality education, science and technology, use of ICTs, a competitive knowledge-based economy, and an efficient government.

The NSGRP (MKUKUTA) emphasises development in the agricultural sector, as over 80% of the population live and draw livelihoods from agriculture.

3.2.3 Other Crosscutting Policies

In addition to the sector specific policies as presented above, there are some critical crosscutting policies that need to be mainstreamed into the implementation strategies of all sectors. These include the Gender Policy (2000), HIV/AIDS policy (2000), and the National Environmental Policy (1997). The Gender Policy strives to attain gender mainstreaming through various means including sensitisation, training, and forming gender focal points at public and private institutions to foster broad based participation of all people (men and women, young and old) in the development process.

3.3 Relevance of TCRS in the Current Situation in Tanzania

In line with and in support of the national and international development agendas, TCRS' demonstrated competencies over the past 44 years in the realm of enabling, facilitating, and providing humanitarian aid to those whose livelihoods are threatened by the effects of natural and human-made disaster, namely the marginalized and the vulnerable poor, is a telling testimony that the organization remains one of the longest serving NGOs in Tanzania. It has paid special regard to internally displaced persons (IDP) and refugees in particular, joining with UNHCR and the World Food Program (WFP) as a long-time implementing partner, to serve these displaced populations. In addition to refugees, TCRS has also engaged with disadvantaged communities to empower and care for the marginalized and most vulnerable persons through its community empowerment program (CEP) work in selected districts and its disaster relief and preparedness programs, especially during this episode of increasing climate change and its consequences among the poor. Thus far, TCRS has assisted over two million needy people, about half of who are refugees and half Tanzanians. 28 different projects have been successfully implemented in 11 out of the 21 regions in mainland Tanzania.

In addressing the needs of the poor and oppressed, both of refugees and of marginalized Tanzanian communities, the priority needs within the areas of TCRS' remit will inevitably be guided by the prevailing national policies and commitments to address these issues. To a large extent, any TCRS interventions will be dependent on the Tanzania Government's priorities, policies, and strategies, the current ones being the Vision 2025 and NSGRP/MKUKUTA 2005. As a vital component and an important and historic stakeholder of the Lutheran World Federation, in implementing its activities, TCRS will also, to a large extent, be guided by the Global Strategy of the LWF/DWS.

3.4 Linkages with LWF/DWS

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

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

The LWF/DWS mission statement reads:

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

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

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

LWF works on six strategic objectives:

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

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

3.5 Refugee Situation in Tanzania

Tanzania has a continuing historical record of hosting the largest refugee population in Africa. Currently, the vast majority of the refugees originate from Burundi and the Democratic Republic of Congo (DRC), while small numbers of refugees are from Rwanda, Somalia, Ethiopia, Sudan, and other countries. Tanzania has had large refugee camps and settlements in the western part of the country, bordering the war-torn countries of the Great Lakes region. These camps and settlements have been a "home away from home" for these refugees, some having stayed there for over four decades. The latest huge influx was in 1993, when Burundians fled the violent civil conflict that engulfed their country. They began to return home in 2005, as peace was slowly being restored. As of September 30th, 2007, some 262,472 refugees were assisted in the north-western refugee camps. In addition to the refugees in the camps, an estimated 300,000 Burundian refugees who came to Tanzania in 1972 still live in three self-sufficient settlements in Tabora and Rukwa Regions.

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

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

3.6 Analysis of Strengths, Weaknesses, Opportunities, and Threats

A detailed SWOT analysis was conducted to determine the position of TCRS in meeting challenges posed within the next six years. Its strengths and weaknesses as an organisation and opportunities available to TCRS in implementing its agenda were assessed. The main strength of TCRS is its long experience in development work, through which it has gained an unequalled reputation among other organisations of its kind at the local, national, and international levels. This enables the organisation to network with other likeminded organisations, enjoy good relations with stakeholders, and facilitate fundraising for its operations.

In spite of the vast experiences, several weaknesses have been identified at staff and organisational levels. These are mainly in the areas of staff development and include issues such as poor remuneration, lack of long term training opportunities, under-representation of women, and limited information sharing within the organisation and with other development actors.

Though weaknesses exist in the organisation, there are numerous opportunities, both within and outside the organisation, which can be utilised to its advantage. Internally, TCRS maintains a good relationship with all levels of the government, is well placed (due to their experience in refugee work) to work with UNHCR, and has a unique approach to community empowerment issues. The increasing numbers and needs of marginalized people within and outside the refugee camps create good opportunities for TCRS interventions. Additionally, government policies are in place and help to create an environment conducive to TCRS development activities. Externally, TCRS, as an associate programme, continues to benefit from the LWF network. Climatic change and its effects on vulnerable communities present new challenges and generate opportunities for increased capacity in disaster preparedness and emergency relief interventions.

TCRS is, however, threatened by changing donor policies, political conflicts on the African continent, and church politics. Coupled with these issues are misconceptions that a national staff cannot perform well, unpredictable climatic change and environmental conditions, and insecure future funding.

4.0 TCRS COUNTRY STRATEGY FOR 2008-2013

4.1 Who We Are and What We Do

The Country Strategy Outline (CSO) that was developed for the period 2004-2008 to guide and direct TCRS activities was intended to last through 2008. TCRS decided, however, to develop a new Country Strategy (CS) to overlap the current one due to the following reasons:

1. The TCRS transition from being an LWF/DWS field program to a local autonomous NGO, completed on January 1st, 2006, necessitated that a new CS be created to incorporate changes emanating from TCRS' new mandate.

2. LWF/DWS developed a new Global Strategy spanning the period 2007-2012. As an Associate Program, TCRS needed to develop its own strategy to conform to the LWF/DWS strategy.
3. The TCRS Country Program Evaluation undertaken in June 2007, identified challenges and made valuable recommendations that needed to be incorporated in TCRS' future activities.

To address these issues, a TCRS Country Strategy Development Workshop was undertaken from August 20th-24th, 2007. Workshop members generated the new TCRS CS 2008-2013 document. This new document is informed by and conforms to the following documents:

- The LWF/DWS Global Strategy
- The 2004-2008 TCRS Country Strategy Outline
- TCRS Evaluation Report of June 2007
- National and global policies addressing economic growth and poverty reduction

TCRS Vision:

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

TCRS Mission:

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

TCRS Core Values that guide development work:

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

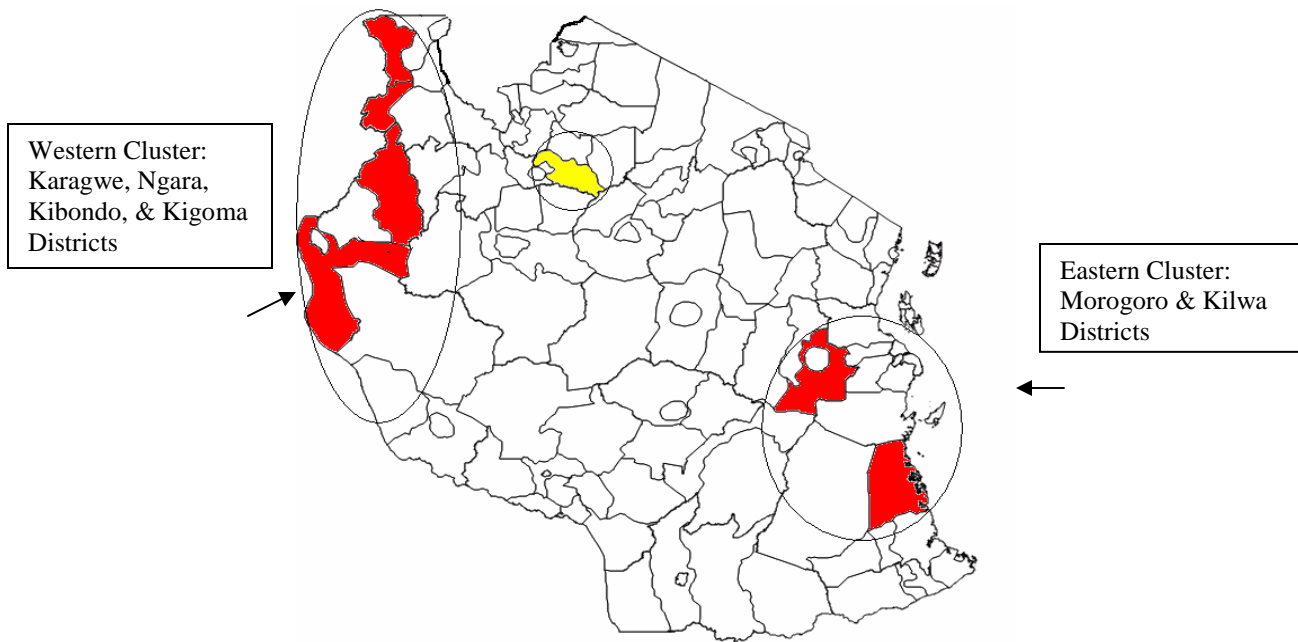
Priority Focus Groups:

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

Geographic Focus Areas:

TCRS works in districts and locations with the highest vulnerability to disaster and greatest concentrations of poverty. It focuses on remote and vulnerable areas, where adequate local capacities and services are not available. TCRS will remain in these operational areas as long as the entry criteria remain valid, while working on an exit strategy. Current geographical clustering of operational areas is shown in **Figure 1**.

Figure 1 **Geographical Clustering of Current District Operational Areas in Tanzania.**



TCRS Mandate:

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

Strategic Approaches:

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

1. **The EMPOWERMENT APPROACH** builds people's capacity and competence, both as individuals and as participating members of groups and communities, to achieve results for themselves. By equipping people and local groups with knowledge, skills, and attitudes that broaden their options, their confidence can be built up and they can be empowered to take control of their lives. It is expected that people must be actively involved in all aspects of their development, from assessment and planning to implementation, monitoring, and evaluation.
2. **The FACILITATION APPROACH** allows TCRS to facilitate the empowerment of those affected by disasters to rebuild their livelihoods and live dignified lives as active members of their communities, aware of their rights and holding duty bearers accountable.

3. **The INTEGRATED APPROACH** recognizes that environmental issues, HIV and AIDS, gender, and many other thematic areas are linked, and ensures that they are not addressed separately but considered integral parts of all lines of action taken in any given sector. Consequently, many development initiatives can be tailored for positive impact on multiple aspects of community life.
4. **The RIGHTS BASED APPROACH** employs conscious reference to human rights standards and objectives helps to ensure that the root causes of poverty and exclusion receive proper attention in the formulation and implementation of development programs and guards against narrow technical objectives becoming the reference point for development activities. This approach also reduces the risk that the poor are seen as needy objects of charity.

Overall Program Goal:

The overall program goal in the next six years is to “reduce human suffering and poverty by empowering vulnerable, marginalized, and displaced communities in Tanzania to achieve self reliance and sustainable development” in the following four key areas:

1. Vulnerable, marginalized, and displaced communities are empowered to achieve economic self-reliance, effectively participate in national governance processes, and enjoy fundamental human rights.
2. TCRS has the capacity to effectively and efficiently respond to the challenges of the changing environment in fulfilling its mission.
3. Extremely vulnerable groups (EVGs) are accorded humanitarian assistance to access basic needs.
4. Communities have developed resilience and appropriate coping mechanisms to respond to climate change and disaster situations.

The Country Strategy of 2008 -2013 therefore has four specific goals which also correspond to the programs. A detailed strategy framework (LFA) is presented in Appendix 3.

4.2 Program Goals, Objectives, and Strategies

Program Goal 1: Vulnerable, marginalized, and displaced communities are empowered to achieve economic self-reliance, effectively participate in national governance processes, and enjoy fundamental human rights

The community empowerment goal seeks to empower rural people to gain self-confidence and to be in control of their own development through awareness creation activities and the training of marginalized and displaced people. This goal will target disadvantaged, vulnerable, and marginalized groups within host and refugee communities. Other communities identified through the DDI system will be targeted.

The empowerment goal will be addressed through seven objectives which focus on increasing participation and responsiveness of disadvantaged, vulnerable, and marginalized groups within the

host and refugee communities by addressing normative constraints on their ability to participate actively in development activities on the one hand, and issues of responsibility and accountability of community level authorities such as village leaders and community-based organizations on the other (Table 1). It will also focus on improving the economic status of the vulnerable, marginalized, and displaced groups within rural communities (including host and refugee communities), especially the economic empowerment of women.

Several strategies will be adopted to meet these objectives. They include building leadership skills and capacity of village leaders and rural people through sensitisation and awareness creation on various issues in education, accountability, responsibility, basic human rights, child rights, and gender equity, and also promoting and strengthening grassroots democracy in VMD communities. It is anticipated that communities will be empowered to be active citizens participating in development processes, have knowledge of basic rights leading them to demand those rights and basic services, be economically self-reliant through sustainable livelihoods, and have responsible, accountable, skilled leaders to aid in the development process.

In terms of economic empowerment, strategies include building capacities of MVDs in micro-entrepreneurship skills, promoting economic group formation among the rural poor (including women), promoting income generating activities, building capacity to access credit facilities, developing production, marketing, and environmental protection skills, and promoting gender equity and HIV/AIDS awareness. These strategies will help improve the economic asset base of MVDs, especially women, guiding them towards sustainable livelihoods by assisting them to address household level inequalities through economic empowerment. Together it is expected that these will result in a change in women's status and position that will address their social, political, and economic levels in the areas of operation.

Program Goal 2: TCRS has the capacity to effectively and efficiently respond to the challenges of the changing environment in fulfilling its mission

To fulfil its mission, TCRS, as an organisation, has to build and maintain a human resource base equipped with appropriate skills and knowledge to operate effectively and respond to challenges in a changing environment. Thus, this goal focuses on training and building the capacity of staff at all levels to enable them become effective agents. It also addresses the key weaknesses identified within the organisation.

The goal will be addressed through nine objectives that focus mainly on capacity building among TCRS staff, maintaining links with LWF and other development organisations, and strengthening organizational governance (Table 1).

Strategies proposed to meet the objectives include putting in place competitive remuneration packages for staff at all levels, providing short and long term training programs for staff, and utilizing recruitment policies which are free from segregation and gender sensitivity. Emphasis will be placed on improving communication between ELCT and other stakeholders, establishing networks for sharing learning and experiences, engaging in joint training and programming, and training of board members to strengthen their governance roles.

Program Goal 3: Extremely vulnerable groups (EVGs) are accorded humanitarian assistance to access basic needs

The aim of this goal is to assist extremely vulnerable groups (EVGs) to access basic needs. While poverty-focused strategies automatically target poorer groups, this goal targets the extremely vulnerable groups such as the elderly and PLWHA who, due to their disabilities, are not able to benefit from the normal community empowerment programs of TCRS. TCRS will make deliberate attempts to target this special group to help them restore their dignity.

The goal will be addressed through five main objectives (Table 1). These include: focusing on HIV/AIDS related issues by attempting to reduce infection rates and impact in host and refugee communities, and to assist PLWHA to access care and treatment; reducing stigma and discrimination towards PLWHA and other EVGs; empowering rural communities to support and care for PLWHA and EVGs; and improving EVG access to basic services and rights. Finally, the program will ensure that appropriate and operational advocacy and networking mechanisms for rights are in place and operational.

Strategies proposed to meet these objectives include: creating awareness among communities about basic facts of HIV/AIDS; providing psychological support/counselling to PLWHA; strengthening existing mechanisms to mitigate the impact of HIV/AIDS on people; changing the mindset of people on discrimination against PLWHA and EVGs giving special emphasis and attention to women and girls as those most vulnerable to HIV infection; building community and village government capacities to hold government and other stakeholders accountable for basic needs provision and vice versa; promoting the inclusion of EVGs in development activities at household and community level; creating awareness and understanding on these issues; and sensitising communities and EVGs on existing and favourable national policies. It is expected that with these strategies, EVGs will be able to live a fulfilling dignified life through the support of members of the community, and where necessary be economically self-reliant and secure through sustainable livelihoods and participating in decision making processes that affect their lives as they are assisted by responsible, accountable and skilled leaders.

Program Goal 4: Communities have developed resilience and appropriate coping mechanisms to respond to climate change and disaster situations.

Global warming and other environmental disasters are having an effect on world climates resulting in unpredictable droughts and floods. Thus, it has become necessary and important for development workers to help rural people cope with the changing situation by devising appropriate coping strategies to combat the unfavourable climatic changes. The major focus of this goal is therefore to develop resilient communities that can cope with on-going climate changes and disasters—natural or human.

This goal has four objectives (Table 1). TCRS will prepare to respond to national and cross border disaster, assist communities to effectively respond to and recover from disasters and emergencies, and strengthen the capacity of ACT forum in Tanzania and regional forums as well as communities to respond and adapt to climate change.

Strategies for meeting these objectives include: timely responding to these situations; impacting affected populations; advocating for the rights of affected communities while emphasizing the rights of children, women, disabled persons, and PLWHA at national and district level; networking with implementing partners such as UNHCR, WFP and other international organisations; and leading the ecumenical response to disaster and emergency through ACT International.

Table 1:

Goals, Objectives and strategies for TCRS Country Strategy 2008 - 2013

GOAL	OBJECTIVES	STRATEGIES
<p>Goal 1: Vulnerable, Marginalized and displaced communities are empowered to achieve economic self reliance, effectively participate in national governance processes and enjoy fundamental human rights</p>	<ul style="list-style-type: none"> • Communities have active citizens with transparent, competent and accountable leaders. • Communities achieve economic security through sustainable livelihood • Awareness and capacity of communities is created to demand basic social services delivery. • Refugee household enjoy a self reliance and dignified life • Economic capacity status of refugee host area communities improves • Values of peace and security are inculcated in refugee and host communities, and in refugee's countries of origin. • Refugees are protected from violence, sexual and child abuse, and other forms of exploitation and harassment • Communities participate in governance processes and influence policy development 	<ul style="list-style-type: none"> • Promote leadership skills among village leaders • Promote and strengthen grassroots democracy in VMD communities • Create understanding of PETS to communities (Public Expenditure Tracking System) • Promote literacy and functional adult learning for VMD communities • Sensitization and awareness creation leading to action by VMD communities including host and refugee communities • Improve micro entrepreneurship skills to communities including host and refugee communities • Promote and encourage formation of economic groups for income generation and micro credit schemes for all, especially women • Promote and encourage gender equity and HIV/AIDS awareness • Promote crop and animal production among communities • Reduce dependency on international community for food security. • Promote environmental conservation issues • Secure food and water supply to refugees in conformity to SPHERE standards • Marketing abilities strengthened among host communities • Promote peace, conflict resolution and reconciliation • Promote cross cultural communication • Promote involvement of women in peace building • Facilitate equitable access to services • Create awareness in child rights, women rights, HIV/AIDS and life skills • Strengthening community police • Promote human rights awareness and legal service support • Build awareness on civic education • Lobbying and advocating for policy changes • Promote community effective participation at all levels

<p>GOAL 2: TCRS has the capacity to effectively and efficiently respond to the challenges of the changing environment in fulfilling its mission</p>	<ul style="list-style-type: none"> • TCRS has competent professional and highly motivated staff. • ELCT relationship with TCRS is clear, strong and has commitment at national, diocese and parish levels • TCRS is a learning organization capable of drawing experience from other stakeholders. • TCRS governance is strong, professional, competent, and ecumenical, committed and support the organization in carrying out its mandate effectively and efficiently. • TCRS maintains its diaconal nature in serving the needy and marginalized in working area • TCRS maintains its associate membership with LWF. • TCRS has capacity to fundraise for its own activities • TCRS strengthened cooperation and partnership with ecumenical bodies within the framework of ACT International and ACT Development. • Strong and well developed interfaith partnership with other funding implementing, advocacy and other faith partner on our areas of operation as part of their own efforts in development, peace and justice. 	<ul style="list-style-type: none"> • TCRS recruitment policy is gender sensitive • TCRS maintains an efficient and effective information and reporting mechanism with ELCT and other stakeholders. • TCRS participates in network for sharing learning and experience and engaging in joint training and programming • TCRS publicizes widely its work activities • Ensure professional competences for TCRS Board member and strengthen their governance role through trainings and adherence to Constitution requirement. • Work toward creating a unified and strong governance structure to provide professional oversight for TCRS. • TCRS Recruitment mechanism developed to ensure that staff recruitment is free from segregation. • TCRS will ensure that it works in the areas with high vulnerable and concentration of poverty regardless of faith, orientation, race and in any other segregate aspects • TCRS adheres to the MoU /MoA with LWF • TCRS reviews and update its existing strategy and competence as needs arises. • TCRS diversify fund source to reduce risk and safe guarding independency. • TCRS expands relationship to ensure broader base of funding support and taking on emerging funding opportunities. • To maintain appropriate reserve for emergencies responses. • TCRS to ensure adequate funding for overhead costs through good project design. • TCRS to continue ensures high quality work to attract fund resources • TCRS to play a leading role in ACT International and ACT Development providing facilitation and coordination in the field operational area. • To increase dialogue with ecumenical partners and build common understanding of joint work and challenges. • Engage with ecumenical partner through the ACT Forum in Tanzania to provide comprehensive response to emergence to increase impact and effectiveness • TCRS Engages ELCT dioceses in mutual understanding of diaconal mandate to set up TCRS Sunday to funds for relief and development works
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<p>GOAL 3: Extremely Vulnerable Groups (EVGs) are accorded humanitarian assistance access basic needs.</p>	<ul style="list-style-type: none"> • HIV /AIDS infection and the impact in the community is reduced and PLWHA have access to care and treatment • Stigma and discrimination of PLWHA and others EVGs reduced or minimized • Communities have the capacity and abilities(means) to provide care and support to EVGs in respect to human basic rights and dignity (HBC) • EVGs have access to basic services which secure adequate quality of life in accordance to basic humanitarian principle • Appropriate advocacy and networking mechanism for humanitarian basic rights for EVGs in place and operational. 	<ul style="list-style-type: none"> • Raise awareness and understanding within the community in the basic facts of HIV/AIDS • Provision of psychosocial support/ counseling to PLWHA • Strengthen existing mechanism to mitigate the impact of PLWHA/Other EVGs • Change peoples' attitude towards stigmatization and discrimination of PLWHA/Other EVGs • Focus especially on women and girls, due to gender inequalities as root cause for vulnerability to HIV and AIDS • Raise the awareness of men on their role curbing the spread of HIV and AIDs • Build capacity of communities to hold the government and other stakeholders accountable for the provision of basic needs • Promote active participation and inclusion in family and community life. • Strengthen village government to be accountable and responsible in the provision of services. • Raise awareness and understanding within the community in the basic services required for EVGs • To sensitize the community and EVGs on existing national policies on EVGs welfare and rights
<p>GOAL 4: Communities have developed resilience and appropriate coping mechanism to respond to climate change and disaster situations</p>	<ul style="list-style-type: none"> • Timely and adequate TCRS response to national and cross border disaster according to clear criteria. • Communities are prepared and enabled to timely and effectively respond to recover from all types of disaster and emergences. • Strengthen the capacity of ACT Forum Tanzania and regional Forum. • Communities have capacity to respond/adopt to climate change 	<ul style="list-style-type: none"> • Ensure timely relevant response with high impact on disaster affected population. • Advocate for the rights of disaster affected communities at the national level and districts areas with special attention to the rights of special vulnerable group (children, women, elderly, disabled, chronically ill and PLWHA). • Be a lead agent in the ecumenical response to disaster and emergence through the ACT- International • Continue engage as implementing partner of UNHCR, WFP, and other like minded international organization and make link with the ACT network • Develop and implement a policy for capacity building for TCRS staff in disaster preparedness and climate change. • Ensure that ACT- Forum member churches in areas affected by disaster and emergences are active. • Prioritize the involvement of women in disaster preparedness and management of

		<ul style="list-style-type: none"> risk Build and strengthen the capacity of community for climate change adaptation, disaster preparedness and manage risks.
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FINANCIAL RESOURCES

TABLE 2: FINANCIAL RESOURCES

Project Number	Project Title	LWF Aims and Goals	DWS Priority	New/ Ongoing	2008	2009	2010
	Request for funding	-	-	-			
11-4201	Local Capacity Building*	D1, F2	P3	Ongoing	40,000	40,000	40,000
11-4205	Aid to Urban Refugees/Refugee Scholarships	E3, E4, E5	P1	Ongoing	60,000	60,000	60,000
11-4221	DCA/DANIDA Assistance to Burundian Refugees	E3, E4, E5	P1, P2	Ongoing	700,000	670,000	763,000
11-4227	CCT/ACT Forum Development*	D1, E2	P2	Ongoing	30,000	30,000	30,000
11-4229	Strengthen TCRS role in ACT Forum	C1, D1	P3	Ongoing	30,000		
11-4232	Community Empowerment Program	D1, D4, D5	P1, P2	Ongoing	770,500	900,000	900,000
			Sub-total		1,630,000	1,630,000	1,793,000
	Funding with specific proposals/support committed	-	-	-			
	NGO Refugee Protection Capacity Building Project	E3, E5	P1	Ongoing	95,000	95,000	95,000
11-4650	WFP Management of EDPs	E3, E5	P1	Ongoing	90,000	90,000	90,000
	UNHCR Refugee Care and Maintenance	E3, E5	P1	Ongoing	500,000	500,000	500,000
11-4674	NCA Refugee HIV/AIDS Initiative	E3, E5	P1	Ongoing	60,000	60,000	60,000
11-4672	UNHCR Refugee Repatriation	E3, E5	P1	Ongoing	400,000	400,000	400,000
11-4675	CWS Refugee Post Primary Education	E3, E5	P1	Ongoing	80,000	80,000	80,000

	DANIDA Kibondo Vocational Training and Natural Resource Management	E3, E5	P1	Ongoing	300,000	300,000	300,000
	DANIDA Kibondo Integrated Natural Resources Management	D1,D5	P1	Ongoing	200,000	200,000	200,000
			Sub-total		1,725,000	1,725,000	1,725,000
			TOTAL		3,355,000	3,355,000	3,518,000