



SEVENTH-DAY ADVENTIST® CHURCH

JACARANDA CHURCH

STRATEGIC PLAN (2019-2021)

August 2018

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1 INTRODUCTION

Jacaranda Seventh-Day Adventist Church (herein after referred to as Jacaranda Church) has developed a Strategic Plan that would run for three years from 2018 to 2020. This document provides the Church with a three-year road map for executing its Commission to win and prepare souls for the imminent return of our Lord Jesus Christ.

This document is a property of Jacaranda Church and as such it is desirable that it be embraced by every member. The Jacaranda Church leadership prays that everyone would take part in programs that are aligned to the goals and objectives set out in this document. The Church Board should review and update the progress bi-annually through the outlined monitoring and evaluation program.

2 BACKGROUND

Jacaranda Church, a part of the world wide Seventh-Day Adventist (SDA) Church, is found in the central part of Zambia's Capital City, Lusaka. Jacaranda Church was established as a Company of Libala Church in 1986 at Jacaranda Basic School in Rhodespark area. It was then organised into a Church in 1987 and continued to have its services at Jacaranda Basic School. It was not until August 2013 that it moved to its premises, Plot 9329, along Lukasu Road, Massmedia. Jacaranda Church grew over a period of 30 years to a membership of 637 in 2017. It is notable though that despite the growth in membership, active members in the first quarter of 2018 were 218 while 422 members were recorded as missing.

The primary reason, the then Jacaranda Company was introduced in Rhodespark, was to be a tool for evangelism as there was no presence of an SDA Church in the area. The Rhodespark community is generally affluent, closed-up and sparsely populated, thereby making the traditional evangelistic approach less effective. On the other hand, the development of shopping malls as well as the proliferation of universities within the vicinity of the Church are redefining the challenges and opportunities for Jacaranda Church.

The table below summarises the strengths, weaknesses, opportunities and threats of Jacaranda SDA church in carrying out its mission:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Hospitable & Encourages fellowship • Responsive to challenges by members • Inclusive and organized programming • Committed Membership • United though diverse membership 	<ul style="list-style-type: none"> • Poor Time Management • Uncomfortable worship environment especially in rain season due to lack of church building • Poor public-address system • Lack of strong Church choir to enhance music during worship • Few scripturally based Bible studies in programming. • Poor home visitations

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Use of Technology to stream worship services live. • New shopping mall and sports complex can be used for outreach activities such as health expos • IT innovations can be used to return tithe and offering and reduce security risk of treasurers. • Technology can be used to encourage prayer and Bible study 	<ul style="list-style-type: none"> • Current national economic downturn may affect income of members • Focus of govt on uniting the country as a Christian nation may affect sabbath worship • Social media and technology in general replacing the value of personal contact. • Involvement of church members in politics • Construction of shopping mall within church vicinity

The strategic plan has considered the prevailing environment in which Jacaranda operates and aims at promoting the Spirituality, Vitality and Service of the Church. It is the Leadership's belief that Jacaranda Church will remain relevant to its call within the community in which it serves. This document therefore streamlines the church goals and objectives, taking into consideration the Political, Social, Economic, Technological and Legal environment in which the Church operates.

3 OUR VISION

The restoration of all of God's creation to full harmony with His perfect Will and righteousness within our locality.

4 MISSION STATEMENT

To effectively serve God with integrity and commitment, spiritually nurture and retain the members, preach and be of service to the community in which we exist.

5 VALUE STATEMENT

Jacaranda Church shall be guided by a set of values as it seeks to serve God. The Church shall endeavor to have a membership that shall uphold the following values with the seriousness that they deserve; Commitment, Equity, Obedience/faithfulness, kindness/brotherly love, focus and Punctuality.

5.1 COMMITMENT

All Church members shall be required to be committed to the mission of the Church. The general membership shall be expected to be committed to excellence and high standards of performance. This shall be done with the understanding that "God's ideal for His children is higher than the highest human thought can reach" EG white DA pg. 311.

5.2 EQUITY

In the day to day activities of the Church Equity shall be a value that shall guide everyone's operation. This shall be fostered by the understanding that we are all equal and precious in the sight of God. To that effect all members will be expected

to have mutual respect and trust among all levels of the Church membership through actions and not mere words.

5.3 OBEDIENCE/ FAITHFULNESS

As a Church that is founded on the word of God, Obedience/faithfulness to God's word shall be of paramount importance to Jacaranda. The Church shall ensure that Law and order shall be observed in all its operations. In this vain it shall be in conformity with the State law to an extent that does not conflict with the Law of God. It shall also uphold the dictates of the latest edition of SDA Church manual during the period of the Strategic Plan.

5.4 KINDNESS/BROTHERLY LOVE

The Church membership and its clients shall treat each other as brothers and sisters. It shall be the responsibility of each Church member to carry the other's load. This shall be fostered with the understanding that we are a family and that it's the responsibility of everyone to see to it that their brother or sister makes it to Heaven and that none shall be lost along the way.

5.5 FOCUS

In all its activities the Church shall endeavor to remain focused on issues that help it achieve its Mission. It shall not be derailed by issues that will not add value to its mission and the spiritual growth of its members. In line with aforementioned statements, it shall remain focused on its values as it seeks to serve God.

5.6 PUNCTUALITY

Time keeping is a crucial part of success. To that effect the general membership shall be expected to be time conscious both in their worship and execution of activities contained in the Strategic Plan.

5.7 INTEGRITY

The SDA Church is known for its faithfulness to the Law of God and as such Jacaranda members are expected to show integrity in all of their activities so as to be a light to the world. Besides this, lifestyle is the greatest of all sermons that one can ever preach. The world expects the Church to walk the talk even as Jesus Christ never contradicted his word.

6 GOAL STATEMENT

To have a membership that is spiritual, hospitable and desirous to win souls for Christ.

7 LOG FRAME MATRIX

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
1. To strengthen the spirituality of Church members to serve God faithfully	a) Provide bible and doctrinal studies to all members of the church	i) Bible studies to at least cover all the fundamental beliefs every year	1) Number of Church Bible Studies conducted 2) Number of fundamental beliefs covered in a year	Reports	Elders' Board Personal Ministries
	b) Encourage church members to form or be part of Prayer Groups	i) Have a registry/ database of Prayer groups by end of first quarter of 2019 ii) At least 30% of members belong to and actively participate in Prayer Groups by end of 2019 iii) At least 50% of members belong to and actively participate in Prayer Groups by end of 2020 iv) At least 70% of members belong to and actively participate in Prayer Groups by end of 2021	1) Presence of an updated Prayer Group Registry 2) Number of active Prayer Groups 3) Average number of participants in each Prayer Group	Reports	Prayer Ministries

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	c) Mount well-coordinated Sabbath Worship programmes that are Christ-centred rather than promotional in nature	i) Plan and arrange for preachers for the whole year by end of February each year ii) At least 80 percent of the sermons delivered are salvation focussed and in line with the Church theme iii) Adhere to agreed programming and keep to agreed timings iv) Plan, arrange and draw a rota of musicians to grace church programmes for the whole year by end of February each year	1) Preaching and Musicians' Rota in place by February each year 2) Proportion of sermons that are salvation focussed 3) Level of adherence to plans and timings	Reports and review Meetings	Elders' Board, Personal Ministries, Music

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	d) Nurture the spirituality of the Children	i) Plan and Arrange for worship in the Children's Chapel for the whole year by end of February each year. ii) Hold annual Vacation Bible Schools	1) Preaching and Music Rota in place by February each year 2) Number of services held in Children's Chapel 3) Number of Vacation Bible School's held	Reports and review Meetings	Elders' Board, Children Ministries Personal Ministries Sabbath School Music Deacon's Board
	e) Encourage members to participate in revival meetings such as Camp meeting, Week of Prayer meetings, etc	iii) Achieve at least 50% of church membership attending camp meeting iv) Achieve at least 30% of church membership attending weeks of prayer	1) Average number of active participants	Report	Personal ministries All Departmental Heads

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	f) Revitalise the reading and study of prophecy	i) Conduct at least 6 studies annually based on the Spirit of Prophecy ii) Adopt at least two Spirit of Prophecy books to study each year iii) Avail the adopted book of the year to church members iv) Create and maintain church library	1) Number of Studies on Prophecy conducted 2) Number of members participating in the studies 3) Average number of members that successfully complete reading the adopted SoP book. 4) Number of books added to church library each year. 5) Number of users of church library	Reports and Review Meetings	Spirit of Prophecy/ Voice of Prophecy, Publishing
2. To equip and enhance leadership capacity of the church officers as well as the general membership	a) Plan and Conduct leadership seminars for all church officers	i) Conduct leadership seminars in the fourth quarter of every year	1) Leadership seminar conducted 2) Number of participants 3) Feedback from participants	Evaluation Report	Administration

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	b) Train and equip members on basic evangelism which is congruent to the Total Member Involvement (TMI) initiative	i) Conduct TMI training seminars in February and August each year	1) Seminar conducted 2) Number of participants 3) Feedback from participants	Evaluation Reports	Personal Ministries
	c) Identify the various professions, skills set, and spiritual gifts among the membership	i) Create a registry/ database of professions and skills by end of June 2019 ii) Conduct at least one Spiritual Gifts Seminar each year iii) Hold career days at least once a year	1) Presence of an updated Profession, Skills and Spiritual Gifts Registry/ database 2) Number of Seminars/ Career Days held 3) Number of participants 4) Feedback from participants	Reports	Personal Ministries Education Youth Ministries Campus Ministries
3. To strengthen the membership's commitment to enhanced operational sustainability	a) Encourage members to increase their faithfulness in Stewardship	i) Form Stewardship groups by end of first quarter of 2019 ii) Have each group visit at least six (6) families per quarter iii) Conduct bible studies on Stewardship at least 8 times per year	1) Presence of Active Stewardship Groups 2) Number of families visited 3) Number of Bible Studies conducted 4) Comprehensiveness of coverage in Bible Studies	Reports	Stewardship Elders

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	b) Encourage members to adopt the systematic giving plan	i) Have a study on systematic giving in the first quarter of very year ii) Increase the number of members on the systematic giving plan from 30% to 50% by end of 2019 iii) Have at least 65% member on a systematic giving plan by end of 2020 iv) Have at least 80 percent of members on the systematic giving plan by end of 2021. v) Remit a minimum of K1 million as tithe to the conference. vi) Consistently submit Trust Funds to the conference on a monthly basis	1) Study on systematic giving conducted 2) Proportion of members participating in systematic giving	Reports	Stewardship , Elders

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	c) Encourage an entrepreneurial spirit among church members	i) Conduct periodic skills training seminars involving church members and the community	1) Number of Seminars conducted 2) Number of participants 3) Feedback from participants	Reports	Stewardship Personal ministries Youth Ministry AMO Dorcas
		ii) Organise annual youth entrepreneurship competitions	4) Number of youths involved in project		
		iii) Support at least one youth led employment creation venture	5) Number of jobs created		
	d) Encourage members to support church programmes	i) Give weekly offertory readings	1) Number of offertory readings given	Reports	Stewardship Trust Services
		ii) Encourage members to make Wills that support the Church	2) Proportion of members who commit to support the Church through Wills		
		iii) Provide a financial report to the church members at least once every quarter	3) Number of financial reports rendered in each review period		

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
4. Create a church atmosphere that fosters oneness, discipleship, lifelong commitment to the church, healthy interpersonal relationships and spiritual gifts based service	a) Encourage members to develop a deep sense of fellowship with one another	i) Assign each member to belong to a Sabbath School Action Unit ii) Have fellowship lunch at least twice a year	1) Number of active action units 2) Number of Fellowship Lunches held 3) Average number of participants	Reports, Review Meetings	Sabbath School Deacons Board
	b) Identify those in need among the general membership	i) Conduct a Needs Assessment every year ii) Prioritise the needs for inclusion in the proceeding budget by end of the fourth quarter of each year	1) Needs Assessment conducted 2) Presence of a Prioritised List	Reports	Deacons Board
	c) Operationalise the Benevolence Fund	i) Build up the fund to a minimum threshold of 5 percent of the Local Church Budget iii) Disburse grants to deserving candidates annually	1) Availability of funds to meet the minimum prescribed threshold 2) Amounts disbursed 3) Number of members in receipt of the grant	Reports	Deacons Board Stewardship

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	d) Create and operationalise fellowship zones	i) Within the first quarter of 2019, Map the members' localities and create membership Zones by geographical location ii) Enlist members in each Zone and elect zone leaders by end of first quarter of 2019 ii) Encourage Zones to hold weekly meetings	1) Zonal Map created, and members are enlisted 2) Number of active Zones 3) Average number of active participants 4) Number of zonal meetings held	Reports	Personal Ministries
	e) Encourage and work towards reclaiming former and inactive members	i) Draw a list of former and inactive members at the beginning of each year iii) Assign members to visit, study and counsel with at least 30 percent of the identified members each year	1) Availability of former and inactive members' list 2) Proportion of former and inactive members visited 3) Number of former and/or inactive members reclaimed	Reports	Church Clerks Personal Ministries Interest Coordinator

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	f) Develop and implement a strong nurturing program	i) Assign mentors to all newly baptised members ii) Encourage member participation in various programmes of the Church	1) All newly baptised members are assigned to mentors 2) Number of Mentors reporting on progress 3) Proportion of members that actively participate in Church programmes	Reports	Personal Ministries Interest Coordinator All Departmental Heads

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	g) Enhance the strength of family units	i) Highlight the role and responsibility of families in education of children for here and eternity ii) Offer pre-marital and marital education including abuse prevention iii) Organise family friendly church services and programmes	1) Families are aware of their responsibility in the spiritual education of their children 2) Church members are aware of issues concerning abuse and educated in abuse prevention 3) Couples that get married in the church receive pre-marital counselling 4) Increased attendance of families at church services 5) Church programmes that are attractive to families and children	Surveys, Reports	Family Life

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
5. To enhance the relevance of the church within the community in which it operates	a) Develop and implement a comprehensive health program	i) Emphasise wholeness by addressing physical, social, mental and spiritual health ii) Maximise the public relevance of the SDA health message through Health Expositions, Media coverage and Demos iii) Offer counselling and health screening services to the community	1) Increased awareness of and adherence to healthy principles 2) Media coverage of health programmes 3) Number of community engagement programmes 4) Number of new members of the baptism class annually 5) Number of baptisms	Surveys, Reports	Health Ministries Communication Personal Ministries Interest Coordinator
	b) Encourage deliberate interaction with neighbours and communities and intentional application of Christ's method of ministry	i) Visitation to the sick, poor and disadvantaged ii) Enhance the helps ministry to the immediate community	1) Number of events 2) Average number of beneficiaries 3) Number of new members of the baptism class 4) Number of baptisms.	Reports	Personal Ministries Youth Ministries AMO Dorcas Deacons Board

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	c) Conduct evangelistic efforts targeted at the local community	i) Hold at least 7 Week of Prayer meetings annually ii) Distribute electronic and print evangelistic material iii) Have one guest day per quarter iv) Form Evangelism groups	1) Number of Week of Prayer meetings held 2) Number of Non-Adventists attending Week of Prayer 3) Number of evangelistic materials distributed 4) Number of Guest Days held 5) Number of non-Adventists attending Guest Days 6) Number of Evangelism groups formed 7) Number of baptisms	Reports	Personal Ministries Youth Ministries AMO Dorcas Publishing Voice of Prophecy Sabbath School

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	d) Optimise communication plans and methodologies so as to empower the work and witness of the church	i) Enhance print, electronic and social media presence of the Church ii) Publicise special events to the community such as Weeks of Prayer, Guest Days, Career Days and Vacational Bible Schools.	1) Functionality of the Website 2) Traffic to electronic media pages 3) Coverage of special events in either print or electronic media 4) Number of visitors attending the Special events 5) Number of new members of the baptism class 6) Number of baptisms	Reports	Communication All Departmental Heads
	e) Advance the understanding of and protection for God-given human rights and religious liberty for individuals	i) Help members to freely express their faith and religion at their workplaces, school and within their community	1) Number of advocacies	Reports	Religious Liberty Campus Ministries Education

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
6. Provide adequate infrastructure and construct an appropriate worship place to God's Glory	a) Phase I: Construct a 600-seater multi-purpose structure (can be converted to Children's Chapel in due course)	i) Erect and Roof the Steel Structure by end of Q2 2019 ii) Complete blockwork and glazing by end of 2019 iii) Install all fittings by last quarter of 2019 iv) Plaster, Paint and decorate by end of Q1 2020	1) Percentage completion of each stage of construction	Physical measurements, Reports	Church Building

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	b) Phase II: Construction of the Main Chapel	i) Finalise the construction drawings by June 2019 ii) Produce Bill of Quantities and Draft Tender Documents by end of 2019 iii) Raise 10% of the required funds by end of 2020 iv) Raise another 10% of the project value by the end of 2021	1) Approval of change of use of premises by Lusaka City Council 2) Construction Drawings submitted to Lusaka City Council for approval 3) Bill of Quantities completed and Availability of Detailed Cost Estimates 4) Proportion of funds raised against the project budget	Reports	Church Building
	c) Purchase and maintain furniture for use during worship	i) Purchase 600 chairs for use in the Multi-purpose/ Children's Chapel by end of 2019 ii) Develop a maintenance plan for the chairs and other furniture by end of March 2019	1) Number of chairs purchased 2) Availability of a maintenance plan 3) Proportion of furniture in a good state	Reports	Board of Deacons Church Building

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	d) Improve the Public-Address System	i) Undertake a condition survey and develop maintenance/ repair/ replacement list by end of March 2019 ii) Purchase addition PA System components by mid of 2019 iii) Maintain the PA System regularly iv) Train PA System operators and develop a duty rota	1) Availability of a verified inventory 2) Additional PA System components bought 3) PA System operating normally 4) Availability of trained PA System Operators 5) Availability of a duty rota	Reports	PA System

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
	e) Sustained fundraising initiatives for the two proposed structures (including furniture & fittings)	v) Set individual / family targets on a monthly / quarterly basis vi) Identify members and potential contributors in the diaspora vii) Engage in mobilising donations from Corporates viii) Engage the Lusaka Conference Office for funding support	6) Raise K250,000 a quarter	Treasury report - Funds raised	Church Building

Operational Objective	Planned Activities	Targets/ Planned Output/ Timing	Performance Indicator	Means of Verification	Responsibility/ Champion
7. Attain District Status by 2022	a) Increase Church membership to 500 by 2022	i) Baptize at least 50 people annually	1) Number of baptisms	Reports from Church Clerks Roll calls	Elders Personal Ministries Church Clerks Church building
		ii) Reclaim at least 30 of the missing members annually	2) Number of reclaimed members		
	b) Have a dedicated church building	iii) Complete Construction of the Children's Chapel by end of Q1 2020	3) Construction of Children's Chapel completed		
		iv) Have the chapel dedicated by 2020	4) Chapel dedicated		

***Note: Implementation champions are in bold on activities requiring more than one department to implement.**

8 ACTION PLAN

A template for the Action Plans to be used by various departments is given in Appendix **A**. Departments are encouraged to utilise both the report forms and Strategic Plan in developing their yearly plans

9 PRE-CONDITIONS

The successful implementation of the Strategic Plan will be realized on the following conditions being in place.

- Timely and adequate funding of programs and activities;
- Stakeholders' awareness, acceptance and comprehension of the Strategic Plan;
- Successful linkage of Strategic Plan to the budgeting process;
- Church member commitment and positive attitude towards God's work; and,
- Harmonization of Departmental activities with the Strategic Plan.

10 LINKING THE STRATEGIC PLAN TO THE BUDGETING PROCESS

The effective implementation of the Strategic Plan requires funding of all activities therein. To that effect the annual budgets for the strategic period 2018 to 2020 will be activity based. This implies, the budgeting process should be linked to the Strategic Plan. The various departments within the Church have to do their activity planning in line with the Strategic Plan.

11 MONITORING AND EVALUATION

The Strategic Plan will be monitored and evaluated on a bi-annual basis. The Stewardship Department will have the responsibility of monitoring and evaluation.

Appendix A

Action Plan Template

<p>Objective :<i>This is the main objective that relates to the department</i> Objective Target: <i>This target that the objective above seeks to achieve</i> Indicator(s):<i>These are signs that the target has been achieved</i></p>				
<p>Strategy: <i>This is a plan, tactic, approach, line of attack..... that you are going to use to achieve your Objective.</i> Strategic Target: <i>Within the strategy there might be a target that the strategy wants to meet in relation to the objective target.</i> Means of verification: <i>These are tools that you are going to use to ascertain that the target has been met. E.g. reports, questionnaires, even visual evidence</i> Progress indicator: <i>These are elements that show that you are moving in the right direction. E.g. strategic activities are being achieved.</i></p>				
Activities	Time frame (begin Date, End Date)	Actual completion date	Person responsible	Costs/inputs

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www.jacarandasdachurch.org

<https://jacarandasdachurch.adventisthost.org/>