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| **Guidelines for a Developing a 20 Year Strategic Plan** |
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Guidelines for developing a strategy

**Upgrading the moral climate;**

**Harnessing church human and *financial capacity***

**Increasing *citizens’ responsibilities*;**

**Preparing our People for Corporate Leadership**

***Developing individual creativity, while promoting corporate agenda for Africa***

# Background

The Council of African Apostles is a brainchild of like- minded Apostles from different parts of Africa. The prime movers of the initiative include; Bishop Tudor Bismark (Zimbabwe), Dr. Mensa Otabil (Ghana), Archbishop Nicholas Duncan-Williams (Ghana), Bishop Enock Sitima (Botswana), Bishop Mike Okonkwo (Nigeria).

The Gathering of Africa’s Apostolic voices was birthed from the conviction that the continent needs to hear a clear, concise and authoritative voice from the church which addresses governmental issues within the church and in national and regional matters. It was also from the realisation that the many men and women who lift up this continent in their calling and testimony need to gather periodically and address issues that affect Africa and devise solutions for local, national and continental intervention so as to ensure and maintain the emancipation of Africa spiritually first then having it manifest in the physical. The Apostles realised that if the church is to have real influence they need to gather, agree and speak with one voice and release apostolic authority and order so as to return Africa to the original plans of God.

The first meeting of the Council of African Apostles was held in Harare Zimbabwe in 2006 and since then annual summits have been held in Accra, Lusaka, Dare salaam, Nairobi and Lagos.

**Purpose of the Guidelines**

Ever since the establishment of the CAA there has been a realization of the need to reposition the church and ensure that Jesus is at the centre of all aspects of life. Also the council realizes other external factors negatively impacting upon the sustainable growth of the church such as the:

* Growth of competing religions
* The gay agenda
* Lack of adequate networking mechanisms for the church across the different regions
* Upgrading the moral climate;

Beside these challenges there is realization within the CAA that church cannot be Business as Usual (BAU) in the 21st century given the growing role of digital based technological platforms and new opportunities such as the growing African cities, the obvious need for the church to intervene in the business sector firstly to reform it and also to ensure that it is working for Africa’s greater good. As the CAA we see the need to harness the church’s social, human and financial capital to create synergies for transformation and also to influence broader political governance reforms across the continent

The proposed process for strategic planning should contribute towards ensuring that the church is at the nerve centre of equipping citizens as agents of spiritual, economic, political and social transformation and also in locating the responsibilities of the church within the broader body of Christ.

**The Opportunity**

For nine years, we have seen the faithfulness of God in the development and growth of the Council of African Apostles (CAA). Prime among the issues for which we are thankful is the development of genuine, sincere relationships of trust amongst the Apostles and leaders and the continual conversation on the issues that affect Africa.

The issue at hand is summarized in this: now that we have truly come together, can our combined energies impact the continent? Drawing on the divine and human resources available to us, the untapped resource of our ministries and nations focusing on one vision, what kind of an Africa will we create?

The guidelines below provide a very easy to follow inclusive process of creating a strategic plan for a church. We suggest a timeframe of 20 years that can be broken into five year blocks to allow for strategic review after very five years. We also recommend that the strategy of the local church should by all means try to align with the strategy of the CAA (refer to website)

Bishop Tudor Bismark- Chairman, Council of African Apostles

**What is Strategic Planning?**

*It is a systematic process of envisioning a desired future and translating this vision into broadly defined goals and a sequence of steps to achieve them. Strategic plan begins with the desired end and works backwards to the current status. At every stage of long range planning the planner asks “What must be done here at the previous (lower) stage to reach the desired level”?*

**RECOMMENDED STRUCTURE OF THE STRATEGIC DOCUMENT**

**Contextual Analysis**

**Where we are today? Let’s Start off by Carrying out a SWOT Analysis**

*Carrying out a SWOT Analysis is a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities open to you and the Threats you face. Strengths and weaknesses are often internal to your organization, while opportunities and threats generally relate to external factors. For this reason the SWOT Analysis is sometimes called Internal-External Analysis and the SWOT Matrix is sometimes called an IE Matrix. Some key questions to consider:*

### *Strengths:*

* *What advantages does your church have (it could be a great location, good children’s facilities etc?*
* *What do you do better than anyone else?*
* *What unique or lowest-cost resources can you draw upon that others can't?*
* *What do people in your city/nation see as your strengths?*
* *What factors mean that you "get the people"?*
* *What is unique about your church*

***Tip****: Consider your strengths from both an internal perspective, and from the point of view of your congregants and other Christians not in your church*

### *Weaknesses:*

* *What could you improve?*
* *What should you avoid?*
* *What are Christians in your city/nation likely to see as weaknesses?*
* *What factors lose you people?*

*Again, consider this from an internal and external basis: Do other people seem to perceive weaknesses that you don't see? Are other churches doing any better than you?*

*It's best to be realistic now, and face any unpleasant truths as soon as possible.*

### *Opportunities:*

* *What good opportunities can you spot?*
* *What interesting trends are you aware of?*

### *Threats*

* *What obstacles do you face?*
* *What are your competitors doing?*
* *Are quality standards or specifications for your job, products or services changing?*
* *Is changing technology threatening your position?*
* *Do you have bad debt or cash-flow problems?*
* *Could any of your weaknesses seriously threaten your business?*

***Always remember that*** *SWOT Analysis is a simple but useful framework for analyzing your organization's strengths and weaknesses, and the opportunities and threats that you face. It helps you focus on your strengths, minimize threats, and take the greatest possible advantage of opportunities available to you.*

*SWOT Analysis can be used to "kick off" strategy formulation, or in a more sophisticated way as a serious strategy tool. You can also use it to get an understanding of your competitors, which can give you the insights you need to craft a coherent and successful competitive position.*

 *When carrying out your SWOT Analysis, be realistic and rigorous. Apply it at the right level and always feel free consider other tools such as PEST analysis .*Once the SWOT Analysis is complete present the report to your various levels of leadership and use it to get a buy in to plan long term. The following sub-sections provide a basic template of key considerations for the a Strategic Plan

**VISION**

*A vision must define your church’s purpose with a particular focus on its goals and aspiration. The vision is designed to uplifting and inspiring. It should be timeless: even if the organization changes its strategy the vision statement can often stay the same.*

Our Recommended **Vision** for CAA Members

To place Jesus Christ as the center of life in all nations of Africa

**MISSION STATEMENT**

*A Mission statement defines the organization’s purpose and primary objectives. These statements are set in the present tense and they explain why the organization (church) exists both to members of the organization and to people outside it. Mission statements tend to be short, clear and powerful.*

Suggested Mission for CAA Members

We agree to transforming Africa by raising morally-disciplined, evangelical, biblically-centred citizens that are active in every domain of life inclusive of our politics, the market place and other social sectors.

**CORE VALUES**

*Values are the things that you believe are important in the way you live and work. They should determine your priorities and deep down, they are probably the measure you use to tell if your church is turning out the way you want it to*

**As the CAA we recommend the following Values:**

* + **The Centrality of Christ**: Jesus Christ, as the ONLY mediator between God and Man, the only hope and salvation for humanity is the centre, core and reason for our belief and faith. In Him we live and move and have our being. In Him all things consist of the unseen and seen realms.
	+ ***Family:*** Marriage is between a man and a woman. The family was created by God as the basic unit for fulfilling God’s purpose on earth. Through the family God fills the earth with people prepared to dominate the earth. Healthy families make strong congregations and strong nations
	+ ***Integrity:*** Character is the most important evidence of our faith in God. By character, the children of the Kingdom are separated and differentiated from the children of the world. With men and women upholding integrity in their actions, the kingdoms of this world will eventually become the Kingdom of our Lord and King.
	+ ***Excellence:*** An attribute of God that permeates all His creation. This represents God’s standard for measuring value and quality in every fruit of our natural endowments. Through excellence we show the world the ways of our God.

**GOALS**

*A goal is an observable and measurable end result having one of more objectives to be achieved within a more or less fixed timeframe*

**Suggested Goal FOR THE NEXT 20 YEARS**

Twenty years from now, Africa will be governed by well-informed morally-disciplined, evangelical, biblically-centred citizens. , At least 40% of parliaments will be comprised of well-informed, morally-disciplined believers, committed to achieving a transformed standard of living for our people. Africa will have at least 50% of its citizens given to servant leadership in the family, community, church and country.

**OBJECTIVES**

*A specific result that a person or system aims to achieve within a time frame and with available resources. In general are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance.*

**We recommend/suggest the following objectives for our members**

**Objective 1:**

Ensuring an improved emphasis on the message of salvation from sin, healing and deliverance through the gospel of Jesus Christ will be preached across every country to every tribe and ethnic group

**Objective 2:**

Establish Order in our congregations through the building of credible systems of governance and spiritual order

**Objectives 3:**

Increase the Quality of Pastoral Care in all our congregations by raising ministers who are sincerely Called of God and genuinely committed to the service of Ministry

**Objective 4:**

Increase the literacy and numeracy level, intellectual and creative capacity of the recipients of our ministry

**Objective 5**

Create processes of translating the great numbers of people in our churches into financial capital

**Objective 6**

Increase and enhance our deliberate interventions for social development

**Objective 7:**

Prepare our congregants to function as leaders in the corporate business world and in political governance

**Action Plan to Achieve Specific Objectives**

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| **Objective** | **Target 1**  | **Target 2**  | **Target 3** |
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**CRITICAL SUCCESS FACTORS**

## Critical Success Factors (CSFs) also known as Key Result Areas (KRAs) are the essential areas of activity that must be performed well if you to achieve the mission, objectives or goals of your business project CSFs can be defined as **"the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization. They are the few key areas where things must go right for the business to flourish. If results in these areas are not adequate, the organization's efforts for the period will be less than desired."** Critical Success Factors are strongly related to the mission and strategic goals of your business or project. Whereas the mission and goals focus on the aims and what is to be achieved, Critical Success Factors focus on the most important areas and get to the very heart of both what is to be achieved and how you will achieve it.

The following critical success factors need to be achieved at the beginning of the process

* Buy-in by all levels of leadership with the churches
* Ensure process is communicated effectively within the church and solicit for input from congregants
* Financial considerations- compute initial budget for implementation of new strategy and communicate effectively on the process and the priority areas
* Ensure process is open and highly participatory

### Envisaged Outcomes from the Implementation of Strategic Plans:

We expect that this process will lead to the development of church members that:

* Understand governance from both a biblical perspective and historical experience
* Know the principles of mobilizing human, material and financial resources for the development of a nation
* Understand and is schooled in the dynamics of socio-cultural, and environmental factors and their role in development
* Understand African complexities its genesis, history, and requirements for a better future for the continent
* Understand global financial and monetary workings as they relate to economic development
* Know what it takes to keep a nation as one people with a common destiny

Furthermore we expect that our leaders and members will be:

### *Morally-Disciplined*

* Exhibiting a consistent, growing, personal relationship with God through faith in Jesus Christ
* Exhibiting Christian character on a consistent basis in all spheres of life i.e
1. Biblically centred
2. Adhere to a biblical world-view
3. Apply the Scriptures at a personal, familial and community level for transformation
* Exhibiting moral authority to reduce, control, or totally eradicate corruption from society