COMMITMENT TO A HOLISTIC MISSION

Enhancing Capacity of Member Churches for Effective and Sustainable Response to Community Needs

Strategy 2013-2017

A Work in Progress

LUTHERAN COMMUNION IN SOUTHERN AFRICA
A SUB-REGION OF THE LUTHERAN WORLD FEDERATION

CONTENTS

Foreword……...3

Chapter 1: Background and Context……5

Chapter 2: Vision, Mission and Core Values……6

Chapter 3: Risk Analysis and Mitigation……...9

Chapter 4: Strategic Priorities and Priority Themes..……13

4.1 Strategic Priorities……13

4.2 Priority and Crosscutting Themes……..……19

Chapter 5: Implementation Mechanisms, Monitoring and Evaluation……30

Chapter 6: Milestones……..……..40

Chapter 7: Conclusions……42

Annex 1: Financial Framework – 2013-2017……..……43

Annex 2: Monitoring and Evaluation Framework..……..……44

Annex 3: LUCSA Organizational Structure..……..……..……45

Annex 4: List of participants to the Strategic Planning Workshop..……47

FOREWORD

LUCSA is a voluntary association of Lutheran Churches in Southern Africa with the primary aim to promote fellowship and communion. Membership comprises 16 churches who are autonomous and individually members of the Lutheran World Federation, "a communion of churches". The member churches are spread in 10 countries, namely, Angola, Botswana, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, and Zimbabwe.

Founded in May 1991, its **goal** is to create a platform that will enable member churches to collectively respond to the challenges and needs of the sub-region while at the same time enjoying fellowship with one another. Its major objectives as stated in the Constitution are:

- To act in all matters of common interest and benefit to its members
- To support diaconal, mission and ecumenical work of its member churches
- To foster reconciliation, promote justice and human rights and responsibility for creation
- To promote stewardship and self-reliance, encourage the sharing of resources and skills within and among the member churches
- To cooperate with the Lutheran World Federation

LUCSA Strategy 2013-2017 has been prepared at a time of rapid and significant change in Southern Africa and the world. As Communion of Churches we stand at the crossroads, which calls for a new orientation for the next five years. We are being forced to accept the unfolding reality and to acknowledge that the scenario of the past cannot and will not continue. We are being reminded that the challenges which we are going to face in future are likely to grow and not diminish. Besides the further satisfaction in those who have and the masses who are systematically excluded by poverty, unemployment and insecurity we are yet to reap the wrath of ecological and climate change and its implications. This certainly calls for a change in the mindset. Business as usual is not an option.

For LUCSA this moment of change also presents *kairos* and a chance for decisive action. Having served member churches for over 20 years, it presents LUCSA with the responsibility to re-commit itself to contributing to the sustainable development of the member churches so as to enable them to respond prophetically and effectively to the emerging needs of their congregation and surrounding communities.

Prepared during the times of change and uncertainty, this is certainly an ambitious Strategy but one to which those who have been involved in this process are deeply committed. Sixteen member churches represented by this communion and to whom LUCSA is accountable to, the Lutheran World Federation and partners who have accompanied us throughout our formative years, related agencies, learning institutions as well as communities that we are accountable to have either directly or indirectly participated in the production of this Strategy.

It is extremely important that those who relate to LUCSA understand that the role of LUCSA is not to implement but to facilitate or enable member churches to meaningfully engage in programmes or projects related to Diakonia, mission and evangelism, development, ecumenical work, and specially tailored programmes including HIV and Aids, Malaria and Human Rights. The intention is not to duplicate what the churches are doing but to empower them to effectively carry out their ministry. It is important to stress that the initiative is not with LUCSA but with member churches through their church leadership who advise LUCSA regarding the kinds of programmes which will benefit them and the areas where they need to be capacitated. The ultimate goal of all LUCSA programmes is to promote and strengthen communion between member churches as they visit one another, meet in workshops, seminars, and conferences - which bring representatives of all member churches regardless of nationality, racial or ethnic backgrounds. This helps to create a sense of belonging together as one family in Southern Africa. The LUCSA programmes have therefore the dual purpose of promoting communion and building the capacity of the member churches for God's mission in Southern Africa.

I am deeply honoured to present this Strategic Plan to all the stakeholders, namely the LUCSA member churches, our partners and staff. Although preparatory work is ongoing, this plan, if approved by LUCSA Council and partners becomes effective in January 2013.

Dr. Rev. J.M. Ramashapa
Executive Director LUCSA

CHAPTER 1: BACKROUND AND CONTEXT

The socio – economic and political context within which LUCSA operates varies from country to country. South Africa is an emerging democracy, now entering what is being described as the "second transition", with a very stable economy and one of the most liberal constitutions in the world. The Church needs to be equipped to continue to play a prophetic role and be indeed the conscience of the nation. The Lutheran family in South Africa is doing all it can to recover from the divisions and the effects of the apartheid system. Division along racial and ethnic lines remains a challenge. Despite commendable progress that South Africa has made since the change, absolute poverty remains a glaring challenge particularly among the formerly disenfranchised population. Vulnerability to HIV and AIDS and the complex relationship between the impact of HIV and AIDS and increased vulnerability of the affected population remains a challenge. The voice of the church still needs to be heard today on critical issues affecting the country such as HIV and AIDS, crime, poverty, gender equity, human sexuality, etc.

Moving north, Zimbabwe continues to face a difficult transition despite the gains made by the coalition government. Issues related to governance, economy, health, education, brain drain, shortages of food, corruption, high unemployment rate, curtailment of freedom of expression, association and access to information, HIV & Aids, and a relatively high inflation cost of living remain as challenges. Swaziland is increasingly drifting in the same direction. There are divisions some of which, like in the case of Zimbabwe, are inspired by ethnic and tribal motives. Issues of justice, peace and reconciliation are in the forefront in these situations. The church as an integral part of society is caught up in this situation and needs to be empowered to respond appropriately.

Other countries within the Communion such as Botswana, Namibia, Malawi, Mozambique, and Angola may be politically stable, but adequacy of necessary to enable their people to live fulfilling lives remains a challenge. The Lutheran churches in some of these countries are still very young and therefore require a great deal of accompaniment. Some of them have potential for mission and evangelism, e.g. Mozambique, Malawi, Lesotho, and Zambia, but the young Lutheran churches are to some extent marred by lack of effective Christian education and stewardship programmes, conflicts within the churches, unavailability of qualified and committed leadership, poor resource management, lack of effective mission strategies, among others. Issues of leadership development, capacity building in all areas, and accompaniment by other churches in the sub-region are critical for these churches.

Although the sub-region also has a great deal in common, there is enough variety regarding the contexts within which the LUCSA member churches operate which will often require different

approaches or emphases to meet the needs or requirements of each member church. It is in this context that this Strategic Plan is offering umbrella strategic options which naturally will not apply equally to all the member churches given the different challenges faced by these countries as described in this section.

CHAPTER 2: VISION, MISSION AND CORE VALUES

Vision

A communion in the Triune God committed to justice, peace and reconciliation in church and society.

Mission

LUCSA's purpose is to equip its member churches through reconciliation, transformation and empowerment for holistic, relevant and contextual mission in word and deed to achieve peace and justice in the Church and society

Core Values

Embedded in the corporate image of any organization are certain values and principles, which guide management, governance and behaviour of staff in the pursuit of the organization's mission. The implementation of this Strategic Plan will be guided by the following core values and principles:

Justice for all

Each and every person is created in God's image and is gifted with talents and capacities and has dignity irrespective of social status, gender, ethnicity, age, ability or other differences. Our commitment to human rights and justice means that we work on the underlying causes of poverty and exclusion for a more equitable distribution of power, resources and opportunities. Development work has to provide the knowledge and techniques needed to ensure that the essential natural resources of communities are employed in a renewable and sustainable way.

LUCSA member churches and staff need to be non-discriminating, show no favouritism, use inclusive language especially where both men and women are involved, promote equal distribution of power, resources as well as opportunities (Psalms 99:4, Gal 3:26 &28).

LUCSA recognizes the inherent dignity of every person and supports vulnerable households and communities in their efforts to achieve justice, human rights and a sustainable future for the human family and the whole creation.

LUCSA will during this plan continue to facilitate the empowerment of those with whom it works to achieve this end.

Respect for all

As a communion of churches we will value and seek to understand our diversity in faith and context. As LUCSA we will continue to work and dialogue with all people in a non-judgemental non- discrimination manner. This calls on us to be non-judgmental, non-discriminatory and commitment to equal treatment. (Eph 6: 2-4; Phil 2: 2-4; 1 Peter 2:17a)

Ecumenism and Partnership

LUCSA works with ecumenical partners in mission, diaconal and advocacy activities. We will continue our commitments to long term partners in search for Christian unity and to our emerging relationships with other Christian families and civil society to build mutual understanding in growth and growth in communion.

This calls upon LUCSA member churches and staff to be welcoming, constantly seek opportunities for synergy instead of competing, and be open to cooperation with other churches even those churches where there is not yet an open altar, united Christian voice by speaking an ecumenical and inclusive language as well as being sensitive to our doctrinal differences. (Acts 8:26 -40; Ecc. 4: 9-11)

Inclusion and Participation

Inclusive and participatory processes, a people-centred approach, and a focus on gender awareness and people with disabilities, networking and engagement in civil society, leading to sustainable development, characterize LUCSA programs. It is of necessity that LUCSA member churches and staff be accommodative, non-stigmatizing and non-discriminating, promoting equal participation, sensitive to the context of operation and to use every opportunity to create an enabling environment and commitment to rights-based and participatory approaches. (Mat 22:9)

Accountability and Transparency

LUCSA will strive to maximize its service capability through responsible stewardship of all entrusted resources. This will continue to be complemented by the highest standards, flexibility and pragmatism in program management. LUCSA is committed to transparency of its motives and aims as well as its financial transactions include also institutional decision making and governance, not only programme management to all stakeholders.

This calls for LUCSA member churches and staff to lead by example, effectively manage their time, guarantee the involvement of stakeholders in the planning, monitoring and evaluation of LUCSA initiatives, effective record keeping including making the records available for regular perusal by stakeholders. Above all, being truthful and responsible and honest is essential. (Acts 5:1-11; Roman 3:19; Ezekiel 33:6

Compassion and Commitment

LUCSA cares about people. Inspired by God's love for humanity and preferential option for the poor and marginalized, LUCSA is committed to provide professional services with compassion for, and commitment to, people in need.

LUCSA member churches and staff need to demonstrate love for God and others, care for people, spirit of sacrifice, non discrimination, charitable, readiness to defend what they believe in, and spirit of volunteerism, diligence and sincerity. (Mic. 6: 8 and Eph.6:7-8)

Integrity

As a communion we are expected to live in accordance with personal convictions that are based on an understanding of God's purposes for creation, humankind and the person as a river of real life. As LUCSA we are obliged to ensure that our actions are aligned with the Christian believes therefore we will demonstrate honesty and truthfulness in all we do. *Genesis 1:27-31.*

CHAPTER 3: RISK ANALYSIS AND MITIGATION

A more in-depth analysis by member churches in LUCSA operating countries reveals positive as well as negative attributes. They positively acknowledge the generally stable political environment and the fact that countries in the region are well endowed with natural resources. They note that the countries have constitutions as well as systems for rule of law. Christianity is not banned in any of the countries and there is there is a platform for the churches to voice their concerns as well as inter-religious peace. They also note that Gender sensitivity is on the agenda of all the countries and that the countries are working towards mainstreaming it. Social services infrastructures are in place and generally there is freedom of movement.

With regards to concerns or negative attributes member churches point to too much interference in judicial justice in some of the operating countries of LUCSA, particularly the way the laws are constructed and applied. Blind loyalty to political parties and not deliverables, limited civic education, political intimidation as well as victimisation is of concern. According to this analysis most of the economies of the countries are characterized by overdependence on foreign aid, high level of unemployment, imbalance of service delivery or service delivery to the minority at the cost of the majority, decline in social stability and poverty. Emerging xenophobic tendencies, more particularly afro-phobia presents a major threat to stability in the region. Member churches also point to limited access to quality education, brain drain and the unfortunate fragmented voice of the Lutheran churches in Southern Africa.

In the context of LUCSA's strategic direction member churches recommend the following:

- Prepare a document that positions LUCSA regarding social, political and economic issues, that is, LUCSA's prophetic voice, which should be put on LUCSA's website.
- The need for LUCSA to be sensitive to policy in its countries of operation and to strive towards positively influencing the same.
- LUCSA to use every opportunity to contribute to capacity building, advocacy and civic education.
- Member Churches be encouraged to bring together their various income generating projects under one strategic framework to create a catalogue that could eventually become a business entity.
- LUCSA has to actively involve Angola and Mozambique – the two Lusophone countries, as there are cases where they have inadvertently been excluded because they are not Anglophone countries. Language capacity training for these countries is a necessity. Translation in meetings as well as translation of essential official documents should become policy. LUCSA Secretariat staff should make an effort to learn Portuguese language.
- LUCSA to facilitate or enable pastoral exchange within member churches. A communion means sharing of pulpit and altar.

The LUCSA Strategic Plan is designed to address the major challenges and opportunities that our organization is facing today, build on our strengths and reduce the potential impact of risks. We have considered the likely risks facing LUCSA as we implement this strategy and have developed a set of

actions to mitigate them. The implementation plan will provide more detail; here we refer to six major risks that LUCSA has identified.

	Risk	Mitigation
1	Heavy dependence on external financial resources to sustain the secretariat and ministries of member churches including running expenses	• Establish a special fundraising desk within the LUCSA Secretariat as well as focal persons at member church level • Diversification of funding sources • More efficient and effective resource mobilization strategies that explore both local and international sources of funding • Establish a business arm of LUCSA • Institutionalize Endowment Fund and encourage member churches' contribution • Reinforce payment of Membership Fee by the member churches • Build capacity of member churches for resource mobilization including proposal writing and partnering skills • Ensure and maintain cost effectiveness across LUCSA • Nurture a sense of responsibility and commitment to accountability among member churches • Introduce Solidarity Fund to support needy congregations
2.	LUCSA not having the institutional capacity at the secretariat and in some member churches to implement LUCSA programmes and other related initiatives	• Conduct a skills audit across LUCSA to ensure identification and effective utilization of the diverse talents in member churches for the various ministries of the church. • Invest in key technical positions • Build capacity at LUCSA secretariat to support member churches in areas including technical guidance, monitoring and evaluation, quality assurance, proposal development, effective documentation and communication as well as advocacy • Member churches be encouraged to designate a person to be in charge of capacity building • Conduct specially tailored educational programs to strengthen the capacity of member churches for effective strategic planning, implementation and managing for results, monitoring and evaluation of their initiatives. • Review all job descriptions, roles, functions and responsibilities across LUCSA and institutionalize performance-based appraisal system to ensure consistency with the strategy. • Build strategic alliances with partners, affiliated universities and other institutions including government departments
3.	Failure to manage LUCSA's information and knowledge due to lack of/lack of infrastructures for communication and information sharing	• Make communication tools available to pastoral workers and projects workers • Facilitate the provision of solar power where other power sources are not available • Strengthen their skills on ICT for effective communication • Promote the culture of documentation and sharing amongst

		member churches • Nurture and enforce effective information sharing and communication amongst the member churches. • Invest in visibility of LUCSA • Advocate and lobby local government to provide telecommunication where this does not exist, especially the hard to reach areas
4.	Failure to manage low morale among pastors due to poor conditions of service	• Promote as well as create enabling and supportive environment for self-supporting parishes to emerge. • Encourage stewardship and ministry of giving • Organize specially tailored management training for church leadership as well as pastors • Educate congregants on responsibility towards the church
5.	Failure to attract and retain the services of highly qualified and competent church workers.	• Develop staff retention strategies. • Decentralize remuneration of salaried workers. • Local parishes to pay basic minimum • Set criteria for what needs to constitute a parish i.e. number of members based on the ability to contribute • Institutionalize competitive salary for church workers
6.	Weak feeling of ownership and commitment by member churches	• More information and education on LWF and LUCSA for member churches • Regular monitoring and supportive visits by the secretariat

CHAPTER 4: STRATEGIC PRIORITIES AND PRIORITY THEMES

4.1 Strategic Priorities

LUCSA Strategy 2013-2017 has been prepared at a time of rapid and significant change in Southern Africa and the world. As Communion of Churches we stand at the crossroads, which calls for a new orientation for the next five years. LUCSA has to accept the unfolding reality and to acknowledge that the scenario of the past cannot and will not continue. We are being reminded that the challenges which we are going to face in future are likely to grow and not diminish. Besides the further satisfaction in those who have and the masses who are systematically excluded by poverty, unemployment and insecurity we are yet to reap the wrath of ecological and climate change and its implications. This certainly calls for a change in the mindset. Business as usual is not an option. The Strategy is based on the following strategic priorities:

Strategic Priority 1: A communion strengthened in worship and ongoing theological discernment, ecumenical dialogue, and interfaith collaboration in Southern Africa.

Strategic Priority 2: Member churches growing in capacity for holistic mission and deepening relationship with each other.

Strategic Priority 3: Effective empowerment of the poor and the sick by addressing human suffering, poverty, injustice and emergencies.

4.1.1 Priority Area 1: A communion strengthened in worship and ongoing theological discernment, ecumenical dialogue, and interfaith collaboration in Southern Africa.

LUCSA'S Role

Due to continually changing contexts and horizons, it remains the unique task of the LUCSA Secretariat to accompany the member churches to rediscover the true meaning and the practical implications of being a Lutheran Communion.

The idea of a strengthened communion comes up when there is better **worship**, **theological discernment**, **ecumenical dialogue** and **interfaith dialogue** as evidenced by:

Better...:

Worship

- LUCSA will seek to continue to engage in liturgical renewal.
- LUCSA will seek to arrive at establishing a common lexionary.
- LUCSA will encourage intra-Lutheran preparation of worship material.
- LUCSA acknowleges the rigidity of current trends in the Lutheran communion worship in general.
- LUCSA will strive to ensure that liturgies are more acceptable to the African context and the youth.
- Language of liturgy to deal with contemporary African issues such as births, marriages, weddings and deaths (funerals) is developed.
- In depth contemporary worship across churches in the African continent/ sub region (the Roman Catholic, other mainline churches and the Pentecostal churches)
- Music, where the hymns and music is revisited to accommodate the African context of emotions, reasoning and movement

Theological Education :

- Encourage member churches to explore nationally and regionally, contemporary theological issues confronting churches in their ministry of witness, worship and Diakonia.

- Maintain strategic contacts with member churches with respect to emerging theological developments; seeking a common approach in clarifying theological implications of concern for the spiritual life of the churches in the areas such as mission, worship, social ethics and ecclesial structures.

- Support and encourage theological Institutions and the envisaged Lutheran University to develop contextual theological and Christian education material for both pastors and lay leaders in congregations;

- Encourage discussions regarding the Lutheran identity/self-understanding in the context of God`s Mission ***–Missio Dei***

Ecumenical dialogue

- Maintain a dialogical relationship with other church families to foster an ecumenical spirit and initiate formal ecumenical dialogues.

- In search for Christian Unity, LUCSA will encourage the process of reception of the International ecumenical agreements achieved through and by the worldwide Lutheran Communion (LWF).

- Promote Christian unity through dialogue seeking to nullify the theological and doctrinal condemnations of the sixteenth century where these apply.
- Develop pedagogical methods and approaches- including workshops and seminars- intended to promote "grassroots" ecumenism.
- Seek ways to establish contacts with Churches of the Pentecostal and Anabaptist traditions.

Inter-Religious dialogue

- LUCSA to initiate contact with people of other religious traditions.
- Seek to promote International understanding by fostering dialogue around issues and themes such as peace, human dignity, protection of human life and the environment.

Strategy Highlights:

Key Outcomes	Specific Objective	Outcome Indicator
• **Member churches are confident to proclaim the gospel in their context, serve people and creation and to build relationships ecumenically, with other faiths, and with civil society.**	1. To develop platforms and networks for mutual exchange of information and resources among LUCSA member churches and constituencies on challenges, practices and developments with regard to ecumenical and inter-faith dialogue and collaboration (diapraxis).	• Member churches are confident to proclaim the gospel in their context, serve people and creation and to build relationships ecumenically, with other faiths, and with civil society.
• **Member churches more widely embrace Diakonia as central to their calling and stewardship, and become more effective agents of change in society.** • **A shared yet self-critical Lutheran theological identity is widely affirmed and lived out within the diverse Communion**	2. Promote and enforce Diakonia at all levels of member churches 3. Engage in research and advocacy to challenge poverty and inequality	• **#** of member churches who have embraced Diakonia and are using it as an effective tool for change in society • **Member churches are active in advocacy to change structural injustice and foster sustainable development**
• **Clear and effective structures for communication, mutual exchange and accountability among member churches are established and practiced.**	4. To promote effective communication as well as upward, downward and horizontal accountability among and within the member churches	• Level and extent of communication within and between the member churches
• **Mutual understandings and**	5. To put in place or strengthen	• Structures and procedures for

recognized procedures are developed for addressing conflicts within the Communion.	mechanisms for conflict resolution among and within the member churches	conflict resolution within the communion in place and being used
• **Leadership in churches is further developed, in ways that ensure fair and equal participation of women and youth.**	6. Promote and enforce active participation of women and youth at all levels of the communion	• Active and effective participation of women and youth at all levels of decision making in the church

4.1.2 Priority Area 2: Member churches growing in capacity for holistic mission and deepening relationship with each other.

The aim of this priority area is to strengthen the member churches in their holistic mission and make them better able to meet challenges they face in their context individually and together.

LUCSA'S Role

To be in communion as churches is a gracious gift of God and is also a continuous task. An essential part of the LUCSA's mission as a communion of churches is to contribute strongly and concretely to overcoming religion-based divisions and tensions within the human family.

Strategy Highlights:

Key Outcomes	Specific Objective	Outcome Indicator
• **The financial and structural sustainability of member churches is more effectively addressed.** • **New and creative ways of fund raising and resource mobilization are identified in addressing the issues of sustainability in the Secretariat and member churches to promote stewardship of resources.**	1. To educate and challenge member churches that have depended on outside funding to become more self-reliant in their mission and ministries	• The financial and structural sustainability of member churches is more effectively addressed. • New and creative ways of fund raising and resource mobilization are identified in addressing the issues of sustainability in the Secretariat and member churches to promote stewardship of resources.
• **Member churches are confident to proclaim the**	2. To develop platforms and networks for mutual exchange of	• # of member churches who have been facilitated to develop platforms and

gospel in their context, serve people and creation and to build relationships ecumenically, with other faiths, and with civil society.	information and resources among LUCSA member churches and constituencies on challenges, practices and developments with regard to ecumenical and inter-faith dialogue and collaboration (diapraxis).	networks for mutual exchange. • # of member churches who are using the platforms and networks developed to proclaim the gospel in their context and to build relationships with other faiths and with civil society
• **The Secretariat and member churches embrace leadership cultures and governance practices that are participatory, empowering, transparent and accountable.**	**3.** To promote transparent, accountable and participatory leadership among the LUCSA member churches and at LUCSA Secretariat	**#** of member churches practicing participatory, empowering, transparent and accountable leadership styles
• **Women are actively and equitably engaged in the life and leadership of member churches and the communion and their unique gifts are valued.**	**4.** To promote active and equitable involvement of women in member church affairs and particularly in leadership	• **#** of women involved in decision making positions in the church.
• **Young people have a place and a voice in all aspects of church and communion life, including decision making and leadership.**	**5.** To involve young people in the leadership of the church	• **#** of young people who are involved in decision making on church activities.
• **Staff with a clear understanding of LUCSA's vision and mission and having the necessary skills and mental attitude to ensure the implementation of the Strategy**	6. Conduct an Organizational Development process to strengthen the staff's understanding/by-in of the vision and mission of this plan, reviewing the staff component and the needed skills, update organizational policies and build up team spirit etc.	• **#** of staff with a clear understanding of LUCSA's vision and mission and who have the capacity to ensure the implementation of the Strategy. • Existence of policies which create an enabling environment for the implementation of strategy • Clarity of roles, functions and relationship between the three sub-systems of LUCSA: The Secretariat, Member Churches and the Programmes

4.1.3 Priority 3: Effective empowerment of the poor and the sick by addressing human suffering, poverty, injustice and emergencies

LUCSA's Role:

The Lutheran Communion in Southern Africa (LUCSA) is involved in a number of programmes and projects primarily aimed at building the capacity of the member churches to proclaim the good news in word and deed. LUCSA seeks to holistically reflect and witness God's unconditional love and care for creation by addressing on-going human suffering, poverty, injustice, and emergencies in Southern Africa.

Strategic Intent

The overall objective of LUCSA is to alleviate human suffering in church and society in order to enhance and improve the standard and quality of life of those who are displaced and live at the edge and margin of existence in Southern Africa caused injustice, and emergencies.

Strategic Motto

"The Spirit of the Lord is on me, because he has anointed me to **preach** good news to the poor. He has sent me to **proclaim** freedom for prisoners and **recovery** of sight for the blind, to **release** the oppressed."(Luke 4: 18).

LUCSA's Strategic Role and Responsibility to Member Churches:

- Enable, empower and build the capacity of member churches through training and workshops in Southern Africa.
- Accompany and mentor member churches in their diaconal journey.
- In collaboration with Theological Institutions plan and facilitate Christian Education in member churches.
- Continue to encourage member churches to establish or strengthen diaconal desks, HIV and AIDS, Malaria, and poverty and advocacy programmes and sustainable structures for a prophetic ministry.
- Continue to bench-mark international diaconal practices and create a sharing platform for member churches.
- Continue to collaborate and forge working relationships with strategic partners on a global platform for the benefit of member churches in Southern Africa.

4.2 Priority and Crosscutting Themes

4.2.1 Priority Themes

Within the framework of the three Strategic Priorities and to sharpen the focus of LUCSA facilitated interventions for the benefit of the member churches and surrounding communities LUCSA has established six priority themes to guide its work:

PT1: Christian Education

Christian Education has been part of LUCSA involvement in the Southern Africa region since its beginning. The strategic goal of LUCSA in the area of Christian Education is to contribute to equipping member churches for their holistic mission. Christian Education is in the first place participation in God's mission and secondly an ongoing, life long process of learning and walking together in faith in the triune God. It is a journey on which the believer receives life at its fullest. It is relevant to all age groups and to all activities of the church.

Theme Highlights:

Strategic Priority 1: CE Material Living Together in Christ		
Key Outcomes	**Specific Objectives**	**Outcome Indicators**
1.1 Proper usage of CE materials **1.2 Improved relationship in families** **1.3 Positive behaviour in society**	1. Promotion and wide dissemination of resource material "Living together in Christ"	• Number of books sold • Number of attendance • Level of spirituality • Decline in alcoholic drinking • Increased families attendance in church activities • Decreased number of beer drunkards • High Level in sharing of responsibilities in church and society
Key Outcomes	**Specific Objectives**	**Outcome Indicators**
2.1 Facilitators/trainers acquire more knowledge and skills. **2.2 Ability to train others**	2. Training of facilitators and Trainers who can introduce CE resource material "Living together in Christ" in member Churches	• Growing number of members in worship services • More involvement and participation. • Increased number of parish groups.
3.1 Translations of materials into vernacular **3.2 Courageous to share faith with others** **3.3 Feeling of ownership** **3.4 Self-esteem**	3. Make resource material "Living together in Christ" available to all ethnic/language groups	• Increased number of resource materials distributed • Increased volunteer participation • Faith in action
Strategic Priority 2: Training/Capacity Building		
Key Outcomes	**Specific Objectives**	**Outcome Indicators**

4.1 Well trained leadership **4.2 Leadership well equipped with teaching skills**	4. Facilitate capacity building of lay leaders in member churches	• Number of parish work shared • Stable leadership
5.1 Confidence in the teaching ministry **5.2 Enhanced capacity of church workers**	5. Facilitate CE related capacity building/ongoing training of church workers	• Increased number of church workers • Clear reports • Constructive meetings • Well prepared sermons •
Strategic priority 3: Cooperation with other LUCSA Programmes/Development of combined Programme Planning		
6.1 Sharing of resources (human and materials) **6.2 Donors likely to release funds** **6.3 HIV and AIDS is included in CE strategic planning**	6. Interlink and use synergies between HIV/AIDS Program and CE Programme	• Less duplication of programs • More funds available for other programs
7.1 Diaconia is included in CE strategic planning **7.2 Sharing of resources (human and materials)** **7.3 Donors likely to release funds**	7. Interlink and use synergies between LUCSA Diaconia Programmes and CE Programmes	• Less duplication of programs • More funds available for other programs

PT 2: Diakonia

The **overall objective** of LUCSA under this Priority Theme is to improve the quality of life of those who live at the margin of existence by addressing the emerging social problems using participatory methods and applying rights-based approaches that considers the context of individual countries in Southern Africa.

The **overall purpose** is to ensure that the prophetic voices of the churches through LUCSA is positively enhanced and enriched in her quest to be a voice of the voiceless, advocating for and with vulnerable communities in Southern Africa.

The key intervention areas under this theme will include but not be limited to the following: capacity building and training of member churches to enable them to contribute to addressing emerging social problems in their respective countries. Through the various planned activities, church leaders will under strategic priority of Sustainable Church Leadership be brought to understand their role and mission, while acquiring self-confidence through exposition to similar realities and through accompanied exercise which aim in increasing their managerial and technical skills as well as opening their horizon to broader issues as climate change, environment, availability of resources on national level.

Theme Highlights:

Strategic Priority 1: Prophetic Diakonia		
Key Outcomes	**Specific Objective**	**Outcome Indicator**
• **Vigorous and continual listening to voices of suffering and marginalized people by the church within the community.** • **The church promoting the interests of the poor, the displaced, young and old, men and women.** • **The church finding ways and building bridges in the direction of renewal and transformation in a quest to defend and maintain justice.** • **Church leaders being profoundly challenged to act on the signs of growing poverty and injustice in the region.**	1.1 Harnessing the identity and mission of the Church **1.2** A call to action, as a response to challenges of human suffering, injustice and care for creation	• Advocacy Campaigns nationally and regionally in Southern Africa • Resuscitating the Prophetic Voice of the Church • Participatory Diakonia in Southern Africa • Pro-Poor Policies encouraged by Religious leaders • Improved willingness and openness by church leaders to advocate for and with the vulnerable communities • Active involvement in the social development of the society by member churches • Number of member churches with diaconal desks
Strategic Priority 2: Mutual Cooperation and Collaboration between the Northern and Southern partners		
Key Outcomes	**Specific Objective**	**Outcome Indicator**
• **Increased sharing of best practices between Northern and Southern partners.** • **Increased sharing of best practices between Southern and Northern Training Institutions.** • **On-going peer learning between students and lecturers. Enhanced ways of managing cultural diversities**	2.1 Nurture and promote functioning network of joint learning between Northern and Southern Training Institutions 2.2 Encouraging mutual and equal partnership	• Mutual Learning between South-South and South-North • Equal Partnership between South-North • Frequency of meetings between institutional partners
Strategic Priority 3: Awareness building on modern approaches and training in Diakonia		
Key Outcomes	**Specific Objective**	**Outcome Indicator**
• **On-going practice of working together in sharing responsibilities, rights and decisions growing** • **The practice of cascading trainings and workshops to grass root levels increasing** • **Leadership empowerment and enablement on Diakonia practices** • **Strategic public witness together with, and on behalf of,**	3.1 Exploring Participatory and Rights-based approaches 3.2 Encouraging Training of Trainers(TOT) workshops 3.3 Advocacy trainings	• Financial Self Reliance and Sustainability • Grass-root Capacity Building • Improved perception and understanding of advocacy • Number of Training of Trainers Champions trained in member churches

those who are marginalized, vulnerable or whose voices have been silenced.		
Strategic Priority 4: Social and Economic Justice		
• The church engaging the structures that create and preserve the status quo between the poor and the rich • Dismantling the historical imbalances between men and women	4.1 Minimizing the gap between the rich and poor in a quest to construct an equitable society 4.2 Equal sharing and distribution of resources	• Poverty Alleviation in Southern Africa • Livelihood sustainability in Southern Africa • Minimizing Unemployment in the Region

PT 3: HIV and AIDS

Under this Priority Theme LUCSA envisions a society that is free from new HIV infections and AIDS-related diseases. The **goal** is to contribute to the global goal of zero new HIV infections, zero stigma and discrimination and zero AIDS-related deaths (UNAIDS Declaration 2011). The **purpose** is to ensure that all member churches and their surrounding communities are implementing relevant, culturally appropriate and sustainable TB, HIV and AIDS, Gender and development responses that improve the quality of life of the vulnerable groups as well as those living with HIV. It is therefore notable that underlying the approach adopted by LUCSA in addressing the challenge is a special focus on Sustainable Livelihood and Gender Justice.

Theme Highlights:

Impact 1: A Society that is free from new TB and HIV infection		
Key Outcomes	**Specific Objectives**	**Outcome Indicators**
1.1 Improved Mainstreaming of HIV & AIDS, TB, Gender and development in all church workplaces and organs/leagues.	1.1 To scale up regional response to TB, HIV & AIDS and Gender	• Level of Involvement in HIV&AIDS, TB and Gender mainstreaming in church-workplaces, organs/leagues and society. (%).
		• Relevant and appropriate (quality) messages delivered in accordance to the context.
1.2 Increased awareness on factors fuelling HIV, TB and Gender imbalance in the church-workplace and church organs/leagues	1.2 To promote HIV & AIDS, TB and Gender impact assessment in the church workplaces, organs/leagues	• Extent of impact assessment conducted in the church-workplace and organs.
		• Type of implemented interventions informed by impact assessment.
		• Level of HIV & TB knowledge and practices in the church workplace and organs/leagues.
1.3 Enhanced capacity of member churches for	1.3 Mentoring member churches (pool of resource people) for effective and	• Level of engagement in HIV, TB and Gender issues in all church-

systematic mainstreaming of HIV, TB and Gender.	efficient mainstreaming	workplaces and all organs. • Extent of utilisation of the SAVE Toolkit as a prevention model. • Quality of information on HIV and TB prevention disseminated
1.4.1 Increased mainstreaming of HIV&AIDS, TB, and Gender in LUCSA Theological Institutions	1.4 To support mainstreaming efforts in LUCSA Theological Training Institutions	• Level of integration of HIV&AIDS, TB and Gender issues in LUCSA Theological training Institutions Curricula.
1.5.1 Improved leadership engagement/participation and advocacy for rights of vulnerable groups and gender equity in development issues	1.5 To work with member churches so that they can enhance coping abilities of PLHIV and other marginalized groups (OVCs)	• Percentage of male and female OVCs whose rights are being realised per child convention. • Utilisation of resources available for PLHIV.
1.5.2 Strengthened and sustainable livelihoods for AIDS impact resilience		• Level of implementation of livelihoods by PLHIV and other vulnerable groups (OVCs, single women, disabled, youths, guardians of the affected • Percentage of vulnerable groups sustainable livelihoods.
1.5.3 Enhanced health-seeking behaviours and psychosocial skills for PLHIV		• Level of health-seeking behaviours demonstrated (counselling, going for medical check-ups, positive living) • Type and quality of services accessed by PLHIV • Percentage of males and females to include children who receive ART according to the WHO 2010 Guidelines.
Impact 2: A church and society that are free from stigma and discrimination		
Key Outcomes	**Specific Objectives**	**Outcome Indicators**
2.1.1 Increased Knowledge and skills of church leadership regarding key policy issues on HIV & AIDS, TB and Gender mainstreaming.	2.1 To facilitate creation of conducive environment for the infected and affected	• Extent of policy implementation. • Content of church policies on HIV&AIDS, TB and Gender • Degree to which church leaders advocate for HIV&AIDS, TB and gender policy implementation and the rights of PLHIV and the affected .
2.2.1 Reduced stigma and discrimination at all church workplaces and organs through the SSDDIM approach	2.2 To encourage and support involvement of PLHIV in HIV&AIDS, TB and Gender mainstreaming activities.	• Number of male and female persons living with HIV being recognised as positive change agents in their communities. • Number of churches where 50% of men and women have a non-

		discriminatory attitude towards PLHIV. • Level of openness on issues of HIV&AIDS, TB, and Gender in church-workplaces and organs/leagues.
2.2.2 Increased participation of PLHIV in all church activities		• Level of participation of PLHIV and vulnerable groups in all church activities including decision making positions.
2.2.3 Improved quality of life lived by PLHIV and other vulnerable groups.		• Type of life lived (basic needs, human rights, education, treatment, care and support).
Impact 3: A self-sustaining church promoting universal access to prevention, care, support and treatment on HIV & AIDS, TB, Gender and development principles.		
Key Outcomes	**Specific Objectives**	**Outcome Indicator**
3.1.1 Increased availability of resources for mainstreaming HIV&AIDS, TB, Gender and development principles in member churches.	3.1 To strengthen resource mobilisation and accountability skills	Rate of inflow of amount /resources received and spent on activities/projects.
3.1.2 Enhanced capacity for financial and resource management		Effective financial management and accountability
3.2.1 Enhanced effectiveness of collaboration and networking partnerships	3.2 To facilitate the consolidation of effective partnerships	Level of cooperation with other partners
3.3.1 Improved reporting and accountability of church programmes	3.3 To increase accountability and timely submission of accurate and informed reports	Level of compliance of the projects to the stated criteria of reporting
3.4.1 Enhanced efficiency and effectiveness of monitoring and evaluation of TB, HIV & AIDS and Gender mainstreaming programmes.	3.4 To facilitate continuous participatory monitoring, Mid-term and End of Phase evaluation.	No. of churches with functional monitoring and evaluation systems in place
Impact 4: A gender-sensitive church and society (including issues of gender-based violence, equality and equity		
4.1.1 Improved leadership engagement, participation and advocacy for rights of vulnerable groups and gender in development issues	4.1 To facilitate improvement of a response to gender issues.	• Level of leadership engagement and advocating for gender issues. • Percentage of men, women and youth claiming their rights and involved in development programmes.

		• Number of Gender-Based Violence reported • Percentage of member churches equitably distributing decision making positions between male and females. •
4.2.1 Reduction of gender-based violence and inequality in church workplaces and church organs/leagues	4.2 To promote interrogation on issues of masculinity and femininity in respect of cultural and religious beliefs and values in church workplaces and organs/leagues.	• Degree to which men, women and youth in the church workplaces and church organs/leagues are interrogating their understanding of masculinity and femininity in their respective culture and religion. (attitudes & practices)
	4.1To facilitate harmonization of monitoring and evaluation tools for systematic implementation	• Type of messages that promote positive image of women and men.

PT 4: Malaria

The **overall objective** of LUCSA under this Priority Theme is to empower congregations and surrounding communities to reduce the risk and vulnerability to malaria infection and to alleviate the impact of the disease and disease condition on the affected households, with a strong focus on children under five years and pregnant women in the hard to reach areas. To this extent the planned interventions will aim improve the health and socio-economic status of the infected and the affected by malaria and the surrounding households by strengthening the capacities of communities and households to prevent, control and manage malaria as well as participate actively in livelihood promotion initiatives aimed at alleviating the socio-economic impact of the disease.

The **overall purpose** is to ensure that households, especially children under five years and pregnant women, within poor, vulnerable and hard to reach populations, understand the causes of malaria and its signs and symptoms; are able to access accurate diagnostic services and effective treatment as close to the home as possible; and have access to personal and community preventive measures, with an emphasis on long-lasting insecticidal nets and intermittent preventive treatment.'

The planned interventions will also be used as an entry point to contribute to the strengthening of the organizational and development capacity of member churches with a view to enhancing their efficiency, effectiveness and responsiveness to enable them to address the problem of malaria and related needs of the congregations and surrounding communities.

LUCSA will use the following **core indicators** as a basis for measuring change brought about by the interventions that it is facilitating:

- Reduction in malaria morbidity and mortality.
- Improvement in target households and communities capacity to prevent, control and manage the disease.
- Organizational Development and Systems Strengthening of member churches to ensure: upward and downward accountability; effective response to emerging issues; timely and quality services; effective resource mobilization, management and control; and documentation and sharing of best practices.
- Linkages between the LUCSA facilitated interventions and other sectors of government and other key actors.
- Technical support and partnership building.

Theme Highlights

Strategic Priority 1: Institutional Capacity Development		
Key Outcomes	**Specific Objectives**	**Outcome Indicators**
1.1 LUCSA member churches are committed to respond to the challenges of malaria within their context	1. To instil commitment within LUCSA member churches" leadership to provide an enabling environment to the challenges of malaria within their individual country context by 2017	• # of member churches with clear malaria policies in use. # of member churches with clear malaria strategies with linkages to national and global strategies.
2.1..Enhanced capacity of member churches to plan, implement and monitor their malaria projects	2.To increase the knowledge and skills of the LUCSA member churches' field officers in malaria service delivery	• Effective planning and implementation of malaria program by member churches. • # of training activities conducted by TOTs • # of member churches who have Quality and timely reporting by member churches.
2.2.Improved documentation and dissemination of programme results		• Documentation of best practices
		•
3.1. Efficient, effective, and the highest programmatic and administrative standards.	3.To strengthen the capacity of the LUCSA secretariat to effectively facilitate the coordination and monitoring of the LUCSA regional programme	• More effective internal and external communication mechanisms developed • Mechanism for sharing of best practices among member churches and with other key actors in the region including govt..
3.2. Strengthened Financial Planning and Management System Established for member churches.		• Level of accountability for funds. • Level of financial performance. • Improved financial monitoring and management.
3.3.: Member churches capacity in engaging in evidenced-based advocacy enhanced		• # of successful advocacy initiatives undertaken by member churches
3.4. Member churches support strengthening or creation of local community support structures in line with national strategy.		• Community's capacity to initiate, organize, plan, as well as monitor own initiatives related to prevention and control of malaria.

Priority 2: Malaria Prevention and Control		
4.1. Strengthened Capacity of member churches to promote effective use of malaria prevention and control strategies including LLINs and IPT	4. Strengthen the capacity of member churches to contribute to malaria preventive, management, and control activities in line with National and global malaria strategies	• % of children under-fives and % households using insecticide treated nets and other malaria prevention measures. • % pregnant mothers taking at least 2 doses of IPT. • # of members churches advocating for safe and effective IRS program.
5.1.Improved household sanitation and refuse management	5.Strengthen the capacity of member churches to develop and participate in programs that effectively manage the environment to control malaria	• Proper refuse disposal by households • Reduced density of vector Reduced incidence of malaria •
Priority 3: Treatment		
Key Outcomes	**Specific Objectives**	**Outcome Indicators**
6.1.Increased awareness of member churches on the need to promote programmes among target populations to improve capacity to recognize signs and symptoms and seek early treatment for malaria	6.Strengthen the capacity of member churches to contribute to Malaria treatment activities in line with National Malaria strategies	• % of community members able to recognize symptoms of malaria and to seek early and appropriate treatment. • % of children under five years of age (and other target groups) with fever who receive treatment according to national policy within 24 hours of onset of fever. • % of patients admitted with severe malaria receiving correct treatment at health facility. • Adherence to treatment
Priority 4: Sustainable Livelihood		
7.1 Livelihoods are strengthened and impacts of poverty mitigated in targeted communities	7. To mobilise LUCSA member churches to integrate sustainable economic and community livelihood programmes into the health and educational response to mitigate socioeconomic impacts of malaria, HIV & AIDS and TB.	• Improved socio-economic status amongst the target groups. • Improved nutrition and household food security. • Positive behavior change including voluntary purchase and /or replacement of mosquito nets.
8.1 Households and communities advocating for their right to food, the right to water, right to access to health facilities, gender equity and the right to an adequate standard of living.	8. Sensitize member churches to empower households and communities to advocate for their right to food, water, access to health facilities, gender equity and adequate standard of living	• Increased access to food, water, health facilities. • Gender equity

PT 5: Social Research and Advocacy

The o**verall goal** of this Priority Theme is to understand and prophetically address structural poverty and social injustice in the region.

Persistent levels of mass poverty[1] and inequality are challenging the theological foundation of churches in Africa. The need for leadership training and capacity building in applied social research and advocacy towards a meaningful social development involvement of the churches in Africa has come to the forefront in this crisis. LUCSA through the TARA programme intends to make a contribution in addressing this need concretely.

In Southern Africa the churches have a long tradition of social involvement. The churches were an integral part of the struggle for political freedom and they became people's platforms, where human rights and social issues were taken up directly. The church could often speak up where the liberation movement was silenced. After achieving political freedom churches understood their role still as being one of social involvement.

In order to be effective and become a meaningful player in a more and more technical development debate, often removed from the reality of the people, the churches need to have an in-depth sociological and economic understanding and ability to conduct quality research in order to use their advantage of being a 'people-centred organisation' and to make this fruitful for local development agendas. This highlights the urgent need for capacity building within the churches to combine theological reflection, a professional understanding of the economic structures at play and the ability to conduct Participatory Learning and Action research[2]. This is the gap the **Theological Institute for Advocacy and Research – LUCSA-TARA** addresses.

The priorities therefore are three-fold: Firstly, to train and build capacity locally in and to network among the LUCSA churches (at LUCSA level and the LWF African Poverty Task Force). Secondly, need to reflect on the public role of the church in development and advocacy. Thirdly, to enable the churches to do research, analysis and advocacy work in their context and the region, thus fostering expertise in social development and concrete involvement of churches in the development of the African continent.
The following three main components are envisaged under this Priority Theme:

- **Capacity Building:** Through intensive 2 weeks courses small groups of church leaders and committed laity will be professionally trained in social development. The courses will cover the economic and sociological background for development, as well as applied practical training based on concrete and specific needs of our context. These courses

1

The poverty definition draws on the United Nations High Commission for Human Rights (UNHCHR) definition on poverty and Amartya Sen's capability approach. The working definition is: "*Poverty is on the one hand characterized by the lack of resources to meet basic needs (nutrition, access to health facilities, housing etc.) and on the other hand by the lack of capability ("real opportunity") and thirdly the lack of freedom of choice, security and power to take ownership and use resources to become a full functioning agent in society*" (DfSD Research Manual, 2006:7).

2 Participatory Learning and Action research underlines: One the one side that the learning processes on the part of both the insiders (community members) and the outsider (facilitator/researcher); they enable people to share, analyze and enhance their knowledge. Furthermore, the fact that information is not extracted from, but generated by, the communities enables the latter to own the information as well as the recommendations and activities arising out of the process.

will make use of external resource people and experts, if need be. The main focus of such training is poverty and development, economic literacy and advocacy work, but it will also address concrete needs in training like computer skills and proposal and report writing, which are increasingly needed in today's environment in order to be effective.

- **Theological Reflection:** TARA will engage in biblical and systematic theological analysis of and for the development agenda. This will help to define and guide the public role of churches as well as develop material for development work within the churches.
- **Research and Advocacy:** TARA will engage in and train people to do participatory research, compile common quantitative research agendas and publish findings. Based on this, prophetic action and advocacy should be promoted by local research and advocacy teams, the churches and the Institute itself. TARA will provide local and regional support for the teams during this process.

Theme Highlights:

Strategic Priority 1: Build capacity within the churches on structural poverty and social development		
Key Outcomes	**Specific Objective**	**Outcome Indicator**
1.1 Groups of church-leaders and laity trained in poverty and development, research methodology, economic literacy and advocacy work 1.2 Groups of church-leaders and laity trained in computer skills and proposal and report writing	1. Empower churches to do research, analysis and advocacy through intensive workshops	• # of member churches able to conduct basic Action research and to use findings for planning and monitoring their interventions • # and type of evidence based Advocacy conducted by member churches
Strategic Priority 2: Reflect theologically on the public role of the church in development and advocacy		
2.1 Theological Reflection on poverty & development through participatory bible studies 2.2 Publication of material on theology and development for the churches and broader public	2. Develop a sound theological basis for the churches' structural involvement in poverty and development	• Guide on Theology and Development developed and in use by member churches and target communities
Strategic Priority 3: Engage in research, analysis and advocacy with the churches		
3.1 Establishment of regional research team carrying out research in own context and churches 3.2 Publication of research to inform advocacy campaigns locally (churches), regionally (LUCSA & LUCCA) and globally (LWF) 3.3 Engagement of churches on local and regional level in development policy advocacy	3. Build up motivated teams of people within the churches to take up the agenda on structural poverty in their context and the region	• # of evidenced-based advocacy initiatives conducted by member churches. • # of member churches actively participating in policy formulation activities for their societies

PT 6: Youth Involvement

The major thrust of this Priority Theme is to contribute to addressing the current challenges and youth concerns. LUCSA envisions an active, meaningful and equal participation of youth in the life of the Communion and its member churches, and through this, in the holistic mission of God.

Theme Highlights:

Priority area 1 : Youth Empowerment		
Key Outcomes	**Specific Objective**	**Outcome Indicators**
• Increased self esteem • Improved entrepreneurial skill • Improved leadership skills • Successful careers and lifestyles	1. To enhance life skills-level of youth towards self- reliance. 2. To promote and develop relevant educational resources	• Number of young entrepreneurs • Levels of youth employment • Number of youth leaders
Priority area 2: Content/theme Development		
• Active participation of youth in community activities • Responsible youth • Active citizenship	3. To organize pre-youth programs to identify relevant thematic areas	• Number of youth engaging in community services • Level of participation in community activities • Reduction in crime rate in teenage pregnancy • Positive relationship between youth and parents • Level of school drop-outs
Priority 3: Faith and Worship		
• Balanced moral and ethical behavior • Value based lifestyle • Harmonious, connected and reconciled relationship with oneself and others	4. Share liturgical resources and testimonies from different regions	• Rate of crime • Number of young church goers • Percentage of teenage pregnancy • Level of cooperation among the youth and the adults
Priority 4: Participation		
Key Outcomes	**Specific Objective**	**Outcome Indicators**

• The youth actively involved and included in decision making processes. • Improved attitude towards young people • Culture of mutual respect fostered between youth and elders.	5. Communion is strengthened through working together on issues of common interest and common concerns	• Number of participants involved in decision making bodies • Resolutions taken by church bodies to include young people
Key Outcomes	**Specific Objective**	**Outcome Indicators**
• Harmonious working together among youth and elders in member churches	6. Raise awareness among the member churches about the added value of having adequate youth structures in place.	• Improved awareness about the value of structures in member churches

4.2.2 Crosscutting Themes

In addition to the Priority Themes LUCSA will integrate three Crosscutting Themes in all its interventions and policies.

CT 1: Communications and Fundraising

CT 1:1 Communications

Under this Priority Theme LUCSA will aim at developing her communications network and media in ways that are dynamic and diversified. Greater emphasis on technological advancements and access to the internet by members of our communion will be given serious consideration. Continuing to develop resource materials for print-based media will remain a high priority, the diversity of our members and the varying spectrum of access to information notwithstanding. LUCSA will continue to advocate for greater access to information in countries where governments are restrictive and repressive in these areas. Realizing that a more informed communion is a stronger communion will be LUCSA's paramount ideal and ultimate goal.

Sharing and learning with the Lutheran World Federation partners worldwide will be a top objective throughout the implementation of this plan and so will be the commitment to develop the ability to do so. The sharing of information in LUCSA's common areas (such as alleviation of poverty & HIV&AIDS) will be a regular part of LUCSA's communication development and growth. The overall goal of LUCSA Communications is to contribute to promotion of effective information sharing and networking among member churches.

Theme Highlights:

Strategic Priority : Enhance Capacity of member churches for information gathering and sharing		
Key Outcomes	**Specific Objective**	**Outcome Indicators**
• Effective flow of information between LUCSA Secretariat and member churches • Effective flow of information among member churches • Access to information on LUCSA and member churches and their activities and plans by all stakeholders, including Overseas partners and sister churches, will be enhanced • A LUCSA website developed and in use for profiling LUCSA's activities as well as member churches plans • Regular quarterly newsletter published • Exchange visits between member churches institutionalized All member churches with access to internet and e-mail and using it.	Facilitate sharing of information and networking among member churches and partners.	• Website designed and information available for member churches. • Newsletter published and received by member churches and sister churches • Regular exchange visits between member churches • Effective use of internet and e-mail by member churches

CT 1.2 Fundraising

LUCSA has managed to mobilise and maintain relatively stable funding over an extended period mainly from a small group of loyal Related Agencies. However, the situation is changing and the current strategic plan will depend on effective management of finances, including diversified funding. Whereas in the past it was enough to have a few loyal funders, now the funding field has become more complex. Funders increasingly expect organisations to look at alternative ways of generating finance.

As an organization LUCSA needs a funding strategy that shows funders that it is worth any investment they make in its favour. It also needs a funding strategy that gives it some independence from any one funder or funding source. The said strategy must make it likely that:

- Money invested will be well spent to achieve intended goals.

- As an organization it will survive even if and when any particular funder or groups of funders no longer fund it (financial sustainability).
- As an organization it will be able to achieve some level of financial independence more particularly that it has had a history of funding from relatively few sources.

During this plan LUCSA's fundraising and resource management objectives will include the following:

- To make LUCSA more financially sustainable and to ensure that it has some financial independence.
- Maintain an adequate and diverse funding base to ensure a viable ongoing development programme.
- Pursue new funding opportunities selectively seeking to diversify existing funding or offset future decline.
- Explore ways of cost recovery and income-generation to offset costs.
- Maximize the management of financial resources (efficiency and cost effectiveness, downward and upward accountability, viable financial management systems).

Program Financing

The main thrust during the plan will be for LUCSA to explore possibilities for diversifying its funding sources. This will call for the development of a Fundraising Strategy. Options that need exploring include mobilizing locally based and private sector funding; tapping into funds allocated by government for various activities through the Sector Wide Approach to Planning (SWAP) or special funds such as the Global Fund allocated for HIV and AIDS, Malaria and TB; strengthening ongoing partnership with international agencies operating in the member church countries including UN Agencies. Planned technical assistance and consultancies are seen here as another option, although consultancies will not be looked at narrowly as a means of raising funds, but rather, as a tool for capacity development and a means of sharing best practices with partners.

CT 2: Sustainable Livelihood

In this plan LUCSA renews its commitment to addressing the problem of absolute poverty in the region by adopting a Sustainable Livelihood approach to poverty reduction. The **purpose** of Sustainable Livelihood Approach as perceived in this Plan is to make sure that member churches appreciate and understand their own contexts and local settings in contributing to the solution of pervasive poverty in the region.

LUCSA will be guided by the following Principles: Capacity development is an essential ingredient for impact and sustainable initiatives; sustainable development enhances the capacity of persons and communities to determine their own future and to increase the utilization of available local and human resources; sustainable development equips people to assume responsibility for their own future and the wellbeing of the communities and nations to

which they belong; and development, which is imposed or remains dependent upon outside support, is not sustainable.

Theme Highlights:

Strategic Priority 1: Empower households and communities to advocate for their basic rights.		
Key Outcomes	**Specific Objectives**	**Outcome Indicators**
• Communities have access to water and competence in its rational use and conservation. • Communities advocate for their right to food and water and health and education • Greater variety of food is produced and marketed. • Communities have better food security.	1. Sensitize member churches to empower households and communities to advocate for their right to food, the right to water, right to access to health facilities and the right to an adequate standard of living.	• # of target households with access to water and using it rationally. • # of target households who are food secure
Strategic Priority 2: Strengthen community based support structures		
• Communities manage and conserve natural resources. • Communities actively participating in environmental protection. • Communities have access to saving and credit facilities and a greater number of community members have better income. • Communities are better able to take care of their vulnerable members. • The results of affordable LUCSA interventions are multiplied in neighbouring communities.	2. Strengthen community based structures and organizations to effectively mobilize, exploit and manage their resources. •	• % of target communities actively participating in environmental conservation activities. • # and % of communities able to take care of vulnerable members of their communities. • # of LUCSA affordable interventions replicated in adjoining communities.
Strategic Priority 3: Promote Gender Justice		
Key Outcomes	**Specific Objectives**	**Key Outcomes**
• Balanced participation of women and men in leadership positions. • Increased women's participation at all levels in the communities where LUCSA operates.	• Promote Gender Justice in LUCSA facilitated and member church managed development initiatives. •	• #/% of women in target communities in positions of leadership

CT 3: Justice and Reconciliation

The overall goal is to contribute in the reconciliation of divided communities and strengthening of Christian commitment in promoting justice, peace and tolerance for diversity through education and care for those affected

Key Outcome	Specific Objective	Outcome Indicators
1.1 Improved relationships in church and society **1.2 A just and peaceful society**	1. Facilitate / support justice, peace and reconciliation initiatives in church and society.	• #/% of target communities and member churches with structures for peace and society and in use
2.1 The Church more vocal on matters of justice and other issues of public concern. **2.2 A clearer and better understanding of the role of church in a democratic society**	2. Contribute to a better understanding of the role of the Church in democratic society	• # of members churches participating in evidence-based advocacy initiatives for the congregation and society
3.1 Member churches that are caring and committed to issues of justice and peace, and that are committed to their diaconal responsibility towards the poor, the disadvantaged, and victims of injustice, stigma, and discrimination.	3. Address issues of human rights, violence, stigma and discrimination in church and society	• #/% of member churches with interventions to address the problem of the poor, disadvantaged and victims of injustice, stigma and discrimination.
4.1 Number of sponsored students will be able to meet some of the basic needs for their studies in tertiary institutions.	4. Contribute to the education of needy students from disadvantaged families	• # of scholarships made available to students from disadvantaged families

CHAPTER 5: IMPLEMENTATION MECHANISMS, MONITORING AND EVALUATION

The Executive Director, LUCSA Officers, LUCSA Council members, leadership of member churches and LUCSA Secretariat Programme Coordinators and Officers will be responsible for the implementation of the LUCSA Strategic Plan which will guide the strengthening of existing initiatives as well as the development of new initiatives.

The following have been identified as areas that need to be strengthened to enable LUCSA to efficiently and effectively implement its program activities and its initiatives in general.

5.1 Program Management Policy

The Bishop or Senior Pastor and a designated Project Coordinator, where this is applicable, will both direct any LUCSA facilitated initiative. The two will liaise with LUCSA Secretariat, partners, line ministries, stakeholders and other key actors. Field Officers will be directly responsible for managing specific initiatives on a day-to-day basis. At LUCSA Secretariat Level specific initiative Committee consisting of Programme Coordinators and chaired by the Executive Director will be responsible for monitoring and evaluating the activities of all initiatives facilitated by LUCSA as well as providing or outsourcing necessary technical support.

Committee Structure

Committee will be utilized as a program management tool. Three committees are envisaged to form part of any LUCSA facilitated implementation process: a) Specific initiative Steering Committee; b) Specific initiative Management Committee; and c) Administrative Area Specific Implementing Committee.

Human Resource Development

The unpredictable and challenging environment in which LUCSA operates demands systematic and continual development of the leadership of the member churches to enable them to effectively implement core thematic areas of capacity development; emergency response and preparedness; empowerment of local community organizations; strengthening of civil society; facilitation and mediation; partnership and networking.

During the initial period of this strategy, LUCSA will develop and implement a plan for developing and managing its human resources among its membership. Every opportunity will be taken to expose leadership of the member churches to relevant courses, workshops, seminars, conferences and visits to reference programs. Effective Human Resource Development systems will be implemented and, where necessary, created. Specially tailored training will be included where program needs dictate and funding allows.

5.2 Organizational and Management Support

The overall responsibility for program development, implementation and management lies with the Executive Director. The Programme Coordinators at LUCSA Secretariat and their teams will intensify their role of providing technical assistance to the member churches in order to strengthen planning, evaluation and crosscutting issues. The Programme Coordinators and their teams have the responsibility of introducing a culture of Results-Based Management, documentation and sharing of best practices.

Communication and Information

For this end, emphasis will be put on ensuring that information about experiences and lessons learnt from program interventions are documented and shared within and across member church projects, as well as externally. Project reporting and feature writing skills (Human Interest Stories told from the perspective of the beneficiaries) will be improved. Added emphasis will be put on impact measurement, and on relating it to baseline data.

Information Technology

Ongoing efforts to institutionalize Information Technology will continue. Through this initiative it is expected that within the planned period LUCSA can attain 100% computer literacy level amongst the technical and administrative staff of the member churches. Initial steps will be to ensure that in every member church there is a dedicated computer for basic computer training. Access to e-mail will go hand in hand with the institutionalization of the culture of use of computers. Communication Department at LUCSA Secretariat will coordinate efforts to ensure that member churches have access to the necessary equipment, and their skills updated.

Internal Review and Sharing of Expertise between Member Churches

LUCSA has variable competencies in each of its member church. The presence of LUCSA in ten southern African countries also provides unique opportunities for testing the same ideas in different natural situations. However, within LUCSA there is as yet no systematic way of ensuring that the sharing of rich experience and expertise sufficiently takes place. Part of the explanation is that there has not been to date, real appreciation of this gold mine. During the plan the sharing of experience and expertise between member churches will be institutionalized.

Financial Management Systems Support

The main thrust will be to work towards establishing a mechanism for harmonizing project implementation and budget monitoring. Throughout the implementation period of the plan, LUCSA will continue to maintain proper financial management systems both at LUCSA Secretariat and at member church level to ensure proper utilization of funds, accountability, financial monitoring and efficient reporting.

5.2 Gender Mainstreaming

LUCSA firmly believes that sustainable development can only take place when there is active involvement of all members of the community, and a process towards gender equity. It requires a gender analysis of the roles of both men and women within the family, community, churches and their relations to each other. On the basis of this analysis, the active participation of both men and women will be promoted in order to raise the status of women, which is necessary for sustainable development. As well, in order to be sustainable, development must benefit women and men alike and hold a vision for a better future for children. LUCSA acknowledges that improving the status of women requires the participation of both men and women; addressing gender issues must be the concern of all people, not only women.

Gender will be a crosscutting issue. Gender analysis will be carried out in all planned interventions in an effort to influence gender roles.

5.3 Focus on Participatory and Lasting Development

Development cannot succeed unless the people involved actively participate in and support the process. LUCSA will during this plan continue striving towards involving all interest groups and households, particularly the households that are most in need (i.e., the "poorest of the poor"), in all relevant aspects of development: including identifying, planning, implementing, monitoring and evaluating development endeavours. LUCSA will facilitate member churches to work towards strengthening communities' capacity for micro planning and regular reviewing. To this extent building the capacity of households to take responsibility for their own future and the well-being of their communities will continue to be an important aim.

5.4 Strengthening of Civil Society

The task of supporting and accompanying local communities to achieve sustainable development includes supporting people as they identify and claim their rights. LUCSA will ensure support for local advocacy initiatives. This work will continue to include community-based facilitation and institutional support regarding access to services.

5.5 Emergency Response and Risk management

Natural and human made disasters disproportionately affect vulnerable and impoverished communities. This relates to the lack of existing infrastructure and services, financial resources, and the limited margin of life support systems, which sustain such communities. LUCSA as part of the ACT Alliance is committed to supporting and facilitating capacities of local communities to respond to emergencies and create risk management systems. LUCSA understands this local capacity to be integrally linked to the ongoing process of ensuring sustainability.

5.6 Facilitation and Mediation

LUCSA is positioned to link with local communities, government, UN agencies, NGOs, private enterprises and ACT Alliance members. These relationships allow LUCSA to work with, on behalf of or through these partners. These linkages, together with the value base out of which LUCSA works, make LUCSA a credible actor within different sectors of the emergency and

development community, as well as in local and regional social sectors. LUCSA is therefore able to play a role as mediator and facilitator of processes and exchanges at various levels, including initiatives leading to peace and reconciliation.

5.7 Global Networking

LUCSA through the Lutheran World Federation Department of Mission works within a global ecumenical network of partners with shared values and a wealth of diverse and specialized resources. This global partnership and resource base offers a multitude of possibilities for cooperation, and diversity of response. LUCSA seeks to make the optimal use of this network through contributing its own expertise and working cooperatively with others to seek the maximum stewardship of this shared resource of skill, experience and knowledge.

5.8 Monitoring and Evaluation

During the plan, periodic Performance Audits will be conducted to continually audit the relevance, economy, efficiency and effectiveness of the Strategic Plan. This will take the form of internal as well as external audits. All project reviews and evaluations conducted will include an element of assessing sustainability of interventions and external use, that is, the extent to which the approaches, methods and /or content of the said interventions have a potential value if applied to another context.

A results-based approach to M&E plan will be developed in a participatory process and rolled out during the first three months of implementation of the Strategy (2013). This M&E plan will be a living document, updated to reflect both changes in doing business within LUCSA and new challenges in LUCSA's context of operation. (see annex 2)

6. Costing

As can be seen from **Annex 1**, the total cost of implementing the five-year Strategic Plan is US $ 25,362,929 million. The estimated cost of Year One is US $ 5 million. The expenditure is broken by three Priority Areas (PA); six Priority Themes (PT); three Crosscutting Themes (CT); Administration and Institutional Strengthening

CHAPTER 6: MILESTONES

Milestones are defined as the Critical and Important Stages in the Evolution and Implementation of a Strategy. Milestones together with Indicators provide a means with which to measure the progress of implementation of the plan.

Milestone	Indicators	Results
■ LUCSA Strategy launched within 6 Months	■ Organization and Development Process of LUCSA and its sub-systems conducted ■ Workplans produced ■ Number of Consultative Meetings held with LUCSA member churches ■ Number of roundtable and related forums held with stakeholders	■ OD conducted and results used to review policy, approach and systems ■ Awareness created about priority areas and implementation strategies ■ LUCSA member churches and staff aware of their specific roles ■ Stakeholders understand and accept the Strategy
■ Member churches assisted to develop individual Strategic Plans within 6 months of launching of LUCSA Strategy. ■ 3-year operational plans and appropriate interventions commenced in the first half of year 1. ■ LUCSA Secretariat facilitates the development Project Document for each of the Priority Theme Areas in the first 6 months	■ Number of Member churches with Strategic Plans. ■ Number of member churches with 3-year operational plans and appropriate interventions within the first 6 months of the launching of LUCSA Strategy ■ Number of Project Documents specific to Priority Theme Areas developed and in use	■ Improved intervention designs, monitoring, and evaluations ■ Effective planning, monitoring and evaluation of LUCSA initiated interventions
■ Comprehensive Fundraising Strategy developed and implemented within the first 6 months and 12 months respectively after the launching of Strategy	■ Fundraising and marketing plan developed and in use.	■ Increased proportion of locally raised funds ■ A much broader and diversified source of funding ■ Increased proportion of unrestricted income sources, leading to more discretionary spending
■ Mechanism for program design, monitoring and evaluation established	■ Initiative/Project reporting systematized ■ Improved program design, monitoring and evaluation	■ Effective Results-Based monitoring and evaluation system developed ■ Effective initiatives/projects implemented
■ Mechanism for systematic development of member church and LUCSA Secretariat staff capacity developed	■ Increased capacity of staff to effectively plan, implement, monitor and evaluate interventions	■ General staff training needs assessed and appropriate training developed or identified based on challenges related to planning, implementing, monitoring and evaluating interventions.

Milestone	Indicators	Results
■ Improved communication mechanisms developed and implemented	■ More efficient and effective harmonized ICT operations and management across LUCSA ■ Extent to which communication mechanisms have been developed and improved ■ Extent to which information sharing occurs	■ Greater impact of LUCSA's work amongst countries of operation and in the region. ■ Timely decision-making and quality reporting ■ Increased visibility of LUCSA activities, projects, products and viewpoint, locally and internationally ■ Improved internal sharing of information on LUCSA interventions and positioning
■ Gender policies and practices reviewed/ and or developed and implemented	■ Degree to which gender policy is incorporated into projects and human resource development	■ Gender sensitive programming and human resource development
■ Member Churches and LUCSA Secretariat staff capacity for program implementation enhanced	■ Specially tailored courses organized or sourced to train staff in participatory approaches to project development, implementation, monitoring and evaluation	■ Enhanced capacity of project staff to implement, monitor and evaluate projects ■
■ Improved financial management systems	■ Member churches trained on sound financial management practices and systems	■ Increased accountability ■ Improved financial monitoring and management ■ Improved financial performance

CHAPTER 7: CONCLUSIONS

Implicit in LUCSA's strategy 2013-2017 is an acknowledgement of the fact that LUCSA stands at crossroads and that this therefore calls for a new orientation for the next five years. Equally significant is a stern reminder that the challenges that LUCSA is going to face in future are likely to grow and not diminish. To that extent business as usual is not an option.

Specifically LUCSA's major aim during this plan will remain the strengthening of the capacity of member churches to enable them to respond to the needs of their congregation and surrounding communities.

To ensure that member churches and their surrounding communities achieve meaningful and sustainable result as drivers of their own development LUCSA will continue to increase its efforts to achieve greater efficiency, accountability and focus particularly in reporting on results and transparency in order to maximize the use of available resources.

To maximize the full potential of LUCSA it is of necessity that LUCSA goes through an Organization and Development (OD) process. This should include a critical re-examination of the three sub-systems of LUCSA (the Secretariat, Member Churches, and Programmes) in terms of capacity, potential as well as the relationship between the three.

ANNEX 1: FINANCIAL FRAMEWORK FOR YEARS 2013-2017

All figures in the table are in US $

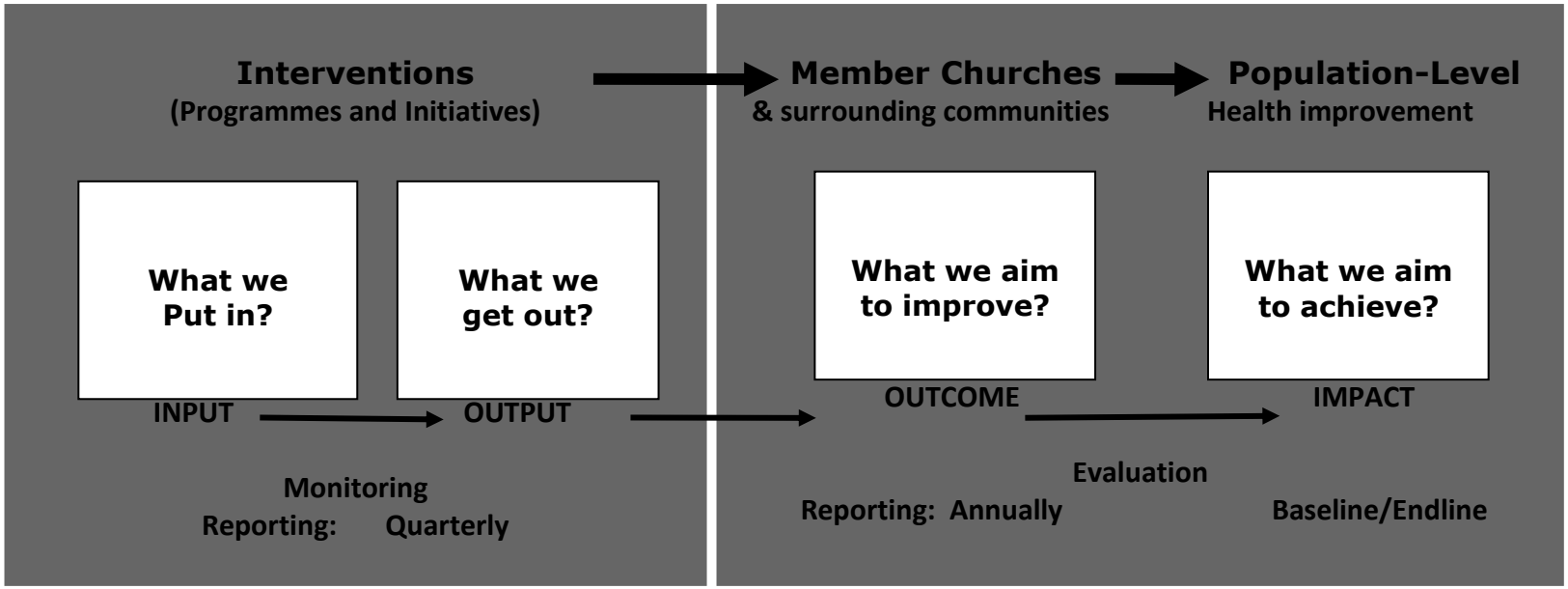
Strategic Priorities	2013 (YR1)	2014 (YR 2)	2015 (YR3)	2016 (YR4)	2017 (YR5)	2013-2017 (Five-year)
Priority Area 1: A communion strengthened in worship …	50,000	55,000	60,500	66,550	73,205	305,255
Priority Area 2: Member churches growing in capacity for holistic mission …	50,000	55,000	60,500	66,550	73,205	305,255
Priority Area 3: Effective and empowering Diakonia …	70,000	77,000	84,700	93,170	102,487	427,357
Priority Theme 1: Christian Education	87,500	100,000	105,000	112,500	120,000	525,000
Priority Theme 2: Diakonia	163,919	183,589	205,620	230,294	257,929	1,041,351
Priority Theme 3: HIV and AIDS	523,000	630,500	595,000	455,250	470,000	2,673,750
Priority Theme 4: Malaria	2,553,400	2,414,850	2,414,850	2,414,850	2,414,850	12,212,800
Priority Theme 5: Social Research and Advocacy (TARA)	85,828	85,828	85,828	98,526	112,493	468,503
Priority Theme 6: Youth Involvement	62,500	68,750	75,625	83,188	91,506	381,569
CT 1: Communications and Fundraising	40,000	44,000	48,400	53,240	58,564	244,204
CT 2: Sustainable Livelihood	150,000	165,000	181,500	199,650	219,615	915,765
CT 3: Justice and Reconciliation	81,250	81,250	81,250	81,250	81,250	406,250
Administration	213,212	218,068	239,875	263,862	290,248	1,225,265
Institutional strengthening	18,750	20,625	22,688	24,956	27,452	114,471
Total Direct Costs to Achieve Objectives	4,149,359	4,199,460	4,261,336	4,243,836	4,392,804	21,246,795
Core Program Management Costs	882,361	890,775	752,395	776,777	813,826	4,116,134
Grand Total (USD)	**5,031,720**	**5,090,235**	**5,013,731**	**5,020,613**	**5,206,630**	**25,362,929**

Notes:

1. The above figures are indicative figures assuming that LUCSA receives the expected level of funds.
2. Core Program Management Costs are the central administrative costs essential for successful program management. They are the costs that are difficult to associate with any specific outputs, also referred as over heads or indirect costs.
3. The figures are estimated only for 3 years, from 2013 to 2015, the figures for 2016 to 2017 will be recalculated in 2015 based on the realities at that time.
4. This indicative budget is subject to annual review and monitoring.
5. This indicative budget is subject to annual review and monitoring.
6. The estimates provided are beyond the current funding of some of the Priority Themes

Annex 2: MONITORING AND EVALUATION – FRAMEWORK

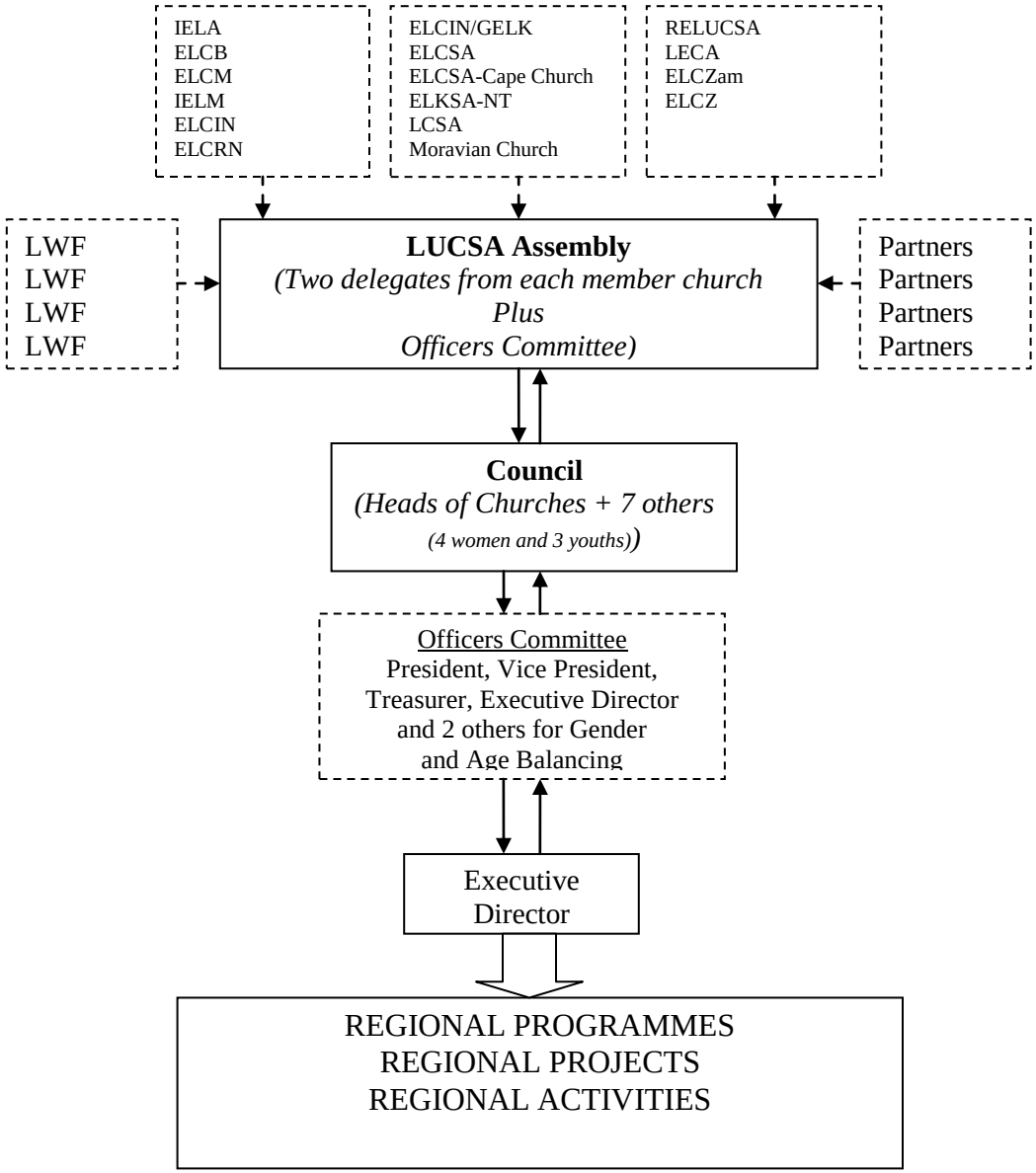
The figure below provides a summary of the Results-Based Monitoring and Evaluation Approach



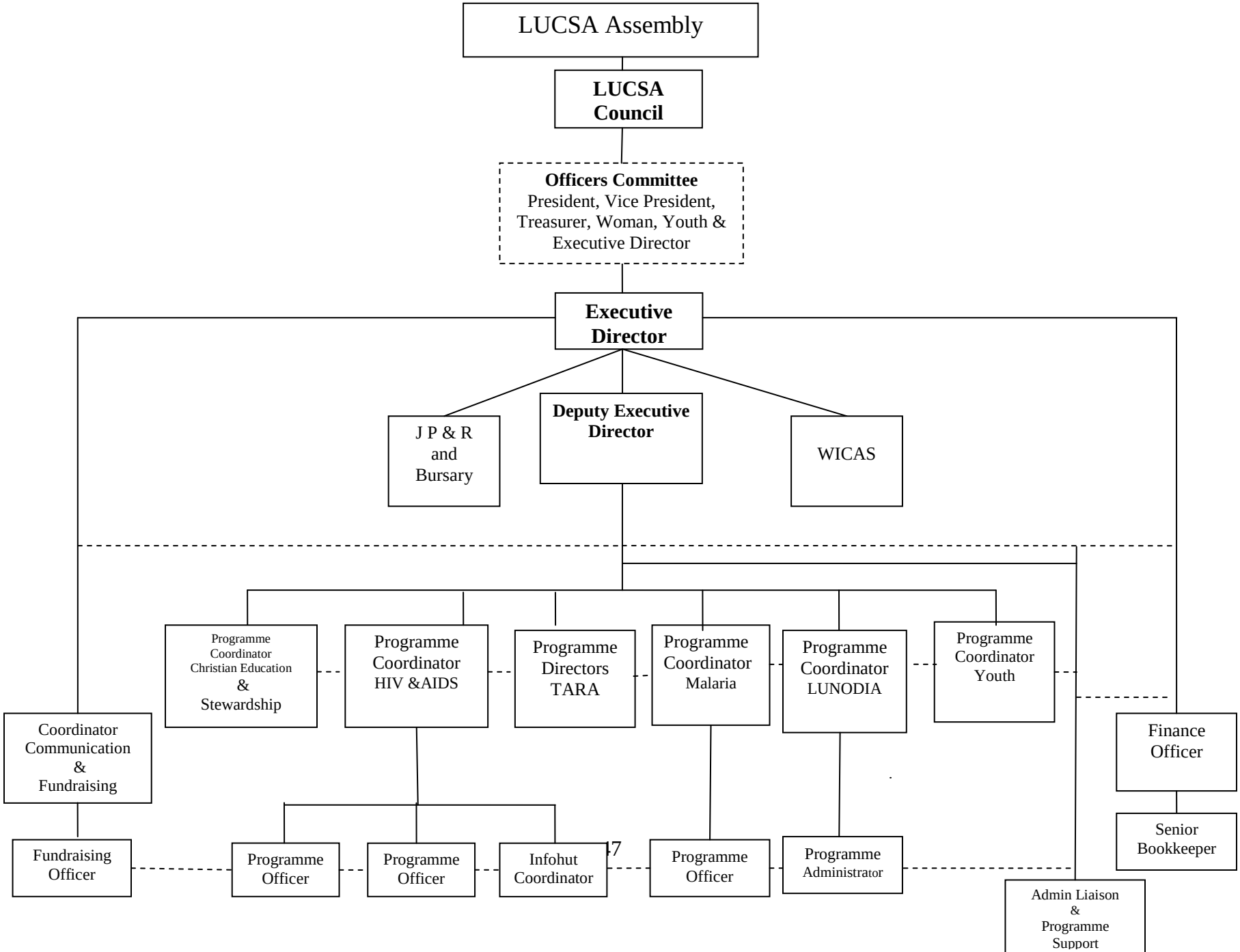
A detailed Monitoring and Evaluation plan will operationalize the above principles and approaches, and will include frameworks, indicators and tools for use across LUCSA. The M&E plan will be developed in a participatory process and rolled out during the first three months of the launching of the Strategy.

Annex 3: LUCSA ORGANIZATIONAL STRUCTURE

3.1: LUCSA GOVERNANCE STRUCTURE



3.2: REGIONAL COORDINATION OFFICE ORGANOGRAM



Annex 4: LIST OF PARTICIPANTS TO THE STRATEGIC PLANNING WORKSHOP

no	NAME SURNAME	MEMBER CHURCHES	TELEPHONE/CELL/FAX	EMAIL/ SKYPE
	Pindai Sithole	FACILITATOR		paps@mweb.co.zw
	Bishop. MUSA BIYELA	ELSCSA	+27 83 314 3193 +27 33 260 6067	musa@lti.org.za
	ZELDA COSSA	ELCM	+258 82 3822 016 + 27 7282 51796	Zeldacossa2009@gmail.com Zeldacossa2004@yahoo.com.br Skype:Zelda.cossa1
	Rev. MATOLA ZEFANIAS	ELCM	+258 82 1489200 +258 82 24313990 +258 21 489200	secretariogeral.ielm-@tvcabo.co.mz z.matola@yahoo.com.br
	MANO CHENGETAI	LUCSA	+263 712 877611 +269 9 414905	cmano08@gmail.com
	Bishop. COSMOS MOENGA	LUCSA OFFICER	+267 71444044 +267 73002164	cosmosmng@gmail.com
	REV Tjopehi Mbuende	ELCB	+267 3161811 +267 72841394	tjombuende@yahoo.com
	Rev. NDAMANOMHATA PAULUS			drpauluss@yahoo.com
	Mrs ELISE HEIKKINEN JOHNSTONE	Helsinki Deaconess institute (HDI)	+264 81 452 9958	elise.heikkinen@gmail.com
	Rev. LINUS SHIMAKELENI	ELCIN	+264 65 240241/2 +264 81 235 3325	fin.sec@elcin.org.na
	Rev. Munatsi Dube	ELCZ	+263 9 254991/2 +263 712 361 180 611	elczhead@iwayafrica.co .zw
	Bishop Samson Kipaila	LECA Zambia Diocese	0966979696	bishopkipaila@yahoo.com
	Mr. Feston Phiri	ELCM	+ 265999243993	feston-phiri@yahoo.co.uk
	Rev. Alfred Chana	ELCZA	+260 977231123	alchana2003@yahoo.co.uk
	Mr. Moses Ikanga	ELCRN	+26461203077 + 264811285771	mosesik@nampost.com.na
	Rev. B. Abrahams	Moravian Church in S.A	078-7110335	babrahams@moravianchurch.org.za

no	NAME SURNAME	MEMBER CHURCHES	TELEPHONE/CELL/FAX	EMAIL/ SKYPE
	Rev. K. P. Ramahati		0397374188	Skype: blepmj
	Rev. M. Motonasde	ELCSA	0782648316 011 9797146	moswaengm@gmail.com Skype: mobwena
	John Mbongeni	LCSA	0727058983	mbongeni.john@gmail.com
	REV. Ulrich Johl	ELCSA (N-T)	+ 27 83 2541814	ujohl@elcsant.org.za Skype:ulrich.johl1
	Ms. Busi Dube	LUCSA HIV &AIDS Program	+ 27 72 8324679	Busi@lucsa.org siwellophe@yahoo.com
	Mrs. Beatrice Moyo	LUCSA HIV &AIDS Program	+ 27 73 961 3138	Beatrice@lucsa.org seemayo@gmail.com
	Mrs. Verna Mzezewa	LUCSA HIV &AIDS Program	+ 2783 266 2100	verna@lucsa.org vthandill@gmail.com
	Mr. Lungisani Xhakaza	LUCSA -Finance	+ 27 82 92 15979 +27 119797142	lungisani@lucsa.org Skype:Lungisani7
	Mr. Lucas Owuor- Omondi	LUCSA Malaria Program	+ 27 74 17 83 112	lucowioromondi@gmail.com Skype:
	Mokadi Max Mathye	LUCSA LUNODIA	+27 11 9797142 +27 718933152	mokadim@lucsa.org linodia@gmail.com skype: tloummm
	Mr. Thilly Tenission	LUCSA Malaria Program	+27835524375	tshilison@gmail.com Tennyson@lucsa.org
	Rev. Lilana Kasper	LUCSA	+27 11 9797142	lilana@lucsa.org
	Bishop J. M. Ramashapa	LUCSA	+27 11 9797142	ramashapajm@lucsa.org ramashapajm@gmail.com Skype; Johannes.ramashapa.1
	Ms Maggy Hansen	LUCSA	+27 835292519 +27 727678620	info@lucsa.org infolucsa@gmail.com

no	NAME SURNAME	MEMBER CHURCHES	TELEPHONE/CELL/FAX	EMAIL/ SKYPE
			+27 119797142	maggyhansen@yahoo.com Skype: thandi.hansen1
	Ms Kristen Opalinski	LUCSA	+27 761105581	Studio33desighn@yahoo.com kristen@lucsa.org Skype: Kristen. Opalinski
	Ms Esther Mpya	LUCSA	0845208964	esther@lucsa.org mpya.esther@gmail.com Skype: keke-m

Lutheran Communion in Southern Africa
24 Geldenhuys Road
P.O. Box 7170
Bonaero Park, Gauteng 1622
Republic of South Africa

Office: +27 (11) 979.7142
e-mail: "LUCSA" <infolucsa@gmail.com>