



# Theological Education by Extension in Zambia

An Ecumenical Program of Several Churches



Shaping the Future of Theological Education by Extension through Church & Community Service

## STRATEGIC PLAN-2019-2023

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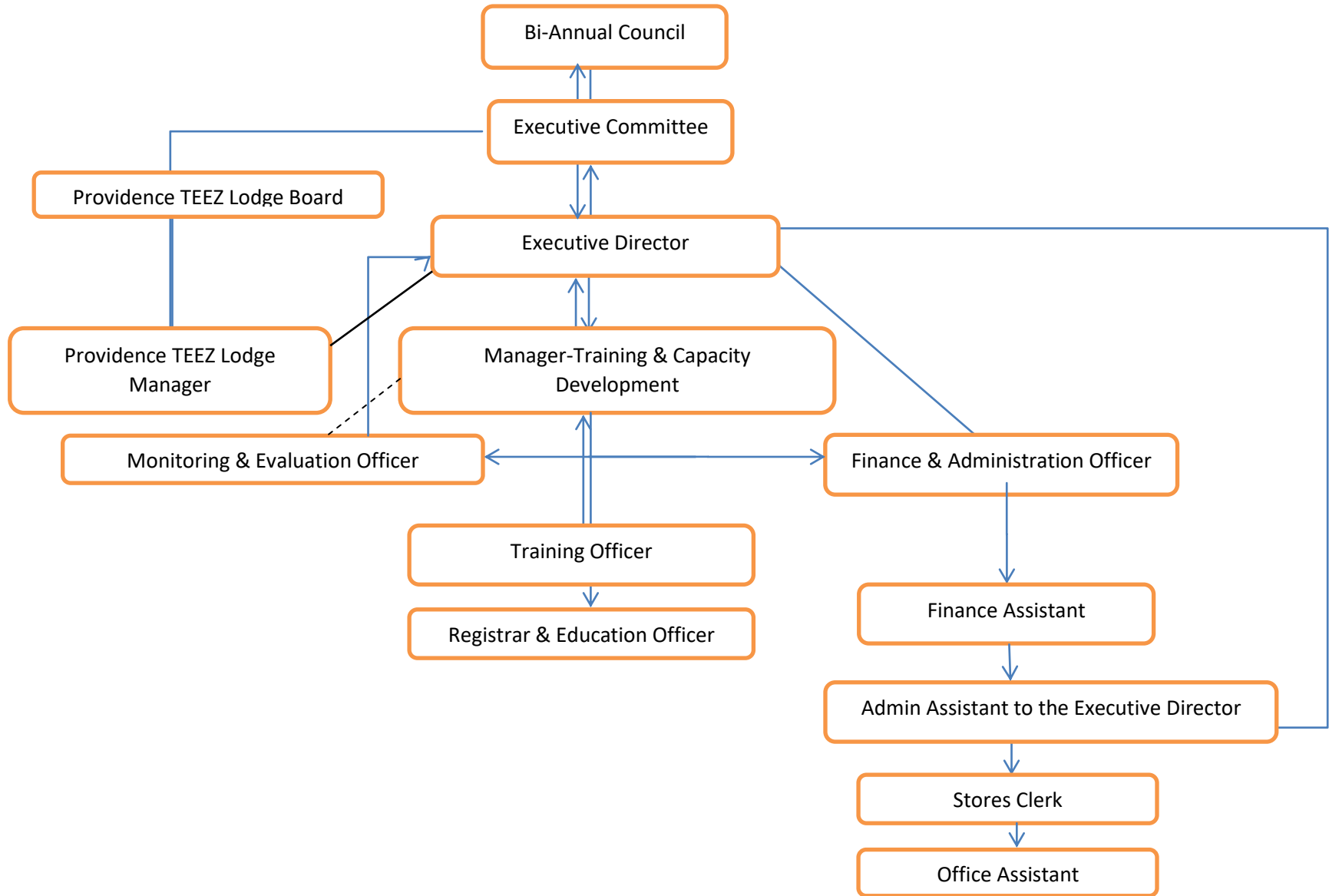
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# TEEZ ORGANOGRAM



**THEOLOGICAL EDUCATION BY EXTENSION IN ZAMBIA  
EXECUTIVE COMMITTEE**





**TEEZ STAFFING**



**Revd Canon Dennis Milanzi**  
**Executive Director**



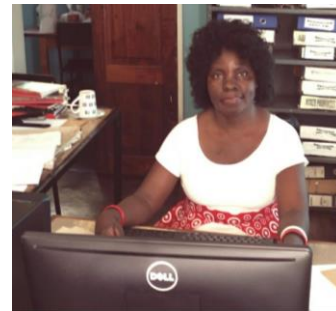
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## **ABBREVIATIONS**

ACCM	Advanced Certificate in Church Ministries
ACT	Accountable, Creative, Transparent, Sustainable
AICC	African Indigenous Christian Counseling
AIDS	Acquired Immune Deficiency Syndrome
AMEC	African Methodist Episcopal Church
AC/ZAC	Anglican Church/Zambia Anglican Council
BCCM	Basic Certificate in Church Ministries
CCAP	Church of Central Africa Presbyterian
COC	Community of Christ
GBV	Gender Based Violence
HIV	Human Immune Virus
KFA	Key Focus Area
LECA	Lutheran Evangelical Church in Africa
M&E	Monitoring & Evaluation
PACRA	Patents and Company Registration Agency
PTLL	Providence TEEZ Lodge Limited
RCZ	Reformed Church in Zambia
SDG	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunities, Threats
TEE	Theological Education by Extension
TEEZ	Theological Education by Extension in Zambia
TLN	TEEZ National Leaders
TLT	Timothy Leadership Training
TLTI	Timothy Leadership Training Institute
UCZ	United Church of Zambia
UMC	United Methodist Church
UPCSA	Uniting Presbyterian Church in Southern Africa

## FOREWORD BY THE TEEZ EXECUTIVE COMMITTEE CHAIR



It gives me great honor to lead the TEEZ Executive Committee that championed the development of the Strategic Plan process for the institution in our June 23, 2017 meeting held at Providence TEEZ Lodge in Kitwe.

At this meeting we officially welcomed and confirmed the new

Executive Director, whom we recruited at the beginning of 2017. This was necessitated following the vacuum that was created after the departure of our Executive Director.

The TEEZ Executive Committee in consultation with the new Executive Director identified lack of strategic plan as a gap that had led to institutional weakness in accountability, good governance and corporate management. Considering the financial challenges the institution was facing at the time this idea was agreed at, the Executive Committee in consultation with the TEEZ

Executive Director started this process using different processes of engagement, consultations and networking.

This method started bearing fruits which today have resulted in a five year blue print which will be a yardstick for measuring the institutional direction and performance.

This strategic plan is a summary of the overall direction that TEEZ intends to achieve over a period of five years running from 2019 to 2023. Coincidentally the Strategic Plan (2019-2023) is being fulfilled in the year TEEZ is celebrating its 40 years anniversary.

**The Reverend Prof. Edwin Zulu**  
**CHAIR, TEEZ EXECUTIVE COMMITTEE**



## PREFACE BY THE TEEZ EXECUTIVE DIRECTOR

Theological Education by Extension in Zambia is an important institution for developing and growing healthy Churches and Communities.



From its very inception in 1979, TEE played a key role in bridging the gap that the Churches in Zambia experienced due to lack of adequate trained Pastors/Priests/Ministers and Reverends. This made it difficult for the few Pastors who went for formal theological training to meet the growing needs of the

Church.

With the growing number of Churches being managed or led by untrained Pastors, TEEZ becomes a viable tool to counteract false teachings that are aimed at hoodwinking innocent searching Christians. It is therefore important that the current TEEZ Member Churches and prospective applicants to TEEZ membership begin to reposition themselves to make TEEZ programs accessible to the laity/faithful so as to 'prepare all God's people for Christian Service'.

Since the beginning of TEE worldwide, we have seen the immense transformation that TEE provides to Churches in Africa and beyond. This calls for concerted efforts to increase our programs and projects so as to make TEE relevant in the current needs of the 21<sup>st</sup> century Church.

We have seen the growth of denominations both TEEZ and non-TEEZ member Churches countrywide.

In 2020 Zambia will conduct its Census of Population and Housing and it is estimated that our population will reach about 20 million people.

Globally the current world population will increase by 1 billion over the 5 years. It is estimated that the population will reach 9 billion by 2050. The population in the developed regions will remain largely unchanged at about 1.3 billion, in stark contrast with the populations of the lesser countries in Africa and Asia, where the population are projected to double by 2050.

This rapid growth in population poses new challenges-some of which are notably to do with the challenges of resources. We are seeing the widening gap between the rich and poor and this presents a threat to low and middle income communities all over the world.

This global trend is not an exception in the Zambia. We have seen the increase in population, high unemployment levels and a high trend of urbanization to look for meaningful livelihood. The increase in unemployment levels has made many job seekers to starting churches and ministries as a way of surviving the prevailing economic challenges.

The Church is called to be the light and salt of the earth. It is in this light that the Churches through TEEZ should be able to re-strategize its approach to Christian Education by using an integral model and a multi-sectoral approach that will stand the test of time. Using TEE to provide practical solutions to the growing needs of our people is the best way to harness the Mission of the Church.

Jesus Christ in Luke 4:16-18 provides a good framework that TEEZ will enhance to reach out to many stakeholders, partners and friends in Mission to provide a holistic mission of the ecumenical family.

It is against this worldview that Theological Education by Extension in Zambia is taking a new twist that will promote a strong theological education strategy integrated with Church Community Services.

TEEZ takes cognizant that some of its beneficiaries of the trainings it offers come from severe poverty stricken households and hence the need to provide capacity development models that will address the spirit, body and mind.

Every year TEEZ program staff goes around the country building the capacity of local Churches as a way of enhancing effective ministry which in turn produces healthy Churches and Communities. From this experience, we can deduce that local communities and churches need a lot of mentoring and capacity building so as to make them more relevant to the work of Christian Service.

We know that investing in human development including financial and program sustainability is very key in promoting continuity of our existence even after 40 years.

TEEZ realizes that the best way to address some of these prevailing challenges is to strengthen our working together and sharing a common perception that creates fairness, equality and co-existence to the good of all TEEZ Member Churches. The strong participation of all member Churches will create a big impact and huge transformation that will result in TEEZ achieving greater results than is the case currently.

At the same time, a new paradigm shift of business enterprise in TEEZ work creates new opportunities for self-sustenance, financial sustainability and self-governance.

It is therefore important that this strategic plan for 2019 to 2023 stirs confidence, financial stability, employment creation and Church leadership growth for Missions within the Church and in the World.

Public private partnerships are realizing a sustainable impact all over the world. TEEZ has embarked on a similar path to tap into new opportunities which arise from the new strategic plan that embrace mission and enterprise development. Besides, knowledge and skills that are brought on board in institutions play a major role in our search for solutions that come with innovations.

**The Revd Canon Dennis Milanzi**  
**EXECUTIVE DIRECTOR**

## CHAPTER ONE

### 1.1 WHO WE ARE

Founded in 1979, Theological Education by Extension in Zambia (TEEZ) is an ecumenical program of 9 Churches aimed at providing extension based theological training to Church leaders and ordinary church members in order “to prepare all God’s people for the work of Christian service” (Ephesians 4:12).

The current TEEZ Member Churches include the following:

- African Methodist Episcopal Church
- Anglican Church
- Church of Central African Presbyterian
- Community of Christ
- Lutheran Evangelical Church in Africa
- Reformed Church in Zambia
- United Church of Zambia
- United Methodist Church
- Uniting Presbyterian Church in Southern Africa

While there are nine (9) TEEZ Member Churches, plans are underway to increase the number of Churches becoming members of TEEZ.



AMEC



Anglican Church



CCAP



Community of Christ



Lutheran Evangelical Church



RCZ



UCZ



United Methodist Church



Uniting Presbyterian Church in Southern Africa



*TEEZ billboard in 2016*



*TEEZ Billboard at the start of 2017*



*TEEZ Secretariat on Mindolo Ecumenical Foundation Campus in Kitwe*

## 1.2 WHAT WE DO

TEEZ provides trainings aimed at equipping churches to address Church Mission and Community needs.

TEEZ courses are by extension, which means the school goes to the students in their local setting instead of the students leaving their locality to go to the school. This makes the training cheaper and time effective because students don't have to travel every day or look for accommodation. The training is also contextual because the students learn within their environment and context and can therefore apply what they are learning to their situation.

Each year TEEZ registers over 2,000 students spread all over the 10 Provinces of Zambia, including the most remote areas. Once students meet these training needs, they are certified to be able to train others as a way of building capacity at grassroots.

## 1.3 WHERE WE ARE NOW

TEEZ has had no strategic plan for some time and that is our current state of affairs. With a shift in program implementation, TEEZ developed this strategic plan to run from 2019 to 2023 so as to provide strategic direction that will show the value for money and the impact of its work.

Despite not having the Strategic Plan, TEEZ has in the recent transition period developed an integrated comprehensive annual



work plan to provide guidance and direction of our work and service delivery.

Currently TEEZ is implementing both Church and Community Based programs which are running on a smaller scale but with the potential to grow.

### (a) Old TEEZ Education Programs

These include Tutors Trainings, Basic and Advanced Training Courses.



*Training of TEEZ Tutors in different parts of Zambia*



*Integrating Christian education to inmates in prisons*





*Building the capacity of leaders who are passionate about change in Missions and Evangelism*



**(b) New Partnership Developed Programs**

These have been undertaken in partnership with new partners such as Timothy Leadership Training Institute and Verre Naasten. They also take a similar approach of Basic and Advanced Training Courses.



*Celebrating the success of our students through graduations and awards presentation*



### (c) Community Initiatives

These are programs that link the Churches' life to the Community as they affect people's livelihood and economic empowerment.



*Our community involvement in tree planting as part of climate change strategies by faith based institutions*



*Climate change initiatives at local Church level*



*Providing trainings to inmates in correctional facilities*



*Celebrating innovative success in prisons through the Zambia Correctional Facilities Partnership*



*Meeting the needs of vulnerable populations through Church Community Social Services*



## (d) Enterprise Development

The Enterprise is a new concept aimed at decentralizing the financial sustainability of TEEZ through its investment plans into tourism, real estate and agribusiness.

The first step taken in this direction was the registration of Providence TEEZ Lodge with the Business Act under the laws of the Government of the Republic of Zambia through PACRA (Patents and Companies Registration Agency). This process has now give Providence TEEZ Lodge a semi-autonomy status with an independent Board of Directors to manage the Business Portfolio of TEEZ.



All these programs and projects are meant to improve the visibility and viability of TEEZ work across Zambia.



*TEEZ future sustainability lies in this Providence TEEZ Lodge and its expansion and diversification projects*



## Our Organization SWOT Analysis

### Strengths

- Multi-skilled human resource
- Availability of land
- Own office space
- Housing
- TEEZ Member Churches at grassroots
- Financial Policy
- Conditions of Employment & Service for staff
- Strong Board in place
- Strong local partnership
- Strong international partnerships
- Transport
- Strong data of evidence in our trainings
- Structured teaching, well designed and tested training curriculum
- Human Resource Policy

### Weaknesses

- Inadequate long term partnership
- High illiteracy levels among grassroots leadership
- Inadequate staff establishment
- Lack of participation by some TEEZ Member Churches
- Low participation of majority clergy at grassroots

### Threats

- Political Governance
- Change of Political leadership and laws regulating Churches
- Illiteracy levels
- Reduction in Funding
- Non-participation by some TEEZ Member Churches
- Non-remittance of Membership subscriptions and commitment by some TEEZ Member Churches
- Non-availability of a documented Strategic Plan
- Change in donor priority areas

### Opportunities

- Willingness to learn well
- Well defined structure up to grassroots
- Strong leadership will by other TEEZ Member Churches
- Local Churches financial support
- Infrastructure at grassroots among Member Churches
- International connections and alliances
- Business investment for income generations through Providence TEEZ Lodge
- Access for functional literacy programs
- Integrated approach to TEE & Church Community Services
- Engaging Independent and other prospective Churches

## 1.4 PROGRAMS & ACHIEVEMENTS

### 1.4.1 INTRODUCTION

TEEZ has been in existence since 1979. It was initially started by the two Missionaries that were serving under the Anglican Church and United Church of Zambia. Over the years the institution recorded increased membership through the coming on board of the Reformed Church in Zambia and other denominations. Currently the Institution boasts of 9 member churches that form what is known as Theological Education by Extension in Zambia (TEEZ).

Since its inception, TEEZ has developed the capacity of many Churches through its leadership development and training strategies which are by provided via extension.

## 1.5 Programs

TEEZ has over the years provided different kinds of programs and projects ranging from Church based to Community based programs and projects. These projects and programs have been implemented in the context of Church capacity development using the theological education by extension model throughout Zambia.

## 1.6 Theological Education by Extension Programs

TEEZ has provided theological studies modules and courses in Biblical Studies, Teaching, Christian Counseling, Worship, Preaching, Old Testament, Synoptic Gospels, Pauline Epistles, Biblical Doctrine, Psalms and Church Administration.

These courses have been offered as either Basic Certificate in Church Ministry (BCCM) and Advanced Certificate in Church Ministry (ACCM).

Other TEE programs newly introduced are in partnership with TLT. These programs which include the following:

1. Caring for God's People

2. Christian Stewardship
3. From Harm to Harmony-Overcoming Violence
4. Biblical Preaching
5. Teaching the Christian Faith
6. Serving God in Work and Workshop
7. God's Plan for Sustainable Development

## 1.7 Achievements

Theological Education by Extension in Zambia (TEEZ) has trained both ordained and lay elders in the Churches and improved the Missions and Evangelism programs of the TEEZ Member Churches.

Over the years more than 20,000 people have undergone one or several kind of trainings through TEEZ and others continue to serve both in the Church and Society through the courses that TEEZ has offered.

Some of the students trained by TEEZ through its different programs are serving in the Church, Government and International engagements where they are creating an impact of their trainings.

The institution has equally provided trainings and counseling services to inmates in prisons over the years as part of the behavior change and modification strategy to convicts; some of whom have ended up becoming pastors after finishing serving their sentence in prisons.



## CHAPTER TWO

### 2.0 Strategy 2019-2023

The above mentioned trends and developments have influenced the way Theological Education by Extension in Zambia (TEEZ) works which resulted in this organizational strategy.

Times are changing, and TEEZ is keeping pace. But what is not changing for TEEZ is our deep-rooted conviction that the faithful/laity in the Church need a lot of capacity building and institutional strengthening so that the 'Preparing all God's people for work of Christian Service' is entitled to all TEEZ Member Churches.

This strategy that has been developed embraces our Vision, redefined Mission and a Theory of Change aimed at achieving TEEZ structural change and operations. It further explains our main objectives on the seven strategic priorities that have been formulated to guide TEEZ towards structural and program improvement of theological and community development strategies targeting 20,000 beneficiaries, 5 new TEEZ Member Churches and 3 more new staff by 2023.

### When? The Time is now!

Theological Education integrated into Church Community Services is the best integral approach to improving the Mission

of the Church. Jesus Christ in John 10:10 says 'I came that you may have life and life in its fullness'. Other versions refer the word 'fullness' to abundance. An integrated model of Theology and Community Development benefits the lives of the majority poor in a country where more than 70% of the population live in severe and abject poverty feeding on less than US\$1.25 per day per household.

In the Zambian context, a household is defined as a family of 6 people.

With the increase in poverty and unemployment levels, the faithful turn to God for solutions hence the strategic position that an Ecumenical institute such as Theological Education by Extension in Zambia has to bring total transformation.

The choices TEEZ makes now will directly determine its ability to meet its Mission 20,000 and the Governments' Ambitious 2030 Sustainable Development Goals (SGDs).

Our goals can only be met if we develop new ways of working, break down institutional barriers and create the capacities and investments at all levels of our operations.

TEEZ must embed research and innovation in wider theological education multi-disciplines and strengthen rural capacity development processes centered on, and shaped by, the needs and participation of both the laity and the clergy themselves.

Innovation occurs through complex, interactive pathways of knowledge generation, access, adaptation and use among many actors.

To do so, diverse actors and knowledge systems must be mobilized in new and transformative ways. A shift must be made from linear to interactive approaches, putting the voices of the under-represented and participants at the center of such processes.

Rural and peri-urban communities have very little say about their future and in directing support to create the innovations in theological education and community development to get there. Those with greatest need and the least voice-underprivileged and inmates, women and youths- are precisely those most strategic to involve in achieving the outcomes contributing to this strategic plan.

## 2.1 Vision and Mission

### VISION

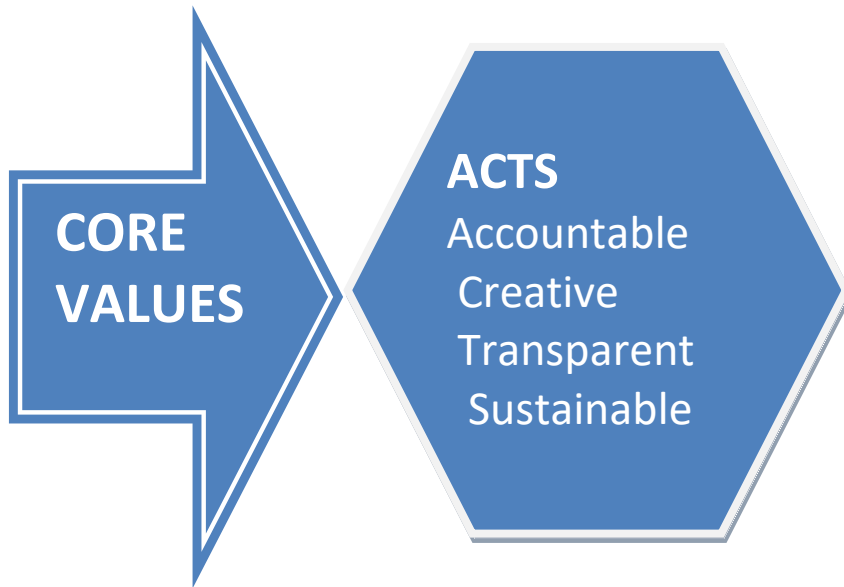
To prepare all God's people for works of Christian service

### MISSION

To equip Christians with relevant theological and social development tools and knowledge through non-residential theological and community development training for effective participation and service for a vibrant and healthy Church and the world

## 2.2 OUR VALUES

In keeping with our principles of Ecumenism, TEEZ has decided to uphold four core values. This will depict what we stand for and how we work:



### **Accountable**

We believe that TEEZ exist because of the good will of our Churches, Partners and Supporters. The resources TEEZ uses are public funds and as such there is need to promote confidence in the funders, partners and supporters so that they continue to support our work.

We will endeavor to account to every financial and material support received.



### **Creative**

We believe in the creativity of our work and ministry to all God's people for Christian Service. We also understand that TEEZ work requires creativity in order to have a greater impact of our programs. Together we can make a difference through creativity.



### **Transparent**

We bring on board our principle of being transparent in our dealings locally and internationally. By doing so, we will promote openness in what we do and instill good corporate governance in our work.



### **Sustainable**

Our work is based on long term vision and impact for the future. We aim for structural changes and diversification while maintaining our identity. We use an effective integration programmatic approach of Mission, Community and Enterprise Development to increase local ownership.

## CHAPTER THREE

### TEEZ Theory of Change

<b>IMPACT</b>	<b>ORGANISATIONAL AND STRUCTURAL IMPROVEMENT OF TEE PROGRAMS IN MEMBER CHURCHES COUNTRYWIDE</b>		
<b>LONG TERM OUTCOME</b>	Empowered Churches and Communities including individuals	Supportive enabling environment (Partners, Individuals and Member Churches)	Utilization of sustainable TEE programs and services
<b>OUTCOME</b>	Active commitment of TEEZ Member Churches to stimulate a strong ecumenical and social program	Transparent and effective collaboration between TEEZ and its Stakeholders. Stakeholders act upon their distinctive roles	Well managed TEEZ programs and services
<b>OUTPUT</b>	People with increased knowledge and attitudes Functioning classes and groups	Stakeholders know roles and responsibility and act accordingly TEEZ platforms are established	Decentralized TEEZ structures established
<b>THROUGH PUT</b>	Capacity strengthening, Member Churches' awareness, education and demand creation	Capacity strengthening, evidence based trainings, organising platforms and dialogues at different levels	Improving and linking all TEEZ Church based and Community service elements

#### INPUT TEEZ

- TEE Experience
- TEE Expertise
- Sustainability
- Church & Community Based Approach
- Project & Programme Management
- Networks & Partnerships

To realize the structural improvement and capacity development of the Churches and their members, Theological Education by Extension in Zambia (TEEZ) has developed a threefold, integrated approach: Our Theory of Change.

In the first place, our work as TEEZ focuses on empowering Churches to ensure that they demand quality services and engage in effective work of Christian services. This is to ensure that we have empowered individuals, Churches and communities.

Secondly, we build on a supportive enabling environment (Partners, Individuals and Member Churches) in which all stakeholders are aware of their roles and responsibilities, work together and can be held accountable for their responsibility of fulfilling the mission of the Church.

And finally, we ensure that affordable and cost effective sustainable TEE programs are in place and actually utilized by all people in TEEZ Member Churches.

Thus, our Theory of Change helps us to realize this structural change.

## **Pillar 1: Empowered Churches and Communities including individuals**

### **How does it work?**

TEEZ empowers local Churches through setting up and training Church leaders and groups. This includes for example raising awareness of the different trainings and programs that are theologically and community based through different Church structures as a way of enhancing organizational skills.

Increasing the capacity of individuals and church groups leads to a better understanding and monitoring of Christian Education and teachings in their Churches.

The trained Tutors and other TEEZ students play a key role in engaging the whole Church and community. People become aware of their needs for training and better understanding of the Church's mission, the importance of capacity building and behavior change that is necessary to prevent falsehood and ignorance. Thus, people's demand for quality TEE programs and services is expressed.

Empowering Churches and Communities means making sure that the 'Voice of the Churches and Communities' is being heard and the interests of all Member Churches, irrespective of their strength and power are being represented.

### **What is the outcome?**

Empowered Churches and Communities of Faith have the ability to analyze their own training needs; they know what is best for them and can articulate their needs and urge those whose duty is to fulfill their needs. People know how to engage in capacity development problems. They act accordingly, for example by participating in TEEZ training programs or demanding quality and effective skills by those in leadership.

Finally, our TEE empowerment work stimulates communities and Churches to partner with us and other stakeholders in demanding adequate and sustainable services in the field of Theological Education.

## **Pillar 2: Supportive enabling environment (Partners, Individuals and Member Churches)**

### **How does it work?**

A supportive, enabling environment means that stakeholders, such as Churches, Donors and Communities on all levels, as well as individuals are actively involved Theological Education by Extension work and situation.

All stakeholders work in line with their roles; they act according to laws and policies, rules and regulations, and are accountable to their responsibilities. Moreover, they work together to align

their interests and efforts to improve the work of Christian Service.

TEEZ involves these stakeholders and strengthens their capacity. The focus of our work in this area is on training church leaders and workers and community development providers and making them aware of the laws and regulations.

Another priority is involving the donors and other private sector partners. An instance of this is training local churches and stakeholders to invest in long term strategies that will enhance the integrated work of the Churches and supporting TEEZ member Churches meet the demands at grassroots.

Advocacy is a crucial factor in increasing the impact of our approach as TEEZ. We ensure that local evidence and information from the grassroots/churches and partners we work with is heard and used by influential (inter)national stakeholders. This contributes to the development of an enabling environment with good policies in place, and sufficient budgetary allocation for TEE and Community programs in areas we work.

### **What is the outcome?**

Creating an enabling environment leads to more responsible and accountable stakeholders-stakeholders who know it is their responsibility to give reliable and committed students and learners to deliver quality theological education in line with the

needs of the local Churches and for TEEZ as a key Institution in delivery of quality theological and community development trainings to be transparent about its budgets, policies and management. At the same time, strengthening the capacity of ecumenism among the stakeholders leads to platforms on which transparent dialogue, networking and collaboration between the Churches, TEEZ and donors can take place. For example these platforms enable stakeholders to engage in a meaningful discussion concerning matters such as local and outside support to Theological Education by Extension in Zambia (TEEZ) and the presence of skilled and committed personnel that are linked to TEE work.

In the long run, an enabling environment encourages and enables healthy behavior at the grassroots level and increases high quality and sustainable theological education by extension services and programs.

### **Pillar 3: Utilization of sustainable TEE programs and services**

#### **How does it work?**

Access to qualitative and affordable TEE programs and services is needed in order to improve the life of the Church and build healthy Churches and Communities. These programs and services should meet the local TEEZ Member Churches needs



and be set up according to the five sustainability principles of FIETS: financial, institutional, environmental, technical and social sustainability.

To this end, we will train Tutors and other Christian Educators in Church and Community Capacity Development providers, among others in organizational, financial management and resource mobilization. More specifically, we will ensure that our Tutors and Christian Educators attain capacity with regard to information systems, data analysis and training methods and setting up action plans in close collaboration with other stakeholders such as elders, clergy and other leaders.

### What is the outcome?

The main consequence of increased capacity of TEE programs and service providers is that the sustainability, quality, affordability and availability of these programs and services improve. This in turn causes a significant growth in the effective and sustainable use of TEEZ programs and services.

### TEEZ's Added Value

This threefold integrated approach with TEEZ's experience and expertise and networking as input, leads to structural improvement of basic theological and community development services for hard to reach areas and those along the line of rail in the urban set ups in all the 10 provinces of Zambia.

TEEZ's added value lies in:

- TEE Experience
- TEE Expertise
- Sustainability
- Church & Community Based Approach
- Project & Programme Management
- Networks & Partnerships

## FIETS Sustainability

TEEZ will work according to the five abovementioned sustainability principles:

### Financial Sustainability

It means establishing payment systems that are compliant with internationally accepted standards. It also means engaging in other business models and enterprise that will prevent a long term dependency syndrome.

### Institutional Sustainability

This implies that systems, institutional policies and procedures are functional and meet the demand of the partners and users of the services. All relevant parties are aware of their roles, tasks and responsibilities. For example, TEEZ Member Churches will

have to take responsibility of their mandate to pay their financial obligation promptly and show institutional ownership of the institution.

### **Environmental Sustainability**

This means placing interventions in a broader context of our natural environment where we operate. It takes into account that interventions connect to and affect the natural environment and hence impact people's livelihood. For example, in creation care programs, TEEZ makes sure interventions include an approach of integrated and sustainable management that shows our stewardship of the environment.

### **Technological Sustainability**

The technological sustainability means that we use in our work of TEE suit local needs and are adaptable to the local situations.

Quality, affordability and availability forms a fundamental part of the decision making process.

### **Social Sustainability**

Our work should respond to local demands and needs and is accessible even to the poor, young people and vulnerable groups. We have strong focus on equal privileges, rights regardless of gender, social position, sexual preference or culture.

## CHAPTER FOUR

### 4. Key Focused Areas

Theological Education by Extension in Zambia 2019-2023 Strategic Plan is built on the following key focus areas (KFAs):

#### 1. Strengthening Institutional Development and Individual Capacities

Theological Education by Extension in Zambia (TEEZ) needs to master the management of change and to reposition itself and its staff and execute the necessary reforms in order to meet the aspirations of the Churches today. This reform need applies to TEEZ's position internationally, regionally and nationally and how it enhances research and development, formal and informal education systems which in turn will need to meet the needs of both the old and young in the Churches and Communities around them.

TEEZ will therefore target the reforms at Secretariat, Province, Districts and local levels and promote interdenominational dialogue of different Church structures and groups, integrating comprehensive learning and development initiatives, training and mentoring, schemes and opportunities to enable TEEZ Member Churches and individuals meet the current and future challenges.

#### Collective Actions in this Key Focus Area:

KFA 1A	Reforming and strengthening the TEEZ Internal Structures and organization innovation
KFA 2A	Transformational Learning and Student Leadership in Theological Education by Extension and Church Community Services
KFA 3A	Ecumenical Platforms for Exchange of Experience and Knowledge and Widening Opportunities among TEEZ Member Churches
KFA 4A	TEEZ National Leaders Platform on Growing the Church in Ecumenical Settings

The changes in the demands and expectations of the Ecumenical setting of TEEZ have ascertained the need to change. The shift from a singular TEE program to a multisectoral and integrated model must evolve among all TEEZ Member Churches so that they address the different dimensions required in strengthening and transforming theological education by extension integrated innovation. This shift will result in self-sustaining, truly multisectoral and closely reflect the demands of its constituents together with the agreed upon goals and resolutions at various levels of the TEE structure. This move is towards a more comprehensive and inclusion, equitability, legitimacy and sustainability and focuses on value addition of the ecumenical institution to its partners, donors and constituents.

The comprehensive reform system being championed by TEEZ Secretariat will look at the environment and structure of each TEEZ Member Church, their input to the ecumenical grouping and quality of outputs as compared to the expected national targets and expected outputs.

As organizational leadership, governance and structures are vital factors in the success of any organization, the role of leadership and governance approaches will be thoroughly examined in this reform model and process. The structure will be reformed to support an effective function. This change will necessitate an agreement to change certain models in TEE, business enterprise model, diversified funding sources and address institutional barriers that disadvantage other members so as to support the new goals and their sustainability in TEEZ work and ministry.

TEEZ will facilitate the comprehensive reform which will involve diverse stakeholders and ensure that there is equitable representation of the stakeholders in assessing the needs, planning the changes and implementing the reform and assessing the outcomes. Needs assessment, foresight exercises and innovation platform techniques will be used in this reform processes. By the end of the five year strategy (2019-2023), each participating TEEZ Member Church that undertakes this process will be more relevant, committed and capable to a vibrant Christian Education program in their Churches nationwide.

Theological Education and other Church Social Service Institutions and departments globally are eager to continuously review their programmes and projects so as to adapt to changes in their dynamic environments. Still gaps exist in producing the right caliber of TEE student graduates that fits the existing market and demands of Churches. New TEEZ graduates like any other institution face challenges in integrating their skills with other social needs of the Churches thereby making it difficult to find channels that impact the change processes of their Churches and Societies and the global world. They also may feel inadequate to venture into uncharted territory to start their own local capacity development programs and enterprises.

Comprehensive transformational learning and student leadership development schemes and initiatives are needed in our Churches, to develop not only academic skills, but also intellectual professionalism in Church ministries, spiritual and emotional aspects of the students. These initiatives should inspire, guide and equip the students and graduates with knowledge, skills and attitudes to meet their aspirations, access resources and grow into qualified and prepared Christian Educationists. They must demonstrate leadership aptitude and innovation and lead the integration of their work at congregation and community level in to the community for real developmental impact of the TEEZ work.

Going forward, the outputs of this partnership of multiple stakeholders are expected to include reformed curricula in TEE, inclusion of social programs, restructured governance, rewriting the Mission of the institution and Strategic Plans. Other co-curricular activities that focus on physical, mental, spiritual, emotional and professional development of staff and students will also be developed, in addition to students leadership, mentoring and continuous evaluation strategies. Students and staff of TEEZ will be directly engaged with the Churches and other similar institutions and opportunities in their own and neighboring communities.

All of this will contribute to turning out qualified, adaptable, goal oriented staff and students who meet the identified demands and expectations, who are enthusiastic and committed to using their learning for research, growth and development, and who are recognized a value addition to their environment rather than a mere appeasement. Measurable outcomes will be seen in impacts to integrated Mission and Church Social Services and transformation around individual member Churches.



Common issues and shared priorities of Ecumenism in TEE are not addressed collaboratively though they are inter-related, have similarities and common ground, and impact each other.

The purpose of the TEEZ KFA 3C on Ecumenical Platforms for Exchange of Experience and Knowledge and Widening Opportunities among TEEZ Member Churches is to provide a space for partners in the Ecumenical Organization to discuss shared priorities, learn from one another's experiences, explore possibilities for collaboration, and embark on collective actions to address their priority issues.

This will happen through a series of interdenominational dialogue workshops, where equitable representative multi-stakeholder dialogue will take place around an identified issue of concern and where stakeholders will work together to understand and find solutions to the complex and common challenges they face.

### **What we will do together with TEEZ Member Churches and Communities.**

Ecumenical Platforms for Exchange of Experience and Knowledge and Widening Opportunities among TEEZ Member Churches for the period 2019-2023 will expand the scope of TEE and Integrated Community Development services from villages, to rural towns, towns and surrounding cities. The goal of this strategy is to focus on developing and integrated approach to address the needs of particular areas.

The planned platforms will look further at how particular locations and territories can develop their own solutions and growth, drawing on capacities, knowledge and innovation from inside and outside to help them strengthen visibility and market demands.

By linking actions, this key focus area will allow much opportunity for learning among Churches, communities facing similar challenges and enable the search for viable ways forward to be greatly accelerated, while avoiding traps and challenges previously experienced by others.

**KFA 4A    TEEZ National Leaders Platform on Growing the Church in Ecumenical Settings**

Weak Institutions are a major challenge to theological education and institutional development and innovation. TEEZ aims to strengthen institutional capacities, to align them with successful policy framework and strategies and to close the capacity gaps that constrain the smooth implementation of TEEZ programs and projects.

The TEEZ National Leaders Platform on Growing the Church in Ecumenical settings is a platform focused on more efficient and streamlined capacity development in innovative Church systems. By helping to bridge the capacity gap, TEEZ aims to pave way for TEEZ program innovations that meet the demands of its principal end users- TEEZ Member Churches in their congregations.

The TEEZ National Leaders Platform has been included and created in the strategic plan so as to strengthen the political will and leadership commitment to TEEZ institutional management and collective ownership.



*Ecumenical service for the induction of Council of Churches in Zambia (CCZ) General Secretary*

The TLN Platform will provide the means to exchange ideas, knowledge, experience and practices and to work in a more coordinated way.

This approach acknowledges national leadership ownership and will be aligned with TEEZ national plans and demands. This will result in more coherent development solutions at scale with low cost effectiveness.

This will be championed on the basis of an open, inclusive and transparent process.



## 2.0 Diversified fundraising and innovative partnerships

Theological Education by Extension in Zambia (TEEZ) will further broaden the scope of fundraising, going from mainly Christian Agencies and Churches, to working together with other corporate institutions, business associations and other national/international foundations and individuals. We will greatly emphasize on working together with institutional partners, and other aid agencies. During the next five years, our focus on cooperation with the local individual Member Churches, donors and other partners will be further intensified.

Under this revised ambitious strategy, TEEZ will aim at creating a mix of financing by Mission Agencies, local Churches, private sector, private foundations and charities and other sources so as to maximize our resource envelope or basket.

**The following collective key activities will be done to increase innovation and entrepreneurship within our financing approach:**

<b>KFA 1B</b>	<b>Institutional fundraising</b>
<b>KFA 2B</b>	<b>Public-Private Partnerships</b>
<b>KFA 3B</b>	<b>Direct Fundraising</b>
<b>KFA 4B</b>	<b>Resource Mobilization Strategy</b>

<b>KFA 1B</b>	<b>Institutional fundraising</b>
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As financing by many donors is under pressure, TEEZ will work on strengthening its relationships with other non-traditional agencies and international foundations that have not been tapped into. We will invest in our expertise areas in order to be able to offer high quality and innovative programmes, including measuring our results and impact and reporting to partners promptly.

**KFA 2B****Public-Private Partnerships**

Working together in consortia with other Non-Governmental Organizations of like mind, in which each partner brings on board their specific expertise and networks has proven to be a success undertaking. In the next five years Theological Education by Extension in Zambia (TEEZ) will actively look for new opportunities and alliances locally and globally to develop business cases, enterprise developments and enter into long public-private partnerships (PPPs). This will be very crucial for scaling up, sustainability of results and attracting investors in the business enterprise.



*Partnerships with AROCHA and World Evangelical Alliance*

**KFA 3B****Direct Fundraising**

Intensifying our relations with donors both current and prospective donors in Zambia and internationally, TEEZ will retain them as our true and loyal Ambassadors of Theological Education by Extension in Zambia (TEEZ). We will also identify members within the TEEZ Member Churches who will be our brand TEEZ Ambassadors as a way of strengthening local ownership. We will work towards building individual TEEZ donors from 10 persons in 2019 to 100 persons in 2023.

Additionally we will increase the TEEZ Sunday donors from the current 38 congregations in 2017 to 100 congregations by 2023. Furthermore, we will expand our network and develop new relationships with foundations, donors and trusts that share our values or have a natural business fit with our themes in Church and Community services.

- We will develop a brand activation strategy in which we will extend our fundraising activities through events, church and community engagement. This will supplement the local TEEZ Sunday collections and TEEZ-Member Churches' subscriptions.

In this challenging financial environment, our objectives are

- To stabilize the organizational income so as to assist in clearing all outstanding debts and bring the organization to a good breathing space as we start implementing the strategic plan.
- To retain our current and old donors and partners

We know that any investment into a project or program is meant to demonstrate impact. Failure to do so may render that work irrelevant.

Similarly, TEEZ work should demonstrate impact and show improved investment as a way of ascertaining value for money. This is very cardinal in promoting our work and sustainable gains.



**TEEZ FUNDRAISING BREAKFAST**

In 2017 Theological Education by Extension in Zambia faced the worst financial crisis in four years. We received a total income of K958, 493.00 (US\$95,849.30) as compared to an average annual incomes of US\$152,000 in 2013, 2014, 2015 and 2016. This was due to a number of factors such as lack of feedback, late reporting and no strategic direction to show the long term plans for TEEZ.

By 2017 the financial situation had worsened and huge outstanding debts accumulated over a period of time ranging from 4-14 years. This became a big challenge to the institution as there was no deliberate resource mobilization strategy in place.

In the first 6 months of 2018, Theological Education by Extension in Zambia had increased its income in funding from donors and projected local incomes by 244% to a total of K2,472,533.00 (US\$247,253.30).

With the current financial health check, Theological Education by Extension in Zambia (TEEZ) is repositioning itself well to compete on the local and international scene.

This has been attained through the following strategies:

- Improving our reporting and feedbacks to partners
- Improving our financial compliance based on Auditors' recommendation.
- Providing monthly financial reconciliation on the 5<sup>th</sup> of every month.
- Developing quarterly reports
- Developing at least two project proposals to potential partners
- Improving financial transparency and highlighting our sources of incomes in our annual reports and to key stakeholders and partners.
- Intensive search for donor data base that offer similar thematic programs to Theological Education by Extension in Zambia.
- Internal capacity building in information sharing on donor funds criteria and proposal development.
- Grants acknowledgement for every funding received at TEEZ.
- We have worked on program and administration ratios by percentages where 70% of the funds will go towards program while 30% will be used on administration support.



TEEZ has been running the Guest House for more than 15 years. Over the years this investment has not shown greater improvements and so a deliberate policy was developed to make it more viable. The first step taken was to register it under the Companies Act as a Business Enterprise and this was attained in September 2017.

Currently the Guest House is now registered with PACRA as Providence TEEZ Lodge with an independent Board of Directors and operating under the semi-autonomy arrangement.

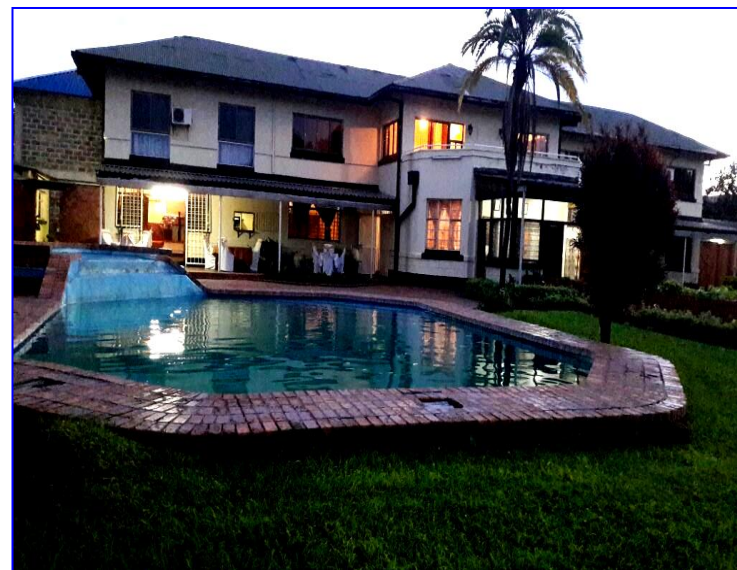
The idea of owning such an investment is meant to increase local revenue and promote increased investment status for TEEZ.

According to the Business Enterprise Plan, TEEZ will own 60% dividends in the shares while the remaining 40% will belong to Providence TEEZ Lodge for Capital injection and re-generation.

The 40% stake by Providence TEEZ Lodge will provide a safer haven for business growth through infrastructure expansion and also diversifying the TEEZ/Providence Economic Development Plan.

Other plans under the Business Investment Improvement are to see TEEZ invest into other forms of businesses such as agribusiness and real estates.

It is very essential to create linkages of investment improvement and growth to wider investments such as developing the TEEZ Micro-finance and Agri-business to enable Christian Small Medium Enterprise and Smallholder farmers in the rural areas doing TEEZ work get some empowerment opportunities.



***Providence TEEZ Lodge is our financial sustainability investment***

Linking investment in innovation to TEEZ and Business Enterprise will reposition TEEZ well and enhance wider promise for ensuring impact from such investment improvement.

TEEZ will therefore explore opportunities with other funding agencies both profit and non-profit making to make this focus direction a reality for the present and future growth and sustainability.

TEEZ will also consider new capital injection in its Media and Publication works that will see the acquisition of new equipment to help improve literature publication and printing of different materials to the public for income generating activities.

We are also intensifying our financial investment into our Business Investment of Providence TEEZ Lodge to make it viable to support long term financial sustainability of TEEZ. We have registered Providence with Patents and Companies Registration Agency (PACRA) under the laws of the Government of the Republic of Zambia to meet compliance of business operations. This is just the first step in to growing more business opportunities using the registration of Providence TEEZ Lodge Limited. We are considering business diversification into agri-business enterprise and tourism and also real estate development which in turn will bring more resources to TEEZ for its survival.

It is hoped that in the next 5 years (2019-2023) TEEZ will heavily invest into the infrastructure development of Providence TEEZ Lodge to increase its incomes and reserves for TEEZ. A business enterprise strategy has been developed for the first phase of this ambitious plan.

**3.0 A strong brand of TEEZ and transparent Communication**

Theological Education by Extension in Zambia (TEEZ) needs to be a strong brand to achieve its ambitious goals. Only then will it be considered and recognized as the preferred partner to the current TEEZ Member Churches and future prospective Members in integrated Missions and Community Development. This will similarly apply to the current and prospective donors. It is our objective to be rated among the best TEE institutions in Africa and beyond.

To ensure clear communication to our stakeholders we will focus on the following main activities:

<b>KFA 1C</b>	<b>Segmented Communication</b>
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TEEZ will develop communication messages that meet the needs, and take into account the reality of our stakeholders; the donors, churches and individual partners.

**KFA 2C****Focused Communication**

To support our repositioning and recognizable brand and gains recorded so far, TEEZ will strategize its communication by starting from our core values (ACTS) and focus on our integrated approach, Theory of Change and expertise.

TEEZ will enhance its communication through the use of Facebook, website, what's app, branding, billboards, printing of T-shirts, brochures, print and electronic media to increase visibility

**KFA 3C****Evidence Based Communication**

In order to convince donors and partners that TEEZ is the right partner to work with, we will show the impact of our programmes and work and back it up with evidence.

Communication will show how our approach creates effective structural improvement of integrated theological education by extension (TEE) with community development work.

**KFA 4C****Being a Proactive Sparring Partner**

We will share our experience with our partners and other interested parties at large. We, under this strategic plan hold an open attitude towards cooperation and partnership. We will develop innovative approaches and link & learn together.

**KFA 5C****Two-Way Communication**

TEEZ will not simply spread a message or a story, but make sure people can engage with us.

**4.0 Integrated Theological Education and Church Community Social Services**

For a long time now TEEZ has been offering programs that relate to training of TEEZ Tutors and other TEEZ students in many other courses. This has been going on for many years and has become the norm and routine of TEE programs. In the recent past there has been changing trends in the way TEEZ undertakes its mandate. Based on its own vision of ‘Preparing all God’s people for the work of Christian Service’, it has been discovered that our mandate should be broaden to include Church Community services as that is part of the mission of Jesus Christ when he came down to the Synagogue in Nazareth (cf. Luke 4:16ff).

With this Jesus approach to ministry, TEEZ has decided to integrate Church Community Services as part of its work and focus so as to implement a holistic approach to Missions.

TEEZ will therefore redesign its work and support other related programs and projects that focus on improving the human transformation and show to the world that ‘Jesus came to give life and life in its fullness’ (cf. John 10:10b).

In this regard TEEZ will work TEEZ Member Churches Theological Colleges, Seminaries, University, Education and Health Institutions to bridge up the gap that currently exist.

We will offer our expertise of a strong Christian brand into these institutions so as to build a comprehensive package of our Christian Service to all people.



*TEEZ working with students in seminaries and universities*

<b>KFA 1D</b>	<b>Reforming Church and Congregation Ministry Strategies</b>
<b>KFA 2D</b>	<b>Enhancing Practical Ministry in TEE work</b>
<b>KFA 3D</b>	<b>Bridging the gap of Children and Adults in Christian Education</b>
<b>KFA 4D</b>	<b>Strengthening Church Community Services work into TEE programs</b>

**KFA 1D****Reforming Church and Congregation Ministry Strategies**

The Church of the 21<sup>st</sup> Century need to reinvigorate its ministries by building a strong link with the community in which it operates. This is what makes the Church to be relevant as the ‘salt and light of the world’. Ministry is real outside the four walls of the Church building.

TEEZ having built its 39 years legacy will use its influence to make sure that our programs link and align with where people live and spend more of their time than the few hours they will spend in Church. We will engage TEEZ Member Churches and Prospective Members to realign their strategies and make them more creative and innovative so as to maximize its visibility.

**KFA 2D****Enhancing Practical Ministry in TEE work**

Theological Education by Extension in Zambia (TEEZ) has already started enhancing practical ministry into TEE work through the introduction of new programs such as the Timothy Leadership Training. These trainings are non-examinable as the qualification is dependent on implementing a 4-6 action plan.

Started in 2017, TLT has proven to be a good tool for enhancing practical ministry in TEE work and also measuring the evidence based impact of our work.

TEEZ will roll out the TLT as part of its strategy to enhance this sub theme of the key focus areas of our new strategic plan to cover a nationwide presence.





In 2017 we carried out a needs assessment and discovered that over 90% of the Tutors trained were adults and very few youths and teens in our data base. In order to capture the data of young people involvement in Christian Education at their local congregation, TEEZ revised the registration forms by incorporating the age ranges so as to capture the number of young people coming on board as agents of change. TEEZ will provide linkages with Church groups for young people such as Girls' Brigade, Boys' Brigade, Girls' Friendly Society, Sunday Schools, Singing Groups, etc.

As a way of reinforcing this, TEEZ has in the recent past created an awareness campaign at which it has deliberately slotted space for young people to be trained as Tutors and also to get involved in other TEEZ related capacity building opportunities.



For the future of strengthening this concept, TEEZ will use social platforms such as Sports for Christ, Youth Platforms, Festivals and other related events that will encourage them to see the need to become part of the TEEZ family.

Additionally, TEEZ is negotiating with Resonate Global Ministry and Timothy Leadership Training Institute to introduce Education Care, a training package on Caring for God's Children in Schools and Homes using the eyes of Faith. This will help in bridging the gap and address the current limited participation of children and young people.



**KFA 4D    Strengthening Church Community Services work into TEE programs**

T

EEZ has been working on a smaller scale with different target groups and most at risk populations such as inmates (prisoners) in Correctional facilities. This is part of TEEZ work in strengthening Church Community Services. However, this is not enough as there are many health and developmental needs that inmates and other vulnerable populations need.

In view of this, TEEZ will use this strategic plan to incorporate the following programmes into its work:

- HIV/AIDS Behaviour Change, Care and Support Services
- Gender Mainstreaming/Gender Based Violence
- Integrated Community Development Services



*Addressing male involvement in gender based violence*

- Environment and Climate Change/Care of Creation
- Financing Sustainable Agriculture
- Drug & Alcohol Substance Abuse
- Business and Entrepreneurship
- Youths and Life skills

## 5.0 Demonstrated Monitoring & Evaluation

In its quest to improve service delivery, TEEZ has redesigned and revised its organization structure to include a new Department that will deal with Monitoring and Evaluation so that the impact is seen at grassroots.

Currently, TEEZ has had no Monitoring & Evaluation system or tools to capture the impact of this work. By general consensus everyone has seen the need to have this component included in our work and ministry of TEEZ.

This will call to staff recruitment that will be able to undertake this task and bring the much needed results. Therefore, TEEZ has created the position of a Monitoring & Evaluation Officer to undertake this important task in our work.

TEEZ will use these dynamic changes to improve donor confidence and relations into its TEE work and business opportunities.

### KFA 1E

### Impact demonstration in Monitoring & Evaluation

TEEZ has learnt lessons of the glaring gaps caused by lack of monitoring. The organization has now placed the importance of Monitoring and Evaluation in its work in attaining the key focus areas enshrined in this strategic plan. The M&E component will assist TEEZ and its structures to monitor the programs during the implementation process while the evaluation aspect of this strategic plan; both formative and impact will assist the projects and programs and the general membership determine the effects of our work on the target group.

TEEZ has devised systems and procedures for monitoring and evaluation. The linkage between the Strategic Plan and the Annual Plans of activities is well established now.

Each year TEEZ will derive an annual plan from the five (5) year Strategic Plan and concrete result areas, indicators and means of verification developed using a log frame.

Further a Participatory Annual review of the planned activities will be undertaken and the results will feed into the successive annual plans of activities. Six months prior to the end of the Strategic Plan, an impact assessment of the five (5) year strategic plan will be undertaken.

Various staff structures (personnel) will be trained in data base management and general documentation as this is very important for reporting back to stakeholders and partners.

Through capacity building in M&E, TEEZ will be able to relate the various objectives and key focus areas to the performance of the strategic plan.

Results based reporting will be emphasized during M&E.

## **6.0 Celebrating Collective Success: Creating a directory of Partner Churches Activities**

As one of the most successful TEE institutions in Africa, TEEZ has a unique and open multi-partner where it's strongly placed to foster linkage between diverse partners and enable rapid learning about what really determines success in integrated Theological Education by Extension and Church Community Service innovations.

The use of social media such as Facebook, YouTube, Websites and other online directories will prove our capabilities and activities in different sectors and around the world.

This will mean TEEZ will be able to create similar networks with partners and donors and other implementing agencies. This will provide a greater platform for learning experiences from each other and how they have gained from working together to address complex challenges and successes.

This will be done through the following:

- Facilitated effective partnership development.
- Inspired thinking on new ways of resolving challenges
- Increasing recognition, demonstrating success
- Inspiring others

- Reducing duplication, identifying gaps and increasing efficiency
- Determining impacts
- Attracting better investments and supporting investment decision making.
- Increasing transparency
- Fostering collaboration and synergies and improving short circuit innovation cycles.

Some of TEEZ's current partners include the following:

- Kerk in Actie
- ICCO Cooperation
- The Methodist Church in Great Britain
- Church of Scotland
- United Churches of Christ/Disciples of Christ/Global Ministries
- Madison Avenue Presbyterian Church
- Verre Naasten
- Timothy Leadership Training Institute
- Resonate Global Mission
- Christian Reformed Church
- Protestant Church in the Netherlands

Other local institutional partners are:

- Council of Churches in Zambia
- Ministry of Home Affairs/Zambia Correctional Services



## 7.0 A People oriented Organizational Culture in Theological Education, Entrepreneurship and Innovation in Missions

In 2019 TEEZ will clock 40 years. To remain effective, the ability to transform is essential for our organization. In the past years TEEZ has further developed and become an entrepreneurial and outwardly TEE organization. The process of cultural transformation will continue in the years to come.

The strategic plan 2019-2023 provides a clear basis and direction. Our vision, mission and core values will be central in our development as TEEZ. Our people are key to the success of the organization.

TEEZ employees are experienced and engaged professionals, open to learn and grow, creative and constantly working on both their personal development and that of TEEZ as a whole. They are trusted to take up their roles and responsibilities and be a leader in their areas of expertise. Together with a committed and devoted Board we build a powerful organization that will stimulate innovation and growth.

TEEZ culture is focused at realizing impact, fostering talent, rewarding achievement, and creating the pre-condition for long term careers. We aim for a culture in which we not only focus on performance but also on the health and wellbeing of our organization and co-workers.

Team building is crucial to make sure all employees of TEEZ are aligned. We train the ability to listen, to give feedback, to explore our personal values and see how they match the organizational values. Over the years to come, TEEZ will encourage our employees to give it their all every single day. To this end, every employee will receive the opportunity to participate in a personal development programme.

Learning and development through training or workshops will actively be promoted in the organization. We believe that open dialogue and constructive feedback among our employees and management is extremely valuable for the growth of our organization. Therefore, we will stimulate this physically, in our office space, and emotionally, by empowering our people.

In the coming years, the cultural transition remains an important strategic priority on how we engage in theological education by extension, entrepreneurship and innovation in missions. A yearly satisfaction survey will reflect the progress made. If TEEZ is able to change over time and to empower its employees and Churches, we will go from strength to strength and reach the ambition set out in this strategic plan: structural improvement of the current TEEZ Member Churches and prospective member Churches in Zambia by 2023.

## CHAPTER FIVE

### 5.0 Budget for 2019-2023 Estimates

Theological Education by Extension in Zambia (TEEZ) has recorded a decline in funding over the past 4 years. This has been attributed to the lack of the strategic direction and vision in the period 2014 onwards.

The last strategic plan documentation available indicates a TEEZ Strategic Plan that was designed in 2009 to run for the period 2010-2014. Since then there has never been any record of available document in this area.

The 2019-2023 TEEZ Strategic Plans therefore comes on board with such gaps which has affected its funding in the recent past with 2017 being the worst financial year for the institution.

We have learnt lessons from this experience and we will improve on this path that TEEZ has walked before.

In order to make the 2019-2023 Strategy Plan a reality, TEEZ will in the next five (5) years expect to raise **K12,400,000.00 (US\$1,240,000.00)** for its old and new programs and innovations and also move on with its investment plan for sustainability beyond the five year strategic plan.

The breakdown for the budget estimates quoted in dollars is as follows:

#### INCOME IN US\$

Year	International Donors	Local Donors/Business Investment	Individuals	Total
2019	140,000.00	60,000.00	800.00	200,800.00
2020	160,000.00	60,000.00	800.00	220,800.00
2021	180,000.00	60,000.00	800.00	240,800.00
2022	200,000.00	80,000.00	800.00	280,800.00
2023	220,000.00	80,000.00	800.00	300,800.00
<b>Total</b>	<b>900,000.00</b>	<b>340,000.00</b>	<b>4,000.00</b>	<b>1,244,000.00</b>

**EXPENDITURE IN US\$**

Year	Programs				Personnel ,Administration & Gratuity	M&E	Transport	Total
	Christian Education	Health	Development	Investment & Enterprise				
2019	45,000.00	15,000.00	20,000.00	20,000.00	62,000.00	13,000.00	25,000.00	200,000.00
2020	50,000.00	15,500.00	20,000.00	21,000.00	73,600.00	18,000.00	-	198,100.00
2021	60,700.00	20,000.00	22,000.00	20,000.00	80,500.00	20,000.00	50,000.00	273,200.00
2022	70,000.00	25,000.00	30,000.00	35,000.00	85,000.00	25,000.00	-	270,000.00
2023	75,000.00	30,000.00	35,000.00	30,000.00	90,000.00	30,000.00	-	290,000.00
<b>Total</b>	<b>300,700.00</b>	<b>105,500.00</b>	<b>127,000.00</b>	<b>126,000.00</b>	<b>391,100.00</b>	<b>106,000.00</b>	<b>75,000.00</b>	<b>1,231,300.00</b>

## CHAPTER SIX

### 6.0 Gratitude

TEEZ is grateful to all our current partners who have enabled the institution to continue implementing its projects and programs. We are hopeful that you will continue to walk with us in this five year partnership again so that we contribute to the effective management of the Christian services in this ecumenical institution.

To our current donors, you have been there for us and we treasure your support to make TEEZ an institution of choice for partnership.

We also want to thank the staff for their input into the Strategic Plan process through the Staff retreat that was conducted in February 2018 at Kot n Eden where valuable contributions and submissions were made by both TEEZ and Providence TEEZ lodge personnel.

To the TEEZ Executive Committee, acting on behalf of the Management Committee and the TEEZ Bi-Annual Council, we are greatly indebted to you for your inputs despite your busy schedules. And to many other stakeholders and partners who had made contributions to make this document a reality.

We invite prospective partners and donors to come on board and invest in Theological Education by Extension in Zambia. Your investment of human, material and financial resources to Theological Education by Extension in Zambia **FIVE** year Strategic Plan will add value for your money and showcase the best practices and impact in our partnership.

We look forward to your coming on board for this TEEZ's integrated approach to Theological Education, Church and Community Development innovations.

**Kerk  
in Actie**

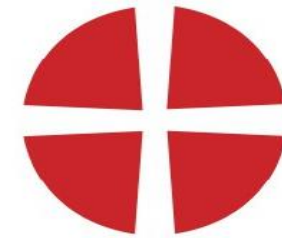


**TIMOTHY**  
LEADERSHIP TRAINING INSTITUTE

**Resonate**  
GLOBAL MISSION

**EIN # for TEEZ and USA donations:**

Theological Education by Extension in Zambia is an outreach of Global Ministries, a 501(c) (3) in Indianapolis, EIN 35-1981381.



The Methodist Church of Great Britain







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