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The dignity of the human person is of great concern to our engagement and will be at the centre of our operations, at least for the next five years. The Theme of the All Africa Conference of Churches (AACC) Eleventh Assembly held in Kigali, Rwanda from 2nd — 7th July 2018 was “Respecting the Dignity and God’s Image in every Human Being.” We reflected on this theme against the biblical background of Genesis 1:26 – 27, affirming that the human person is created in the image and likeness of God and therefore deserving of dignity. We are therefore to acknowledge and respect the ‘godness’ in every person, and as Christians, we cannot sit by and see the dignity of people being demeaned.

Our continent is consistently robbed of its dignity in many ways. We are confronted with bad governance, effects of the unjust global economy, social instability, human rights violations and violence of all sorts, migration, human trafficking and modern slavery, just to name of few. Women and children are the most vulnerable victims of abuse. It is common knowledge that the African continent is worst hit by the effects of environmental degradation, climate change and global warming. At the Assembly, we sought to know what God is saying to us for our prophetic engagement on these issues.

This Strategy (2019 – 2023), which we now present to you, seeks to make practical the resolutions of the Eleventh Assembly within the six programmatic and organisational pillars of our secretariat. The personnel at the secretariat have strategically positioned themselves to engage the churches in the continent to address the issues that confront us, particularly those that militate against our God-given dignity. They seek to capacitate the churches for effective advocacy and prophetic engagement.

As we seek to fulfil the mandate set by the Eleventh Assembly, we will strengthen the communication machinery of the secretariat to enable accountability, transparency and visibility. The AACC is accountable to its member churches and we refuse to take our members for granted.

This process will be led by our new energetic General Secretary, Rev. Dr. Fidon Mwombeki with the support of the General Committee. There is a lot on our plates. We commit the future to the Triune God as we strategically engage for the development of a dignified Africa.

Rt. Rev. Arnold C. Temple J.P.
President, All Africa Conference of Churches
The Bible at different places teaches us about planning. One of those places is Luke 14:28: “For which of you, intending to build a tower, does not first sit down and estimate the cost, to see whether he has enough to complete it?” Apparently this is a rhetorical question because, unfortunately, many times we do not really take the needed time to plan. Planning is hard, because we envision the “not yet.”

As churches, we are full of enthusiasm to fulfil our calling as servants of the Lord, therefore we are eager to do a lot. We have many activities we wish to implement, but the reality is that, unfortunately, we always face limitations of time, energy and resources.

AACC has taken time to envision its preferred future, trying to be realistic on what it can do to get there. Our calling as a church institution is wide and almost timeless. Our focus is on the world, trying to envision the will of God for the whole of creation and trying to identify our role in the fulfilment of it. So, by “planning”, it means we have to choose from many options.

I thank all staff of AACC as well as the members of the governing General Committee for their participation in preparation of this strategy. Consultations were wide, since the Bible says in Proverbs 15:22, “Without counsel, plans go wrong, but with many advisers they succeed.” I thank also our various partners who were keen to see this strategy and give us their inputs.

We tried our best to produce this strategy with diligence, as we read in Proverbs 21:5 that “The plans of the diligent lead surely to abundance, but everyone who is hasty comes only to want.” Still, we are sure that no matter how diligent we have struggled to be, there may be many shortcomings as the contexts will change within the covered period. It will be no surprise that some of the plans may not be implemented and some new activities may just happen to be the calling of the moment. This will not be because we are not serious about the plans, but because, again the wisdom of proverbs assures us in Proverbs 19:21 saying, “The human mind may devise many plans, but it is the purpose of the Lord that will be established.” Flexibility for us is a result of being guided by the Spirit.

This strategy has six pillars. We have four programmatic pillars and two organizational pillars. Our goal is to implement many programs which effectively touch and transform the life of the millions of African people in the continent and beyond. In order to do this sustainably, it is crucial to make sure AACC strengthens its internal institutional capacity to be sustainable for many more years of service.

We invite all our stakeholders to join us and partner with us as we strive to implement this strategy.

Rev. Dr. Fidon Mwombeki

General Secretary

All Africa Conference of Churches
WHO WE ARE

1.1. OUR IDENTITY
AACC is a continental ecumenical body that accounts for over 140 million Christians across the continent. AACC is the largest association of Protestant, Anglican, Orthodox and Indigenous churches in Africa and is a member of the worldwide ecumenical network. AACC is a fellowship of 193 members comprising of Churches, National Councils of Churches (NCCs), theological and lay training institutions and other Christian organizations in 42 African countries.

1.2. VISION
- Churches in Africa together for life, peace, justice and dignity.

1.3. MISSION
All Africa Conference of Churches (AACC) is a fellowship of churches and institutions in Africa working together in their common witness to the Gospel by:
- Mobilizing to faithfully live the message of God’s love;
- Nurturing a common understanding of the faith;
- Interpreting and responding to challenges to human dignity; and,
- Acting prophetically in word, life and services for healing.

1.4. CORE VALUES
In obedience to God and the imperatives of the Gospel and Christian ethical standards, we are committed to operate:
- With integrity,
- In the spirit of love,
- Respecting the dignity and God’s image in every human being.

1.5. OUR PRINCIPLES
AACC works through and with member churches in the continent in the following ways:-
- We address issues facing the people of the African continent;
- We are proactive and prophetic in the accompaniment of churches in Africa;
- We engage in discernment for and promotion of positive transformation;
- We are issue-driven and focus on result oriented programs;
- We mobilize our constituency to speak jointly on issues affecting the people of the African continent;
- We are committed to ecumenical vocation and in facilitating synergy amongst our members and with the people of Africa;
- We encourage creativity and innovation in our programmatic work; and
- We are committed to promoting and defending African dignity.
1.6. OUR PARTNERS/STAKEHOLDERS
- Member churches
- Regional fellowships
- National councils of churches
- Ecumenical partners
- Development agencies
- Civil Society Organizations (CSOs)
- Governments and multilateral institutions
- Foundations and private corporations
- Africans in the Diaspora.

1.7. AACC STRATEGIC POSITIONING IN THE CONTINENT
- Provides increased visibility of African churches on international and ecumenical spheres, providing a coordinated voice for the churches in Africa;
- Facilitates ecumenical theological conversations towards common witness of the faith at continental level;
- Has a credible track record for accompaniment of churches in difficult situations, both in churches and in society;
- Engages on behalf of the churches in major initiatives like NEPAD, SDGs, AU Agenda 2063, as well as creating awareness of these issues among the churches;
- Offers continental programs on relevant needs of the churches; and
- With its observer status at the African Union, works through its liaison office to promote information sharing and cooperation with the AU and its component institutions as well as other regional bodies, carrying out advocacy on pertinent issues on behalf of the churches, and voices out the ethical and spiritual values to be upheld.

COUNTRIES
1. ALGERIA 17. GABON 23. MADAGASCAR 33. SEYCHELLES
2. ANGOLA 18. GAMBIA 24. MALAWI 34. SOUTH AFRICA
3. BENIN 19. GHANA 25. MAURITIUS 35. SOUTH SUDAN
4. BOTSWANA 20. KENYA 26. MORROCCO 36. SUDAN
5. BURKINA FASO 21. LESOTHO 27. MOZAMBIQUE 37. SWAZILAND
6. BURUNDI 22. LIBERIA 28. NAMIBIA 38. TANZANIA
7. CAMEROON 29. NIGERIA 39. TOGO
8. CENTRAL AFRICA REPUBLIC 30. RWANDA 40. UGANDA
9. CONGO 31. SENEGAL 41. ZAMBIA
10. COTE D’IVOIRE 42. ZIMBABWE
11. DRC
12. DJIBOUTI
13. EQUATORIAL GUINEA
14. EGYPT
15. ERITHREA
16. ETHIOPIA
Essentially, AACC seeks to engage churches in the search for theological positioning through dialogue; walks with its members in their prophetic engagement in their contexts; helps in capacity building and resource mobilization of the churches and accompanies the members, especially during their times of crises. In light of this, the AACC has identified four programmatic pillars to focus on in the next five years. These are:-

2.1. Theology, Interfaith Relations and Ecclesial Leadership development;  
2.2. Gender, Women and Youth;  
2.3. Peace, Diakonia and Development; and  
2.4. Advocacy at the African Union.

2.1. THEOLOGY, INTERFAITH RELATIONS AND ECCLESIAL LEADERSHIP DEVELOPMENT

This programmatic pillar has the following thematic areas.

2.1.1 Ecumenical Formation

Programmatic Goals
- Nurture young theologians and pastors for ecumenical formation  
- Rekindle the spirit of ecumenism

Programmatic interventions
- Young theologians especially participants at the AACC Ecumenical Theological Institute are encouraged and supported to write, present and publish theological literature  
- Conduct a tracer study of the graduates of Theological Institute  
- Organize annual theological colloquiums and competitions

2.1.2 Addressing Misleading Theologies

Programmatic Goals
- Engage churches in identifying, analyzing and deconstructing misleading theologies on the continent

Programmatic interventions
- Create platforms for dialogue with theological associations on deconstructing misleading theologies  
- Equip church leaders in Africa to identify and analyze destructive and misleading theologies
2.1.3 Interfaith Interventions

**Programmatic Goals**
- Diffuse interfaith tensions and create awareness on the need for interfaith dialogue

**Programmatic interventions**
- Collaborate with Programme for Christian Muslims Relations in Africa (PROCMURA)
- Facilitate member churches in interfaith reconciliations
- Engage the African Union on interfaith matters
- Facilitate peace meetings involving leaders and youth of different faiths, particularly in conflict areas

2.1.4 Ecclesial Leadership Development for self-sustainability

**Programmatic Goals**
- Provide guidance and accompaniment for sustainable leadership in the churches

**Programmatic interventions**
- Promote good governance and democratic transition in the churches (e.g. respect for church constitutions, fighting corruption, etc.)
- Facilitate conflict resolution within churches as requested
- Create an AACC pool of mediators who are non-partisan
- Continue providing capacity building on leadership at different levels

2.2. GENDER, WOMEN AND YOUTH

**This programmatic pillar has the following thematic areas.**

2.2.1 Sexual and Gender Based Violence

**Programmatic Goals**
- Ending Sexual and Gender Based Violence

**Programmatic interventions**
- Pursue the fight against Sexual and Gender-Based Violence (SGBV)
- Increase participation of men in the fight against SGBV
- Encourage abused men to open up to/for help
- Produce resources (practical tools on how to address SGBV issues and theological reflections on SGBV)
- Conduct a research on the persistence of Female Genital Mutilation (FGM)

2.2.2 Widows

**Programmatic Goals**
- Highlight the plight of widows

**Programmatic interventions**
- Conduct an awareness campaign on the plight of widows in the continent
- Produce ideas to assist in addressing the plight of widows in the churches
2.2.3 Women’s Rights

**Programmatic Goals**
- Advocate for women’s rights and gender equality

**Programmatic interventions**
- Engage with the African Union and UN Women on gender concerns and involvement of women in decision making
- Establish an AACC men’s movement for gender justice
- Initiate a youth campaign for gender justice
- Sensitize young girls and women about their value as a human being created in God’s image; have a good self-esteem

2.2.4 Gender Equality in church Leadership

**Programmatic Goals**
- Enhance women’s participation in church leadership

**Programmatic interventions**
- Promote gender sensitive interpretation of the bible (interpretation of gender-biased biblical texts)
- Conduct a survey on the level of women involvement in church leadership
- Support advanced training for potential women leaders

2.2.5 Women and Entrepreneurship

**Programmatic Goals**
- Promote women entrepreneurial skills development for wealth creation

**Programmatic interventions**
- Create a forum for women entrepreneurs to share ideas and showcase success stories for inspiration of other women

2.2.6 Youth employment and Entrepreneurship

**Programmatic Goals**
- Foster job creation and innovation among the youth

**Programmatic interventions**
- Encourage churches to create opportunities for exchange programs for young people
- Showcase success stories of young people (innovation, small-scale enterprises, etc.)
- Fight drugs and substance abuse
- Organise youth contests (essay competitions, etc.)

2.2.7 Preventing/Countering Violent Extremism and Radicalization

**Programmatic Goals**
- Establish an Interfaith Youth Movement for Peace Building

**Programmatic interventions**
- Provide platforms for awareness creation on religious radicalization and extremism
- Create opportunities for interactions among youth of different faiths in Africa
- Use social media for peace promotion and peace building in Africa
- Open an online forum on “youth as agents of peace”
- Collaborate with the African Union interfaith programmes and other actors

### 2.2.8 Youth and African Patriotism

#### Programmatic Goals
- AACC Youth Campaign on African Patriotism.

#### Programmatic interventions
- Initiate a youth campaign on Youth Patriotism in Africa: - “Africa: my home, my future”
- Organize an All Africa Youth Congress to launch the campaign and inspire youth to love their countries
- Create awareness programs on the achievements of our countries, societies, and promotion of the diversities and talents in our countries.
- Create a youth platform for discussion to own and popularize the Agenda 2063 for a United, Peaceful and Prosperous Africa
This programmatic pillar has the following thematic areas.

### 2.3.1 Peace

**Programmatic Goals**
- Maintain ecumenical pastoral presence for reconciliation and peace in difficult situations

**Programmatic interventions**
- Maintain high-level ecumenical diplomacy
- Encourage the churches to have disaster preparedness and management systems (effective early warning systems)
- Facilitate reconciliation and mediation initiatives
- Assist the churches to play a proactive role in preventing potential conflicts (e.g. related to land, water and other natural resources)

### 2.3.2 Migration and Human Trafficking

**Programmatic Goals**
- Increase awareness on the phenomenon and address root causes of migration

**Programmatic interventions**
- Encourage the churches to include the issue of migration and human trafficking in the church agenda
- Promote an Africa of Hope (Videos, documentaries on returnees, profiling of successful business women, etc.)
- Work with European ecumenical institutions to address the challenge of Africa-Europe migration
- Develop linkages with Africans in the diaspora
2.3.3 Climate Change

Programmatic Goals
- Addressing the impact of Climate Change

Programmatic interventions
- Engage in advocacy at the AU through the Liaison Office (compliance with the Paris Agreement)
- Promote the use of renewable energy

2.3.4 Environment and Care for Creation

Programmatic Goals
- Promote eco – theology.

Programmatic interventions
- Educate member churches on the challenge of environment and climate Justice and the imperatives of an eco-theology in African contexts
- Address issues of land and water justice

2.3.5 Engagement with Global and Continental Development Agendas

Programmatic Goals
- Creatively engage with UN Agenda 2030 and African Union “Agenda 2063: The Africa We Want”.

Programmatic interventions
- Continue popularization for ownership by the churches
- Equip churches to monitor implementation and hold their governments accountable
- Showcase achievements from time to time

2.3.6 Advocacy for Economic Justice and a new Debt Crisis

Programmatic Goals
- Engage in multi-stakeholder dialogue on national debts, international aid, access to markets (economic partnership agreement) etc.

Programmatic interventions
- Advocate for Churches’ commitment to economic justice in the continent
- Produce fact sheets on ballooning new debt and the challenge of debt management
- Equip churches to monitor governments borrowing (ethical decision-making)
- Address issues of corruption
2.3.7 Population and Development

**Programmatic Goals**
- Highlight the issue of sustainable population growth and its impact on development

**Programmatic interventions**
- Demonstrate the link between population growth and development
- Assist churches to responsibly engage in reproductive health issues
- Research and make available statistical data and analysis on population growth in Africa

2.3.8 Diakonia

**Programmatic Goals**
- Advocate for Diakonia as an imperative ministry to the Church to be inclusive, empowering and transformative

**Programmatic interventions**
- Collaborate with the World Council of Churches on Diakonia in the African continent.
- Equip churches in developing common understanding of Diakonia and practice of the ministry of Diakonia
- Disseminate publications on Diakonia
2.4. ADVOCACY AT THE AFRICAN UNION

This programmatic pillar has the following thematic areas.

2.4.1 Agenda 2063

Programmatic Goals
- Monitor the implementation of Agenda 2063

Programmatic interventions
- Undertake continuous research and advocacy on the Agenda implementation
- Disseminate the research findings (both to the AU and the AACC member churches)
- Advocate for children’s rights

2.4.2 Migration and trafficking in persons

Programmatic Goals
- Minimize the phenomenon of illegal migration

Programmatic interventions
- Undertake research on the underlying causes
- Hold governments accountable, where applicable

2.4.3 Population and Development

Programmatic Goals
- Highlight the link between population growth and development/poverty

Programmatic interventions
- Undertake research and generate discussions on population and development
- Promote sustainable population growth
2.4.4 Representation of Faith Based Organizations’ voice

**Programmatic Goals**
- Present issues from the member churches and Civil Society Organizations (e.g. gender, climate change, interfaith relations, etc.) to the AU

**Programmatic interventions**
- Participate in issues debated in AU respective organs (ECOSOCC, CIDO, FEMWISE, PANWISE, etc.)

2.4.5 New African Debt Crisis

**Programmatic Goals**
- Raise awareness on the increasing debt crisis

**Programmatic interventions**
- Undertake research and conduct analysis on national debts
- Initiate and generate debate on national debt
3.1. GOVERNANCE, MEMBERSHIP DEVELOPMENT AND NETWORKING

This programmatic pillar has the following thematic areas.

3.1.1 Governance

Programmatic Goals
- Ensure all governing bodies effectively perform their governance functions (General Committee, Board of Trustees and other committees)

Programmatic interventions
- Provide training on role of governance in an organization
- Facilitate and enable governance to play its role adequately

3.1.2 Membership Development

Programmatic Goals
- Promote growth in membership (increase member churches)
- Increase presence and relevance of AACC in the member churches

Programmatic interventions
- Put in place a strategy for increasing membership
- Increase contact with members and ensure their more active participation in AACC
- Engage in theological discussions with Pentecostals and charismatic churches

3.1.3 Communication and Networking

Programmatic Goals
- Present AACC adequately both in the continent and globally
3.1.4 Africans in the Diaspora and People of African Descent

Programmatic Goals
- Engage with Africans in the Diaspora

Programmatic interventions
- Invite Africans in the Diaspora to actively participate in appropriate AACC programs
- Participate in the International Decade for People of African Descent (2015–2024)

3.2. EFFECTIVE MANAGEMENT AND SUSTAINABILITY

This programmatic pillar has the following thematic areas.

3.2.1 Human Resource Management

Programmatic Goals
- Maintain highly effective, motivated and qualified human resources

Programmatic interventions
- Emphasize on leadership, professional management of staff and long-term planning of all human resources
- Put in place and utilize performance management systems

3.2.2 Information Communication Technology (ICT)

Programmatic Goals
- Enhance Information Communication Technology (ICT) in all areas of our work.

Programmatic interventions
- Develop ICT policy
- Equip AACC with modern and adequate ICT infrastructure

3.2.3 Planning, Monitoring, Evaluation and Reporting (PMER) System

Programmatic Goals
- Implement Planning, Monitoring, Evaluation and Reporting system consistently

Programmatic interventions
- Training on PMER amongst staff
- Developing PMER tools
- Consistent management of the PMER system

3.2.4 Compliance Management

Programmatic Goals
- Maintain the institutional status and credibility of AACC

Programmatic interventions
- Ensure compliance with regulations and statutory requirements in the countries hosting AACC offices (Kenya, Ethiopia and Togo)
- Put in place and implement compliance mechanisms in relation to all our work and with all partners
3.2.5 Sustainability

Programmatic Goals

- Ensuring long term sustainability of AACC

Programmatic interventions

- Continue with the Campaign for African Dignity
- Strengthen proactive institutional risk management to address risks present in the contexts and environments where we work
- Ensure prudent and effective management of resources
- Ensure effective and efficient management of the Strategic Business Unit
- Establish a vibrant professional fundraising unit