



**STRATEGIC PLAN**  
**PRESBYTERIAN CHURCH**  
**IN UGANDA**  
**2012 - 2017**



## 1.0 Introductory Statement

The Presbyterian Church in Uganda (PCU) has for the last three decades ministered to people in Uganda through vital worship, biblical teaching, true fellowship, assertive evangelism and deeds of compassion. This 5-Year Strategic Plan is the first strategic plan for this denomination that was established in 1979. The Strategic Plan draws on 31 years of experience and builds on the successes and failures from the past. It is driven by the Lord Jesus' Great Commandment – to love God and our neighbors and the Great Commission – to make disciples of all nations. It aligns with and is a response to national priorities, an international development agenda and the general policies of international partners. This is articulated in the overarching Poverty Eradication Action Plan and Millennium Development Goals among other commitments. It also takes into account the burden of increased moral decadency and diversion from Christ's truth and holiness in Uganda.

The goal of this 5-Year Strategic Plan is to advance the Kingdom of God by making disciples through healthy, biblical and Presbyterian churches that grow in vital worship and assertive evangelism, labor to eradicate poverty, and seek to improve on the quality of life of PCU members and Ugandans as a whole by streamlining deeds of compassion, true fellowship, holiness and charity and world missions. The Plan therefore prioritizes increasing access to evangelism and high quality and priority resources for the poor and hopeless individuals and groups in the context of sustainable institutional structures and systems. The goal is to leave a gospel legacy in the paths least travelled.

While depending fully on the sovereignty of God and His strength, the Plan is result-based with a strong focus on performance management. Strategy objectives and action steps for the plan will be developed annually in order to track the progress of the plan and make mid-course corrections as needed. Each phase of the Plan will be reviewed annually together with the Annual Programme Budget by the Administrative Committee and the Strategic Plan Coordinator.

Development of the 5-Year Strategic Plan was participatory, consultative and inclusive of the board of directors, staff, members of the PCU's standing committees, elders, deacons, lay leaders, and church members. We deeply acknowledge the stakeholders' inputs towards this process as well as technical support of Mr. Allan Maubania (Lead Consultant), Mr. Richard Luwaga (Consultant), and Carolyn Phillips (editor) in facilitating and developing the 5-Year Strategic Plan. Other members of the Strategic Plan Steering Committee from the Board and Management are recognized for steering and guiding the process.

On behalf of the PCU Board and Management, we present to you a consensus-developed and owned document and invite all our internal and external stakeholders to regularly use the Strategic Plan to guide our work while combining urgency with innovations and focus with results. May we execute the Plan with the same enthusiasm, commitment and understanding that we brought into the planning phase! To God Be the Glory!

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CHAIRMAN, BOARD OF DIRECTORS  
REV. DR. KEFA SEMPANGI

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PCU GENERAL ASSEMBLY CLERK  
ELDER PATRICK BUKENYA



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### **List of Abbreviations and Acronyms**

|         |   |                                               |
|---------|---|-----------------------------------------------|
| AIDS    | : | Acquired Immune Deficiency Syndrome           |
| BCO     | : | Book of Church Order                          |
| HIV     | : | Human Immuno-deficiency Virus                 |
| MSOT    | : | Mobile School of Theology                     |
| NGO     | : | Non-Government Organisation                   |
| PCU     | : | Presbyterian Church of Uganda                 |
| SWOT    | : | Strengths, Weaknesses, Opportunities, Threats |
| WTC/S : |   | Westminster Theological College/Seminary      |

## **2.0 Background**

### **2.1 History and Organization of the PCU**

The Presbyterian Church in Uganda (PCU) was founded in 1979 by Rev. Dr. Kefa Sempangi because of the void in the religious landscape in Uganda of reformed teaching and the practice of a Presbyterian form of church government. On 28<sup>th</sup> January 1981 the PCU was registered as a company Limited by Guarantee (9269). Since then the PCU and her members have been actively involved in the gospel ministry in Uganda through evangelism, discipleship, church planting and deeds of love, mercy and justice. Being registered with the NGO Board (S. 591/126), the PCU is licensed to undertake initiatives to improve the quality of life of her members and Ugandans as a whole.

The PCU is governed nationally by the General Assembly, regionally by presbyteries and locally by church sessions. Currently the denomination consists of five presbyteries, Central, Gulu, Kampala, Kapchorwa and Semuliki, representing 44 churches. The Board of Directors are Pastors Kefa Sempangi, Emma Kiwanuka, James Yiga, and Edward Kasaija. The PCU is financed both by local churches and international partners.

### **2.2 PCU Statement of Faith**

The PCU's doctrinal standards are the Westminster Confession of Faith and Catechisms, which are briefly summarized under these statements.

1. We believe in one God, Creator of all things, eternally existing in three persons, the Father the Son and the Holy Spirit.
2. We believe that the Old and New Testaments as originally received, were inspired and authorized by God; that they unite to present a single message of His redemptive purpose; and supreme authority in all matters of life and faith.
3. We believe that the meaning of scripture must be learned through the faithful and accurate interpretation of the text of the scripture. The meaning of scripture is not established by tradition, by appeals to continuing revelation or by the decisions of church councils.
4. We believe that Jesus Christ is the divinely begotten Son of God, and He is fully God and man in one person.
5. We believe Christ died for the sins of his people and rose again according to the scriptures, and that those who repent and trust in the merits of his atoning work are justified, sanctified, and assured of the resurrection of the body at the time of Christ's return.
6. We believe in the blessed hope of the personal return of Christ to receive his bride the church, to complete the conquest of wickedness in this world, and to reign in glory with him.
7. We believe in the bodily resurrection of the just and the eternal punishment of the lost, and the eternal blessedness of the elect.
8. We believe that man was created in the image of God, but through sin, he came under the condemnation of God and therefore must be born again of the Spirit in order to be saved from God's wrath and be reinstated in His favor.
9. We believe that the purpose of the spiritual gifts given to men and women in Christ is not self-fulfillment but service to others, to the end that God receives all glory and honor.
10. We believe in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a godly life.

## **3.0 Rationale for Developing the Strategic Plan**

The PCU has reached a point in its history, where in order to see the Kingdom of God advance in Uganda and beyond, a plan needed to be written to facilitate more growth and development and to give direction. Several factors included:



- 1) Sharing the gospel in both word and deed - The PCU has been strong in the past in gospel word ministry, but now is the time to build the gospel deed ministry of our churches as we grow even stronger in gospel word ministry. There is an obvious link between vital worship and evangelism with poverty reduction initiatives, so we need to strengthen the link.
- 2) Evangelizing emerging and existing groups, such as: sex workers, gays and lesbians, drug addicts, alcoholics etc. The PCU also needs to respond to critical development issues such as addressing gender gaps, HIV and AIDS plus youth unemployment.
- 3) Change in programming strategies – having been in existence now for 31 years, the PCU needs to make a shift to more centralized and organized committees at the General Assembly level and needs to develop sessions and presbyteries that function on biblical and Presbyterian principles.
- 4) Good stewardship - As a way of increasing the PCU's international partnership with donors and supporting organizations, there is need to show that all undertakings of the PCU are strategically guided and managed well. The plan will emphasize responsible management of funds through transparency and accountability. Also, since more funding is becoming available to our churches at the district level in Uganda, the PCU must develop its presbytery structures to mobilize such resources, with integrity and accountability.

The method of developing this strategic plan included a highly participatory and inclusive approach. This approach was used to enhance and create effective accountability and ownership of the final product. The implementation of the Strategic Plan is expected to be participatory too, to build on existing skills and develop comprehensively the capacity of PCU presbyteries and sessions.

In addition to consultation with PCU documents like Needs Assessment Report of January 2010 and the general policy for mission and ecumenical support of PCU international partners, the process consisted of three different consultative workshops with different groups. The Secretariat drew-up terms of reference on the methodology to be used and the expected outputs. Then the intentions of this plan were communicated and ideas were solicited from the Annual General Meeting/General Assembly of the PCU, which was attended by representatives from all the presbyteries. This was followed by a one-day consultative meeting with the PCU's senior leadership and then another consultative and interactive meeting with grass-root presbyteries' representatives consisting of youths, women, elders and Sunday school teachers, who contributed tremendously to the content of this document.



## **4.0 Organizational Tenets**

### **4.1 Vision**

The PCU envisions filling the world with healthy, biblical and Presbyterian Churches that are continually growing in vital worship, in theological depth, in true fellowship, in assertive evangelism and in deeds of mercy, beginning in Uganda and East Africa.

### **4.2 Mission**

The PCU's mission is to prayerfully promote Christ's truth, holiness and charity for the glory of God.

### **4.3 Values**

- Doing all things for the glory of God
- Biblical Doctrine
- Biblical Church Government
- Christ-Centered Worship
- Innovations
- Strategic Partnerships
- Teamwork
- Transparency
- Services quality at all times



## 5.0 Situational Analysis

Uganda, a land-locked country in East Africa, is blessed by God with her people and her beauty. Arable land abounds and water is often available. With a very young population (almost 50% under the age of 15), Uganda has much room for growth.

In recent years God has moved mightily in this nation through His church with many new church plants, widespread prayer movements, and a strong evangelical presence. However, due to the political instability of the past, corruption, unemployment and disease of the present, the PCU faces many challenges as it ministers in this context.

### 5.1 POLITICAL, ECONOMY, AND PEOPLE

|                             |                              |
|-----------------------------|------------------------------|
| Population (2010)           | 33,796,461                   |
| Population (estimated 2020) | 46,319,320                   |
| Urban                       | 13.3%                        |
| Under age 15                | 49%                          |
| Life Expectancy             | 51.9 years                   |
| Growth Rate                 | 3.32%                        |
| Economy                     |                              |
| Human Development Index     | 157/182                      |
| Income/person               | \$455/annual                 |
| Work Force: Agriculture     | 80%                          |
| Form of Government          | Republic                     |
| President                   | Yoweri Museveni (since 1986) |

### 5.2 RELIGION

|                              |        |                               |
|------------------------------|--------|-------------------------------|
| Protestants                  | 46.13% |                               |
| Catholics                    | 39.35% |                               |
| Muslim                       | 11.49% |                               |
| African Traditional Religion | 2.65%  |                               |
| Hindu                        | .35%   |                               |
| Baha'i                       | .30%   |                               |
| Non-Religious                | .47%   |                               |
| Doubly affiliated            | -.74%  | people who claim 2 categories |

### 5.3 HEALTH (from World Health Organization)

|                               |                                 |
|-------------------------------|---------------------------------|
| HIV/AIDS –Adults 15-49 (2009) | 6.5%                            |
| Malaria                       |                                 |
| Cases Reported 2010           | 11,084,045                      |
| Deaths Reported 2008          | 103 per 100,000 people annually |
| Access to clean water         | 67%                             |

Unless noted, statistics taken from *Operation World* (2010 Edition) by Jason Mandryk



## 6.0 Strengths, Weaknesses, Opportunities, and Threats

The PCU has unique strengths in that it is an established denomination with a network of churches that have a common doctrine and purpose – to see God’s name glorified and His Kingdom advanced in this region. Because of these strengths, the PCU has the ability to work in the areas of opportunity listed above.

However, due to the weakness of having a poor organizational structure, which includes a reactive form of management, lack of policy documents, poor communication among churches and members, the opportunities cannot be fully capitalized upon until some of these weaknesses are addressed.

The PCU must prioritize minimizing the threat of having an over dependence on donors, in order to fully pursue the strategic initiatives listed later in this plan.

According to the SWOT analysis, the most important areas to address include the following:

- Develop and strengthen the organizational structure
- Develop policy documents to provide consistency throughout the denomination
- Develop plans to decrease dependence on donors
- Give direction to missionary personnel working with the PCU, both long and short-term
- Continued strengthening and establishing of Westminster Theological College and Seminary because of its unique position to provide training
- Develop programs for economic growth and savings for PCU members

### STRENGTHS:

- Experienced board of directors
- Established churches
- Trained pastors
- Established theological institution
- Teach sound doctrine
- International partners

### WEAKNESSES

- Poor organizational structure
- Reactive form of management
- Lack of policy documents
- Inadequate facilities
- Lack of resources – financial and human
- Lack of programs for economic empowerment
- Lack of financial accountability
- Poor Communication
- Lack of involvement with women/youth
- Limited skills in resource management
- Lack of networking
- Poor record keeping
- Shortage of trained pastors
- Lack of savings for capital projects
- Thinking that the only funding source is donors
- Lack of technology

### OPPORTUNITIES:

- Large children/youth population
- Untrained pastors all over the country
- Increasing population with HIV/AIDS
- Growing body of professionals from various fields
- High youth unemployment
- Like-minded reformed bodies around the country
- NGO’s and other international partners
- Disadvantaged groups not ministered to: sex workers, gays and lesbians, drug addicts, alcoholics, orphans, refugees and vulnerable children
- Expanding the PCU into new districts
- New economic development opportunities to increase funding

### THREATS:

- Lack of direction for missionaries who are involved in PCU churches
- Overdependence on donors
- Over-reliance on missionary personnel

## 7.0 Strategic Initiatives

For the advancement of the Kingdom of God in seeing His gospel of good news go to the people of



Uganda, East Africa and the world, through healthy, Biblical, and Presbyterian Churches, the PCU will focus on the following strategic initiatives for the next five years:

### **7.1 Gospel Evangelism and Discipleship**

Before His ascension, our Lord gave the Great Commission to make disciples by going into the entire world, teaching them all He commanded them and baptizing them in the name of the Father, Son and Holy Spirit. Since 1877 the gospel has gone forth in Uganda, and while about 2.5% of Uganda's population follows traditional religions only; one survey in 2010 showed that about 27% of Ugandans believe that sacrifices to ancestors or spirits can protect them from harm. Also, even with a high percentage of “Christians” in Uganda, the increase in child sacrifice, corruption, materialism, etc. symbolize the lack of assertive evangelism in our society. We must engage in gospel evangelism and discipleship in order to reverse these trends and see the Kingdom of our Lord advance.

Evangelism and discipleship cannot be separated since the Lord's command was to make disciples, and His method was by teaching His disciples all that he commanded. This must be done through faithful gospel preaching and teaching throughout all the ministries of the church. First and foremost is effective and true gospel preaching, delivered by trained men who walk with the Lord and have character and integrity. Secondly, disciples are made throughout the church in Bible Studies, small groups, Sunday School, etc. Men and women must be trained at all levels in the church – all to follow Christ and some to teach and train others.

Finally, the gospel must go to all the nations, which includes all people in our communities, especially those that are neglected by society, displaced and highly vulnerable people including: sex workers, gays and lesbians, drug addicts, alcoholics, people with HIV/AIDS, the elderly and prisoners.

#### **To be effective at gospel evangelism and discipleship in the next five years, the PCU must:**

- Develop effective evangelism methods to reach all people, including the displaced and vulnerable
  - Open-Air Crusades
  - Effective door-to-door, Evangelistic Bible Studies
  - Other innovative strategies
- Increase in discipleship of all members by
  - Effective discipleship through the pulpit ministry and Bible Studies, small groups, Sunday School, etc.
  - Teaching, training, modeling and practicing kingdom-focused prayer in worship, Bible studies, small groups, prayer groups, conferences, seminars and meetings.
  - Encouraging all members to develop a lifestyle habit of unhurried, worshipful, meditative communion with God before His face.
  - Developing church membership training and implementing it in all churches
  - Identifying spiritual gifts of all members and deploying them in the life of the church for greater ministry involvement
  - Developing biblical curriculum for all church members – men, women, youths, and children to be used in Sunday School, Bible Studies, and small groups.
  - Training teachers and leaders on how to make disciples
  - Identifying and training men for the pastorate (details below) and women for appropriate ministries in the church
  - Training officers to be effective at the local, presbytery and General Assembly levels
  - Develop officer training curriculum and implement in all churches



## **7.2 Church Planting**

The Lord has only one plan of reaching the world for His glory and making His name great and that is through His church. The goal is to strategically plant healthy PCU churches among all the tribes and in all the districts of Uganda in order to capture our nation for Christ and the gospel.

**To be effective at church planting in the next five years, the PCU must:**

- Develop a church planting strategy
- Identify areas for church planting
- Identify and train effective church planters
- Develop programs to ensure that church plants are in alignment with the theology and practices of the PCU

## **7.3 Theological Training**

The PCU has a long history of offering solid theological training, chiefly through Westminster Theological College which was started in 1996 and more recently, Westminster Theological Seminary, started in 2007. Additionally there is the Mobile Training School that is training people who are not able to leave home to attend WTC.

In 2 Timothy 2:2, Paul wrote to Timothy, “and what you have heard from me in the presence of many witnesses entrust to faithful men who will be able to teach others also. The importance of sound doctrine is clear throughout Scripture, and that only comes through effective training. Not all PCU members should attend WTC/S, but good, biblical training must be available for all PCU members, no matter where they live in Uganda.

In addition to good theological training, there is also a need at WTC for other disciplines to be taught from a biblical world and life view. Thus WTC is currently being registered as Westminster University. However, the development of the University must be done in such a way as to preserve and advance the theological integrity and quality of WTC and WTSU.

**To be effective at theological training in the next five years, the PCU must:**

- Do the following for Westminster University and Seminary:
  - Complete registration with the Ministry of Education and Sports.
  - Review course content.
  - Assess existing policies on procurement, communication, code of conduct, student leadership and financial management including periodic audits and evaluations of monetary and human resources.
  - Increase visibility of the college through effective marketing.
  - Complete a staff review and develop a strategy to increase the ratio of Ugandan faculty to missionary faculty.
  - Determine need for other disciplines like teacher training or nursing, and if needed, then develop a plan to expand the college for other courses.
  - Develop a program to retain well-performing and promising students so they can minister within the PCU and its ministries.
  - Develop a program for local churches to identify men and women for theological training.
- Develop a program to train Sunday School teacher, Bible Study leaders, etc. for the local churches.
- Empower the Mobile Training School.



#### **7.4 Mercy Ministry**

Poverty and disease are linked problems in Uganda that are compounded by poor sanitation, unclean water, and inadequate housing. Only 67% of the population has access to clean water. About 38% of the total population lives below the poverty line, with poverty more marked in the North and East of the country.

Uganda suffers from a very high infection rate of the human immunodeficiency virus (HIV) that causes acquired immunodeficiency syndrome (AIDS). Awareness of HIV/AIDS is universal at 98.8% but comprehensive knowledge remains low at 35%.

Food insecurity, lack of social security, ill health including HIV and AIDS, dilapidated shelters, and poor water and sanitation are often some of the major problems among the elderly. Other social problems in Uganda include but are not limited to inadequate or ill equipped medical facilities, youth unemployment, gender based violence, and poor education services.

The Apostle Paul was most eager to remember the poor as described in Galatians 2:10. It was obviously a part of his ministry to the early church. As a matter of fact, one of the earliest recorded disputes in the church occurred in Acts 6 in a discussion about how to take care of widows. The Old Testament is full of admonitions to take care of the poor.

**To be effective at mercy ministry in the next five years, the PCU must:**

- Assess existing community development activities/projects in all presbyteries, and determine where new projects and programs will be most beneficial.
- Gather information of existing income-generating activities in the presbyteries to determine whether they can be improved or duplicated.
- Form and strengthen strategic partnership with other civil society organizations for the benefit of church members. Each presbytery will determine the areas needed for partnerships like HIV/AIDS service provision or malaria prevention, etc.
- Train churches on how to develop project proposals in order to secure funding from partners, civil societies and grants from the PCU.
- Empower church members to ensure that church activities are linked with livelihood opportunities; such as linking groups within the church to microfinance, poverty action fund & savings, local government grants and credit cooperatives.
- Take the lead in practically demonstrating integration of evangelism with community development services and programmes. This implies that in every mercy ministry initiative, the gospel will be preached in both word and deed.
- Systematically engage all presbyteries in monitoring, evaluation and publication of findings for all community social projects to measure success, establish lessons learnt and to inform future projects
- Develop income generating activities

#### **7.5 Youth**

The youth are a large portion of the national population, giving them a significant impact on population momentum, structure of our society and growth rate. The same is true in the church. If the church is to be effective and grow in the next 5 years, it must provide meaningful biblical discipleship that will transform young people's lives and give them hope for the future. While recognizing the Presbyterian form of government where all formal decisions for the church are made through the elders and deacons, the PCU must include the voice of the young people in appropriate ways in decision-making, especially in areas that pertain to their lives.

I Timothy 4:12 says, "Let no one despise you for your youth, but set the believers an example in



speech, in conduct, in love, in faith, in purity,” revealing that the youth have much to give to the church as a whole. The PCU must develop the youth as they are the future leaders of the church.

**To be effective at youth ministry in the next five years, the PCU must:**

- Develop formal leadership structures for youth at all levels in the PCU – General Assembly, Presbytery and Church levels.
- Intentionally disciple youths (boys and girls) towards developing them as future leaders of the church
- Provide life-planning skills counseling
- Address the need of unemployment and idleness of youth
- Provide recreation activities
- Organize exchange visits with other youth in the PCU
- Recommend mature youth who have a calling and passion for God for theological training
- Develop presbytery and national youth conferences, training conferences and mission conferences

## **7.6 Women and Children**

Women, who make up a large part of the church membership and are also seen as second class to men due to the patriarchal society in Uganda, need to be recognized and consulted in appropriate ways so as to use their spiritual gifts for the health of the church. The goal is for women to become Titus 2 women who are “reverent in behavior, not slanderers or slaves to much wine. They are to teach what is good, and so train the young women to love their husbands and children, to be self-controlled, pure, working at home, kind, and submissive to their own husbands....”

**To be effective at women’s ministry in the next five years, the PCU must:**

- Develop formal leadership structures for women at all levels in the PCU – General Assembly, Presbytery and Church levels.
- Develop teaching, encouragement, and training for women at all levels of the church
- Educate women on their roles in the church – including what ministries they can do, not just what can’t be done so that they are fully deployed in the life of the church
- Provide marriage counseling
- Organize exchange visits with other women in the PCU
- Encourage and train women in income-generating activities

With almost 50% of Uganda’s population being under the age of 15, effective children’s ministries are an obvious way to impact the future of the church and the nation. Ministry should be not only to covenant children within the PCU, but also to the children of our communities. “Raise up a child in the way he should go and when he grows old, he will not depart from it.” (Proverbs 22:6)

**To be effective at children’s ministry in the next five years, the PCU must:**

- Provide opportunities for all children attending PCU churches to be nurtured in their growth in God, including Sunday Schools, Bible Clubs, after-school groups, etc.
- Develop biblical, age-appropriate, and culturally relevant curriculum to be used in Sunday Schools, Bible Clubs, etc.
- Provide biblical training for parenting

## **7.7 Development**

### **7.7.1 Christian Education Development**

Education is one of the most important needs of the children of Uganda, however, most students are not taught from a biblical world and life view. The need for biblically-oriented headmasters and teachers is critical for students who want to have a Kingdom perspective on all of life.

While several PCU churches currently run primary and secondary schools at their church's location, as of now, there has never been any coordination or support at the denominational level for these schools.

**To be effective at education at the primary and secondary levels, in the next five years, the PCU must:**

- Recruit and deploy teachers, school planters and headmasters who have a biblical worldview, with quality training and character.
- Train PCU school planters, headmasters and teachers who have a biblical worldview through the current WTSU Master of Arts in theological education program and the future Westminster University School of Education.
- Encourage churches and presbyteries to develop a plan for starting Christian primary and secondary schools.
- Develop standard requirements for the hiring process of new teachers in order to ensure Christian teachers are in PCU classrooms.

#### **7.7.2 Economic Development**

Historically the PCU has received much of its funding from international partners, but for future viability, the PCU must begin to develop its own funding structures in order to do further ministry around Uganda. Schools, radio stations, agricultural farms, etc. are all ways that income can be generated for individual members and for the church at large.

**To be effective at economic development in the next five years, the PCU must:**

- Begin or continue instructing church members on the biblical concept of tithing
- Identify profitable ways to meet the needs of the church
- Develop areas including schools, radio stations, agricultural farms, small businesses, etc.

#### **7.8 Capacity Building**

All activities of the PCU are guided by the Book of Church Order (BCO), however more technical and critical aspects like information management systems, procurement and logistics management, financial management and accountability, resource monitoring and evaluation systems, collaboration frameworks plus a proper management structure framework need separate and defined statements apart from the BCO. This will greatly improve institutional capacity and decision-making. Though the denomination is still young, these structures must be put in place.

From the needs assessment conducted, it cites inadequate skilled human resources at session/church levels to effectively manage church projects and to mobilize resources. Also, there is no program to train church leaders in the above and other aspects of management including the biblical theology for having good programs and processes in place.

Another area of needed development is communication since there is no defined structure for the presbyteries to communicate with the Secretariat and vice versa. Consideration must be made that according to interviews conducted for this plan, not all church leaders have access to the internet, thus requiring a creative strategy to communicate with everyone.



Because of a lack of communication, individual churches and even presbyteries may have more of a tendency to deviate from the values of the PCU since the Secretariat operates with no clear communicated capacity building and support supervision program for the presbyteries.

On a more basic level, the PCU is under-resourced as it lacks a permanent central office for effective coordination and no automobile for ease of movement and coordination of activities.

Perhaps the greatest threat is the PCU has no strategy for resource mobilization or dependency reduction. There is a lack of expertise in these areas with current PCU personnel – both paid and volunteer. And there is no designated position to lead and coordinate these efforts.

**To be effective at capacity building in the next five years, the PCU must:**

- Create a permanent central office to house the Secretariat and other staff members
- Review and continue to develop the BCO, including adding sections on marriage, dedications of new structures, and burials
- Form a policy review committee to assess existing policies.
- Develop new policies that ensure sustainability and quick decision making without bureaucracy
  - Policy to streamline church offerings and redistribute
  - Communications Policy/strategy to engage all presbyteries with consideration of lack of internet access in some areas
    - Monitor website, keeping information fresh and engaging
    - Develop monthly updates
    - Electronic links, CD's, publications, photo sharing
  - Crisis Policy
  - Sustainability policy to continue to attract resources
  - Donor policy
  - Policy and strategy on resource mobilization
    - development of business strategy
    - diversification of donors
    - resource mobilization
    - government and civil society funding opportunities
- Capacity building program
  - Exchange visits to share experiences
  - Training and mentorship programs (some with WTC)
  - Long-term post training
- Procurement
  - Training equipment – laptops, projectors, overhead projectors, flip chart stand, public address system
  - Transportation – vehicles, motorcycles, bicycles

## **8.0 Strategy Implementation**

The strategic plan will be executed through the current structure of the PCU at all levels in the organization – including the General Assembly (National)/Secretariat, Presbyteries (Regional) and Sessions (Local) levels. The overall coordination of the plan will be the responsibility of the Administrative Committee with the help of an appointed Strategic Plan Coordinator. The Administrative Committee and the Strategic Plan Coordinator are responsible to review the plan.

Each standing committee of the General Assembly will appoint a Vice-Chairman of the committee to serve as the thematic leader for the strategic plan. This leader will plan, manage, implement and monitor their programme activities as well as provide technical assistance to Presbyteries.



The communication regarding the strategic plan will flow from the Standing GA Committees to the corresponding committees at the presbytery level. Each presbytery is encouraged to develop the corresponding committees, if not already established. Presbyteries shall communicate strategic planning and implementation to their member churches.

The strategic initiatives of the plan will be divided among the Committees as follows:

**Administrative Committee**

Youth  
Women and Children  
Capacity Building

**Christian Education Committee**

Gospel Discipleship  
Theological Training  
Christian School Development

**Missions Committee**

Gospel Evangelism  
Church Planting

**Diaconal Committee**

Mercy Ministry  
Economic Development

Each Committee Vice-Chairman will submit a budget to the Administrative Committee for the areas of his responsibility for the plan. With this input, the Administrative Committee will develop the Annual Programme Budget for the entire plan. Each February, the Annual Programme Budget will be reviewed and updated by the Administrative Committee.

In order to fulfill parts of this strategic plan, partners will be needed to help support the PCU with both personnel and financial resources. While partners are not required to give through the Secretariat, for proper accountability and as a safeguard to donors, it is appropriate for the Secretariat to be informed of ongoing transactions if partners choose to give at the Presbytery and local church levels.



## 9.0 Conclusion

*“I will build my church and the gates of hell shall not prevail against it.” Matthew 16:18*

With this great promise of Scripture, we are assured that the Church, the body and bride of Christ himself, will grow here in Uganda. The PCU desires to be a part of that work by growing vital worship, engaging in assertive evangelism, eradicating poverty and improving the quality of life for members of the PCU and all Ugandans. These are tasks that only the Almighty God can do, and we look to Him, our Head to lead and guide us as a body of believers to fulfill the task we believe He has called us to do.

We affirm that He is sovereign overall and that He deserves all the glory, praise and honor due to His great and mighty name. May He be pleased to use us, His servants in the building of His church in our nation and around the world.

**To God Be the Glory!**



## 10.0 ACTION PLAN

### 10.1 To evangelize and disciple all people from different walks of life

| OBJECTIVE                                                 | ACTIVITY                                                                                                                                                                                                                                                                 | KEY PERFORMANCE INDICATOR                                                                                                                                                                                                                        | TIMEFRAME       | RESPONSIBLE                                                                                                                                                             |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a) Formulate an evangelism team of five members           | <ul style="list-style-type: none"> <li>- Identify men/women with the call.</li> <li>- Research on effective evangelism strategies.</li> <li>- Training in evangelism methods.</li> </ul>                                                                                 | A team of five members active in evangelism                                                                                                                                                                                                      | Continuous/2yrs | <ul style="list-style-type: none"> <li>- Mission's Committee</li> <li>- Education and publications' committee</li> </ul>                                                |
| b) Consolidate existing churches                          | <ul style="list-style-type: none"> <li>- Establish fully constituted sessions.</li> <li>- Train and license teaching elders.</li> <li>- Review and improve places of worship in terms of structures.</li> <li>- Empower existing churches through evangelism.</li> </ul> | <ul style="list-style-type: none"> <li>- 80% of existing churches having fully constituted sessions.</li> <li>80% of elders trained and licensed.</li> <li>- 50% of particular churches having decent and safe structures for worship</li> </ul> | Continuous/1yr  | <ul style="list-style-type: none"> <li>- Admin and Finance Committee</li> <li>- Education and publications' committee (MSOT)</li> <li>- Missions' committee.</li> </ul> |
| c) Develop 3 strategies per year for effective evangelism | <ul style="list-style-type: none"> <li>- Research for effective evangelism strategies.</li> <li>- Review existing strategies if any.</li> </ul>                                                                                                                          | 3 strategies each year                                                                                                                                                                                                                           | Continuous/1yr  | <ul style="list-style-type: none"> <li>- Missions Committee</li> <li>- Admin and Finance Committee (Women and youth)</li> </ul>                                         |
| d) Develop Missions policy                                | <ul style="list-style-type: none"> <li>- Review existing mission activities.</li> <li>- Identify both PCU and Missionaries' expectations.</li> <li>- Recruit competent people to come up with a draft.</li> <li>- Approval of the missions' policy.</li> </ul>           | Mission's policy in place                                                                                                                                                                                                                        | 1yr             | <ul style="list-style-type: none"> <li>- Missions' Committee</li> <li>- Admin and Finance Committee</li> </ul>                                                          |

**10.2 To strategically plant healthy PCU churches among all tribes and in all districts of Uganda in order to capture our nation for Christ and the gospel.**

| OBJECTIVES                                                                                                       | ACTIVITIES                                                                                                                                                                                                                                                 | KEY PERFORMANCE INDICATOR                                                                                                                                    | TIMEFRAME                                    | RESPONSIBLE                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a) Develop at least 3 sustainable church planting strategies                                                     | <ul style="list-style-type: none"> <li>- identify and assess areas for church planting in each presbytery.</li> <li>- identify and prepare potential church planters.</li> <li>- Engage in the development of the missions' policy.</li> </ul>             | <ul style="list-style-type: none"> <li>- Strategies in place at the end of year 1.</li> <li>- Church planters in place ready for deployment after</li> </ul> | Continuous/1yr                               | <ul style="list-style-type: none"> <li>- Missions Committee</li> <li>- Education and publications' committee</li> <li>- Admin and Finance Committee</li> </ul> |
| b) Plant 3 churches after every after two years                                                                  | <ul style="list-style-type: none"> <li>- Begin feasibility study for planting healthy churches.</li> <li>- Deploy church planters in chosen location(s).</li> <li>- Assess church planting plan(s).</li> <li>- Plan for structural development.</li> </ul> | <ul style="list-style-type: none"> <li>- Three healthy churches planted after every two years.</li> </ul>                                                    | After every two (2) years.<br><br>Continuous | <ul style="list-style-type: none"> <li>- Mission Committee</li> <li>- Admin and Finance Committee</li> </ul>                                                   |
| c) Develop programs to ensure that church plantings are in alignment with the theology and practices of the PCU. | <ul style="list-style-type: none"> <li>- Offer refresher courses (mandatory)</li> <li>- Establish and emphasize disciplinary actions.</li> </ul>                                                                                                           | All church plants conform to the theology and practice of the PCU.                                                                                           | Continuous/2yr                               | <ul style="list-style-type: none"> <li>- Admin and Finance Committee (GA and Presbyteries)</li> <li>- Missions' Committee</li> </ul>                           |

### 10.3 To prepare and equip men and women for ministry through solid theological training

| OBJECTIVES                                                                                                        | ACTIVITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                | KEY PERFORMANCE INDICATOR                                                                                                                                                                          | TIMEFRAME      | RESPONSIBLE                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a) Specifying the position of the PCU training arms (WTC and MSOT) within the organizational structure of the PCU | <ul style="list-style-type: none"> <li>- Assess the existence of policies and their implementation.</li> <li>- Review the management of WTC and MSOT.</li> <li>- Emphasize the role of BOD/BOT in case of WTC.</li> </ul>                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>- Clear structural position of WTC and MSOT.</li> <li>- Existence of different policies to govern the operation of the theological training arms</li> </ul> | Continuous/1yr | <ul style="list-style-type: none"> <li>- Education and publications' committee</li> <li>- Admin and Finance Committee</li> </ul>                           |
| b) Attract PCU Clergy and leaders to desire theological training.                                                 | <ul style="list-style-type: none"> <li>- Develop relevant programs/curriculum.</li> <li>- Design theological programs that are market responsive e.g. in other Bible Colleges in and outside Africa.</li> <li>- Develop program within MSOT to train people who may not be able (without a minimum qualification)</li> <li>- Design friendly/convenient modes of delivering theological training e.g. evening, weekend or holiday program etc.</li> </ul> | 5% of PCU clergy/leaders and other members on training or fully trained every year                                                                                                                 | Continuous/1yr | <ul style="list-style-type: none"> <li>- Education and publications' committee</li> <li>- Admin and Finance Committee</li> </ul>                           |
| c) Networking with other theological training institutions.                                                       | <ul style="list-style-type: none"> <li>- Identify reformed denomination institutions.</li> <li>- Visit reformed theological institutions.</li> <li>- Initiate student/lecturer exchange programs.</li> </ul>                                                                                                                                                                                                                                              | Established network with at least two theological training institutions – for reformed congregations.                                                                                              | Continuous/1yr | <ul style="list-style-type: none"> <li>- Education and publications' committee</li> <li>- Admin and Finance Committee (Co-coordinator's office)</li> </ul> |



**10.4 To improve the social-economic life of the believers and the community around them through mercy ministry**

| OBJECTIVES                                                             | ACTIVITIES                                                                                                                                                                                                                                                            | KEY PERFORMANCE INDICATOR                                                                              | TIMEFRAME      | RESPONSIBLE                                                                                                   |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------|
| a) Meeting the basic needs of the vulnerable people.                   | <ul style="list-style-type: none"> <li>- Research on the best way fit to meet the basic needs.</li> <li>- Setup income generating projects.</li> </ul>                                                                                                                | - At least 20% of the basic people's needs identified are met.                                         | Continuous/1yr | <ul style="list-style-type: none"> <li>-Diaconal Committee</li> <li>- Admin and Finance Committee</li> </ul>  |
| b) Establish areas of need that PCU need to direct its mercy ministry. | <ul style="list-style-type: none"> <li>- Data collection to ascertain the magnitude of the need – widows, orphan, HIV/AIDS victims.</li> <li>- Ascertain the perceived and felt needs.</li> </ul>                                                                     | PCU knows with relative certainty the specific areas which require support through the mercy ministry. | Continuous/1yr | - Diaconal Committee                                                                                          |
| c) Reaching out to those who are in need of mercy.                     | <ul style="list-style-type: none"> <li>- Seek permission from relevant authorities.</li> <li>- Engage in prisons', hospital/bed nursing ministries.</li> <li>- Engage in outreach to victims of HIV/AIDS, internal conflicts/wars, natural disasters, etc.</li> </ul> | Strong devoted Christians who are fruits of the outreaches                                             | Continuous/1yr | <ul style="list-style-type: none"> <li>- Diaconal Committee</li> <li>- Admin and Finance Committee</li> </ul> |



**10.5 To provide meaningful discipleship that will transform young people and give them hope for the future.**

| OBJECTIVES                                                                               | ACTIVITIES                                                                                                                                                                                                                                                                                                                                                                                                          | KEY PERFORMANCE INDICATOR                                       | TIMEFRAME      | RESPONSIBLE                                                                                                   |
|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------|
| a) Establish formal youth leadership structure                                           | <ul style="list-style-type: none"> <li>- Come-up with a national youth leadership council.</li> <li>- Organize exchange visits with other youths within the PCU</li> </ul>                                                                                                                                                                                                                                          | Having youth councils from session to GA levels.                | Continuous/1yr | <ul style="list-style-type: none"> <li>- Admin and Finance Committee</li> <li>- Diaconal Committee</li> </ul> |
| b) Intentionally disciple youths towards developing them as future leaders of the church | <ul style="list-style-type: none"> <li>- Provide opportunities for youths to be involved in ministry.</li> <li>- Enlighten youths in the areas of PCU core values and doctrinal standards.</li> <li>- Recommend mature youths who have a calling and passion for ministry for theological training.</li> <li>- Develop presbytery and national youth training conferences/camps and mission conferences.</li> </ul> | Each pastor earmark at least two potential youths for ministry. | Continuous/1yr | - Admin and Finance Committee (Stated Clerks at all levels)                                                   |
| c) Provide recreational activities.                                                      | <ul style="list-style-type: none"> <li>- Identify activities – games and sports.</li> <li>- Engage in cooperate leagues/activities.</li> <li>- Identify and provide required tools for preparation of these activities.</li> <li>- Organize an annual sports and games gala</li> </ul>                                                                                                                              | Each presbytery organizing an annual games and sports gala.     | Continuous/1yr | <ul style="list-style-type: none"> <li>- Admin and Finance Committee</li> <li>- Diaconal Committee</li> </ul> |
| d) Empowering youths                                                                     | <ul style="list-style-type: none"> <li>- Enlighten youths on their impact on the economical</li> </ul>                                                                                                                                                                                                                                                                                                              | - At least a mode project in each                               | Continuous/1yr | <ul style="list-style-type: none"> <li>- Diaconal Committee</li> <li>- Admin and Finance</li> </ul>           |



|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                    |  |           |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------|
| economically | <p>sustainability of their homes and in the church.</p> <ul style="list-style-type: none"><li>- Encourage and train youths in income generating activities (project planning workshops</li><li>- Train youths to identify opportunities/niche within their environment.</li><li>- Introduce micro-credit saving schemes for youths.</li><li>- Evaluate and consolidate existing youths' projects (if any).</li><li>- Establish model projects in each presbytery.</li></ul> | <p>presbytery</p> <ul style="list-style-type: none"><li>- Increased awareness of the youths' role and potential in achieving economic sustainability.</li><li>- At least two youths projects up and running each year either individually or as a group.</li></ul> |  | Committee |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------|



**10.6 To empower Women to fully exploit their God-given abilities in the church and their homes.**

| OBJECTIVES                                                                                                     | ACTIVITY                                                                                                                                                                                                                                                                                                                                                                                                                                              | KEY PERFORMANCE INDICATOR                                                                                                                                                                                                                                                                | TIMEFRAME      | RESPONSIBLE                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a) Develop formal leadership structures for women at all levels in the PCU (GA, Presbytery and Session levels) | <ul style="list-style-type: none"> <li>- Come-up with a women leadership council</li> <li>- Organize exchange visits with other women within the denomination</li> </ul>                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>- Having women leadership councils at all levels (Sessions to GA)</li> </ul>                                                                                                                                                                      | Continuous/1yr | <ul style="list-style-type: none"> <li>- Diaconal Committee</li> <li>- Admin and Finance Committee</li> </ul>                                                  |
| b) Develop teaching, encouragement and training for women at all levels within the PCU.                        | <ul style="list-style-type: none"> <li>- Organize periodical seminars/workshops in each presbytery.</li> <li>- Develop a curriculum to aid the teaching and training in the women ministry.</li> <li>- Identify potential people to be equipped in reformed doctrine – train trainers.</li> <li>- Organize women's program for developing and guiding young girls on how to cope-up with challenges of womanhood in the Christian context.</li> </ul> | <ul style="list-style-type: none"> <li>- Having women who know their roles in the church as far as ministry is concerned.</li> <li>- Having well equipped women team who can stand in the reformed doctrine.</li> <li>- Vibrant young women having the enthusiasm for Christ.</li> </ul> | Continuous/1yr | <ul style="list-style-type: none"> <li>- Diaconal Committee</li> <li>- Education and publications' committee</li> <li>- Admin and Finance Committee</li> </ul> |
| c) Empowering women economically                                                                               | <ul style="list-style-type: none"> <li>- Enlighten women on their impact on the economical sustainability of their homes and in the church.</li> <li>- Encourage and train women in income generating activities (project planning workshops)</li> </ul>                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>- At least a mode project in each presbytery</li> <li>- Increased awareness of the women role and potential in achieving economic sustainability.</li> <li>- At least two</li> </ul>                                                              | Continuous/1yr | <ul style="list-style-type: none"> <li>- Diaconal Committee</li> <li>- Admin and Finance Committee</li> </ul>                                                  |



|                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                             |                |                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                        | <ul style="list-style-type: none"> <li>- Train women to identify opportunities/niche within their environment.</li> <li>- Introduce micro-credit saving schemes for women.</li> <li>- Evaluate and consolidate existing women projects.</li> <li>- Establish model projects in each presbytery.</li> </ul>                                                                                                                                                                                                                               | women projects up and running each year either individually or as a group.                                                                                                                                                                                  |                |                                                                                                                                              |
| d) Provide opportunities for all children attending PCU churches to be nurtured in their growth in God | <ul style="list-style-type: none"> <li>- Provide biblical training for parenting.</li> <li>- Develop curriculum to aid Sunday school teachers.</li> <li>- Design exciting activities that will develop children's biblical knowledge like bible quiz competition, bible clubs, father Christmas...</li> <li>- Identify and develop different gifts and talents of the children.</li> <li>- Develop a program to provide for the vulnerable children – education and basic necessities.</li> <li>- Reach out to the destitute.</li> </ul> | <ul style="list-style-type: none"> <li>- Most of the children in the PCU raised in a family setup.</li> <li>- Having a uniform curriculum in all the PCU churches.</li> <li>- Having children who are morally upright and can defend their faith</li> </ul> | Continuous/1yr | <ul style="list-style-type: none"> <li>- Diaconal Committee</li> <li>- Education Committee</li> <li>- Admin and Finance Committee</li> </ul> |

**10.7 To provide skills necessary in life taught with a Christian worldview to the members of the PCU as well as contributing to national development.**

| OBJECTIVES                                                                                            | ACTIVITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | KEY PERFORMANCE INDICATOR                                                                                                                                                                                                                                                                                                                                                                      | TIMEFRAME      | RESPONSIBLE                                                                                                                            |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------|
| a) Undertake the establishment of Christian model schools                                             | <ul style="list-style-type: none"> <li>- Acquire land for at least a model school in each presbytery.</li> <li>- Embark on a long term plan of identifying and training of prospective human resource (people).</li> <li>- Identify and formulate a team with relevant skills (think tanks) to spearhead the process.</li> <li>- Resource mobilization (long-term) for establishing model schools.</li> <li>- Networking with strategic partners in education sector (locally and internationally).</li> </ul> | <ul style="list-style-type: none"> <li>- At least acquire an acre of land in a year for one presbytery.</li> <li>Having at least three graduates specifically in the field of education supported by the PC through capacity building.</li> <li>- Have a team in place spearheading the establishment of the model schools.</li> <li>- Established fund for Christian model schools</li> </ul> | Continuous/1yr | <ul style="list-style-type: none"> <li>- Education and publications' committee</li> <li>- Admin and Finance Committee</li> </ul>       |
| b) Empower the projects Committee to oversee the running and operation of the schools on PCU property | <ul style="list-style-type: none"> <li>- Ascertain ownership</li> <li>- Mandate the Projects' Committee to audit the existing schools.</li> <li>- Strengthen the existing school management at session level.</li> <li>- Find ways of improving the</li> </ul>                                                                                                                                                                                                                                                 | <p>PCU is certain about the school ownership.</p> <p>Projects' Committee with a clear list of schools belonging to PCU</p>                                                                                                                                                                                                                                                                     | Continuous/1yr | <p>Education and Publications' Committee.</p> <p>Projects' committee (Under Diaconal Committee)</p> <p>Admin and Finance Committee</p> |



|                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                             |                |                                                                                                                                  |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------|
|                                                                                    | existing schools in terms of facilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             |                |                                                                                                                                  |
| c) Establish a denominational higher institution of learning/tertiary institution. | <ul style="list-style-type: none"> <li>- Acquire more land in addition to WTC land.</li> <li>- Embark on a long term plan of identifying and training of prospective human resource (people).</li> <li>- Identify and formulate a team of relevant skills (think tanks) to spearhead the process.</li> <li>- Resource mobilization (long-term) for establishing higher institution of learning.</li> <li>- Networking with strategic partners in education sector (locally and internationally).</li> </ul> | <ul style="list-style-type: none"> <li>- At least 10 acres acquired in five years.</li> <li>- Having at least three graduates specifically in the field of education supported by the PC through capacity building.</li> <li>- Have a team in place spearheading the establishment of the model schools.</li> <li>- Established fund for Christian model schools</li> </ul> | Continuous/1yr | <ul style="list-style-type: none"> <li>- Education and publications' committee</li> <li>- Admin and Finance Committee</li> </ul> |



**10.8 To contribute towards PCU's sustainable use of the available resources (Economic Development)**

| OBJECTIVE                                                                | ACTIVITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | KEY PERFORMANCE INDICATOR                                                                                                                                                                                                                                                                                                                                                                                              | TIMEFRAME      | RESPONSIBLE                                                                                                                   |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------|
| a) Generating avenues that will increase PCU's resource base (financial) | <ul style="list-style-type: none"> <li>- Diligently utilize the available resources in a sustainable manner.</li> <li>- Teach church members on the blessedness that comes with tithing.</li> <li>- Embark on capital expenditure.</li> <li>- Encourage a culture of saving from the session level.</li> <li>- Invest in profit making ventures like radio stations, schools, agricultural farms...</li> <li>- Invest in risk-free short-term investments e.g. bonds, treasury bills etc.</li> </ul> | <ul style="list-style-type: none"> <li>- Having updated stock valuation of PCU resources.</li> <li>- Improvement of at least 3% in the level of tithing every year.</li> <li>- Increased stock of capital assets by at least 3%.</li> <li>- Establishment of saving levels in each church seeking to improve it by 3%.</li> <li>- Having at least one profit making venture for the PCU in each presbytery.</li> </ul> | Continuous/1yr | <ul style="list-style-type: none"> <li>- Admin and Finance Committee</li> <li>(With support from other committees)</li> </ul> |

**10.9 To lay a solid basis for achieving PCU mission in a more effective and efficient way (Capacity building)**

| OBJECTIVE                                                       | ACTIVITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                          | KEY PERFORMANCE INDICATOR                                                                                                                                                                                                                          | TIMEFRAME      | RESPONSIBLE                   |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------|
| a) To improve governance at all levels within the denomination. | <ul style="list-style-type: none"> <li>- Develop PCU organizational structure, especially around the GA for a smoother flow of work.</li> <li>- Assess existing presbytery structures and determine how to proceed.</li> <li>- Assess existing policies. Determine and develop new policies that must be in place.</li> <li>- Develop leadership code of conduct.</li> <li>- making legal and regulatory changes.</li> <li>- Advocacy and policy change.</li> </ul> | <ul style="list-style-type: none"> <li>- Having clearly defined organization structure.</li> <li>- Having clear policies to guide PCU operations.</li> <li>- Having a clear leadership code of conduct.</li> </ul>                                 | Continuous/1yr | - Admin and Finance Committee |
| b) To develop necessary infrastructure                          | <ul style="list-style-type: none"> <li>- Provide for safe structures in which to conduct worship services.</li> <li>- Provide for communication infrastructure – radio station, websites and electronic links.</li> <li>- Provide for administrative infrastructure – permanent offices at all levels.</li> <li>- Provide for necessary social infrastructure – schools, hospitals, safe water source, and</li> </ul>                                               | <ul style="list-style-type: none"> <li>- Safe permanent/ semi-permanent worship structures.</li> <li>- Having an updated website, radio station (in existence)</li> <li>- Having offices at the GA/Secretariat, presbytery and session.</li> </ul> | Continuous/1yr | Admin and Finance Committee   |



|                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                     |                |                             |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------|
|                                                                                              | palliative care facilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                |                             |
| c) To engage in human resource development                                                   | <ul style="list-style-type: none"> <li>- Identify resource training needs.</li> <li>- Identify potential people to entrust with various responsibilities within the PCU.</li> <li>- Impart and develop skills by way of mentorship programs and long-term post-training.</li> </ul>                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>- Having right and qualified people in positions of responsibility</li> </ul>                                                                                | Continuous/1yr | Admin and Finance Committee |
| d) To formulate efficient and effective strategies for resource management and mobilization. | <ul style="list-style-type: none"> <li>- Identify the required human and financial resources (budgeting)</li> <li>- Ensure efficient utilization of the available resources.</li> <li>- Undertake different activities that appeal to a wide range of donor funding e.g. writing concept paper and project proposals.</li> <li>- Engage in activities that are of interest to civil society organizations, government and the church e.g. crime reduction, rehabilitation, hope after rape.</li> <li>- Put in place measures that will enhance proper accountability (the three Es) which are the pillars of value for money.</li> </ul> | <ul style="list-style-type: none"> <li>- PCU finances its budget by at least 40%.</li> <li>- Getting more donors on board.</li> <li>- Having resource/asset utilization policy in place.</li> </ul> | Continuous/1yr | Admin and Finance Committee |



## **11.0 PCU's FINANCIAL MANAGEMENT & PERFORMANCE**

### **11.1 Financials of the Denomination**

The denomination receives funds from a number of sources (internal and external) among which include:

#### **11.1.1 Internal Sources**

- Tithe and offering
- Church projects (schools – at session level)

#### **11.1.1 External Sources**

- Donors (individuals, churches and organizations)

### **11.2 Objectives**

Overall: To continuously seek additional funding and use it judiciously.

### **11.3 Specific Objectives**

1. Increase cash inflow through tithe and offerings.
2. Diversify local sources of funds i.e. contribution from all projects at session and presbytery levels, investing in income generating ventures, encouraging members to give over and above their routine giving, etc.
3. Lobby donors for additional funding.
4. Improve cash flow management
5. Seek value for money

### **11.4 Strategies to improve funding**

1. Encourage faithful tithing and offering
2. Set a percentage contribution from the available local sources of funds.
3. Recruit more donors for additional funding of the PCU activities through organizing a donors' conference
4. Partner with civic organizations to implement areas/activities of common interest
5. Involve PCU members in the diaspora through online communication
6. Improve cash flow management
7. Use of better procurement plans/ improve the procurement system
8. Prioritizing needs
9. Conduct short-term undertakings that generate returns after a shorter period of time

**11.5 FINANCIALS 2013/2014 – 2017/2018****Table 1: Incomes**

| <b>Cash inflow</b>                         | <b>Approved budget 2013/2014</b> | <b>Estimates 2014/2015</b> | <b>Estimates 2015/2016</b> | <b>Estimates 2016/2017</b> | <b>Estimates 2017/2018</b> |
|--------------------------------------------|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Income</b>                              |                                  |                            |                            |                            |                            |
| Tithe and offering                         |                                  |                            |                            |                            |                            |
| Contribution from other sources (internal) |                                  |                            |                            |                            |                            |
| Donors                                     |                                  |                            |                            |                            |                            |
| <b>Total Income</b>                        |                                  |                            |                            |                            |                            |

**Table 2: Expenditures**

|                          | <b>Approved budget 2013/2014</b> | <b>Estimates 2014/2015</b> | <b>Estimates 2015/2016</b> | <b>Estimates 2016/2017</b> | <b>Estimates 2017/2018</b> |
|--------------------------|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Expenditure</b>       |                                  |                            |                            |                            |                            |
|                          |                                  |                            |                            |                            |                            |
|                          |                                  |                            |                            |                            |                            |
|                          |                                  |                            |                            |                            |                            |
| <b>Total Expenditure</b> |                                  |                            |                            |                            |                            |