



## **STRATEGIC PLAN**

2017-2019

*“And Jesus came and spake unto them, saying, All power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you alway, [even] unto the end of the world. Amen.”*

**Matthew 28:18-20**

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## **FOREWORD**

IMPACT Missionary movement is dedicated to; reaching the world with the gospel of Jesus Christ and to spiritual growth. In a step of faith, the movement is planning for rapid and solid spiritual, numerical, organisational and infrastructural growth. The growth envisaged is here contained in this strategic plan for the next 3 years (2017-2019).

We cannot forget how the Lord has led us in the past 9 years, we have seen His power guide the movement, we have seen His spirit grow and prosper the members. We have been eye witnesses of thousands of souls won to Christ and dozens of churches planted through the instrumentalities of IMPACT. At a time when the movement was led by practically laity with little experience, at a time when we had no financial muscle, at a time when we had very few members and little known about us the Lord used this movement rise from obscurity and nothings to accomplish what was almost unimaginable. We have no fear for the future!

The secret of our success has been in aligning the movement as far as possible with the word of God. We have endeavoured to make the bible the epistemological foundation of our plans, matching and governing and policies. Sincerity has characterised the work and dependence upon God. We have as well failed in a number of areas; we have failed God and not honoured him as we should have. It is for this reason that we regard all our successes as purely the working of the boundless grace of Christ.

The grace of the Lord that has brought us this far will surely lead us accomplish our appointed task of preaching the Gospel of our Lord Jesus Christ to the entire world in this generation. We march into the future with holy boldness and unwavering courage knowing that the Lord is with us and goes before us.

This strategic plan is faith based document, we have not limited the workings of God to the best of our abilities, means and plans but planned it out in context that this is God's work and should thus be rolled out us if it is him drafting it. This plan is thus heavily theological based, and planned at a scale that is humanly beyond our current and capabilities because we trust in God and we live and move by faith.

This strategic plan is designed to reorganise the movement for maximum efficiency, economy and effectiveness. We aim for mass harvesting of souls, equipping our members for service and life hereafter and preparing the world to meet our soon coming Saviour. This plan is weaved, planned, and calculated to win.

Daniel Mulenga Katongo

Board Chair

IMPACT Missionary Movement

## **ACRONYMS AND ABBREVIATIONS**

AA	:	Acts of the Apostles
AIDS	:	Acquired Immuno Deficiency Syndrome
ALIVE	:	Adventist Living in View of Eternity
CAMPUS	:	Centre for Adventist Ministry to Public University Students
ECYC	:	Eastern Canada Youth for Christ
Ed	:	Education
Ev	:	Evangelism
HIV	:	Human Immuno Deficiency Virus
IMPACT	:	Inspired Missionaries Proclaiming the Advent of Christ Today
KPI	:	Key Performance Indicator
MEC	:	Mission Empowerment Conference
M.H	:	Ministry of Health
M.R	:	Manuscript Releases
NAPS	:	National Association for Prevention of Starvation
NGO	:	Non-Governmental Organisation
QIT	:	Quality Improvement Team
RH	:	Review and Heralds
SOP	:	Spirit of Prophecy
STRIDE	:	Student Training and Resource Institute for DiscipleshipEvangelism
T	:	Testimonies
TMI	:	Total Member Involvement
UL	:	Upward Look

## **ACKNOWLEDGEMENTS**

The strategic plan was prepared by the Strategic Planning Committee that was appointed by the IMPACT Executive Committee of 2016.

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## **EXECUTIVE SUMMARY**



## INTRODUCTION

This Strategic Plan, 2017-2019 considers IMPACT as a vibrant and distinct missionary group raised in these last days to win souls and help the church arise to this challenge. It was formulated after the movement saw the need to run its affairs in a more coordinated and efficient manner. It is designed to reorganise the movement for maximum efficiency and effectiveness in the work of soul winning. This is in agreement with the pen of inspiration in which we are counselled that, "it is essential to labour with order following an organized plan and a definite object. No one can properly instruct another unless he sees to it that the work to be done shall be taken hold of systematically and in order, so that it may be done at the proper time".

This plan is a management tool that envisions a desired future for the movement, it translates the vision into broadly defined objectives and activities. The activities are systematic steps aimed at achieving maximum success on the desired goals. The plan will help and guide the leadership of the movement in the many decisions they will face. This plan sets out, among other things, the vision, values, mission, strategic objectives and activities and key performance indicators of the strategic focuses identified as will be shown in the document and template.

The plan comes at a time the movement is changing tactics and scope of operation from mainly focusing on local un-entered areas to urban and international areas. Additionally, a change of focus from short term missions to long term local and international mission ventures plus the employment of full time employees all aimed at starting churches world over. This is all with the vision as has been the movement's wish of reaching the world for Christ in the soonest possible time. This plan thus builds upon past achievements of the movement and assumes that there should be a strong relationship with the church, the board, IMPACT leadership, other mission groups and general membership. The movement thereby seeks to maintain existing partnerships while developing new partnerships in order to advance the cause.

## ORGANIZATION IDENTITY

### Our Logo

*The 3 stripes denote the 3 Angels Message being proclaimed from Zambia as the start point to the rest of the world. Rev 14:6-12*

*The blue open book denotes the Bible. The Holy word upon which we base our authority to proclaim the word of God and the source of our message.*



**IMPACT** being an Acronym derived from the words: **I**nspired **M**issionaries **P**roclaiming the **A**dvent of **C**hrist **T**oday.  
It's not just a call to missionary work, but a call to be 'inspired' missionaries with the burden for souls and the hope for the soon return of Christ. Rev 22:20, Matt 24:14, Matt 28:18-20

## Vision

The world for Christ today!

## Mission

To prepare the world for the imminent return of our Lord Jesus Christ in the shortest possible time through the proclamation of the three angels message by the enabling power of the Holy Spirit.

## Core Values

A generation of young people who are:

- i. Godly
- ii. Brilliant
- iii. Visionary
- iv. Diligent
- v. Faithful
- vi. Daring

## Objectives

1. To urgently finish the gospel work in the Lusaka Conference of Seventh-day Adventists and Zambia Union Conference of Seventh-day Adventists.
2. To train and involve young Seventh-day Adventists in missionary work.
3. To inspire young people to spiritual, professional, academic, social and moral excellence.
4. To instil a missionary volunteer spirit in every church member.
5. To help the Seventh-day Adventist church plant Churches in un-entered areas.
6. To provide humanitarian aid and community service through health support, disaster relief and others.

## Ideals

- i. Love for mission
- ii. Excellence
- iii. Commitment and dedication
- iv. Diligence
- v. Integrity
- vi. Urgency
- vii. Discipline

## **OUR PHILOSOPHY**

### Mission Work

We understand mission to mean the divine outflow of love to uplift man from sin to holiness. Mission is the preaching of the Gospel of Jesus Christ in word and action to reclaim the lost through the process of conversion. It can therefore only be effectively done when the whole life of a missionary becomes one constant love sacrifice, every action a manifestation, and every word is an utterance of love. We reckon that this can only happen when the natural man is converted to be a spiritual man, through whom the miraculous power of the grace of God is made manifest to the world. After conversion has been wrought in the life of a disciple, his life starts to flow out in service to all those around. We understand to say that, primarily, our mission is not merely the dissemination of doctrine but that through a Christ personified life the Gospel is to spread in thought, word and action. The aim of preaching the Gospel of our Lord Jesus Christ is for the purpose of reclaiming and converting sinners, as it is only through conversation that the lost can be reconciled to God to be part of His Kingdom.

### The Mission as given in the Great Commission according to Matthew 28:18-20

Matthew encompasses four important aspects worth noting. The first is the aspect of “Go ye therefore”, which entails the moving out of God’s messengers to where God instructs them to go to mingle with the all as the salt of the world which highlights the basic fact that it is other centred. The second aspect is “teach all nations”, which entails that there is to be an intentional communication to lead an audience or individual to a particular commitment. This also highlights not only living a godly life but also that the gospel itself should go out in word and action. This aspect as well introduces the scope of mission ‘to all nations’, every gospel worker as they do their allotted task in whatever station of life should have a global vision of finishing the work. The third aspect is to “baptize”. After intentional preaching those reached out to are to be led to a commitment of total surrender of their lives to Christ and then initiated to Christianity through the ritual of baptism of both the outward (by water) and inward (by the spirit) John 3:5. The fourth aspect is “teaching them to observe all things”, which entails that after acceptance of the Lord Jesus Christ in one’s life and choosing to get baptized, the new converts are to be guided on a journey

of spiritual growth, they are to be instructed into the deep things of God to a point where they cannot be shaken in their faith by anything (Ephesians 4:12-13).

#### The Role of the Publishing and Medical Missionary Work in Finishing the Work

We shall embrace medical missionary work and publishing work in our ministry because of the crucial role they will play in finishing the work. The medical missionary work plays the role of right hand helper to the Third Angel's Message and publishing work plays the role of lightening the world with God's glory in the proclamation of present truth. Inspired prophecy (SOP) takes special note of publishing and medical missionary work as evangelistic strategies that will be instrumental in finishing the work. Because of the crucial importance of these two methods, the movement shall fully embrace and use them to reach the lost.

#### The Missionary

A missionary is simply the "sent of the Lord", to preach the Gospel of the kingdom. A missionary is called, equipped and sent of the Lord, without which it would be totally impossible for one to be effective in the vineyard. A number of disciples have however been called in time past to the gospel plow in their unconverted state, this reveals to us that at times God uses ministry to reveal our inadequacies to bring us to a point of repentance and conversion.

#### The Role of Youthful Workers in Finishing the Work

The movement focuses primarily on youthful messengers in line with inspirations emphasis on the youth playing a pivotal role in finishing the work; "With such an army of workers as our youth, rightly trained, might furnish, how soon, the message of a crucified, risen, and soon coming saviour might be carried to the whole world" Ed p 271. The movement therefore focuses on mobilizing youthful gospel workers, gives them practical and theoretical training of mission, seeks to unite them to form gospel armies, and finally deploys them to various mission fields.

#### Acts Model

The book of Acts brings out some key lessons by which the gospel successfully went forward, the same key features to their powerful and successful ministry being;

## Transcendentalism

The Church of the book of acts was a transcendent church; it was supernatural that engaged in spiritual welfare after receiving the Holy Spirit as per promise of Luke 24:46-49. Though the church was poor it was characterized by supernatural power that wrought conversion and diverse miracles. This power was a method of display of Gods power that drew many to the Church. Through the enabling power of the Holy Spirit which will culminate in the later rain, we as a church are to reach the great multitudes of the Lost with great power.

## **The Missionary Movement and its Call**

### The Call

We believe that the same way God calls individuals to specific posts of duty; He does the same with missionary movements. God calls individuals in different ways, through; placing a burden, providential leading, using the spiritual gifts or talents bestowed, and various circumstances that require a response from His children and at times he calls directly as he did to Moses. God's ways for dealing with His people cannot all be listed here. As the heavens are higher than the earth, so are God's ways higher than our ways (Isaiah 55:8-9). Suffice it to say that we need to depend on divine wisdom to show us the way that we may walk in it.

### Our Specific Call

We believe God has called us by placing a special burden for mission, driven by the following factors; to regions and people groups who have not been reached with the gospel, to specific calls through his providential leading off, and to places that are populous and full of wickedness.

### To Un-entered Areas and Unreached People Groups

As Paul put it, "Yea, so have I strived to preach the gospel, not where Christ was named, lest I should build upon another man's foundation" Romans 15:20. This is by far is the most defining factor of our special calling as a ministry. This is the burden that the Lord has placed upon us as a movement, to focus our energy and resources where there is greater need for the gospel and where other gospel workers have little presence. By having our specific

niche, we do not undermine other callings that the Lord has placed upon other individuals and movements but we have simply responded to the specific burden placed upon us.

### Providential Leadings

An important lesson to consider in mission work is mentioned almost in passing in the 16th chapter of the Acts of the Apostles, verses six through nine. Though Paul was equipped, willing and excited to take the gospel message to the people of Asia who had it not, the Bible records that he and his companions were forbidden of the Holy Ghost to preach the word in Asia. Prompted once more by his desire to bring salvation to a dying people, he attempted to go into Bithynia as he passed by Mysia. He was an able missionary for God, a willing servant who had put himself at God's disposal and yet, the Spirit suffered them not. It was in a vision given him in the night that Paul received his marching orders from God: go into Macedonia and help the brethren there. It is in that night vision that God directed Paul to the specific mission field that He had prepared for them in His divine providence. Paul's response to God's clearly outlined map was almost instantaneous for, immediately (they) endeavoured to go into Macedonia. From this we learn that the need of the people, coupled with their willingness and readiness to receive the Word motivate the call.

### Populous Places and High Levels of Wickedness

Jonah's case also, it is the Lord who speaks to Him to arise and go to Nineveh. The impetus in this case was the high levels of wickedness in Nineveh. Another reason for choosing a particular mission field in which to labour is the absence of the Word of God – which often manifests itself by abounding sin and wickedness (Jonah 1:1; 4:11). The guiding principle in selecting a field is God's leading. Neither physical proximity nor remoteness, neither beautiful sceneries nor harsh natural conditions, neither the notoriety gained due to prevailing evils nor the desire to impress with presumptuous zeal should be the primary reason for setting out on a journey to labour in any corner of God's vast vineyard. It is God's Work and His plan of salvation. We are but tools in God's hands to bring His good news to His children. He does the calling and we respond by going for His every bidding is an enabling.



## **SYNOPTIC HISTORY**

IMPACT was started by a group of young people who after attending a General Conference Youth Conference on community service in Taiwan. This resulted in the kindling of a burning desire in the hearts of these young people to reach the world with the gospel beginning from Zambia, their native home. This led the young people into mobilizing their fellow young people for the effective involvement in evangelism.

The movement was officially launched and adopted on 4<sup>th</sup> October 2008 at the Lusaka Central Seventh-Day Adventist Church in Zambia. The rapid growth of the movement led to it being seconded (moved) to the Lusaka Conference of the SDA and is currently in transit to the South and North Zambia Union conferences and hopefully to the Southern Indian Ocean Division of the General Conference.

IMPACT has carried out evangelistic missions in urban and rural areas throughout Zambia in all the 10 provinces in Zambia and has led and attended mission programs in Kenya, South Africa, Swaziland, Zimbabwe and Namibia. IMPACT from inception has carried out a total over 60 mission operations which included door to door campaigns, crusades, weekend trainings, short term missions, sponsorship of long term missionaries, Mission Empowerment Conferences. The movement has also engaged in prison ministries, hospital ministries, orphanage ministries, feeding programs. This Ministry has led to the planting of 12 churches, baptisms in excess of 3,500, reaching over 120,000 individuals with the gospel, and feeding and clothing about 16,000 individuals.

Chapters of IMPACT: Zambia, Zimbabwe, South Africa, Namibia; Partnership with organizations such as Riverside Training Institute, Mwami Adventist Hospital, Lusaka SDA Eye Hospital, NAPS Zambia, African Exodus, ECYC, ALIVE, STRIDE and CAMPUS for the increase and expansion of the gospel work. Number of missionaries, missions, locations of missions, bible studies, individuals reached, total baptisms, new congregations/ branches opened.

The mode of operation from start of the movement has heavily been short term missions of two to four weeks characterized by charity work, personal evangelism, medical

evangelism, and public evangelism. The other concern to critically evaluate our way of missions came as a result of our reflection on the limitations of short term missions and the need to align our mission philosophy to the biblical “Acts model of missions”. However, the movement recently reached the crossroads as to how missions would be done more effectively

## **SITUATIONAL ANALYSIS**

The movement exists at a time when the changes in the world are happening rapidly especially with regard to knowledge, technology and population growth. Globally, political and economic issues in various regions continue to impact the whole world. All these are a testament of the truth of the scripture and prophecy regarding the last days.

In Zambia, where the movement is situated, the issues are not different. The Seventh-Day Adventist Church in Zambia has grown to a membership of over one million. This is one of the largest Church membership records globally. However, this membership is out of a total national population of 17, 237, 931. The ratio of Adventists to non-Adventists is still quite high. This situation is reflective of the statistics of the world church which has 18 million members in total yet the world population is over 7 billion.

## **MACRO ENVIRONMENT**

### **a. Political**

The political environment in Zambia has been stable, which has provided missionaries with the relevant freedom to worship and carry out God's work. In addition, the Constitution of Zambia provides for the freedom of worship, association and expression. The declaration of Zambia as a Christian nation provides an advantage, yet, contradicts the essence of religious liberty for those who may not be Christians even though they have constitutional freedom to exist.

In the world the situation has been changing daily with threats of terrorism and non-tolerance for religion in certain parts of the world. This calls for urgency as the times when the preaching of the gospel will be done at the peril of one's life draws near.

### **b. Economic**

The Economic environment in Zambia poses challenges to movements like IMPACT which operate on mainly donations from well-wishers and general membership. Since the

movement consists mainly of young people with recently acquired skills and require work many have had challenges in acquiring jobs. This subsequently exposes youths to financial challenges and even compromise in religious convictions. However, some parts of the world economies are thriving and this time can be an opportunity to send professionals to such countries.

c. Social

The movement is established in a society with diverse cultures, ethnicities, and beliefs. Zambia has about seventy-three (73) ethnic groupings with Lusaka comprising the most diverse mix including expatriates and international immigrants. There is a growing population of Caucasians, Asians (Indians and Chinese), as well as other Africans.

Whilst Zambia has no social classes, there is a growing level of affluence comprising an emerging middle class. This is brought about by educational attainments and increasing entrepreneurship. Rural areas, though, still have the lowest levels of literacy and have the poorest populations.

HIV/AIDS has been the foremost health concern in the past few decades; however, there is an increase in cancer and various cardiovascular ailments due to lifestyle.

Zambians, like other global communities are constantly influenced by entertainment and pop culture. This has led to increase in circular trends that conflict with Christian beliefs, in most cases eroding the moral fibre of society.

In the world social situation is changing as there has been legalisation of homosexuality in many lands and a prominence of atheism in many lands. This has changed people's views on marriage and the authority of scripture in men's lives. Thus, challenging many people's religious beliefs and practice making evangelism more perplexing.

d. Technology

Zambia has easy access to new innovations in technology and is fairly up-to-date with global trends in many aspects; the only limitation being access. The explosion in social media has impacted many lives from a social and business front with information travelling faster than ever before.

Due to technological advancements the world is more connected now more than ever before and thus presents an opportunity to reach many by the click of a button which was unheard of in previous generations.

e. Environmental

Climate change is an issue that has affected the world in various ways such as drought, global warming, floods and unpredictability in weather patterns.

## **Strategic Focus 1: Missions– Reaching the World**

IMPACT will in the next 3 years endeavour to accelerate the rate at which the movement is doing evangelism and mature into doing long term missions with proper evangelism cycles. An evangelism cycle entails preparing the field, sowing the seed of the gospel, watering, harvesting and a period of nurturing afterwards. This is aimed at developing a people that are able to withstand the prevailing challenges of this generation, the difficulty times ahead and the eminent return of our Lord Jesus Christ. In the past, the movement had mainly centred on Zambia and a few missions were done in Southern Africa and East Africa. The movement will in the next 3 years take a more global approach to ministry in line with the vision and mission statements of the movement.

This key strategy will be driven by two categories of gospel workers namely fulltime frontline missionaries and the general members of the group. Firstly, the movement will introduce, engage and support fulltime frontline missionaries to give one or more year(s) to the work of which they will be required to plant one church in a year. Secondly, the movement will seek to equip and train all of its members to be effective gospel workers who will in turn be required to bring fellow members to the group and at least 4 souls to Christ every year. This strategy is drawn from the book of Acts which provides insights of the model of evangelism where two main categories of missionaries were engaged i.e. full time frontline members and the church members.

Objective 1: To reach un-entered areas (e.g. flood plains, deserts, forests, valleys and escarpments)

### **Strategies**

- i. Identify, select, fact find and plan special survival missions and recruit suitably qualified missionaries to do short and long term mission in un-entered areas.
- ii. Mobilize sufficient funds and needed equipment, tools and materials to help missionaries to enter and survive in these places.
- iii. Create sizable teams of well-trained missionaries who can adapt and specialize in geographically challenging areas.

- iv. Train and ground locals in these geographically challenging places in the faith and deploy them in their dwelling places as missionaries.
- v. Plan for survival missions to help missionaries adapt to harsh conditions.

Objective 2: To Reach Un-entered People Groups (e.g. Non-Christians, Wealthy, Educated, Professionals, Culturally Challenging Groups, illiterate etc.)

*a) Non-Christians (Muslims, /Hindus/ Buddhists/Atheists etc.)*

**Strategies**

- i. Research about their beliefs and ground missionaries in apologetics that will help them reach out to these classes.
- ii. Create neutral mingling platforms that will provide audience to create relations.
- iii. Create sizable teams of trained missionaries who will be specifically focused on reaching these people groups.
- iv. Use well-grounded converts from non-Christian faiths to reach others.
- v. Create special forums (in churches) where converts from other religions can be nurtured.

Wealthy, Educated and Professionals

**Strategies**

- i. Break down barriers by creating neutral unsuspecting platforms e.g. health/ business seminars, etc.
- ii. Infiltration: Deploy seasoned missionaries with talents and intellect in their spheres of influence and in institutions of the wealthy and educated.
- iii. Identify their needs and minister to them on neutral platforms of interaction.
- iv. Media evangelism.

Culturally challenging and illiterate

- i. Create sizable teams of well-trained missionaries who can research, adapt and specialize in reaching this class of people.

- ii. Master their language, and adapt to all their cultural practices as far as they do not conflict with scriptural principles.
- iii. Train and ground locals of this class of people as missionaries to reach out to their fellow classes.
- iv. Start initiatives to engage them in meaningful employment such as agriculture.

Objective 3: To Reach Marginalised and Needy People Groups (disabled, prostitutes, orphans and vulnerable people, the needy (widows, aged) refugees, people special illnesses)

- a) *People with special abilities (Blind, dumb, deaf, mentally challenged, Special illnesses, general disabilities)*

### **Strategies**

- i. Identify and unsuspectingly bridge the gap between the movement and this class of people.
  - ii. Collaborate with government, churches, NGO's and mission groups in visiting and or develop capacity building centres where this class of people can be gathered for empowerment and outreach programs made for them.
  - iii. Impart skills (ability to read, write, and practical enterprise) to build capacity in this class of people which will enable them to be much more useful in life and to be in a position to study (and preach) spiritual materials tailored for them on their own.
  - iv. Create outreach programs which will be done by special team of missionaries for this class of people throughout the year.
- b) Orphans and Vulnerable children/ the needy /refugees/ Prisoners.
    - i. Visiting centres/ Develop community/ Transformation centres where orphans can be taken care of and imparted with necessary skills, and mind changing seminars that will fit them for society and heaven.
    - ii. Create initiatives to mobilize resources to support the needy in education, health and other basic needs.
    - iii. Mobilize qualified missionaries to give part of their professional lives by serving in these community skills centres to impart skills and knowledge.



- c) Prostitutes, Addicts, and people of abnormal sexual orientation.
  - i. Conduct research to explore means and ways of breaking down barriers to reach these classes.
  - ii. Engage and collaborate with professional and spiritual counsellors who will consistently engage these people as a way of providing emotional, physical, psychological and spiritual support.
  - iii. After winning their confidence, take or attach them to transformation skills centre(s) where they will be empowered and integrated back into society.
  - iv. Develop spiritual materials and other relevant tools that will help to reach them.

Objective 4: To Have Global Missions (Zambia, Africa, World-Wide)

**Strategies**

- i. Infiltration: train radical young leaders, world changers and deploy them in various institutions such as universities and work places to transform their spheres of influence.
- ii. Send trained and seasoned missionaries to reach out to other continents through existing missionary movement structures and initiatives.
- iii. Establish chapters and mission outposts in regions/ continents to mobilize, train and deploy locals and international missionaries to mission fields.

Objective 5: Providing Mission Support to Churches (Doing Missions with Churches & Reaching Church Members).

**Strategies**

- i. Evangelistic campaigns.
- ii. Mission promotion among church members.
- iii. In-reach evangelism.

**Rationale:**

Every true disciple is born into the kingdom of God as a missionary. God expects personal service from every one to whom He has entrusted knowledge of the truth for this time. We

must be labourers together with God; for God will not complete His work without human agencies.

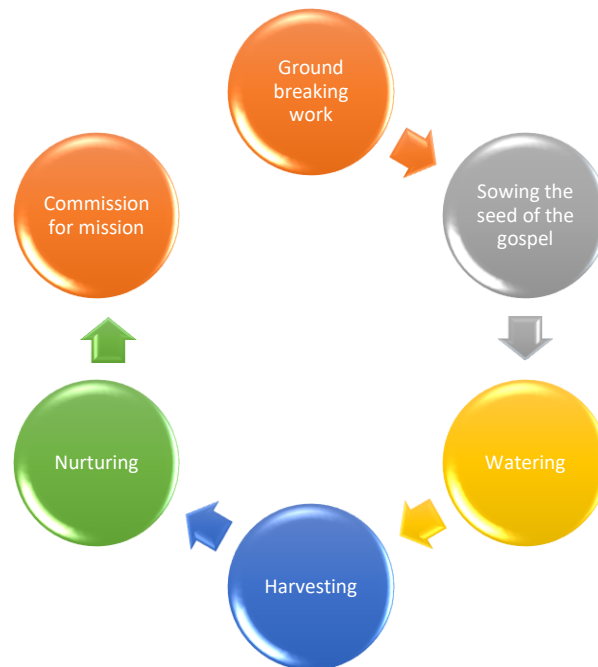
*Call to Reach Un-entered Areas and people groups:* Paul says “Yea, so have I strived to preach the gospel, not where Christ was named, lest I should build upon another man's foundation” Romans 15:20. The Apostle set it before him as a point of honour, not merely to carry forward a work that others had begun, but to build up the whole edifice from the foundation himself. This is the special calling God has placed before this movement. To reach to un-entered areas and people groups where the gospel is not yet pronounced. This includes geographically hard to reach rural areas and ministry to people of other religions and marginalised groups.

*Call to Reach the Populous Cities:* During its temporal time of prosperity, Nineveh had become a centre of crime and wickedness. In the Lord's commission of Jonah to go and preach His word, Nineveh is on numerous times cited as a great and wicked city (Jonah 1:1, 2, 3:2, 3 4:11). The shear levels of wickedness give evidence to the lack of God's word among them. Stemming from this background, there is a need to spread the word of God in the urban populous cities. This must be done before opportunities to do so quickly close before us.

*Call to the Higher Classes:* “There is another line of work to be carried forward.....The Lord has been calling our attention to the neglected multitudes in the large cities, yet little regard has been given to the matter.—RH, November 11, 1909. Many among the rich are longing for divine assurance and spiritual hope, for something that will bring to an end the monotony of their aimless lives. The Spirit of Prophecy further states that “Plan to reach the best classes, and you will not fail to reach the lower classes” Ev. 553. This is true in many ways but a few are worth noting. Firstly, the wealthy and educated classes are difficult to reach and as such programs planned and experiences learned from reaching them will in turn equip missionaries on how to reach the lower classes. Secondly, the Lord desires that moneyed men should be converted, and act as His helping hand in reaching others. This is both through the provision of means and in them becoming God's agencies among others of their own class.

*Acts Model of Evangelism:* The book of Acts provides insights of the model of evangelism used by the apostles in the early church. From its inception the church grew rapidly. References are made to the journeys the apostles made, proclaiming the gospel, baptizing and

visiting the new converts from time to time, equipping them to become effective soul winners as well. There must be tilling of the ground, sowing, watering, harvesting and a period of nurturing afterwards. The movement will seek to adopt this method of long term missions for all its future missions.



*Call to Discipleship:* We are now living in the closing scenes of this world’s history. The ends of the world are come. Proper consideration of these things will lead all to make an entire consecration of all that they have and are to God. The weighty obligation of warning a world of its coming doom is upon us. From every direction, far and near, calls are coming to us for help. There is need for a serious sense of urgency in the proclamation of the gospel. “The salvation of sinners requires earnest, personal labour. We are to bear to them the word of life, not to wait for them to come to us. Oh, that I could speak words to men and women that would arouse them to diligent action! The moments now granted to us are few. We are standing upon the very borders of the eternal world. We have no time to lose. Every moment is golden and altogether too precious to be devoted merely to self-serving. Who will seek God earnestly and from Him draw strength and grace to be His faithful workers in the missionary field?” 9T pg. 117. To this the movement responds in affirmation. As men and women who have drunk from the fountain of Jesus Christ and relying on His efficiency, the movement will be a fountain through which others will also come to the knowledge of Him.

*Christ's method of successful evangelism:* "Christ's method alone will give true success in reaching the people. The Saviour mingled with men as one who desired their good. He showed His sympathy for them, ministered to their needs, and won their confidence. Then He bade them, 'Follow Me.' "—MH pg. 143. An important factor worth noting in Christ's method is the need of coming close to the people by directed, intentional, personal effort. To some, relief of their physical needs is the only avenue by which they can be approached. Others appreciate acts of sympathy and helpfulness. As they see one with no inducement of earthly praise or compensation come into their homes, ministering to the sick, feeding the hungry, clothing the naked, comforting the sad, and tenderly pointing all to Him of whose love and pity the human worker is but the messenger—as they see this, their hearts are touched. Gratitude springs up. Faith is kindled. They see that God cares for them, and they are prepared to listen as His word is opened. The movement will therefore take a holistic approach to all mission engagements as the Saviour would have us do.

## **Strategic Focus 2: Human Resource Mobilization, Training and Spiritual Growth**

This strategic focus will include recruitment, training, and ways of spiritual nourishment of all categories of missionaries.

Objective 1: To mobilise, equip and retain full-time employees

**Strategies**

- i. Create an enabling work environment.
- ii. Offer a competitive wage structure.
- iii. Develop a comprehensive system of awards and incentives that motivate improved performance, including monetary awards, recognition ceremonies, time off awards, awards celebrating collaborative group achievements and promotion opportunities.
- iv. Sponsor skills and educational attainments relevant to enhance their effectiveness and efficiency at work.
- v. Provide proper on-job orientation and support.
- vi. Develop a curriculum/ check list of material deemed relevant to be reviewed for personal development and enhanced job effectiveness.
- vii. Advertising the available positions on all available platforms.

Objective 2: To mobilize Short Term Missionaries

**Strategies**

- i. Work in collaboration with other established missionary groups around the world by working in partnership with them for missions.
- ii. Making passionate appeals at conferences and other church gatherings by using videos and brochures.
- iii. Promote mission in learning institutions and churches.
- iv. Friend to friend recruitment.

Objective 3: Involve all Church Members in Missions

**Strategies for Total Member Involvement (TMI)**

- i. Mobilization of all forces of the church under a common denominator: mission.
- ii. Help church members to recognise their identity and purpose using church platforms such as the Youth and Personal ministries.
- iii. Encourage members to develop habitual Prayer lives and form IMPACT prayer bands.

- iv. Encourage individual members and families to turn their houses into centres of influence (Sanatoriums, Libraries, worship centres, needy support centres, counselling centres, centres of refuge, etc.) and use these platforms regularly for vespers and overtime turn these home fellowships into church branches.
- v. Engage church members in One-hour crusades. A One-hour crusade being one hour spent doing outreach work weekly.
- vi. Organize short term missions for church members to instil a missionary volunteer spirit.
- vii. Create ministries for talents and provide opportunities for such ministries (e.g. group of missionaries) to reach out to others using their talents and spiritual gifts.
- viii. Organize quarterly trainings and round table brainstorming meetings on how members can reach their fellow housemates, workmates and those within their circles of influence.
- ix. Create reporting platforms in churches and other forums to report on the progress and outcomes of their efforts.
- x. Begin early missionary training for children by dedicating and involving them in missions.
- xi. Encourage a united, multigenerational church structure which values children, women, and youth in all planted churches.

**Objective 4: Mobilise Long Term Missionaries for Local and International Missions.**

**Strategies**

- i. Use existing church structures e.g. conferences, divisions, youth department, etc. to solicit for Long term missionaries.
- ii. National campaigns and promotions to appeal for long term missionaries in churches, universities etc.
- iii. Outsource missionaries from other mission groups to gap internal human resource shortfalls.
- iv. Subsidise missionaries' expenses/ contributions needed for/ during mission and help them navigate the required processes for such missions e.g. registration process

**Objective 5: Mobilise Child Missionaries**

## **Strategies**

- i. Use IMPACT Junior as a platform for mobilisation of Child missionaries.
- ii. Encourage parents to do mission with their children to inculcate a missionary spirit in them from a tender age.
- iii. Use already existing church structures like adventurer and pathfinder within the Youth Ministry.

## **Objective 6: Mobilize Friends of IMPACT**

### **Strategies**

- i. Encourage members to share the visions and programs to potential financiers on a one to one basis.
- ii. Publishing hard and soft copy promotional materials and disseminating them through all the digital platforms of the movement.
- iii. Thorough aggressive evangelism (Excellent work and organization that speaks for itself).
- iv. Get charity status and get corporate clients to sponsor community service projects
- v. Create a data base of, and approach Adventist-owned companies to solicit for partnerships in advancing mission work.

## **Objective 7: Retain all Categories of Members**

### **Strategies**

- i. Friends of IMPACT
  - i. Report writing for all mission activities: Reports must be written to show friends of Impact the work that is taking place due to their funding. These are to be informative so as to encourage them to further fund the movement. These reports can be in form of magazines, financial reports, etc.
  - ii. Host luncheons/ dinners to thank them for their financial support.
  - iii. Give complimentary gifts such as pens, diaries, t-shirts, etc.
- ii. Missionaries (Short, Long Term and International Missionaries)
  - i. Intentional member visitations both by individual members and leaders.
  - ii. Provide platforms for continued interactions all year round.

- iii. Provide counselling services.
  - iv. Divide members into smaller units to enhance member interactions.
  - v. Ensure that stipends/ basic needs/ material resource etc. are provided in good time.
- iii. Total Member Involvement
- i. Maintain goodwill and foster for continued collaboration with church members.

Objective 8: Equip all Categories of Missionaries to be effective Witnesses.

**Strategies**

Short-term Missionaries

- i. Entry point rigorous training for all missionaries.
- ii. Encourage small group trainings as units.
- iii. Leadership trainings
- iv. Comparative religion/denomination trainings
- v. Provide Entrepreneurship trainings
- vi. Provide a platform for easy access to all training materials.

Long term local/ international missionaries

- i. Lay Evangelism training.
- ii. Medical Missionary Training.
- iii. First Aid Training.
- iv. Leadership Training.
- v. Church Organisation and Management.
- vi. Comparative Religion/ Denomination Training.
- vii. Chapter Start up Trainings.

Child (5 to 19 years of age) Missionaries

- i. Practical training that is easy and tailored for the age group.
- ii. Work with already existing church structures i.e. Children's ministry, Adventurer, Pathfinder and Ambassador Departments.
- iii. Conduct evangelism programs and trainings in Adventist schools.
- iv. Encourage spiritually sound church members to deliberately mentor children

Objective 9: Develop Training Materials for all Missionaries

- i. Develop a training curriculum.



- ii. Develop training material of the fundamental beliefs of the Church.
- iii. Develop a handbook for all full time employees.
- iv. Develop/ organise for chairmanship manuals.
- v. Developing church planting materials.
- vi. Develop/ organise for comparative religion/denominational training materials.
- vii. Develop training materials for children.
- viii. Develop training materials on how to reach un-entered people groups such as the Non-Christians, Wealthy, Educated, Professionals, Culturally Challenging Groups, illiterate etc.
- ix. Develop a training centre.
- x. Chapter start up materials.
- xi. Leadership training handbook.
- xii. Ensure all text, audio and video materials are made available online.

Objective 10: Foster Continuous Spiritual Growth that is Vibrant During and After Mission

**Strategies**

- i. Start small groups that meet regularly for prayer and Bible study
- ii. Weekend Bible studies
- iii. Scheduled monthly prayer/fasting days.
- iv. Develop, organise and make available audio/videos materials aimed at spiritual growth.

**Rationale.**

In Matthew 24:14 the Bible says the gospel of the kingdom will be preached to all the world for a witness and then the end shall come. It is for this reason that every converted Christian must become a missionary who seeks for this world to come to an end in all endeavours of his/ her life. The Lord wants every one of us to fill the very place He has appointed us in the vineyard. The field is ripe but the labourers are few. For this reason, IMPACT will join the World church's focus on total member involvement. This will require a mobilisation of different category of missionaries who will give their time to do the work of God in different capacities and areas.

In following Christ's method when he had mobilised his disciples, for three years and a half the disciples were under the instruction of the greatest Teacher the world has ever known. By personal contact and association, Christ trained them for His service. All missionaries must therefore be thoroughly trained to ensure effectiveness and efficiency in the proclamation of the gospel. The book Education p. 271 states that "with such an army of workers as our youth, rightly trained, might furnish, how soon the message of a crucified, risen, and soon-coming Saviour might be carried to the whole world! How soon might the end come,--the end of suffering and sorrow and sin". With this view in mind, rigorous training will be done aimed at spiritual growth and connecting with God as the basic foundation of all training. In this work, children will not be neglected. Proverbs 22:6 says "train up a child in a way he should go: and when he is old, he will not depart from it". Children must be trained and involved in mission work early enough to develop a missionary spirit that will mature as they grow older. Mission should be indoctrinated early enough to develop an army of radical missionaries for the future.

### **Strategic Focus 3: Publicity and Networking.**

Objective 1: To enhance members' synergy.

#### **Strategies:**

- i. Encourage all members upon enrolment to first network with God to enhance efficiency and efficacy even as they network with others.
- ii. Use social media for daily bible study, prayer requests and testimonies to keep members active and in touch with God and each other.
- iii. Make the IMPACT website more interactive and dynamic e.g. enrolment
- iv. Design programs that will meet the interests of all members.
- v. Devise social support systems to help members in times of bereavement and social hardships.
- vi. Promote the involvement of members in personal celebrations like birthdays, anniversaries, weddings, etc.
- vii. Encourage full participation amongst our old and inactive members.

Objective 2: To network with strategic partners (e.g. Missionary Groups, Friends of IMPACT, Families, etc.)

#### **Strategies:**

- i. Create database for all our strategic partners and maintain constant contact with them.
- ii. Develop software to help handle all our office systems automation and help in timely communicating with our strategic partners.
- iii. Keep a timeline of activities of all our Strategic Partners and seek to actively combine efforts in programs where interests meet.
- iv. Develop/ utilise online systems and others to be used over mobile media platforms to ease our transactions and payment systems with our strategic partners e.g. Xapit, Mobile Money, Pay-pal, Visa, etc.

### Objective 3: To Conduct Aggressive Publicity and Marketing.

#### **Strategies:**

- i. Maximize the use of social media i.e. maintain an active dynamic website, open and manage a twitter handle, keep the IMPACT Facebook page active, share our IMPACT experiences through blogs, YouTube, Skype, WhatsApp, WeChat etc.
- ii. Publication of a quarterly newsletter.
- iii. Create an IMPACT directory to include such information as physical address, phone numbers and email address through the use of Business Cards, leaflets, registration forms, etc.
- iv. Document events and testimonies; Collect photos, videos and audio recordings of events such as missions, trainings, big Sabbaths, etc. and encourage members to come up with documentaries, testimonies and scripts that people can use to get to know about God and what IMPACT is doing.
- v. Broadcast and advertise upcoming events early and frequently through all advertising platforms available.
- vi. Use singing groups and take advantage of concerts and other musical events as platforms for promotions and advertisement of IMPACT.
- vii. Organise functions such as prayer breakfasts, dinners, cooperate events for advertisement and promotion of IMPACT and increase/ expand our membership base.

### Objective 4: Brand Management

#### **Strategies:**

- i. Maintain and uphold the IMPACT core values.
- ii. Formulate strong and lasting brands for all our projects such as Plant 100 Churches Initiative, Bible School, Mission Empowerment Conference (MEC), etc.
- iii. Brand all member motor vehicles, uniforms, mission gear such as camp beds, sleeping bags, rain coats, gum boots, etc.
- iv. Brand merchandise for all age groups and professions such as clothing wear, stationary, utensils such as water bottles, page markers, key holders etc.

**Rationale:**

Often times, it is generally viewed that Networking and Publicity will always remain great tools for business growth. This remains a great tool to be used for purposes of advancing the kingdom of God. The bible in Matthew 5:14-16 gives an account where Jesus calls us to be the light of the world, and as cities set on a hill top. This calls us to publicise the goodness we have found in the Lord to the world around us and that through our publicity, we create networks and influence the world so that through us, they might come to know of Him and His goodness and the love He has for us. It would be very difficult for the world to come to the knowledge of God if not through networks of people and their publicity about what God has done in their lives.

## **Strategic Focus 4: Fund Mobilization and Financial Management**

### Objective 1: To Mobilize Funds for the Movement.

#### **Strategies**

- i. Financing through continuous sacrificial contributions from individuals, missionaries and friends of IMPACT.
- ii. Seek individual, corporate and international sponsors for specific development projects.
- iii. Improve constituent church awareness of financial needs with reports to the general church membership.
- iv. Create a network of sponsors and organize programs and conventions particularly meant to instill confidence in the proper use of donated funds towards meeting their social and individual corporate responsibilities.
- v. Have a continuous needs identification program that ties the humanitarian needs to a specific organization that can meet the specific needs.
- vi. Start IMPACT projects e.g. farming projects, manufacturing, processing industries, catering etc.
- vii. Invest in already existing businesses by purchasing part or whole business of an already existing profitable entity
- viii. Utilize the great pool of talent of the young people across our jurisdiction to create forums where their talents could be used to generate financial resources. This shall be done through a system where volunteers work for a set period of time and a percentage of their remunerations worked for be directed to the movement.
- ix. Work for money from church members and other individuals e.g. car washing, tilling land, etc.

### Objective 2: Financial Management

#### **Strategies**

- i. Develop systems and controls that will ensure effective use of funds that will instill confidence in sponsors, increase our capacity to effectively handle large sums of revenues and a system that is trusted and transparent.
- ii. Use a collection agency as necessary to eliminate outstanding accounts receivables.

- iii. Proactively adjust budget semi-annually to accommodate ongoing needs (within chapters)
- iv. Provide for faculty input on specific financial needs for proactive inclusions in budget adjustments
- v. Develop systems for budgeting, monitoring and retiring funds
- vi. Have systematic review of all financial policy documents to maintain transparency

Objective 3: Asset Management

**Strategies**

- i. Develop management systems of acquiring, managing and disposing assets such as land and buildings, equipment and motor vehicles, etc.
- ii. Formulate a legal framework within which to manage strategic assets of the movement.

Objective 4: Financial Reporting

- i. Development of financial reporting systems

**Rationale**

No movement or organization can exist without finances nor can survive with financial misappropriation. Inspiration affirms this as it says finances for the cause of God are to be properly managed and appeals for the offering of money. God designs that it shall be used in sustaining the ministry and in educating a people to prepare to meet their God (1MR 189.5). Thus financial mobilization, management and reporting shall be done with the aim of making sure the money is used strictly for the cause and efficiently utilized.

**Strategic Focus 5: Development and Expansion**

Objective 1: Infrastructural Development

The movement defines infrastructure development as the improvement and enlarging of the basic physical systems. Some of the physical systems the movement hopes to acquire include: Communication and PA systems, Transportation systems, Physical Offices for the National and Chapter Organizations with appropriate hardware and electric systems.

## **Strategies**

- i. Develop proposals for each needed physical systems
- ii. Write budgets and fundraise for each specific system.
- iii. Identify individuals/well-wishers/friends of IMPACT that can fund the purchase of certain physical system.

## **Objective 2: Organizational Development**

### **Strategies**

- i. Formulate an organogram: a diagram showing how the movement is structured and how positions in the movement are related to each other.
- ii. Develop systems to coordinate the movement, chapters and departments.
- iii. Develop a communication manual giving proper channels of communication of the board, executive, chapters, employees and members for effective communication.
- iv. Systematic identification and dealing with the movement's problems.
- v. Adopt biblical conflict resolution methods which must be developed into policy for the movement's use.
- vi. Quarterly platform for general members to give input about the movement's operations.

## **Objective 3: To Open Chapters World-Over**

### **Strategies**

- i. Formulate the minimum requirements needed for starting/ establishment of chapters.
- ii. Develop chapter operational manuals.
- iii. Train and equip all long term international and local missionaries on how to start chapters.
- iv. Mandate all long term international and local missionaries to start chapters at their mission sites.

## **Rationale**

The movement is seeking to expand in the next coming years. This will require acquisition of assets in order for the movement to operate smoothly. In the developing church in the book of Acts, there came a necessity to distribute responsibilities which were borne faithfully by a few during their earlier days. Similarly, the growing movement will require an organisational



structure which will clearly show the relations/interactions between leaders and to document its operations for easy management. This will bring order in all of the movement's operations. 1 Corinthians 14:33 affirms how that God is not the author of confusion thus He requires order in the conduct of church affairs. This order must spill over in the development process of other chapters that will be opened country-wide and overseas.

## **Strategic Focus 6: Administration and Risk Management**

This strategic focus seeks to develop a dynamic and professionally run system that will bring about proficiency and excellence in the running of the affairs of the movement.

Objective 1: To develop a management approach that relies on set Standards and human capital abilities and not around individuals.

### **Strategies**

- i. Develop Terms of Reference for all office bearers and define clear cut roles and responsibilities for each and every identified portfolio.

- ii. Develop and promote strict observance of operational manuals in line with the constitution and any other existing organizational policy frameworks.
- iii. Identify and develop critical talent and core competencies from amongst the members.
- iv. Plan and anticipate to meet IMPACT's staffing needs in the challenging, dynamic environment that constitutes work at the mission's frontier and ensures that our workforce is well-prepared to meet the movement's current and future challenges.

#### Objective 2: Employ Performance Assessment and Accountability

##### **Strategies**

- i. Develop tools that measure key performance indicators and ensures IMPACT is held accountable for meeting its mission and goals.
- ii. Conduct periodic work audits and ensure systems are run to meet requirements.

#### Objective 3: Business Processes and Technologies

##### **Strategies**

- i. Strategically align business processes that integrate and capitalize on IMPACT's human capital and technology resources effectively and efficiently.
- ii. Design and employ flexible, reliable, state-of-the-art business tools and technologies designed to support IMPACT's business processes, missions and members.

#### Objective 4: Continuous Risk Identification and Mitigation.

##### **Strategies**

- i. Constantly review risk patterns and formulate measures that can eliminate or minimize all possible risks to be face by the organization at a given period.
- ii. Set mechanisms to guard against deviations as measures against risks are employed.

#### **Rationale:**

The church in the Old and New Testaments was organized and administration centered totally on guidance from the Lord. God used many people to speak to His people. The movement will need the use of systems and policy documents to run smoothly. The development of manuals which will involve input from many sources and Bible study will insure that the Lord uses the Word to shape this movement and not the voices of mere men. In the multitude of counsellors there is safety.

The continuous risk identification will help the movement to spot anomalies before they become major detrimental issues that cannot be reversed. It is for this reason that risk identification and management will be highly regarded during the implementation of this strategic plan.

## **Quality Improvement Framework**

Quality improvement is a formal continuous improvement approach to the analysis of performance and systematic efforts to improve it.

### Strategy Implementation Guidelines

To increase prospects of success for the outlined targets and milestones in this strategy, the following underpinning principles will guide the prioritization and implementation of initiatives.

1. ***Set Challenging but Achievable Targets:*** There must be coherent activities to achieve the targets.

2. ***Stick as Far as Possible to the Strategy:*** Align all new initiatives to the strategic plan. No new/ big initiatives or projects of a strategic nature should be approved without due consideration of their potential impact on the strategic plan. This will help in ensuring the completion of projects before embarking on new projects.
3. ***Communicate the Strategy Effectively:*** Keep things simple enough for all IMPACT movement members to understand and appreciate the strategy
4. ***Closely Monitor and Evaluate Outcomes and Impact:*** No KPI should be set without monitoring and impact measuring tools. Periodical surveys and in depth analysis of the movement's performance should be undertaken.
5. ***Implement with God (Psalm 127:1)*** - Unless the LORD builds the house, its builders labour in vain.
6. ***Encourage all Movement Members and Respective Executives to do Their Part.***(Ezra 10: 4) - Arise, for it is your task, and we are with you; be strong and do it). Each chapter will have to develop its own scorecard to guide the implementation of its prioritized and approved initiatives in line with this Strategic plan.
7. ***Ensure Ownership at all Levels; Working together for a common goal (Ecclesiastes 4:9)*** Two are better than one, because they have good reward for their toil). Over the years, only a small fraction of the movement's membership has engaged in the movement's business meetings. This has resulted in only a few members contributing to the development of the strategic direction of the movement. Accountability across all organizational structures is cardinal.
8. ***Be Creative:*** (Philippians 4:3 I can do all things through Him who strengthens me) - Leverage technology and encourage IMPACT members to be innovative in coming up with ideas that can yield greater impact.
9. ***Focus on Systematic Changes:*** Rather than one off-projects, all future initiatives should be targeted at introducing new permanent systems or improving on existing systems for continuous impact. Leaders may change but the systems should guide all the leaders to ensure strategic goals and targets are achieved.
10. ***Leverage all the strengths of IMPACT members:*** Encourage participation and application of IMPACT members' God given talents to foster the Lord's work. The synoptic review of the IMPACT'S performance shows that the movement is not adequately leveraging the talents of all its members in a number of areas. There is

need to compile and review the strengths, weaknesses, opportunities and threats of IMPACT as a movement.

### Strategy Impact Measurement Framework

Monitoring progress and evaluating outcomes are vital strategy management functions. This strategy will be measured at two levels:

#### (a) Strategy Implementation

How well the strategy is being implemented. This will be a core responsibility of the \*Quality Improvement Team (QIT) with close liaison with the Chapter executive, the National executive and the Board.

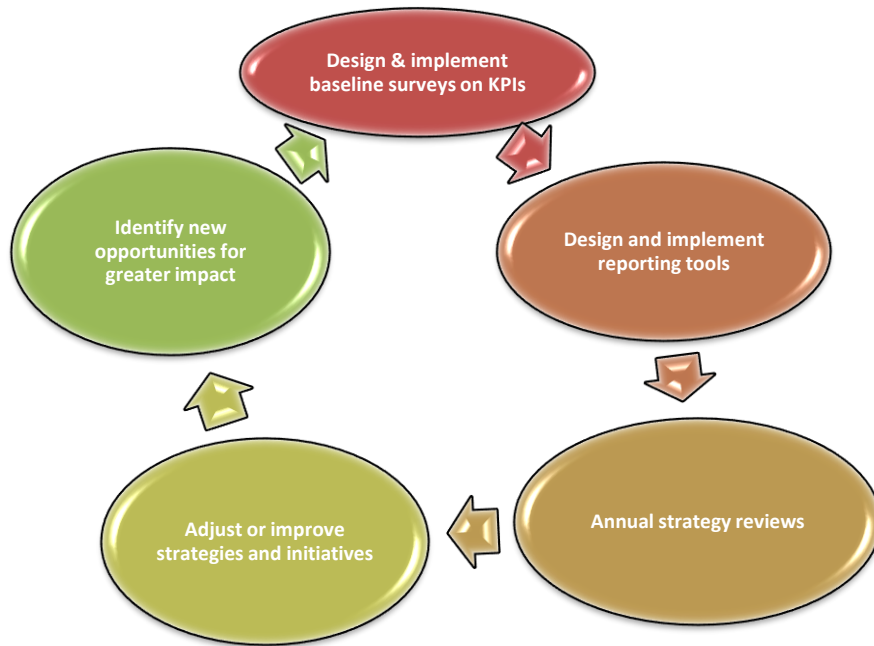
#### (b) Strategy Impact

Are the initiatives under this strategy contributing to the achievement of the movement's vision, mission and goal? This will be the core responsibility of the National executive and the Board with support from the QIT. The QIT will provide monitoring and reporting templates that the National executive and the Board should use to measure and monitor:

- Output KPIs: Tangible achievements of the program in terms of numbers (e.g. Improvements in human capital, successful missions undertaken, literature distributed, number of baptisms)
- Impact KPIs: Real improvements in members' spiritual welfare (e.g. Changing behavior and commitment to faith)

#### (c) Measurement Framework

At the beginning of the strategy, rather than having individual committees conducting small surveys, all survey requirements should be aggregated into one movement survey.



(d) Chapter Executive Score Card Management

The national executive shall be responsible for the management of the chapters score card including monitoring the contributions of the initiatives under the respective chapter to the overall vision, mission and goal of IMPACT.

All chapter executives must implement all initiatives that are aligned to the Strategic plan regardless of the change in leadership.

Align all annual planning and budgeting processes to the strategic plan.

The QIT shall also work with the Chapter executives to ensure that initiatives or activities are aligned to the strategy.

Role of the QIT

The role of the QI team is critical in strategy implementation, monitoring and evaluation as well and regular reporting on strategy. The QIT should ideally produce a strategy status report semi-annually. Ideally the QIT should have a minimum of 5 members who will constantly work with National executive and Chapter executives in ensuring performance targets are achieved. The QIT should also be consulted whenever the movement needs to take a decision on an issue of strategic nature or action that will significantly affect prospects of achieving other targets in the strategic plan. Other specific roles of the QIT include:

- Conducting semi-annual strategy reviews
- Monitoring implementation of the strategy, checking for quality delivery and rate of completion of initiatives and projects.
- Advise the movement on all strategic related issues.

### **Special Purpose Vehicles**

- Mission Houses
- Total Member Involvement
- One Day Churches
- IMPACT Press
- IMPACT Media
- Plant 100 churches project