

AFRICA ASSEMBLIES OF GOD ALLIANCE



RATIFIED STRATEGIC OBJECTIVES

2018 - 2022

**AFRICA ASSEMBLIES OF GOD ALLIANCE
P.O.Box. 7214 MOSHI, TANZANIA**

**COPY APPROVED ON
8th February, 2018**

EXECUTIVE SUMMARY

The purpose of the Arusha workshop, held October 16 to 19, 2017, was to draw from the AAGA's stated objectives, its vision, mission and core values and use them to draw out strategic objectives, which the Alliance can pursue. This was based upon the realization that "where there is no vision, the people perish" (Pro. 29:18) and awareness that a person's world is bounded by the limits of his/her vision.

The process for positioning AAGA strategically, was informed by the realization that vision unleashes people's potential to act. Even where the Alliance has no enforcement mandate, it can still have an influence. A vision revitalizes passion, mobilizes people and energizes action.

Thus, it was felt that the Alliance's existing purpose and six objectives as stated in the constitution define the outer limits of the vision, mission and core values, which were then inferred.

Alternating between working in groups and making plenary presentations and discussions, the twelve participants (see Appendix 1) were divided into three groups of three to five people. Each group was required to create a proposed vision statement, mission statement, and suggested core values. After discussion, these were blended together into common vision statement, mission statement, and a set of core values which then served as rail tracks to guide further discussions so as to remain true to the aims of our constitution. The following day each group did a SWOT analysis to analyze AAGA's Strengths and Weaknesses as well as the Opportunities and Threats/Challenges posed by the external environment. Out of this we developed a comprehensive list and a clear picture of where we are.

Having agreed upon the basic statements, seven focus areas and eight Key Results Areas (KRAs) were identified, AAGA's organizational structure was clarified and 54 strategic objectives were derived. All of this was achieved by working in small groups, plenary presentations and discussions.

Prayer always preceded the working sessions and it was amazing to see from time to time that all three groups, working independently of each other, presented the same or very similar ideas. Glory to God.

The draft report was presented before the EC in Accra, Ghana on February 6-7 for deliberations and decision. The report was then discussed and adopted with a few corrections before being presented to the General Assembly on February 8, 2018 for ratification. The General Assembly received the report and after some deliberations ratified it with minor corrections.

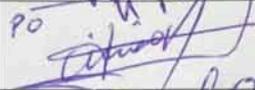
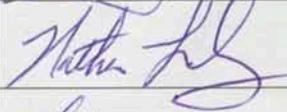
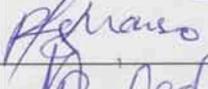
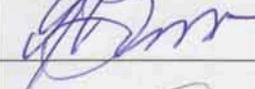
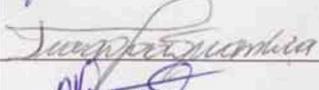
I am therefore forever grateful and happy to present this document to you, praying that it will, especially the Strategic Objectives, inspire you to develop and implement concrete strategies and action plans that are custom tailored to your area of jurisdiction at whatever level in the Alliance. This may be the continent, region, nation or local church, over which the Lord has put you to oversee.

May God bless you

Rev. Dr. Barnabas Weston Mtokambali
CHAIRMAN
AFRICA ASSEMBLIES OF GOD ALLIANCE

CONVENANT FOR IMPLEMENTATION

We the undersigned members of the Executive Committee (EC) of the Africa Assemblies of God Alliance (AAGA) upon ratification of this document, and on behalf of the General Assembly, covenant together to implement the strategic objectives contained in this document in the power of the Holy Spirit.

	NAME	POSITION	SIGNATURE	DATE
1	Rev. Dr. Barnabas Weston Mtokambali	AAGA Chairman-EC Member		9/2/2018
2	Rev. Dr. Michel Ouedraogo	AAGA Vice Chairman-EC Member	PO 	9-02-2018
3	Rev. Nathan Lashway	Executive Secretary-EC Member		9/2/2018
4	Rev. Dr. Paul Frimpong-Manso	Deputy Executive Secretary-EC Member		9/2/2018
5	Rev. Dr. Peter Njiri	EAAGA Chairman – EC Member		9-02-18
6	Rev. Dr. Chidi Okoroafor	CAAGA Chairman – EC Member		9/02/18
7	Rev. Gregory Beggs	AGWM Director- EC Member		9/02/18
8	Rev. Tiago Manhica	Ag. SAAGA Chairman-EC Member Representative		9/02/18
9	Rev. Emile Adote	Ag. WAAGA Chairman-EC Member Representative		9/02/18

LIST OF ABBREVIATIONS AND KEY TERMS

AAGA	Africa Assemblies of God Alliance
AG-CARE	The Africa Assemblies of God Alliance's Relief & Development Agency
AGWM	Assemblies of God World Missions
AIA	Acts In Africa
ATTS	Africa Theological Training Service
CAAGA	Central Africa Assemblies of God Alliance
CMI	Church Multiplication Institute
DOP	Decade of Pentecost
EAAGA	East Africa Assemblies of God Alliance
EC	Executive Committee
GS	General Superintendent
KRA	Key Results Area
M&E	Monitoring and Evaluation
NAAGA	North Africa Assemblies of God Alliance
NC	National Church
PATHS	Pan-Africa Theological Seminary
R. Director	Regional Director
SAAGA	Southern Africa Assemblies of God Alliance
TLO	Team Leader Overseer
ToT	Trainer of Trainers
UPGs	Unreached People Groups
WAAGA	West Africa Assemblies of God Alliance
WAGF	World Assemblies of God Fellowship
WMC	World Missions Commission
WPF	World Pentecostal Fellowship

TABLE OF CONTENTS

EXECUTIVE SUMMARY	ii
CONVENANT FOR IMPLEMENTATION	iii
LIST OF ABBREVIATIONS AND KEY TERMS.....	iv
TABLE OF CONTENTS	v
STRATEGIC DIRECTION OF THE ALLIANCE.....	1
5.1 VISION.....	1
5.2 MISSION	1
5.3 CORE VALUES.....	1
SITUATIONAL ANALYSIS OF AAGA.....	1
6.1 AAGA'S INTERNAL SITUATION.....	1
6.1.1 <i>Executive Committee</i>	1
6.1.2 <i>Executive members</i>	2
6.1.3 <i>AGWM in Africa</i>	2
6.1.4 <i>National Churches</i>	2
6.1.5 <i>Regional committees</i>	2
6.1.6 <i>Departments</i>	3
6.2 AAGA'S EXTERNAL SITUATION.....	3
6.2.1 <i>Political environment</i>	3
6.2.2 <i>Economic environment</i>	4
6.2.3 <i>Social environment</i>	4
6.2.4 <i>Technological environment</i>	4
6.2.5 <i>Legal/ Regulatory environment</i>	4
6.2.6 <i>Religious environment</i>	4
6.2.7 <i>Globalization</i>	5
KEY AREAS FOR STRATEGIC PLANNING	5
7.1 FOCUS AREAS AND KEY RESULTS AREAS:.....	5
ORGANIZATION STRUCTURE.....	6
8.1 ELEMENTS IN THE ORGANIZATION STRUCTURE	6
8.2 COMPOSITION OF THE VARIOUS ORGANS	7
STRATEGIC OBJECTIVES.....	8
IMPLEMENTATION	11
REFERENCES.....	12
APPENDICES.....	13

LIST OF FIGURES

FIGURE 1: AAGA'S ORGANIZATION STRUCTURE	6
FIGURE 2: AAGA'S LEADERSHIP STRUCTURE	7

TABLES

TABLE 1: FOCUS AREAS AND KEY RESULTS AREAS.....	5
TABLE 2: ORGANS IN AAGA'S ADMINISTRATIVE STRUCTURE.....	7
TABLE 3: STRATEGIC OBJECTIVES FOR EACH KEY RESULTS AREA (KRA).....	8

APPENDICES

APPENDIX 1: PARTICIPANTS IN THE STRATEGIC PLANNING TEAM	13
APPENDIX 2: SAMPLE OF A LOCAL CHURCH STRATEGIC PLAN	14
APPENDIX 3: SAMPLE OF A LOCAL CHURCH ACTION PLAN.....	15

STRATEGIC DIRECTION OF THE ALLIANCE

God is a God of plans: The creation of God reveals the perfect order of the wondrous work of God. Psalms 19:1 states “The heavens declare the glory of God, the skies declare the work of his hands.” As God is a God of plans, so the church and God’s servants must also be people of plans. We must ask God to give us discernment, wisdom, obedience, goals and knowledge of his purposes in our planning.

5.1 Vision

A fellowship that strategically fulfils the Great Commission in the power of the Holy Spirit.

5.2 Mission

AAGA exists to bring together member National Churches for fellowship, and as a platform to facilitate effective world evangelization, capacity building, holistic ministries and conflict resolution in the power of the Holy Spirit.

5.3 Core values

1. Vigorously planting churches
2. Integrity
3. Financial responsibility
4. Promotion of sound Pentecostal doctrine and practice
5. Bible centric
6. Leadership development
7. Fervent Prayer
8. Compassionate ministries
9. Mutual respect among partners
10. Strategic approaches

SITUATIONAL ANALYSIS OF AAGA

The purpose of this activity was to analyse AAGA's internal environment and its external environment as a springboard to enhance AAGA's effectiveness.

6.1 AAGA's Internal Situation

The internal environment of the Alliance comprise of its strengths and weaknesses analysed by its administrative units shown in Table 2, as follows:-

6.1.1 Executive Committee

The Executive Committee’s strengths lie in their diversification and rotational system which provides good representation of the regions. They are also a group that is filled with wisdom and experiences that allow them to assist member churches in conflict resolution and other needs as they arise. The committee's weaknesses however, stem primarily from a lack of

financial resources which limits the number of meetings they are able to have. This lack of meetings then contributes to an inability to address some critical issues such as constitutional weaknesses and holding member churches accountable to membership responsibilities.

6.1.2 Executive members

The executive members (working committee) draws their strength from their good working relationship, effective communication, and it's intentional visits to national churches and regional bodies. On the weaker side, the committee is hindered by the lack of strategic plan and insufficient AAGA awareness across the continent and amongst national churches.

6.1.3 AGWM in Africa

AGWM in Africa brings to AAGA strengths which include training expertise, church planting assistance from many angles, networks from the USA to engage in further partnerships, financial assistance for stability of national churches, and a historical perspective of the work in Africa. On the other hand, the mission is weak in the areas of full inclusiveness of their National church partners when it comes to strategic planning. Weakness is also observed in the frequent changes in personnel working with national churches, in communicating clearly with AAGA members, and in the placement of missionaries where the need is not as great as in other areas.

6.1.4 National Churches

National Churches within AAGA show their real strengths in their spiritual maturity, financial strength, good governance, implementation of indigenous church principles, their common beliefs and purposes across the continent. They also show strength in their good relationships with political governments, and with their gracious acceptance and working relationships with missionary partners.

On the weak side, national churches do not have training programs that are adequately tailor made to the needs in their countries and communities. They are also seen, at some intitutions, to suffer from a weakened emphasis on ministerial training in their quest to incorporate secular programs in their menu of courses, and to have a marginal impact on the Muslim communities in their countries.

6.1.5 Regional committees

The AAGA regional committees show their real strength in their shared vision for church planting, their strong drive for prayer for revival and in the fact that they all have constitutions and by-laws. They are also active in initiatives and enjoy good regional fellowship. On the weak side, they have limited finances and financial accountability and often fail to pay membership fees. They have also neglected strategic planning, some have reduced allegiance to AAGA, and there seems to be a lack of understanding of the greater AAGA purposes, the significance of participation in different levels of AAGA and sister organizations such as WAGF. There is also a seeming overdependence on the personal competencies of a few leaders and little on developing new leaders.

6.1.6 Departments

6.1.6.1 PThS

PThS provides AAGA with solid Pentecostal education, good leadership, a well functioning and financially stable agency for training, and good AGWM partnership. Its weakness is its limited capacity to provide French library resources, to offer adequate African scholarly writings, and to secure financial support from member churches.

6.1.6.2 WMC

The WMC has served AAGA well through its training programs in West Africa and regional representation in regional AAGA committees. It's work is enhanced by its constitution and the democratic procedures used to appoint leaders. Nevertheless, the body has not made an impact in some areas of the continent such as Central Africa. It also suffers from administrative shortfalls such as not having its own bank account, and on being lead only by a director without proper committee members who could be assigned with such tasks as secretary and treasurer. There is also lack of communication in the system. The WMC could improve its constitution, clarify its purpose and benefit from better funding in general.

6.1.6.3 AG-CARE

AG Care has a strong foundation in its constitution, in the board of directors structure and in the person of its current director, who is a qualified and trained professional in the area of Relief and Development programs. AG Care suffers weaknesses in the areas of its continental impact, it has a lack of regional representatives to assist with work, no clear purpose from AAGA, and a general lack of cooperation and support from other entities within AAGA such as the Executive members and AGWM.

6.2 AAGA's External Situation

The external environment of the Alliance is assessed on the basis of opportunities and threats presented along seven important categories as follows:-

6.2.1 Political environment.

Due to the high level of respect from governments and our politically neutral stance, our AAGA churches are posed to be a positive influence on the political scene of our nations. Other areas where AAGA churches can maximize our opportunities politically are to encourage our members to participate in the political process, be a prophetic voice to their nations, and influence areas such as education. Politics presents some great challenges in some nations within the scope of AAGA. Nations who have governments controlled by Islamic beliefs may often close their doors to traditional missionary and church planting work. In other places our churches and members face persecution, the potential of tribal animosity, political instability and immigration issues preventing free movement between countries.

6.2.2 Economic environment

Economically AAGA can take advantage of opportunities to invest in youth development programs, Women's Empowerment programs, and starting businesses to fund ministry and as doors of entry into difficult countries. Lack of finances is a huge challenge for AAGA and threatens to thwart our successes. There are also challenges facing our countries due to economic challenges such as a lack of employment opportunities at the same moment we are facing a very large percentage of the population being under the age of 35 and ready to work. There are additional challenges of a lack of skilled laborers and programs for the poor.

6.2.3 Social environment

When we look at the societies of Africa we can see many opportunities to meet needs. The high number of children and youth presents a great opportunity to reach the majority of the population at early ages. There are also opportunities to minister to the physical and emotional needs of our populations. Our societies also present us with challenges. Poverty, breakdowns in family structure, famine, wars, human trafficking, secularism are a few of the many challenges our churches face.

6.2.4 Technological environment

Technology presents a great opportunity for us to spread the gospel and make disciples like never before. We need to take advantage of current technology like social media, video, group messages and others. Technology also presents us with challenges as it brings in the threat of identity theft, exposure to false doctrines shared on social media, and causing a new form of addictions that hold people hostage.

6.2.5 Legal/ Regulatory environment

The legal and regulatory environment offers AAGA members opportunities for financial savings through discounts and exemptions. We also benefit from freedom of worship in many countries. The current trends in many places is towards anti-Christian values and morals. This trend is often supported by the judicial systems of many countries. Churches also face challenges in many places with registration issues, restrictive immigration laws, and in some places the rise of Islamic sharia law.

6.2.6 Religious environment

Many countries give AAGA members open and equal opportunities to worship, own land, and work freely. Many people in Africa are very open to religious conversations and conversion. The greatest challenge AAGA faces is Islam but it is not alone in our challenges. We also face issues such as false prophets, weird "Pentecostal" practices, religious intolerance, African traditional religions, and self-actualization.

It is also noted that, while the numbers of both Christians and Muslims are growing, “Neither Christianity nor Islam is growing significantly in sub-Saharan Africa at the expense of the other; there is virtually no net change in either direction through religious switching” PEW Research Centre (2010,2). Thus, our growth is largely at the expense of traditional religions making our approach ineffective on Muslims.

6.2.7 Globalization

The rise of Globalization provides a great opportunity to accomplish the Great Commission through cross pollination of ideas in the work of the ministry. Globalization however brings the challenge of fast and wider spread of false doctrines, erosion of ethics, and the rising trend of self-actualization throughout the world.

KEY AREAS FOR STRATEGIC PLANNING

In order to fulfill the Great Commission of our Lord Jesus, which is the main reason for being for the church in Africa and the world, this strategic plan summary will concentrate on seven Focus Areas, eight Key Results Areas and 54 Strategic Objectives. Various officers of AAGA (see Figure 1) are responsible for implementing the strategic plan and for cascading it down to lower levels. These leaders will concentrate further on developing their own, context specific strategies and action plans for implementation.

7.1 Focus Areas and Key Results Areas:

After analysing the internal and external environments of the church; the following Focus Areas and subsequent Key Results Areas emerged that need to be strategically addressed for the survival and continued success of the Alliance.

Table 1: Focus Areas and Key Results Areas

S/No	FOCUS AREA	KRA	DESCRIPTION
1	Great Commission	A	Champion and accelerate World Missions
		B	Promote vigorous and strategic church planting
2	Leadership Development	C	Equip organizational leaders to better fulfill their responsibilities
3	Prayer	D	Initiate and mobilize various kinds of prayer
4	Pentecostal Distinctives	E	Nurture a Pentecostal awakening through preaching, teaching, and praying for people to be baptized in the Holy Spirit
5	Fraternal Fellowship	F	Foster cooperation, unity and fellowship
6	Compassion Ministries	G	Engage poverty and marginalization on the continent through the church
7	Stewardship	H	Mobilize financial resources and ensure accountability

ORGANIZATION STRUCTURE

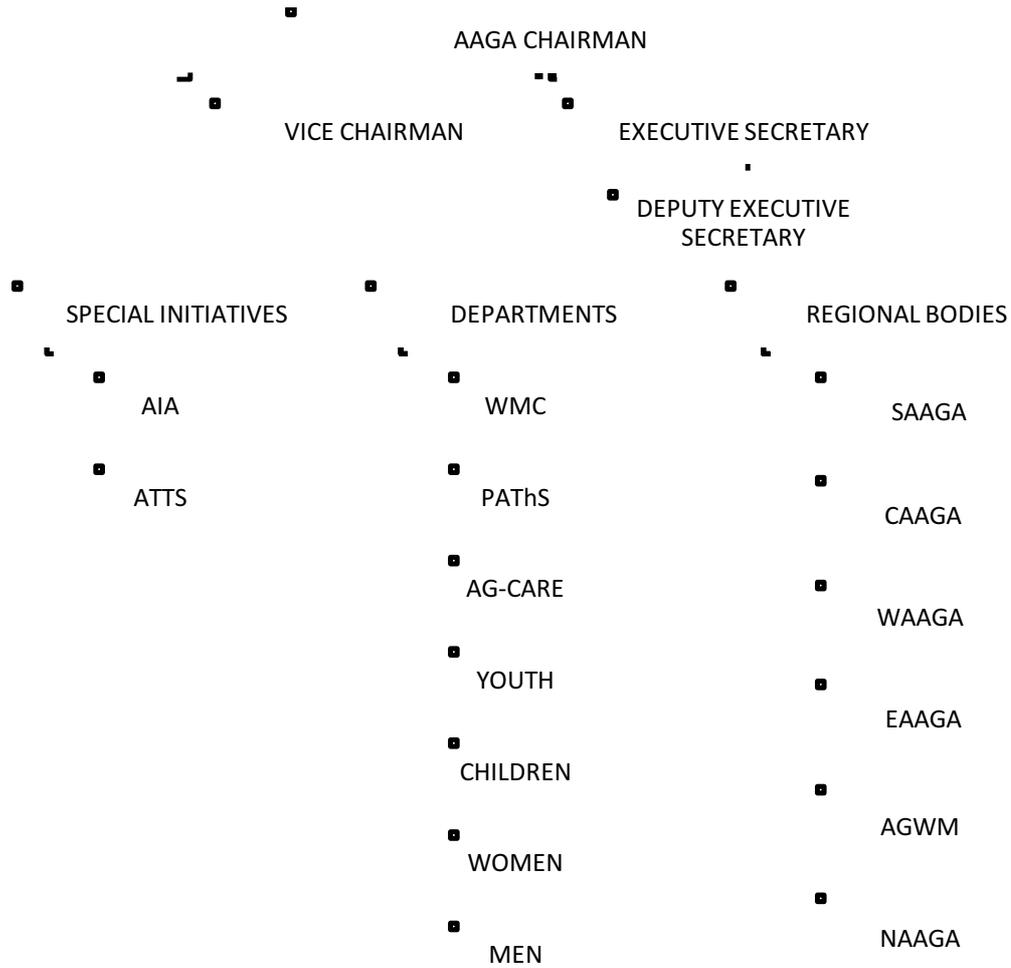
8.1 Elements in the Organization Structure

In order to fulfill this stated vision it was necessary to clarify the structure of the Alliance as shown in Figure 1.

Figure 1: AAGA's Organization Structure



Figure 2: AAGA's leadership structure



8.2 Composition of the various organs

Table 2: Organs in AAGA's administrative structure

Sn	ORGAN	COMPOSITION
1	General Assembly	National General Superintendents National General Secretaries
2	Executive Committee	Executive Officers or Working Committee Regional Chairmen AGWM Regional Director
3	Executive Officers or Working Officers	Chairman Assistant Chairman Executive Secretary/Treasurer Deputy Executive Secretary
4	Regional Committees	SAAGA, CAAGA, WAAGA, EAAGA, AGWM, NAAGA
5	Departments	WMC, AG-Care, PAThS, Children, Women, Youth, Men
6	Member National Churches	All member country churches

STRATEGIC OBJECTIVES

Table 3: Strategic objectives for each Key Results Area (KRA)

S/No	FOCUS AREA	KRA	DESCRIPTION	RESPONSIBILITY	
1	Great Commission	A	Champion and accelerate World Missions		
			A1	North Africa (Western Sahara, Mauritania, Algeria, Libya, Tunisia, Morocco) has been engaged with missionaries and A/G NC's established by end of 2022.	WMC, AGWM, NCs, French A/G, CAAGA, WAAGA.
			A2	A/G NC's have been established in Comoros, Eritrea, Djibouti, Somalia, Sudan, and South Sudan by the end of 2022.	WMC, AGWM, NCs EAAGA, SAAGA.
			A3	Partner with other missions agencies for the establishment of A/G NC's in North Africa and the Horn by the end of 2022.	WMC, AGWM (EC), NCs, Regional Bodies.
			A4	The WMC Constitution has been revised to strengthen, give clarity of purpose and improve structure by the end of 2018.	WMC, EC
			A5	Each NC has a missions sending department (home and foreign missions) established by the end of 2022.	WMC, NCs, AIA
			A6	Every Pastor has received the Acts in Africa (AIA) book on 100 Messages on Missions	AIA, AGWM, NCs
			A7	Bible Schools and Training institutions are placing a greater emphasis on missions by end of 2021.	ATTS, AGWM, NCs, AIA
			A8	Each NC has an intentional action plan to see that all pastors are fully engaged in missions promotion and work by end of 2022.	NCs, Regional bodies, AIA
			A9	Regional WMC directors communicate data to NCs on Unreached People Groups (UPGs) for prayer and engagement	WMC, NCs
			A10	Leadership of regional missions departments has been created and expanded from just the director to a full committee by 2019 and their individual constitutions have been created	WMC, EC, Regional Bodies
			A11	In each member country, in partnership with AGWM, Muslims are strategically and intentionally engaged with the gospel	EC, AGWM, NCs
		A12	Cooperation between AAGA, WAGF and WPFmissions agencies is fostered	EC, NCs	
		B	Promote vigorous and strategic church planting		
			B1	Regional bodies have established systems to quantify the progress of NC's in their Decade of Pentecost (DOP) goals by the end of 2018	WMC, EC, Regional Bodies, AIA
			B2	NC's have accomplished their DOP goals by the end of 2020.	NCs, Regional Bodies, AIA
			B3	Acts In Africa conferences were hosted by each remaining NC by the end of 2021	NCs, Regional Bodies, AIA
		B4	Each NC has set a strategy to plant a church within walking distance of every community by the end of 2022	NCs, Regional Bodies, AIA, WMC	
		2	Leadership Development	C	Equip organizational leaders to better fulfill their responsibilities
C1	For the purpose of capacity building, AAGA Regions bi-annually host an Church Multiplication Institute (CMI) for all NC executives beginning in 2019.				EC, ATTS, AGWM, NC
C2	The Church Multiplication Institute (CMI) committee has been formed by mid 2018.				EC, ATTS, AGWM, NC
C3	The CMI is developed and teachers identified by 31 December 2018.				EC, ATTS, AGWM, NC

S/No	FOCUS AREA	KRA	DESCRIPTION		RESPONSIBILITY	
			C4	Refresher course systems for pastors are established in each NC by end of 2022.	NCs, Regional Bodies, ATTS	
			C5	A Discovery Series course on Strategic Planning is developed and adapted for use in various country's Bible Schools by 2020.	ATTS, EC, NCs	
			C6	Doctoral programs have started in other regions in partnership with PATHS.	PAThS	
3	Prayer	D	Initiate and mobilize various kinds of prayer			
			D1	Continental, Regional and National prayer coordinators are appointed in each national church by 31 December 2018.	AIA, EC, NC, Regional Bodies	
			D2	All training institutions and Bible schools are holding regular days of intensive, fervent prayer beginning in 2018.	NCs, ATTS	
			D3	Every region, department and EC have scheduled days of intensive prayer beginning in 2018	Departments, EC, Regions	
			D4	All pastors are preaching and teaching about the role of prayer for Pentecostal awakening (revival) beginning April 2018.	NC, Regional Bodies	
			D5	All regions, NC's, and local assemblies are conducting frequent retreats, conferences and seminars on prayer beginning in 2018.	NC, Regional Bodies	
			D6	AAGA regularly communicates to all agencies of AAGA prayer focuses beginning in April 2018.	AIA, EC, General Secretary	
			D7	A book of sermon outlines on missional prayer created by AIA by December 31, 2018.	AIA, EC	
4	Pentecostal Distinctives	E	Nurture a Pentecostal awakening through preaching, teaching, and praying for people to be baptized in the Holy Spirit			
			E1	Every pastor has received the AIA book on 100 Messages for Pentecost by end of 2020.	AIA, AGWM, NCs	
			E2	Each NC has an intentional action plan to see that all ministers and members are baptized in the Holy Spirit with evidence of speaking in tongues by end of 2021.	NCs, Regional bodies, AIA	
			E3	90% of total A/G adherents have been baptized in the Holy Spirit by the end of 2022.	AIA, EC, NCs, Regional bodies	
			E4	All pastors have been challenged to preach, teach about Pentecost and to pray for people to be baptized in the Holy Spirit regularly by April 2018.	NCs, Regional bodies, AIA.	
			E5	Every church observes the week of Pentecost climaxing on the Day of Pentecost with preaching, teaching, and praying for the baptism of the Holy Spirit annually.	NCs, Regional bodies, AIA	
			E6	Bible Schools and Training institutions have implemented greater emphasis on our Pentecostal distinctives and practices by end of 2021.	NCs, Regional bodies, ATTS	
5	Fraternal Fellowship	F	Foster cooperation, unity and fellowship			
			F1	The General Assembly adopt AAGA's Strategic Objectives by February 2018.	EC, General Assembly	
			F2	A new focus for the decade (2021-2030) has been prepared by the EC and ratified by the General Assembly in 2020.	EC, General Assembly	
			F3	The General Assembly met in early 2020 and 2021 for reporting and elections.	EC	
			F4	A Congress convened in October 2020 to celebrate the DOP and launch the new Decade Focus/Emphasis to be held in Accra, Ghana.	EC, AIA, General Assembly	

S/No	FOCUS AREA	KRA	DESCRIPTION		RESPONSIBILITY	
			F5	A culture exists where member churches participate in exchange meetings to seek best practice in various aspects of church growth and health by 2022.	NCs, Regional bodies	
			F6	Regional bodies and NC's leadership are empowered in their capacity to help with various forms of conflict resolution by the end of 2022.	NCs, Regional bodies, ATTS	
			F7	The partnership with AGWM Africa is strengthened through strategic engagement by 2020.	EC, AGWM, Regional bodies	
			F8	The partnership with the French A/G has been strengthened through intentional engagement by 2020.	EC, AGWM	
			F9	Quarterly communication to members is effected in its various forms beginning in 2018.	Executive Officer/Deputy Secretary	
6	Compassionate Ministries	G	Engage poverty and marginalization on the continent through the church			
			G1	The AG Care Constitution has been revised to strengthen, give clarity of purpose and improve structure by the end of 2018.	AG Care, AGWM, EC	
			G2	Strategic Partnerships with other relief and development agencies are established by the end of 2019.	AG Care, AGWM	
			G3	Bible schools and training institutions have raised awareness to compassion ministries with their students by end of 2021. AG Care should review the existing Discover Series books to determine how we can use them in our Bible Schools.	ATTS, NCs, Regional bodies, AG Care, AGWM	
			G4	Each NC has a compassion ministries department established by the end of 2022.	AG Care, AGWM, NCs, Regional bodies	
			G5	Each NC has an intentional action plan to see that all local churches are engaged in compassion ministries by end of 2022.	NCs, AG Care, AGWM, Regional bodies	
			G6	An Emergency Relief Fund has been established to help with disasters that arise on the continent by the end of 2022.	AG Care, EC, AGWM	
			G7	AG Care has provided a Training of Trainers (ToT) for capacity building at all levels of AAGA with emphasis on compassion ministries by the end of 2022.	AG Care, AGWM, NCs, Regional bodies	
7	Stewardship	H	Mobilize financial resources and ensure accountability			
			H1	A Financial Services company is researched and/or started to provide banking services to all AAGA members and to help provide funding for AAGA operations by the end of 2022.	EC, AGWM, AG Care	
			H2	Development office established to oversee fund raising strategies and stewardship within AAGA by 2020.	EC, General Secretary	
			H3	All AAGA members actively and faithfully fulfill their financial obligations to the Alliance annually.	NCs, Regional bodies, General Secretary	

IMPLEMENTATION

In order to fulfill the vision of the Strategic Plan it will require the participation of all levels of AAGA from the EC, Departments, Regional Bodies, Special Initiatives, AGWM and National churches. The human body is a living example of the cooperation required; it needs the coordination of every body part from the head to the sole of the foot to function properly. Foundationally it is important to realize that;

1. Every leader completes his/her responsibility faithfully and diligently
2. Though continental or regional action plans may be developed, every participant should strategically look for the necessary resources to prepare and implement their action plans within their sphere of responsibility.
 - a. A template has been provided for the writing strategies for each strategic objective and action plan.
 - b. The AAGA Executive Secretary will filter the various Key Result Areas from this document and then communicate to the responsible parties, their prescribed objectives.
3. The office of the Executive Secretary (and his deputy) will coordinate the overall implementation process and carry out overall monitoring and evaluation activities through various means including reporting. Each key player in AAGA's strategic objectives (Regional body, Department, Special Initiative, NC, etc.) will be responsible for planning their own strategies as well as carrying out periodic progress reviews on implementation.

With The Lord, We Will Do Great Things

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APPENDICES

Appendix 1: Participants in the Strategic Planning Team

#	FULL NAME	AAGA ROLE(S)	OTHER ROLE(S)	W/shop Group
1	Rev. Dr. Barnabas Mtokambali	Chairman	GS -Tanzania AG	2
2	Rev. Dr. Michel Ouedraogo	Vice Chairman	GS - Burkina Faso AG	1
3	Rev. Nate Lashway	AGWM, Exec. Secretary - AAGA	TLO Swahili Zone	1
4	Rev. Dr. Paul Frimpong-Manso	Deputy Exec. Secretary - AAGA	GS - Ghana AG	3
5	Rev. Jude Benjamin Ngouwa	Chairman CAAGA	GS - Gabon AG	1
6	Rev. Dr. Enson Lwesya	Director - WMC	Malawi AG	2
7	Mr. Joseph Kwame Wumbee	Director - AG Care	Ghana AG	2
8	Rev. Greg Beggs	Regional Director - AGWM	Africa Regional Director	3
9	Rev. Bill Moore	AGWM	Tabernacle Evangelism	3
10	Rev. Laura Goodrich	AGWM	South Africa Area Director	2
11	Rev. Dr. Steve Pennington	AGWM	East Africa & Indian Ocean	2
12	Rev. Rodgers Namwenje	Co-Facilitator	M&E, Admin.- Tanzania AG	3
13	Prof. Pastor Joseph Kimeme	Facilitator/Recorder	M&E - Tanzania AG	-

Templates for presenting a five year strategic plan and a one year Action Plan

For each strategic objective, develop strategies necessary to accomplish the objective. You should also develop delivery targets, key performance indicators and assign the activity to a responsible person.

Appendix 2: Sample of a local church strategic plan

STRATEGIC PLAN FOR YEARS 2018-2022

Strategic Objective	Strategy	Delivery Target	Key Performance Indicator (KPI)	Responsibility
KRA A: Worship and express gratitude to God				
A1: Eight musicians and five worship leaders are facilitated to role model and orchestrate worship	A1.1 Teach about biblical worship	More worship and less performance	-Lesson handouts -Attendance records	Senior Pastor
	A1.2 Provide musicians with modern instruments	Complete set of desired musical instruments is provided	List of procured vs requested instruments	Church Accountant
A2: The church is developed into a worship team by year 2019	A2.1 Schedule deacon area worship teams to minister in weekly church services	All believers practice worship formally with and/or without instruments	-Church attendance records -Deacon area attendance -Testimonies	Music Director
KRA B: Edify and build capacity to edify others				
B1: Each believer...	B1.1			
	1.2			
B2:				

The designated person (see responsibility column of the 5-year plan) should extract from each five-year delivery target what can be accomplished in the current year (one year at a time) and thereby derive a one year Action Plans. The matrix for the Action appears as follows:-

Appendix 3: Sample of a local church action plan

ACTION PLAN FOR YEAR 2018

Assigned Officer's Objective	Delivery Target	KPIs	Tasks	Responsibility	Resources	Dates		FINANCIAL QUARTER				TOTAL USD
						From	To	I	II	III	IV	
A1.2.1.1: Complete drum set is procured	Quality, quantity & delivery Specs	-Drum set -Procurement documents	-Invite financial pledges -Google search for right set -Remit the money -Receive the set	-Pastor -PM -FM -PM	-Finances -Skilled personnel	Jan' 18	Sept' 18	\$900		\$800		\$1,700
A1.2.2.2												
A2.1.1.1												