

KASAMA CENTRAL

STRATEGIC PLAN 2017 – 2020

1.0 BACKGROUND

1.1 INTRODUCTION

Kasama Central Church is one of the churches in the North Zambia Field of the Seventh-day Adventist Church. It is located on Plot Number 1386, Off Lualuo Road, Behind Luwingu Station in Kasama Central Township. It has two Companies namely Kamanambale and Milungu. It also has two branches. These are: Chilufya and Milima Correctional Facility.

In 2007, the church business resolved to operate under a strategic plan to realign the church's operations to its core function as commissioned by Jesus Christ in Matthew 28:18-20.

For the past Nine years, Kasama Central Church has been operating on a medium term plan in segments of three years (2008 to 2010, 2011 to 2013 and 2014 to 2016). However, in 2016, the Church Business resolved to adjust the strategic plan term to four (4) years in order to harmonize with the two (2) year term for Church Officers which was adopted effective 2017. This strategic plan approach has promoted continuity in programme implementation.

1.2 BRIEF HISTORY

Kasama Central was organized into a company of Kasama Main Seventh-day Adventist Church in the period 1978/79 amidst some resistance from other church members who felt that the church would collapse if it started creating companies from the membership which was not very large.

However, Pastor John Kabwe now a retired Minister of the Seventh-day Adventist Church played a pivotal role in seeing that it was not only organized into a company, but later into a church in 1980 with a membership of about forty (40).

1.3 MAJOR ACHIEVEMENTS

The vision at that time was to evangelise Kasama North and West. This vision had been aggressively pursued and through the power of God, twenty two (22) Churches have been organized in the past thirty six (36) years. These are as listed below:

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| I. Lualuo | IX. Chiyende | XVII. Lukupa |
| II. Chishimba | X. Chimbola | XVIII. Mukulumpe |
| III. Munkonge | XI. Kabwata | XIX. Musenga |
| IV. Chanda Katebo | XII. Sampa | XX. Kaleshi |
| V. Milima | XIII. Chilangwa | XXI. Lusenga |
| VI. Lupungu | XIV. Isunga | XXII. Nondo |
| VII. Malale | XV. Newtown | |
| VIII. Makasa | XVI. Mafwesa | |

In the past thirty six (36) years, Kasama Central Church has recorded other major achievements which include but not limited to the following:

- Increase in membership (from 40 in 1980 to 942 in 2016)
- Church building has been completed, furnished and dedicated.
- Through an evangelistic effort, Adventist Youths managed to organize companies at Lwimbo and Misolo
- The amount of tithe remittance has been consistently increasing for the past nine (9) years.
- There has been remarkable increase in the number of members returning tithe from 14% in 2007 to 74% in 2016
- The Church has managed to operate on a strategic plan and combined budget for the past nine (9) years.
- Construction works on the Ablution Block are nearing completion.
- The Baptism pool is still under construction with 90% of works completed.
- The Church School has been built and operational since 14th September 2015
- Improved Worship programming
- Almost 100% financial support of local church activities from Combined Church Budget
- Communal feeding during Camp Meeting and on Sabbath Days
- Procurement of Public Address (PA) system, Generator, Photocopier, Pulpits and Digital Projector (*For other Church property acquisitions, refer to Appendix 2*)
- Construction of Church Building at Kamanambale Company
- Most small groups have been revived and operational.
- Successfully supporting Voice of Hope Programme on Radio Mano since 2010

1.4 MAJOR CHALLENGES

- Fellowship among church members has remained relatively poor.
- The church has struggled to draw and pursue a definite evangelistic programme.
- Attendance of church business meetings has continued to be relatively poor though a slight improvement has been noticed.
- Reverence in church has continued to be poor.
- Tracking of members of Milima Correctional Facility Branch after being discharged
- Failure to organize Milungu and Kamanambale Companies into Churches due to lack of commitment on their part.
- Low member participation in Evangelistic programmes
- Poor reading culture among members
- Unwillingness by some members to transfer their membership

1.5 CURRENT STATUS

1.5.1 MEMBERSHIP

The current membership of the Church is at 942, broken down as follows; Kasama Central 460, Kamanambale 75, Milungu 79, Chilufya 6 and Milima Correctional Facility 322.

1.5.2 FINANCES

- Tithe has been consistently increasing for the past nine (9) years.
- There is noticeable increase in the number of members returning tithe and offering from 60% in 2014 to 74% in 2016.
For details refer to Appendix 1

1.5.3 CHURCH PROPERTY - Refer to Appendix 2

1.6 REVIEW OF THE PAST THREE YEARS STRATEGIC PLAN (2014 - 2016)

| OBJECTIVES | TARGETS | STRATEGIES INTENDED TO BE USED | PERFORMANCE (2014-2016) | COMMENTS |
|---|--|---|---|--|
| 1. Evangelism To consistently proclaim the everlasting gospel in the context of the three Angels' message of Revelation 14:6-12 to all the world | 1. Increase Membership to 1,000 by 2016 (57% increase) 2. Organize two (2) Companies into Churches 3. Organize one (1) Company | (a) Develop a definite church evangelistic programme (b) Equip members in soul winning skills (c) Enlist all church membership in evangelistic activities (d) Monitor and Evaluate evangelistic programmes. (e) Develop and implement guardianship principle to new converts (f) Develop New Member retention plans and programmes (g) Develop a deliberate follow up programme for backsliding members | <p><i>Target 1:</i> Church Membership grew from 636 in 2014 to 942 in 2016. Broken down as follows; <i>Kasama Central 460, Kamanambale 75, Milungu 79, Chilufya 6 and Milima 322.</i> Representing a 48% growth</p> <p><i>Target 2: Not achieved</i></p> <p><i>Target 3: Not achieved</i></p> | <p>Comments on Strategies:</p> <p>Strategy (a) was implemented mainly for Milima Correctional Facility and Radio Mano.</p> <p>Strategy (b) was done through Lay-Preachers Seminars</p> <p>Strategy (c) was not fully implemented</p> <p>Strategy (d) and (e) were not implemented</p> <p>Strategy (f) was mainly implemented through the Happy Class</p> <p>Strategy (g) was done mainly through Elders' visits.</p> <p>Comments on Targets: Although target No. 2 and 3 were not attained, a new Chilufya branch was established.</p> <p>Even though we have achieved membership growth of 30%, Church membership participation in evangelism remains relatively low.</p> |

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| <p>2. Worship</p> <p>To conduct and encourage spiritually enriching worship that nurtures and prepares God's children for the Kingdom and increased member participation in church programmes by 2016.</p> | <p>1. Provide Spiritually enriching worship</p> <p>2. Increased member participation in Church programmes</p> <p>3. Complete building and operationalize Children's chapel</p> <p>4. Achieve 95% of membership to have study guides by 2016</p> | <p>(a) Design and conduct a variety of edifying programmes involving all departments</p> <p>(b) Provide suitable programmes throughout the Sabbath</p> <p>(c) Provide enriching music</p> <p>(d) Involve as many members as possible in programme presentation</p> <p>(e) Maintain high standards of reverence during worship sessions</p> <p>(f) Ensure a conducive worship environment</p> <p>(g) Ensure balanced education for children (Physical, Mental, Spiritual, Social and Vocational)</p> | <p><i>Target 1:</i> Organisation of Worship has slightly improved in both morning and afternoon.</p> <p><i>Target 2:</i> There has been increased participation in the church programmes</p> <p><i>Target 3:</i> Construction of Children's chapel has been completed.</p> <p><i>Target 4:</i> About 76% of the Church Membership have study guides (<i>soft copies included</i>) - <i>not achieved</i></p> | <p>All the strategies were implemented although there is still room for improvement.</p> |
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| <p>3. Fellowship</p> <p>To encourage increased and uplifting fellowship among all Sabbath School members and visitors by 2016.</p> | <p>1. Achieve increased and up lifting fellowship</p> <p>2. Each member to visit at least 5 other Church members</p> <p>3. Each member to have a prayer partner in Church</p> <p>4. All small groups to be operational</p> | <p>(a) Create opportunities for interaction among all members and visitors</p> <p>(b) Promote the spirit of sharing (material and experiences) among all members</p> <p>(c) Enhance and maintain church leaders' visitation programme</p> <p>(d) Encourage members to visit one another</p> | <p>Target 1: There has been an improvement</p> <p>Target 2: Not achieved</p> <p>Target 3: Not achieved</p> <p>Target 4: <i>Most small groups became operational in 2015</i></p> | <p>All the four strategies were Implemented</p> <p>Strategy (a) and (b) were facilitated through Communal Lunch on Sabbaths, and at Camp Meetings</p> |
| <p>4. Stewardship</p> <p>To consistently promote members' faithfulness growth, church finances and all areas of stewardship based on biblical principles.</p> | <p>1. 75% of church membership to be on 1st and 2nd Tithe by 2016</p> | <p>(a) Continuously educate all members in all areas of stewardship</p> <p>(b) Discontinue direct contributions from members, except in special circumstances like church building</p> <p>(c) Prioritize utilization of church resources through a combined budget</p> <p>(d) To facilitate development of entrepreneurship skills</p> <p>(e) SMS compliments to participating members</p> | <p>Target 1: There has been a substantial increase in the number of participants in tithe and offering from 60% in 2014 to 74% in 2016.</p> <p>Note: 44% are participating in 1st Tithe only and 30% are participating in 1st and 2nd Tithe</p> | <p>Strategies (a) was done mainly through Stewardship Weeks of Prayer, Seminars and Afternoon Bible Studies</p> <p>Strategies (b), (c), (j), (l) and (m) were implemented</p> <p>Strategies (g), (h), and (k) were partly implemented</p> <p>Strategies (d), (e) (f) and (i) were not implemented</p> |

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| | | <p>(f) Church Asset register to be maintained</p> <p>(g) Maintain accurate and regularly audited accounting records by installation and implementation of a computerized accounting system.</p> <p>(h) Encourage and help members to discover and use their spiritual gifts.</p> <p>(i) Promote the study of Spirit of Prophecy Books such as; Counsels on Stewardship, Systematic Benevolence, Explosive Stewardship and other related literature.</p> <p>(j) Conduct annual survey of members' talents.</p> <p>(k) Maintain accurate and regularly audited church membership list.</p> <p>(l) Educate and encourage the church to elect those members who are faithful in stewardship to leadership positions, irrespective of the level within the organization.</p> <p>(m) Promote and train members in preparation of wills.</p> | | |
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2.0 MISSION STATEMENT

To consistently proclaim the everlasting gospel (Revelation 14:6-12) to all the people within our reach; leading them to accept Christ, unite them with His church and nurturing them in preparation for His second coming.

3.0 VISION

To be a well-developed Church with appropriate infrastructure, enhanced fellowship, increased membership through evangelism, stronger spiritual commitment and increased faithfulness among God's children.

4.0 VALUES

Our values are based on Integrity, Respect, Love, Unity, Healthful Lifestyle, Holistic Education, Giftedness of Individuals, Service to God and Humanity

5.0 SWOT ANALYSIS

5.1 Strengths

- The majority of Church members are Youths.
- Centrally located and dedicated Church Building
- Large membership
- Well blended membership: old and young.
- High tithe and offering potential
- High literacy levels among members
- Relatively well organized Sabbath morning programmes
- High leadership potential
- Proper planning and implementation of church programmes through the use of the Strategic plan
- Most members are determined to do better in areas such as stewardship, evangelism, fellowship, worship and church building and infrastructure development.
- Variety in church programmes
- The spirit of volunteering in some members
- Well organized Church administration structures
- Establishment of a Church School
- Existence of fellowship bands (small groups)
- Consistent presence of Church prayer band
- High levels of transparency and accountability of Church resources

5.2 Weaknesses

- Lack of willingness by some members to participate in evangelistic activities
- Poor programming suitable for Children worshippers
- Lack of willingness to learn by some members

- Lack of punctuality for church programmes by some members
- Some Sabbath school classes are too big which results in ineffective learning.
- Limited number of participants in 1st & 2nd tithes.
- Inconsistency in some evangelistic programmes
- Lack of visitation among church members especially leaders
- Inadequate monitoring and evaluation of evangelistic programmes
- Low standard of reverence in the Church
- Failure to effectively utilize evangelism day (First Sabbath of the month)
- Insufficient knowledge in evangelism
- Poor fellowship among church members
- Lack of follow ups on new converts and newly baptized members
- Lack of commitment by some members in relation to Sabbath afternoon programmes, vespers and church meetings.
- Limited Entrepreneurship skills among members
- Lack of communication on the topic to be discussed during Bible studies.

5.3 Opportunities

- Presence of North Zambia Field Offices which makes accessibility to resources easier.
- Conducive environment for evangelism
- Surrounded by evangelism territories such as densely populated areas, hospitals, correctional facility, schools, colleges, etc.
- Presence of local Radio station.
- Modern and ever improving information and communication technologies (ICTs)

5.4 Threats

- Infiltration of wrong doctrines especially through the Youths
- Existence of other religious beliefs in the community
- Limited space for expansion
- Impassable roads to some unentered evangelistic areas
- Unguided exposure of youths to illicit materials such as pornography
- Preference to watching Tele-evangelists on TV rather than going to attend church services.
- Abuse and mismanagement of digital media such as Facebook, WhatsApp, Satellite TV etc.
- Availability and proximity to social amenities such as Bars, Lodges, etc.

6.0 CHURCH STRATEGIC AREAS

Our Church Strategic Areas are categorized as five, namely: ***Evangelism, Worship, Fellowship, Stewardship and Church Building and Infrastructure Development.***

In harmony with the *General Conference, Southern Indian Ocean Division (SID), Northern Zambia Union Conference (NZUBC)* and *North Zambia Field Strategic Plans of **Reach The World***, we are to achieve our objectives through the five strategic areas highlighted below. We

will promote “*Reaching Up To God*” through Stewardship and Worship, “*Reaching In With God*” through Fellowship and “*Reaching Out with God*” through Evangelism while Church Building and Infrastructure Development will help enhance Fellowship, Worship, Stewardship and Evangelism.

6.1 Evangelism

To **consistently** proclaim the everlasting gospel in the context of the three angels’ message of Revelation 14:6 -12 to all the people within our reach.

Attain the following:

- Target membership: **1, 400 by 2020 (About 50% growth)**
- Target number of companies to be organized into churches: **2**
- Target number of new companies: **2**

6.2 Worship

To *conduct* and encourage spiritually **enriching worship** that nurtures and prepares God’s children for His Second Coming and increased member participation in church programmes by the year 2020.

Attain the following:

- 90% of members to have study guides by 2020
- 75% of morning worshippers to attend Sabbath afternoon programmes by 2020
- 60% of members to attend vespers by 2020
- 50% of members to systematically study SOP books and follow General Conference Daily Bible Reading Plan by 2020

6.3 Fellowship

To enhance **fellowship** and **unity** among all Sabbath School members, families and visitors by the year 2020.

Attain the following:

- Each Church member to visit a minimum of five (5) other church members every quarter.
- 75% of Church members to have a prayer partner in the Church by 2020.
- Non-operational fellowship bands (small groups) to be revived by the end of 2017.
- 75% of Church families to conduct daily family worship by 2020.

6.4 Stewardship

To constantly promote members faithfulness in all four areas of stewardship based on biblical principles.

Attain the following:

- 80% of membership to be on Systematic Giving by the year 2020.
- 60% of members to observe punctuality to all Church programmes by 2020.
- 80% of members to be involved in Church programmes based on their talents and spiritual gifts by 2020
- 60% of members to be living a healthy lifestyle by 2020

6.5 Church Building and Infrastructure Development

To develop appropriate infrastructure that facilitates a conducive and fulfilling worship environment.

Attain the following:

- To sink a borehole and set up storage tank by end of the year 2017
- To procure and fix floor tiles inside Church building by end of the year 2017
- Purchase a Church Plot for new company by end of year 2017
- Finalize works on church school, baptism pool and ablution block by end of the year 2017
- To construct wall fence around Church premises by end of the year 2017
- To landscape the Church surrounding by end of the year 2017
- To procure new church pews by end of the year 2018 - 2019
- Procure and install air conditioners inside the Church Building by end of the year 2019
- To renovate the Church Building (Roof, Windows and Doors) by end of the year 2019

7.0 CHURCH STRATEGIES

7.1 Evangelism

- a) Develop a coordinated evangelistic programme including inreach and outreach programmes.
- b) Develop a pre and post baptism instructional programme to ensure retention and spiritual growth.
- c) Train members in soul winning skills.
- d) Enhance the Adventist message through the community local Radio station.
- e) Effectively administer VOP lessons
- f) Implement the SID soul winning initiative through Sabbath School action Units.
- g) Use Response Cards for capturing visitors' details.
- h) Attend to needy cases.

7.2 Worship

- a) Design and conduct a variety of edifying programmes involving all departments with adequate publicity of topics.
- b) Provide variety in music
- c) Encourage use of musical instruments
- d) Promote well organized music groups
- e) Involve as *many members* as possible in programme presentation

- f) Provide a conducive environment for effective study of scripture
- g) Encourage members to maintain Christian lifestyle
- h) Maintain order during all worship services
- i) Ensure balanced education all (physical, mental, spiritual, social and vocational)
- j) Encourage members to devote time to quality personal devotion and reverence.
- k) Encourage members to buy Study guides by subsidizing the price.

7.3 Fellowship

- a) Promote the ***spirit of sharing*** (material and experiences) among all Sabbath School members and visitors
- b) Enhance and maintain church leaders' visitation programme

7.4 Stewardship

- a) Maintain the discontinuation of direct contributions from members, except unbudgeted for programmes from ***higher levels*** that cannot be supported by local funds.
- b) Continuously educate all members in all areas of stewardship.
- c) Promote unity of purpose or shared vision.
- d) Enhance internal control systems.
- e) Facilitate development of entrepreneurship skills
- f) Promote the study of Spirit of Prophecy Books such as; Counsels on Stewardship, Systematic Benevolence, Explosive Stewardship and other related literature.
- g) Ensure prompt delivery of tithe envelopes

7.5 Church Building and Infrastructure Development

- a) Promote support for the development of adequate and appropriate church infrastructure

8.0 DEPARTMENTAL OBJECTIVES, STRATEGIES AND KEY PERFORMANCE INDICATORS

8.1 PERSONAL MINISTRIES

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|---|--|---|
| 1.To train all members in Evangelistic activities | i) Conduct Seminars / workshops | a) Conduct Seminars/Workshop on how to conduct Bible studies, Sermon preparation and delivery, conduct door to door witnessing, conduct crusades, operation of fellowship bands (small groups) | a) Conduct at least two seminars or workshops every year |
| 2. To coordinate evangelistic activities in the Church | i) Develop a coordinated evangelistic programme including inreach and outreach programmes | a)Utilize first Sabbath of the month in a quarter as Evangelism Day b)Hold Personal Ministries Council c)Monitor evangelistic programmes d)Hold Crusades e) Implement One Member One Soul Programme | a) At least once in every quarter b) At least twice in a quarter c) Monthly d) At least once per year e) On going |
| 3. To revive and enhance operation of small groups. | i) Promote, organize and maintain members in small groups ii) Monitor operations of small groups | a) Identify geographical location of members b) Mobilize and distribute study materials to all fellowship bands (small groups). c) Visitations of fellowship Bands (small groups) d) Receive reports from fellowship bands (small groups) | a) On going b) Once per quarter c) At least once every quarter d) Monthly |
| 4. To provide evangelistic materials for all church departments | i) Mobilize evangelistic materials needed for all departments | a) Distribute evangelistic materials according to departmental needs b) Receive reports from departments on distribution of evangelistic materials | a) On going b) Monthly |
| 5. To develop and implement a retention plan for newly baptism and new converts. | i) Develop a pre and post Baptism instructional programme to ensure retention and spiritual growth | a) Identify, train and assign Church members to take the role of guardianship b) Keep a record of newly baptized members, and new converts in conjunction with the Church Clerk. | a) On going b) On going |

8.1.1 DORCAS SOCIETY (ADVENTIST COMMUNITY SERVICES)

| Society Objective | Strategies | Activities | Key Performance Indicators |
|--|---|--|--|
| 1. To enhance community services within the Church and surrounding community | i) Identify the needy in the church and the community ii) Equip Dorcas members with skills in community service programmes | a) Mobilize and distribute resources such as clothing and food to the needy b) Conduct visitation and counseling programmes for members c) Conduct community services programmes such as hospital, orphanage and correctional facility visitations d) Conduct training on how to effectively conduct community service programmes | a) On going b) On going c) At least twice per year d) At least once per year |
| 2. To promote spiritual growth in the Dorcas society | i) Encourage members to devote time to quality personal devotions and reverence | a) Conduct Bible studies b) Establish and maintain a stable society prayer band c) Conduct prayer and fasting programmes within the Society | a) On going b) Beginning of each year c) Twice per year |
| 3. To lead members to understand their worth and to discover their spiritual gifts and abilities | i) Create opportunities for discovery of talents and spiritual gifts | a) Conduct skills training such as knitting, cookery, home making, etc. b) Organize motivational talks c) Impart entrepreneurship skills d) Procure equipment for skills trainings | a) At least twice per quarter b) At least twice per year c) At least twice per year d) At least one piece of equipment per year |

8.1.2 ADVENTIST MEN ORGANISATION (AMO)

| Organization Objective | Strategies | Activities | Key Performance Indicators |
|---|--|--|---|
| 1. To enhance community services within the Church and surrounding community | i) Identify the needy in the church and the community ii) Equip AMO members with skills in community service programmes | a) Mobilize and distribute resources such as clothing and food to the needy b) Conduct visitation and counseling programmes for members c) Conduct community services programmes such as hospital, orphanage and correctional facility visitations d) Conduct training on how to effectively conduct community service programmes | a) On going b) On going c) At least twice per year d) At least once per year |
| 2.To promote spiritual growth in the AMO | i) Encourage members to devote time to quality personal devotions and reverence | a) Conduct Bible studies b) Establish and maintain a stable organisational prayer band c) Conduct prayer and fasting programmes within the Society | a) On going b) Beginning of each year c) Twice per year |
| 3. To conduct outreach programmes | i) Train and equip AMO members in lay preaching skills | a) Conduct Lay Preaching Seminars b) Conduct Open air preaching | a) At least once per year b) At least once per year |
| 4. To enhance and coordinate Correctional facility Ministries | i) Develop a coordinated correctional facility ministries programme ii) Operate with a Correctional Facility Ministries Committee | a) Conduct Bible Studies b) Receive Reports on Correctional facility Ministries Activities | a) On going b) Monthly |
| 5.To lead members to understand their worth and to discover their spiritual gifts and abilities | i) Create opportunities for discovery of talents and spiritual gifts | a) Conduct skills training such as electrical repairs, counseling, b) Organize motivational talks c) Impart entrepreneurship skills | a) At least twice per quarter b) At least twice per year c) At least twice per year |

8.2 MINISTRY TO PEOPLE WITH DISABILITIES

| Ministry Objective | Strategies | Activities | Key Performance Indicators |
|---|--|--|--|
| 1. To develop programs for members and others with special needs. | i) To encourage and foster the spiritual and physical wellbeing for members and persons with special needs ii) Operate with a ministry to people with special needs committee | a) Continue providing Sign Language interpretation where appropriate. b) Identify and provide moral and material support to persons with special needs in the church. c) Ensure that the Church facilities are accessible to persons with special needs d) Sensitize members on the dangers of stigmatization of people with special needs. e) Liaise with Organizations providing services for people with special needs. | a) On going b) On going c) On going d) At least twice per year e) On going |

8.3 BIBLE SCHOOL OUTREACH MINISTRY (VOICE OF PROPHECY)

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|---|---|---|
| 1. To effectively organize and coordinate Bible School outreach program to the community | i) To effectively administer VOP lessons ii) Operate with a VOP committee. | a) Keep an updated register of enrolled VOP students b) Train members on how to administer VOP lessons. c) Encourage each member to enroll students d) Organize graduation ceremonies to graduands | a) On going b) Twice per year c) at least one student every six months d) Twice per year |

8.4 SABBATH SCHOOL DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|---|--|--|
| 1.To conduct enriching study of scriptures | i) Provide a conducive environment for effective study of scripture. ii) Encourage members to buy study guides by subsidizing the price. | a) Organize small learning classes b) Create more space for Classes c) Procure and Resale Study guides at subsidized price d) Train teachers in lesson delivery e) Purchase of additional plastic stools f) Encourage members to acquire Bibles | a) Twice per year b) On going c) Twice per year d) Twice per year e) Every year f) On going |
| 2.To conduct Sabbath School evangelism | i) Implement SID soul winning initiative through Sabbath School Action Units | a) Organise community guest days b) Organise Vocational Bible School (VBS) in conjunction with Children Ministries department c) Follow up on members missing Sabbath School classes | a) Twice per year b) Once per year c) On going |
| 3.To enhance fellowship among Sabbath School members | i) Promote programs that develop and enhance fellowship among Sabbath School members | a) Encourage class members to visit each other b) Encourage communal meals as Sabbath School classes c) Encourage sharing testimonies and experiences | a) On going b) On going c) On going |
| 4. To present a clear vision of global missions | i) Promote a personal and systematic commitment to the support of global mission | a) Acquire the Mission Story Magazine b) Encourage presentation of Mission Stories and Testimonies | a) Every Quarter b) On going |

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| <p>5. To conduct enriching and innovative Sabbath school programmes</p> | <p>To implement a well-coordinated Sabbath School Programme</p> | <p>a) Pre-promotion of Sabbath school programmes</p> <p>b) Conduct uplifting music</p> <p>c) Involve variety of presenters</p> <p>d) Encourage punctuality of members through gift presentation</p> <p>e) Train Sabbath School officers on how to conduct Sabbath school programmes</p> | <p>a) On going</p> <p>b) On going</p> <p>c) On going</p> <p>d) Once per quarter</p> <p>e) Twice per year</p> |
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8.5 YOUTH MINISTRIES (ADVENTIST YOUTHS, AMBASSADORS, PATHFINDERS AND ADVENTURERS)

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|--|---|--|
| 1. To take the Adventist message to all the people within our reach | i) Train and equip youths with evangelistic skills | a) Train youths in evangelistic and community service programmes b) Conduct open air preaching c) Conduct community service activities. d) Encourage creative use of modern technology for outreach and inreach activities | a) At least once per year b) At least twice per year c) At least twice per year d) On going |
| 2. To facilitate uplifting social interaction | i) Promote and maintain Youth Bands such as singing band, visitation band, prayer band, etc. | a) Conduct recreation activities such as football, netball, social tours, etc. b) Encourage the spirit of sharing (both material and experiences) | a) At least twice per year b) On going |
| 3.To lead the youths to understand their worth and to discover their spiritual gifts and abilities | i) Create opportunities for discovery of talents and spiritual gifts ii) Inculcate the spirit of discipleship | a) Maintain effective progressive classes b) Identify and maintain dependable teachers c) Conduct progressive class exams and investiture ceremony d) Conduct Honor lessons e) Encourage youths to have mentors. | a) On going b) On going c) At least once per year d) On going e) On going |
| 4.To promote spiritual growth in the youths | i) Encourage members to devote time to quality personal devotions and reverence | a) Maintain a stable prayer band b) Encourage fasting programmes amongst youths c) Conduct Youth weeks of prayer d) Revive and conduct morning watch programmes e) Conduct Lessons on Church Doctrines | a) On going b) At least twice per year c) At least twice per year d) On going e) At least once per quarter |

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| 5. To provide education on the dangers of illicit materials and digital media | i) Encourage members to maintain Christian lifestyle | a) Conduct lessons on dangers of illicit materials such as pornography, psychotropic substances, etc. b) Encourage the spirit of Church worship | a) At least twice per year b) On going |
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8.6 STEWARDSHIP DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|---|---|---|
| 1.To consistently promote members' faithfulness growth through systematic giving | i) Promote the study of Spirit of Prophecy (SOP) Books such as Counsels on Stewardship, Systematic Benevolence and Explosive Stewardship. ii) Maintain the discontinuation of direct contributions except unbudgeted programmes from higher levels that cannot be supported by local funds. iii) Operate with a vibrant Stewardship Committee | a) Continuously educate all members in tithes and offerings b) Conduct home visitations c) Share testimonies relating on experiences in returning faithful tithes and offerings d) Short Message Services (SMS) compliments to participating members and encouragements to non-participants e) Implement "Guardianship (Pairing) Principle" with feedback f) Conduct annual income potential survey g) Promote returning of tithe in kind | a) On going b) At least 20 homes per quarter c) On going d) At least once per quarter e) By end of first quarter each year f) By end of first quarter each year g) On going |
| 2. To promote members' faithfulness in other areas of stewardship | i) Continuously educate all members in other areas of stewardship ii) Ensure stewardship lessons are conducted in all departments, small, family and Church at large | a) Conduct lessons on Time management b) Conduct lessons on importance of utilization of talents c) Conduct lessons on use and care of the body temple d) Continue with offertory readings | a) At least once per year b) At least once per year c) At least once per year d) Every Sabbath |
| 3.To promote effective utilization of church resources | i) Promote unity of purpose/ shared vision ii) Enhance internal control systems | a) Promote utilization of resources through the combined budget b) Conduct periodical audits | a) Beginning of every year b) Monthly |

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| 4. To promote self-reliance among Church members | i) Facilitate development of entrepreneurship skills | a) Conduct workshops on entrepreneurship skills b) Organize motivational talks c) Form Church multi-purpose Cooperative | a) At least twice per year b) At least twice per year c) By end of year 2017 |
|--|--|---|--|

8.7 FAMILY MINISTRIES DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|---|---|---|
| 1. To promote unity in families | i) Provide training in inter personal skills to families such as communication, forgiveness, etc. | a) Conduct Bible studies on the importance of family unity. b) Conduct lessons on dangers of Gender Based Violence, child abuse, etc. c) Conduct Home Visitations d) Conduct lessons on divorce and separation. e) Provide counseling | a) At least twice per year b) At least once per year c) At least five (5) homes per quarter d) At least once per year e) On going |
| 2. To promote family spiritual growth | i) Encourage families to devote time to quality family devotions and reverence | a) Encourage child training and participation in family worship b) Consistently involve children participation in tithes and offerings c) Encourage families to acquire spiritual books d) Conduct Bible studies on effects of ICT. | a) On going b) On going c) On going d) At least once per year |
| 3. To promote prioritised utilization of family resources | i) Educate family units on financial management | a) Train and encourage use of family budget b) Encourage each family unit to prepare a will. c) Sensitize members on eventualities such as death of a spouse, cleansing, inheritance etc. d) Encourage families to prepare for retirement. | a) At least once per year b) At least once per year c) At least once per year d) At least once per year |

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| 4.To promote marriages according to Bible teaching | i) Ensure adherence to approved wedding guideline. | a) Conduct lessons on courtship and marriage. b) Conduct lessons on approved wedding guidelines. c) Facilitate church weddings | a) At least twice per year b) Beginning of every year c) On going |
| 5.To promote fellowship in and among families | i) Encourage activities that foster family fellowship | a) Encourage family social outings b) Promote family to family visitation c) Encourage family to family meals d) Encourage families to join and actively participate in fellowship bands (small groups) activities. | a) On going b) On going c) On going d) On going |

8.8 MUSIC DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|--|--|--|
| 1. To promote enriching music | i) Engage members with music skills ii) Provide variety in music iii) Encourage use of musical instruments | a) Conduct music workshops/ seminars b) Conduct training for choristers c) Conduct music programmes d) Establish and sustain Children Choir e) Promote learning of new songs. f) Promote Mass Choir g) Ensure that all singing groups are ratified by the church h) Encourage members to purchase hymn books i) Encourage Singing group visitations within Kasama j) Encourage members to join existing singing groups k) Identify and conduct training for talented/interested members in operation of selected musical instrument l) Facilitate the purchase of acceptable musical instruments | a) At least once per year b) At least twice per year c) At least twice per year d) By end of first quarter 2017 e) On going f) At least once per quarter g) On going h) On going i) At least once per year j) On going k) Beginning of each year l) By end of year 2017 |
| 3. To proclaim the everlasting gospel through music | i) Promote well organized music groups | a) Provide music during Bible studies, vespers and other church worship sessions. b) Provide music during evangelistic programmes such as crusades, funerals, weddings, etc | a) On going b) On going |

8.9 COMMUNICATION DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|---|--|---|
| 1. To facilitate dissemination of all Church programmes within the Church and the surrounding community | i) Promote the use sound programs and contemporary communication techniques ii) Promote positive image of the church iii) Operate with an editorial board | a) Identify the sustainable and appropriate media to use b) Identify programmes and link them to the appropriate media c) Open a website for the church d) Production of Quarterly Church News Letter e) Procure digital camera f) Maintain presentable bill boards | a) On going b) On going c) By end of year 2018 d) By end of year 2017 e) By end of year 2017 f) At least once per year |
| 2. To provide suitable audio and visual facilities during Church Programmes | i) Procure, maintain and service all Church audio and visual equipment | a) Procure additional Public Address (PA) System b) Identify and train four (4) audio and visual equipment operators c) Procure wall mountable projector screen | a) By end of year 2017 b) Beginning of the year c) By end of year 2017 |

8.10 EDUCATION DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|--|--|--|
| 1. To provide spiritually oriented education to members and the community | i) Ensure balanced education for all | a) Provide advisory role on running the church school b) Establish and conduct literacy classes c) Conduct census of all the children/ members of the church who are in schools, universities and colleges. d) Organize education tours e) Link needy children to social welfare f) Establish a School Management Board to develop and implement all aspects of established school facilities. g) facilitate the establishment of a tuition center | a) On going b) By end of first quarter each year c) Beginning of each year d) At least twice per year e) On going f) Beginning of the year g) By end of first quarter 2017 |
| 2. To provide guidance and counseling | i) Establish a “Pool of trainers” in various fields. | a) Organize workshops/ seminars on career guidance. b) Conduct counseling sessions c) Organize motivational talks | a) At least once per year b) On going c) At least once per year |

8.11 INTEREST COORDINATOR

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|--|--|---|
| 1. To promptly make follow ups on all interests received by the church | i) Effectively follow up interests in conjunction with the Personal Ministries ii) Use Response Cards for capturing visitor details | a) Keep a detailed register of all interests received by the church b) Channel interests to appropriate department c) Report to the Church board on the number of interests received and followed up | a) On going b) On going c) Quarterly |
| 2. To develop and maintain warm relationship with visitors | i) Create a conducive environment where visitors feel welcome ii) Operate with an Interest Coordinating Committee | a) Enlist and train members for follow up service b) Maintain a register for visitors with detailed information such as name, residential address, period of stay, phone number, denomination, etc. | a) By end of first quarter each year b) On going |

8.12 DEACONS/ DEACONESSES

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|---|--|---|
| 1. To ensure care and maintenance of all church property | i) Promote proper use and care of all church property | a) Mark church property b) Conduct physical verification of church property c) Procure cleaning equipment d) Keep church property clean and in good repair e) Maintain an accurate inventory of church property in conjunction with the Church Clerk f) Maintain church surrounding g) Procure curtains in windows | a) By end of first quarter 2017 b) At least twice per year c) By end of year 2017 d) On going e) At least twice per year f) On going g) By end of year 2017 |
| 2. To ensure reverence during all worship sessions | i) Maintain order during all worship services | a) Procure carpets for passages b) Ensure that both main entrance doors are manned during the main service c) Stop unauthorized meetings during worship d) Stop disorderly conduct during worship; noise, eating, un-necessary movements, cell-phones, etc. e) Encourage parents to sit with their small children f) Ensure orderly sitting and matching out during every worship service | a) By end of year 2018 b) Every Sabbath c) On going d) On going e) On going f) On going |
| 3. To care for the sick and aiding the poor and unfortunate | i) Attend to needy cases | a) Conduct regular visitations to all needy members b) Identify and care for the sick | a) On going b) On going |

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|---|---|--|---|
| | | c) Identify, scrutinize and facilitate assistance for needy cases d) Promote and maintain needy basket | c) On going d) On going |
| 4. To serve during all church ordinances and Sabbath worship services | i) Develop and adherence to duty rota for deacons and deaconesses | a) Prepare and serve Holy Communion b) Procure additional Holy Communion utensils c) Procure additional baptismal towels d) Serve during baptismal ceremonies e) Collect offerings during main service | a) Quarterly b) By end of year 2017 c) By end of second quarter 2017 d) On going e) Every Sabbath |

8.13 CHURCH BUILDING

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|--|---|--|
| 1. To develop appropriate infrastructure that facilitates a conducive and fulfilling worship environment. | i) Promote support for the development of adequate and appropriate church infrastructure | a) Procure and install air conditioners b) Finalize works on church school and baptism pool c) Finalize works on ablution block d) Procure and fix tiles inside the church e) Landscape the Church surrounding f) Procure new church pews g) Construct wall fence around Church premises h) Renovate the Church Building (Roof, Windows and Doors) i) To sink a borehole and set up storage tank j) Purchase a Church Plot for new company | a) By end of year 2019 b) By end of year 2017 c) By end of year 2017 d) By end of year 2017 e) By end of year 2017 f) By end of year 2018 - 2019 g) By end of year 2017 h) By end of year 2019 i) By end of first quarter 2017 j) By end of year 2017 |

8.14 TREASURY

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|---|---|---|
| 1.To safeguard all church funds | i) Ensure accountability of all church funds. | a) Receipt all church funds timely b) Deposit and remit all church funds promptly c) Disburse church funds according to intended purpose d) Procure filing cabinet | a) On going b) Weekly c) On going d) By end of year 2017 |
| 2.To report and advise the church on financial matters | i) Monitor the financial position of the church (cash inflow and cash outflow) ii) Act as financial advisor of the church at all times | a) Produce financial reports b) Procure a laptop computer for the department. c) Participate in the budget preparation process d) Ensure adherence to the Church budget e) Maintain accurate and regularly audited accounting information f) Provide information (members' performance) to the stewardship Committee | a) Monthly b) By end of first quarter 2017 c) Annually d) On going e) Monthly f) Monthly |
| 3. To promote members' faithfulness in returning of tithes and offerings | i) Promote use of tithe envelopes | a) Give encouraging remarks on the receipts issued to members. b) Ensure prompt delivery of tithe envelopes | a) On going b) On going |

8.15 CHURCH CLERK

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|---|--|--|
| 1. To support effective and efficient Church administration | i) Document and maintain all church records | a) Take minutes of all church meetings such as church board, church business, etc. b) Process all incoming and outgoing correspondence promptly. c) Enhance and maintain an incoming and outgoing register. d) Maintain an archive of all church records e) Maintain an updated and accurate asset register for the church in conjunction with the deacons/deaconesses. f) Enhance and maintain an effective filing system. g) Maintain an accurate and current membership register by conducting roll calls h) Distribute departmental report forms i) Ensure timely implementation of church resolutions through an action sheet j) Procure departmental laptop | a) On going b) On going c) On going d) At least once per year e) At least twice per year f) By end of first quarter g) At least twice per year h) Quarterly i) On going j) By end of first quarter 2017 |

8.16 CHURCH ELDERS

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---------------------------------|---|---|--|
| 1. To shepherd the flock of God | i) Provide spiritual leadership iii) Guard against false doctrines and teachings | a) Conduct home visitations b) Plan and implement prayer and fasting programmes c) Pray for the sick d) Revive and encourage non-operational and operational fellowship bands (small group) respectively e) Encourage members of the baptism class to be baptized. f) Plan and implement Worship Services g) Teach and preach enriching messages with adequate publicity of topics and timings. | a) At least 20 homes per quarter b) At least once per quarter c) On going d) By end of first quarter 2017 e) On going f) On going g) Quarterly |

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|--|---|--|---|
| <p>2. To foster all lines of church work</p> | <p>i) Effectively supervise and coordinate all church departments.</p> <p>ii) Ensure all Church committees and councils are established</p> | <p>a) Train members in operation of various church departments</p> <p>b) Facilitate the formation and operation of the church prayer band.</p> <p>c) Facilitate the formation and operation of all church committees.</p> <p>d) Ensure that all church property is insured</p> <p>e) Monitor all Church programmes</p> <p>f) Conduct Church Services such as Communion Services, Funeral Services, Chairing Board Meetings etc.</p> <p>g) Promote Camp meeting offering and expense</p> <p>h) Provide opportunities for members to demonstrate talents</p> | <p>a) At least twice per year</p> <p>b) Beginning of the year</p> <p>c) Beginning of the year</p> <p>d) By mid-year 2017</p> <p>e) On going</p> <p>f) On going</p> <p>g) At least once per quarter</p> <p>h) On going</p> |
|--|---|--|---|

8.17 PUBLISHING

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|---|---|--|
| 1. To encourage the culture of reading spiritual literature | i) Operate a well-stocked church library. | a) Acquire Spirit of Prophecy (SOP) books such as Counsels on Stewardship, Systematic Benevolence and Explosive Stewardship, etc. b) Promote the purchase and reading of spirit of prophecy and other spiritual literature | a) At least once per year b) At least twice per year |
| 2. To promote literature evangelism | i) Enhance literature evangelism awareness | a) Identify and recruit Literature Evangelists b) Conduct training for Literature Evangelists c) Conduct literature evangelism awareness seminars d) Link newly recruited evangelists to the NZF Office | a) At least once per year b) At least once per year c) At least once per year d) On going |
| 3. To advise members in the selection and distribution of Church literature | i) Operate with a publishing council ii) Encourage members to study and distribute literature from Church approved sources | a) Suggest appropriate books to be used by departments/ members b) Guide on appropriate sources of literature. | a) On going b) On going |

8.18 CHILDREN MINISTRIES DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|--|---|--|
| 1. To develop and nurture the faith of Children in the Church | i) Promote and coordinate discipleship of children in the Church ii) Promote ownership of Bibles and study guides among Children iii) Promote systematic giving among children | a) Train children in service to others b) Keep updated records of all children c) Procure additional DVDs d) Involve children in worship services e) Stop disorderly conduct during worship such as noise making, eating, unnecessary movements etc. f) Provide enriching music g) Prepare and coordinate a variety of edifying programmes throughout the Sabbath h) Sustain Children's' Choir i) Encourage parents to buy Bibles and Study guides for Children j) Provide tithe envelopes | a) At least once per year b) On going c) At least twice per year d) On going e) On going f) On going g) Monthly h) On going i) On going j) On going |
| 2. To foster evangelism among children | i) Plan and implement outreach programmes for children | a) Train children in soul winning skills b) Provide children with literature on evangelism | a) At least twice per year b) At least twice per year |
| 3. To create fellowship opportunities among children | i) Encourage the spirit of sharing | a) Organise recreational activities (e.g. social outings, etc.) b) Procure playing materials for the children | a) At least twice per year b) At least once per year |

8.19 HEALTH MINISTRIES DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|--|---|--|
| 1. To promote optimal physical, mental and spiritual health among God's children | i) Develop and implement a well-coordinated healthy lifestyle promotion programme ii) Encourage the study of biblical principles and the spirit of prophesy counsels on health and temperance | a) Procure and maintain a well-stocked First Aid Box b) Organise cookery lessons such as preparation of vegetarian foods. c) Conduct health lessons on topics such as Stress management, Malaria, Tuberculosis, etc. d) Promote healthful foods e) Educate members on the importance of the body as the temple of God e.g. the destructive effects of tobacco , alcohol, etc. f) Organise Health Expos g) Encourage application of the principles of healthful living among church members such as eating healthful foods, regular exercise, etc h) Promote healthy lifestyle among children | a) By end of first quarter 2017 b) At least once per year c) At least twice per year d) On going e) At least twice per year f) At least twice per year g) On going h) At least once per quarter |

8.20 WOMEN MINISTRIES DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|--|--|--|
| 1.To foster spiritual growth and renewal among women | i) Provide a conducive environment for every women to experience growth | a) Conduct revival weeks of prayer b) Conduct Bible studies among women c) Conduct retreats d) Establish and maintain a stable departmental prayer band | a) At least once per year b) On going c) At least once per year d) Beginning of the year |
| 2. To equip women for service | i) Expand avenues for dynamic Christian service | a) Conduct a survey to determine the areas of training. b) Conduct seminars/workshops in preaching, how to conduct Bible studies and other church services | a) Beginning of every year b) At least once per year |
| 3. To minister to women with different needs across all age groups. | i) Assist in meeting the spiritual, emotional and intellectual needs of women in their various stages of life and cultural diversity | a) Conduct programmes for women in the church and the community such as Neighborhood Bible study groups b) Conduct lessons on topics such as divorce and grief recovery, gender based violence etc. c) Organise cookery lessons d) Conduct lessons topics such as stress management, financial management | a) At least once per year b) At least once per year c) At least once per year d) At least once per year |
| 4. To build goodwill and networks among women | i) Disseminate information on departmental activities | a) Conduct sessions to exchange ideas and information on selected topics of mutual interest like child guidance, family finances, etc b) Organise and run Support Groups Ministries c) Give tips / talks/ studies/ sermons on friendship and trust for one another. | a) At least once per year b) By end of year 2018 c) At least once per year |

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| <p>5. To mentor and encourage women as person of worth by virtue of creation and redemption</p> | <p>i) Encourage women (young and old) women to maximize their individual potential</p> | <p>a) Conduct workshops in entrepreneurship skills, problem solving skills.</p> <p>b) Conduct brain storming sessions to discover new ideas on selected challenges, such as limited finances at home, teenage pregnancies by children, etc.</p> <p>c) Provide counseling sessions</p> <p>d) Organise motivational talks to encourage women to maximize their potential</p> <p>e) Encourage each woman to use her gifts to complement talents of others</p> | <p>a) At least once per year</p> <p>b) At least once per year</p> <p>c) On going</p> <p>d) At least once per year</p> <p>e) On going</p> |
|---|--|--|--|

8.21 HIV/AIDS DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|---|--|---|
| 1. To promote awareness of HIV/AIDS among God's children | i) Provide materials and moral support. ii) Operate with a committee in conjunction with Health Ministries | a) Conduct lessons on positive living. b) Sensitize the church against stigmatization c) Establish HIV/AIDS support group d) Encourage members to go for Voluntary Counseling and Testing | a) At least once per year b) At least once per year c) Beginning of the year d) On going |

8.22 SAFETY AND SECURITY DEPARTMENT

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|--|--|---|--|
| 1. To promote safety and security of church members and property | i) Sensitize members of the importance of safety | a) Encourage members on the importance of insurance b) Ensure that the church property is in good repair in conjunction with deacons department such as condition of electric sockets, benches, buildings, etc. c) Conduct lessons on issues to do with safety such as road safety, safety at home, etc. d) Facilitate insurance of church property and activities | a) At least once per year b) On going c) At least once per year d) By the end of first quarter 2017 |

8.23 PUBLIC AFFAIRS AND RELIGIOUS LIBERTY

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|---|---|--|
| 1.To promote and maintain religious liberty | i) Encourage members to have a deep understanding of public affairs and religious liberty ii) Operate with a Religious Liberty committee | a) Sensitize members on their human right to choose a religion of their choice b) Promote and encourage members to read and understand the National constitution of Zambia and Church Resources such as Church Manual, | a) At least twice per year b) At least twice per year |

8.24 CAMP MEETING

| Departmental Objective | Strategies | Activities | Key Performance Indicators |
|---|--|--|--|
| 1. To enhance the spirit of shifting during Camp Meetings | i) Conduct camp meeting promotions early ii) Improve Camp Meeting facilities iii) Operate with a camp meeting organizing committee | a) Organize booths, food, transportation, sanitation etc. b) Ensure timely submission of working budgets to the Church c) Build one (1) Additional Toilet Block in conjunction with CBID | a) During Camp Meeting b) By end of first quarter each year c) By end of year 2018 |

9.0 MONITORING AND EVALUATION

Monitoring and evaluation provide the back-up necessary to ensure that the Church objectives are achieved and gaps detected are addressed to ensure the plans stay on course. It will be necessary for the Church to form an M & E Team to carry out this responsibility in order to ensure the achievement of its objectives in a timely manner, hence implementing the plan. The M&E Team will monitor the execution of the activities and the performance of each department to ensure that set targets and deadlines are being met. It will also provide feedback, co-ordinate and supervise implementation of M & E recommendations.

(i) Monitoring Performance: Monitoring is essential to ensure that the Church's stated objectives are being achieved and to determine whether implementation is on course or not; and to alert the Elders' Board and the Church Board to challenges or potential challenges before the situation becomes critical; and taking corrective actions to ensure that performance conforms to the plan. Monitoring is a check on whether results produced by the implemented activity were those forecasted as outputs and whether they were achieved according to stated performances measurement including timelines. Each of the objectively verifiable indicators has been established and is shown in the implementation plan. These are the indicators against which actual performance will be measured. Departments will be required to submit monthly reports to the M&E team against which performance can be assessed.

ii) Evaluating Performance: Evaluation provides the impact of the entire plan at the end of a financial year, mid-term and strategic plan maturation. This strategic plan will be evaluated during and after the strategic plan implementation to ensure that it is feasible and has been implemented to meet the intended objectives. The evaluation will be carried out to determine the changes that have occurred in Evangelism, Worship, Fellowship, Stewardship and Church Building and Infrastructure Development. Evaluation confirms the impact of church's strategic plan in meeting the Mission. It is preferable for church to observe Monthly, Quarterly, Annual and final plan evaluation

iii) Monitoring and Evaluation Tools: Routine data collection and analysis involving measuring actual results against targets will be put in place. Each of the objectively verifiable indicators has been established and is shown in the implementation plan. These are the indicators against which actual performance will be measured. Data collection tools will be developed and used to collect the data from implementers (see table below). The data will be organized to generate reports that will be used for decision-making.

Sample Monitoring and Evaluation Tool

NAME OF DEPARTMENT

PERIOD.....

| Objective | Activities done in line with the objective | Key Performance Indicator | Time Frame | Status | Comments |
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TIME MANAGEMENT AND BUDGET INPUT FORM

YEAR:

[illegible]

Secretary