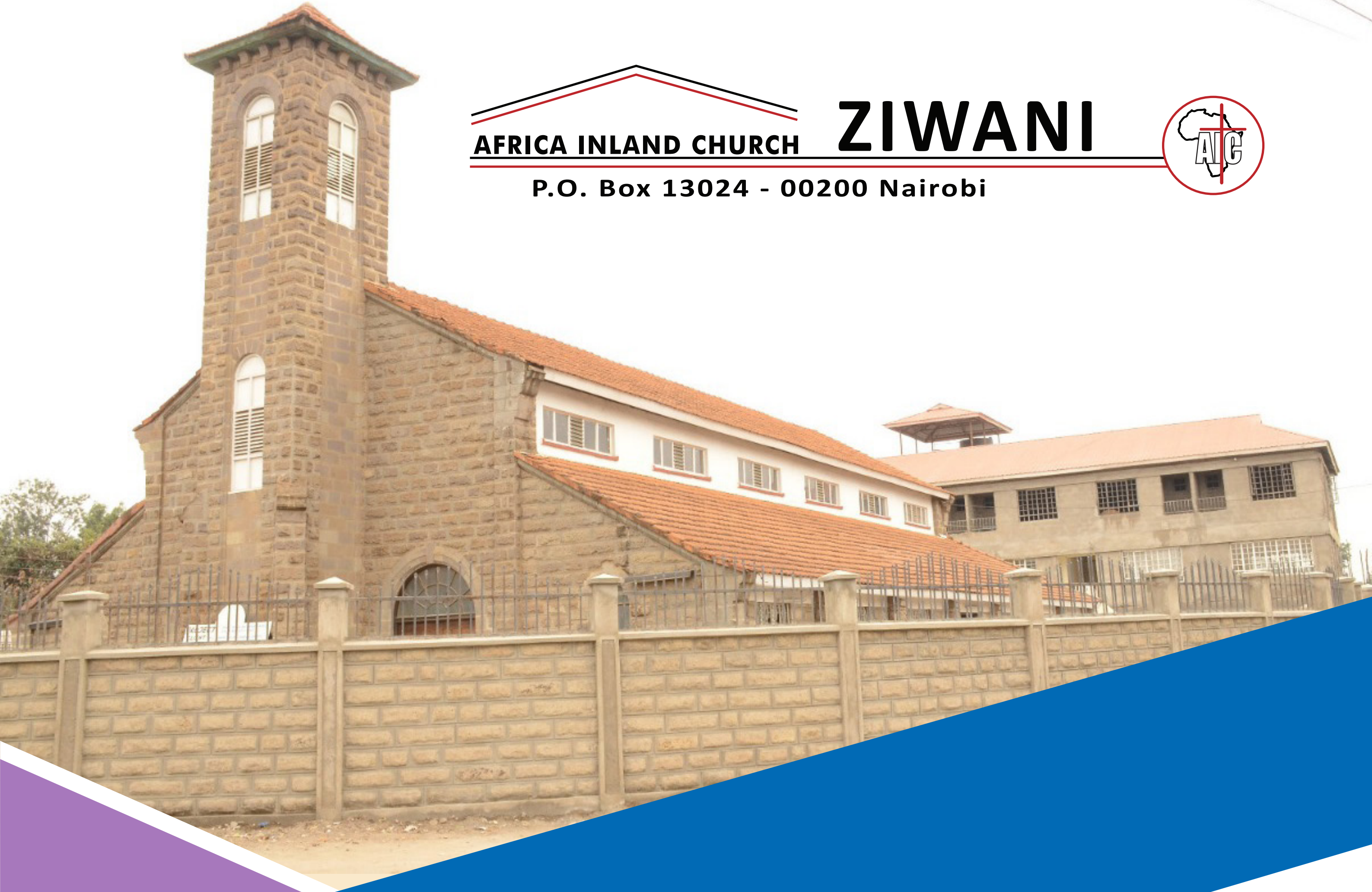
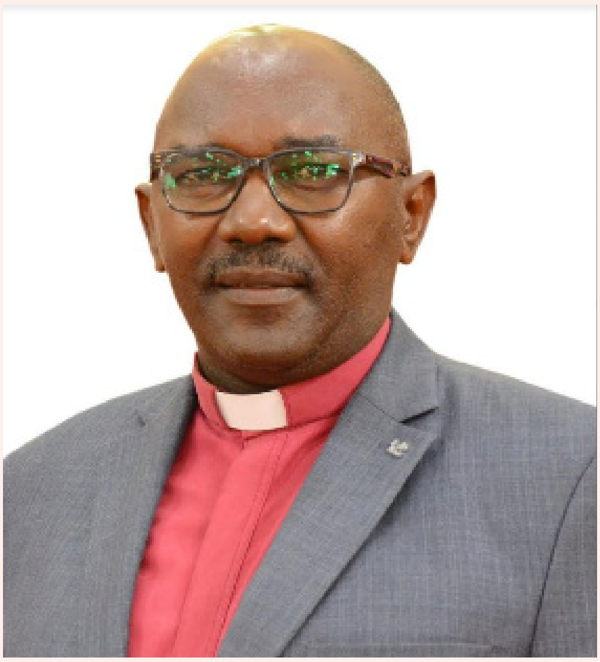
AFRICA INLAND CHURCH **ZIWANI**

P.O. Box 13024 - 00200 Nairobi



STRATEGIC PLAN 2024 - 2028

FOREWORD



> "For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future"
>
> *Jeremiah 29:11*

AIC Ziwani journey towards a resilient and thriving church is marked by continuous progress. As members, we draw inspiration from biblical narratives that shape our present actions. The stories of Adam and Eve illuminate the consequences of sin, Moses guides us in following God's Commandments and Jesus's teachings inspire us to treat others with compassion and seek redemption.

Looking ahead, we are committed to translating this wisdom into tangible actions that reflect God's word in our lives, community and the world. Our third Strategic Plan sets forth a comprehensive blueprint for the next five years, commencing April 2024. Despite global challenges like the Covid-19 pandemic, we are thankful for God's unwavering presence. While many have faced hardships, we trust in His providence for victory.

This Strategic Plan underscores the importance of solid operational frameworks to secure support from stakeholders. It's crafted with a keen awareness of our impact on the future of both our church and Kenya. Our approach emphasizes people, partnerships, and synergy, acknowledging the invaluable contributions of our diverse membership.

We express profound appreciation to the members of the task force committee who have worked tirelessly on this Strategic Plan. Their dedication and expertise have been instrumental in shaping our vision for the future. We anticipate that members will play a critical role in implementing the aspirations outlined in this plan. Their commitment to our collective goals will pave the way for the realization of our strategic objectives and the continued growth of AIC Ziwani. May Jeremiah 29:11 - "***For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future***"- motivate each of us as we strive to make these objectives a reality within the next five years God enabling.

Bishop Joshua N. Kimuyu,
Chairman
AIC Ziwani Local Church Council,
Bishop - AIC Nairobi Area

ACKNOWLEDGMENTS

1 Thessalonians 5:18, Paul encourages us to cultivate a spirit of gratitude in every circumstance. Gratitude indeed holds perpetual importance, and the completion of this Strategic Plan (SP) stands as a testament to the collective efforts, unwavering dedication, and shared vision of all stakeholders within AIC Ziwani, to whom we extend our heartfelt appreciation.

> **Give thanks in all circumstances; for this is God's will for you in Christ Jesus.**
> 1 Thessalonians 5:18

Foremost, our progress isn't solely attributed to our strength or wisdom but rather to the grace, mercies, and favor bestowed upon us both individually and collectively by the divine. On behalf of the Strategic Plan Taskforce (SPT), we express profound gratitude to the taskforce members: Elder Nicholas Mutua (Chairman), Elder Jeremiah Mumo PhD (Chief Editor), Caroline Mukina (Secretary), Rev. Francis Ndeto, Elder Eng. Nashon Oguya, Elder James Olango, Elder John Wambua, Elder Felix Mungatu, Madam Jennifer Ogola, Dr. Jennifer Kilonzo, Mrs. Rhoda Mutua, Patrick Maweu, Paul Karung'o, and David Musyoki.

This devoted and determined team invested tireless efforts to engage with diverse respondents, enabling the swift development of this Strategic Plan (SP). We extend our sincere thanks to each one. Furthermore, we acknowledge Bishop Joshua N. Kimuyu and the Local Church Council for their guidance and steadfast support in realizing our objective of completing this SP.

Additionally, we express gratitude to all respondents, including individuals and leaders of various CED groups, who generously devoted their time to complete questionnaires and participate in key informant interviews. Your invaluable contributions, dedication, and humility were indispensable in the creation of this SP. May blessings abound upon each of you.

Eld. Nicholas Mutua
Chairman

Strategic Plan

TABLE OF CONTENT

01

Chapter One

INTRODUCTION

This Chapter covers:

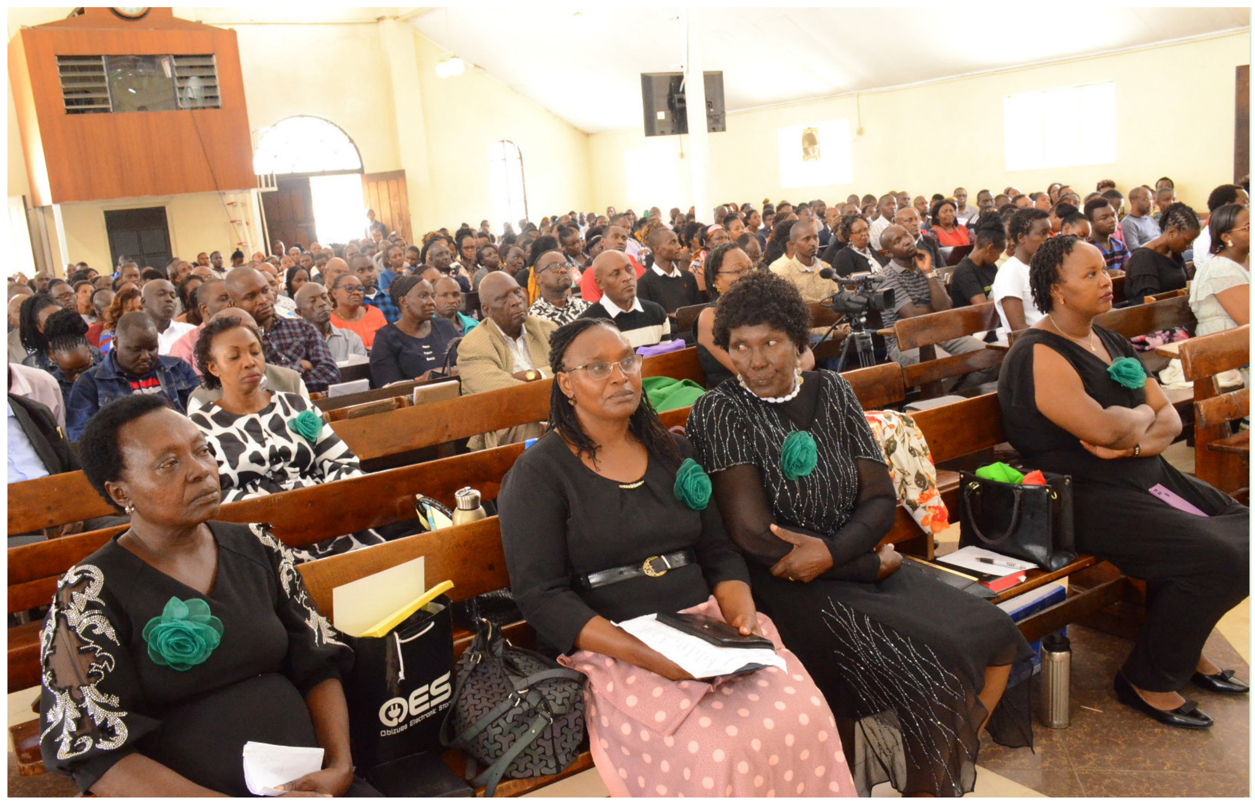
Introduction typically sets the stage for the entire document by providing background information, context, and an overview of the purpose and goals of the strategic plan.

This strategic plan is the formalized road map that describes how the church executes the chosen strategy within its vision and mission. This document has been developed by carrying out a comprehensive denominational SWOT analysis and environmental scanning and by choosing the relevant strategies that build into the corporate strategy. This Strategic plan helps the church to focus on aligning the unique gifts and resources that God has given to Africa Inland Church – Ziwani (AIC-Ziwani) to take advantage of available opportunities. The Holy Scriptures say, "Be very careful, then, how you live—not as unwise but as wise, making the most of every opportunity" (Ephesians 5:15–16). As we do the planning, we let God do the directing. This is not just a simple projection-based planning but also the realization that through prayer and obedience we can be a catalyst to help bring about a future that is in alignment with God's will. Through much prayer and planning, AIC Ziwani local church hopes to accomplish much for the Kingdom of God.

This Strategic Plan is the third plan to be developed after the accomplishment of the 2018-2023 strategic plan and builds upon the foundation that has been laid in the past five years. It is a detailed navigational tool indicating where AIC Ziwani will go in the next five years. It identifies the mission of the Church, the vision, the values, the areas of strategic focus, strategic objectives, and the associated goals. It also outlines various responsibilities and a concrete way to determine if we are on course.

The global pandemic of COVID-19 opened the whole world not only the churches but all spheres to learn how to do business in an unusual way. Therefore, in this Strategic Plan, good strides to better the online church are well thought and when implemented, they will put AIC Ziwani on another level.

This 2024-2028 Strategic Plan will make sure



things are done in a model way to demonstrate the power of the Gospel in transforming lives through preaching, teaching, prayer and compassion. During the last strategic plan, we have seen remarkable changes and transformation within AIC Ziwani, which is, attune to this one. Good examples are spiritual transformation, the building of the Nehemiah wall, Cabro works, church planting and evangelism; among others.

Apart from ensuring that the quality of services is strengthened, this Strategic Plan seeks to develop a Christ-centeredness paradigm in order to ensure growth in the spirituality of congregants. The plan gives special attention to family (Fathers, Mothers, Widows, Widowers, Single Parents, Children, Teens and Youth) who are a centre of focus for growth of the church in the next several years. Therefore, we are optimistic that the next five years will be exciting and challenging as the AIC Ziwani expands scope in all spheres including establishment of Evangelism in other counties through strategic networks and linkages. This plan therefore details how the desired outcomes will be achieved in the next five years with clear Vision, Mission and Strategic objectives supported by a comprehensive implementation framework. With God's guidance, all the proposals made in this document will be realized.

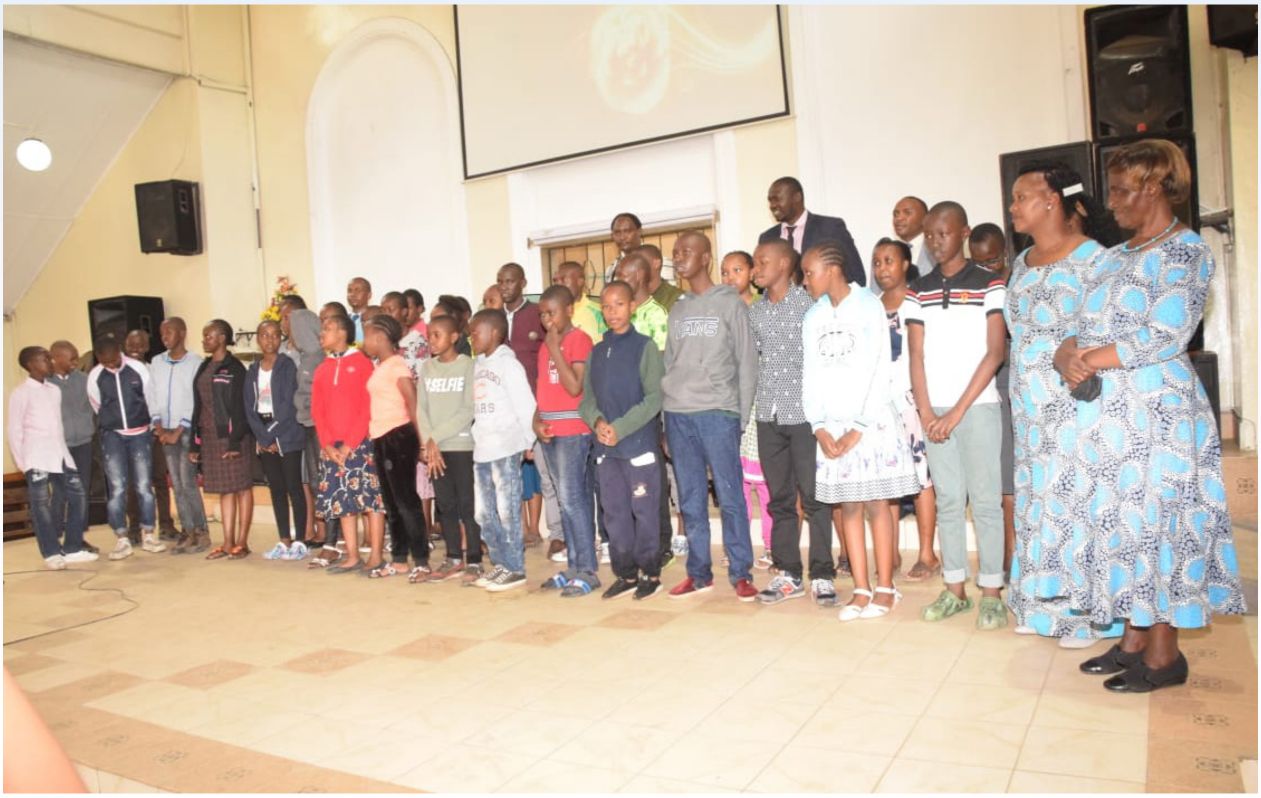
Background

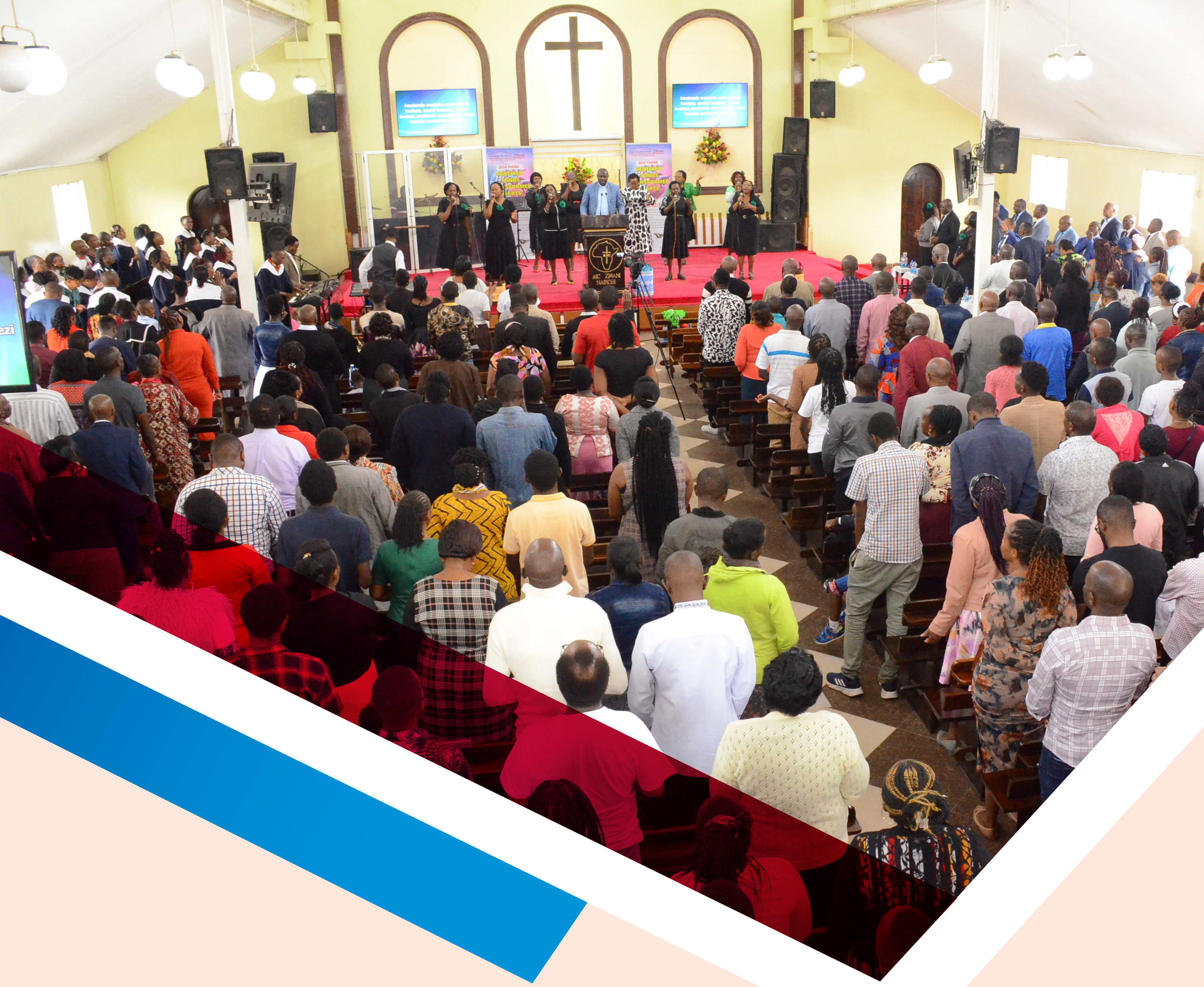
Africa Inland church Kenya is as a result of preaching of the Gospel of Jesus Christ. This work was initially carried out by the Africa Inland Mission (AIM) under the leadership of Rev. Peter Cameron Scott a Scottish American. This work began in Kamba land at a place called Kalamba in 1895. As a result of their commitment and tireless work of proclaiming the gospel of our Lord Jesus Christ, many Kenyans accepted and became believers. These new believers together with the missionaries actively evangelized and planted new churches. As was the dream and desire to reach the inland of Africa, Rev. Scott's vision has been fulfilled because the church has multiplied and grown to what it is today.

AIC Ziwani was established in 1954 as a result of evangelism by the then AIC Ukambani region. It is a Bible teaching church, which has 3 services, (8am Swahili service, 10am English service, and 12pm Swahili service). The most unique part of AIC Ziwani is the fellowships (CED groups and Estate fellowships). These include Sunday School, Teens, Youth (Christian Youth in Action), Senior Youth, Young Couples, Choirs (Uinjilisti, English & Neema Choir), Operation Hannah, Men's, Women's, Widows, & Widowers Fellowships among others. There is usually a Pastor in attendance on each day of the week, Monday – Friday. The church has hostels that it manages, and has accommodation that can host over 50 persons.

Rationale

Strategic planning is a vital process in modern management that guides an organization towards achieving its goals. It is the process of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its long-term objectives. A Strategic Plan allows an organization to establish direction and priorities, to focus on the critical actions necessary to implement and achieve the mission, improves resource utilization, reduces redundancy, establish stability and seek opportunity. Strategic planning has helped AIC Ziwani in setting Vision, Mission and Strategic Objectives which ensure focus and consistency in Ministry. Strategic planning translates peoples' efforts from short-term into medium and long-term thinking which is vital for a forward-looking organization. The Strategic Plan 2024 – 2028 represents the strategic direction that AIC Ziwani intends to follow in the next five years. The plan highlights key issues facing the church, identifies strategic themes, defines strategic result areas, strategic objectives and the strategies to follow in the implementation process, to leverage untapped potential and achieve sustainable growth.





02

Chapter Two

STRATEGIC ANALYSIS

Typically involves an in-depth examination of both internal and external factors that could impact the church's mission, operations, and effectiveness.

The church operates in a cosmopolitan environment which has its own strategic advantages and disadvantages. This strategic plan encompasses many factors that bear on the operations of AIC Ziwani as a source of holistic nourishment for its members and which constitutes its internal and external environments.

SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

Strengths	Weakness
i. Strategic geographical positioning - proximity to the CBD – Central location ii. Large and strong membership of congregation iii. Strong structured leadership iv. Adoption of modern Technologies v. Strong pastoral team vi. Diversity of professionals in the congregation vii. Large population around the church viii. Finance policy ix. Strong CED groups x. Estate fellowship	I. Inadequate multimedia equipment II. Inadequate parking space III. Poorly planned capital development resulting to fatigue in giving IV. Lack of own media house V. Lack of a proper feedback mechanism VI. Lack of strategy to harness the population around the church VII. Lack of ownership and belonging in the church VIII. Lack of strategy to retain congregants IX. Lack of enough space for CED groups X. Lack of adherence to governance structure XI. Poor strategy on personal development XII. Poor transparency and accountability on church funds XIII. Lack of implementation of church policy XIV. Low giving among the congregation
Opportunities	**Threats**
i. Availability of investments opportunities ii. Technology as a platform for advancing the Gospel iii. Large youth population iv. Being the Nairobi Area Bishop's church v. Opportunity for partnerships and collaborations	1. Fast changing technology 2. High unemployment 3. A high rate of migration of youths, professionals and families from AIC to other churches. 4. COVID-19 Pandemic and its aftermath 5. Harsh economic environment 6. Political environment 7. Lack of congregational loyalty

External Analysis

The external environment encompasses the church sphere of influence and operation which is outside its own control yet it affects its ministry operations. It includes the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors that influence the activities and programs of the church on a day-to-day basis.

Political Environment

The promulgation of Kenya's 2010 Constitution in August 2010 ushered in a new political dispensation. Realization of a consistently stable political environment is paramount for church growth and development.

Economic Environment

The Kenya Vision 2030, blueprint targets an economic growth rate of 10% per annum. The goal is to transform Kenya into a globally middle-income country by the year 2030 which presents an opportunity for economic empowerment. The country faces several economic challenges such as high unemployment rate at 42% of the population leading to high crime rate, substance abuse, and increased cost of borrowing that undermines investor confidence. The highly enhanced communication network and other infrastructural development that include LAPPSET and SGR are significant flagship projects towards realization of Vision 2030. In view of the foregoing the church will embark on strengthening and initiating economic activities for growth and self-sustenance. The government has also started empowerment and employment creation initiatives for the youth, women and PWD where the church sees an opportunity to partner.

Social Environment

Nairobi, the seat of the AIC Ziwani is a cosmopolitan city that houses Kenyans and non-Kenyans from all corners and walks of life. The allure of urban life and promise of better prospects attract people from across geographical divide. The rural-urban migration to unmatched economic opportunities leads to growing poverty and a strain on available facilities. Idleness has also led to the deterioration in moral values and a breakdown in the social fabric. The growing numbers of people in need of social support, the negative social media influence and the advancement in social affluence of Kenyans have promoted indulgence and material dependence undermining peoples' dependence on God and church attendance among the youth and the rest of the society. Emergence of illegal groups and cultural practices which are against the church teachings pose a challenge to the church. The church has the opportunity to develop programs to mitigate the issues mentioned above and reach out to the lost souls.

Technological Environment

The vast advancement in information communication technology has changed peoples' way of life and doing business and without exception how the church ministry is carried out. Well harnessed technology usage and application does improve penetration of ministry in constituencies previously unreached at minimal cost. The church will leverage this opportunity that technology presents including but not limited to social media to propagate the gospel among the youth and other groups. It offers a convenient medium of communication for delivering

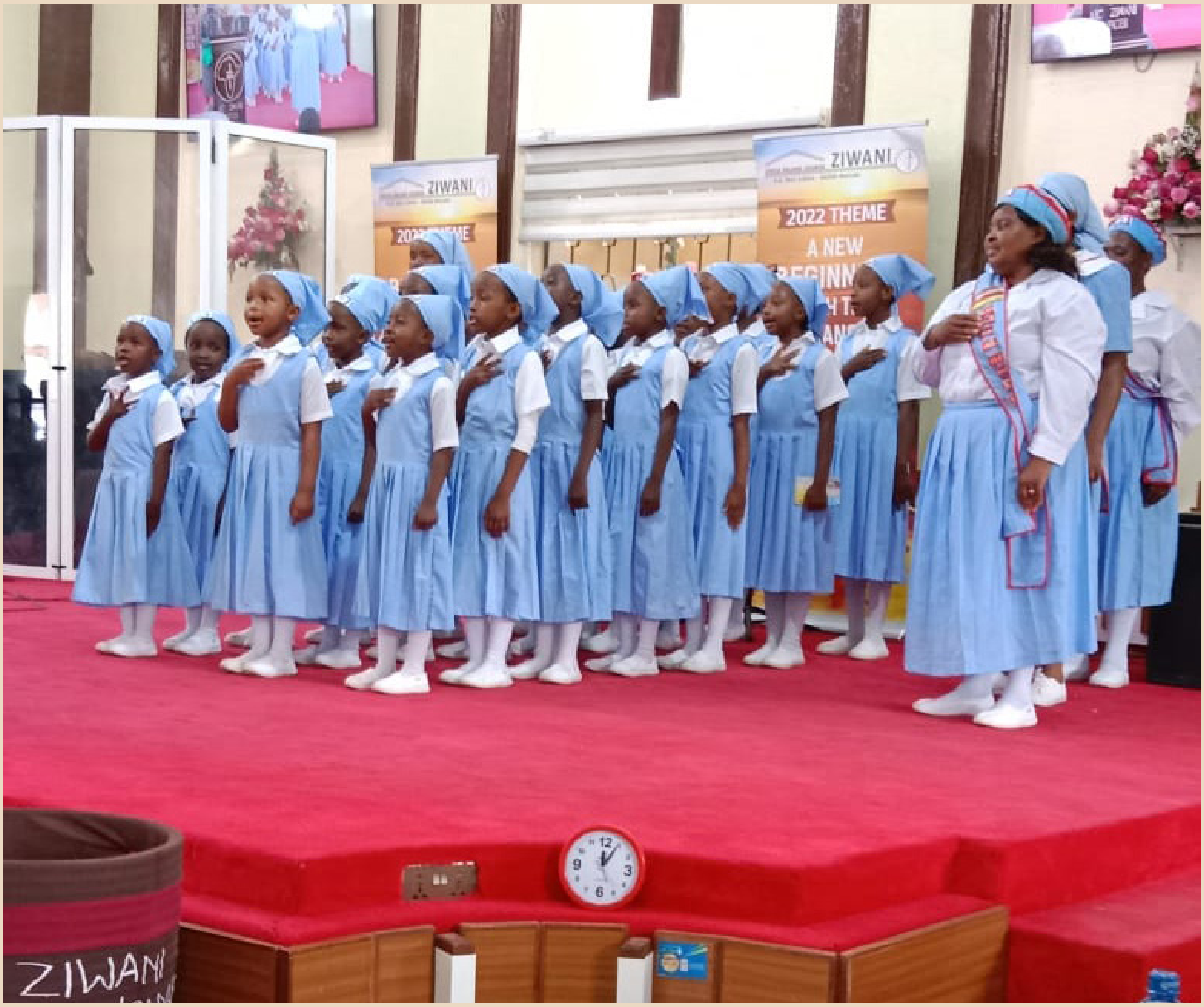
Christian education, discipleship and fellowship materials easily to a wide audience

Environmental

Kenya just like any other world economy is faced with a lot of environmental challenges, among them climate change and global warming which have resulted in poor rains, erratic weather patterns and consequently drought, famine, unreliable food and water supplies. This has adverse effect on the overall cost of living. Informal settlements, largely unplanned neighbourhoods, have mushroomed in areas devoid of sanitation and waste disposal facilities, creating environments prone to health hazard. Measures to counter further environmental degradation and mitigate its effects on citizens would bolster the continued wellbeing of the church and her ministries. The church has an opportunity to establish support under corporate social responsibility.

Legal Environment

The church like any other institution is subject to the laws and statutes of the country including the newly enacted legislations. The church has a moral obligation to ensure adherence to these laws by its members and to promote public participation and contribution in national issues.



03

Chapter Three

STRATEGIC MODEL

Provides a roadmap for implementing the strategic plan, outlining the specific steps, strategies, and processes that the church will use to achieve its goals and fulfil its mission.

VISION STATEMENT

A life transforming center for Jesus Christ.

MISSION STATEMENT

To equip and transform people for God's work through PREACHING, EVANGELISM, NURTURING and FELLOWSHIP programmes while making them to be Christ-like.

CORE VALUES (AIC ZIWANI)

Accountability: We are committed to a culture of transparency and accountability to God, His Word, to one another and to government.

Integrity: We are committed to personal integrity and holiness by pursuing Christ-likeness in the ministry. We are committed to teaching and practicing sound Biblical doctrine; pursuing excellence and encouraging fervent prayer.

Community: We are committed to work with and exist in a community: where we encourage fellowship; uphold the family; and embrace unity and love. We believe that it is our responsibility to impact them in a holistic manner.

Zeal: We have a great desire to please God, to do His will, and to advance His glory in the world in every possible way.

Integrated: We are called to love our neighbors as ourselves, based on biblical-theological foundation. We recognize the need for the indwelling Holy Spirit to give us all the desire and power to do what pleases Him with everything (Phil. 2:13)

Worship: We value intimacy with God, believing that making ourselves vulnerable to God's Spirit as He has made Himself vulnerable to us (Phil. 2:5-11) is vital to knowing God as He desires to be known.

Accessible: Despite the fact that we are easily accessible physically, we can safely say that, access to God is the source of all spiritual strength and growth because the love of God is poured out in our hearts by the Holy Spirit given to us (Romans 5:1-5).

Nurturing: We care for others and nourishing them in the life of faith.

Interactive: We are committed to hear and interact with Scriptures, notes, devotionals, music and more in engaging ways including access to life-transforming online content.

Strategic Objectives

1. To develop and nurture spiritual and personal growth amongst the church congregation.
2. To integrate the use of technology to cater for the changing times and needs of the church
3. To develop a sustainable financial base for the church
4. To carry out evangelism in and outside the church and grow the membership
5. To provide adequate infrastructural facilities
6. To engage and empower the youth in our church
7. To create and enforce a strong leadership and governance structure.

Strategic Objective 1

To develop and nurture spiritual and personal growth amongst the church congregation.

Strategies:

1. To establish regular spiritual retreats or camps for deeper spiritual growth
2. To provide mentorship programs for new and young believers
3. To offer training in financial stewardship and budgeting as part of personal growth.
4. To enhance inclusivity approaches and especially to persons with physical challenges.
5. To identify and nurture diverse talents
6. To maintain counseling and crisis intervention programs
7. To strengthen the family institution through effective ministry to married and single persons
8. To establish midweek services on Wednesdays
9. To establish a physical and virtual morning glory.
10. To train and enhance skills for Sunday school teachers
11. To create Sunday school clubs

Strategic Objective 2:

To integrate the use of technology to cater for the changing times and needs of the church

Strategies:

1. To create a sermons channel/ or link on our social media platforms
2. To explore innovative tech solutions for virtual outreach and engagement beyond social media platforms
3. To create a community WhatsApp group for notices and sermons
4. To develop a church website

5. To have additional cameras for livestreaming
6. To have an ICT team.

Strategic Objective 3:

To develop a sustainable financial base for the church

Strategies:

1. To establish an endowment fund or long-term investment strategy for financial stability
2. To implement transparency measures in financial reporting, to build trust and encourage giving.
3. To explore partnerships with businesses and organizations for sustainable funding sources
4. To hire facilities and open church canteen
5. To complete the new hostels, expanding the house at old racecourse estate and refurbish the existing hostels
6. To consider securing houses(s) in the proposed government affordable housing plan
7. To encourage the church members to use the bus and van
8. To procure a new modern Scania bus.

Strategic Objective 4:

To carry out evangelism in and outside the church and grow the membership

Strategies:

1. To conduct community outreach programs addressing local needs and concerns
2. To integrate evangelism training onto discipleship programs for continuous growth
3. To establish follow-up systems for new converts to ensure their integration and spiritual growth within the church
4. To develop a definite church evangelistic programme
5. To monitor and evaluate evangelistic programs.
6. To plant new church in the CBD.

Strategic Objective 5:

To provide adequate infrastructural facilities

Strategies:

1. To complete ongoing projects
2. To build/expand the church sanctuary and plan construction of a business complex
3. To construct meeting rooms
4. To construct more accommodation facilities
5. To construct recreational facilities/ event garden

Strategic Objective 6:

To empower and engage the youth in our church

Strategies:

1. To create opportunities for youth leadership roles within church activities
2. To develop age appropriate and youth friendly discipleship/ mentorship programs and

resources.

3. To develop and implement curricula to support youths during their various periods of transitions in life.
4. To have speakers on various topics for the youth
5. To educate the youth on electronic media use
6. To use social media and digital space as a means of discipling the youths
7. Organize annual youths' recreational activities, concerts, and adventurous tours to enrich the social, leadership and spiritual development of youth and their mental health.
8. Ensure that all AIC Ziwani congregations and institutions have safe recreational activities and fellowship space for the youth
9. Organize annual workshops, training seminars and conferences for youth leaders
10. Partner with the parents, the government, and other like-minded agencies in advocating against youth destructive vices, substances, and practices in providing rehabilitative services
11. Organize AIC Ziwani youth entrepreneurship workshops, investment seminars, economic empowerment programs and mechanisms for creating employment opportunities.
12. Organize annual parental workshops for parents of teens and young adults

Strategy 7:

To create and enforce a strong leadership and governance structure.

Strategies:

1. To establish mechanisms for conflict resolution and mediation within leadership
2. To implement regular leadership training and development programs
3. To review and update governance policies and guidelines periodically to adapt to changing needs and contexts.
4. To identify, regroup and create service space for professional clubs
5. To develop an organogram for AIC Ziwani church
6. To enhance Human Resource Capacity to support various groups
7. To have quarterly financial reports read to congregates

Implementation Phases

Phase 1: putting fundamentals in place	Phase 2: striving for excellence	Phase 3: consolidating changes and improvement
To identify and nurture diverse talents	To establish a physical and virtual morning glory.	To cater for the needs of special children and congregants.
To maintain counseling and crisis intervention programs	To have a bi-annual Parents' Day for Sunday school children	To create Sunday school clubs
To establish a physical and virtual morning glory.	To establish midweek services on Wednesdays	To have a church family fun day
To train and enhance skills for Sunday school teachers	To strengthen the family institution through effective ministry to married and single persons	To create professional clubs
To create a community whatsapp group for notices and sermons	To create a sermons channel/ or link on our social media platforms	To develop a church website
To have voice-overs for announcements	To have additional cameras for livestreaming	To complete the new hostels and refurbish the existing hostels
To reopen the church canteen	To have an ICT team.	To procure a new modern Scania bus.
To encourage the church members to use the bus and van	To encourage a culture of giving	To develop and maintain infrastructure
To hire out overnight parking space	Organize annual workshops, training seminars and conferences for youth leaders	To complete ongoing projects
To develop an organogram for AIC Ziwani church	Organize AIC Ziwani youth entrepreneurship workshops, investment seminars, economic empowerment programs and mechanisms for creating employment opportunities.	To expand the church sanctuary
To train and equip the current leadership team	Organize annual parental workshops for parents of teens and young adults	To construct meeting rooms
To develop a governance structure for the church		To construct a business complex
To develop various policies and guidelines		To construct more accommodation facilities
To have monthly financial reports read to congregants		
To create a link between the LCC and different CED groups		

2024/2025 → 2025/2026 → 2026/2027 → 2027/2028 → 2028/2029

Ongoing strengthening of the CHURCH

04

Chapter Four

STRATEGY IMPLEMENTATION

Provides a roadmap for translating the strategic goals and objectives into actionable plans and initiatives. It focuses on execution and ensures that the strategic plan is implemented effectively to achieve the desired outcomes for the church.

Strategy implementation involves putting the developed strategies into action. AIC Ziwani in pursuit of its vision and attainment of mission is hinged on successful implementation of this strategic plan. This includes developing steps, methods, and processes to execute the strategy. It also includes determining the strategies to be implemented immediately and those to be executed later. The strategies were prioritized based on the magnitude of the underlying issues. The plan provides strategic positioning and value-creating strategies that are difficult to duplicate. It provides detailed execution requirements and resource allocation to implement the goals and objectives identified during the strategy formulation process.

Implementation Matrix

AIC Ziwani will continuously refer to the strategic plan as a roadmap because successful implementation will eventually lead to greater impact and transformation. Strategic implementation is important because it ensures:

1. Compelling vision, motivates and draws its stakeholders towards the future, thus contributing to the Great Commission.
2. Achievement of the set Strategic Objectives, hence enabling registration of remarkable growth.
3. That resources are mobilized and focused on the achievement of the strategies necessitating optimal use of the same (resources)
4. That Church shall respond to a set of interrelated strategic issues and challenges in an intentional and coordinated manner, rather than responding to a series of problems as they arise.

The implementation framework will have the following: -

Strategic objectives: these are the proposed clear steps and accomplishments that the church will commit to complete to realize its mission

Strategies: These are the planned actions to realize a given strategies, with set targets.

Expected Outputs: This is a specification of the expected outputs after implementing a particular strategy. This should be tangible so as to be measurable.

Key Performance Indicators: These are the measurable parameters that are to be used as measures of the extent to which the strategy/ strategic objective has been fulfilled.

These are given in form of a particular action to be completed. Usually, this has been given in form of time, number, and percentage, indicating when a particular action completed.

Time Frame: This indicates the time domain within which this strategy has to be completed.

Responsibility: The specific office/officer to be responsible for a given action is stipulated

Institutionalizing and Operationalizing Strategy

The implementation matrix details the activities as derived from the key strategic pillars and objectives. This framework provides the basis for drawing-up annual operating work plans. Each CED group/function/ department will sign and commit themselves to achieve the stated objectives relating to their CED group /function/department within a given year. These activities have been scheduled to facilitate budgeting and planning for the resources to ensure timely implementation. The performance indicators in the implementation matrix will help the owner of the activity monitor progress and for the final evaluation of the strategic impact of the activities.

Resource Implications, Budgeting and Resource Mobilization

Resources are always scarce and must be optimally utilized for maximum returns. Effective strategy implementation requires careful attention to resource development and allocation. The base of both financial and human resources will require consolidation in order to sustain church operations over the plan-period. Putting in place a sustainable mechanism that ensures optimal utilization of human and financial resources is therefore critical. The church will require funds to finance both recurrent and capital expenditure budgets. The leadership will develop strategies to prioritize and mobilize resources (tangible, intangible and capabilities) aimed at meeting likely resource gaps.

The budgetary requirements and projections will be developed and approved by the

LCC on an annual basis in form of an operational annual budget. Annual action plans will be extracted by the various parties responsible for implementation. These annual operating plans will then be synchronized with the Strategic Plan deliverables.

Establishment of Change management program.

The plan envisions a paradigm shift on how church programs, plans, processes and activities will be done in future. It provides new ways of looking at the church, new approaches to issues and new methods of achieving targets and goals. It is performance based and result oriented hence the need for a change management. It will incorporate the setting up of new goals and having them achieved collectively rather than independently. In anticipation of this paradigm shift the importance of capacity building on how the strategic plan is meant to work is critical. The strategic plan is meant to make the various working groups and teams more productive in their duties and the church more effective in ministry.

Capacity building.

To effectively and efficiently achieve the tenets of the new strategic plan, the church undertakes a training needs assessment to determine gaps in the light of the organizational structure. This will inform subsequent capacity building action plans to ensure all identified capacity and skill gaps are duly filled. Continuous professional and experiential training and development will thereafter be carried out to keep all staff skills and competencies enhanced for service delivery.

Resource mobilization:

To effectively and efficiently implement and sustain this strategic plan, adequate resources will be mobilized to ensure the successful implementation. To leverage resources, share best practices, and enhance the impact of implementation efforts.

Critical Assumptions and Risk Analysis

The envisaged objectives of the plan shall only be realized if the conditions in the internal and external environment do not change in ways that were not be anticipated at the time of its preparation. Successful implementation of this plan is thus premised on certain prevailing conditions and assumptions; change of the same could derail the church from the charted course. These assumptions act as constraints to the achievement of the various strategies, to which the action plan should then be sensitive. Availability of funds is a critical assumption constraining successful implementation of this plan. At the same time there may be potential factors and risks, which if they occur, shall threaten the degree to which the planned objectives may be met.

Whereas these factors and events can happen, it shall generally be assumed that they will not occur during this plan period. It shall therefore be necessary to qualify the success of the plan by making the assumption that the prevailing and anticipated conditions in the operating environment shall not vary significantly from what is already known.

Technology

The aim of this pillar is to harness the power of information communication technology. The church will focus on institutionalizing the use of ICT.

05

Chapter Five:

STRATEGIC IMPLEMENTATION MATRIX

This Chapter covers:

A detailed operational guide that breaks down the strategic initiatives outlined in Chapter 3 into specific actions, tasks, and timelines. It provides a structured framework for executing the strategic plan effectively.

Strategic Objective 1: To develop and nurture spiritual and personal growth amongst the church congregation.									
Strategies	**Output**	**Indicators**	**Timeframe**					**Budget**	**Responsible**
			YR 1	**YR 2**	**YR 3**	**YR 4**	**YR 5**		
To establish regular spiritual retreats or camps for deeper spiritual growth.	Regular spiritual retreats or camps for deeper spiritual growth established	Number of regular spiritual retreats or camps	X	X	X	X	X	**2,225,000/=**	**Bishop**
To provide mentorship programs for new and young believers	Mentorship programs for new and young believers provided	Number of mentorship programs for new and young believers	X	X	X	X	X	**400,000/=**	**Pastoral Team**
To offer training in financial stewardship and budgeting as part of personal growth.	Finical stewardship and budgeting as part of personal growth.	Number of congregates steward	X	X	X	X	X		**Pastoral Team**
To enhance inclusivity approaches and especially to persons with physical challenges.	Inclusivity approaches especially to persons with physical challenges	Number of approaches especially to persons with physical challenges	X	X	X	X	X		**Bishop**
To identify and nurture diverse talents	Diverse talents identified and natured	Number of talents identified and natured	X	X	X	X	X	**450,000/=**	**Bishop**
To maintain counseling and crisis intervention programs	Counseling and crisis intervention programs	Operationalization counseling and crisis intervention programs	X	X	X	X	X		
To strengthen the family institution through effective ministry to married and single persons	Family institution through effective ministry to married and single persons strengthen	Number of married and single persons enrolled	X	X				**2,500,000/=**	**LCC**
To establish midweek services on Wednesdays	Midweek services on Wednesdays	Midweek Services	X	X	X	X	X		**Pastoral**
To establish a physical and virtual morning glory.	Morning glory established.	Number of meetings held	X	X	X	X	X	**1,500,000/=**	**CED Pastor**
To train and enhance skills for Sunday school teachers	Skills for teachers enhanced	Number of teachers trained	X	X				**1,425,000/=**	**CED Pastor**
To create Sunday school clubs	Sunday School club created	Report of the Sunday School clubs	X	X				**250,000/=**	**LCC**
Sub-Total								**8,750,000/=**	

Strategic Objective 2: To integrate the use of technology to cater for the changing times and needs of the church									
Strategies	**Output**	**Indicators**	**Timeframe**					**Budget**	**Responsible**
			YR 1	**YR 2**	**YR 3**	**YR 4**	**YR 5**		
To create a sermons channel/ or link on our social media platforms	Sermon channels and link on our social media platforms	Number of sermon and channels links created in our social platforms	X	X	X	X	X	**960,000/=**	**ICT Team**
To explore innovative tech solutions for virtual outreach and engagement beyond social media platforms	Innovative tech solutions for virtual outreach and engagement	Number of technology solutions	X	X	X	X	X	**1,050,000/=**	**ICT Team**
To create a community WhatsApp group for notices and sermons	Community whatsapps groups created for notices and communication	Number of whatapps groups created	X	X	X	X	X	**120,000**	**ICT Team**
To develop a church website	Website for the church developed	Website for the church up and running	X	X	X	X	X	**3,490,000/=**	**LCC**
To have additional cameras for livestreaming	Additional cameras for livestreaming	Number of cameras added	X	X	X	X	X	**800,000/=**	**LCC**
To have an ICT team.	ICT team created	Operational ICT team	X	X	X	X	X	**500,000/=**	**ICT Team**
Sub-Total							**7,000,000/=**		

Strategic Objective 3: To develop a sustainable financial base for the church									
Strategies	**Output**	**Indicators**	**Timeframe**					**Budget**	**Responsible**
			YR 1	**YR 2**	**YR 3**	**YR 4**	**YR 5**		
To establish an endowment fund or long-term investment strategy for financial stability	Endowment fund or long-term investment strategy for financial stability established	Endowment fund	X	X	X			**600,000/=**	**LCC**
To implement transparency measures in financial reporting, to build trust and encourage giving.	Transparency measures in financial reporting, to build trust and encourage giving	Financial transparency	X	X	X	X	X		
To explore partnerships with businesses and organizations for sustainable funding sources	Giving culture among the congregates	Increase support to church programs	X	X	X	X	X		
To hire facilities and open church canteen	Church canteen reopened	Operational church canteen	X	X	X	X	X	**550,000/=**	**LCC**
To complete the new hostels and refurbish the existing hostels	New hostels completed and existing hostels refurbished.	New and existing hostels in use	X	X	X	X	X	**3,000,000/=**	**Project committee**
To encourage the church members to use the bus and van	Bus and van used by church members	Operational church Bus and Van	X	X	X	X	X		**Bus Committee**
To procure a new modern Scania bus.	New modern Scania bus in place	Operational Scania bus for the church				X	X	**14,000,000/=**	**LCC**
Sub-Total						**18,150,000/=**			

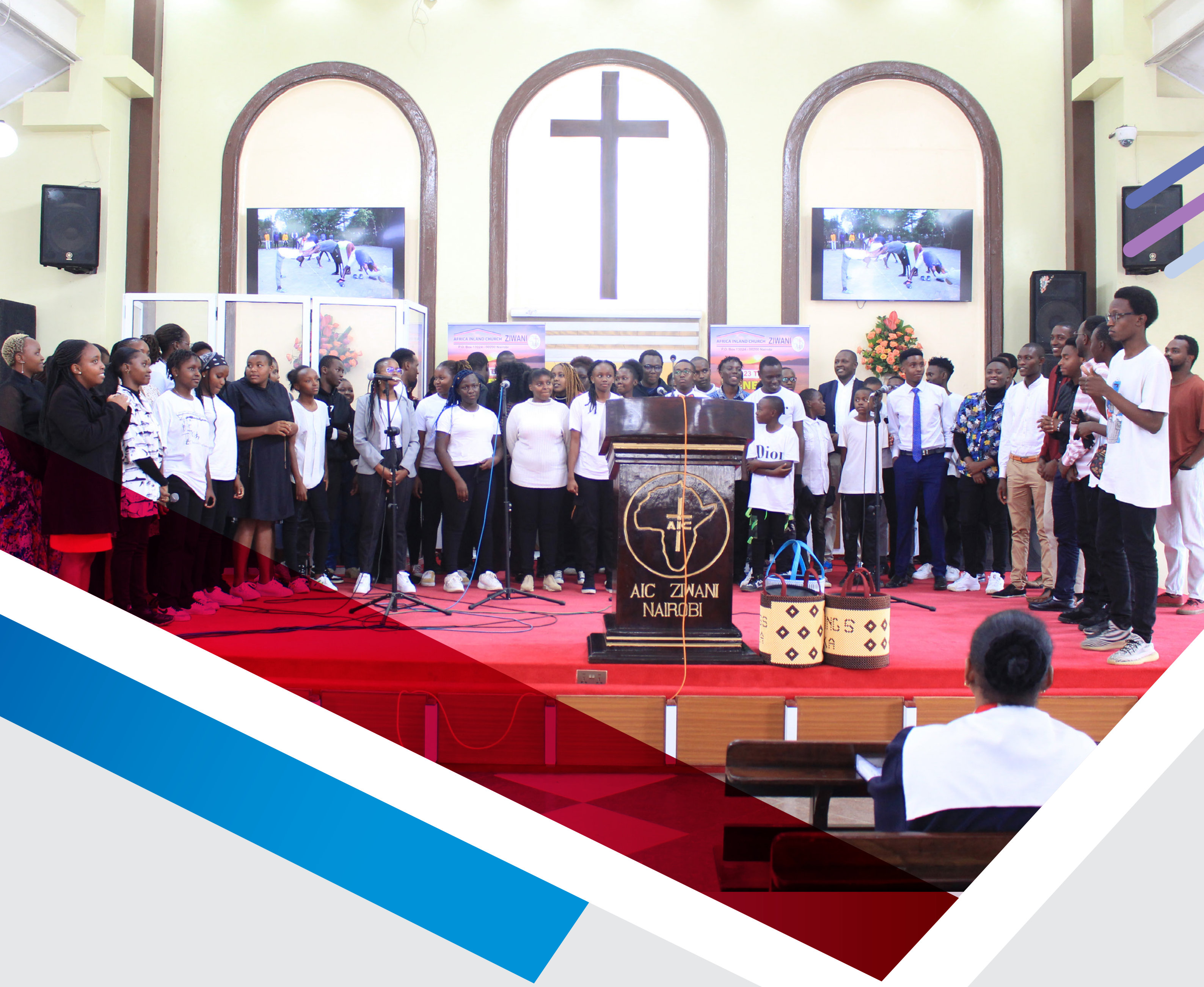
Strategic Objective 4: To carry out evangelism in and outside the church and grow the membership									
Strategies	**Output**	**Indicators**	**Timeframe**					**Budget**	**Responsible**
			YR 1	**YR 2**	**YR 3**	**YR 4**	**YR 5**		
To conduct community outreach programs addressing local needs and concerns	Church evangelistic program developed	Number of crusades and evangelism held in years	X	X	X	X	X	**4,000,000/=**	**Evangelism Committee**
To integrate evangelism training onto discipleship programs for continuous growth	Members trained in soul winning skills	Numbers members trained in soul winning skills	X	X	X	X	X	**2,000,000/=**	**LCC**
To establish follow-up systems for new converts to ensure their integration and spiritual growth within the church	Evangelism programmes monitored and evaluated	Number of Evangelism programmes monitored and evaluated	X	X	X	X	X		**Pastoral Team** **Evangelism Committee**
To develop a definite church evangelistic program	A definite church evangelistic program developed	Evangelistic program in place				X	X		
To monitor and evaluate evangelistic programs.	Guardianship principle developed and implemented	Report on guardianship principle for new coverts	X	X	X	X			**Evangelism Committee**
To plant new churches in the CBD	New churches planted	Number of new churches planted			X	X	X	**1,000,000/=**	**LCC**
Sub-Total						**7,000,000/=**			

Strategic Objective 5: To provide adequate infrastructural facilities									
Strategies	**Output**	**Indicators**	**Timeframe**					**Budget**	**Responsible**
			YR 1	**YR 2**	**YR 3**	**YR 4**	**YR 5**		
To develop and maintain infrastructure	New infrastructure developed and maintained	Number of New infrastructures developed	X	X	X	X	X	**10,000,000/=**	**Project Team.**
To complete ongoing projects	Ongoing projects completed	Numbers of ongoing projects completed	X	X	X	X	X	**7,200,000/=**	**Project Team.**
To expand the church sanctuary and start construction of a business complex	Church Sanctuary expanded and business complex	New church sanctuary in place and business complex started			X	X	X	**100,000,000/=**	**Project Team.**
To construct meeting rooms	Meetings rooms constructed	Numbers of meetings rooms constructed	X	X	X			**1,000,000/=**	**Project Team.**
Sub-Total						**118,200,000/=**			

Strategic Objective 6: To empower and engage the youth in our church

Strategies	Output	Indicators	Timeframe					Budget	Responsible
			YR 1	YR 2	YR 3	YR 4	YR 5		
To create opportunities for youth leadership roles within church activities	Opportunities for youth leadership roles within church activities created	Youths in leadership roles	X	X	X				LCC
To develop age appropriate and youth friendly discipleship/mentorship programs and resources.	Age appropriate and youth friendly mentorship programs developed	Number age appropriate and youth friendly mentorship programs developed	X	X	X			1,100,000/=	Youth Pastor
To develop and implement curricula to support youths during their various periods of transitions in life.	Curricula to support youths in transitions periods of life developed	Youth curriculum in place	X	X	X	X	X	2,500,000/=	Youth Pastor
To have speakers on various topics for the youth	Speakers for various youth topics invited	Number of youth topics covered in a year	X	X	X	X	X	100,000/=	LCC
To use social media and digital space as a means of discipling the youths	Social media and digital space used as a means of discipling the youth	Report on social media and digital space used as a means of discipling the youth	X	X	X	X	X	100,000/=	ICT Team
Organize annual youths' recreational activities, concerts, and adventurous tours to enrich the social, leadership and spiritual development of youth	Youth recreational activities done	Number youth recreational activities done	X	X	X	X	X	5,000,000/=	Youth Pastor
Ensure that all AIC Ziwani congregations and institutions have safe recreational activities and fellowship space for the youth	Safe recreational activities and fellowship space for the youth in place	Report on safe recreational activities and fellowship space for the youth in place	X	X	X	X	X	2,500,000/=	LCC
Organize annual workshops, training seminars and conferences for youth leaders	Annual workshops and seminars for youth leaders	Number of annual workshops and seminars for youth leaders	X	X	X	X	X		
Partner with the parents, the government, and other like-minded agencies in advocating against youth destructive vices, substances, and practices in providing rehabilitative services	Rehabilitative services against youth destructive vices	Report rehabilitative services against youth destructive vices			X	X	X	500,000/=	LCC
Organize AIC Ziwani youth entrepreneurship workshops, investment seminars, economic empowerment programs and mechanisms for creating employment opportunities.	Entrepreneurship workshops, investment seminars, economic empowerment programs and mechanisms for creating employment	Number entrepreneurship workshops, investment seminars, economic empowerment programs and mechanisms for creating employment opportunities.	X	X	X	X	X	500,000/=	Youth Pastor
Organize annual parental workshops for parents of teens and young adults	Annual parental workshops held	Number annual parental workshops held	X	X	X	X	X	1,000,000/=	LCC
Sub-Total						**13,300,000/=**			

Strategy 7: To create a strong leadership and governance structure.									
Strategies	**Output**	**Indicators**	**Timeframe**					**Budget**	**Responsible**
To establish mechanisms for conflict resolution and mediation within leadership	Mechanisms for conflict resolution and mediation	Number of Conflicts resolved	X	X	X	X	X		**LCC**
To implement regular leadership training and development programs	Regular leadership training and development programs	Number of leaders trained	X	X	X	X	X	**2,000,000/=**	**LCC**
To review and update governance policies and guidelines periodically to adapt to changing needs and contexts.	Church Policies and guidelines developed	Number of church policies and guidelines developed	X	X	X	X	X	**300,000/=**	**LCC**
To have quarterly financial reports read to LCC	Quarterly financial reports developed for the LCC	Number of financial report shared with the LCC	X	X	X	X	X		**LCC**
To enhance Human Resource Capacity to support various groups	Workplans for church and CED groups developed	Number of workplans developed	X	X	X	X	X	**500,000/=**	**LCC**
Sub-Total						**3,300,00/=**			
Grand Total							**174,030,000/=**		



06

Chapter Six:

MONITORING & EVALUATION

Ensures that the church's strategic plan remains dynamic and responsive by systematically assessing progress, identifying areas for improvement, and incorporating feedback to enhance effectiveness and achieve the desired outcomes.

Monitoring and evaluation is a key and critical component to implementation of any plan or programme. The purpose is to track the progress made in implementation; to ensure the plan remains on course; to quickly identify challenges/difficulties and take corrective action; to generate information and evidence for decision making. The church may assess whether it has the capacity to implement a comprehensive M&E system with an M&E focal person. However, if this is not possible the following steps are recommended as the Strategic Plan is rolled out:

Operationalizing the strategic plan through annual work plans with clear targets and indicators as follows:

- Input indicators such as time, money, materials, and persons among others.
- Output indicators such as coverage, level of utilization, results and quality among others.
- Outcomes and impacts of the programme/plan. To sum this up, work plans should have input indicators, output indicators and outcomes or expected impacts

Periodic reports should be generated by all actors at different levels to their supervisors.

- Reports can be monthly, quarterly, bi-annual or annual. They capture progress to-date of implementation of the annual work plan, achievements made, challenges met and how those challenges were resolved or what needs to be done to overcome them.
- Reports, when made, should be analyzed to identify required action as mentioned in the opening paragraph. At the end of the year, they are aggregated into an annual report.
- Midterm review to be undertaken midway of implementation of the Strategic Plan and the results of the review can be used to make adjustments to the overall plan
- End of term evaluation to be carried out at the end of the plan. This should capture outcomes and impacts created as well as lessons learnt to be built on in the next phase of planning.

Monitoring & Evaluation Tools

The Church will use the following tools to monitor and evaluate implementation of this Strategic Plan

a) Annual Implementation Matrix review
b) Annual Workplans
c) Annual Budget and Expenditure review
d) Committee Meeting reports
e) Quarterly and Annual Reports

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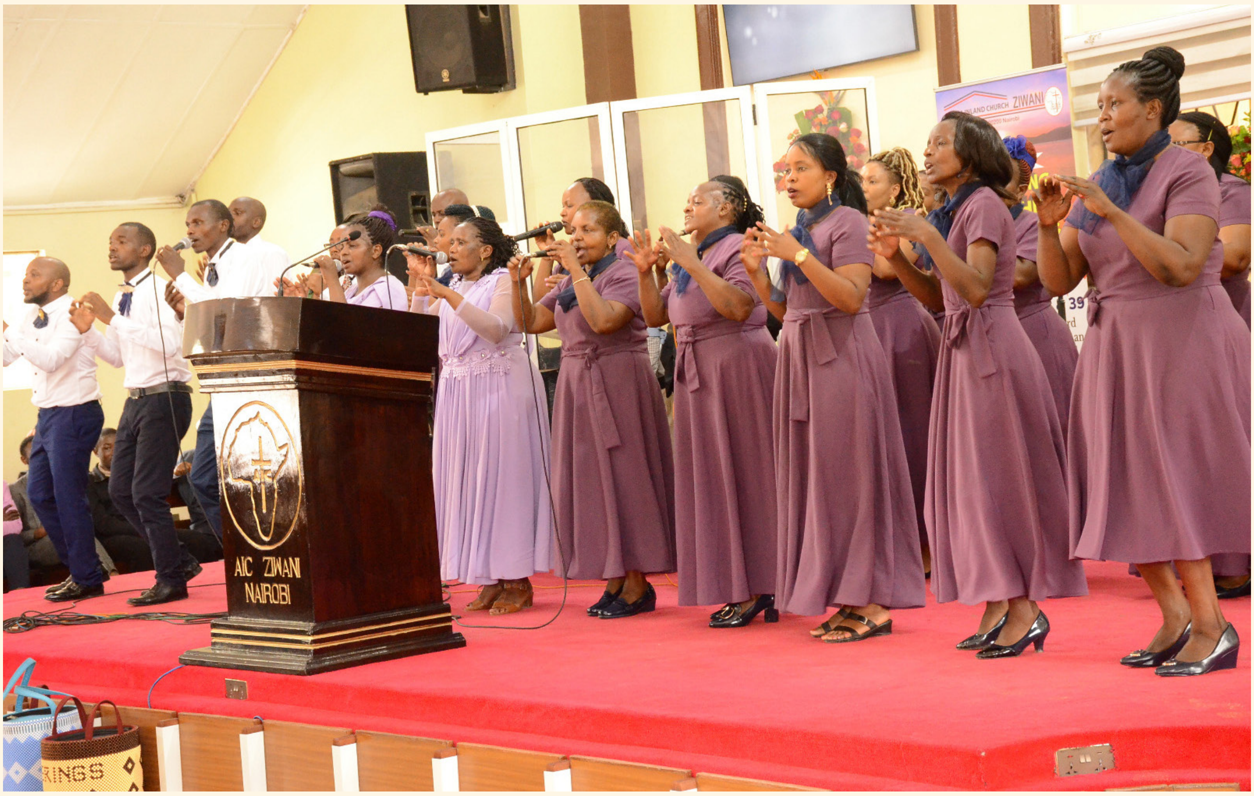
Annex 1:

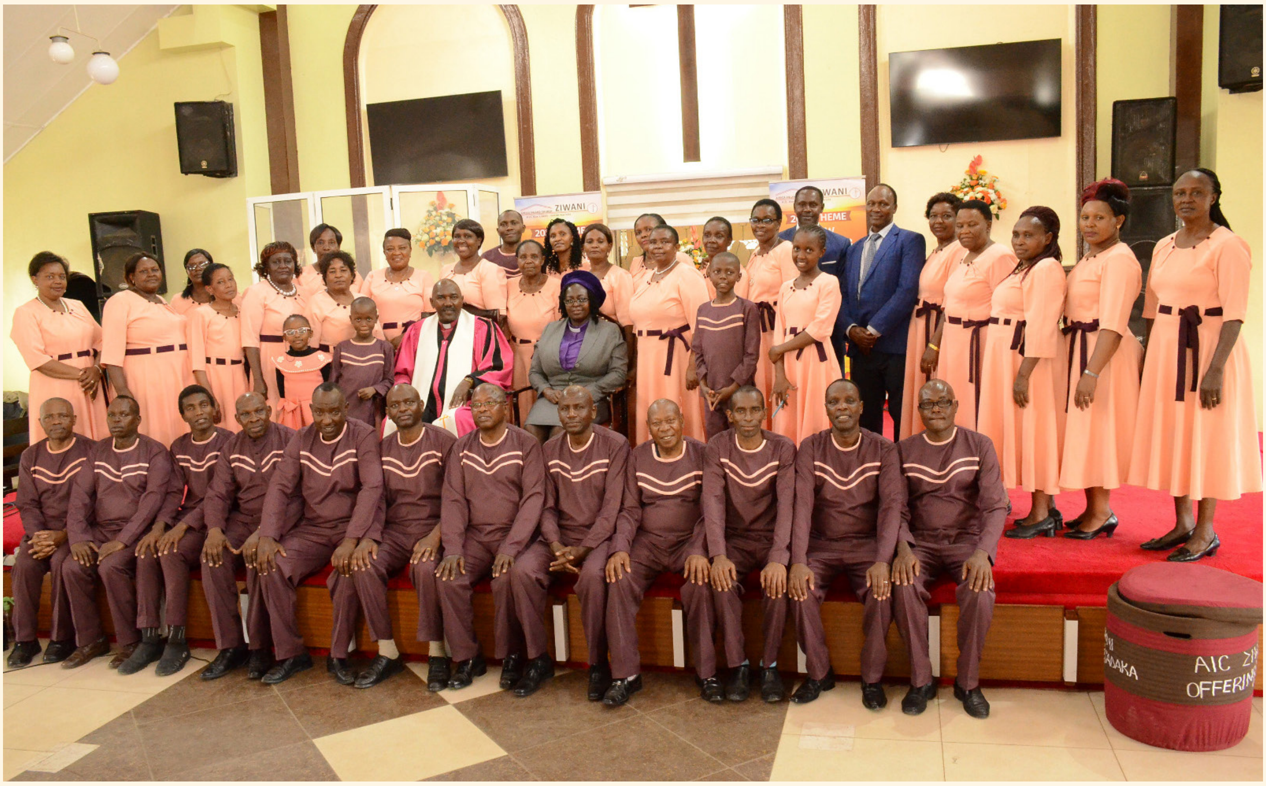
SUMMARY AIC ZIWANI STRATEGIC PLAN COSTING MATRIX	
1. To develop and nurture spiritual and personal growth amongst the church congregation.	**Total cost**
1. To establish regular spiritual retreats or camps for deeper spiritual growth.	2,225,000.00
2. To provide mentorship programs for new and young believers	400,000.00
3. To offer training in financial stewardship and budgeting as part of personal growth.	
4. To enhance inclusivity approaches and especially to persons with physical challenges. (To cater for the needs of	-
5. To identify and nurture diverse talents	450,000
6. To maintain counseling and crisis intervention programs	
7. To strengthen the family institution through effective ministry to married and single persons	2,500,000.00
8. To establish midweek services on Wednesdays	1,425,000
9. To establish a physical and virtual morning glory.	1,500,000
10. To train and enhance skills for Sunday school teachers	-
11. To create Sunday school clubs	250,000.00
Sub Total	**8,750,000**
2.To integrate the use of technology to cater for the changing times and needs of the church	
1. To create a sermons channel/ or link on our social media platforms	960,000
2. To explore innovative tech solutions for virtual outreach and engagement beyond social media platforms	120,000
3. To create a community WhatsApp group for notices and sermons	1,050,000
4. To develop a church website	3,490,000
5. To have additional cameras for livestreaming	880,000
6. To have an ICT team.	500,000
Sub Total	**7,000,000**
3. To develop a sustainable financial base for the church	
1. To establish an endowment fund or long-term investment strategy for financial stability	600,000
2. To implement transparency measures in financial reporting, to build trust and encourage giving.	
3. To explore partnerships with businesses and organizations for sustainable funding sources	-
4. To hire facilities and open church canteen	550,000
5. To complete the new hostels and refurbish the existing hostels	3,000,000
6. To encourage the church members to use the bus and van	-
7. To procure a new modern Scania bus.	14,000,000
Sub Total	**18,150,000**
4. To carry out evangelism in and outside the church and grow the membership	
1. To conduct community outreach programs addressing local needs and concerns	4,000,000
2. To integrate evangelism training onto discipleship programs for continuous growth	2,000,000
3. To establish follow-up systems for new converts to ensure their integration and spiritual growth within the church	-
4. To develop a definite church evangelistic program	
5. To monitor and evaluate evangelistic programs.	-
6. To plant new churches	1,000,000
Sub Total	**7,000,000**
5.To provide adequate infrastructural facilities	
1. To develop and maintain infrastructure	10,000,000
2. To complete ongoing projects	7,200,000
3. To expand the church sanctuary and start construction of a business complex	100,000,000
4. To construct meeting rooms	1,000,000
5. To construct more accommodation facilities	500,000,000
Sub Total	**118,200,000**
6.To empower and engage the youth in our church	
1. To create opportunities for youth leadership roles within church activities	-
2. To develop age appropriate and youth friendly discipleship/mentorship programs and resources.	1,100,000
3. To develop and implement curricula to support youths during their various periods of transitions in life.	2,500,000
4. To have speakers on various topics for the youth	100,000
5. To educate the youth on electronic media use	100,000
6. To use social media and digital space as a means of discipling the youths	5,000,000
7. Organize annual youths' recreational activities, concerts, and adventurous tours to enrich the social, leadership and spiritual development of youth and their mental health.	2,500,000
8. Ensure that all AIC Ziwani congregations and institutions have safe recreational activities and fellowship space for the youth	-
9. Organize annual workshops, training seminars and conferences for youth leaders	500,000
10. Partner with the parents, the government, and other like-minded agencies in advocating against youth destructive vices, substances, and practices in providing rehabilitative services	500,000
11. Organize AIC Ziwani youth entrepreneurship workshops, investment seminars, economic empowerment programs and mechanisms for creating employment opportunities.	1,000,000
12. Organize annual parental workshops for parents of teens and young adults	
Sub Total	**13,300,000**
7.To create and enforce a strong leadership and governance structure.	
1. To establish mechanisms for conflict resolution and mediation within leadership	-
2. To implement regular leadership training and development programs	2,500,000
3. To review and update governance policies and guidelines periodically to adapt to changing needs and contexts.	300,000
4. To develop an organogram for AIC Ziwani church	
5. To develop a governance structure for the church	-
6. To have monthly financial reports read to congregants	-
7. To create a link between the LCC and different CED groups	500,000
8. To develop annual workplans for the church and CED groups	
Sub Total	**3,300,000**
Grand Total	**175,700,000**

Annex 2

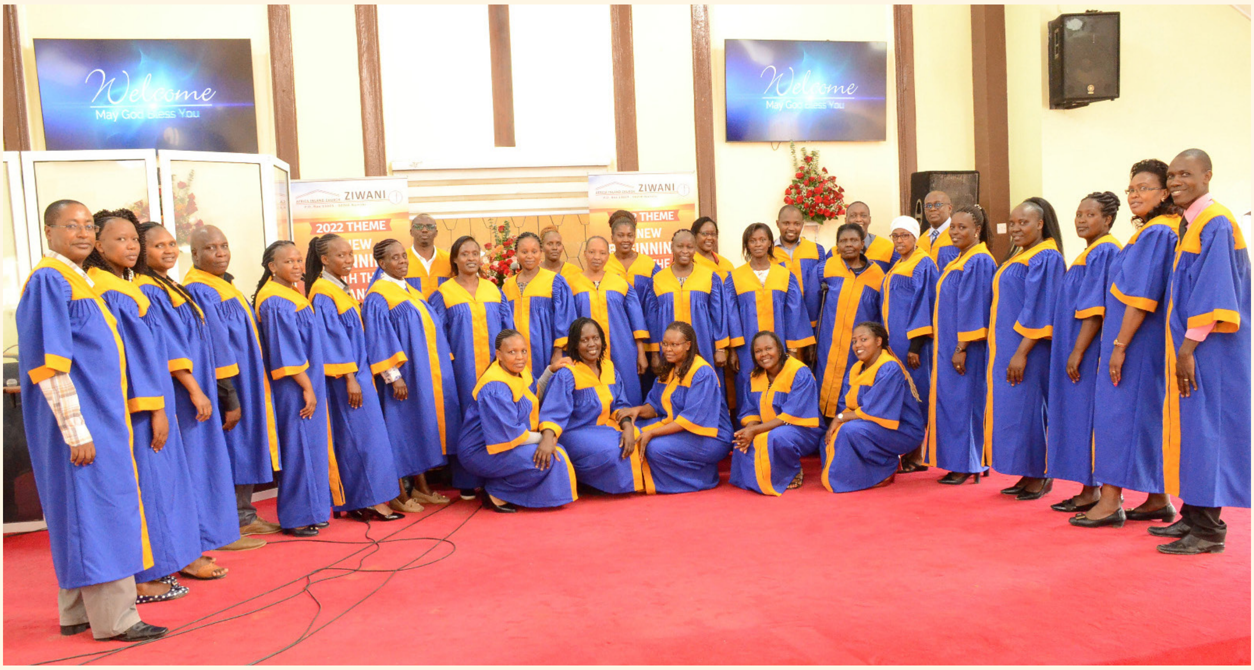
Local Women Committee



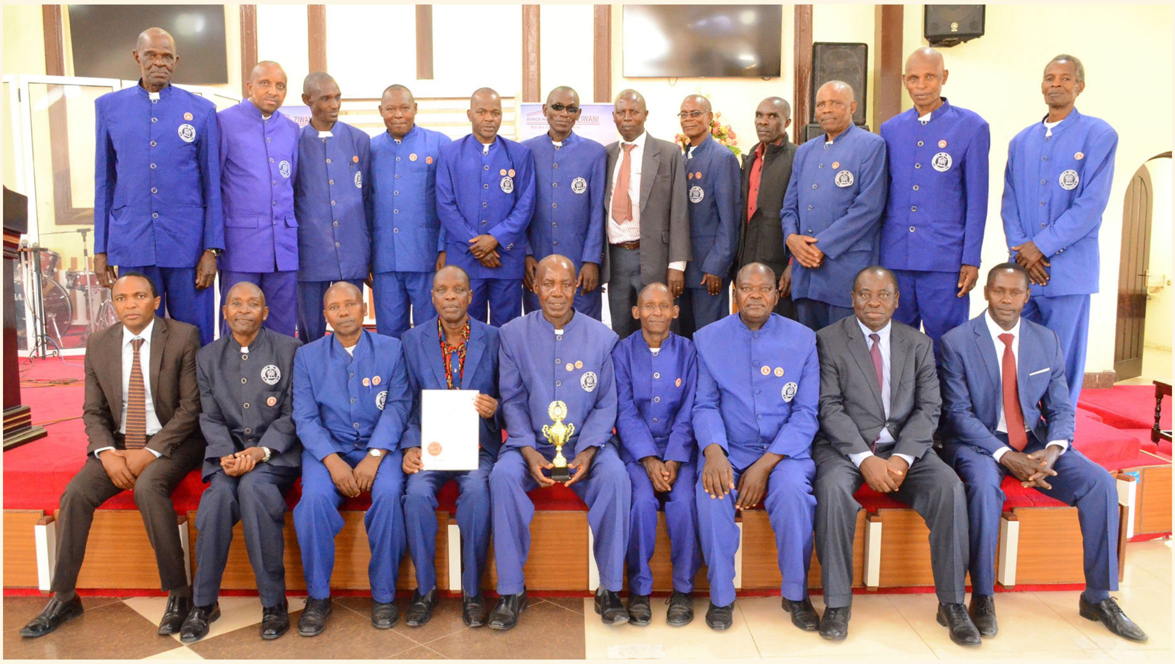
Unjilist Choir



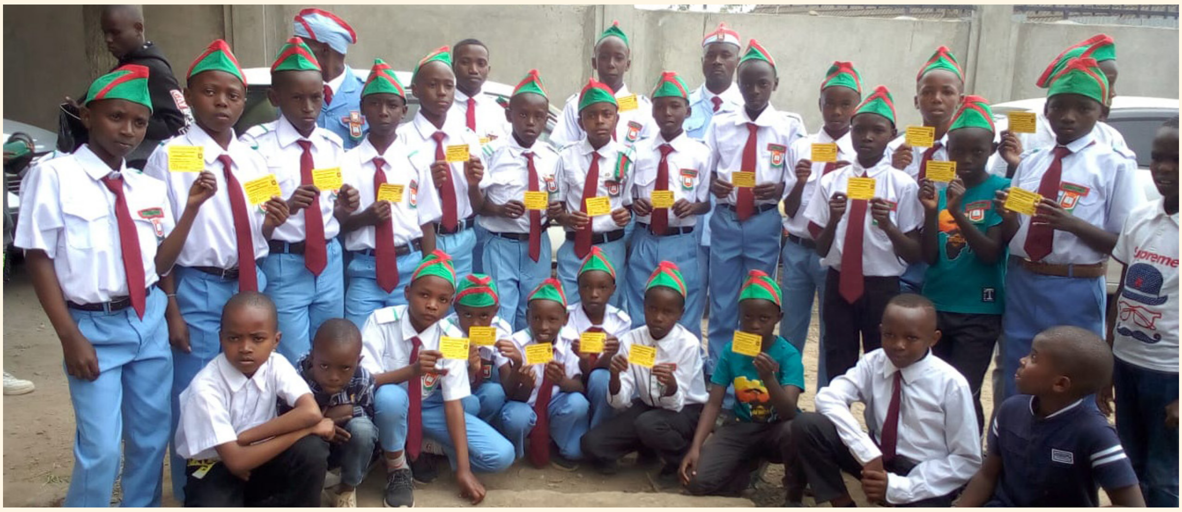
Neema Choir



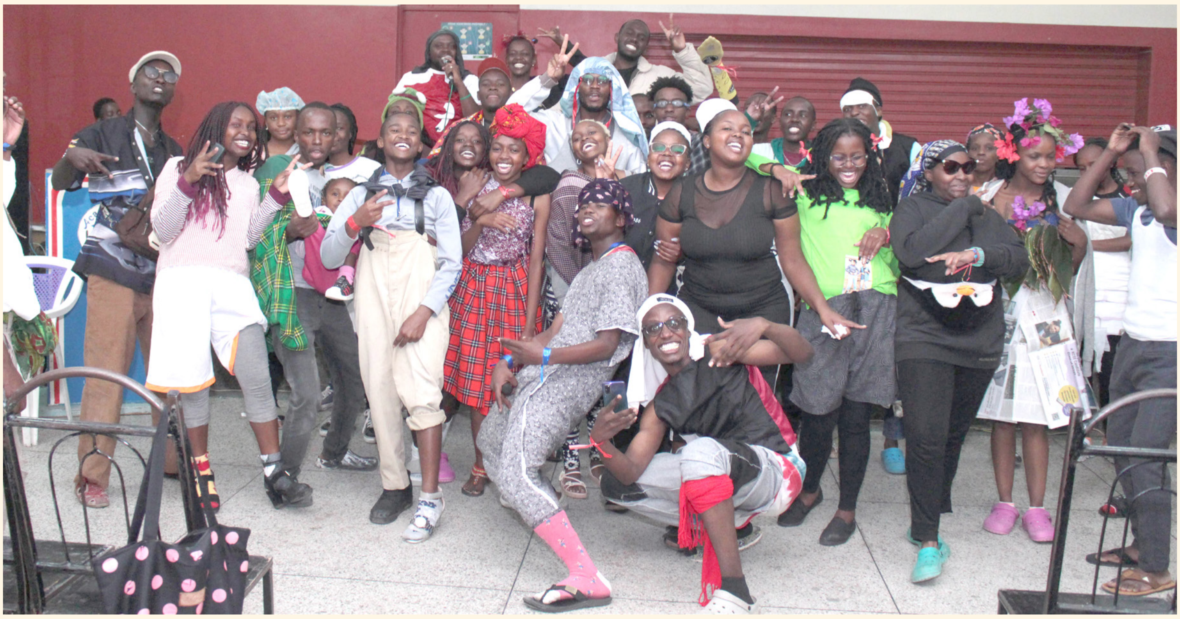
English Choir



Christian Husband Fellowship



Battalion



Youth

Young Couple

Mens Walk

Sunday School

STRATEGIC PLAN
2024 - 2028

“Be very careful, then, how you live—not as unwise but as wise, making the most of every opportunity” Ephesians 5:15-16

Scan for entire doc.