



DETAILED STRATEGIC PLAN

2026-2031

Rooted in Christ, Reaching the Nations

Document Approval and Control

This document sets out the strategic framework of AIC Diaspora Area for the period 2026-2031. It provides a comprehensive ministry, governance, implementation and accountability framework. All implementation remains subject to Scripture, the AIC Kenya Constitution, authorised church policies and applicable laws in the countries where ministry is conducted.

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Strategic commitment

The plan is intended to be implemented through annual work plans, approved budgets, clear responsibility assignments, regular reporting and prayerful review.

Foreword

The movement of AIC believers across nations is both a pastoral responsibility and a mission opportunity. Members who live, work and study outside Kenya remain part of one body in Christ. They require sound biblical teaching, fellowship, pastoral care, spiritual covering, accountability and meaningful avenues for service. The Church is therefore called to shepherd its people wherever God has placed them and to mobilise them as witnesses among the nations.

This Strategic Plan provides a unified direction for AIC Diaspora Area from 2026 to 2031. It places emphasis on biblical authority, alignment with AIC Kenya, practical approaches to discipleship and welfare, clear leadership structures, attention to immigration and family pressures, transparent financial systems, and measurable implementation arrangements.

The strategy is not a substitute for prayer, pastoral wisdom or the leading of the Holy Spirit. Rather, it is a stewardship tool that helps the Church organise its responsibilities faithfully, use resources wisely, assess progress honestly and respond to emerging ministry realities. Its success will ultimately be seen in transformed lives, stronger families, faithful leaders, sound doctrine, compassionate fellowship and an expanding gospel witness.

Implementation of the Strategic Plan will depend on coordinated leadership, active participation by members, responsible stewardship, regular review and continued prayer across AIC Diaspora Area.

Acknowledgements

AIC Diaspora Area acknowledges the prayerful contribution of AIC Kenya leadership, bishops, clergy, regional coordinators, ministry leaders, members in the diaspora, families, young people and professional advisers. Their observations and ministry experience informed the development of the vision, mission, values, priorities and implementation framework contained in this document.

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List of Abbreviations

Abbreviation	Meaning
AIC	Africa Inland Church
AWP	Annual Work Plan
ICT	Information and Communication Technology
KPI	Key Performance Indicator
MEL	Monitoring, Evaluation and Learning
MOU	Memorandum of Understanding
SOP	Standard Operating Procedure
TOR	Terms of Reference

Definition of Key Terms

Diaspora Area refers to the recognised AIC ministry structure serving members and fellowships outside Kenya under authorised AIC Kenya oversight. Regional structure refers to a recognised continental, subregional or country-level coordination arrangement. Ministry refers to an approved spiritual, pastoral, social, administrative or mission activity undertaken in the name of AIC Diaspora Area. Welfare support refers to organised compassionate care that is pastoral, transparent and subject to approved criteria and available resources.

Executive Summary

The AIC Diaspora Area Strategic Plan 2026-2031 is a six-year roadmap for building a globally connected AIC community that is rooted in Christ, growing in faith and actively reaching the nations through discipleship, fellowship and service. It responds to the growing number of AIC members living outside Kenya and to the pastoral, doctrinal, organisational and social challenges that can arise from geographical distance, cultural transition, immigration processes and inconsistent ministry structures.

The vision is to be a globally connected AIC community that is rooted in Christ, growing in faith and actively reaching the nations through discipleship, fellowship and service. The mission is to disciple, equip and mobilise believers in the diaspora for faithful Christian living, effective ministry and Kingdom influence among the nations. The plan is guided by faith in Christ, biblical authority, integrity and accountability, unity and inclusivity, service and mission, compassion, excellence and faithful stewardship.

Five strategic focus areas provide the core of the plan: spiritual growth and discipleship; leadership development and governance; mission, evangelism and outreach; fellowship, family and welfare support; and resource mobilisation and digital ministry. Institutional alignment, communication, risk management, sustainability and monitoring are treated as cross-cutting enablers.

Implementation is phased. In 2026 the Church will establish and align leadership, membership mapping, governance and reporting systems. In 2027 it will strengthen capacity, pastoral systems and digital platforms. In 2028 and 2029 it will expand discipleship, mission, family support and regional participation. In 2030 it will consolidate systems and strengthen sustainability. In 2031 it will evaluate results, renew the strategy and prepare the next planning horizon.

Expected 2031 position

A spiritually mature, doctrinally sound, well-governed, caring and mission-oriented diaspora church with functioning regional structures, trained leaders, active discipleship networks, transparent financial systems, responsive welfare mechanisms and an expanding witness among the nations.

Chapter 1: Introduction and Strategic Context

Biblical anchor

“Wherever they were scattered, they preached the word.” - Acts 8:4

Background and Rationale

AIC members are now established in many countries through employment, study, family migration, professional service and mission. Their dispersion has created diverse communities of believers who share an AIC heritage but live within different legal systems, cultures, languages, time zones and church environments. The diaspora is therefore not a single congregation in one location; it is a connected ministry community that requires flexible but accountable structures.

The establishment of AIC Diaspora Area responds to two realities. First, believers require continuing spiritual nurture and belonging. Distance from familiar congregations can create gaps in worship, biblical teaching, pastoral care, mentoring and accountability. Secondly, diaspora members are strategically placed among nations and can serve as ambassadors of Christ through personal witness, professional life, local church participation, family ministry and organised outreach.

A strategic framework is necessary because informal relationships alone cannot consistently provide pastoral coverage, leadership continuity, financial accountability or coordinated mission. At the same time, structure must not suppress local initiative or healthy fellowship in host churches. The plan therefore seeks a balanced model: members are encouraged to remain active in sound local Christian communities while retaining meaningful connection, identity and accountability within the AIC family.

Purpose of the Plan

- Provide a shared ministry direction for 2026-2031.
- Translate the strategic priorities into practical programmes, responsibilities and measures.
- Keep diaspora believers rooted in Christ and connected to the wider AIC family.
- Align recognised diaspora ministries with AIC Kenya doctrine, constitution, policies and authorised oversight.
- Guide annual planning, budgeting, fundraising, reporting and review.
- Strengthen pastoral care, leadership development, mission, family support and digital ministry.
- Create a basis for accountability, learning, risk management and long-term sustainability.

Scope and Application

The plan applies to recognised AIC Diaspora Area structures, fellowships, chapters, ministry groups, clergy, coordinators, volunteers, programmes and partnerships. It covers spiritual formation, pastoral care, Christian education, mission, governance, family and welfare support, children and youth ministry, financial stewardship, digital ministry, communications, partnerships, risk management and monitoring.

Strategic Planning Approach

The planning approach combines biblical reflection, pastoral discernment, institutional analysis and results-based management. Scripture provides the foundation and direction. The situational analysis identifies strengths, weaknesses, opportunities and threats. Strategic objectives translate the vision into intended results. Activities, indicators, responsibilities and timelines provide a practical basis for implementation.

Guiding Principles

Principle	Application
Biblical faithfulness	All doctrine, ministry practice and leadership conduct must be consistent with Scripture.
One Church	Diaspora structures strengthen, rather than compete with or fragment, the wider AIC mission.
Constitutional alignment	Structures and appointments operate within AIC Kenya authority and approved policy.
Contextual ministry	Methods respond to host-country culture, language, law and pastoral realities without compromising doctrine.
Participation	Members, families, youth, clergy and ministry leaders contribute to planning and implementation.
Subsidiarity	Decisions are taken at the most appropriate level while preserving oversight and accountability.
Stewardship	Spiritual gifts, finances, time, technology and partnerships are used responsibly.
Learning	The Church reviews evidence, listens to members and improves programmes over time.

Strategic Period and Review Cycle

The strategic period runs from 2026 to 2031. Annual work plans and budgets will be prepared for each calendar year. A structured annual performance review will be completed after each year. A mid-term review will be undertaken in 2028 to assess progress and adjust implementation. A terminal evaluation will be undertaken in 2031 to assess results and prepare the next strategic plan.

Chapter 2: Organisational Identity and Biblical Foundation

Biblical anchor

“That they may all be one ... so that the world may believe.” - John 17:21

Vision

Vision

To be a globally connected AIC community that is rooted in Christ, growing in faith, and actively reaching the nations through discipleship, fellowship and service.

Mission

Mission

To disciple, equip and mobilise believers in the diaspora for faithful Christian living, effective ministry and Kingdom influence among the nations.

Motto

Motto

Rooted in Christ, Reaching the Nations.

Strategic Meaning

The vision emphasises connectedness, spiritual rootedness, growth and mission. Connectedness means members retain meaningful relationships with one another and with AIC Kenya. Rootedness means Christ and Scripture remain central despite cultural pressure. Growth includes maturity in doctrine, character, prayer, service and leadership. Reaching the nations recognises that diaspora placement is an opportunity for gospel witness and compassionate service.

The mission gives the Church three linked responsibilities. To disciple is to nurture believers toward maturity. To equip is to provide knowledge, skills, pastoral support and ministry opportunities. To mobilise is to move believers from passive association to active service and witness. Kingdom influence is not limited to formal church programmes; it includes faithful Christian presence in families, workplaces, universities, communities and public life.

Biblical and Theological Foundation

- Christ is the foundation of the Church and the centre of all ministry (1 Corinthians 3:11).
- The Church is one body with many members and gifts (1 Corinthians 12:12-27).
- Scattered believers remain witnesses of the gospel (Acts 8:4).
- The Great Commission extends to all nations (Matthew 28:18-20).
- Leaders are stewards who must be found faithful (1 Corinthians 4:2).

- Ministry must be conducted decently and in order (1 Corinthians 14:40).
- The Church is called to bear one another's burdens (Galatians 6:2).

Core Values

Core value	Meaning in practice
Faith in Christ	Jesus Christ remains the foundation, centre and authority of all teaching, leadership and ministry.
Biblical Authority	Scripture is upheld as the foundation of faith, conduct and ministry practice.
Integrity and Accountability	Leaders and systems demonstrate honesty, transparency, responsibility and good stewardship.
Unity and Inclusivity	The Church remains one body across cultures, generations and locations, respecting diversity while preserving faith and order.
Service and Mission	Every believer is called to serve and witness wherever God has placed them.
Compassion and Care	The Church responds to spiritual, emotional, family and social needs with wisdom and love.
Excellence and Learning	Ministry is prepared carefully, delivered competently and improved through reflection and feedback.
Faithful Stewardship	Time, gifts, finances, partnerships and technology are used responsibly for God's purposes.

Desired Organisational Culture

AIC Diaspora Area seeks a culture that is prayerful, biblically grounded, relational, accountable, welcoming and mission-minded. Leaders should model humility and service rather than status. Members should be able to ask questions, seek help, use their gifts and contribute ideas within respectful and orderly processes. Communication should be timely and truthful. Financial decisions should be transparent. Differences should be handled through biblical reconciliation, proper authority and pastoral wisdom.

This culture will be reinforced through leadership induction, codes of conduct, regular teaching, clear policies, feedback mechanisms, pastoral supervision and consistent consequences for misconduct. Culture is not created by statements alone; it is formed by repeated leadership behaviour and ministry practice.

Chapter 3: Situational and Stakeholder Analysis

Biblical anchor

“The sons of Issachar understood the times and knew what Israel should do.” - 1 Chronicles 12:32

Current Reality

AIC believers in the diaspora are a growing but dispersed family. Some are established in long-term communities, while others are temporary students, migrant workers, professionals or families in transition. Members differ in language, legal status, time availability, age, church access and level of connection with AIC Kenya. A single uniform ministry model will therefore not be sufficient.

Existing strengths include a strong biblical heritage, commitment to the AIC identity, voluntary leadership, professional skills, digital access and willingness to serve. Challenges include inconsistent reporting, limited membership data, uneven pastoral coverage, cultural and family pressure, youth identity concerns, immigration uncertainty, weak clergy development pathways and limited ministry opportunities for trained persons.

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Strong scriptural foundation; committed members; volunteer leaders; global professional skills; established AIC identity.	Inconsistent structures; limited data; uneven pastoral care; fragmented welfare; volunteer fatigue; unclear clergy pathways.	Cross-cultural mission; digital ministry; host-church participation; partnerships; diaspora expertise and resources.	Doctrinal drift; isolation; family stress; immigration pressure; leadership conflict; financial or legal non-compliance; cyber risks.

PESTLE Considerations

Dimension	Relevant diaspora issue	Strategic response
Political	Different immigration and religious environments.	Use country-sensitive ministry arrangements and legal advice where necessary.
Economic	Variable income, employment insecurity and high living costs.	Promote realistic giving, benevolence criteria and diversified funding.
Social	Isolation, cultural transition, intergenerational differences and family pressure.	Strengthen fellowship, family ministry, mentoring and pastoral referral.
Technological	Digital access enables connection but creates privacy and cybersecurity risks.	Adopt approved platforms, data safeguards and digital ministry standards.
Legal	Different registration, safeguarding, employment, charity and data requirements.	Ensure local compliance and avoid unauthorised legal commitments.
Environmental	Travel costs, distance and emergencies can disrupt physical gatherings.	Use hybrid ministry models and emergency communication plans.

Stakeholder Analysis

Stakeholder	Main interest or contribution	Engagement approach
AIC Kenya leadership	Doctrine, constitutional authority, oversight and strategic alignment	Formal reporting, consultation and approvals
Diaspora Area Bishop and Secretariat	Spiritual leadership, coordination and implementation	Regular management meetings and performance reports
Regional and country coordinators	Local coordination, communication and pastoral linkage	Monthly coordination and quarterly reporting
Clergy and ministry leaders	Teaching, pastoral care, discipleship and supervision	Training, role clarity and ministry plans
Members and families	Spiritual nurture, belonging, care and opportunities to serve	Surveys, fellowship forums, pastoral contact and ministry participation
Youth, teens and children	Identity, discipleship, safeguarding and intergenerational belonging	Age-appropriate programmes, mentoring and safe digital engagement
Host churches and mission partners	Local fellowship, service opportunities and contextual support	Partnership agreements and respectful collaboration
Professionals and volunteers	Skills, advice, mentoring and service	Volunteer database, terms of reference and recognition
Donors and supporters	Trust, accountability and ministry impact	Transparent budgets, reports and responsible communication

Priority Strategic Issues

1. How to provide regular discipleship, prayer and pastoral care across countries and time zones.
2. How to establish clear leadership, reporting and accountability without over-centralising ministry.
3. How to create credible clergy development, ordination referral and ministry placement pathways under AIC authority.
4. How to strengthen family, youth, children and welfare support in diverse cultural settings.
5. How to mobilise members for mission while respecting host-church relationships and local law.
6. How to finance ministry sustainably and transparently.
7. How to use digital platforms safely, consistently and effectively.
8. How to measure spiritual and organisational progress without reducing ministry to numbers alone.

Chapter 4: Strategic Framework and Results Architecture

Biblical anchor

“They devoted themselves to the apostles’ teaching and to fellowship.” - Acts 2:42

Strategic Focus Areas

Focus area	Long-term result
1. Spiritual Growth and Discipleship	Believers are rooted in Scripture, growing in Christlike character and connected to regular pastoral and fellowship structures.
2. Leadership Development and Governance	Competent, accountable and spiritually mature leaders serve within clear AIC-aligned structures.
3. Mission, Evangelism and Outreach	Diaspora believers participate actively in gospel witness, service and cross-cultural mission.
4. Fellowship, Family and Welfare Support	Members and families experience belonging, pastoral care and practical support through transparent systems.
5. Resource Mobilisation and Digital Ministry	Ministry is supported by sustainable resources, sound financial controls and effective digital platforms.

Cross-Cutting Enablers

- Alignment with AIC Kenya doctrine, constitution and authorised governance.
- Integrated ministry across men, women, youth, teens, children and families.
- Communication, data management and member participation.
- Safeguarding, ethics, risk management and legal compliance.
- Monitoring, evaluation, learning and continuous improvement.
- Partnerships and volunteer mobilisation.

Results Chain

The strategy follows a results chain. Resources and leadership are converted into activities such as teaching, mentoring, outreach, training, communication and welfare support. These activities produce outputs such as functioning groups, trained leaders, completed programmes, reports and partnerships. Outputs contribute to outcomes including spiritual maturity, stronger governance, improved belonging, increased mission participation and sustainable ministry. The ultimate impact is a resilient and faithful diaspora church that glorifies God and reaches the nations.

Results principle

Activity alone is not success. The Church will ask whether programmes are producing stronger faith, better care, accountable leadership, unity and mission impact.

Chapter 5: Strategic Focus Area 1 - Spiritual Growth and Discipleship

Biblical anchor

“Grow in the grace and knowledge of our Lord and Saviour Jesus Christ.” - 2 Peter 3:18

Strategic Objective

Objective

To provide consistent, biblically sound and context-sensitive discipleship, prayer, pastoral care and Christian education for members across regions.

Rationale

Spiritual formation is the first responsibility of the diaspora ministry. Members must be helped to remain rooted in Christ while navigating new cultures, work demands, university life, family transitions and different church environments. The plan adopts a layered delivery model that combines local fellowship, regional online groups, periodic area-wide teaching and individual pastoral follow-up.

Delivery Model

Level	Primary approach	Minimum expectation
Individual and household	Personal devotion, family worship, reading plans and pastoral follow-up	Members receive discipleship resources and are encouraged to maintain regular spiritual disciplines.
Local or country fellowship	Bible study, prayer, worship and mutual care	Regular gathering where numbers and local conditions permit.
Regional network	Online classes, leadership forums and pastoral clinics	At least one coordinated regional discipleship engagement per month.
Area-wide ministry	Teaching series, prayer convocations, conferences and resource library	A consistent annual discipleship calendar and approved digital resources.
Host-church engagement	Participation in biblically sound local congregations	Members remain active in local Christian fellowship and service where possible.

Priority Programmes

- Foundations of Faith programme for new members and those reconnecting with AIC.
- Annual Bible teaching theme supported by study guides and sermons.
- Small-group discipleship networks organised by country, region, age or ministry need.
- Prayer and fasting calendar with area-wide and regional gatherings.

- Pastoral care schedule, including confidential counselling and referral pathways.
- Christian education resource library in accessible digital formats.
- Family devotion materials and intergenerational discipleship guides.
- Follow-up programme for members who are isolated, newly relocated or spiritually disengaged.

Pastoral Care and Referral Framework

Pastoral care will be organised through a clear pathway. Members may seek support through a local fellowship leader, regional coordinator, recognised clergy member or designated pastoral-care contact. Matters requiring specialised professional assistance, such as mental-health treatment, legal advice, immigration representation or safeguarding intervention, will be referred to qualified and appropriately licensed persons. Church leaders will not present themselves as professionals outside their competence.

Pastoral need	First response	Escalation or referral
Routine spiritual support	Prayer, Scripture, listening and pastoral follow-up	Regional clergy where ongoing support is needed.
Family or marital pressure	Pastoral conversation and family ministry support	Qualified counsellor or relevant professional where appropriate.
Mental-health concern	Compassionate listening and risk assessment by trained leader	Licensed mental-health professional or emergency service.
Immigration-related stress	Pastoral support and practical signposting	Qualified immigration lawyer or authorised service provider.
Safeguarding concern	Immediate protection and reporting under policy	Relevant church authority and statutory agency as required.
Financial hardship	Assessment under welfare criteria	Approved benevolence process and community referral.

Key Performance Indicators

Indicator	Baseline	2031 target	Frequency
Members mapped to a recognised fellowship or pastoral contact	To be established in 2026	At least 85% of active members	Annual
Active discipleship groups	To be established	Functioning in all recognised regions	Quarterly
Area-wide teaching series delivered	Ad hoc	At least 4 each year	Annual
Pastoral follow-up cases responded to within agreed time	Not measured	At least 90%	Quarterly
Member-reported improvement in spiritual connection	To be established	Positive trend from baseline	Annual survey

Indicator	Baseline	2031 target	Frequency
Approved digital discipleship resources available	Limited	Comprehensive and updated library	Annual

Annual Milestones

Year	Milestones
2026	Complete member and fellowship mapping; approve discipleship framework; establish pastoral contact channels; launch monthly area prayer gathering.
2027	Train small-group leaders; launch foundations course and digital resource library; introduce pastoral referral directory.
2028	Expand region-specific Bible studies; introduce family discipleship resources; evaluate participation and accessibility.
2029	Strengthen mentoring and intergenerational discipleship; provide multilingual or context-adapted resources where needed.
2030	Consolidate effective programmes; certify or recognise trained facilitators; strengthen pastoral supervision.
2031	Evaluate spiritual-growth outcomes; document lessons; prepare next-generation discipleship strategy.

Responsibilities

- Diaspora Area Bishop: doctrinal oversight and pastoral leadership.
- Clergy and Christian Education team: curriculum, teaching and pastoral supervision.
- Regional coordinators: local scheduling, communication and follow-up.
- Small-group leaders: facilitation, member care and reporting.
- Members and households: active participation and personal spiritual responsibility.

Risks and Mitigation

Risk	Mitigation
Low participation due to time zones or work patterns	Offer varied schedules, recordings and localised groups.
Doctrinal inconsistency	Use approved teachers, materials and review processes.
Volunteer fatigue	Share responsibilities, train assistants and maintain realistic calendars.
Confidentiality breaches	Adopt pastoral confidentiality and data-protection standards.
Overdependence on online ministry	Encourage physical local fellowship and host-church participation where possible.

Chapter 6: Strategic Focus Area 2 - Leadership Development and Governance

Biblical anchor

“Commit these to faithful people who will be able to teach others also.” - 2 Timothy 2:2

Strategic Objective

Objective

To establish spiritually mature, competent and accountable leadership supported by clear structures, role descriptions, training, succession and reporting.

Rationale

Diaspora ministry depends heavily on volunteer and bi-vocational leaders. Without role clarity, training and supervision, committed individuals may become overburdened, authority may become confused and reporting may be inconsistent. The strategy therefore combines leadership formation with governance discipline. Spiritual character and biblical maturity are essential, but they must be accompanied by competence, teamwork, accountability and respect for AIC authority.

Leadership Structure

Level or role	Primary responsibility
AIC Kenya authorised oversight	Doctrine, constitutional authority, approvals and accountability.
Diaspora Area Bishop	Spiritual leadership, strategic direction, clergy oversight and representation.
Diaspora Secretariat	Administration, coordination, records, communication, reporting and implementation support.
Regional coordinators	Coordination of recognised regions or country networks, member connection and reporting.
Ministry heads	Planning and delivery for men, women, youth, teens, children, family, mission and other approved ministries.
Clergy and fellowship leaders	Teaching, pastoral care, worship, discipleship and local member support.
Advisory or oversight committees	Specialised counsel, financial oversight, safeguarding, strategy or other approved functions.

Governance Instruments to be Developed

- Organisational structure and approved reporting lines.

- Terms of reference and role descriptions for all recognised positions.
- Leadership appointment, induction, performance and succession procedures.
- Code of conduct and conflict-of-interest declaration.
- Meeting, decision-recording and records-management standards.
- Financial management, procurement and asset-control procedures.
- Safeguarding, complaints, discipline and whistleblowing procedures.
- Digital communication, privacy and data-management standards.

Leadership Development Pathway

Stage	Purpose	Typical content
Identification	Recognise spiritually mature members with gifts and willingness to serve.	Character, calling, participation and references.
Orientation	Introduce AIC identity, doctrine, governance and ministry expectations.	Vision, values, structure, reporting and conduct.
Core training	Build essential ministry and leadership competence.	Bible handling, pastoral care, facilitation, safeguarding, governance and communication.
Supervised service	Allow practical experience with mentoring and feedback.	Assigned ministry role, observation and review.
Appointment or recognition	Confirm service within approved AIC processes.	Formal role, mandate, term and accountability.
Continuing development	Maintain competence and spiritual health.	Annual training, peer learning, retreat and supervision.
Succession and transition	Protect continuity and orderly handover.	Deputy development, records, handover and exit review.

Clergy Development and Ordination Support

The absence of a well-defined clergy ordination process and ministry opportunities is a strategic challenge. AIC Diaspora Area will not create an independent ordination system. It will establish a transparent referral and support pathway that identifies potential candidates, verifies ministry service, facilitates theological formation, provides mentoring and submits eligible candidates to the appropriate AIC Kenya authority in accordance with the Constitution and approved procedures.

The pathway will also seek appropriate ministry opportunities for qualified clergy and trainees, including teaching, pastoral care, fellowship support, mission assignments and service in host or home churches where authorised. All placements will respect local law, safeguarding requirements and the authority of the receiving church.

Leadership KPIs

Indicator	2031 target
Recognised roles with approved terms of reference	100%
Leaders completing induction before or shortly after appointment	At least 95%

Indicator	2031 target
Regions submitting annual plans and reports	100%
Leadership positions with identified deputies or succession arrangements	At least 80%
Eligible clergy candidates supported through approved pathway	All verified candidates receive documented guidance
Leadership performance and wellbeing reviews completed	Annual for all key positions

Decision-Making and Accountability

Decisions will be made at the level authorised by the AIC Kenya Constitution, approved delegations and ministry policies. Leaders must distinguish between spiritual guidance, operational decisions, financial approvals and constitutional matters. No individual may commit AIC Diaspora Area to legal, financial or partnership obligations without proper authority.

Minutes and decisions will be recorded and retained. Leaders will disclose actual or potential conflicts of interest and withdraw from decisions where impartiality may reasonably be questioned. Complaints about leadership will be handled through fair, confidential and biblically grounded procedures, while safeguarding and criminal matters will be referred as required by law.

Meeting and Reporting Calendar

Forum	Minimum frequency	Core output
Diaspora Area leadership meeting	Monthly	Operational decisions and action tracker.
Regional coordinators forum	Monthly or bi-monthly	Regional updates, pastoral concerns and coordination.
Church Council or authorised oversight forum	As constitutionally required	Governance decisions, oversight and approvals.
Ministry heads forum	Quarterly	Programme review and integration.
Annual planning conference	Annually	Work plan, budget and ministry calendar.
Annual performance review	Annually	Results report, lessons and corrective actions.

Leadership Risks

Risk	Response
Unclear authority or parallel structures	Publish approved structure and reporting lines; resolve ambiguity promptly.
Leadership burnout	Share workload, provide rest, mentoring and realistic terms.

Risk	Response
Conflict or factionalism	Use biblical reconciliation, mediation and formal governance processes.
Weak succession	Develop deputies, maintain records and plan transitions.
Appointment based only on availability	Use criteria that consider character, competence, calling and accountability.

Chapter 7: Strategic Focus Area 3 - Mission, Evangelism and Outreach

Biblical anchor

“You will be my witnesses ... to the ends of the earth.” - Acts 1:8

Strategic Objective

Objective

To mobilise diaspora believers for personal witness, compassionate service, cross-cultural mission and responsible partnerships in host nations and home churches.

Mission Understanding

Diaspora mission begins with faithful Christian presence. Members represent Christ in homes, workplaces, universities, professions and communities. Organised outreach should strengthen this daily witness rather than replace it. Mission must be biblically grounded, culturally respectful, lawful and accountable. It should avoid competition with host churches and instead seek cooperation where doctrine and governance permit.

Mission Pathways

- Personal evangelism and discipleship through relationships.
- Service in biblically sound host churches and community ministries.
- Country or regional outreach events developed with local partners.
- Digital evangelism and apologetics resources.
- Short-term mission teams approved and prepared through proper processes.
- Support for mission work and ministry needs in Kenya and other nations.
- Professional and marketplace witness through ethical service and mentoring.
- Cross-cultural training to help members communicate the gospel wisely.

Partnership Principles

Principle	Application
Doctrinal compatibility	Partners must not require compromise of AIC faith and practice.
Mutual respect	Partnerships recognise the authority, context and contribution of each party.
Clear purpose	Objectives, responsibilities, resources and duration are documented.
Safeguarding and compliance	Activities meet church policy and applicable legal requirements.
Financial transparency	Funds are approved, recorded and reported.
Review and exit	Partnerships are evaluated and may be ended responsibly if no longer suitable.

Mission Programme Portfolio

Programme	Description	Illustrative annual output
Witness and discipleship training	Practical preparation in sharing faith, testimony, apologetics and follow-up.	At least two training cycles.
Community service initiatives	Compassionate service identified with local partners.	At least one initiative per active region.
Cross-cultural mission forum	Learning from missionaries, host churches and diaspora members.	One area-wide forum.
Digital gospel outreach	Approved messages, testimonies and teaching distributed responsibly.	Quarterly campaigns or series.
Mission prayer network	Regular prayer for nations, missionaries and unreached communities.	Monthly prayer focus.
Home-church mission linkage	Members contribute skills, mentoring or service to approved needs.	Documented annual projects.

Mission KPIs

Indicator	2031 target
Active regions implementing approved outreach	All recognised regions
Members trained in personal witness and follow-up	Cumulative growth each year
Approved mission partnerships	At least one effective partnership in each major region where feasible
Community service initiatives completed	Annual increase from baseline
People connected to discipleship or local church through outreach	Measured and followed up responsibly
Mission stories and lessons documented	Annual report

Ethical and Practical Safeguards

Mission activities must protect the dignity and privacy of participants. Photographs, testimonies and personal information will not be published without appropriate consent. Assistance will not be conditioned on religious conversion. Children and vulnerable adults will be protected under safeguarding requirements. Travel and fundraising will be approved in advance, and leaders will avoid making promises that the Church cannot fulfil.

Chapter 8: Strategic Focus Area 4 - Fellowship, Family and Welfare Support

Biblical anchor

“Carry each other’s burdens.” - Galatians 6:2

Strategic Objective

Objective

To strengthen belonging, family life, intergenerational ministry and compassionate support for members facing isolation, transition or hardship.

Rationale

Unity, family life and welfare support require practical and coordinated arrangements. The strategy establishes a system of fellowship, family ministry, pastoral contact and benevolence. The goal is not to create dependency or replace public services, but to ensure that members are known, connected, prayed for and assisted through transparent processes when genuine need arises.

Fellowship Model

- Country and city fellowships where numbers and local conditions permit.
- Regional online gatherings for members who are geographically isolated.
- Annual or periodic physical conferences, retreats and family days.
- Welcome and orientation for newly relocated members.
- Member-care teams that maintain contact with isolated, elderly, sick or bereaved members.
- Integration with sound host churches while preserving AIC identity and relationships.

Family Ministry

Area	Priority response
Marriage and family formation	Biblical teaching, premarital preparation, marriage enrichment and referral support.
Parenting in diaspora	Resources on faith formation, culture, identity, education and digital safety.
Youth and intergenerational identity	Mentoring, dialogue, leadership opportunities and age-appropriate discipleship.
Single adults and students	Fellowship, mentoring, life-skills support and inclusion in ministry.
Elderly parents and transnational care	Pastoral support and practical guidance for families managing care across countries.

Area	Priority response
Crisis and bereavement	Prayer, presence, referral, practical coordination and compassionate communication.

Welfare and Benevolence Framework

Welfare support will be guided by compassion, fairness, confidentiality, available resources and accountability. A written policy will define eligibility, application, assessment, approval limits, conflicts of interest, record keeping and reporting. Emergency assistance may be provided through an expedited process, but all decisions must still be documented and reviewed.

Stage	Required action
Request or referral	Need is reported through an approved confidential channel.
Initial assessment	Nature, urgency, alternatives and safeguarding issues are considered.
Verification	Information is confirmed proportionately and respectfully.
Decision	Authorised persons approve, decline or refer the request.
Support	Assistance is provided in cash, kind, referral or coordinated pastoral care.
Follow-up	Outcome is reviewed and additional support considered where appropriate.
Reporting	Anonymised summary is included in governance and financial reports.

Immigration and Transition Support

Immigration processes can create anxiety, family separation, employment uncertainty and vulnerability. The Church will provide spiritual support, orientation and reliable signposting but will not give legal advice unless through qualified and authorised professionals. A directory of reputable legal, community, counselling and emergency services will be developed by region. Members will be warned against fraud, false promises and unqualified advisers.

Safeguarding

Children, young people and vulnerable adults must be protected in physical and digital ministry. A safeguarding policy will define screening, supervision, consent, reporting, digital contact, travel and response procedures. Leaders will understand that confidentiality does not prevent reporting where a person is at risk or where the law requires action.

Ministry-Specific Strategies

Ministry	Strategic priorities
Men	Spiritual leadership, character, fatherhood, mentoring, wellbeing and service.
Women	Discipleship, leadership, fellowship, family support, mentoring and mission.

Ministry	Strategic priorities
Youth and teens	Faith identity, mentorship, apologetics, digital discipleship, leadership and safeguarding.
Children and Sunday School	Biblical foundations, teacher training, safe learning and resources suited to diverse cultures.
Singles and students	Belonging, life skills, vocation, mentoring and transition support.
Families	Marriage enrichment, parenting, family worship, crisis support and intergenerational connection.
Professionals	Marketplace witness, mentoring, skills-based service and ethical leadership.

Fellowship and Welfare KPIs

Indicator	2031 target
Recognised regions with functioning fellowship and member-care arrangements	100%
Newly relocated members receiving welcome or orientation contact	At least 90% of those identified
Family and intergenerational programmes delivered	At least two area-wide programmes annually plus regional activities
Welfare requests processed under approved policy	100%
Safeguarding leaders trained	All leaders working with children or vulnerable persons
Member-reported sense of belonging	Positive annual trend

Risks and Mitigation

Risk	Mitigation
Unfair or inconsistent welfare decisions	Use written criteria, independent approval and records.
Confidentiality breach	Limit access and use secure records.
Dependency or misuse	Use assessment, limits, referral and follow-up.
Safeguarding failure	Training, screening, supervision and prompt reporting.
Family conflicts beyond church competence	Refer to qualified counsellors, mediators or legal professionals.

Chapter 9: Strategic Focus Area 5 - Resource Mobilisation and Digital Ministry

Biblical anchor

“Whoever can be trusted with very little can also be trusted with much.” - Luke 16:10

Strategic Objective

Objective

To sustain ministry through transparent, diversified and mission-aligned resources while using technology safely and effectively to connect, teach and serve the diaspora.

Resource Mobilisation Principles

- Giving is voluntary, biblical and free from manipulation.
- Every appeal has an approved purpose, target, budget and accountability arrangement.
- Restricted funds are used only for their approved purpose.
- Administrative costs are reasonable and transparent.
- Partnerships do not compromise doctrine, independence or reputation.
- The Church does not incur unauthorised debt or legal obligations.
- Professional skills, volunteer time and in-kind support are recognised as resources.

Funding Sources

Source	Conditions
Member contributions and offerings	Collected and receipted through approved channels.
Benevolent and designated funds	Restricted to approved purposes and reported separately.
Partnership and mission support	Subject to due diligence and documented terms.
Approved fundraising activities	Budgeted, authorised and compliant with local requirements.
Grants or donations	Accepted only where conditions are compatible with AIC values and capacity.
In-kind and professional support	Recorded and governed through clear scope and accountability.

Financial Management Framework

- Annual budget linked to strategic objectives and approved before implementation.
- Clear separation of collection, approval, payment, recording and review roles.
- Documented payment authorisation and supporting evidence.
- Regular bank reconciliation and financial reporting.

- Asset register and custody controls.
- Procurement thresholds and competitive selection where appropriate.
- Independent review or audit according to AIC requirements and applicable law.
- Annual financial report shared through authorised governance channels.

Budget Priorities

Priority	Purpose
Leadership and governance	Training, meetings, administration, compliance and succession.
Discipleship and pastoral care	Teaching resources, pastoral platforms, counselling referral and conferences.
Mission and outreach	Training, approved outreach, partnerships and communication.
Family and welfare	Family programmes, safeguarding, benevolence and member care.
Digital ministry	Platforms, content, data protection, cybersecurity and technical support.
Monitoring and learning	Data collection, reviews, surveys and evaluation.

Digital Ministry Architecture

Component	Purpose	Control requirement
Membership and contact database	Maintain accurate, consent-based member information.	Role-based access, privacy notices and regular updates.
Communication platforms	Announcements, fellowship coordination and emergency communication.	Approved administrators and clear posting standards.
Learning platform or resource library	Store teaching, training and discipleship materials.	Doctrinal review, copyright compliance and access control.
Online meetings and worship	Connect members across time zones.	Security settings, moderation and safeguarding.
Financial giving channels	Enable authorised contributions.	Secure providers, reconciliation and receipts.
Website and social media	Public information, mission and engagement.	Content approval, branding and account recovery controls.

Digital Conduct and Safety

Digital platforms are ministry spaces and must reflect Christian conduct. Administrators will remove harmful, abusive, false or unauthorised content. Leaders will avoid private one-to-one digital communication with children except through approved and visible safeguarding arrangements. Personal data, prayer requests and counselling information will not be shared without proper consent or lawful basis.

Resource and Digital KPIs

Indicator	2031 target
Annual budgets approved before the start of each year	100%
Financial reports completed and reviewed	100% annually
Fundraising initiatives with documented purpose and report	100%
Recognised regions using approved communication channels	100%
Members with access to core digital discipleship resources	At least 90% of active members
Critical digital accounts with secure administrator and recovery arrangements	100%
Data or cybersecurity incidents managed under procedure	100% documented and addressed

Sustainability Strategy

Sustainability requires more than fundraising. It depends on spiritual commitment, capable leaders, realistic programmes, volunteer development, strong partnerships, good records and member trust. The Church will avoid creating programmes that cannot be maintained. New initiatives will be assessed for recurring cost, leadership capacity, legal requirements and measurable ministry value before approval.

- Develop a broad base of regular small contributors rather than dependence on a few individuals.
- Build a volunteer and professional skills database.
- Use shared digital resources to reduce duplication.
- Train regional teams to plan and manage programmes responsibly.
- Maintain reserves or contingency arrangements where approved.
- Review underperforming or unaffordable programmes and redirect resources to higher-priority ministry.

Chapter 10: Integrated Ministry Strategy

Biblical anchor

“From one generation to another, we will tell of your mighty acts.” - Psalm 145:4

Integrated Ministry Approach

Ministries will not operate as isolated departments. Men, women, youth, teens, children, families, mission, worship, pastoral care and professional networks will contribute to one strategic direction. Annual planning will identify joint programmes and shared outcomes. For example, a family conference may involve children’s teachers, youth mentors, marriage facilitators, pastoral-care leaders and digital teams.

Men’s Ministry Strategy

- Strengthen biblical identity, prayer and integrity.
- Develop fathers, mentors and servant leaders.
- Address wellbeing, isolation, work pressure and family responsibility.
- Mobilise skills for mentoring, mission and church development.
- Create accountability groups and intergenerational engagement.

Women’s Ministry Strategy

- Strengthen discipleship, fellowship and prayer.
- Develop women leaders, teachers and mentors.
- Support women navigating family, work, migration and care responsibilities.
- Promote mission, compassionate service and skills-based ministry.
- Provide safe referral pathways for crisis and abuse concerns.

Youth and Teens Strategy

- Build biblical identity in multicultural settings.
- Provide mentorship, apologetics, leadership and service opportunities.
- Use safe and engaging digital platforms.
- Address education, career, relationships, mental wellbeing and cultural pressure.
- Integrate young people into wider church life and decision-making appropriately.

Children and Sunday School Strategy

Children’s ministry will establish biblical foundations, protect children and support parents. Teachers will be trained in age-appropriate teaching, safeguarding and cultural sensitivity. Resources will be reviewed for doctrinal soundness and accessibility. Digital sessions involving children will use approved platforms, parental consent and visible adult supervision.

Worship and Creative Ministry

- Promote biblically faithful worship across diverse cultures.
- Train worship leaders in theology, preparation, teamwork and digital delivery.
- Respect copyright and licensing requirements.
- Use music, testimony and creative communication to strengthen discipleship and mission.
- Maintain modesty, order and focus on congregational participation rather than performance.

Professional and Marketplace Ministry

Diaspora members carry influence through their professions and workplaces. The Church will establish forums for ethical leadership, mentoring, career support, vocational discernment and skills-based service. Professionals may support governance, finance, technology, counselling, law, education, health and mission, subject to competence, confidentiality and approved terms of reference.

Ministry Integration Matrix

Shared outcome	Participating ministries	Illustrative initiative
Stronger families	Men, women, youth, children and pastoral care	Annual family discipleship programme.
Youth retention and identity	Youth, parents, teachers and mentors	Intergenerational mentoring and apologetics forum.
Mission participation	Mission, professionals, worship and digital teams	Regional outreach and digital witness campaign.
Member care	Pastoral care, welfare, fellowship and professionals	Regional referral and benevolence network.
Leadership pipeline	All ministries and governance	Identification, training and supervised service pathway.

Chapter 11: Governance and Institutional Framework

Biblical anchor

“Everything should be done in a fitting and orderly way.” - 1 Corinthians 14:40

Constitutional Alignment

AIC Diaspora Area operates under the spiritual and administrative authority of AIC Kenya and in accordance with the AIC Kenya Constitution, approved policies and authorised decisions. This plan does not create authority beyond those instruments. Where the plan and a binding church instrument appear inconsistent, the matter will be referred to the appropriate AIC authority for interpretation and direction.

Governance Principles

- Christ-centred servant leadership.
- Separation between oversight, execution and financial review where practical.
- Clear delegation and limits of authority.
- Collective decision-making for significant matters.
- Accurate minutes, records and reporting.
- Conflict-of-interest disclosure.
- Fair complaint and disciplinary processes.
- Respect for host-country law and church relationships.

Committees and Advisory Functions

Committees may be established only through approved authority and clear terms of reference. They should have a defined purpose, membership, reporting line, term, quorum and decision limits. Possible functions include finance and stewardship, safeguarding and welfare, strategy and monitoring, clergy and theological formation, mission and partnerships, and digital ministry. Committees advise or decide only within their mandate.

Secretariat Functions

- Maintain member, leadership, meeting and policy records.
- Coordinate annual plans, budgets, calendars and reports.
- Support communication across regions and ministries.
- Track implementation actions and performance indicators.
- Maintain approved digital systems and document archives.
- Support governance meetings and follow-up.
- Coordinate stakeholder engagement and authorised partnerships.

Policies and Procedures Required

Policy or procedure	Purpose	Target year
Governance and delegation framework	Clarify roles, authority and reporting.	2026
Leadership appointment and succession procedure	Standardise selection, induction, terms and handover.	2026
Financial management and procurement policy	Protect funds and ensure consistent controls.	2026
Welfare and benevolence policy	Guide fair, confidential and accountable support.	2026
Safeguarding policy	Protect children and vulnerable adults.	2026
Digital ministry, privacy and data policy	Guide platforms, records and online conduct.	2027
Partnership and MOU procedure	Control external relationships and commitments.	2027
Complaints, discipline and whistleblowing procedure	Provide fair and safe reporting and response.	2027
Pastoral care and referral protocol	Clarify confidentiality, escalation and professional referral.	2027
Risk management framework	Identify, monitor and respond to ministry risks.	2027

Records and Information Management

Official records include minutes, decisions, reports, membership data, financial documents, policies, contracts, partnership records, safeguarding documents and programme evidence. Records will be retained securely, with access limited according to role and sensitivity. Personal data will be collected only for legitimate ministry purposes and handled in accordance with applicable law and approved policy.

Communication Protocol

- Official statements are issued only by authorised persons.
- Sensitive matters are not debated through public or informal social-media channels.
- Regional updates follow an agreed reporting format.
- Urgent pastoral or safeguarding concerns use designated escalation channels.
- Corrections to misinformation are timely, factual and respectful.
- Branding and public communications remain consistent with approved AIC identity.

Chapter 12: Implementation Roadmap 2026-2031

Biblical anchor

“The plans of the diligent lead surely to abundance.” - Proverbs 21:5

Implementation Philosophy

The strategy will be implemented through annual work plans and budgets, not as a separate document that is reviewed only occasionally. Every strategic activity will have a responsible office, timeline, resource estimate, output and performance indicator. Regions and ministries will align their plans to the Area strategy while adapting delivery to local context.

Phased Roadmap

Phase	Period	Primary emphasis
I. Establishment and alignment	2026	Structure, mapping, policies, reporting lines, foundational programmes and financial controls.
II. Capacity and systems strengthening	2027	Leadership training, pastoral systems, digital platforms, safeguarding and regional planning.
III. Expansion and mission growth	2028-2029	Discipleship reach, family programmes, mission partnerships, regional participation and volunteer mobilisation.
IV. Consolidation and sustainability	2030	Quality improvement, succession, funding diversity, programme integration and system maturity.
V. Evaluation and renewal	2031	Terminal evaluation, learning, strategy renewal and next-horizon preparation.

2026 Priorities

- Approve organisational structure, role descriptions and reporting lines.
- Map members, fellowships, clergy, leaders and professional skills.
- Approve core governance, financial, welfare and safeguarding policies.
- Establish annual planning, budgeting and reporting templates.
- Launch regular prayer, teaching and pastoral-contact programmes.
- Confirm authorised digital communication and data-management channels.
- Develop baseline indicators for the strategic plan.

2027 Priorities

- Train leaders, small-group facilitators, safeguarding leads and finance personnel.
- Launch foundations discipleship course and digital resource library.
- Establish pastoral referral directory and welfare procedures.
- Introduce consistent regional plans and reporting.
- Develop clergy support and ordination-referral pathway.

- Strengthen secure online giving, records and communication.
- Pilot mission, family and youth programmes in selected regions.

2028 Priorities

- Conduct mid-term review and adjust targets.
- Expand discipleship groups and family ministry across recognised regions.
- Strengthen regional outreach and host-church partnerships.
- Develop multilingual or context-adapted resources where required.
- Introduce leadership mentoring and succession plans.
- Improve member surveys, programme evidence and learning forums.

2029 Priorities

- Deepen cross-cultural mission and professional service networks.
- Strengthen welfare referral, intergenerational ministry and youth leadership.
- Scale effective digital content and training.
- Review partnership effectiveness and regional governance maturity.
- Develop sustainable funding and volunteer-development models.

2030 Priorities

- Consolidate structures, policies and reporting systems.
- Review leadership terms, wellbeing and succession readiness.
- Strengthen reserves, diversified support and cost control.
- Evaluate ministry quality and discontinue ineffective activities.
- Prepare data and documentation for terminal evaluation.

2031 Priorities

- Complete terminal evaluation and spiritual-ministry review.
- Document results, stories, risks and lessons.
- Consult members, leaders and AIC Kenya on future direction.
- Prepare and approve the next strategic plan.
- Celebrate God's faithfulness and recommission the Church for the next horizon.

Consolidated Implementation Matrix

Initiative	Key action	Lead responsibility	Period	Primary evidence
Member and fellowship mapping	Complete verified baseline and annual update	Secretariat and regional coordinators	2026-2031	Updated database and coverage report
Governance framework	Approve structure, TORs, delegation and core policies	Bishop, Council and Secretariat	2026-2027	Approved instruments and trained leaders
Discipleship network	Establish groups, teaching calendar and resource library	Clergy and Christian Education	2026-2031	Groups, courses and participation reports
Pastoral and welfare system	Implement contact, referral and benevolence procedures	Pastoral care and welfare teams	2026-2031	Case logs, referrals and anonymised reports
Leadership pipeline	Identify, train, mentor and review leaders	Bishop and leadership team	2026-2031	Training, appointments and succession plans
Mission programme	Train members and implement regional outreach	Mission team and regions	2027-2031	Outreach reports and follow-up
Integrated family ministry	Deliver men, women, youth, children and family programmes	Ministry heads	2027-2031	Programme and outcome reports
Digital ministry	Secure platforms, resources, communication and data	Digital team and Secretariat	2026-2031	Approved systems and usage reports
Financial sustainability	Budget, control, report and diversify support	Finance and stewardship function	2026-2031	Budgets, reports and funding analysis
Monitoring and learning	Collect data, review progress and improve plans	Secretariat and Council	2026-2031	Quarterly dashboards and annual reviews

Chapter 13: Monitoring, Evaluation, Reporting and Learning

Biblical anchor

“Let us carefully examine our ways.” - Lamentations 3:40

Purpose

Monitoring and evaluation will help the Church know whether activities are being implemented, whether resources are used responsibly and whether intended ministry outcomes are emerging. It will support accountability, learning and prayerful decision-making. Measurement will be balanced: numerical data will be combined with testimony, pastoral observation, member feedback and evidence of spiritual and organisational change.

Reporting Framework

Report	Prepared by	Frequency	Main content
Ministry activity report	Ministry heads	Quarterly	Activities, participation, outcomes, challenges and next actions.
Regional report	Regional coordinators	Quarterly or semi-annually	Fellowships, pastoral issues, leadership, finance and risks.
Financial report	Finance function	Quarterly and annually	Budget performance, receipts, expenditure, balances and controls.
Strategic dashboard	Secretariat	Quarterly	Indicators, milestones, risks and corrective actions.
Annual performance report	Diaspora Area leadership	Annually	Consolidated results, finances, lessons and priorities.
Mid-term review	Appointed review team	2028	Progress, relevance, effectiveness and adjustments.
Terminal evaluation	Appointed evaluation team	2031	Overall results, sustainability and future direction.

Data Quality Principles

- Use clear indicator definitions and consistent templates.
- Collect only data necessary for ministry and accountability.
- Verify figures before reporting.
- Protect personal and pastoral information.
- Avoid double-counting participants or outcomes.
- Explain limitations and uncertainty honestly.
- Retain evidence in secure and accessible records.

Strategic Scorecard

Perspective	Illustrative measures	Frequency
Spiritual growth	Members connected to discipleship; teaching series; pastoral response; spiritual-connection survey.	Quarterly and annual
Leadership and governance	Inducted leaders; reports submitted; policy compliance; succession readiness.	Quarterly and annual
Mission and outreach	Members trained; outreach completed; partnerships; follow-up outcomes.	Semi-annual
Fellowship and welfare	Fellowship coverage; family programmes; welfare cases; safeguarding compliance.	Quarterly and annual
Resources and digital	Budget performance; financial reporting; platform access; security incidents.	Quarterly
Institutional sustainability	Volunteer capacity; partnership quality; reserves; member trust and satisfaction.	Annual

Learning and Adaptation

Annual reviews will identify what worked, what did not work, why results differed from expectations and what should change. Lessons will be shared through leadership forums and integrated into the next annual plan. Corrective actions will have named owners and deadlines. Significant changes to strategic direction, governance or budget will follow the required approval process.

Evaluation Questions

9. Relevance: Does the plan continue to respond to the real needs of diaspora members and the mission of AIC?
10. Effectiveness: Are strategic objectives and outcomes being achieved?
11. Efficiency: Are resources and volunteer effort being used responsibly?
12. Alignment: Are ministries operating consistently with Scripture and AIC authority?
13. Inclusion: Are families, youth, children, isolated members and diverse regions being reached?
14. Sustainability: Can effective programmes and structures continue beyond the plan period?
15. Impact: What spiritual, relational, leadership and mission changes are evident?

Chapter 14: Resource and Budget Framework

Biblical anchor

“It is required that those who have been given a trust must prove faithful.” - 1 Corinthians 4:2

Budgeting Approach

The strategic plan does not prescribe fixed monetary amounts because membership size, regional needs, currencies and funding capacity may change. Each annual work plan will be costed using realistic assumptions and approved through AIC governance structures. Budgets will clearly distinguish programme costs, welfare funds, administration, digital services, travel, training, contingency and restricted projects.

Illustrative Resource Allocation Guide

Budget area	Illustrative proportion	Planning consideration
Discipleship and pastoral care	20-30%	Teaching, resources, pastoral platforms and conferences.
Leadership and governance	15-20%	Training, meetings, compliance, records and succession.
Mission and outreach	15-25%	Training, partnerships and approved outreach.
Family, youth and welfare	15-25%	Programmes, safeguarding and benevolence.
Digital ministry and communication	10-15%	Platforms, content, security and technical support.
Monitoring, evaluation and contingency	5-10%	Data, reviews, risk response and learning.

The proportions are planning guides rather than mandatory allocations. Final budgets will reflect actual ministry priorities, available resources and approved policy.

Financial Controls

- Budget approval before expenditure.
- Authorised signatories and documented payment approvals.
- Separation of duties where practical.
- Receipts and supporting documents for all transactions.
- Regular reconciliation and review.
- Restricted-fund tracking.
- Asset and inventory records.
- Procurement and conflict-of-interest controls.
- Independent review or audit as required.
- Transparent annual reporting.

Fundraising and Donor Communication

Fundraising communication will be truthful, respectful and specific. Appeals will describe the approved purpose, period and accountability arrangement. Images or stories of beneficiaries will not be used in ways that undermine dignity or privacy. Donors will receive appropriate reports, but no donor may direct ministry in a way that compromises doctrine, governance or fairness.

Financial Reporting Template

Line item	Approved budget	Actual period	Variance	Explanation or action
Opening balance				
Member contributions and offerings				
Partnership and other income				
Discipleship and pastoral care				
Leadership and governance				
Mission and outreach				
Family and welfare				
Digital ministry and administration				
Closing balance				

Financial Sustainability Measures

- Promote regular and voluntary member stewardship.
- Diversify support without overdependence on one donor or region.
- Use annual budgets to prevent unplanned commitments.
- Build contingency capacity where approved.
- Review programme cost and value annually.
- Use volunteers responsibly without exploiting them.
- Document in-kind contributions and professional support.

Chapter 15: Risk Management and Safeguarding

Biblical anchor

“The prudent see danger and take refuge.” - Proverbs 22:3

Risk Management Approach

Risk management is a form of stewardship. It helps the Church anticipate events that could harm people, doctrine, finances, reputation or ministry continuity. Leaders will maintain a risk register, assign owners, implement controls and review significant risks regularly. Immediate threats to life, safety or legal compliance will be escalated without delay.

Strategic Risk Register

Risk	Rating	Key controls	Owner
Doctrinal drift	High	Approved teachers and materials; clergy oversight; host-church due diligence.	Bishop and clergy
Leadership gaps or conflict	High	Role clarity, induction, mediation, succession and reviews.	Bishop and Council
Financial misuse	High	Segregation, approvals, reconciliations, reports and independent review.	Finance oversight
Safeguarding incident	High	Policy, screening, training, reporting and statutory referral.	Safeguarding lead
Data or cybersecurity breach	Medium-High	Approved platforms, access controls, backups and incident response.	Digital lead
Immigration or legal non-compliance	Medium-High	Local advice, no unauthorised representation, compliant activities.	Regional leadership
Volunteer burnout	Medium	Workload management, deputies, rest and recognition.	Ministry heads
Weak member participation	Medium	Relevant programmes, varied scheduling, feedback and local ownership.	Regional coordinators
Reputational harm	Medium-High	Communication protocol, conduct standards and prompt response.	Bishop and communications
Funding shortfall	Medium-High	Prioritisation, diversification, cost control and contingency planning.	Finance and stewardship

Safeguarding Framework

- Adopt a written safeguarding policy applicable to physical and digital ministry.
- Appoint trained safeguarding contacts.
- Screen and train leaders who work with children or vulnerable adults.
- Use parental or guardian consent where required.
- Maintain appropriate adult-to-child supervision and avoid isolated contact.
- Provide clear reporting channels and protect reporters from retaliation.

- Report to statutory authorities when required by law.
- Support affected persons through pastoral care and professional referral.
- Review incidents and strengthen controls without interfering with investigations.

Crisis and Incident Response

Step	Action
1. Protect	Take immediate action to protect life, safety and vulnerable persons.
2. Notify	Inform emergency services, safeguarding leads or church authority as required.
3. Preserve	Protect relevant information and avoid public speculation.
4. Communicate	Use an authorised spokesperson and accurate, limited information.
5. Support	Provide pastoral and professional support to affected persons.
6. Review	Document lessons and strengthen controls after the incident.

Business and Ministry Continuity

The Church will maintain alternative communication channels, secure backups of critical records, updated contact lists and clear delegation for emergencies. Key roles should have deputies or handover arrangements. Where travel or physical gatherings are disrupted, essential teaching, pastoral care and governance may continue through approved digital arrangements.

Chapter 16: Sustainability and Future Readiness

Biblical anchor

“Those who are planted in the house of the Lord shall flourish.” - Psalm 92:13

Sustainability Dimensions

Dimension	What sustainability requires
Spiritual	Deep discipleship, prayer, biblical teaching and faithful pastoral care.
Leadership	A pipeline of trained, healthy and accountable leaders with succession.
Financial	Diversified support, realistic budgets, controls and member trust.
Institutional	Clear structures, policies, records, systems and constitutional alignment.
Technological	Secure, affordable and maintainable digital platforms.
Relational	Strong fellowship, host-church relationships and intergenerational belonging.
Mission	Ongoing witness, service and partnerships that produce meaningful impact.

Volunteer Sustainability

Volunteers are essential, but ministry must not depend on a few individuals indefinitely. Role descriptions, realistic workloads, team leadership, deputies, training, recognition, rest and pastoral support will help sustain service. The Church should distinguish between voluntary ministry, reimbursable expenses and roles that may require paid professional support under approved policy.

Partnership Sustainability

Partnerships will be reviewed for doctrinal fit, mutual benefit, accountability, results and dependence. The Church will avoid relationships that are driven only by funding or personality. Institutional partnerships should be documented so that ministry can continue when individual contacts change.

Future Readiness

- Monitor diaspora trends, new countries and changing member needs.
- Develop younger leaders and second-generation ministry approaches.
- Invest in adaptable digital and multilingual resources.
- Maintain theological clarity in emerging social and cultural debates.
- Build professional networks for legal, counselling, safeguarding, technology and finance support.
- Use the 2031 evaluation to prepare a renewed strategy beyond the current horizon.

Chapter 17: Diaspora Baseline and Ministry Mapping Framework

Purpose and Strategic Importance

Reliable baseline information is essential for pastoral care, ministry planning, budgeting, safeguarding, performance measurement and accountable stewardship. At the commencement of this Strategic Plan, complete and verified information on the number, location, ministry participation and pastoral needs of AIC members across the diaspora is not yet available. The Church will therefore treat the 2026 Diaspora Baseline and Ministry Mapping Exercise as a foundational strategic activity rather than as a routine administrative survey.

The exercise will establish an approved reference point for setting targets, designing regional structures and directing resources. It will also enable the Church to understand where members are concentrated, which fellowships already exist, which groups require pastoral support and which professional or ministry gifts are available for service. The exercise will be conducted in a manner consistent with applicable data-protection requirements and the pastoral duty of confidentiality.

Scope of the Baseline Exercise

- Known AIC members, households and dependants by country and city, using broad categories that are sufficient for ministry planning.
- Active fellowships, informal prayer groups, recognised chapters and emerging ministry clusters.
- Host churches attended and the nature of members’ participation, without creating competing membership claims.
- Children, teenagers, young adults, men, women, families, clergy, theological students and lay leaders.
- Available professional, technical, pastoral and ministry skills that members are willing to offer voluntarily.
- Pastoral-care, welfare, settlement, family, safeguarding and discipleship needs.
- Existing programmes, partnerships, communication channels, financial practices and digital participation patterns.
- Legal and regulatory considerations relevant to each country or region.

Data-Governance Principles

The mapping exercise will observe purpose limitation, data minimisation, informed participation, appropriate consent, secure storage, controlled access, accuracy, retention discipline and lawful cross-border handling. The Church will not collect unnecessary details about immigration status, health, finances or personal vulnerability. Where sensitive information is needed for a specific pastoral or safeguarding purpose, it will be handled separately from the general membership database and restricted to authorised persons.

Principle	Application in the Mapping Exercise	Control
Purpose limitation	Collect information only for approved pastoral, governance, planning and communication purposes.	The data-collection notice will state the purpose and authorised uses.
Data minimisation	Use broad categories and avoid unnecessary sensitive information.	Mandatory fields will be limited and reviewed before launch.
Accuracy	Allow members and coordinators to correct or update records.	Regional verification and periodic member confirmation.
Confidentiality	Restrict access according to responsibility.	Role-based access, password controls and confidentiality undertakings.
Retention	Keep information only while it remains necessary and lawful.	Approved retention schedule and periodic deletion review.

Principle	Application in the Mapping Exercise	Control
Safeguarding	Protect information concerning children and vulnerable persons.	Separate consent, restricted access and incident escalation procedures.

Implementation Process

Stage	Main Activities	Responsible Office	Output	Indicative Timing
Preparation	Approve tool, data notice, definitions, access rules and coordinator briefing.	Diaspora Secretariat, subject to authorised oversight	Approved baseline protocol and tools	Quarter 1, 2026
Collection	Regional and country coordinators invite voluntary registration and map fellowships.	Regional and country coordinators	Initial member and fellowship dataset	Quarters 1-2, 2026
Verification	Remove duplication, confirm fellowship status and validate regional summaries.	Diaspora Secretariat and regional leadership	Verified draft baseline report	Quarter 3, 2026
Approval	Present findings, limitations and provisional targets for formal review.	Diaspora Area Bishop and authorised governance body	Approved baseline and target revision memorandum	Quarter 4, 2026
Maintenance	Update changes, new members, fellowships and leadership information.	Designated data custodian	Current ministry database and annual profile	Ongoing; annual validation

Provisional Planning Floors

The following are indicative planning floors for initial implementation and shall be reviewed after completion and approval of the 2026 Diaspora Baseline and Ministry Mapping Report. They are not statements of the current membership or approved final targets.

Planning Area	Provisional Floor	Validation Requirement
Member mapping	Establish a verified register covering at least 85% of members who voluntarily identify through recognised channels.	Percentage to be recalculated against the approved baseline denominator.
Country representation	Establish active contact points in every country with a verified cluster of AIC members.	Threshold for a recognised cluster to be approved by the Church.
Fellowship structure	Provide a minimum recognised fellowship or pastoral contact arrangement for each verified concentration of members.	Structure to reflect local law, host-church context and available leadership.
Leadership induction	Induct all formally appointed regional, country and ministry leaders within three months of appointment.	Completion evidence and approved induction curriculum.
Reporting compliance	Achieve full annual reporting and progressively improve quarterly management reporting.	Reporting calendar and data-quality review.
Safeguarding readiness	Ensure every recognised unit has a named safeguarding contact and referral process.	Local legal requirements and approved policy.

Chapter 18: Cross-Border Legal, Regulatory and Compliance Framework

Strategic Position

AIC Diaspora Area operates in a multi-jurisdictional environment in which religious organisations, informal fellowships, charities, volunteers, clergy, fundraising activities and digital services may be regulated differently. The Strategic Plan does not presume that a single legal model is appropriate for every country. Each recognised unit will operate subject to the AIC Kenya Constitution, formally approved administrative arrangements and the laws of the country in which it functions.

No country or regional unit may represent itself as a separately incorporated AIC entity, open a bank account, employ staff, acquire property, fundraise publicly, enter a lease or sign a binding agreement in the name of AIC without the required ecclesiastical and legal authority. Where uncertainty exists, the unit will seek written guidance and, where necessary, advice from a qualified professional in the relevant jurisdiction.

Local Compliance Profile

Each country with an organised AIC presence will prepare and maintain a concise local compliance profile. The profile will not attempt to replace professional legal advice. It will identify the rules that require attention, the current operating arrangement, responsible persons, filing dates and any unresolved risk requiring escalation.

Compliance Area	Key Questions	Required Evidence
Legal status	Is the group informal, hosted, registered, incorporated or operating under another authorised structure?	Registration certificate, host agreement or written authority.
Banking and finance	Who may collect, hold, approve, transfer and reconcile funds?	Account mandate, approvals, reconciliations and annual reports.
Tax and reporting	Are returns, exemptions, payroll, donor or charity filings required?	Calendar of filings and evidence of submission.
Data protection	What privacy notice, consent, security and breach requirements apply?	Local data profile, notices, access register and incident log.
Safeguarding	What screening and mandatory-reporting requirements apply?	Safeguarding procedure, training records and referral contacts.
Employment and volunteers	Are contracts, insurance, permits or volunteer protections required?	Approved agreements, insurance and role documentation.
Fundraising	Does public solicitation require registration, permits or disclosure?	Approval and applicable permit or exemption.
Property and facilities	Can the unit lease, own or use premises and under whose legal name?	Lease, facility-use agreement and insurance evidence.

Cross-Border Financial Governance

All church funds will be handled through formally approved channels. Personal bank accounts, personal mobile wallets or informal custodial arrangements must not be used to hold church funds except where an expressly authorised temporary emergency procedure exists and is fully documented. Collection, authorisation, payment, custody, reconciliation and reporting responsibilities will be separated as far as practicable.

- Approved accounts and payment platforms will be opened only under an authorised legal or institutional arrangement.
- Every transfer will be supported by an approved purpose, budget line, authorisation and evidence of receipt.

- Foreign-currency transactions will record the original amount, currency, exchange rate, fees and local-currency equivalent.
- Designated and restricted funds will be accounted for separately and used only for the authorised purpose.
- Bank and payment-platform reconciliations will be completed monthly or at another formally approved frequency.
- Financial records will be retained for the legally required period and made available for review, audit or inspection.
- Suspected fraud, diversion, bribery, money laundering or other financial misconduct will be escalated immediately under the approved incident procedure.

Compliance Escalation and Assurance

Risk Level	Illustrative Situation	Required Response
Low	Routine filing or renewal is approaching and responsibility is clear.	Record in compliance calendar and complete by due date.
Moderate	Unclear local registration, fundraising or data requirement with no immediate breach.	Pause affected activity where appropriate and obtain written guidance.
High	Potential breach, unapproved account, safeguarding failure or disputed legal authority.	Immediate escalation to authorised leadership; preserve records; seek professional advice.
Critical	Actual or suspected criminal conduct, serious safeguarding incident, major data breach or regulatory intervention.	Activate incident and crisis protocol, comply with lawful reporting duties and protect affected persons.

Chapter 19: Host-Church Engagement and AIC Identity Framework

Pastoral and Missional Rationale

Many AIC members worship and serve in local host churches because of geography, language, family circumstances and the practical realities of diaspora life. Such participation can deepen Christian fellowship and mission. At the same time, members may desire continuing spiritual connection with AIC doctrine, pastoral leadership, family networks and ministry heritage. The Church will therefore encourage respectful and transparent relationships that avoid rivalry, duplication and divided loyalties.

Forms of Diaspora Participation

Form	Description	Appropriate Governance Response
Individual member in a host church	A member participates in a local congregation without forming an AIC unit.	Pastoral connection and voluntary communication; no parallel administration.
Informal AIC fellowship	Members meet periodically for prayer, Bible study or mutual support.	Recognition of contact persons, safeguarding and clear non-incorporated status.
Recognised diaspora fellowship	A structured group operates under approved AIC oversight.	Defined leadership, reporting, financial and host-church arrangements.
Formally constituted congregation or chapter	An authorised AIC ministry structure exists subject to church and local law.	Formal approval, governance instruments, legal compliance and accountability.
Joint ministry arrangement	AIC and a host church cooperate on agreed programmes or use of facilities.	Written MOU where roles, risk or resources justify it.

Guiding Principles

- Christ-centred unity will take precedence over institutional competition.
- Members will respect the doctrine, discipline and lawful leadership of churches in which they participate.
- AIC identity will be maintained through sound teaching, authorised pastoral connection and transparent communication rather than through pressure or rivalry.
- No leader will solicit members, funds or facilities from a host church in a manner that damages trust.
- Sacramental, clergy, membership and financial questions will be clarified before joint programmes are undertaken.
- Pastoral and safeguarding concerns will be referred responsibly and confidentially.
- Written agreements will be used where there is regular facility use, shared finance, joint staffing, branding, safeguarding responsibility or another material obligation.

Indicative Memorandum of Understanding

Where a written arrangement is appropriate, the MOU will normally state the parties, purpose, doctrinal understanding, scope of cooperation, pastoral responsibilities, use of facilities, financial arrangements, safeguarding duties, data-protection responsibilities, brand use, communication, dispute resolution, duration, review and termination. The MOU will expressly state whether it creates any legal, employment, agency, partnership or property relationship. It will be approved through the required AIC and host-church processes before signature.

Managing Tension and Disputes

Concerns should be addressed early, privately and respectfully. The first response will ordinarily be dialogue between designated leaders. If the matter cannot be resolved, it will be escalated through authorised ecclesiastical channels. Where legal rights, employment, property, safeguarding or financial obligations are involved, professional advice may

be necessary. Leaders will avoid public accusations and protect confidential information while ensuring that serious misconduct is not concealed.

Chapter 20: Clergy and Ministry Leadership Pathways

Purpose

The diaspora requires spiritually mature, doctrinally sound and contextually competent leaders. The Church will establish transparent pathways for clergy, bi-vocational ministers, lay preachers, Bible-study leaders, youth and children ministry leaders, chaplains, theological students and other ministry workers. The pathways will support development and deployment without assuming authority that belongs to AIC Kenya or another duly authorised organ.

Identification and Discernment Pathway

Stage	Main Requirement	Decision or Output
Identification	Evidence of Christian character, service, calling and ministry need.	Recommendation for initial discernment.
Application and references	Ministry history, qualifications, church standing and character references.	Complete candidate file.
Doctrinal and theological assessment	Assessment of biblical understanding, AIC doctrine and capacity to teach.	Development recommendation or further formation plan.
Safeguarding and integrity checks	Checks required by church policy and applicable law.	Clearance, restriction or referral for further review.
Mentoring and supervised service	Approved mentor, defined role, feedback and practical formation.	Evidence of readiness and areas for development.
Licensing or ordination process	Process conducted only by the constitutionally authorised body.	Formal decision recorded by the authorised organ.
Deployment and local recognition	Role description, reporting line, host-country requirements and pastoral support.	Written deployment or service arrangement.
Performance and continuing formation	Regular review, continuing ministerial development and pastoral care.	Annual development plan and deployment review.

Bi-vocational and Volunteer Ministry

Many diaspora leaders will serve alongside employment, study or family obligations. Role expectations must therefore be realistic, written and reviewed. The Church will avoid treating voluntary service as unlimited availability. Workload, rest, family responsibilities, expenses, safeguarding and accountability will be discussed openly. Where a role becomes equivalent to employment under local law, the Church will obtain appropriate advice and regularise the arrangement.

Continuing Ministerial Development

- Biblical and theological formation relevant to diaspora ministry.
- AIC doctrine, constitution, governance and ethical leadership.
- Pastoral care, counselling boundaries and referral skills.
- Safeguarding of children and vulnerable adults.
- Cross-cultural communication and conflict resolution.
- Digital ministry, data protection and cybersecurity.
- Financial stewardship and responsible resource handling.
- Host-country legal awareness and immigration boundaries.
- Mission, evangelism and discipleship in multicultural settings.
- Personal spiritual formation, family health and prevention of burnout.

Succession and Leadership Continuity

Every critical leadership role will identify at least one potential successor or deputy, maintain current records and document recurring responsibilities. Succession is not automatic appointment; it is a disciplined process of mentoring, exposure, assessment and authorised selection. Leadership transitions will include handover of records, assets, passwords, outstanding actions, pastoral cases and stakeholder relationships in accordance with confidentiality requirements.

Chapter 21: Indicative Financial Plan and Resource Scenarios

Financial Planning Approach

Because approved multi-year financial figures are not yet available, this Strategic Plan establishes a methodology rather than presenting unverified amounts as approved budgets. Each annual work plan will be costed using documented assumptions, current exchange rates, procurement information and the approved programme scope. Budgets will distinguish programme costs, coordination costs, restricted funds, welfare funds, capital requirements, professional services and contingency provisions.

Costing Categories

Category	Illustrative Components	Primary Cost Driver
Spiritual growth and discipleship	Curriculum, facilitators, online platforms, retreats and pastoral resources.	Participants, frequency and delivery method.
Leadership and governance	Training, meetings, policy development, travel and professional advice.	Number of leaders, jurisdictions and complexity.
Mission and outreach	Mission events, partnerships, materials and local mobilisation.	Country plans and target communities.
Family and welfare	Benevolence, referrals, family programmes, safeguarding and emergency support.	Verified need and approved eligibility criteria.
Digital ministry	Licences, cybersecurity, equipment, content production and technical support.	Platform scale, users and security standard.
Monitoring and evaluation	Baseline, reporting tools, reviews, evaluation and data quality assurance.	Scope, frequency and external support.
Legal and compliance	Registration, filings, insurance, professional advice and policy localisation.	Number of jurisdictions and local requirements.
Administration and coordination	Secretariat, communication, records and approved operational expenses.	Service model and authorised staffing.

Funding Scenarios

Scenario	Activities Prioritised	Activities Deferred or Scaled	Principal Risk	Required Response
Essential ministry	Core pastoral contact, safeguarding, basic digital fellowship, annual reporting and critical compliance.	Expansion, major events, extensive travel and non-essential equipment.	Volunteer fatigue and limited mission growth.	Protect core functions and pursue targeted support.
Realistic operating	Core ministry plus leadership development, regional programmes, baseline maintenance and modest outreach.	Large capital commitments and rapid geographic expansion.	Uneven regional coverage if income fluctuates.	Quarterly cash-flow review and diversified giving.
Growth and expansion	Full programme portfolio, mission partnerships, stronger welfare capacity, professional support and technology investment.	Only activities failing due diligence or readiness tests.	Overexpansion and future fixed-cost pressure.	Stage growth, maintain reserves and evaluate sustainability.

Indicative Allocation Ranges

The ranges below are planning guides only. They do not constitute an approved budget and must be adjusted through the annual budgeting and approval process.

Budget Area	Indicative Range	Planning Consideration
Discipleship and pastoral ministry	20%-30%	Protect core teaching, pastoral contact and member support.
Mission and outreach	15%-25%	Link expenditure to approved country and partnership plans.
Leadership and governance	10%-18%	Include induction, formation, policy and compliance needs.
Family, welfare and safeguarding	10%-20%	Separate benevolent funds and maintain eligibility controls.
Digital ministry and communication	8%-15%	Prioritise secure, scalable platforms and content.
Monitoring, evaluation and learning	3%-7%	Fund baseline, reporting quality and independent review.
Administration and contingency	8%-15%	Keep overhead proportionate and maintain prudent reserves.

Resource Mobilisation Responsibilities

Fundraising proposals will be developed by authorised persons, reviewed for doctrinal and strategic compatibility, and approved before external circulation. Funds will be received only through approved channels, acknowledged appropriately and reported according to their designation. Restricted funds will be tracked separately. Donor conditions that compromise doctrine, governance, safeguarding, independence or lawful operation will not be accepted.

Chapter 22: Communication, Engagement and Change Management

Purpose

Successful implementation requires more than publishing the Strategic Plan. Leaders and members must understand the direction, see how it affects them, receive timely information and have credible opportunities to ask questions or offer feedback. Communication will therefore support spiritual unity, ownership, accountability, behaviour change and coordinated implementation.

Communication Principles

- Accuracy: information will be verified before release.
- Authority: official statements will come from designated spokespersons or approved channels.
- Timeliness: material developments, risks and decisions will be communicated without unnecessary delay.
- Accessibility: communication will consider language, time zones, disability, digital access and cultural context.
- Confidentiality: personal, pastoral, safeguarding and legally sensitive matters will not be shared in general channels.
- Participation: members and leaders will have structured opportunities for consultation and feedback.
- Consistency: messages will align with the vision, mission, doctrine and approved governance arrangements.

Strategic Communication Matrix

Audience	Core Information	Channel	Frequency	Responsible Office
AIC Kenya leadership	Performance, governance, risk, compliance and strategic decisions.	Formal reports and scheduled consultations.	Annual and as required	Diaspora Area Bishop/Secretariat, subject to approved arrangements
Church Council	Implementation status, finance, risks, policy actions and corrective measures.	Council papers, dashboards and meetings.	Quarterly management cycle and formal annual review	Secretariat and responsible ministry leads
Regional and country coordinators	Plans, tools, deadlines, policies, training and reporting expectations.	Briefings, email, secure digital workspace and meetings.	Monthly operational contact	Diaspora Secretariat
Members and families	Ministry opportunities, pastoral services, events, giving information and progress.	Church channels, newsletters and fellowship meetings.	Regular and event-based	Communication lead and ministry heads
Host churches and partners	Agreed programmes, responsibilities, safeguarding and relationship review.	Designated liaison and written agreements.	According to partnership plan	Authorised partnership lead
Public and media	Approved institutional information and mission stories.	Official website, statements and authorised spokesperson.	As approved	Designated spokesperson

Managing Transition

Moving from informal fellowship to recognised structures may create uncertainty. Leaders will explain the purpose, benefits, boundaries and approval process before introducing new arrangements. Existing relationships will be respected, and implementation will be phased according to readiness. Resistance will not be treated automatically as disloyalty; it may reveal legitimate concerns about workload, identity, authority, finance or host-church relationships that require careful response.

Crisis Communication

A crisis communication procedure will identify the incident lead, authorised spokesperson, internal notification chain, holding statement process, stakeholder updates, confidentiality controls and post-incident review. No person may issue public statements on behalf of AIC Diaspora Area during a crisis unless authorised. Communication will prioritise safety, truthfulness, legal obligations, pastoral care and protection of affected persons.

Chapter 23: Monitoring, Evaluation, Accountability and Learning Enhancement

Integrated Reporting Cycle

The formal accountability requirement will be the approved annual report. More frequent monitoring will be used as a management tool to identify delays, financial pressure, safeguarding concerns and emerging opportunities before the annual review. Operational monitoring does not replace formal approval or reporting requirements.

Cycle	Purpose	Typical Content	Primary Review
Monthly operational monitoring	Coordinate immediate work and resolve delivery barriers.	Activities, attendance, pastoral cases, actions, incidents and cash position.	Responsible ministry or regional team.
Quarterly programme and financial reporting	Assess progress against the annual work plan.	Outputs, expenditure, risks, safeguarding, variance and corrective actions.	Diaspora Secretariat and designated oversight.
Semi-annual strategic review	Examine cross-cutting progress and emerging strategic issues.	Outcome trends, partnerships, capacity, compliance and resource outlook.	Senior leadership and relevant committees.
Annual performance review	Approve the institutional record and next year priorities.	Full scorecard, audited or reviewed finance, lessons and work plan.	Authorised church governance body.
Mid-term review	Test strategic relevance, feasibility and performance.	Independent or structured review of 2026-2028 progress.	Appointed review team and approving authority.
End-term evaluation	Assess results, sustainability and future direction.	Achievement, impact evidence, value, lessons and next strategy.	Independent or formally appointed evaluation process.

Data Quality and Verification

- Each indicator will have a definition, unit, baseline, target, source, collection method, frequency and responsible office.
- Regional reports will retain supporting evidence appropriate to the indicator and confidentiality level.
- Duplicate records, inconsistent denominators and unexplained estimates will be identified and corrected.
- Sensitive pastoral, welfare and safeguarding information will be reported in aggregated or restricted form.
- Management will document material assumptions and limitations rather than presenting uncertain information as fact.
- Periodic data-quality reviews will test completeness, accuracy, timeliness, consistency and traceability.

Accountability and Member Feedback

Members will be able to submit feedback through designated confidential and general channels. Complaints involving misconduct, safeguarding, finance or abuse of authority will follow specialised procedures rather than ordinary programme feedback. Reports will summarise material themes and management responses without exposing confidential identities.

Learning and Adaptive Management

Lessons will be captured from annual reviews, incidents, ministry experiments, partnership evaluations and member feedback. A management action tracker will record the lesson, agreed change, responsible person, deadline and completion evidence. Adjustments that materially alter doctrine, governance, approved budgets or strategic direction will be submitted to the appropriate authority rather than implemented informally.

Chapter 24: Conclusion and Call to Faithful Action

Biblical anchor

“Let us not grow weary in doing good.” - Galatians 6:9

What the Plan Represents

This Strategic Plan is a prayerful response to God’s work among AIC believers in the nations. It is a commitment to shepherd people wherever they are found, preserve biblical faith and AIC identity, strengthen families, develop leaders, serve communities and reach the nations. It recognises that the diaspora is not separate from the Church; it is an extension of the Church’s mission.

Shared Responsibility

- AIC Kenya provides doctrinal, constitutional and governance oversight.
- The Diaspora Area Bishop provides spiritual and strategic leadership.
- The Church Council and authorised structures provide accountability and stewardship.
- Clergy, coordinators and ministry leaders implement programmes and care for members.
- Members and families participate, serve, give, pray and provide feedback.
- Partners and professionals contribute within clear and accountable relationships.

Call to Action

Every leader and member is invited to commit to prayerful implementation, integrity, unity, humility and service. The plan will succeed when it moves from paper into regular teaching, pastoral contact, responsible leadership, transparent stewardship, compassionate care and active mission. The Church will review its progress honestly, celebrate God’s faithfulness and correct its course where necessary.

Hope beyond 2031

A strong, connected and mission-driven AIC Diaspora Area: one Church across many nations, rooted in Christ and reaching the world.

Appendix A: Illustrative Annual Work Plan for Adaptation by Regions and Ministries

This example is illustrative. Baselines, targets, budgets and responsibilities must be validated through the approved annual planning process.

Focus Area	Objective	Activity	Output	Indicator	Baseline	2026 Target	Lead	Period	Indicative Budget	Funding	Reporting
Spiritual growth	Strengthen consistent discipleship.	Launch coordinated online and local Bible-study network.	Approved curriculum and functioning groups.	Number of active groups; participant retention.	To be established	Pilot groups in verified priority locations.	Discipleship lead	Q2-Q4	To be costed	Offerings/approved support	Quarterly
Leadership	Improve governance capability.	Induct regional, country and ministry leaders.	Leaders complete approved induction.	Completion rate and assessment results.	To be established	All formally appointed leaders inducted within three months.	Diaspora Secretariat	Q1-Q4	To be costed	Operating budget	Quarterly
Mission	Increase contextual outreach.	Prepare and implement country mission initiatives.	Approved mission plans and activities.	Initiatives completed; follow-up pathways.	To be established	At least one approved initiative in each ready region.	Mission lead	Q2-Q4	To be costed	Mission giving/partners	Semi-annual
Family and welfare	Improve pastoral and welfare response.	Establish referral and benevolence procedures.	Approved procedure and trained contacts.	Cases handled within standard; referral completion.	To be established	Procedure operational in recognised units.	Welfare lead	Q1-Q3	To be costed	Benevolent fund	Quarterly
Digital ministry	Provide safe digital connection.	Adopt secure communication and data protocols.	Approved protocol, access register and training.	Compliance rate; reported incidents.	To be established	All authorised administrators trained.	Digital ministry lead	Q1-Q3	To be costed	Operating budget	Quarterly
Compliance	Establish jurisdictional awareness.	Prepare country compliance profiles.	Completed and reviewed profiles.	Percentage of organised units with current profiles.	To be established	Profiles for all verified organised units.	Secretariat/local coordinator	Q2-Q4	To be costed	Operating/professional support	Annual

Appendix B: Illustrative Strategic Risk Register

Category	Risk	Cause	Consequence	Existing Control	Likelihood	Impact	Rating	Further Action	Owner	Deadline	Early Warning	Review	Residual	Status
Theological	Doctrinal drift in dispersed fellowships	Inconsistent teaching and weak oversight	Confusion, division and reputational harm	Approved teaching resources and pastoral oversight	Medium	High	High	Annual doctrinal review; leader formation	Diaspora Area Bishop/designate	Q4 2026	Conflicting teaching or complaints	Quarterly	Medium	Open
Leadership	Vacancy or abrupt transition in critical role	Volunteer dependence and weak succession	Interrupted pastoral and administrative functions	Role profiles and deputies	Medium	High	High	Succession plan and documented handover	Responsible appointing authority	Q3 2026	Repeated missed decisions or leader fatigue	Quarterly	Medium	Open
Financial	Misuse or poor documentation of funds	Weak separation of duties or informal accounts	Loss, sanctions and loss of trust	Budget approvals and reporting	Medium	High	High	Cross-border finance SOP and account mandates	Finance lead	Q2 2026	Late reconciliations or unexplained balances	Monthly	Low-Medium	Open
Safeguarding	Harm to a child or vulnerable adult	Inadequate screening, training or reporting	Serious harm and legal/reputational consequences	Basic pastoral supervision	Low-Medium	Critical	Critical	Approved safeguarding policy, contacts and training	Safeguarding lead	Q2 2026	Boundary concerns or unreported incidents	Continuous	Medium	Open
Data	Personal-data breach	Weak access controls or insecure platforms	Harm to members, legal exposure and loss of trust	Password controls	Medium	High	High	Privacy policy, access register and breach procedure	Data custodian	Q3 2026	Shared credentials or unusual access	Monthly	Medium	Open
Partnership	Conflict with host church	Unclear expectations, finance or identity	Damaged relationships and ministry disruption	Informal dialogue	Medium	Medium	Medium	Host-church framework and MOU where needed	Partnership lead	Q3 2026	Complaints or inconsistent messages	Quarterly	Low-Medium	Open
Compliance	Unlawful local operation or fundraising	Lack of jurisdictional knowledge	Fines, closure or personal liability	General awareness	Medium	High	High	Country compliance profiles and qualified advice	Country coordinator/Secretariat	Q4 2026	Regulatory notice or unclear account status	Quarterly	Medium	Open
People	Volunteer fatigue and burnout	Unrealistic workload and limited support	Reduced quality, turnover and pastoral risk	Informal support	High	Medium	High	Workload review, deputies, rest and mentoring	All ministry heads	Ongoing	Persistent delays or withdrawal	Monthly	Medium	Open

Appendix C: Governance and Accountability Matrix

Role	Mandate	Appointment/Approval	Reports To	Core Responsibilities	Decision Authority	Financial Authority	Accountability
AIC Kenya authorised leadership	Constitutional and ecclesiastical oversight.	According to AIC Kenya Constitution.	Applicable constitutional organs.	Doctrine, policy, appointments and authorised direction.	As provided by the Constitution.	As formally delegated.	Constitutional reporting and review.
Diaspora Area Bishop	Spiritual and strategic leadership of the Diaspora Area.	Subject to constitutional and approved arrangements.	Authorised AIC Kenya organ.	Pastoral oversight, unity, strategy, leadership and escalation.	Within approved mandate.	Within written delegation and budget.	Council and constitutional oversight.
Church Council	Governance, counsel, stewardship and review.	According to approved church arrangements.	Authorised ecclesiastical structure.	Review plans, budgets, performance, policies and risks.	Collective decisions within mandate.	Approval and oversight as delegated.	Minutes, reports and annual review.
Diaspora Secretariat	Coordination and administrative support.	Approved administrative arrangement.	Diaspora Area Bishop/ authorised governance body.	Planning, communication, records, reporting and follow-up.	Operational decisions within approved plans.	No authority beyond written delegation.	Performance reports and supervision.
Regional/Country Coordinator	Local coordination and communication.	Approved appointment process.	Diaspora Secretariat or authorised leader.	Member connection, fellowship support, reporting and compliance awareness.	Local operational coordination.	Only as expressly authorised.	Regular reports and role review.
Ministry Head	Leadership of an approved ministry portfolio.	Approved appointment process.	Diaspora leadership structure.	Programmes, volunteers, safeguarding and results.	Within annual work plan.	Within approved budget and controls.	Programme and financial reporting.

Appendix D: Country Compliance Register Template

Count ry	Operating Model	Registrat ion Status	Banking Arrangem ent	Data Requireme nts	Safeguardi ng Requireme nts	Financi al Reporti ng	Responsi ble Officer	Adviser	Renewal/ Due Date	Status
[Insert]	[Informal/hosted/registere d/other]	[Insert]	[Insert]	[Insert]	[Insert]	[Insert]	[Insert]	[If applicab le]	[Insert]	[Open/Compliant/ Action required]

Appendix E: Host-Church MOU Outline

- Parties and authority to enter the arrangement.
- Purpose, background and intended ministry outcomes.
- Doctrinal understanding and respect for each church's identity and governance.
- Scope of joint activities and activities expressly excluded.
- Pastoral responsibility, membership, sacraments and referral arrangements.
- Use of facilities, equipment, branding and intellectual property.
- Financial responsibilities, collections, expenses, insurance and liability.
- Safeguarding, volunteer screening, incident reporting and confidentiality.
- Data protection, photography, livestreaming and information sharing.
- Communication channels, designated liaison persons and public statements.
- Dispute-resolution and escalation process.
- Duration, review, amendment, suspension and termination.
- Statement on legal relationship, employment, partnership, agency and property rights.
- Signatures, dates and required approvals.

Appendix F: Key Indicator Reference Sheet

Indicator	Definition	Unit	Baseline	Target Approach	Source	Frequency	Responsible Office	Verification
Members mapped	Members voluntarily recorded and verified in the approved database.	Number and percentage	2026 baseline exercise	Approved denominator and staged coverage target.	Membership database	Annual validation	Data custodian	Deduplication and regional confirmation
Active fellowships	Recognised groups meeting the approved minimum activity and reporting criteria.	Number	2026 baseline exercise	Annual growth based on verified need and readiness.	Fellowship reports	Quarterly/annual	Regional coordinators	Meeting evidence and status review
Leadership induction completion	Appointed leaders completing the approved induction within the required period.	Percentage	To be established	100% of formally appointed leaders.	Training records	Quarterly	Secretariat	Attendance and assessment evidence
Pastoral response timeliness	Eligible pastoral requests receiving initial contact within the approved service standard.	Percentage	To be established	Target approved after pilot and capacity assessment.	Restricted pastoral log	Quarterly	Pastoral-care lead	Sample review with confidentiality controls
Financial reporting compliance	Recognised units submitting complete reports by the approved deadline.	Percentage	To be established	Progressive movement to full compliance.	Finance reports	Quarterly/annual	Finance lead	Completeness and reconciliation review
Safeguarding readiness	Recognised units with trained contact, referral route and current compliance profile.	Percentage	To be established	All recognised units.	Safeguarding register	Semi-annual	Safeguarding lead	Document and training verification
Member satisfaction	Members reporting that ministry is accessible, trustworthy and spiritually helpful.	Percentage and qualitative themes	2026 baseline survey	Improvement from baseline.	Anonymous survey/focus groups	Annual	MEL lead	Tool review and response analysis

Appendix G: Baseline Data Collection Framework

Data Domain	Minimum Information	Use	Sensitivity/Control
Member profile	Country/city, broad age group, household link and communication preference.	Pastoral connection and planning.	Consent and controlled access.
Fellowship profile	Location, meeting pattern, leadership, host relationship and attendance range.	Structure and pastoral coverage.	Verification by coordinator.
Ministry gifts	Voluntary skills, experience and areas of service interest.	Mobilisation and leadership pipeline.	Optional participation.
Pastoral needs	Broad categories of support requested.	Referral and programme design.	Separate restricted record where individual details are needed.
Programmes	Existing teaching, youth, family, mission and welfare activities.	Avoid duplication and identify gaps.	Programme-level information.
Finance	Approved income and expenditure summary, not personal donor details.	Budgeting and sustainability analysis.	Financial controls and restricted access.
Compliance	Operating model, registrations, accounts, safeguarding and filing dates.	Risk and legal readiness.	Reviewed by authorised persons.
Digital access	Platforms used, participation patterns and access barriers.	Digital ministry design.	Avoid intrusive tracking.

Appendix H: Policy and Standard Operating Procedure Development Schedule

The following schedule establishes priorities for the institutional instruments required to implement the Strategic Plan. Dates are indicative and remain subject to the approval process and availability of competent support. Existing AIC Kenya policies will take precedence and will be adapted only where authorised.

Instrument	Purpose	Lead Office	Approving Authority	Indicative Deadline	Review Cycle	Status
Governance and delegation framework	Clarify mandates, reporting lines and delegated authority.	Diaspora Secretariat	Authorised AIC governance organ	Quarter 2, 2026	Every three years	To be developed
Regional and country coordination guidelines	Standardise recognition, roles, reporting and handover.	Diaspora Secretariat	Church Council/authorised organ	Quarter 3, 2026	Every two years	To be developed
Clergy identification and placement procedure	Guide discernment, vetting, formation, deployment and review.	Office of the Bishop	Constitutionally authorised organ	Quarter 4, 2026	Every three years	To be developed
Host-church engagement framework	Guide identity, cooperation, MOUs and conflict resolution.	Partnership lead	Authorised church leadership	Quarter 4, 2026	Every three years	To be developed
Cross-border financial management SOP	Standardise accounts, transfers, approvals, reconciliation and reporting.	Finance lead	Authorised finance/governance organ	Quarter 2, 2026	Annual review	Priority
Safeguarding policy	Protect children, youth and vulnerable adults across all ministry settings.	Safeguarding lead	Authorised church leadership	Quarter 2, 2026	Annual review	Priority
Data protection and privacy policy	Regulate member information, access, retention and breaches.	Data custodian	Authorised church leadership	Quarter 3, 2026	Annual review	Priority
Benevolent and welfare fund policy	Define eligibility, approval, documentation and accountability.	Welfare and finance leads	Church Council/authorised organ	Quarter 3, 2026	Every two years	To be developed
Volunteer management policy	Set recruitment, conduct, workload, support and exit requirements.	Secretariat	Authorised church leadership	Quarter 1, 2027	Every three years	Planned
Crisis communication procedure	Provide coordinated communication during serious incidents.	Communication lead	Diaspora Area Bishop/designate	Quarter 1, 2027	Annual review	Planned

Appendix I: Member Feedback, Complaints and Grievance Framework

AIC Diaspora Area will distinguish ordinary ministry feedback from complaints that require confidential, safeguarding, financial, disciplinary or legal handling. Members will be informed of available channels and will not suffer retaliation for raising a concern in good faith. Anonymous information may be considered, although the ability to investigate may be limited where essential facts cannot be verified.

Type of Matter	Examples	Initial Channel	Escalation	Service Standard	Confidentiality
General feedback	Suggestions on programmes, communication or accessibility.	Ministry lead or feedback form.	Secretariat if unresolved.	Acknowledgement within seven days.	Themes may be reported in aggregate.
Service complaint	Missed response, unfair access or poor programme delivery.	Responsible ministry head.	Secretariat or designated reviewer.	Initial response within ten working days.	Need-to-know handling.
Leadership grievance	Abuse of authority, conflict or repeated misconduct.	Designated governance channel.	Authorised ecclesiastical or disciplinary process.	Prompt triage and written next steps.	Restricted access and fair process.
Financial concern	Unapproved collection, missing funds or weak records.	Finance lead or confidential reporting channel.	Authorised governance body; professional or legal referral where required.	Immediate preservation of records.	Restricted and protected reporting.
Safeguarding concern	Actual or suspected harm to a child or vulnerable adult.	Safeguarding contact or emergency authority.	Mandatory reporting and authorised church escalation.	Immediate action according to risk.	Survivor-centred and legally compliant.
Data/privacy complaint	Unauthorised access, disclosure or retention.	Data custodian.	Incident lead, regulator or adviser where required.	Immediate containment and assessment.	Restricted incident record.

Every complaint will be recorded with the date received, category, risk level, responsible person, action taken, outcome and closure date. Records will be retained securely and separately from general ministry correspondence. Trends will be reviewed to identify systemic weaknesses without exposing confidential identities.

Appendix J: Annual Strategic Performance Dashboard

The dashboard below is a concise annual governance tool. It does not replace detailed programme, financial, safeguarding or compliance reports. The responsible office will present verified results, explain material variance and record corrective action for approval.

Dimension	Key Question	Illustrative Measure	Current Result	Annual Target	Status	Corrective Action/Decision
Spiritual formation	Are members growing through consistent discipleship and pastoral connection?	Active groups, retention, pastoral response and qualitative spiritual-growth evidence.	[Insert]	[Insert]	[R/ A/G]	[Insert]
Leadership and governance	Are leaders competent, accountable and supported?	Induction completion, reporting compliance, succession readiness and governance actions.	[Insert]	[Insert]	[R/ A/G]	[Insert]
Mission and outreach	Is the diaspora serving as an effective mission presence?	Approved initiatives, partnerships, follow-up and testimony of mission outcomes.	[Insert]	[Insert]	[R/ A/G]	[Insert]
Family and welfare	Are families and vulnerable members receiving appropriate support?	Referral timeliness, welfare controls, safeguarding readiness and member feedback.	[Insert]	[Insert]	[R/ A/G]	[Insert]
Resources and digital ministry	Are funds, platforms and volunteers being stewarded sustainably?	Income diversity, budget variance, reconciliations, digital participation and incidents.	[Insert]	[Insert]	[R/ A/G]	[Insert]
Compliance and risk	Are material legal, safeguarding, financial and operational risks controlled?	Compliance profiles, overdue actions, high risks and incident closure.	[Insert]	[Insert]	[R/ A/G]	[Insert]
Overall strategic delivery	Is implementation on course for the 2026-2031 outcomes?	Work-plan completion, outcome trends, resource outlook and management actions.	[Insert]	[Insert]	[R/ A/G]	[Insert]

Status should be assigned using an approved definition: Green means on target with no material unresolved issue; Amber means at risk but recoverable with agreed action; Red means materially off track or subject to a serious unresolved risk requiring leadership decision.

Appendix K: Detailed Results Framework

Biblical anchor

“Write the vision; make it plain.” - Habakkuk 2:2

Focus area	Outcome	Core indicators	Evidence	Lead
Spiritual growth	Members are rooted in Scripture and connected to discipleship.	Discipleship groups; teaching series; pastoral response; member survey.	Group registers, programme reports, survey and pastoral records.	Clergy and Christian Education
Leadership and governance	Accountable and competent leadership operates within clear structures.	Induction, reporting, policy compliance, succession and reviews.	Training records, minutes, reports and role files.	Bishop and Secretariat
Mission and outreach	Members participate in witness, service and cross-cultural mission.	Training, outreach, partnerships and follow-up.	Mission reports, partnership records and testimonies.	Mission team
Fellowship and welfare	Members and families experience belonging and appropriate support.	Fellowship coverage, family programmes, welfare response and safeguarding.	Regional reports, case summaries and programme records.	Regional and welfare teams
Resources and digital	Ministry is sustainably financed and digitally connected.	Budgets, reports, platform access, security and funding diversity.	Financial reports, system logs and donor reports.	Finance and digital teams

Appendix L: Annual Work Plan Template

Biblical anchor

“Prepare your work outside; get everything ready.” - Proverbs 24:27

Strategic objective	Activity	Output	Indicator and target	Responsible person	Timeline	Budget	Status

Instructions

- Select only activities that contribute directly to an approved strategic objective.
- Define a measurable output and target.
- Assign one accountable lead, even where several people contribute.
- Estimate the full resource requirement before approval.
- Update status during quarterly reviews and record corrective action.

Appendix M: Quarterly Ministry Report Template

Biblical anchor

“Let all things be done decently and in order.” - 1 Corinthians 14:40

Section	Information required
Reporting ministry or region	Name, reporting period and responsible leader.
Activities completed	What was done, where, when and for whom.
Results and testimonies	Outputs, outcomes, significant lessons and ministry stories.
Participation	Number and profile of participants without unnecessary personal data.
Financial summary	Approved budget, actual expenditure and variance.
Challenges and risks	Issues encountered and support required.
Safeguarding or pastoral concerns	Confidential matters reported through appropriate channels, not detailed in general reports.
Next-quarter priorities	Planned activities, decisions and resources needed.

Appendix N: Regional Ministry Plan Template

Biblical anchor

“Enlarge the place of your tent.” - Isaiah 54:2

Regional Profile

Item	Details
Region or country	
Coordinator and team	
Estimated active members	
Recognised fellowships	
Languages and time zones	
Host-church relationships	
Key pastoral and mission opportunities	
Main risks and legal considerations	

Regional Priorities

Priority	Action	Lead	Target date	Evidence

Appendix O: Leadership Role Profile Template

Biblical anchor

“Whoever wants to become great among you must be your servant.” - Mark 10:43

Field	Required detail
Role title	
Purpose	
Reporting line	
Key responsibilities	
Decision authority and limits	
Term of service	
Biblical and character expectations	
Knowledge and skills	
Training and induction requirements	
Performance and reporting expectations	
Deputy or succession arrangement	
Conflict-of-interest requirement	

Appendix P: Risk Register Template

Biblical anchor
“The prudent see danger and take refuge.” - Proverbs 22:3

Risk	Cause	Impact	Likelihood	Rating	Controls	Owner	Review date

Appendix Q: Welfare Assessment and Decision Guide

Biblical anchor

“As we have opportunity, let us do good to all people.” - Galatians 6:10

This guide supports consistent and compassionate decisions. It is not a public application form and should be used only by authorised persons. Personal information must be protected.

Assessment area	Guiding question
Nature and urgency	What has happened and what immediate risk exists?
Member connection	What is the person's relationship to the fellowship or region?
Available alternatives	What family, public, insurance, employer or community support is available?
Evidence	What proportionate information is needed to confirm the need?
Safeguarding	Is any child or vulnerable adult at risk?
Recommended response	Prayer, referral, practical support, cash, in-kind support or decline with explanation?
Approval	Who is authorised to decide and what limit applies?
Follow-up	When and how will the outcome be reviewed?

Appendix R: Partnership Due-Diligence Checklist

Biblical anchor

“Do not be unequally yoked.” - 2 Corinthians 6:14

- Purpose and expected ministry result are clear.
- Partner identity, leadership and legal status are verified where relevant.
- Doctrine and values are compatible with AIC requirements.
- Safeguarding, financial and reputational risks are assessed.
- Responsibilities, resources, branding and reporting are documented.
- No unauthorised legal or financial commitment is created.
- Personal data and beneficiary information are protected.
- Review, dispute and exit arrangements are included.
- Required church approvals are obtained before activity begins.

Decision	Name and signature	Date
Recommended / Not recommended		
Reviewed by		
Approved by		

Appendix S: Digital Ministry and Communication Checklist

Biblical anchor

“Let your conversation be always full of grace.” - Colossians 4:6

Control area	Minimum requirement
Account ownership	Official account is registered to an authorised church-controlled contact.
Administrators	At least two approved administrators with role clarity.
Security	Strong passwords, multi-factor authentication and recovery details.
Content	Doctrinal and public communication approval as required.
Privacy	Consent and minimum necessary personal data.
Children and youth	Safeguarding-compliant contact, consent and supervision.
Financial links	Only approved giving channels are published.
Incident response	Procedure for compromised accounts, harmful content or data breach.
Continuity	Backup administrators and archive of essential content.

Appendix T: Annual Strategic Review Agenda

Biblical anchor

“Plans succeed with counsel.” - Proverbs 20:18

16. Opening prayer and biblical reflection.
17. Review of previous-year decisions and outstanding actions.
18. Presentation of spiritual and ministry results.
19. Regional and ministry reports.
20. Financial performance and stewardship review.
21. Risk, safeguarding and compliance review.
22. Member feedback and stakeholder insights.
23. Assessment of strategic indicators and milestones.
24. Identification of lessons, challenges and corrective actions.
25. Approval of priorities, work plan and budget for the next year.
26. Communication of decisions and responsibilities.

Appendix U: Indicative Policy Development Schedule

Biblical anchor

“God is not a God of disorder but of peace.” - 1 Corinthians 14:33

Instrument	Draft lead	Consultation	Approval target	Review cycle
Governance and delegation framework	Secretariat and governance advisers	Bishop, Council, regional leaders	2026	Every 3 years
Financial management and procurement policy	Finance function	Council and relevant professionals	2026	Annual control review
Welfare and benevolence policy	Welfare team	Pastoral and regional leaders	2026	Every 2 years
Safeguarding policy	Safeguarding lead	Parents, youth leaders and professionals	2026	Annual review
Digital ministry and data policy	Digital team	Secretariat and legal/privacy advisers	2027	Every 2 years
Pastoral care and referral protocol	Clergy team	Counsellors and regional leaders	2027	Every 2 years
Leadership appointment and succession procedure	Bishop and governance team	Council and ministry leaders	2026	Every 3 years
Partnership and MOU procedure	Secretariat	Mission, finance and governance	2027	Every 3 years
Complaints and whistleblowing procedure	Governance team	Leaders and members	2027	Every 3 years
Risk management framework	Secretariat	All strategic leads	2027	Annual review

Appendix V: Strategic Plan Communication Framework

Biblical anchor

“Write the vision; make it plain.” - Habakkuk 2:2

Audience	Key message	Channel	Frequency	Owner
AIC Kenya leadership	Progress, alignment, risks and approvals required	Formal reports and meetings	Quarterly or as required	Bishop and Secretariat
Regional leaders	Priorities, roles, deadlines and support	Coordinator forums and written updates	Monthly	Secretariat
Members and families	Vision, programmes, opportunities and results	Fellowships, email, messaging and website	Regular	Regional and communications teams
Youth and children	Age-appropriate ministry opportunities and safety information	Approved youth channels and parent communication	Regular	Youth and children leaders
Partners and supporters	Approved needs, results and accountability	Briefings and reports	As agreed	Authorised representative
Public	Faith, mission and verified public information	Website and official social media	As appropriate	Communications team

Appendix W: Ministry Calendar Planning Guide

Biblical anchor

“There is a time for everything.” - Ecclesiastes 3:1

Quarter	Area-wide priorities	Regional priorities	Governance and reporting
Quarter 1	Annual theme launch, prayer and leadership orientation	Local planning and member updates	Approve work plans and budgets; prior-year report
Quarter 2	Discipleship, family and mission programmes	Regional fellowship and outreach	First-quarter review and risk update
Quarter 3	Youth, children, training and partnership activities	Regional conference or service initiative	Mid-year performance and financial review
Quarter 4	Thanksgiving, evaluation and next-year preparation	Local evaluation and pastoral follow-up	Annual review, budget preparation and leadership planning

Appendix X: Member Feedback Survey Framework

Biblical anchor

“Everyone should be quick to listen.” - James 1:19

- I feel connected to a recognised AIC fellowship or pastoral contact.
- The teaching I receive is biblically sound and relevant to diaspora life.
- I know where to seek pastoral or welfare support.
- Leadership communicates clearly and acts accountably.
- My family and generation are represented in ministry programmes.
- I have meaningful opportunities to serve and witness.
- Digital platforms are accessible, safe and useful.
- I trust the Church’s financial and welfare processes.
- What should the Church continue, stop, improve or begin?

Survey results should be anonymised, analysed by region or ministry where appropriate, and presented with an action response. Feedback is not a substitute for governance, but it helps leaders understand member experience and improve ministry.

Appendix Y: Closing Prayer and Commitment

Biblical anchor

“To Him be glory in the church and in Christ Jesus throughout all generations.” - Ephesians 3:21

Almighty God, we thank You for calling Your people from many places into one body in Christ. Establish AIC Diaspora Area in truth, love, holiness and mission. Give wisdom to leaders, strength to families, courage to young people, protection to children, comfort to the isolated and compassion to those who serve. Grant integrity in stewardship, unity in fellowship and boldness in witness. Keep us rooted in Christ and make us faithful instruments for reaching the nations. May every plan remain subject to Your Word and every result bring glory to Your name. Amen.

Commitment

We commit ourselves to prayerful implementation, biblical faithfulness, accountable leadership, compassionate fellowship and active mission throughout the strategic period 2026-2031.