ANGLICAN MISSIONS AFRICA

Equipping, Empowering, Releasing

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STRATEGIC
PLAN

2022-2027

**MISSIONS
ANGLICANES
AFRIQUE**

MISSIONS ANGLICANES AFRIQUE
(ANGLICAN MISSIONS AFRICA)
Equipping, Empowering, Releasing

STRATEGIC PLAN
2022 - 2027

EXECUTIVE SUMMARY

Strategic plan is the campus guide that directs vision and mission strategy of the organization. It provides summary of broad strategic objectives that defines reason for existence. This being the first strategic plan of Missions Anglicanes Afrique (Anglican Missions Africa), it lays foundation for many other strategic plans in future. The strategic plan has been drawn at a time when it has been officially registered as a Company by the government of Kenya as a Company Limited by Guarantee under the Registrar of Companies Acts 2015 CLG-G9FMDM. This is a milestone towards strengthening the work of the church not only in Kenya but globally. The vision and mission strategy is "To nurture a healthy and sustainable church in Africa and beyond; Equipping, Empowering and Releasing Christian leaders as agents of spiritual and social change in society.

The strategic plan is anchored on five strategic pillars:

1. **Healthy Church Capacity building program:** This is a grass root capacity building program for Clergy and Lay ministers in local churches aiming at offering both knowledge and skills of how to a healthy church. A healthy Church is one whose theology and ministry practice is centred on Christ, with capacity to steer wholesome growth in the following areas.

   (i). Spiritual growth through systematic teaching of God's word and effective pastoral care.

   (ii). Congregational increment through evangelism, discipleship and nurture of gifting and talents.

   (iii). Economic stability by individual members of the have ability to generate income by engaging in economic activities.

   (iv). Social development by both individuals and congregations actively engage in socio-political life of society causing social transformation at all levels in society. A healthy church therefore is one whose members have mental capacity to engage with daily occurrences of life, they have Christ at heart, being their moral conscience and assurance of eternal life, money in the pocket, enabling them have power to purchase and solve their daily economic issues and food on the table, flailing the Lord's prayer in Matthew 6: 9-1.3.

2. **Urban Orientation course:** The UN Habitat has correctly observed that by 2063, the entire globe will be almost 90% urban. Since medieval periods, urbanization has been and still is the greatest quest for modern civilization in human history. It is a phenomenon that spread on the wings of modernity, improved lifestyle and in search of better life. As a movement, urbanization is attributed to several trends.

(i). Rural urban migration,

(ii). Internal urban biological growth

(iii). Migration from town to town. At the heart of urban life is secularism and humanism that defines human behavior in world cities and towns. This has a director impact not only on the Christians in cities but more importantly on urban systems and structures that shape the urban culture. The overall objective of this important course is to orient church workers on the need to develop right and appropriate theologies for the urban world to enable the church remain effective and relevant in her a preach to ministry.

3. **School outreach and Discipleship program:** Since the creation of the world, education remains the core pillar of both spiritual and social transformation of human race. Proverbs 22: 6 states clearly that train your children in the way to go and when they are grown up, they shall not depart from it. Children are critical members of society and the fortune of every family. In Africa, the elders took much of their precious time investing values and norms in the children. In the modern society, children spend much of their time in educational centers making it a challenge for the elders to spend much quality time as they did in the past. On the part of the church, Schools became centers of Christian mission, reaching out and converting majority to the faith. It is unfortunate that the church over the years abandoned this noble task, creating gaps in the formation process of children. School outreach and discipleship [p ministry is designed to strategically engage every school with overall objective of evangelizing, soul winning and discipling every child to Christ. This shall happen at two levels.

(i). through coordination of School chaplains, Youth workers and Diocesan Education Secretaries in Dioceses.

(ii). Mobilize and train school outreach ministry teams at the Archdeaconry level, to adopt school for outreach and establishment of discipleship cells.

4. **Church music renewal:** Music is an integral part of worship where every member participates. Music defines largely a form of spirituality and theology and convictions of a particular church. The main objective of this strategic focus is to train and equip all church music teachers with capacity and ability to train church choirs and other related music groups within the church.

| 3. |
| 4. |
| 5. |

What is your this years' plan and focus
1.
2.
3.

Attached Photos

School Outreach and Discipleship		
How many schools reached	No of students reached	No of new converts
What strategies do you have in place for the new converts		
How many discipleship teams do you have currently	Have you established discipleship clusters in schools How many	If Yes, what strategy did you use for the creation of those clusters
What gaps are you encountering in implementing school outreach and discipleship program 1. 2. 3. 4. 5.		
What is your this years' plan and focus 1. 2. 3.		

Photos attached
Note
Target Countries

1. Kenya
2. Uganda
3. Tanzania
4. Zimbabwe
5. Mozambique
6. Ghana
7. Rwanda
8. Burundi
9. DCR Congo
10. South Sudan
11. Madagascar
12. Seychelles
13. Mauritius
14. Malawi

5.0 MONITORING AND EVALUATION FRAMEWORK

For effective monitor the progress of the SP implementation the following approaches will be employed:

1. The Mission Department will take charge of the monitoring and evaluation of the various Activities of the SP in the field.

2. The Executive Director will oversee the internal evaluation on the office performance in implementation of the various programs and operations.

3. Periodic review and analysis: Short Term on quarterly basis, Mid Term at the end of 2years of implementation and Long Term at the 4th year for review.

4. Periodic reporting on the progress in comprehensive reports to be made to the Board of Directors.

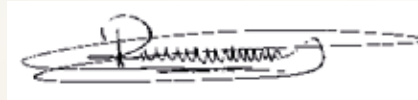5. Feedback and lesson learnt will be documented by the office.

Below is the framework adopted for field SP reporting status:

Diocese: ....

Program Officer: ....

Healthy Church Training				
No. of Participants	Clergy	Laity	Archdeaconry	Parishes
What action steps did you develop as an result of training	No of Crusades	No of new converts	Name of the Places Evangelized 1. 2. 3. 4. 5.	Name of the new church plants 1. 2. 3. 4. 5.

Jesus Film		
Do you have the Jesus Film Projector?	Yes	No
Have you used Jesus Film for mission campaigns	Yes	No
If Yes, How many times has it been shown		
Do you have a discipleship for them	Yes	No
If yes, what strategy do you use		
If you have not used Jesus Film, Please Explain		
What gaps are you encountering in implementing Healthy Church program 1. 2.		

5. **Anglican care ministries:** The main objective if this strategic focus is to set up an emergence response unit as part of AMAs social response to unpredicted calamities in Africa.

Rev. Capt Canon Richard W. Mayabi
Executive Director
Missions Anglicanes Africa

FOWARD FROM THE CHAIRMAN BOARD OF DIRECTORS
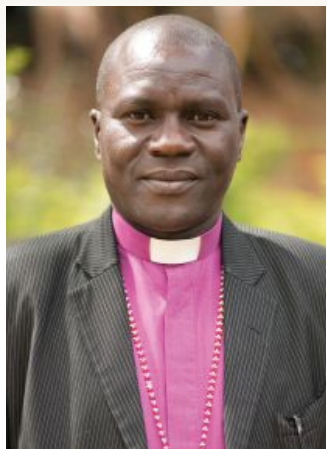
I'm personally delighted to be the chair of Missions Angli-canes Afrique, a missionary movement committed to the Great Commission championing works of evangelism, discipleship, church planting and social mission. Since its inception, the movement has rekindled revival in the area of practical evangelism, especially with clear mandate to winning souls and establishing new congregations. Roger Bowen in his book "As the Father sent me so I send you" rightly observes that "Establishment of new congregations in villages becomes the physical presence of God's kingdom among his people" (Paraphrased". The church therefore has sole responsibility to ensure that world Evangelization and establishment of new congregations becomes the final product of the Great Commission.

Despite of COVID-19 pandemic, challenges that affected all Mission agencies across the globe, Missions Anglicanes Afrique has accomplished a lot. Since its first launch in 2019 it has accomplished the following:

SUMMARY OF MINISTRY OUTCOMES

Details	No	Remarks
Number of partner Dioceses in Africa	46	Kenya 40, Mozambique 1, Zimbabwe 2, Tanzania 1, Ghana 1, Uganda 1
Total number of Evangelists trained (Healthy Church and Urban courses)	1, 856	Majority of these are from Kenya and Tanzania
Number of Tents distributed in Kenya	44	Across all Dioceses including a refugee camp in Kakuma
Number of Parishes reached	1, 300	
Number of Evangelism (Crusades and Door to Door)/Jesus Films	120	Crusades including Jesus Film shows
Number of people Evangelized	67, 235	In Kenya, Tanzania and Mozambique
Number of new converts	25, 112	In Kenya, Tanzania, Mozambique and Zimbabwe
Number of new church Plants	277	• Kenya 197, Mozambique 70, Tanzania 5, Zimbabwe 5 • Average of 50 people per local church

From the Table above, it is clear that God is at work through the work of AMA and that the Church in Africa is not where it was before AMA was initiated. From the strategic plan 2022-2027, we are looking forward to see AMA make a significant contribution to the wholesome growth of the church in Africa. I want to invite all our esteemed partners to own this strategic plan, pray for its effective implementation and above all, become part of the journey towards its fulfillment.

The Rt. Rev. Francis M. Matui
Chairman of the Board of Directors
Missions Anglicanes Afrique.

	Enhancement of organization branding		Key Partners and Members of the Public		
	Promote the use of digital platforms for ministry engagement	Frequent updates in the social media handles and the Website.	Key Partners, Public and all new interested Parties.	Increased number of Partners, More public awareness of AMA.	
PARTNERSHIP DEVELOPMENT & NETWORKING	Establish and strengthen partnerships with church, schools, para-church, funding organizations etc.	Identify and draw partnership agreements with institutions	Key Partners and members of the public	Increased number of Partners,	
LEADERSHIP AND GOVERNACE	Established governance structures in the 15 countries of Africa.	Enhance the leadership structures in countries Africa.	African AMA Partners.	Presence of leaderships that spearheads AMA Vision and activities	
	Promote good financial management practices.	Overseeing the operationalization of the policies and frameworks.	Board of Directors	Deliverables of Key AMA strategic focus areas.	
	Establish internship program for young professional with skills to help AMA deliver on its core mandate.	Recruitment	Young Professionals	Placement of interns.	

OPERATIONAL SYSTEMS	Expanded financial streams of resources	Identification of new partners. Maximizing on event management	AMA Key Partners	1.Increased financial base 2. Net surplus	
	Development and operationalization of policies and frameworks	Development of Finance, Procurement & Human Resource polies. Acquisition of various operational documents	AMA Financial Department, the Board of Directors, Key Partners.	1. Functional policies and framework. 2. Operationalization of the policies and frameworks.	
	Established and enhanced monitoring and evaluation systems	Design of the monitoring & Evaluation system. Frequent field visit to conduct M&E.	AMA secretariat Key Partners	Operational M&E framework and reports.	
COMMUNICATION & BRANDING	Enhance internal and external communication	Design communication Strategies. Database management	Communication Officer	1.Seamless flow of information 2. Timely deliverables.	
		Branding of various materials		Branded materials	

ACRONYMS AND ABBREVIATION

AMA – Anglican Missions Africa

USPG - United Society for the Propagation of the Gospel

ACK - Anglican Church of Kenya

SWOT – Strength, Weakness, Opportunities & Threats

SP – Strategic Plan

DYO – Diocesan Youth Organizer

Table of content

	Promote and enhance chaplaincy services in schools.	Capacity building of the chaplains. Lobby the church to recruit more chaplains	School chaplains	Effective ministry engagement and delivery by the chaplains.	
	Promote young Christian professional (**Anglican Student Fellowship**) ministry involvement in schools.	Coordinate and mobilize the Anglican Student Fellowship for school ministry.	Youths	Increased involvement of the youth in ministry to schools.	
ANGLICAN CARE MINISTRIES	Promote enhancement of church involvement in social welfare	Mobilize the church to provide resources to support people affected with emergencies.	Church Congregation Individuals Other likeminded partners	Increased involvement of the church among the affected communities.	
	Responding to the disaster occurrences in the society.	Organize for a walk	Church Congregation Individuals Other likeminded partners		
CHURCH MUSIC RENEWAL	Conduct Training in 50% of the dioceses of the Anglican Church in 15 countries in Africa.	1.Training church musicians to lead quality music in congregation worship 2.Training churches on the process of Album production	Church Musicians	Improved congregational worship music in Churches. Churches/or individual musicians have produced music.	
	Coordinate worship music celebration events in 50% of the dioceses of the Anglican Church in 15 countries in Africa.	Run events quarterly	Parishes, Archdeaconries and Dioceses	Increased number of worship music celebration events.	
	Lead song writing retreats in 50% of the dioceses of the Anglican	Run retreats quarterly	Individual artist, Parishes, Archdeaconries and Dioceses	Increased number of new congregational songs	

	To support and promote church planting initiatives in the 15 countries of Africa.	Partnering with like-minded organizations to promote the spread of Christian Faith.	Individuals and agencies.	Increased number of churches planting initiatives in dioceses.	
	Organize Regional Mission Campaign in the 15 countries of Africa.	Coordinating and mobilizing for regional mission campaigns in Dioceses.	Clergy and laity	Increased number of evangelistic activities in the dioceses.	
	Run Annual Anglican Global Mission Summit.	Create a platform (Summit) for celebrating and sharing experiences in Missions in Africa and Beyond.	Bishops, Clergy and Laity	Increased involvement of the church in missionaries' activities in Africa.	
SCHOOL OUTREACH & DISCIPLESHIP	Formation of mission teams in Archdeaconry in the 50% of the diocese of the Anglican Church in the 15 countries of Africa.	Organize Regional Strategic Forums. Form a Ministry Team in all the archdeaconry in a diocese	Diocesan Education Secretaries, DYOs, Diocesan Mission Coordinators, Youths, Chaplains and Professionals	Increased number of manpower at grassroots for ministry engagement.	
	Enhanced capacity of students leaders and ministry teams for effective ministry delivery	Conduct periodic training to both ministry teams and students leaders	Students Leaders, Youths, and Professionals	Sustainable and practical ministry amongst students.	
	Established and enhanced discipleship programs in Anglican Sponsored Schools across Africa	Establish Discipleship in schools. Recruitment of regional staff to oversee the implementation of discipleship. Documentation of the program	Chaplains, School Leaders, Youths and Professionals	Clear outreach and discipleship programs entrenched in schools. Harmonious working relationship between the students and the school management.	

1.1 VISION: To Nurture a Healthy Sustainable Church in Africa and Beyond

1.2 MISSION: To Equip, Empower and Release individual Christian Leaders as Agents of Spiritual and Social Change in the society.

1.3 PREAMBLE

Missions Anglicanes Afrique(Anglican Missions Africa) is a Missionary movement founded to creatively engage with missional issues serving as a catalyst and reengineering the church towards Re-engaging with a fast changing context on the continent of Africa and beyond. It was launched by the Archbishop of Kenya, the Most Rev. Dr. Jackson Ole Sapit on |21st August 2019 during Anglican Church of Kenya (ACK) Clergy national conference in Kabarak University Nakuru.

It was officially registered on the 15th Dec 2021 as a Company Limited by Guarantee under Cap 2015 of Registrar of companies.

The need to launch the movement was necessitated after intensive interaction with Church leadership at all levels engaging in missionary discourses.

The church leaders in Africa recognized that there is a lot that needs to be done to reactivate missionary undertakings within the continent and beyond.

The following issues were identified as most critical requiring strategic response:

1. The church in Africa is increasingly becoming a target for both secular and anti-Christian ideologies that have penetrated almost every fabric of society hence liberalizing Christian faith.
2. There is a mixed reaction on the continent as to whether the church is growing or stagnated; Some have even observed that instead of growth, the Church seem to be declining in some parts of Africa.
3. There has not been intentional effort to create a conversation around practical missions as the main calling and business of the church.
4. Theological seminaries have ignored basic training such as Church planting, church growth and discipleship in their curricular producing brilliant theologians who lack skills in propelling the church to growth.
5. The church in Africa lacks the will to mobilize resources for mission frontiers. Churches in Africa spent 98% of their resources on internal programs and only 2% on mission frontier.
6. The Church in Africa lacks a collaborative strategy to support each other in the area of practical missionary work.
7. The African Church leadership lacks both knowledge and skills on how to effectively engage the urban world. If it is true that the continent of Africa is rapidly urbanizing with rural-urban migration being a major driver of urban growth then the church

needs to develop a strong urban mission theology that would keep it relevant the majority of urban dwellers being the youth.

8. The Church in Africa lacks clear discipleship strategy for children and youth hence failure to attract them to church at their young adulthood and even later in life.

To address the above key identified issues and many others, AMA developed key thematic areas as an attempt to respond in a more strategic and intentional way. Below are the key summarized programs:

1. Healthy Church capacity building program: This is a contextual missionary oriented program that unlocks potential for wholesome church growth. The overall objective is to create missionary culture with clear strategy on Evangelism, Discipleship and Leadership Development and Church Planting.

2. School Outreach and discipleship program: Schools remain one of the major mission frontiers in the modern societies therefore the program seeks to provide practical models of chaplaincy and character formation to teenagers and youth across the education spectrum.

3. Urban orientation course: This is a course developed to orient urban church workers with basic knowledge and skills on how to effectively reach out and disciple people living in towns and cities of Africa.

4. Church Administration: One of the major deficits among African Church leaders is effective administration of church ministry. The course seeks to equip and empower leaders with basic tools to enhance governance and management of the church.

5. Anglican Care Ministries: The initiative seeks to partner with the church in Africa to offer rapid and prompt response to emergencies.

6. Church Music Renewal: Music is a key component of worship as church is concerned. Therefore this program seeks to promote and improve the quality of music for congregational worship.

| 4. | LEADERSHIP & GOVERNANCE | Establish and enhance leadership, governance and management. | 1. Enhancing and strengthening leadership, governance and management of AMA. 2. Established governance structures in the 15 countries of Africa. 3. Promote good financial management practices. 4. Establish internship program for young professional with skills to help AMA deliver on its core mandate. |

4.3 IMPLIMENTATION MATRIX

PILLAR	STRATEGIC OBJECTIVE	KEY STRATEGIES	TARGET	INDICATORS/OUTCOME	REPONSIBILE
URBAN ORIENTATION CAPACITY BUILDING	1. Engage in training of church workers in 50% of the urban areas in 10 countries in Africa.	1.Lobby dioceses to enroll for the course 2. Organize trainings virtual and physical. 3. Develop an appropriate and relevant curriculum for trainings.	Clergy and Laity	Increased number of empowered church workers to facilitate effective urban ministry	
	2. Champion social justice and urban development initiatives in the 10countries in Africa.		Clergy and Laity	Initiation of urban social programs like rehabilitation of street families, informal technical trainings e.g. tailoring, carpentry, masonry for the marginalized.	
HEALTHY CHURCH CAPACITY BUILDING	Conduct training in 50% of the dioceses of the Anglican Church in 15 countries in Africa.	1.Empowering Church workers at the grass root level for Accelerated Church Growth 2. Develop an appropriate and relevant curriculum for trainings. 3. Expose church leadership to good governance and management practices.	Clergy and Laity	Increased number of trained evangelist in Dioceses Increased number of clusters of Discipleship programs. Improved good practice in church management and governance.	

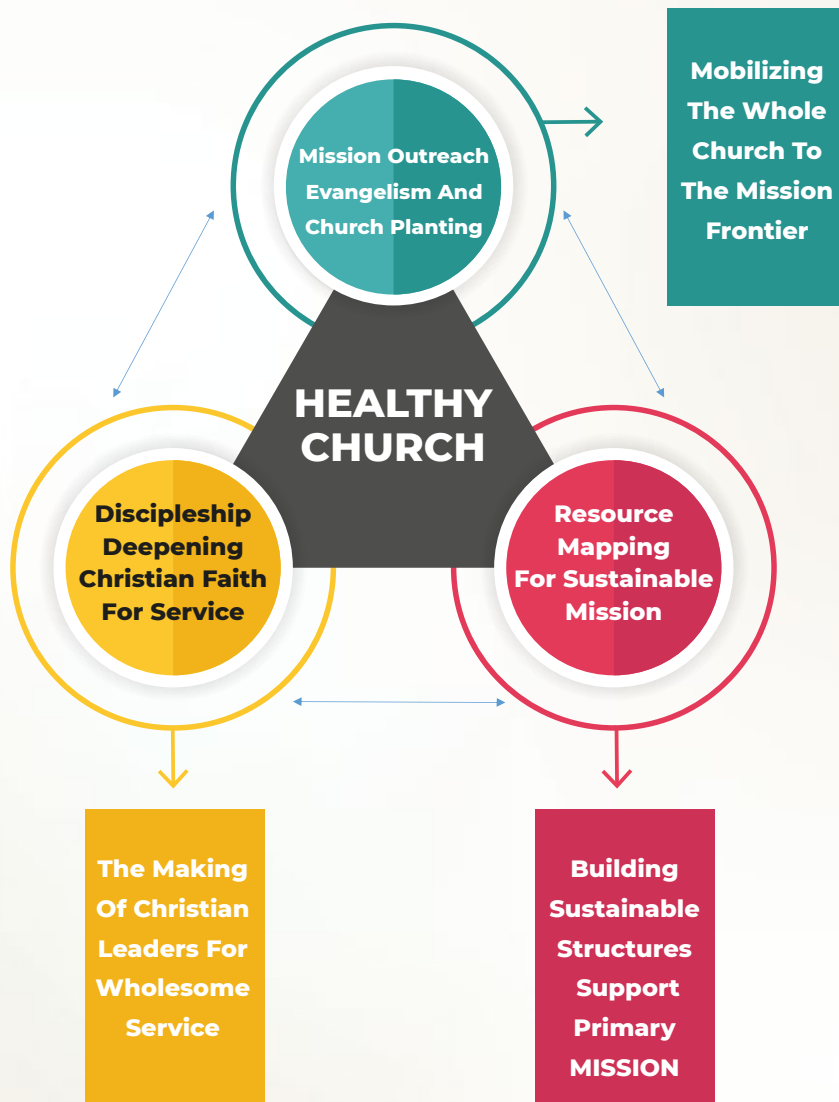| 3.	SCHOOL OUTREACH AND DISCIPLESHIP	Effective Ministry to students Across the Spectrum of Learning Institutions.	1. Formation of mission teams in Archdeaconry in the 50% of the diocese of the Anglican Church in the 15 countries of Africa. 2. Enhanced capacity of students' leaders and ministry teams for effective ministry delivery. 3. Established and enhanced discipleship programs in Anglican Sponsored Schools across Africa 4. Promote and enhance chaplaincy services in schools. 5. Promote young Christian professional (**Anglican Student Fellowship**) ministry involvement in schools.
4.	ANGLICAN CARE MINISTRIES	Demonstrate Compassion and Empathy to affected Communities during emergencies.	1. Promote enhancement of church involvement in social welfare. 2. Responding to the disaster occurrences in the society.
5.	CHURCH MUSIC RENEWAL	Promote and improve quality of music in church.	1. Conduct Training 2. Coordinate worship music celebration events 3. Lead song wring retreats 4. Establishment of Music Studio.

4.2 STRATEGIC SUPPORTING AREAS

NO	STRATEGIC ENABLER	STRATEGIC GOAL	STRATEGIC OBJECTIVES
1.	OPERATIONAL SYSTEMS	Setting up and maintaining systems, procedures and processes for effective ministry.	1. Expanded financial streams of resources 2. Development and operationalization of policies and frameworks 3. Established and enhanced monitoring and evaluation systems
2.	COMMUNICATION AND BRANDING	Develop and enhance platforms for better communication and positioning of the ministry	1. Enhance internal and external communication 2. Enhancement of organization branding 3. Promote the use of digital platforms for ministry engagement
3.	PARTNERSHIP DEVELOPMENT AND NETWORKING	Establish strategic partnership and networking with like-minded agencies.	1. Establish and strengthen partnerships with church, schools, para-church, funding organizations etc. 2. Establish partnership with individuals with interest of the work of AMA. 3. Roll out a membership registration process.

1.4 AMA DOCTRINE

Core Values	1. Scripture - Upholds Biblical doctrine in its entirety as the divine Word of God 2. Integrity – Simplicity, Honesty, Transparency and Accountability 3. Respect – Respect to Church Leadership and Authority 4. Discipleship - Committed to the Ministry of making disciples 5. Partnerships – With likeminded Agencies.
Mandate	1. Committed to the Great Commission: Supporting Sustainable Evangelism, Discipleship and Church Planting 2. Committed to Leadership Capacity Building. 3. Committed to Social Mission
Belief	1. God is the creator of the universe and that beside him there is none. 2. The Bible is the inspired word of God through which God's divine art of creation is revealed. 3. Humanity sinned against God and therefore in constant need of God's saving grace. 4. Jesus Christ is the only way, life and truth through whom all humanity MUST be saved to eternal life. 5. The Church is the Christ founded movement through which the gospel of salvation MUST be proclaimed to all humanity in the universe. 6. Church leadership has divine mandate and responsibility to make disciples of all nations translating every believer to Christ's core workers 7. Every believer MUST come under Church discipline, restraining from worldly pleasures and any sinful act.

2.0   HEALTHY CHURCH STRUCTURE

Mission Outreach Evangelism And Church Planting

Mobilizing The Whole Church To The Mission Frontier

HEALTHY CHURCH

Discipleship Deepening Christian Faith For Service

Resource Mapping For Sustainable Mission

The Making Of Christian Leaders For Wholesome Service

Building Sustainable Structures Support Primary MISSION

		5. Frequent transfers of Diocesan Directors of Missions affects consistence in implementation of programs 6. Poor debt collection system 7. Lack of membership
3	Opportunities	1. Dire need for equipping church workers in missionary work 2. Openness and willingness on the part of the church to embrace our programs 3. International support of our programs 4. Mobilizing the church in Africa to support missionary work 5. Openness and receptivity of schools to embrace evangelism and discipleship as part of character formation among children and youth 6. The existing Anglican structures are good for sustainability of new initiatives 7. Online engagement in the area of capacity building 8. Available and ready partnerships beyond Anglican Church 9. Fundraiser friendly programs 10. Mentoring and nurturing of young professionals
4	Threats	1. Copying with ministry demands 2. The challenge of people becoming familiar with AMA programs 3. Lack of sufficient funding for programs 4. The danger of replicating AMA curriculum by competing agencies 5. Instability in the political environment in Africa 6. Lack of appreciation of AMA programs by a section of Church leadership. 7. The challenge of coordinating and monitoring AMA programs on the continent.

4.0 RESULT FRAMEWORK:

4.1 STRATEGIC FOCUS AREAS

NO	STRATEGIC PILLAR AREA	STRATEGIC GOAL	STRATEGIC OBJECTIVE
1.	URBAN ORIENTATION CAPACITY BUILDING	Equipping For Effective Urban Ministry.	1. Engage in training of church workers in 50% of the urban areas in 10 countries in Africa. 2. Champion social justice and urban development initiatives in the 10countries in Africa.
2.	HEALTHY CHURCH CAPACITY BUILDING	Equipping Church Workers at the Grass Root Level for Accelerated Church Growth	1. Conduct training in 50% of the dioceses of the Anglican Church in 15 countries in Africa. 2. To support and promote church planting initiatives in the 15 countries of Africa. 3. Organize Regional Mission Campaign in the 15 countries of Africa. 4. Run Annual Anglican Global Mission Summit.

already working in such places. Instead, churches leaders working in economically advantaged areas e.g. urban centers have developed appetite for money an working hard to enrich themselves while looking down upon those working in spiritually and socially challenged areas.

2. Poor collaboration and partnership of the church in Africa:

The church in Africa suffers from the disease of denominational syndrome. But even from the same denomination, the church still suffers from false self-pride of the haves and the have not. This has created strife, bitterness, division and self-centeredness among other issues that have rendered the church in Africa in effective in collaborating to strengthen the work of mission., It is important to note that the church can be suffering in one corner of the country due to stricken famine, or affected by internal civil wars and displacements, while in on the other side, we have churches that are endowed with resources but cannot collaborate with fellow leaders to explores ways and means of supporting each other.

3.2 ORGANIZATIONAL ASSESSMENT:

Strengths, Weaknesses, Opportunities and Threats (SWOT)

Missions Anglicanes Afrique is a faith based mission agency whose primary vision and mandate is to nurture a healthy and sustainable church on the continent of Africa and beyond. The vision is to Equip, Empower, and release Christian leaders as agents of social and spiritual change in society. The goal is to work with and through the church to promote and cultivate healthy practices towards Evangelism, Discipleship and church planting in the context of transformative missions. To realize this vision and mission, it requires that we carry our self-evaluation to establish the strengths, weaknesses, opportunities and threats of AMA. Identification of SWOT will help in strategic focus and implementation of AMA vision and Mission.

No.	SWOT	DESCRIPTION
1.	Strengths	1. Experienced leadership 2. Competent Board of Directors 3. Legally Registered as a Company limited by Guarantee 4. Established and functional office 5. Goodwill of the Anglican church—Support by the Archbishops and Bishops 6. Developed curriculum of training 7. Supporting partnerships—both local and international 8. Ability to create new and relevant programs 9. Progressive growth 10. Good reputation 11. Result oriented programs 12. Established Website
2	Weaknesses	1. Poor in social media 2. Heavily dependent of extramural funding 3. Lack of proper systems and structures 4. Poor structures of monitoring and evaluation

3.0 SCANNING THE CONTEXT

3.1 DEFINING THE SCOPE

Africa is a continent of 54 states operating under the umbrella of Africa Union. It is within defines scope that Missions Anglicanes Afrique operates 100% concentrating her ministry activities within Africa. It is important however to note that AMA is part of the global Church working in partnership with other likeminded agencies to cultivate the missionary spirit on the content. The future survival of her ministry depends on a number of factors:

1. Maturing democracy in Africa:

Post independent Africa has continued to experience political instability due to bad governance, dictatorship, coups and perpetual civil wars. This has made Africa become increasingly ungovernable with run down economies reducing Africa to dependent continent where most of government funded projects are almost 100% supported by Western governments and other foreign funding agencies. This kind of unpredictable political environment has made it almost impossible to implement programs that promote both socio-economic and political growth.

It is however important to acknowledge that African leaders appreciate this reality and are working hard towards making Africa a continent where both African natives and international community can work and promote the common good without disruption. Most African countries are now either re-writing their constitutions or reviewing them to create space for democratic participation in the political affairs of their own countries without fear of intimidation or being marginalized.

This growing maturity in democracy guarantees political stability which is the bedrock of good governance hence creating space for other players such as missionary agencies and multi-national and international investors to grow the economy.

2. Growing urbanization in Africa

It is said that Africa is the last and the fastest continent to urbanize on the globe. Urbanization is the process through which small market centers grow into medium and large towns attracting both rural natives, national and international communities to invest and improve on the livelihoods of those moving to live within those urban set ups. Urbanization is unstoppable phenomenon that redefines people's social, spiritual and economic lives, creating hybrid cultures. African urbanization is unique in the sense that it is driven by social development, unlike in Europe where urbanization grew as a result of industrialization. Social development has promoted extreme urban poverty, millions of urban dwellers going without employment, thus subjected to menial jobs.

On the other hand, the African urban Church is struggling to survive in an environment that is fast changing and dynamic. Most of pastors working in urban centers lack basic sociological and theological interpretation of the urban world. This gap has created both social and spiritual dilemmas among majority of urban dwellers who have become

vulnerable to all forms of emerging spiritualties that are manipulative and exploitative. The trend now shows that millions of urban dwellers have lost touch with church, perceiving Church as narrow in its approach to issues of life.

It is important to underscore that the future of the African Church in the African towns and cities. The church must wake up to this reality and develop practical steps towards evangelizing and discipling the urban world for Christ.

3. The Christian conscience on the Continent:

Most missiologists have observed that Africa is one continent where Christianity is held with high reverence among Christian confessing believers. This is a general view for both Church going Christians, the de-churched Christians and to larger extent nominal secular Christians. In most of the countries where Christianity is practiced, it has been embraced in institutions such as schools, disciplined forces, and even big billboards displayed on the roads advertising Churches and other Christian institutions. The government of Kenya, registrar of society office and confessed that it is hard to tell exactly how many churches we have in Kenya. In Ghana, there are more Church related bill boards displayed on the road side put together than those of commercial companies. In most of African governments, meetings start and end with prayer and even in government offices, shopping malls, banks and other commercial sectors, there are well organized Christian fellowships.

The above analysis clearly indicates that conscience of Christian faith in Africa is live and active. The church in Africa still has a window to evangelize and Re-evangelize Africa. This is because the current prevailing environment apart from exceptional parts of Africa still favors the thriving of the Christian faith. If the Church does wake up to this reality, secularization and humanism are increasingly became the major threat to the diminishing of Christianity in Africa.

4. The youth bulge in Africa: both an opportunity and a challenge:

Africa has been described as the majority world, implying that Africa still enjoys huge populations due to high rate of birth mortality. This has also been contributed by improved social amenities such as maternal health care. African families, especially the rural families are still giving birth to children between three and six. In the last Kenyan census 2019, revealed that 75% of Kenyan population is youth below 35 years of age. This is the same scenario among most of African countries where the population of youth is higher than older people.

The youth bulge is a blessing for Africa. The youth remain the most productive and innovative section of society. Both governments and the church must take the youth serious and provide space for them to explore innovative ways of re-inventing industry, re-engineering productivity in society.

The church has therefore one key responsibility: To reach out and evangelize the youth with view to converting them to the Christian faith. The church MUST view the youth as a mission field and intentionally put practical steps in place to journey with them to

their maturity age. ON the other hand, the youth are the most vulnerable part of the church as they are open to new ideas, ready to try new things and engage both their emotions and energy with desire to add value. In this case, the youth are a mission force. Most productive missions in the world were carried out by the youth. United Society for the Propagation of the Gospel (USPG) was a creation of university students.

Appreciating this reality of the presence of youth bulge, the church should focus on the sector of Education as the modern mission frontier. Establish practical elaborate mission strategies for reaching out, evangelizing and discipling youth while still in schools.

5. Overdependence on Foreign Aid

Africa is a continent with sharp contrasts. On one hand, it is endowed with resources ranging from rivers, rainfalls, minerals, human resource and good climate among hundreds of opportunities. On the other hand, Africa has been likened with perpetual poverty, subjecting African leaders to beggars for foreign aids over the years. The levels of poverty are rising in Africa as the rest of the world strives towards self-economic actualization and sustainability. Overdependence on foreign aid has denied African people chance to be innovative and hard working. This has been coupled with deep seated culture of corruption where those in government and other agencies loot the coffers, making it difficult to offer quality services to the citizens. It is interesting that whole in the Western world, people work to generate and share their earned prosperity for the common good, in Africa, the rich people work hard to amerce more wealth and protect what they have illegally stolen, to the extent of hiding it in foreign banks, depriving Africa of its resources. The downside of this scenario is that Africa has been trapped and entangled in an endless poverty cycle that is now becoming generational.

1. Lack of strategic goodwill by the church in Africa to support Frontier missions:

The term missionary and missionary support in Africa has been construed to be purely a Western ideology. The African Church has grown to the level of acknowledging its Great Commission mandate. Historically, the Western Church, through its Christian self-awareness of responding to the Great Commission beyond its borders, assumed responsibility of preparing, sending and supporting missionaries on the Frontiers. Like in the early church, there was a clarion call for all Christians to sacrificially give for the propagation of the gospel, especially on the frontlines where people hand not been reached. The Western Church has remained faithful to this call for centuries, sending and supporting missionary work and social action projects transforming people's lives over the world.

The most unfortunate thing is that as the Church gains grounds in Africa, now boasting of huge Christian populations, the African Church has proven to be weak and lacking goodwill to foster the clarion call. "Preparing, sending and supporting those stepping forth to the mission frontiers" The average Church member in Africa has no understanding of the urgency of supporting those willing to step out on the mission frontier or are