



SEVENTH-DAY
ADVENTIST[®]
CHURCH

STRATEGIC MANAGEMENT PLAN FOR 2018-2020

East Zimbabwe Conference, P.O. Box W19, 4 Thorn Road, Waterfalls, Harare, Tel: +263 772 124 941-4

E A S T
Z I M B A B W E
C O N F E R E N C E

EAST ZIMBABWE CONFERENCE

2018-2020 STRATEGY

1. INTRODUCTION

East Zimbabwe Conference (EZC) is a Seventh-day Adventist organisation, which is a constituent part of the Zimbabwe East Union Conference of the SDA Church, a part of the Southern Africa-Indian Ocean Division of SDA Church, a unit of the General Conference of Seventh-day Adventists. The EZC is a product of the reorganisation and realignment of the SDA Church in Zimbabwe, which was carried out in 2014. Its territory is shown in the map below.



The Constitutional mandate of EZC is **“to facilitate the proclamation of the everlasting gospel in the context of the three angels’ messages of Revelation 14:6-12 to all peoples within its territory, leading them to accept Jesus as personal Savior and to unite with His church, and nurturing them in preparation for His soon return.”**

Following the EZC Constituency Meeting held in December 2017, the new EZC leadership agreed to come up with a three (3) year strategy contained in this document. The EZC’s triennial strategy document covers the strategic planning framework, environmental appraisal, current situational analysis, SWOT analysis, revised EZC vision, mission and core values, strategic objectives, strategic action plan, key assumptions and EZC Leadership Charter for the execution of this strategy.

2. ENVIRONMENTAL APPRAISAL

Zimbabwe went through a dramatic political leadership change in November 2017. Following a worsening of the country's political environment, accompanied by continued economic decline, increasing poverty affecting in excess of 70% of the population, severe liquidity challenges and cash shortages, erosion of disposable incomes and uncertainty, there was intervention by the military to restore both political and economic stability. A new Presidency and Cabinet was put in place to lead the country's economic revival and political stabilisation until the 2018 harmonised general elections, which were held in July.

So far the new Zimbabwe leadership has committed itself to restore the Zimbabwe's position as a regional bread basket and revive the economy by attracting foreign capital to resuscitate industries and create employment. Some policies have so far been put in place to attract foreign capital. These include reversal of the indigenisation law, which compelled foreign investors to cede at least 51% of their investment to indigenous people. There are concerted efforts for the integration of Zimbabwe into the global community. Support is being lent to the agriculture, mining and manufacturing sectors to spur the envisaged economic revival, and there is greater focus towards reduction in government expenditure, zero tolerance to corruption, as well as improvement in the well-being of the Zimbabwean people through improved social services.

The new government has also assured the nation of constitutionalism, which includes rule of law, freedom of worship, respect for property rights and human dignity.

3. METHODOLOGY AND STAKEHOLDER SURVEY FEEDBACK

Emanating from the Plans and Resolutions of the December 2017 Constituency meeting, the new EZC leadership commissioned several surveys among its stakeholders so as to be well informed of stakeholder feelings and opinions on the current state of affairs in the Conference, their expectations from the new Conference leadership, and suggestions on how to improve the focus and running of the Conference and local churches. The survey covered Conference Leadership, Pastors, employees, Institutional heads and Head Elders at local churches.

The results of the surveys are captured in appendixes A, B and C attached. These results have informed the planning process and strategic focus of the Conference for the next three years up to 2020.

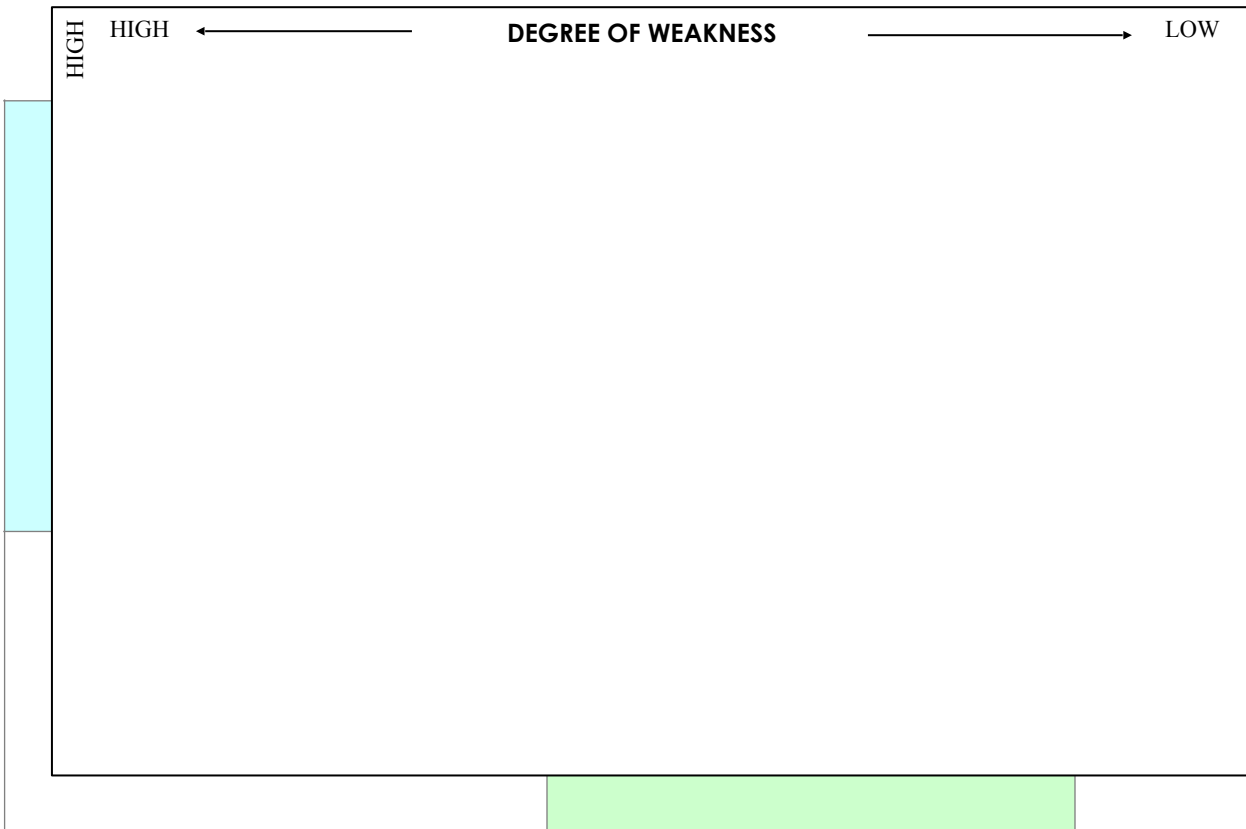
The key issues arising from the survey are summarised in the SWOT matrices below.

4. OUR STRENGTHS

	HIGH ←	LEVEL OF STRENGTH	→	LOW
✓				
✓				
✓				
✓				
✓				
✓				
✓				
✓				

IMPACT ON MISSION SUCCESS
↑

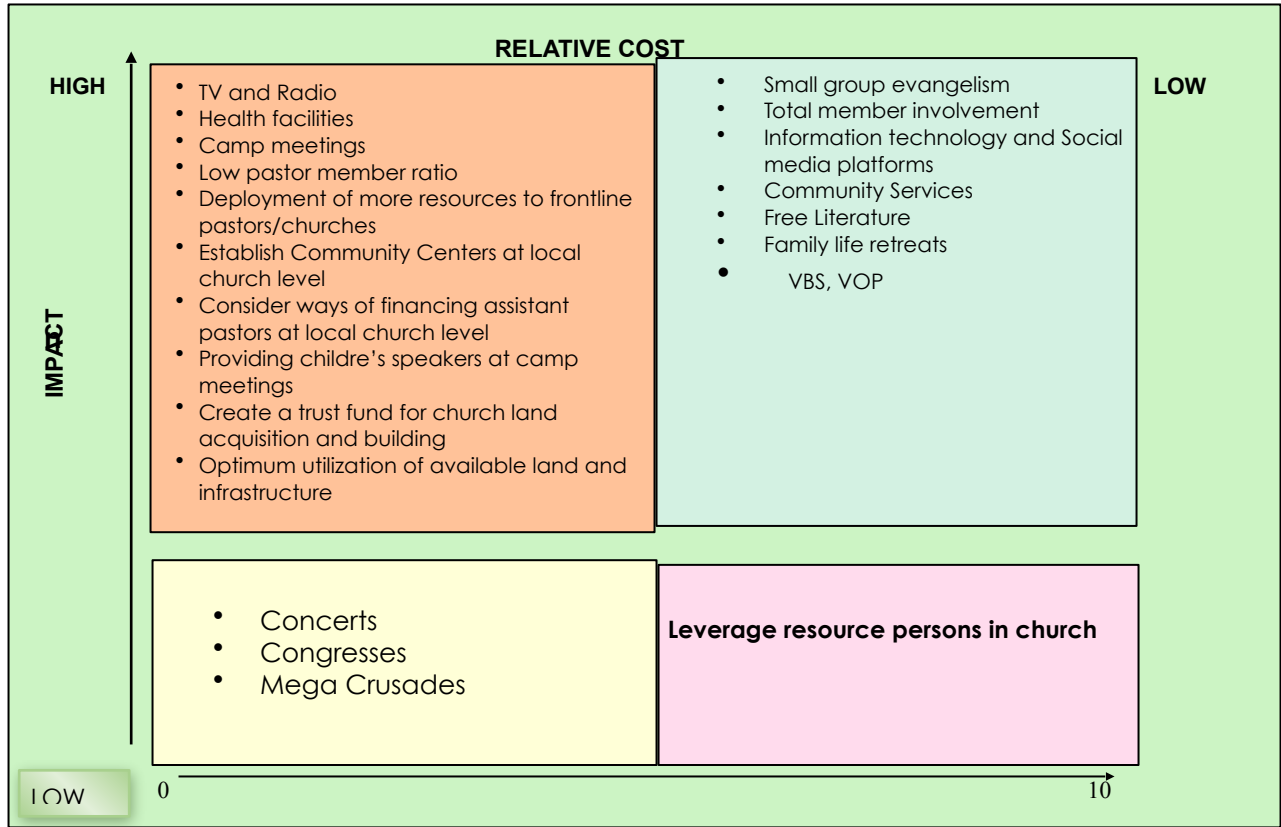
5.



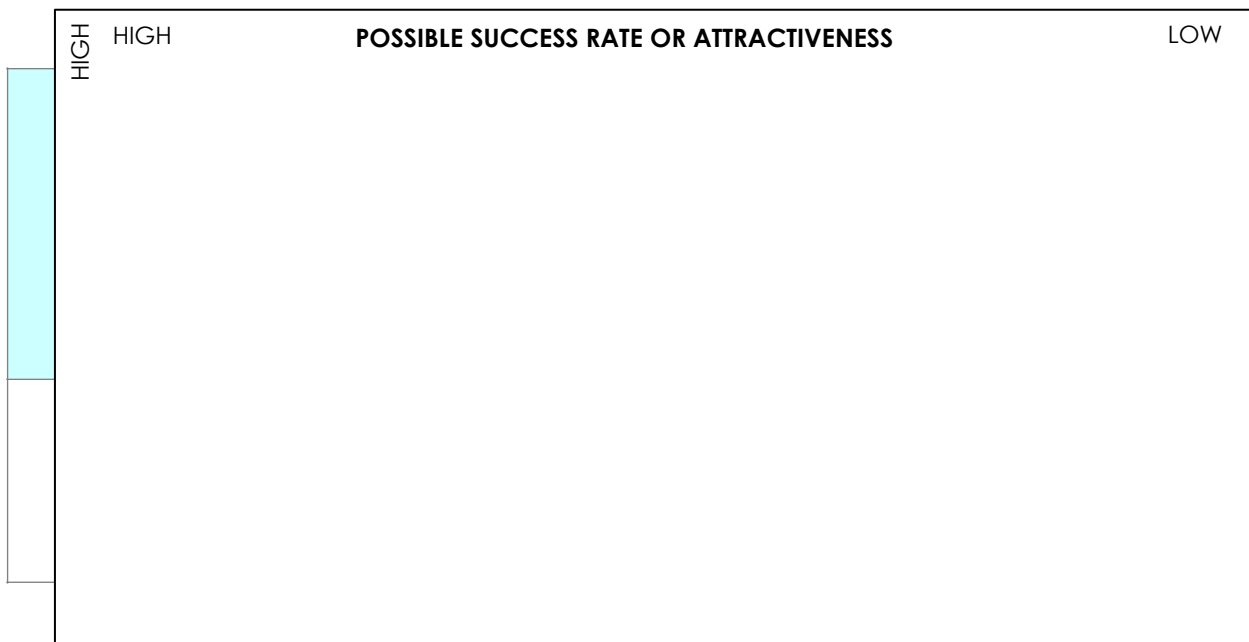
LOW — IMPACT ON MISSION SUCCESS
↓

↑

6. OUR PERFORMANCE STRATEGIES

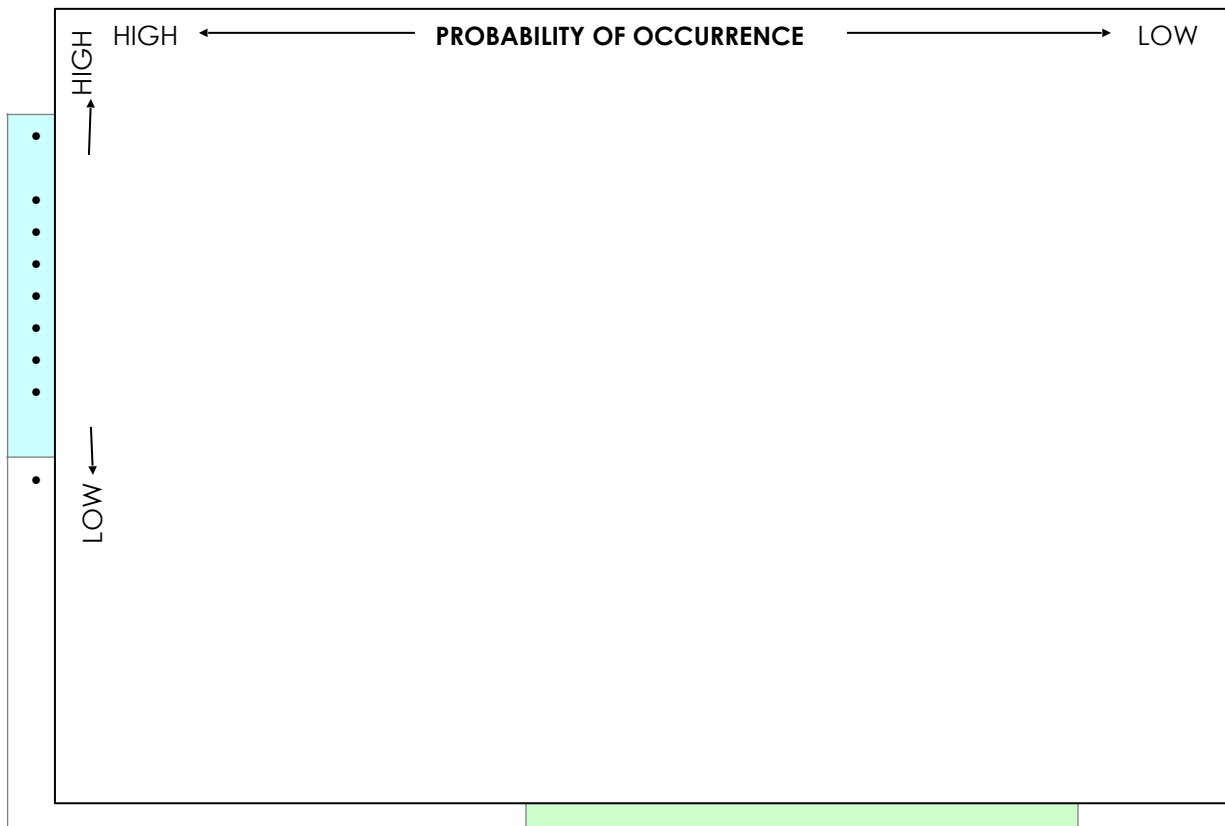


7. OUR OPPORTUNITIES





8. OUR THREATS



9. STRATEGIES

10. VISION

Christ-like membership

11. MISSION

To call and prepare people in our territory and beyond to become Disciples of Christ in the context of Revelation 14:6-12.

12. CORE VALUES

- **Integrity** - We believe in being honest, upright and trustworthy.
- **Unity** - We believe in integration, oneness and love.
- **Accountability** - We believe in being responsible, reliable and answerable in all our actions.
- **Teamwork** - We believe in combined effort, effectiveness, communication and collaboration.
- **Efficiency** - We believe in agility, promptness, economy, timeous execution of duties.
- **Innovation** - We believe in creativity, relevance, continuous learning and change.

13. STRATEGIC OBJECTIVES

a. **Membership growth** - *Increase by at least 20% of current membership by year 2020 (Include baptismal figures)*

b. Member retention and Spiritual growth

- i. *Retain at least 80% of the new converts.*
- ii. *At least 90% of members active in home and church programs.*
- iii. *Raise member faithfulness level to at least 50% in Tithes & 30% in Offerings*
- iv. *Raise support for church projects by members to at least 80%*
- v. *Encourage professional and expert voluntary services to the church by members.*
- vi. *Raise awareness and participation in environmental awareness and public affairs.*
- vii. *(Pastor, church/ Member ratio)*

c. Staff Welfare and Development

- i. *Attract and retain competent staff.*

- ii. *Develop all staff members to be competent in their duties and responsibilities by 2019.*
- iii. *Provide a caring and responsive staff social security plan during and after service.*
- iv. *Support staff self-development career initiatives aligned to organizational requirements.*
- v. *Create and fill the position of Human Resources Administrator for the Conference and its institutions.*

d. Corporate Governance

- i. *Formulate clearly defined policies and procedures in all operational areas.*
- ii. *Be compliant with all relevant statutory requirements and church policies.*
- iii. *Behave in an ethical and morally upright manner at all times.*
- iv. *Create an effective and efficient governance model for our schools with the principal as the ranking officer.*
- v. *Establish boards for all church institutions including primary and secondary schools.*
- vi. *Ensure all boards meet at least once a quarter.*

e. Financial performance

- i. *Grow revenue by at least 40% annually.*
- ii. *Grow reserves to at least three months cover by 2020.*
- iii. *Achieve clean audit reports annually for the conference and its institutions.*

f. Integrated reporting

- i. *Provide integrated reporting in accordance with the General Conference of the Seventh-day Adventist Church guidelines.*
- ii. *Organize annual leadership forums for officers, pastors, heads of institutions and elders.*

g. Risk Management

- i. *Develop and implement organizational wide risk management framework/system.*

- ii. Insure conference infrastructure, assets, full time staff and casual staff, youth clubs, church societies and programs/congresses.
- iii. Ensure all contractors are issued with approved contracts at all times before commencement of work.
- iv. Ensure that all church properties have title deeds or approved occupational leases.
- v. Ensure all our institutions use road worth transports services
- vi. Identify appropriate facilities for church programs.

h. Infrastructural Development

- i. Construct at least two new schools by 2020.
- ii. Improve at least 25% of non-qualifying church schools to AAA Standard by 2020.
- iii. Construct at least 50 new rural churches by 2020.
- iv. Complete at least 25 existing rural churches by 2020.
- v. Construct at least 20 new Urban/City churches by 2020.
- vi. Complete at least 20 existing Urban/City churches by 2020.
- vii. Acquire at least 25 church stands in urban centers by 2020.
- viii. Build/Complete at least 2 hospitals by 2020.
- ix. Build at least 4 new clinics by 2020.
- x. Ensure availability of at least one church house per district.

i. CIT Systems

- i. Develop communication and information technology systems that deliver effective and efficient information timeously.
- ii. Create a state of the art media centre that is self-supporting by 2020.
- iii. Automate all operational systems by 2020.

Key Result Area	Priority H,M ,L	Objective	Strategy	Initiatives	Measurement	Due Date	Critical Success Factors	Responsible person	Monitoring and evaluation
-----------------	-----------------------	-----------	----------	-------------	-------------	----------	--------------------------	--------------------	---------------------------

MEMBERSHIP GROWTH	H	<ul style="list-style-type: none"> Grow membership by 20% by 2020. 	<ul style="list-style-type: none"> TMI IT based resource systems Church planting Visibility adverts and presence. Social media jingles 	<ul style="list-style-type: none"> Establish active small groups Identify unentered areas with potential membership Secure land for worship and establish a viable congregation. Create a budget for adverts Create community TV and radio programs. 	<ul style="list-style-type: none"> No. of active small groups Baptisms List of unentered areas Number of churches established Programs aired Number of viewers and listeners Number of people accessing social media sites. 	Quarterly	<ul style="list-style-type: none"> Trainings Appropriate literature Global Pioneers Targeted Evangelistic activity 	Personal Ministries Director	<ul style="list-style-type: none"> Quarterly Reports Monthly Pastors meetings
MEMBER RETENTION AND SPIRITUAL GROWTH	H	<ul style="list-style-type: none"> Retain at least 80% of the new converts. 	<ul style="list-style-type: none"> Fishers of men Bible Conferences Spiritual parents 	<ul style="list-style-type: none"> Establish fishers of men groups at local church level. Organize district level bible conferences Assign spiritual parents to new converts 	<ul style="list-style-type: none"> Number of active fishers of men groups established. Number of bible conferences held at district level. Number of converts retained. 	Monthly	<ul style="list-style-type: none"> Ownership by district pastors and elders 	Personal Ministries Director	<ul style="list-style-type: none"> Monthly reports Quarterly reports
		<ul style="list-style-type: none"> At least 90% of members active in home and church programs. 	<ul style="list-style-type: none"> Daily devotional reading TMI in local church program planning Conference strategy roll out program 	<ul style="list-style-type: none"> Post daily devotional readings on our website Encourage members to sign up for the daily devotional reading Create a database of all church members and their contact details 	<ul style="list-style-type: none"> Number of members accessing website Feedback comments by members 	Weekly	<ul style="list-style-type: none"> Well functional CIT system Financial resources Smart gadgets for staff 	Communications Director	<ul style="list-style-type: none"> Weekly feedback reports Monthly church reports

		<ul style="list-style-type: none"> ▪ Raise member faithfulness level to at least 50% in Tithes & 30% in Offerings 	<ul style="list-style-type: none"> • Visitation • Seminars 	Organize and implement visitations by pastors and elders.	<ul style="list-style-type: none"> • Green book • Returns and giving pattern 	Monthly	<ul style="list-style-type: none"> • Training • Appropriate member self-evaluation form 	Stewardship Director	<ul style="list-style-type: none"> • Monthly reports
		<ul style="list-style-type: none"> ▪ Raise support for church projects to at least 80%. 	<ul style="list-style-type: none"> • Strategy roll out program • Seminars • Announcements 	Assign responsibility areas to pastors for execution.	<ul style="list-style-type: none"> • Level of support by members in cash, kind or participation. • Number of projects completed 	Quarterly	<ul style="list-style-type: none"> • Awareness Training to clergy • Project management skills 	Stewardship Director	<ul style="list-style-type: none"> • Quarterly reports
		<ul style="list-style-type: none"> ▪ Encourage professional and expert voluntary services to the church by members. 	<ul style="list-style-type: none"> • Create a data base of professionals and their expertise 	<ul style="list-style-type: none"> • Circulate projects and support required to members • Involve ASI 	<ul style="list-style-type: none"> • Level of support in cash, kind and participation 	Quarterly	<ul style="list-style-type: none"> • Effective communication with members • Register of projects and support required. 	ASI Director	<ul style="list-style-type: none"> • Quarterly reports • Newsletter reports
		<ul style="list-style-type: none"> ▪ Raise awareness and participation in conservation and public affairs. 	<ul style="list-style-type: none"> • Seminars and demonstrations conducted by professionals • Participation in special day activities e.g. national tree planting day 	<ul style="list-style-type: none"> • Identify and engage relevant professionals • Organize environmental conservation programs e.g. clean up campaigns, tree planting, pothole filling, grass cutting 	<ul style="list-style-type: none"> • Number of seminars on programs conducted. • Number of Professionals involved • Public recognition for those programs 	Quarterly	<ul style="list-style-type: none"> • Partnership with relevant organizations and professionals. • Active member involvement at local church level 	P A R L Director	<ul style="list-style-type: none"> • Quarterly reports

INFRASTRUCTURAL DEVELOPMENT	H	<ul style="list-style-type: none"> Construct at least two new schools by 2020. 	<ul style="list-style-type: none"> Resource mobilization from the constituency Use external donors Missionary dollar 	<ul style="list-style-type: none"> Share the vision with stakeholders. Mobilize volunteers in terms of human capital & other resources Establish and engage different expertise from our members who work in construction 	<ul style="list-style-type: none"> Number of professionals involved Period of construction Stage approvals of construction by the local authorities Level of support in cash, kind and participation 	By end of 2019	<ul style="list-style-type: none"> Ownership by district pastors, elders, school board members and heads of schools 	EXCOMM & Education Director	<ul style="list-style-type: none"> Yearly Report
	H	<ul style="list-style-type: none"> Improve at least 25% of non-qualifying church schools to AAA Standard by 2020. 	<ul style="list-style-type: none"> Workshops with SDCs, heads of schools and teachers. Resource mobilization from the constituency 	<ul style="list-style-type: none"> Benchmarking with other successful institutions Networking with schools alumni Partnering with other SDA international schools, corporates and ngos. Leverage financial institutions social and corporates responsibility. 	<ul style="list-style-type: none"> Level of support by members in cash, kind or participation. Number of school projects completed 	Yearly	<ul style="list-style-type: none"> Workshops Buy in and ownership by district pastors, elders, school board members and heads of schools Enhancing on school levies by EZC 	EXCOMM, School boards and Education Director	<ul style="list-style-type: none"> Yearly Report

	H	<ul style="list-style-type: none"> Construct at least 50 new rural churches by 2020. 	<ul style="list-style-type: none"> Resource mobilization from the constituency Creation and utilization of a database of professionals and their expertise 	<ul style="list-style-type: none"> Buy in and ownership by district pastors, and elders. Organize district level teams that can build churches Partnering with other conferences that are doing well in church buildings initiatives 	<ul style="list-style-type: none"> Number of professionals involved Period of construction Stage approvals of construction by the local authorities Level of support in cash, kind and participation 	Yearly	<ul style="list-style-type: none"> Ownership by district pastors and elders Financial resources 	EXCOM, Church Development Director or an E	EXCOM
	H	<ul style="list-style-type: none"> Complete at least 2-5 existing rural churches by 2020. 	<ul style="list-style-type: none"> TMI Resource mobilization from the constituency Create and utilization of a database of professionals and their expertise 	<ul style="list-style-type: none"> Partnering with other conferences that are doing well in church buildings initiatives Buy in and ownership by district pastors, and elders. Organize district level teams that can build churches 	<ul style="list-style-type: none"> Number of professionals involved Period of construction Stage approvals of construction by the local authorities Level of support in cash, kind and participation 	Yearly	<ul style="list-style-type: none"> Buy in and ownership by district pastors and elders Partnership with relevant organizations and professionals. 	Church Development Director and EXCOM	<ul style="list-style-type: none"> Church Development Yearly progress Report

	H	<ul style="list-style-type: none"> Construct at least 20 new Urban/ City churches by 2020. 	<ul style="list-style-type: none"> TMI Resource mobilization from the constituency Create and utilization of a data base of professionals and their expertise 	<ul style="list-style-type: none"> Partnering with other conferences that are doing well in church buildings initiatives Buy in and ownership by district pastors, and elders. Organize district level teams that can build churches 	<ul style="list-style-type: none"> Number of professionals involved Period of construction Stage approvals of construction by the local authorities Level of support in cash, kind and participation 	Yearly	<ul style="list-style-type: none"> Buy in and ownership by district pastors and elders 	EXCOM and Church Development Director	<ul style="list-style-type: none"> Church Development Yearly progress Report
	H	<ul style="list-style-type: none"> Complete at least 20 existing Urban/ City churches by 2020. 	<ul style="list-style-type: none"> TMI Resource mobilization from the constituency Create and utilization of a data base of professionals and their expertise 	<ul style="list-style-type: none"> Partnering with other conferences that are doing well in church buildings initiatives Buy in and ownership by district pastors, and elders. Organize district level teams that can build churches 	<ul style="list-style-type: none"> Number of professionals involved Period of construction Stage approvals of construction by the local authorities Level of support in cash, kind and participation 	Yearly	<ul style="list-style-type: none"> Buy in and ownership by district pastors and elders EXCOM and Church Development Director 		<ul style="list-style-type: none"> Church Development Yearly progress Report
	H	<ul style="list-style-type: none"> Acquire at least 25 church stands in urban centers by 2020. 	<ul style="list-style-type: none"> TMI Engaging local authorities and church members who are into construction 	<ul style="list-style-type: none"> Buy in from Local authorities 	<ul style="list-style-type: none"> Number of stands acquired Number of professionals involved Level of support in cash, kind and participation 	Yearly	<ul style="list-style-type: none"> Buy in and ownership by district pastors and elders 	Church Development Director and ASI Director	<ul style="list-style-type: none"> Church Development Yearly progress Report

	H	<ul style="list-style-type: none"> • Build / Complete at least 2 hospitals by 2020. 	<ul style="list-style-type: none"> • TMI • Resource mobilization from the constituency • Create and utilization of a data base of professionals and their expertise • Leverage corporate NGOs social responsibility • Partnership with health professionals in the church 	<ul style="list-style-type: none"> •Partnering with other conferences that are doing well in construction initiatives •Buy in and ownership by district pastors, and elders. • Organize district level teams that can build 	<ul style="list-style-type: none"> •Number of professionals involved •Period of construction •S t a g e approvals of construction by the local authorities •Level of support in cash, kind a n d participation 	Yearly	<ul style="list-style-type: none"> •Buy in a n d owners hip by district pastors a n d elders 	EXCO M and Health Ministers Director	<ul style="list-style-type: none"> •Clinic Board •Annual progress report
	H	<ul style="list-style-type: none"> • Build at least 4 new clinics by 2020. 	<ul style="list-style-type: none"> • TMI • Resource mobilization from the constituency • Create and utilization of a data base of professionals and their expertise 	<ul style="list-style-type: none"> •Partnering with other conferences that are doing well in buildings initiatives •Buy in and ownership by district pastors, and elders. •Organize district level teams that can build 	<ul style="list-style-type: none"> •Number of professionals involved •Period of construction •S t a g e approvals of construction by the local authorities •Level of support in cash, kind a n d participation 	Yearly	<ul style="list-style-type: none"> •Buy in a n d owner ship by district pastor s and elders 	Health Ministers Director and EXCO M	<ul style="list-style-type: none"> •Clinic Board •Annual progress report

		<ul style="list-style-type: none"> Ensure availability of at least one church house per district. 	<ul style="list-style-type: none"> TMI Resource mobilization from the constituency Create and utilization of a database of professionals and their expertise Motivate church members who can donate a stand or a house. 	<ul style="list-style-type: none"> Buy in and ownership by district pastors, and elders. Organize district level teams that can build houses 	<ul style="list-style-type: none"> Number of professionals involved Period of construction Stage approvals of construction by the local authorities Level of support in cash, kind and participation 	Yearly	<ul style="list-style-type: none"> Buy in and ownership by district pastors and elders 	P A R L Director and CFO	<ul style="list-style-type: none"> EXCOM Financial statements Annual progress report
CIT SYSTEMS	H	<ul style="list-style-type: none"> Develop communication and information technology systems that deliver effective and efficient information timeously. 	<ul style="list-style-type: none"> Create a database of professionals and their expertise C I T based resource systems 	<ul style="list-style-type: none"> Identify and engage relevant professionals Utilize existing radio and TV stations. 	<ul style="list-style-type: none"> Public recognition for those programs Number of listeners and viewers Number of members accessing our information Feedback comments by members 	Quarterly	<ul style="list-style-type: none"> Trainings Well functional CIT system Smart gadgets for staff 	EXCOM and Communication Director	<ul style="list-style-type: none"> Quarterly Reports
	H	<ul style="list-style-type: none"> Create a state of the art media center that is self-supporting by 2020. 	<ul style="list-style-type: none"> Engage church members who are into media business Partnership with successful media houses 	<ul style="list-style-type: none"> Identify and engage relevant professionals Develop broadcasting capacity and capabilities 	<ul style="list-style-type: none"> Period of construction Stage approvals of construction by the local authorities Level of support in cash, kind and participation Number of targets acquired 	Quarterly	<ul style="list-style-type: none"> Well functional CIT system Effective Communication with clients and stakeholders 	EXCOM, CFO and Communication Director	<ul style="list-style-type: none"> Quarterly Reports

		<ul style="list-style-type: none"> Automate all operational systems by 2020. 	<ul style="list-style-type: none"> Rollout C I T based resource systems 	<ul style="list-style-type: none"> Engage media and C I T professionals Involvement of ASI 	<ul style="list-style-type: none"> Public recognition for those programs Number of listeners and viewers Number of members accessing our information Feedback comments by members 	<p>Monthly</p>	<ul style="list-style-type: none"> Trainings Well functional CIT system Effective Communication with clients and stakeholders 	<p>EXCO M and Communication Director and I T Manager</p>	<ul style="list-style-type: none"> Quarterly Reports
--	--	---	--	--	---	-----------------------	--	--	---

FINANCIAL PERFORMANCE	H	<ul style="list-style-type: none"> ▪ <i>Grow annual revenue by at least 40% of prior-year.</i> 	<ul style="list-style-type: none"> • Aggressive stewardship promotion. • Accurate and timely reporting system • Effective internal controls • Prudent investments • Fundraising projects 	<ul style="list-style-type: none"> • Benchmarking EZC treasury department with a high revenue base conference in the SID or in the corporate world every 3 years • Weekly reconciliations • Benchmarking EZC treasury department. • Timely Submissions of Trust Funds • Training local church treasurers • Setup EZC Internal Audit Review Committee • Reconcile ledger and bank balances weekly • Provide timely weekly district performance against targets • Utilise idle land and infrastructure. 	<ul style="list-style-type: none"> • No of Benchmarking exercise done • No of trainings conducted • No Trust Funds Submitted monthly • Number of meeting for Internal Audit Review Committee • Number of weekly trust funds reports issued • Number of outstanding amounts on the reconciliation 	<p>Annually</p> <p>Quarterly</p> <p>Monthly</p> <p>Monthly</p> <p>Weekly</p> <p>Weekly</p>	<ul style="list-style-type: none"> • Timely submission of trust funds report • Training treasurers at local churches • Weekly reconciliations • Issuing monthly district performance against targets 	<p>CFO</p>	<ul style="list-style-type: none"> • Weekly, monthly, quarterly, and Yearly reports
------------------------------	----------	---	---	--	--	--	--	------------	--

			<ul style="list-style-type: none"> • A conservative approach to budgeted Income • Business Process Engineering • Investment of excess liquidity 	<ul style="list-style-type: none"> • Budget revenue at 90% of income basis. • to cut operational costs achieve long term savings and design the optimum processes To rethink the EZC treasury operations • Short term investment activities 	<ul style="list-style-type: none"> • Annual Budget set at 90% of income basis • Percentage of Annual operating expenses • Percentage increase of Investments interest 	<p>Annual</p> <p>I</p> <p>Annual</p> <p>I</p> <p>Annual</p> <p>I</p>	<ul style="list-style-type: none"> • Effective Change management • Staff buy in • Funding for new IT • Favourable interest rates • Conservative budgeting approach • Ongoing continuous improvement for staff 	CFO	Annual Reports
--	--	--	--	--	--	--	---	-----	----------------

			<ul style="list-style-type: none"> • Effective and efficient internal controls. 	<ul style="list-style-type: none"> • Prepare monthly CFO Files for EZC and its institutions with items as in the year end audit binder. • Have monthly internal audit review committee meetings with recommendations to ADCOM and or EXCOM. • Setup EZC Internal Audit Review Committee • Financial Statements review committee done termly for EZC and its institutions . • Establish CFO Files with monthly reports. 	<ul style="list-style-type: none"> • Number of CFO Files submitted • Number of Internal audit review committee meetings 	<p>Monthl y</p> <p>Monthl y</p>	<ul style="list-style-type: none"> • Submission of CFO Files • Effective Financial State ments review comm ittee. • Effective Internal Audit review comm ittee. • Effective Audit Review Comm ittee 	CFO	
--	--	--	--	---	---	---	---	-----	--

		<ul style="list-style-type: none"> Provide integrated reporting in accordance with the GCoF the SDA guidelines 	<ul style="list-style-type: none"> Integrated reporting management system. 	<ul style="list-style-type: none"> Carry out systems review Educate and train all departments involved. Carry out trial runs and improve the system. 	<ul style="list-style-type: none"> A functional integrated reporting system. 	Annually	<ul style="list-style-type: none"> Cooperation by all departments. Training Timely submission of information reports. 	Treasury	<ul style="list-style-type: none"> Quarterly reports
RISK MANAGEMENT	H	<ul style="list-style-type: none"> Develop and implement organization wide risk management system. 	<ul style="list-style-type: none"> Policy formulation. Benchmarking 	<ul style="list-style-type: none"> Develop appropriate policy for EXCOM approval. Identify suitable organization and benchmark. Train everybody in risk management. Develop risk profiles for all operational areas. Develop risk management reporting standards. 	<ul style="list-style-type: none"> Organization wide risk management systems. Risk management reports and returns. 	Monthly	<ul style="list-style-type: none"> Constant checks and balances on internal controls 	Treasury	<ul style="list-style-type: none"> Finance Committee Monthly Report

INTEGRATED REPORTING	H	<ul style="list-style-type: none"> Provide integrated reporting annually as adopted by EZC EXCOM. 	<ul style="list-style-type: none"> Present a standard Annual Integrated Report Focus Integrated reporting on value creation activities to all stakeholders of EZC constituency. 	<ul style="list-style-type: none"> Develop an Integrated reporting framework for EZC institutions. Training on Integrated Reporting Produce Departmental and Institutional reports on value creation and or prevention of value destruction activities quarterly. Distribute an annual 	<ul style="list-style-type: none"> Voted integrated reporting framework No of departments / Institutional reports on value creation Annual EZC Integrated report 	<p>Annually</p> <p>Quarterly</p> <p>Annually</p>	<ul style="list-style-type: none"> Training on integrated reporting Assessments of Quarterly report Support from Media Centre Funds for training 	President	Annually and quarterly
-----------------------------	----------	--	---	--	---	---	--	-----------	------------------------

		Organize annual leadership forums for officers, pastors, heads of institutions and elders.	Conduct an Annual Leadership Forum for	<ul style="list-style-type: none"> • Invite Theology, Strategy and financial experts to present at Leadership Forums. • Present EZC Integrated Report at leadership Forum 	<ul style="list-style-type: none"> • Occurrence of Leadership Forum • Percentage of attendees to targeted audience. • Audience rating of leadership Forum Programme 	<p>Annually</p> <p>Annually</p> <p>Annually</p>	<ul style="list-style-type: none"> • Availability of Financial resources • Buy in from EZC church and institutional leaders • Annual integrated report 	President	
CORPORATE GOVERNANCE	<ul style="list-style-type: none"> • Formulate clearly defined policies and procedures in all operational areas. 	<ul style="list-style-type: none"> • Review of policies and procedures. 	<ul style="list-style-type: none"> • Establish all areas for policy formulation. • Review existing policies in each area • Formulate and seek approval of new policies and procedures. 	<ul style="list-style-type: none"> • Policies and Procedure manuals in each area. 	Quarterly	<ul style="list-style-type: none"> • Availability of policy documents in hard copy and soft copies • Periodical Reminders 	Secretariat	<ul style="list-style-type: none"> • EXCOM • Reports from Policy related committees. 	

		<ul style="list-style-type: none"> Be compliant with all relevant statutory requirement and church policies. 	<ul style="list-style-type: none"> Monthly and quarterly register. 	<ul style="list-style-type: none"> Institute monthly and quarterly returns and reports. Take appropriate action on deficiencies. 	<ul style="list-style-type: none"> Compliance report 	Quarterly	<ul style="list-style-type: none"> Adherence to relevant statutory requirements and policies 	<ul style="list-style-type: none"> EXCOM Reports from Policy related committees.
		<ul style="list-style-type: none"> Behave in an ethical and morally upright manner at all times. 	<ul style="list-style-type: none"> Code of conduct Performance management system Code of ethics 	<ul style="list-style-type: none"> Establish a code of conduct and code of ethics. Share and train all employees. Create time and conduct policy conversation at all staff meetings. 	<ul style="list-style-type: none"> Codes in place Training register Signed declaration of interest. 	Quarterly	<ul style="list-style-type: none"> Availability of Code of contact. Correct interpretation and application of the codes. 	<ul style="list-style-type: none"> EXCOM Reports from codes related committees.

		<ul style="list-style-type: none"> ▪ Create an effective and efficient governance model for schools with Principal as the ranking officer. 	<ul style="list-style-type: none"> • Benchmarking and review of current governance structures. 	<ul style="list-style-type: none"> • Conduct independent detailed analysis and review of the effectiveness of current governance structure. • Benchmark on effective and efficient governance model. • Develop a new governance model for the church and implement 	<ul style="list-style-type: none"> • Governance review report • Benchmarking report • New approved governance model 	Quarterly	<ul style="list-style-type: none"> • Well defined organization 	Educational Department	<ul style="list-style-type: none"> • School Board • Board minutes
		<ul style="list-style-type: none"> ▪ Establish boards for all church institutions. 	<ul style="list-style-type: none"> • Governance policy review. 	<ul style="list-style-type: none"> • Review the current corporate governance policies for church institutions in line with best corporate governance practices. • Reconstitute / establish boards of all church institutions in line with approved new policy framework 	<ul style="list-style-type: none"> • Approved policies • New boards in place. • Board meetings 	Quarterly	<ul style="list-style-type: none"> • Correct usage of relevant statutory instruments 	Secretariat	<ul style="list-style-type: none"> • EXCOM
		<ul style="list-style-type: none"> ▪ Ensure all boards meet at least once a quarter. 	Board meetings register	<ul style="list-style-type: none"> • Develop an integrated board meetings register for all institutions 	<ul style="list-style-type: none"> • Signed Minutes of board meetings • Monthly or quarterly institutional reports • Follow-up communicate 	Quarterly	Schedule of all board meetings.	Secretariat	<ul style="list-style-type: none"> • EXCOM

STAFF WELFARE AND DEVELOPMENT	H	<ul style="list-style-type: none"> Attract and retain competent staff 	<ul style="list-style-type: none"> Open and transparent interview process Remunerate employees as per full policy provisions. Incentivize staff according to performance. 	<ul style="list-style-type: none"> Advertising posts Thorough interviews. Staff Retreat Supporting social events (weddings, funerals etc) 	<ul style="list-style-type: none"> No of responses to advertisements Staff turnover 	Quarterly	<ul style="list-style-type: none"> Human resources expertise Well functional communication system Financial Resources 	Secretariat	<ul style="list-style-type: none"> Quarterly Reports
		<ul style="list-style-type: none"> Develop all staff members to be competent in their duties and responsibilities 	<ul style="list-style-type: none"> Training Seminars Tertiary Education Job competence profiles Staff competence profiles 	<ul style="list-style-type: none"> Establish a department responsible for trainings Skills audit Create bursary fund Professional Qualification allowance 	<ul style="list-style-type: none"> No of trainings and seminars conducted. Increase in certified staff in relevant skills. Professional staff 	Quarterly	<ul style="list-style-type: none"> Financial Resources Smart gadgets for staff Competent facilitator's for seminars and trainings. 	Secretariat	<ul style="list-style-type: none"> Quarterly Reports
		<ul style="list-style-type: none"> Provide a caring and responsive staff social security plan during and after service 	<ul style="list-style-type: none"> Retirement plan 	<ul style="list-style-type: none"> Acquiring stands for all employees Encourage staff to acquire funeral, health policies. 	<ul style="list-style-type: none"> No of housing schemes for employees. No of stands/homes acquired Retirement plan audit. 	Yearly	<ul style="list-style-type: none"> Aggressive developmental strategies Financial Resources 	Ministerial	<ul style="list-style-type: none"> Quarterly reports

		<ul style="list-style-type: none"> ▪ Support staff-development career initiative aligned to organizational requirements 	<ul style="list-style-type: none"> • Skills based courses • Skills audit 	<ul style="list-style-type: none"> • Refresher courses • Avail Professional course sponsorship • Identify and engage professionals for trainings 	<ul style="list-style-type: none"> • Seminars conducted • No of support staff sponsored to do courses. 	Quarterly	<ul style="list-style-type: none"> • Financial resources • Relevant skills based professionals trainers 	Secretariat	<ul style="list-style-type: none"> • Quarterly Reports
		<ul style="list-style-type: none"> ▪ Create and fill the position of Human Resources Administrator for the Conference and its institutions. 	<ul style="list-style-type: none"> • Approved Policy 	<ul style="list-style-type: none"> • Advertising the post • Extensive interviews • To search for highly qualified Human Resources personnel 	<ul style="list-style-type: none"> • Employment of qualified Human resources personnel 	Quarterly	<ul style="list-style-type: none"> • Financial Resources 	Secretariat	<ul style="list-style-type: none"> • Quarterly Reports

9. ASSUMPTIONS

	ASSUMPTION	IMPACT ON ACHIEVEMENT OF RESULTS: H; M; L	MONITORING AND EVALUATION
1.	Buy in and ownership by all stakeholders	High	
2.	Trust funds reports and remittances are on time	High	
3.	Effective communication	High	
4.	Upholding of core values	High	
5.	Economic and political situation will improve and remain stable.	High	
6.	Resources will be available timeously	High	
7.	All reports submitted on time	High	
8.	Membership will be retained	High	
9.	Church members remain faithful	High	
10.	Competent staff will be retained	High	
11.	EXCOM and Management will fully support and execute the strategy.	High	
12.	Support from higher office	High	

LEADERSHIP CHARTER

We the Executive Committee, Officers and Departmental Directors of East Zimbabwe Conference of the Seventh-day Adventist Church do hereby **take ownership and full commitment, individually and collectively**, to the implementation of this strategic document with probity.

This strategic document sets out our mandate for the next three years up to the 2020 East Zimbabwe Conference Constituency meeting. By God's grace, **we undertake to align all our plans, actions and decisions to this strategic document at all times.**

Agreed and signed by: