



# TUMAINI MINISTRIES CENTRE

2023 - 2028

STRATEGIC PLAN

## TABLE OF CONTENT

	PAGE
1) STRATEGIC PLAN	3
2) PURPOSE STATEMENT	3
3) MISSION	3
4) VISION	3
5) CORE VALUES	5
6) OBJECTIVES	7
7) NEEDS ASSESSMENT	8
8) S.W.O.T. ANALYSIS FOR TUMAINI MINISTRIES CENTRE	8
9) ALTERNATIVES FOR SWOT ANALYSIS WITHIN TUMAINI MINISTRIES CENTRE	12
10) PESTEL	12
11) <b>Our strategy</b>	13
12) STRATEGIC IMPLEMENTATION	16
13) INSTITUTIONALIZING AND OPERATIONAL STRATEGY	17
14) RESOURCE IMPLICATIONS AND RESOURCE MOBILIZATION A SWELL BUDGETING	19
15) RISK ANALYSIS	20
16) MONITORING AND EVALUATION	20
17) STRATEGY MONITORING TOOL	21
18) EVALUATION	22
19) STRATEGY EVALUATION TOOL	22
20) CONCLUSION	22
21) REFERENCE	24

## **TUMAINI MINISTRIES CENTRE**

### **STRATEGIC PLAN**

This Strategic Plan document captures the Strategic Vision, Goals and Objectives of our church along with the Strategies to achieve them. This plan is used by the Pastors, and the Ministry Council to guide and focus project planning activities and to communicate the Vision and Road Ahead to the Membership to inspire, encourage, motivate, and engage their support.

### **PURPOSE STATEMENT**

The objective is to consider the needs of our Ministry, evaluate where we are heading, and outline ideas that will meet these needs. This is an ongoing process, not one that has an end result but one with a vision for the future of Tumaini Ministries Centre and its members, keeping in mind also that we need to look beyond our church family and consider ways we can reach out to our community, nation and the world by providing HOPE to the hopeless.

### **MISSION**

Tumaini Ministries Centre is a Ministry that shares the gift of Christ's love through transformative worship, education, fellowship, and stewardship.

### **VISION**

Our vision is to carry out our mission by sustaining and growing a vibrant, active intergenerational and transformed faith community.

This is to be done through:

#### **Worship – An opportunity to gather & grow in God's love**

- The members of Tumaini Ministries Centre covenant to worship God through prayer, praise, honor and thanksgiving. Our corporate worship includes preaching, music,

prayer, and giving. Together we gather before the Lord in hopes of personal transformation.

- Diverse and innovative services and worship activities
- Dynamic approaches to accommodate both traditional and contemporary styles
- Meaningful liturgy and compelling preaching that moves us to action or further contemplation of the meaning of the Christian faith

### **Education – intended for people of all ages to grow in God’s word**

- The members of Tumaini Ministries Centre, devoted to the Word of God, use our gifts to share the salvation message of repentance and forgiveness. As followers of Christ, we faithfully and sincerely proclaim His compassion and love to each other and to the entire world. Our goal is a transformed will and a committed heart in service of Jesus Christ. We prayerfully and deliberately spread God’s Word by reaching out in love and faith, preaching, teaching and baptizing so that all have the opportunity of receiving salvation through the Holy Spirit.
- To establish churches, schools, clinics and other developments projects that may transform the lives of people in the community and engaging and diverse forums for continuous learning
- Thought –provoking opportunities to develop and strengthen our faith foundation
- Allows us to meet our commitment to provide a strong base of faith for our youth and families

### **Fellowship – a foundation to share our faith in Christ with others**

- The members of Tumaini Ministries Centre are committed and accountable to one another in Christian fellowship as we share joys and burdens; prayers and praise; giving and receiving both spiritual and material blessings. We share Christ with all persons as we are led by His Holy Spirit reflecting God’s light in the world.

- Positive and meaningful outreach in the community and abroad
- A welcoming atmosphere encouraging participation by all and associate with other Christians in spreading the gospel
- Opportunities to strengthen Tumaini Ministries Centre member relationships with each other and with Christ

**Stewardship – our individual responsibility to care and share God’s gifts in support of our Congregation, Community and World**

- Outreach experiences that utilize our time and talent to contribute to God’s creation in tangible ways
- Adequate and reliable financial resources, effectively, managed, to support church ministries and required infrastructure
- Plentiful sharing of member time and talents to sustain a proactive and engaging Tumaini Ministries Centre community of faith

**CORE VALUES**

**Honoring God**

- Enhancing Evangelism
- Be guided and empowered by the Holy Spirit
- Be a people of prayer
- Be inspired and nourished by the Bible
- Worship God in all that we do discover and use our spiritual gifts enjoy our creativity mentor and disciple one another
- Encourage learning and spiritual growth
- Be stewards of all God’s creation

### **Loving/Compassionate**

- Love with a heart of compassion
- Be welcoming – warm, interested, listening
- Be friendly and care about people
- Be gentle
- Have a generosity of spirit
- Embrace social justice
- Have humility
- Have a sense of humor

### **Building a Community of Grace**

- Serve and equipping people
- Be accepting
- Be encouraging
- Be respectful
- Be inclusive
- Have mutual accountability
- Celebrate diversity
- Show forgiveness
- Seek unity – not uniformity builds each other up
- Engender reconciliation

### **Honesty/Integrity**

- Be open

- Be genuine
- Encourage trust
- Model confidentiality

## **OBJECTIVES**

1. To establish parameters to ensure the Ministry is planning and to foster a church community that is collaborative and mutually supportive.. .
2. To provide opportunities for all members to realize that we are ALL ministers by creating an environment that recognizes the need for lay involvement, promotes, and nurtures active participation.
3. To support opportunities for members to become involved in ministry and to feel valued, appreciated and well informed of responsibilities.
4. To create a church community that is vibrant, social, welcoming, and active so all parishioners want to be involved
5. To establish the churches as a focal point of Christian discipleship and provide opportunities for continued spiritual growth
6. To create a faith-filled church community that is welcoming and accepting to new members, visitors and guests.
7. To provide an environment in which youth feel connected and are eager to deepen their relationship with Jesus Christ.
8. To create churches that relevant, vibrant and loving congregations truly reflect the moral character of God and His purpose for His Church.

Being churches that are characterized by this statement is fundamental to the Mission of Tumaini Ministries Centre as defined in our Goals: every community uplifted our, current churches healthy and committed to the mission being an organization people want to be associated with.

## **NEEDS ASSESSMENT**

The needs assessment involves determining the needs or gaps, between there the organization envisions itself in the future and the organization's current state.

As church the following are our needs that we need to address

1. Some of our churches' buildings are not in a good conditions to be used as churches and services and hence do not attract people to come.
2. Most of our churches especially from the rural areas do not have the public address system to be used during worship services
3. There is need for more Pastors to have theological training to meet the demand of Knowledge in and outside the church.
4. Most of our churches do not have enough bible study materials for all age groups in the church as well as a curriculum for the Sunday school and the teenagers.
5. There is little increase in church membership
6. Most of the church servants serve without pay and some are paid so little that it cannot cater for their daily needs.

## **S.W.O.T. ANALYSIS FOR TUMAINI MINISTRIES CENTRE**

### **STRENGTHS**

#### **Activities and Groups**

- Intentional use of mission opportunities
- Outreach to community
- Caring & sharing – friendship and fellowship
- Interesting stimulating meetings

#### **People**



- Commitment, reliability, trust, cooperation
- Good leaders
- Gifted and trained members
- Generous people
- Enthusiastic
- Good working relationships
- Maturity in life and faith
- Good ministry team
- Open discussion of issues possible
- Unity, “holy”, compassionate
- Embrace change
- Good record keeping
- Broadly representative

### **Resources**

- God
- Own mission statement
- We owe nothing
- Facilities and assets including rental houses and land
- Income from the churches and schools
- Ministry team
- Music

### **WEAKNESSES**

#### **Activities and Groups**

- Pastoral care, follow up (after topical series, christening etc)
- Prayer focus

- Communication
- Infrequent meetings
- Community knowledge
- “Job” descriptions

### **People**

- Untrained workers
- Availability
- Talents, gifts and interests of congregation not known
- Reliant on peoples’ generosity
- Commitment
- Lack of confidence
- Inclusion of youth

### **Resources**

- Huge needs and demands given size of congregation
- Fixed expenses
- Fixed incomes
- Not enough money
- Lack of succession planning
- Lack of knowledge of community
- Need to review resources against priorities

## **OPPORTUNITIES**

### **Activities and Groups**

- Involvement of youth
- Lots of ministry options
- Work together

- Involvement with community members in the activities
- Large population

### **People**

- Involve more, especially youth

### **Resources**

- Holy Spirit
- Improve pastoral care
- Youth – communicate faith well
- Ideas from finance group
- Authority of Church Council
- Ministry Groups
- Succession planning

### **THREATS**

#### **Activities and Groups**

- Hard to involve everyone
- How to engage with families post baptism
- Desire to maintain, “Comfort zone” (something doing well? Just stick with it)
- Communication
- Lack of space to build modern and big churches
- Duplication of activities especially with secular organizations
- Government policy on implementation of projects in some areas.

### **People**

- Not enough hours in day – busy people
- Committee members getting “stale”
- Reliance on volunteers

- Apathy of congregation
- Lack of use of gifts due to others holding positions for a long time – “closed shop”

#### Demographics

- Retired people ageing – who follows
- Commitment different now
- Less culture of volunteering in younger age groups
- Burnout

#### **Resources**

- Constrained by funds
- Do we need elders?
- Do we need rosters?

### **ALTERNATIVES FOR SWOT ANALYSIS WITHIN TUMAINI MINISTRIES**

#### **CENTRE**

#### **PESTEL**

##### **Political**

The political temperature in some parts of the country profile some members of other ethnics to live in such areas making it difficult to have a cosmopolitan church.

Church politics and leadership struggle within the church affects the development of the ministry.

On the other hand, the political situation in an area can be a catalyst for effective mission since when the planted and propagated by the indigenous members of that community.

##### **Economic**

Most of our churches are located in low- income areas making it more difficult to reach our financial goals within the specified timeline.

Since our mission fields is characterized by low income, the church is to set up and train its members on income generating activities and empower them to run income generating activities.

### **Social – cultural**

The social structures within our communities make it easy to move and work within the areas of operations. Most of the people are welcome, even those perceived to be Islamic dominated areas. Such areas are therefore good mission field and transformation.

### **Technological**

The world has moved to technology and the church should not be left out on the use of technology in the worship services and advertisement of churches activities. Online services should be encouraged to reach out to a wide population of members who are not able to attend physical church services.

It is important that technology to be embraced by all members of the ministry and the use of social media as a tool of mobilization and communication.

### **Environmental**

The operating environment is mostly informal settlement that lack basic amenities such as clean drinking water, legal electricity and sewerage services.

The ecology is characterized by open sewerage systems, illegal electricity connections, most of the houses are shanty structures made of old iron sheets walls and roofs, as well as muddy build walls.

In general, the environment is un-conducive and unfavorable for human settlement.

### **Legal**

Having fully been registered as a society under the Society's Act, we are free to operate and run our activities in a legal way.

Understanding relevant relevant issues that pertain to health and safety regulations in spite of operating in the informal settlements.

## **Our strategy**

### **STRATEGY 1. Prayer**

Charge the members to work through the church programs and a church-wide routine prayer plan to train and equip our members for individual and corporate prayer. Conduct periodic prayer focuses. Conduct prayer walks and/or vigils with a specific purpose and/or in support of a specific strategy. Aligned with our prayer focus, conduct periodic celebration events that remind us of our apostolic core.

### **STRATEGY 2. Trainings**

Establish a missional culture training curriculum. Design a Sunday School class set of lessons on missional culture. Design special lessons on the early church and how the Apostles first started to spread the Gospel. Focus some sermons on the early church. Establish a Sunday Night discipleship training class for teaching the practical aspects of conducting missional ministries. The next step would be to help members implement what they learned and hopefully engage more people in missional ministries.

Establish a new members class training our newer members on our church history, covenant, mission, vision, goals and objectives. Include what we believe as members of Tumaini Ministries Centre including Bible doctrine. Help them discover their spiritual gifts and plug themselves into service and ministry. The next step would be to engage them in an established Sunday School class or perhaps start a new Sunday School class if sufficient numbers are present.

STRATEGY 3. A place to gather

Construct a multi-purpose place to gather building with a large, open meeting space for faith-based worship and learning as well as community programs and outreach events. Plan for and consider future development of the property.

STRATEGY 4. Fundraising Campaign

Plan and execute a Capital Fundraising Campaign in to support developments for the purposes of fulfilling the Vision expressed in this plan.

Restructure our budget and budget process to align the budget around the Strategic Goals & Objectives. Initiate an annual strategic planning cycle in advance of the budget cycle to inform the budget. Plan the budget each year for the next year (detailed) and two years after (top-level).

STRATEGY 5. Outreach

Given that our largest demographic target group in the low income areas and families with school age children, explore ways to reach these families and provide the support that they need – Be part of the village it takes to raise children. Explore new ways we can reach families through attempting to engage them more fully with our church.

Develop and execute a plan to equip members enabling them to reach out to and evangelize every home within a one-mile radius.

Routinely present local, national and global needs to the membership to ignite their passion and willingness to serve and help. Challenge them to partner with God in the work He is already doing.

#### STRATEGY 6

##### Spiritual Gifts discovery

Set up a database of our members, and capture where they are currently involved in the church (ministries, committees, etc.).

Preach a sermon series and conduct a spiritual gifts inventory to enable pairing with the individual member's passions. Connect these passions with community needs. The idea is to identify interests and foster communications of our ministries.

### STRATEGIC IMPLEMENTATION

Tumaini Ministries Centre will continuously refer to the strategic plan as a roadmap because successful implementation will eventually lead to greater impact and transformation.

Strategic implementation is important because it ensures:

- a) Tumaini Ministries Centre's compelling vision motivates and draws its stakeholders towards the future, thus contributing to both the Great Commandment and the Great Commission.
- b) Achievement of the set Strategic Objectives hence enabling registration of remarkable growth
- c) That resources are mobilized and focused on the achievement of the strategies necessitating optimal use of the same resources
- d) Tumaini Ministries shall respond to a set of interrelated strategic issues and challenges in an intentional and coordinated manner, rather than responding to a series of problems as they arise.



The implementation framework is a consolidated matrix containing defined columns that guide the strategy implementation, namely:

**i. Strategic objectives:**

These are the proposed clear steps and accomplishments that Tumaini Ministries Centre will commit to complete to realize its mission

**ii. Activities:**

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

**iii. Key Performance Indicators:**

These are the measurable parameters that are to be used as measures of the extent to which the strategy/strategic objective has been fulfilled. These are given in form of a particular action to be completed or completed. Usually, this has been given in form of time, number, and percentage, indicating when a particular action completed.

**iv. Expected Outputs:**

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

**v. Time Frame:**

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

**vi. Responsibility:**

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

## **INSTITUTIONALIZING AND OPERATIONAL STRATEGY**

The leadership is expected to translate the vision into concrete steps that "get things done".

Strategy implementation is about change management and the action stage of the planning process.

To ensure successful implementation of this plan, Tumaini Ministries Centre will assess the optimality of its current organizational structure and if necessary, undertake culture change management at all levels, offer the requisite training, recruit adequate staff, enhance the internal systems and processes, and mobilize adequate resources to undertake this critical tasks. This involves designing and managing systems to achieve the best integration of people, structure, processes and resources in achieving organizational objectives.

**Four broad areas that stand out include:**

- 1) Performing the recurring administrative tasks associated with strategy implementation.
- 2) . Creating a fit between strategy and the various internal "ways of doing things" in order to align the whole Ministry behind strategy accomplishment.
- 3) Figuring out an agenda and a set of action priorities that matches up well with the overall situation and the context within which implementation must take place.
- 4) What managerial approach and leadership style to adopt in inducing the needed organizational changes.

Strategy implementers' challenge in performing these tasks is to bring the Ministry's internal operations into good alignment with strategy and to unite the total organization behind strategy accomplishment.

Strategy-supportive matches are needed with organizational skills and capabilities, functional area activities, structures, reward systems, incentives, policies and procedures, information systems and control mechanisms, budgets and programs, and shared values and cultural norms. Successful strategy execution depends greatly on good internal organization and competent personnel.

The management's role in the implementation process is leading and keynoting the tone, pace and style of strategy implementation. A strategy implementer can opt for an active, visible role or a low-key, behind the scenes role, remaining aloof from the day-to-day problems. To

some extent, therefore, each strategy implementation is unique enough to push for change in shaping the character of implementation and moving the process along.

The Ministry will continuously pursue this strategic plan as a roadmap for sustainability and success. Tumaini Ministries Centre management shall ensure effective institutionalization and operationalization during strategy implementation. Institutionalization requires that the plan is acceptable by all Tumaini Ministries Centre Churches. The structure, culture, policies, staff and leadership style will be driven towards successful implementation of this plan.

Where there are inconsistencies, internal adjustment will be necessary.

## **RESOURCE IMPLICATIONS AND RESOURCE MOBILIZATION A SWELL BUDGETING**

Effective strategy implementation requires careful attention to resource development and allocation. The base of both financial and human resources will require consolidation in order to sustain Tumaini Ministries Centre operations over the plan period. Putting in place a sustainable mechanism that ensures optimal utilization of human and financial resources is therefore critical. The Ministry will require funds to finance both recurrent and capital expenditure budgets. Tumaini Ministries Centre leadership will develop strategies to prioritize and mobilize resources (tangible, intangible and capabilities) aimed at meeting likely resource gaps.

The strategic plan is a ten year plan. In order to implement this plan, Tumaini Ministries Centre will need to carry out annual budgeting to ensure resource mobilization and determine the estimates required each year. The Ministry's budgetary requirements and projections will be developed and approved by the Executive Board on an annual basis in form of an operational annual budget.

## **RISK ANALYSIS**

The potential risk factors and events which, if they occurred, would threaten attainment of planned strategic objectives were identified through environmental scanning to enable preparation of Tumaini Ministries Centre Contingency Plan.

The following factors could affect the momentum of implementing the plan unless mitigated:

- i. Weak internal systems and structures
- ii. Weak and unclear policies, processes and procedures.
- iii. Weak succession planning framework.
- iv. Insufficient resources to support the strategic objectives
- v. Unplanned and ineffective performance management
- vi. Lengthy administrative bureaucracy
- vii. Poor plan implementation and monitoring
- viii. High staff turnover

These risks are not easily quantifiable but can be handled by widening of the resource base and deflection of some activities during implementation.

## **MONITORING AND EVALUATION**

The overall responsibility of implementing the strategy rests with Tumaini Ministries Centre Management, under the leadership of the Executive Board and the Tumaini Ministries Pastors Council..

However, it was necessary to form a Monitoring and Evaluation Team referred to as Strategic Plan Oversight Team (SPOT) to carry out this responsibility in order to ensure the achievement of strategic objectives in a timely manner, and in line with resource availability.

The monitoring framework should include prompts to the management on strategy implementation progress, detail activities that are behind schedule and those that are complete.

Implementers should continuously ask:

Does the strategy need revising?

Where are challenges likely to occur?

At the beginning of each year, all the Churches/functions/ministries will set their performance targets as part of their annual work plans as derived from their strategic plans. In setting these targets, it is proposed that performance be monitored in a special management meeting chaired by the Bishop or a delegated officer.

**The key reasons for monitoring are, among others, to:**

- i) Establish if performance targets have been met and the deviations explained
- ii) Act as an early warning system and detect potential difficulties as well as helping to address them during implementation;
- iii) Provide feedback to the next phase of implementation, reduce the cost and/or increase the efficiency of post evaluation studies.

### **Strategy Monitoring Tool**

<b>Strategic objectives</b>	<b>Strategy</b>	<b>Activities</b>	<b>TIMELINE</b>		<b>OUTPUT</b>	
			<b>planned</b>	<b>Actual status</b>	<b>Expected</b>	<b>Actual</b>

## Evaluation

Strategic Plan will be evaluated during and after implementation to ensure that it is feasible and has been executed to produce the intended results.

The evaluation of the annual plans remains critical during strategy implementation, to find out if the intended results have been realized.

Performance evaluation shall be carried out at the end of the year. The agreed performance indicators and targets will be used as bench marks for year-end evaluations.

The outcome of the annual evaluation will form a good basis for the plans for the following year.

The evaluation mechanisms

- 1) Half yearly ministry work-plan implementation review and reporting
- 2) Annual performance evaluation and reporting
- 3) Impact Assessment after every two years to inform the subsequent plan review and revision
- 4) Final plan evaluation by the fifth year of implementation

## Strategy Evaluation Tool

Strategic objectives	Strategy	Performance Indicator	Actual status	Comments

## CONCLUSION

Good strategic plans are not rigid: they are flexible and ought to be periodically reviewed and adjusted to reflect emerging realities.

This strategic plan will be reviewed periodically to ensure it remains relevant and valuable to Tumaini Ministries Centre.

Collective ownership, responsibility of and total commitment to this plan remain integral.

All stakeholders are expected to understand what is expected of them and the role they should play.

A strong performance management culture will be critical in getting everyone deliver according to expectations.

The Ministry should be driven by a focus on continuous performance improvement.

## REFERENCE

1. Blanchard H. Kenneth and Paul Hersey. 1993. *Management of Organizational: Utilizing Human Resources*. 6<sup>th</sup> ed. New Jersey: Prentice Hall.
2. Bryson, John M. 1995. *Strategic planning for public and non-profit organizations: A guide to strengthening and sustaining organizational achievement (Rev. Ed.)*. San Francisco: Jossey-Bass Publishers.
3. Drucker F. Peter. 1999. *Management Challenges for the 21<sup>st</sup> Century*. New York: Harper Collins Publishers.
4. Hunger, J. David and Thomas L. Wheelen. 2007. *Essentials of strategic management (4th Ed.)*. Upper Saddle River, NJ: Pearson Education.
5. Kaplan, Robert S., and David Norton P. 2004. *Strategy maps: Converting intangible assets into tangible outcomes*. Boston, Massachusetts: Harvard Business School.
6. Kaufman, Roger A., Kathi Watters and Jerry John Herman. 1996. *Educational planning: Strategic, tactical, operational*. Lancaster, Pa. Technomic.
7. Lussier N. Robert, Ph.D. 2009. *Management Fundamentals. Concepts. Applications. Skills Development*. Massachusetts: Springfield College
8. Malphurs, Aubrey. 1999. *Advanced strategic planning: A new model for church and ministry leaders*. Grand Rapids, Michigan: Baker Books.
9. Wolf Thomas. 1999. *Managing a Nonprofit in the Twenty-first Century*. New York :Simon and Schuster.