

COUNCIL OF ANGLICAN PROVINCES OF AFRICA (CAPA)

2010-2014 STRATEGIC PLAN

Theme: 'Called to a life of faithfulness'

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ABBREVIATIONS

AACC	All African Conference of Churches
AIDS	Acquired Immune Deficiency Syndrome
AU	African Union
CAPA	Council of Anglican Provinces of Africa
EAC	East Africa Community
ECOWAS	Economic Commission of West African States
EU	European Union
FBO	Faith Based Organization
GFTAM	Global Fund to Fight AIDS, TB and Malaria
HIV	Human Immuno Deficiency Virus
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MPs	Member of Parliament
NEPAD	New Partnership for Africa's Development
NGOs	Non Governmental Organizations
OVC	Orphans and Vulnerable Children
PHC	Primary Health Care
PME	Planning Monitoring and Evaluation
PLWA	People Living With AIDS
SADC	Southern African Development Community
TB	Tuberculosis
UN	United Nations
UNDP	United Nations Development Program

PREFACE

Embodied in this strategy document is the councils (CAPA) intention, dreams and aspirations with regard to improving the quality of life of the people and all creations on African continent. (Jn 10:10). This strategic plan is informed by deep analysis of the contemporary socio-economic, political, technological and environmental context within which CAPA operates globally and within the African continent.

The analysis attests to progress in certain aspects of the continents life. The analysis also reveals that the continent is caught up in a vicious circle of poor governance, conflicts, war, diseases and plunder of natural resources.

The intention of this strategic plan is to contribute to the breaking of the above mentioned circles and enable the continental people to live up to their God given potential hence the theme ‘actualizing Africa’s potential’ (Luke 4:18). ‘Called to a life of faithfulness’ is the theme of this strategic plan which is consistent with CAPA’s values, mission and vision.

CAPA has designed five key strategic program objectives to plans to achieve during the plan period. CAPA has designed programs tackling issues of; Good governance & peace building, leadership formation, partnership development, social development and CAPA’s institutional development. CAPA will strive at addressing the obstacles depriving people of the continent from enjoying the fullness of life that God intends for them.

In order to realize this objective CAPA will strengthen its partnerships and form collaborative link with current potential and new partners. CAPA will engage with key continental organizations and regional bodies like the African Union (AU), East Africa Community (EAC), Southern African Development Cooperation (SADC), Economic Commission of West African States (ECOWAS) and other global bodies like European Union (EU), United Nations (UN), Commonwealth and Bretton wood institutions to realize its mandate. CAPA will deepen dialogue and build partnerships with these global, continental and national agencies as well as with other ecumenical and interfaith organizations. Through building partnerships and networks, CAPA understands that no single institution can deliver the required services, rather greater synergy and impact is possible through collaborations and partnerships.

ACKNOWLEDGEMENTS

This strategic plan is the fruit of intensive and extensive consultative process that started with CAPA's institutional assessment involving all stakeholders across the continent. CAPA is greatly indebted to all those who participated in the assessment exercise and subsequent development of this strategic plan.

CAPA sincerely acknowledge contributions from all its members, organs and various organizations. Special recognition is to the inputs from the council, primates, standing committees whose passion is for the actualization of God's will to abundant life for people of Africa. The interventions aiming at realizing this dream are reflected in this plan.

CAPA is grateful to CORAT Africa and TAABCO Research and Development Consultants for their professional and technical expertise in accompanying and supporting CAPA in all the processes which resulted in the development of this strategy document.

We are also conscious of those who have supported CAPA's ministry through their prayers and finances. We deeply appreciate the commitment, dedication and team spirit of CAPA staff that facilitated the successful development of this strategic plan.

We are thankful to God for making CAPA restless about the suffering and pain of His people on the African continent as this has given the resilience and momentum to embark on a strategic journey with strategic purpose. We start this journey not trusting on our own resources but in God's unfailing grace, guidance and inspiration.

Rev. Canon Grace Kaiso
General Secretary

EXECUTIVE SUMMARY

CAPA is the ‘body of Christ’ established to respond appropriately in line with the commands and teachings of Christ. CAPA exists to reveal Christ to the world so that the world might know him. This strategy document outlines how CAPA will remain a caring council in a hurting community.

This is the first institutional strategic plan for CAPA. Over the years, CAPA has developed and successfully implemented various program plans of action to accelerate her responses in the provinces and dioceses. This strategy document is structured according to programmatic and institutional priority areas. The planning process for this strategic plan document was broad based and participatory in nature. All key actors contributed in various ways such as workshops, institutional assessments and many other processes.

At the programmatic level, CAPA will focus on good governance and peace building; leadership formation, partnerships development and social development. At the institutional level, CAPA will emphasize on strengthening its governance and leadership functions, management systems and human resource capacities.

This document is designed in eight chapters. The preliminary section captures the preface, acknowledgment and executive summary. Chapter one provides background information of CAPA. Chapter two outlines CAPA’s contextual analysis both external, internal and stakeholders. Three types of analysis namely; external environmental analysis (PESTER) – Political Economic Social Technological Ecological and Religious trends, internal environmental analysis (SWOT) – Strengths Weaknesses Opportunity and Threats as well as stakeholder analysis. Chapter three describes CAPA’s strategic direction and focus in the next five years while chapter four describes CAPA’s approaches and strategies which will be used to realize the strategic objectives. Chapter five provides CAPA’s institutional framework of operations.

Chapter six is about how the monitoring and evaluation information of this strategic plan will be undertaken. Chapter seven captures the activity logical framework matrix while the last chapter eight outlines the financial plan/budget for this strategic plan.

Welcome, be blessed and inspired as you enjoy reading this document praying and journeying with CAPA!!

1.0 INTRODUCTION

1.1 HISTORICAL BACKGROUND

Council of Anglican Provinces of Africa (CAPA) was formed in 1979 by African Primates. The inaugural meeting of the Council was held at the United Lay Training Centre in Chilema Malawi on 18th to 25th September 1979. The late Archbishop Festo Olang of Kenya chaired meeting. By then there were nine Anglican Provinces of Africa. All representatives from these Provinces attended the meeting.

CAPA was established with the aim of promoting fellowships in order to know one another better as fellow members of the Anglican Communion. In the fellowships the members shared their experiences and consulted widely about their work and problems encountered in the proclamation of the gospel. The forum gave opportunities for members to confer about their responsibilities particularly on the African continent. The council also discerns opportunities for collaboration and joint activities in order to render assistance wherever necessary. The council has maintained and developed its relationships with other churches.

Currently the Council operates in 12 Anglican Provinces namely; Burundi, Central Africa – (Botswana, Malawi, Zambia and Zimbabwe), Congo, Indian Ocean (Madagascar, Seychelles and Mauritius), Kenya, Nigeria, Rwanda, Southern Africa (Lesotho, Mozambique, Namibia, South Africa, Swaziland) Tanzania, Uganda, West Africa (Ghana, Cameroon, Togo, Sierra Leone and Liberia), plus the Diocese of Egypt. CAPA has its presence in 25 African countries and its secretariat is based in Nairobi, Kenya and headed by the General Secretary.

Since its establishment in 1979, CAPA has undertaken important events in its existence. Some of the highlights include a programme for training new Bishops which was started in 1981. By 1987 a pre-Lambent meeting for Bishops was held and in 1991 a continental communications workshop was held in Swaziland both organized by CAPA. In 1994, CAPA Secretariat was officially started and a South-South encounter Conference organized by CAPA in Nairobi-Limuru the same year.

The Bishops training initiated in 1981 was rolled out to the provinces in 1995. The period 1996 – 1998 saw a near collapse of CAPA due to management and administrative problems. The Council has since then taken measures designed to strengthen the organization. CAPA's activities have expanded particularly in the last three years in a bid to respond the challenges facing Africa today. This can also be attributed to a change in leadership and CAPA attaining its own identity. There's been a conscious effort to reach out to the Provinces, to have them own CAPA in addition to encouraging them to raise their voice on what they see as the role of CAPA. At the time when CAPA did not have its own secretariat and was experiencing a leadership crisis, very little was achieved and stake holder's interest was almost lost. But with a renewed leadership and vision, CAPA has been able to attract interest from Provinces and partners. The organization can be likened to a delayed growth but quickly picking maturity.

By 2000 CAPA and the World Bank in Nairobi organized a continental poverty alleviation conference. In 2001 CAPA organized the Boksburg AIDS Conference held in South Africa and

in the same year CAPA acquired its own office space in Kilimani, Nairobi - Kenya and a communications office established as well as the HIV and AIDS Co-ordinating office established in Nairobi Kenya. By 2002 a continental communications conference was held in Nairobi, Kenya organized by CAPA and in 2003 a HIV/AIDS conference for all Provinces is held in Mukono, Uganda. The following year a conference on mission and evangelism was organized for all CAPA Provinces was held in Nairobi Kenya. In 2004 the 1st African Anglican Bishops Conference was held in Lagos Nigeria. The year 2007 saw CAPA launch its 2nd Strategic Plan for the HIV and AIDS, Tuberculosis (TB) and Malaria programme and in the same year CAPA held its 10th Council Meeting in Mauritius. The year 2009 witnessed CAPA develops its first institutional strategic plan to enhance coordination and define the strategic direction for the council.

1.2 CAPA'S IDENTITY

Vision Statement

CAPA envisions a unified and self-sustaining Anglican Communion in Africa, providing holistic ministry to all and fulfilling God's promise for abundant life. (John 10:10b).

Mission Statement

'CAPA's mission is to *effectively coordinate and provide a platform* for the Anglican Church in Africa to celebrate life, *consult and address challenges in the continent in order to fulfill God's promise for abundant life through fellowships/partnerships, capacity building and promotion of good governance and social development*'.

Core Values

In achieving its mission and vision, CAPA is guided by the following core values/guiding principles;

- **Commitment and belief in sanctity of life;**
- **Abundance and celebration of life;**
- **Unity in Diversity;**
- **Respect for human dignity;**
- **Co-ordination and provision of a platform;**
- **Professionalism and expertise;**
- **Teamwork;**
- **Good governance and responsible stewardship;**
- **Transparency and accountability;**
- **Participation and sustainability;**

2.0 CONTEXTUAL ANALYSIS

2.1 THE EXTERNAL ENVIRONMENT OF CAPA

As part of the development of this strategy document, CAPA planning task force conducted an environmental scanning exercise and analysis of CAPA's strengths, weaknesses, opportunities and threats (SWOT) as well as CAPA's stakeholder analysis. It was noted that CAPA is operating in a continuously changing political, economical, social, technological and ecclesiastical situation in Africa. This dynamic environment means that the organization has to consistently seek better and effective ways of responding to the needs of the Anglican Church in Africa. The following are highlights of the prevailing situation of Africa today.

Political Environment

On the **political** trends, the political situation in Africa is characterized by weak and often poor national governance structures, politically instigated conflict, corruption and repetitive cases of flawed elections. On the other hand, there is a growing demand for democratization and a move towards African renaissance. The political scenario is a mixed one ranging from countries with poor governance structure to those who have not had any tangible experiences with democracy through to a few who have demonstrated political maturity. CAPA has a key role in facilitating the Anglican Church to take frontal position in restoring the worsening political situations in Africa with a bid to promote respect of people's human rights/dignity.

Economic Environment

Economically, Africa's economy has severely deteriorated over the past decade due to a multiplicity of factors including import/export restrictions, harsh lending conditions by Bretton Wood institutions, skyrocketing unemployment, rampant poverty, HIV and AIDS, donor fatigue and rapid globalization. Entire country economies have been shattered by forces of capitalization and particularly global multinationals that are motivated by profits. A good number of Africans are living on less than a dollar a day. The church has not actively taken active role in the operations of New Partnership for Africa's Development (NEPAD). NEPAD is keen on reviving both the political and economic situation in Africa and CAPA should find space for engagement within NEPAD. Africa's economic challenges have been compounded by environmental degradation and climate change. In this respect, CAPA intends to design strategies for addressing emerging economic issues that have direct implications on the council.

Social Environment

A number of social-cultural issues affecting Africa include infiltration of negative dominant foreign culture, HIV and AIDS scourge and its effect on productivity, retrogressive cultural practices such as female circumcision and wife inheritance. Weakened and eroding family systems and social fabric including limited African safety nets leading to increased vulnerability of women, orphans and children. Further, men in Africa are challenged to assume new roles in order to enhance positive gender relations.

Since the situation is deteriorating at an alarming rate and CAPA will design programs that will facilitate the church to respond effectively to these issues and restore the broken social security systems by advocating for social protection.

Technological Environment

On the **technological** trends, lack of technical expertise, poor power supply and use of outdated technology within a fast changing information communication technology (ICT) environment are some of the key technical challenges that Africa faces today. There is a technology gap between rural and urban areas especially in telecommunications. The gap is widening at alarming proportion. Technology, which could be useful in Africa such as Internet access, is expensive and unaffordable to many people in Africa. CAPA as a continental body will lobby and advocate for affordable technology to the African population.

Ecological Trends

Climate change is widely recognized as major environmental problem facing the globe. Therefore addressing climate change is central to the work of CAPA. Climate change is already happening and represents one of the greatest environmental, social and economic threats facing the planet. CAPA will provide platform for engagement with leaders on how to address the impacts of climate change.

Religious Environment

Concerning the **Ecclesiastical issues**, the Church in Africa faces a number of challenges namely; pastoral care for those infected and affected by HIV and AIDS; reconciliation and mediation amongst those affected by conflict and war; evangelism amongst millions of poor people; polarization with the western Church regarding issues of human sexuality; the nature of church within Africa itself where there is an acute need for pastoral care for those affected by HIV & AIDS and victims of poverty, conflict and war. These are issues amongst many others that gravely concern the Church. The “mega” church phenomenon including its gospel prosperity; mushrooming of churches in Africa and ‘the instant faith or believe it and claim it’ syndrome that down plays skills and diligence are some of the ecclesiastical issues facing Africa without much attention.

2.2 INTERNAL ANALYSIS OF CAPA

This section provides an analysis of CAPA’s Strengths, Weakness, Opportunities and Threats with the aim of enabling. This information helps CAPA to strategically position itself to take advantage of the opportunities using its strengths while working on its weakness and turning the threats to opportunities. Below are key elements of the SWOT analysis;

CAPA’s strengths include a good operating base equipped with good communication tools and facilities. The continental mandate bestowed by all the African Primates is a key strength of CAPA. CAPA provides a platform as the only single Anglican organization able to co-ordinate continental and global activities for the Anglican Church in Africa. CAPA’s vision and mission are still relevant to the church. It has successfully facilitated the training of the bishops. CAPA has strength in promoting partnership and international linkages while delivering its mandate.

CAPA has the ability to network, across the board, with like minded organizations and institutions.

Regarding CAPA's weaknesses/constraints, the analysis indicates that the council, is constrained by inadequate personnel and high dependency on external funding. Other constraints are poor documentation, lack of a full time accountant and inadequate follow up of activities owing to inadequate capacity. Lack of continued financial availability, inadequate capacity to handle emerging issues, cultural differences in various regions and spatial vastness of the Provinces are some of the challenges that CAPA faces now and in the future. Other challenges include insufficient commitment from members particularly in remitting subscriptions. A threat for CAPA is the exodus of Anglican members to newly formed Evangelical Pentecostal churches. This could erode membership of the Church and subsequently its effectiveness. The communication difficulties with Provinces, diocese and the management are draw back for CAPA as well.

Concerning opportunities, it is evident that the improved electronic based communication opens opportunities for CAPA to share and solicit information from the Provinces to effectively coordinate the platforms activities. The New Partnership for Africa's Development provides space for CAPA and churches to engage in continental discussions on resource mobilization and growing democratization. NEPAD was designed to address challenges facing African continent. Issues such as the escalating poverty levels, underdevelopment and continued marginalization of Africa needed a new radical intervention, spearheaded by African leaders, in order to develop a new vision that would guarantee Africa's Renewal.

CAPA being a platform for Africa within the global Anglican Communion provides opportunity for profiling the council to engage with others within and outside the continent through networking, collaboration, advocacy and capacity development. At the same time, opportunities for research and development of new partnerships, income generating projects, peace building and conflict transformation for conflict hit areas for CAPA.

2.3 STAKEHOLDER ANALYSIS

In all its endeavors, CAPA will strive to serve the best interests of its stakeholder groups. Stakeholders are people, groups or organizations that influence or are influenced by CAPA's operations. The stakeholders provide support to the council and expect quality service delivery.

During the planning process, CAPA identified the following as key stakeholders. The primary stakeholders are, the primates, provincial coordination teams, bishops. The Anglican Communion in Africa i.e. clergy, laity, mothers union, youth CAPA management and staff are also major stakeholders. Other stakeholders include marginalized groups i.e. people living with HIV and AIDS, orphans and vulnerable children. Development and funding partners also forms part of CAPA's stakeholders. Other key stakeholders of CAPA include global, continental and regional organizations/bodies like European Union, United Nations, Commonwealth, Breton wood institutions, African Union, East Africa Community, SADC and ECOWAS. CAPA works closely with ecumenical bodies and interfaith organizations.

All the stakeholders have expectations on each other. Some of the identified expectations include the following: primates expect CAPA to coordinate continental activities and share information, while Bishops, clergy and laity expect to be provided with training opportunities, direction, information and support from CAPA. The church groups such as the mothers union, youth expect CAPA to coordinate continental and regional programs. The Anglican community in Africa expects leadership and support from CAPA. While CAPA partners expect results from the programs and accountability.

CAPA will strengthen its partnership with key continental organizations and regional bodies like the African Union, East Africa Community, SADC, ECOWAS and other global bodies like European Union, United Nations, Commonwealth, Bretton Wood institutions in order to realize the strategic objectives. The management of CAPA on the other hand expects loyalty and productivity of the council. CAPA staff expects personal development, security and conducive working environment.

3.0 CAPA'S STRATEGIC FOCUS 2010-2014

3.1 STRATEGIC PROGRAMS & OBJECTIVES

The choice of CAPA's strategic areas of focus is informed by the issues emerging from the contextual analysis as well as its vision and mission of CAPA, its strengths and mandate. CAPA's strategic objective is to address the obstacles and unlock potentials of key institutions and organs through partnerships that contribute to good governance, peaceful co-existence and life of dignity on the continent.

CAPA's five main areas of focus in the next five years include:- good governance & peace building; leadership formation; partnership development; social development and CAPA's institutional strengthening. These strategic programs are outlined below highlighting the strategic objective, key result areas, planned outputs and activities that CAPA will engage in to realize the overall goal.

3.2 GOOD GOVERNANCE AND PEACE BUILDING

Governance has a direct bearing on the quality of life of the people. The escalating poverty, conflicts and disease on the continent is mainly due to bad governance. CAPA recognizes that the current mismanagement on the continent by political leadership could be due to greed and lack of proper orientation and constant pastoral care and guidance by the churches. It is for this reason that CAPA is focusing on the area of Good Governance and Peace Building.

Under the good governance and peace building program, CAPA's main objective is to contribute to the consolidation of constitutional governance and promotion of a culture of peace in the continent. CAPA will work with Provinces, National Council of churches and other organizations such as the African Union and Common Wealth secretariat to contribute to the consolidation of constitutional governance; transforming and compassionate leadership and nurturing a culture of peace in the continent.

The key result areas under this program include facilitating the relevant governance institutions i.e. state and church to deliver on their mandate with integrity and promotion of a culture of peace in the continent. CAPA will promote transformative and compassionate leadership for good governance. CAPA will participate in enhancing capacities and integrity of institutions charged with management of elections and the electoral environment by sending representatives to monitor elections. CAPA will send representatives or group of African eminent persons as resource persons to facilitate conflict management, transformation and national reconciliation. CAPA will design plans and strategically position itself for conflict transformation and risk analysis/planning.

CAPA plans to realize the following outputs from the good governance and peace building program:-

- Enhanced culture of free and fair elections in Africa;
- People's faith and confidence in public institutions enhanced i.e. electoral processes, electoral commissions, police, parliament, and these institutions uphold human rights and promote good governance at all levels;
- Human rights and good governance upheld
- Increased pastoral attention to political leaders (i.e. Presidents, MPs, leaders of political parties);
- National frameworks for conflict management and reconciliation established in all member Provinces and capacity of religious leaders and key state institutions strengthened to address conflict;
- Countries and churches tackling conflicts in a timely and peaceful manner through national frameworks for conflict management resolution and reconciliation. CAPA is

proactive and sensitive to conflict prevention by developing and implementing national programs/policies;

3.3 LEADERSHIP FORMATION

Under this program, CAPA's core function is to build the capacity of Bishops, through training opportunities and information sharing. This is because Bishops are strategically placed in communities and have the potential to unlock people from their spiritual and socio-economic bondages towards a life of dignity and total well-being.

The strategic objective under the leadership formation program is to increase capacity of church leaders to provide compassionate leadership in a rapidly changing context in which they serve in a manner that enables the community to unlock their potentials. Provincial and diocesan teams work hand in hand with the bishops and are key in these processes.

CAPA envisages member Provinces to model compassionate and competent leadership. As such the council will popularize mechanisms of peer review processes as means of promoting experience sharing and learning while providing mutual support amongst provinces. The key result areas under the leadership formation are capacity building in transformative leadership, development and facilitation of ongoing theological reflections. The following outputs are expected from the leadership formation program;

- Increased capacity for the church leaders and institutions responding to the needs of the community;
- Communities attains self sustainability and development through proper program design, management and evaluation;
- Increased participation of the church in advocacy on emerging issues;
- Theological reflections coordinated and pastoral contextual analysis undertaken;
- Theological resources available to the churches and advocacy skills imparted on church leaders;
- Increased collaboration with regional bodies and theological institutions in addressing the millennium development goal and climate change;
- Increased shared learning/mentorship amongst church leaders;

3.4 PARTNERSHIPS DEVELOPMENT

CAPA's strategic objective under the partnership development program is to deepen dialogue and build partnerships in order to maximize impact. In the implementation of this strategic plan, CAPA will strengthen and build new partnerships and alliances with many different parties. CAPA will develop partnership policies that will guide its partnership processes. As a continental organization, CAPA will strengthen its partnership with ecumenical and interfaith bodies to realize its mandate. Other global bodies CAPA will build partnership with include; African Union, East Africa Community, SADC, ECOWAS and other global bodies like European Union, United Nations, Commonwealth, Britton wood institutions.

Under the partnership development program, CAPA identified two key result areas of partnership building, formation of strategic alliances and working on partnership relations and values for a strengthened partnership. CAPA expects the following outputs from this program;

- CAPA's strategic alliances formed and partnerships strengthened with global, regional, local agencies and interfaith agencies
- CAPA's work enhanced through global, regional and national partnerships and alliances
- Partnership policies formulated and monitoring & evaluation tools for assessing partnerships operationalized;
- Memorandum of understanding with existing and potential partners operational

3.5 SOCIAL DEVELOPMENT

The key strategic objective under the social development program is to improve the socio-economic well being of the communities that CAPA works with. From the contextual analysis it was noted that CAPA's leadership is ministering in very economically demanding environment This program is divided into three sectors of economic empowerment, quality health care & support and environmental conservation & climate change.

3.5.1 ECONOMIC EMPOWERMENT

CAPA's stakeholders are faced with socio-economic and environmental challenges. Oftenly those under CAPA's care especially children are orphaned due to HIV & AIDS or war while others are refugees and marginalized groups. The burden for the provinces are to respond comprehensively to those needs being felt acutely by all the provinces. The economic empowerment program focuses on developing the capacity of provinces in order to empower their diocese and parishes economically. The key result areas that CAPA will focus on are coordinating theological reflections on wealth and poverty and pro-poor socio-economic policy advocacy at continental, international and national levels.

CAPA as a continental platform will coordinate resource mapping, mobilization and management to promote macro and micro project financing and the province and diocese level. CAPA will coordinate Christian investment, risk analysis and management.

The expected output from the economic empowerment program includes; establishment of macro and micro project financing, each province has formed a cooperatives movement for economic empowerment and there is increased provincial income through investments, risk analysis and management.

3.5.2 QUALITY HEALTH CARE & SUPPORT

CAPA has been engaged for decades in the provision of quality health care and support. Under this program, CAPA's strategic objective is to contribute to quality health care and support through accessibility, affordability and popularization on primary health care services (PHC). Through its provinces in Africa, CAPA and other faith based organizations account for over 60% of quality health care service delivery especially, in remote communities which are socio-

economically disadvantaged and on the margin. During this strategic plan period, CAPA will strengthen health systems to deliver sustainable integrated health care services to Church and community members in partnership with related governmental and non- governmental organizations.

HIV and AIDS, Tuberculosis (TB), and Malaria (ATM) infections are the three most leading cause of death in Africa. These diseases are often associated with poverty consequently, making people vulnerable to further deprivation. The ATM infections have taken greatest toll of young and most productive generations of the church and the wider community thus undermining and reversing Africa's socio – economic developmental gains. CAPA is uniquely positioned with the ability to reach out to communities through her organized network and constituencies i.e. provinces and dioceses.

CAPA is able to reach over 40 million regular and faithful members of the church on the continent. This niche, affords CAPA the opportunity to educate, care, support and express God's love to individuals and communities that are infected and affected by ATM. Under the HIV and AIDS, TB and Malaria program CAPA will focus on prevention, care, support and management of HIV/AIDS, Malaria and TB. Through this intervention, CAPA will contribute to the reduction of the spread of HIV in Africa and advocate for quality care and support. CAPA aims at contributing to the continental reduction of TB morbidity and mortality in the Provinces and Dioceses. CAPA expects to realize the following output under the quality health care and support program;

- Increased HIV/AIDS awareness, education, prevention and management;
- Increased counseling services, treatment, support and pastoral care to PLWAs;
- Enhanced theological education and training on HIV/AIDS, Malaria & TB;
- Increased awareness on Human Sexuality;
- Reduced mortality rates;
- Reduction on Stigma, denial and Discrimination;
- Strengthened collaboration and partnership on HIV/AIDS & TB research;

3.6 INSTITUTIONAL DEVELOPMENT

For CAPA to deliver on this strategic plan, it will require the requisite institutional arrangements and capacity. Under the institutional development, CAPA will strengthen its institutional capacities and organs to deliver its mandate. The key result areas under institutional strengthening include; governance and strategic leadership, strengthening operational mechanisms, systems and procedures, improved fellowship, collaboration and information sharing between Provinces; active participation and improved performance of all CAPA organs in the implementation and increased financial base for sustainability; enhancing communication and information management systems.

All core activities under organizational development program shall derive from and be supportive of systematic capacity building of the secretariat team, executive committee, membership and staff of CAPA. The key result areas that CAPA will focus on during this strategic plan period include:- management backstopping; clearly defining roles and functions of stakeholders and all governing organs of the council in order to deliver their mandate;

resource mobilization and acquisition of sufficient fiscal resources, adequate equipment and facilities alongside conducive working space; managing communications, fellowship, collaboration and information sharing among the membership; records and information management; administration, monitoring and evaluation.

The expected output from CAPA's institutional development include:- consolidated and strengthened capacity of CAPA's strategic leadership and governing bodies in the implementation of the strategic plan; active participation and improved performance of all CAPA organs; institutional capacity of CAPA secretariat, province, diocese strengthened to implement the planned activities; increased financial sustainability; improved fellowship, collaboration and information sharing between provinces; efficient communication systems in place and archives established (periodicals, journals, newsletters); and a resource centre for information management established.

4.0 CAPA APPROACHES FOR THE STRATEGIC PLAN

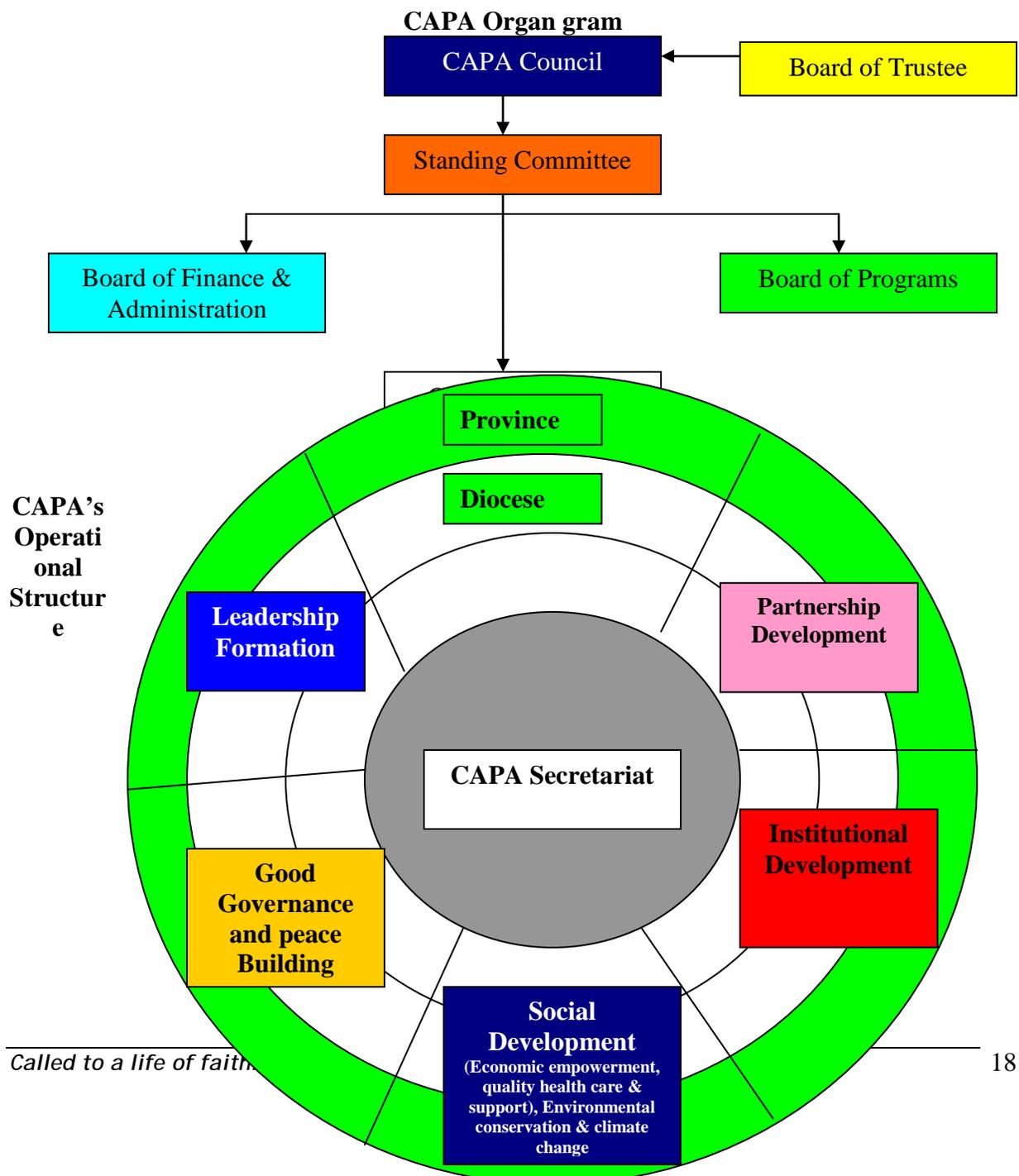
The approaches that CAPA has opted for are critical to the realization of this strategic plan. The approaches to be adopted are participatory in nature and are closely related to the five key strategic directions for the council. Thus the key approaches that will build on others include;

- Advocacy, lobby, networking, collaborations and partnership building:- This approach will be employed by CAPA in accompanying its members in their advocacy, lobby for good governance and justice;
- Conferencing:- Conferencing will be a key strategy for CAPA as a continental organization mandated to provide a platform and coordinate Anglican Communion activities in Africa;
- Capacity building in leadership:- CAPA will focus on developing the capacity of its members in leadership, good governance and peace building by identifying training needs for the leaders then facilitating partnership with relevant organizations and individuals to promote experience sharing and learning from each other;

- Theological reflections:- CAPA will use this approach to seek new contextual theological discourse to address the problems affecting people in Africa;
- Gender mainstreaming:- CAPA will continue promoting gender, HIV and AIDS mainstreaming approaches during the implementation of this strategic plan;
- Mediation, peace building and conflict transformation;

5.0 INSTITUTIONAL IMPLEMENTATION FRAMEWORK

CAPA’s internal institutional arrangements consists of CAPA council, Board of trustees, standing committee and boards of programs, finance and administration. CAPA secretariat is reports to the standing committee and oversees the implementation of the programs. The secretariat undertakes monitoring and evaluation.



6.0 PROGRAM IMPELEMENTATION MONITORING & EVALUATION

This strategy document is owned by CAPA leadership. CAPA secretariat will facilitate the coordination and implementation of this strategic plan. The secretariat will use this document as a fund raising tool for resource mobilization within CAPA provinces and beyond. This strategy document will be used as a management tool the strategic plan will be used to provide strategic direction for the organization. This plan will be implemented through CAPA's appropriate organs and structures. The coordination of implementation will be done by the secretariat. This strategy document is a consolidated programmatic and institutional plan that guides CAPA in developing annual and programmatic operational plans. This document outlines broadly the strategies, objectives and activities that the provinces and dioceses will use to implement respective programs.

CAPA secretariat will build human and institutional capacities of the provinces to facilitate the implementation of this strategic plan. This plan recognizes the problems caused by poverty, gender inequities and poor health care services. It further develops strategies which CAPA can use to improve the lives of the target groups. This strategic plan will be continuously monitored and periodically evaluated to determine the progress and level of implementation of all the planned programs. CAPA will develop appropriate M & E procedures that will form a basis for program monitoring and evaluation.

7.0 ACTIVITY LOGICAL FRAMEWORK MATRIX

7.1 PROGRAM LEVEL ACTIVITIES

7.1.1 Good Governance and Peace Building activity matrix

Narrative Summary	Indicators		Key Assumptions
	Objectively Verifiable Indicators	Means of Verification	
<p>Strategic Objective</p> <ul style="list-style-type: none"> To contribute to the consolidation of constitutional governance and promotion of a culture of peace in the continent. <p>Key Result Area 1.1</p> <ul style="list-style-type: none"> Relevant governance institutions (state and church) delivering on their mandate with integrity <p>Key Result Area 1.2</p> <ul style="list-style-type: none"> Culture of peace enhanced in the continent and the political leaders oriented in transforming, compassionate and accountable leadership <p>Outputs</p> <ul style="list-style-type: none"> Culture of free and fair elections enhanced; Faith in public institutions enhanced (EC, Police, Parliament) and these institutions upholding human rights and promoting good governance; Human rights and good governance upheld; Countries and churches tackling conflicts in a timely and peaceful manner through the National frameworks for conflict management resolution and reconciliation; Capacity of religious leaders and key state institutions strengthened to address conflict; Increased understanding of dynamics of electoral processes in the continent 	<ul style="list-style-type: none"> Culture of constitutionalism entrenched in the member states in Africa Number of states and political leaders upholding the constitution Number of countries improving their Human Rights observance records Number of countries making progress on MDGs Number of countries with operational mechanism for conflict management and national reconciliation Copies of pro-people policies Records of Human Rights abuses Number of chaplaincies established Number of undisputed elections Number of cases of election violence Number of petitions referred to courts of law. Sound electoral processes established Countries tackling their conflict in a timely and peaceful manner Number of policies that promote conflicts prevention and management Number of conflicts identified and averted, resolved or transformed. Number of political dialogue and consultative fora organized 	<ul style="list-style-type: none"> Country reports Parliamentary records Interviews with stakeholders National Human Rights Commission reports Human Rights Watch Reports CSO human rights organization reports UNDP human development report House hold surveys Records from parliaments County status report Reports from Human Rights groups Interview with stakeholders Advocacy briefs Annual reports Church deployment records New electoral bodies formed 	<ul style="list-style-type: none"> There is political good will and political stability in Africa; Availability of funds to implement good governance and peace building program; There is favorable constitutional discussions in member states in Africa; Cooperation of political leaders The policies take into consideration rights based approaches; Cooperation of relevant institutions Church leaders in good standing are able to advocate for good governance and peace building

<ul style="list-style-type: none"> • Pro-people policies adopted and reduction on human rights abuses; • Chaplaincies to political leaders established • Religious and cultural institutions key in addressing root causes of conflicts 			
Planned Activities			Input
<ul style="list-style-type: none"> • Organize at least 1 retreat per year targeting eminent African leaders i.e. former presidents, members of parliament and political party leaders to discuss issues of good governance and peace building in Africa; • Hold 2 regional advocacy workshop to strengthen key institutions of governance and capacitate church participation in national processes in order to strengthen institutions of governance; • Participate in election monitoring by sending elections observers to ensure that the electoral processes in Africa are meaningful and relevant, and the institutions are delivering on their mandate with integrity; • Coordinate and facilitate civic education on the culture of free and fair elections and provide support in restoring faith in election related institutions in Africa (EC, Police, Parliament); • Participate in forums on institutional reforms especially the electoral commissions reforms in selected member states in Africa i.e. Kenya; • Hold advocacy campaigns for regional election commissions; • Coordinated a taskforce on alternative models to multiparty political arrangements in Africa; • Hold a training workshop on early warning signs, conflict management and sensitivity planning; • Pilot peace building initiatives in each province and collaborate with relevant peace building commissions established i.e. TJRCs • Lobby African Union, EAC, ECOWAS, SADAC for adoption of sensitive planning in all member states; 			<ul style="list-style-type: none"> • Human Resource • Financial Resources

7.1.2 Leadership Formation activity matrix

Narrative Summary	Indicators		Key Assumptions
	Objectively Verifiable Indicators	Means of Verification	
<p>Strategic Objective</p> <ul style="list-style-type: none"> • To increase capacity of church leaders to provide compassionate leadership in a rapidly changing context in a manner that enables the community to unlock their potentials. <p>Key Result Area 2.1</p> <ul style="list-style-type: none"> • Capacity building in transformative leadership and development. <p>Key Result Area 2.2</p> <ul style="list-style-type: none"> • Facilitation of ongoing theological reflections <p>Outputs</p> <ul style="list-style-type: none"> • Increased capacity for the church leaders and institutions responding to the needs of the community. 	<ul style="list-style-type: none"> • A greater understanding and response to the fast changing environment within which CAPA operates • Better equipped and motivated CAPA staff, provincial and diocesan teams • Increased capacity for Bishops and Provincial and Diocesan Teams to respond to the felt needs of the target groups; • Increased Team Spirit among Provinces; 	<ul style="list-style-type: none"> • Workshop reports 	<ul style="list-style-type: none"> • Availability of funds to facilitate the processes

<ul style="list-style-type: none"> • Communities attains self sustainability/development • Increased participation of the church in advocacy on emerging issues • Theological reflections coordinated • Theological resources available to the churches • Increased collaboration with theological institutions • Increased shared learning/mentorship amongst church leaders 	<ul style="list-style-type: none"> • More faithful Christian presence and witness in Provinces realized; • Bishops have deeper understanding of management as a basis for enforcing improved work performance 		
Planned activities			Inputs
<ul style="list-style-type: none"> • Hold 5 regional training for the bishop on development, advocacy and transformative leadership skills (Religious leaders of and key community leaders equipped with knowledge and skills); • Hold 3 consultation meetings with the Bishops to enhance their leadership abilities and strengthen fellowships among church members; • Increased response of church to the context i.e. bishops equipped with skills in conflict transformation and peace building; • Coordinate capacity building sessions to the bishops on program design, management and evaluation for sustainable development projects responding to felt needs; • Pastoral contextual analysis and Sustainable development Millenium Development Goals and climate change; • Hold at least 1 conference on urbanization and Church's response; • Facilitate the provincial teams (provincial program coordinators) including Mothers Union, Youth, fathers union to arrive at a clear actionable plans on how to improve on the performance of the Christian church in furthering the gospel in their various ministries; • Hold a conference for the bishops on resource mapping and mobilization • 			<ul style="list-style-type: none"> • Human Resource • Financial Resources

7.1.3 Partnership building

Narrative Summary	Indicators		Key Assumption/Risks
	Objectively Verifiable Indicators	Means of Verification	
<p>Strategic Objectives</p> <ul style="list-style-type: none"> • To deepen dialogue and build partnerships to maximize impact <p>Key Result Areas</p> <ul style="list-style-type: none"> • Partnership building and strategic alliances strengthened • Partnership relations and values <p>Outputs</p> <ul style="list-style-type: none"> • Strategic alliances formed and partnerships strengthened with global, regional, local agencies and interfaith agencies • CAPA's work enhanced through global, regional and national partnerships and alliances 	<ul style="list-style-type: none"> • Partnership policies developed to guide partnership process • New partners on board with CAPA • Clearly documented memorandum of understanding with partners • Clear policies on partnerships • CAPA has developed strategic alliances and partnerships to realize the goals 	<ul style="list-style-type: none"> • Partnership concept papers • Partnership policy documents • Agreements of Cooperation • Activity reports • Evaluation reports 	<ul style="list-style-type: none"> • Willingness of partners to support CAPA's mission and vision • Availability of funds to facilitate the partnership development processes

<ul style="list-style-type: none"> Partnership policies formulated Monitoring and evaluation tools for assessing partnerships Memorandum of understanding/partnership policy documentation with existing and potential partners operational 			
Planned Activities			Inputs
<ul style="list-style-type: none"> Undertake research in Africa on potential and different levels of partners for CAPA in order to facilitate the identification of strategic partners Hold at least 2 donor round table meetings with strategic partners each year Develop memorandum of understanding for engagement with existing partners and potential partners Hold seminars with management team to develop partnership policies in consultations with existing partners CAPA to undertake evaluation process to assess the relationship with existing partners Identify potential and existing partners who are willing to support CAPA for the next five years or more 			<ul style="list-style-type: none"> Human Resource Financial Resources

7.1.4 Social Development – Economic Empowerment

7.1.4.1 Economic Empowerment

Narrative Summary	Indicators		Key Assumption/Risks
	Objectively Verifiable Indicators	Means of Verification	
<p>Strategic Objective</p> <ul style="list-style-type: none"> To improve the socio-economic well being of the communities <p>Key Result Areas</p> <ul style="list-style-type: none"> Theological Reflections on Wealth and Poverty; Pro-poor socio-economic policies at continental, international and national levels coordinated and advocated <p>Outputs</p> <ul style="list-style-type: none"> Theological Reflections on Wealth and Poverty Provincial resource mapping, mobilization and management; Macro and Micro project financing enhanced Each province has formed a cooperative movement Increased provincial income through sound financial investments, risk analysis and management Increased in self sustaining economic activities in 	<ul style="list-style-type: none"> The link between religion and development clarified Appropriate projects designed to address poverty Small projects are operational Functional cooperative movements formed Economic livelihood of target community improved 	<ul style="list-style-type: none"> Narrative and financial Reports Project proposals Registration certificates Quality life amongst beneficiaries 	<ul style="list-style-type: none"> Availability of funds for economic activities The understanding of theological reflections help in attitude change amongst the target groups There is adequate management and leadership capacities to run the economic empowerment program

communities and improved livelihood in families.			
Planned Activities			Input
<ul style="list-style-type: none"> Undertake a baseline survey to identify the needs of the target group Map out investment opportunities the target groups can be involved in Mobilize resources to finance the economic empowerment project through partnerships with global, regional and national bodies Initiate micro project financing at the parish , diocese and province levels 			<ul style="list-style-type: none"> Financial and Human resources

7.1.4.2 Quality health care and Support

Narrative Summary	Indicators		Key Assumption/Risks
	Objectively Verifiable Indicators	Means of Verification	
<p>Strategic Objectives</p> <ul style="list-style-type: none"> To contribute to quality health care and support through accessibility, affordability and popularization on primary health care (PHC) <p>Key Result Areas</p> <ul style="list-style-type: none"> Partnership and research on HIV/AIDS and TB. Promotion of primary health care services HIV/AIDS awareness on prevention and Education; Counseling, treatment, support and pastoral care to PLWAs; Theological Education and Training on HIV/AIDS, Malaria & TB; <p>Outputs</p> <ul style="list-style-type: none"> Increased HIV/AIDS awareness, education, prevention and management; Increased counseling services, treatment, support and pastoral care to PLWAs; Enhanced theological education and training on HIV/AIDS, Malaria & TB; Increased awareness on Human Sexuality; Reduced mortality rates; Reduction on Stigma, denial and Discrimination; Strengthened collaboration and partnership on HIV/AIDS & TB research; 	<ul style="list-style-type: none"> Reduced HIV/AIDS, Malaria and TB prevalence rate across the Provinces of Africa. Positive behavior change among youth and adult populations in the provinces Increased support and care to all people especially to people living with HIV/AIDS People are aware of prevention and management of HIV/AIDS Increased number of clergy and laity with HIV/AIDS counseling skills 	<ul style="list-style-type: none"> HIV/AIDS, TB and Malaria program Strategic plans Workshop reports Theological reflections and materials on HIV/AIDS Information, Communication and Education materials on HIV/AIDS, Malaria and TB produced by CAPA List of beneficiaries of the interventions 	<ul style="list-style-type: none"> Availability of funds to implement the project The society is willing to learn and share experiences about HIV/AIDS, Malaria and TB There is reduced stigma and discrimination on people living with HIV/AIDS There is favorable climatic condition that does not promote malaria drug resistance
Planned Activities			Inputs
<ul style="list-style-type: none"> Hold 1 continental workshop on HIV and AIDS, TB and Malaria on how to contribute to the continental reduction of HIV transmission within the Church and community and increased access to quality pastoral care, treatment and support for PLWHA, 			<ul style="list-style-type: none"> Financial and Human resources

<p>OVC, widowers and widows.</p> <ul style="list-style-type: none"> • Lobby and advocate for the rights of people suffering from HIV & AIDS, TB and malaria in order for increased access to quality care and support services • Hold 2 capacity building workshops each year to promote safer sexual behaviour and non sexual behaviour practices • Disseminate information on HIV/AIDS, Malaria and TB to all levels • Hold trainings and seminars to the clergy and laity on the benefits, necessities and advantages of integrating HIV/AIDS within the pastoral care • Develop data base of organizations involved in HIV/AIDS counseling within the church context in the region and share across CAPA provinces for collaborations and partnerships • Initiate new models of care and enhance community support to meet the health care and basic needs of the people infected and affected by HIV and AIDS • Transform negative tradition and practices by which we care for the dying and honor to the dead consume scarce resource and contribute to denial. • Assess needs and develop relevant materials on HIV/AIDS 	
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7.1.4.3 Environmental Conservation and Climate Change

Narrative Summary	Indicators		Key Assumption/Risks
	Objectively Verifiable Indicators	Means of Verification	
<p>Strategic Objectives</p> <ul style="list-style-type: none"> • Use CAPA structures to mobilize communities to promote environmental conservation in order to mitigate the impact of climate change <p>Key Result Areas</p> <ul style="list-style-type: none"> • Environmental degradation and Climate change <p>Outputs</p> <ul style="list-style-type: none"> • Increased engagement of community in environmental conservation • Increased participation in global, continental and national advocacy on environmental conservation & climate change effects • Increased environmental conservation and climate change adaptation (resilience) 	<ul style="list-style-type: none"> • Number of workshops on environmental conservations held • People adapting best practices for environmental conservation • People have devised adaptive mechanisms to climate change effects 	<ul style="list-style-type: none"> • Newsletters • Conference Reports 	<ul style="list-style-type: none"> • No natural disasters • The impacts of climate change are manageable by many people • People can build resilience to effects of climate change.
Planned Activities			Inputs
<ul style="list-style-type: none"> • Commission a baseline study on climate change adaptation mechanisms • Hold 1 continental workshop on climate change adaptation • Share best practices on climate change through CAPA newsletters 			<ul style="list-style-type: none"> • Financial and • Human resources

7.2 INSTITUTIONAL DEVELOPMENT LEVEL ACTIVITY MATRIX

Narrative Summary	Indicators		Key Assumptions/Risks
	Objectively Verifiable Indicators	Means of Verification	
<p>Strategic Objective</p> <ul style="list-style-type: none"> CAPA's Institutional capacities strengthened and organs streamlined to deliver its mandate <p>Key Results Area</p> <ul style="list-style-type: none"> CAPA's Governance and Strategic leadership The strengthening of operational systems, mechanisms and procedures Improving fellowships, collaboration and information sharing between Provinces Active participation and improved performance by all CAPA organs in the implementation Increase financial base for sustainability Enhancing CAPA's communication strategy and information management systems <p>Output</p> <ul style="list-style-type: none"> CAPA organs functioning and delivering on their mandate. (Primates, Secretariat, Standing Committee and Board of Finance, Training Board) Increased active participation and improved performance of all CAPA organs in the implementation of all the Strategic Plan CAPA's Constitution reviewed, produced and disseminated and the various organs orientated on their roles and responsibilities Institutional Capacity of CAPA secretariat, province, diocese strengthened to implement the strategic plan Increased financial sustainability Efficient communication systems in place and archives established (periodicals, journals, newsletters) A resource centre for information management established CAPA enjoying positive image among stakeholders 	<ul style="list-style-type: none"> Roles and responsibilities of CAPA organs streamlined No of systems and procedures developed and functional Percentage of CAPA objectives realized. Percentage of increase in CAPA incomes. Percentage of required equipments purchased. Proportion of planned activities implemented effectively A culture of adherence to established procedures entrenched Capacity of CAPA's strategic leadership and governing bodies strengthened and consolidated for the implementation of the strategic plan Active participation and improved performance of all CAPA organs Planned activities efficiently and effectively implemented Improved fellowship, collaboration and information sharing between provinces No cases of violation of established procedures Timely implementation and reporting on programs Level of confidence among stakeholders Number of invitations to participate in key events 	<ul style="list-style-type: none"> Reviewed constitution Manual and Systems Audio reports Activity reports Inventory register Periodical finance and activity reports Monitoring reports Performance reports Stakeholders survey reports Feedback reports and letters Letters of invitation 	<ul style="list-style-type: none"> Stakeholders will actively participate That partners will be willing to support the Strategic Plan There will be cooperation of all stakeholders
<p>Planned Activities for institutional development</p> <ul style="list-style-type: none"> Completion of CAPA's constitutional review process by 2010 			<p>Inputs</p> <ul style="list-style-type: none"> Human Resource

<ul style="list-style-type: none"> • Orientate the different organs in their constitutional roles and responsibilities • Review CAPA’s human resource and financial manuals then orientate staff to new operations systems and procedures in place • Recruit adequate, capable and motivated staff to support the secretariat • Periodical appraisal and review of their terms of service • Day to day management of the secretariat so that it can function harmoniously and deliver its mandate • 	<ul style="list-style-type: none"> • Financial Resources 		
Narrative Summary	Indicators		Key Assumption/Risks
	Objectively verifiable indicators	Means of verification	
<p>Key Result Area</p> <ul style="list-style-type: none"> • Increase CAPA financial base for sustainability • Strengthening fellowships collaboration and information sharing between Provinces 	<ul style="list-style-type: none"> • Percentage of increase in CAPA income • Number of new donors/partners brought on Board • Documented resource mobilization and sustainability strategy in place • Number of provinces using the Prayer Diary 	<ul style="list-style-type: none"> • Actual income vis-à-vis projected income • Audited financial records • Contractual agreements with donors/partners 	<ul style="list-style-type: none"> • Willingness of the partners to support the plan • Resource available to facilitate these visits
<p>Outputs</p> <ul style="list-style-type: none"> • Resource mobilization and sustainability strategy developed and operationalized 			
Activities			Input
<ul style="list-style-type: none"> • Develop plan for CAPA financial sustainability • Fundraise for the Strategic Plan • Provinces holding annual prayer session for stronger fellowship • Develop CAPA’s Annual prayer diary in English/French and disseminate to all the provinces • Develop quarterly CAPA newsletters to facilitate sharing of skills and expertise and share with the provinces • CAPA Secretariat Staff to organize visits to the Provinces regularly • CAPA secretariat to organize Exchange and solidarity visits • CAPA to establish a continental resource centre at the secretariat to facilitate archiving and information storage and dissemination to the provinces. • CAPA to facilitate research and knowledge management for the Church leadership; • CAPA to provide capacity to improve documentation and records management 			<ul style="list-style-type: none"> • Human Resource • Funds

8.0 FINANCE PLAN AND BUDGET

No	Activity	2010	2011	2012	2013	2014	Total
1.	Sources of Finance						
•							
•							
•							
•							
	Total Receipts						
2.	Expenditure budget						
•	Good Governance and Peace building Program						
•	Leadership Formation						
•	Partnership Development						
•	Social Development						
•	Institutional Development						
	Total Expenditure						