



STRATEGIC PLAN (2025 - 2030)

'Equipping the Church for national transformation.'



‘And He Himself gave some to be apostles, some prophets, some evangelists and some pastors and teachers, for the equipping of the saints for the work of ministry, for the edifying of the body of Christ, till we all come to the unity of the faith...’

(Ephesians 4 verse 11 – 13)

Foreword

We, the Evangelical Fellowship of Zimbabwe (EFZ), stand united in our unwavering belief in the promulgation of the Great Commission and our commitment to see God's Kingdom flourish. This strategy document represents a culmination of prayerful discernment, collaborative effort, and a deep-seated desire to serve our Lord and our nation with renewed purpose.

Our vision, "An effective Evangelical Alliance holistically transforming Zimbabwe in all aspects of life," is not merely a statement of aspiration; it is a call to action. It reflects our conviction that the Gospel of Jesus Christ has the power to bring about profound and lasting change, impacting individuals, families, communities, and the very fabric of our society.

We recognize that the challenges facing Zimbabwe are multifaceted, demanding a comprehensive and integrated approach. This strategy outlines our commitment to:

- **Strengthen Unity:** Fostering a spirit of collaboration and partnership among evangelical churches and organizations across the nation.
- **Empower Leadership:** Equipping and developing leaders with the spiritual and practical skills necessary to navigate the complexities of our time.
- **Engage Communities:** Reaching out to the marginalized and vulnerable, addressing their physical, emotional, and spiritual needs.
- **Promote Holistic Transformation:** Advocating for justice, reconciliation, and sustainable development, guided by biblical principles.
- **Advance the Gospel:** Proclaiming the life-transforming message of Jesus Christ to every corner of Zimbabwe.

This document is not a static blueprint but a dynamic framework that will guide our work in the years ahead. We are committed to remaining responsive to the leading of the Holy Spirit, adapting our strategies as needed to meet the evolving needs of our nation.

We extend our sincere gratitude to all who have contributed to the development of this strategy, including our member churches, partner organizations, and other key stakeholders. We invite you to join us in this vital mission, working together to see God's vision for Zimbabwe become a reality.

May God bless Zimbabwe, and may His Kingdom come, and His will be done, in every aspect of our lives.

For the Evangelical Fellowship of Zimbabwe,

Bishop Never Muparutsa
EFZ President
31 March 2025

Contents

Foreword	3
Technical Summary	5
Background	7
Context Analysis	9
SWOT Analysis	10
Mission, Vision, Values, Purpose	11
Mission	11
Vision	11
Values	11
Strategic Approaches	11
What we are hoping to achieve (Theory of Change)	11
Humanitarian Response and Environmental Stewardship	17
Empowerment and Participation	23
Integral Mission	30
Resource Mobilisation Strategy	Error! Bookmark not defined.
Organogram	Error! Bookmark not defined.

Technical Summary

TITLE	Equipping the Church for Holistic National Transformation
IMPLEMENTATION PERIOD	01 April 2025 – 30 May 2030
DESCRIPTION	<i>Equipping the Church for national transformation is the Evangelical Fellowship of Zimbabwe's strategic plan for 2025 – 2030. It will guide and inform concerted work to place the EFZ and its on-the-ground coordination mechanisms on a solid financial, capacity and unified footing. This is so that, the EFZ may better mobilise the goodwill, critical mass and diverse resources at its disposal. Firstly, to respond to the practical needs of poor and vulnerable societal groups in a context of perpetual droughts, poverty and inequality. Secondly, the EFZ will promote the empowerment and participation of children, youth, men, women, people with disabilities and other vulnerable groups in the processes, opportunities and benefits of development in their societies. Lastly, the EFZ will support church-led mobilisation to advance the integral mission of spreading the good news and promoting justice and peace in Zimbabwe.</i>
IMPACT	Unified, empowered and holistic churches transforming communities in Zimbabwe.
STRATEGIC PILLARS	1. ORGANISATIONAL STRENGTHENING, 2. HUMANITARIAN RESPONSE AND ENVIRONMENTAL STEWARDSHIP, 3. EMPOWERMENT AND PARTICIPATION, 4. INTEGRAL MISSION
STRATEGIC OBJECTIVES (Outcomes)	<ol style="list-style-type: none"> 1. ORGANISATIONAL STRENGTHENING: Effective coordination, resource mobilisation, capacity strengthening and responsiveness to EFZ member needs. 2. HUMANITARIAN RESPONSE AND ENVIRONMENTAL STEWARDSHIP: Compassionate contribution to the welfare needs of poor and vulnerable communities and environmental stewardship of God's creation 3. EMPOWERMENT AND PARTICIPATION: Holistic empowerment and informed participation of women, children, youth and people with disabilities in decisions that affect their lives. 4. INTEGRAL MISSION: Mobilized church advancing the Great Commission and promoting just social, physical and spiritual transformation in Zimbabwe
INDICATIVE ACTIVITIES (Outputs)	<ol style="list-style-type: none"> 1. Organisational Strengthening <ol style="list-style-type: none"> 1.1. Effective EFZ governance and coordination of structures at all levels; 1.2. EFZ Training and Discipling Programmes (Leadership development and mentorship) 1.3. Functional EFZ Resource Mobilisation and Strategic Business Unit; 1.4. EFZ Media (social media, radio and television platforms); 1.5. Research and Development Commission (Think tank) 2. Humanitarian Response and Environmental stewardship,

	<p>2.1. EFZ Water and Sanitation Health Programme; 2.2. EFZ Schools and Health Care Construction Programme; 2.3.; Food and Nutrition Security Programmes; 2.4. Climate resilience and Disaster Reduction Response (DRR) Programme; 2.5 Prisoners support programme; 2.6. Children's Villages and Elderly Peoples' Homes Support (Care and Compassion) programme</p> <p>3. Empowerment and Participation,</p> <p>3.1. Children and Youth Development Programme; 3.2. Women Empowerment programme, 3.3 People with Disability (PWD) support programmes; 3.4. Constitutionalism, governance and democracy building programme; 3.5. Socio-economic Justice Programme 3.6. Peace-building and Conflict Transformation Initiatives;</p> <p>4. Integral Mission</p> <p>4.1. Church and Community Transformation (CCT); 4.2 Gospel Crusades and Evangelistic Campaigns; 4.3. Social Cohesion Campaigns; 4.4. Schools and Campus Ministry. 4.5. Zimbabwe We Want National Vision Process;</p>
IMPLEMENTATION AND COORDINATION MECHANISMS	<p>Secretariat: General Secretary; Commission for Ministry Development (CDC); Humanitarian Relief and Development Commission (HRDC); Gender and Development Commission (GDC); Research and Development Commission (RDC); Peace and Justice Commission (PJC)</p> <p>Governance: Annual General Meeting (AGM), EFZ Board, National Advisory Board, National Coordinating Committee</p> <p>Membership Coordination Platforms: Heads of Denominations (HODs) platforms, Provincial, District and Zonal Committees, Provincial and District Women's Ministry Platforms, Provincial and District Youth Fellowship Platforms</p>
INDICATIVE BUDGET	<p>1. Organisational Strengthening: \$1 million</p> <p>2. Humanitarian and Climate Response: \$2 million</p> <p>3. Empowerment and Inclusion: \$500 000</p> <p>4. Integral Mission: \$500 000</p>

Background

The Evangelical Fellowship of Zimbabwe (EFZ) is a Fellowship of over 1,000 Evangelical and Pentecostal denominations, para-church movements, ministries, and bible schools for Evangelical persuasion. It has a membership base of over 4 million Christians in Zimbabwe.

The EFZ was founded in 1962 by a few evangelical missionaries for the purpose of fellowship and ministering to each other's spiritual needs. Over the years EFZ grew to be a formidable organisation involved not only in the proclamation of the gospel but the development work as the demonstration of the gospel. The Fellowship which is now an alliance has not departed from the original cause which is to fellowship together and foster unity, identity and shared voice among evangelical Christians. Since its establishment, it has been facilitating fellowship and ministry of member bodies, ministering to the nation and providing humanitarian, relief, advocacy, counsel, peacebuilding and development services to and on behalf of the marginalized, victimized, disadvantaged and displaced in society.

Between February and June of 2024, the EFZ Secretariat engaged Provincial Leaders and key Stakeholders across nine of the ten Provinces of Zimbabwe in conversations to reflect on the past, understand the present and imagine the future. These conversations are the very essence of the choices and strategic directions underpinning the 2025 – 2030 Strategic Plan. They outline the meaningful strides undertaken throughout the 2019 – 2024 strategic period. While at the same time underscoring areas for improvement and opportunities for growth.

Key achievements (2019 – 2024)

- The EFZ has maintained a good mission focus and presence on national issues
- +1000 member denominations
- Major evangelical crusades and outreaches
- Highly skilled technical staff in the Secretariat
- Vibrant Provincial and Zonal coordination structures
- Church – Community Mobilisation Process in 9 Provinces
- Construction of 651 boreholes in 6 Provinces
- Chair of Zimbabwe Heads of Christian Denominations (2022 - 2025)

Key lessons learnt from 2019 – 2024 Strategic review

The 2019 – 2024 Strategy focused on three key objectives namely, 1. Rediscovering our Identity; 2. Rediscovering our Voice; and 3. Refreshing drive on Mission. These objectives were pursued in a context marked by much uncertainty and unmet needs among members of society. Beginning with the devastations of Operation Cyclone Idai in 2019 to the drought of 2024 the EFZ was frequently called to coordinate responses requiring the unity of purpose of member churches. In the public sphere, the voice of the EFZ has remained pronounced through consistent statements.

Stakeholder Expectations for 2025 – 2030

A sampling of key expectations from participants during the final Strategic Planning Workshop (Harare 2 – 3 December) illuminated a shared desire amongst stakeholders for the 2025 – 2030 EFZ Strategic Plan to respond to their needs and interests in more relevant and focused ways.

‘Clearly outline the Who, What, Why and How? Questions.

‘It’s about becoming a visionary transformative, well-resourced, empowering, high impact local and corporate church body able to work well together’

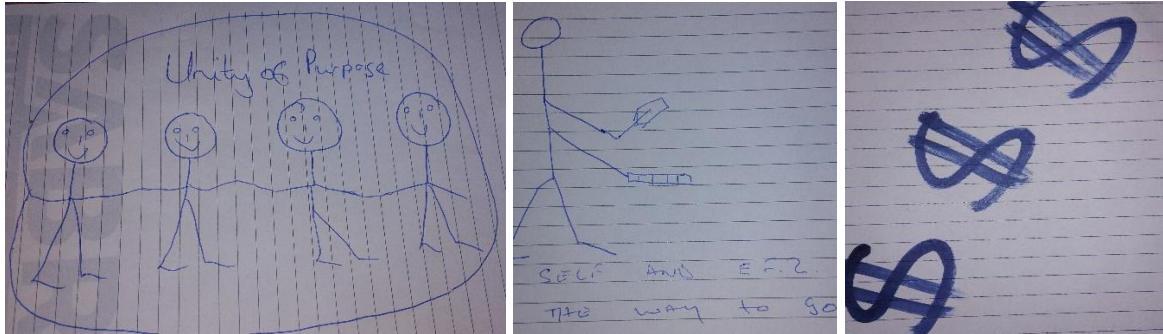
'We need to address the issue of generational leadership'

'Transformed Zimbabwe through Micah 6 v 8 - ...And what does the Lord require of you But to do justly, To love mercy, And to walk humbly with your God?'

'Prophetic voice on issues of national concern'

'EFZ bringing revival in the nation through the Church'

'For EFZ to fulfil Matthew 5 v 14 'For you are the light of the world. A city that is set on a hill cannot be hidden''



(1. Unity of purpose 2. Building projects 3. Resource mobilisation)

Context Analysis

Organisational Lenses

- The new EFZ Constitution provides a strong premise to strengthen Governance mechanisms.
- Capacitation of EFZ Coordination mechanisms at Provincial and Zonal levels will increase impact and relevance.
- Women and Youth representative structures of the EFZ are not vibrant and are inadequately represented in leadership and decision-making.
- A sustainable resource base comprising assets and investments is essential to sustain the long-term vision.
- Effective communication platforms and presence are critical to reach the EFZ's broad base and diverse membership.
- Improved Staff remuneration and conditions of service are key to retaining the current crop of motivated staff.

Developmental Lenses

- Many Zimbabweans do not have access to quality health and education services.
- The gap between the very rich and the very poor is widening.
- Women and Youth are disproportionately affected by poverty and inequality.
- Vulnerability and marginalisation amongst groups such as People with Disabilities (PWDs), the elderly, orphans and vulnerable children and prisoners are worsening.
- Alcohol, drugs and substance abuse are prevalent among young people in both rural and urban areas.
- The Climate crisis is an urgent and present danger affecting all of us today.

Transformational lenses

- Moral decay manifests in many societal ills and latent conflicts in families, institutions and public life today.
- In the absence of a shared vision and national values, the nation will struggle to unite and remain locked down in violent polarization.
- Unresolved grievances and tensions contribute to an unsustainable peace.
- Cycles of disputed elections have weakened public trust in democratic processes.
- A culture of corruption and impunity overshadows the rule of law and constitutionalism.

- Poor management of public resources and governance of natural resources weakens economic growth and national development.

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ 1000 members with strong national reach and presence ○ Track record of positive interventions at local and national levels ○ An inclusive governance structure representing all interests at national and Provincial levels ○ Strong Secretariat with technical skills ○ An ever-mobilised and growing body of Christians support EFZ ○ Structures at the local level ○ Strong volunteer base ○ Part of various national, regional and global networks ○ Strong women structures in all the 10 provinces 	<ul style="list-style-type: none"> ○ Not making optimum use of expertise and available opportunities ○ Limited documentation/marketing of success and best practices. ○ Poor visibility – minimal branding and exposure ○ ‘Poverty mentality’ – generally low budgets ○ Donor dependency ○ Inadequate networking with potential and other funders ○ Inadequate resources - financial, human and others ○ Weak capacities to implement innovative resource mobilisation action ○ Weak youth structures
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Increasing diaspora philanthropy for local development ○ Attractive reputation as a known, trusted, non-partisan organisation ○ Social media and online payment platforms to support crowd-sourcing resource mobilisation and philanthropy activities ○ Increased stakeholder demands for meaningful corporate social responsibility activities ○ Demand for EFZ programmes and activities 	<ul style="list-style-type: none"> ○ Unresolved disputes and conflicts in some member churches ○ Member fatigue ○ Compromised convening power ○ Safety and security for human rights defenders and activists ○ Community fatigue ○ Competition for funding ○ Disruptive climate change-induced disasters and humanitarian events

<ul style="list-style-type: none"> ○ Urgent thematic focus areas especially climate change and youth ○ A robust resource mobilisation plan in place ○ Existing funding base to build on and expand ○ Tapping into professional skills within our membership 	<ul style="list-style-type: none"> ○ Unfavourable grant or funding conditionalities ○ Increased costs of doing development work ○ Corruption, fraud, theft ○ Staff brain drain ○ PVO Bill ○ Political instability ○ Pseudo Church bodies that are politically affiliated
---	---

Mission, Vision, Values, Purpose

Mission

To mobilise, empower and network Evangelicals and communities for the accomplishment of the Great Commission in Zimbabwe

Vision

An effective Evangelical Alliance holistically transforming Zimbabwe in all aspects of life.

Values

- Christ-centeredness
- Excellence
- Integrity
- Justice
- Compassion

Strategic Approaches

- Mission-oriented
- Unity in diversity
- Integrity in stewardship
- Christo-centric in nature
- Biblical in stance
- Collaborative in implementation
- Non-partisan in politics

What we are hoping to achieve (Theory of Change)

After five years (by end of 2030) of effective Christian presence, a well-resourced, coordinated and responsive EFZ working through well-capacitated member churches, will spearhead church-led compassionate responses to human suffering and the climate crisis in Zimbabwe, mobilise the informed participation and inclusion of Christians in decisions that affect their lives and pursue the transformation of the nation through the preaching of the Gospel and collective envisioning and realisation of the Zimbabwe We Want.

Organisational Strengthening

Summary

The EFZ's Organizational Strengthening Pillar aims to enhance its effectiveness in serving member churches. This will be achieved by: 1) revitalizing governance and coordination structures, ensuring transparency and accountability through the 2023 EFZ Constitution; 2) investing in leadership development through the EFZ Training and Discipling program; 3) establishing a dedicated media unit, including an Evangelical App, to improve communication and visibility; and 4) implementing a comprehensive resource mobilization strategy to support the 2025-2030 strategic plan. These initiatives will empower the EFZ to better serve its 4 million Christian members.

Strategic Goal

1. Strengthened coordination, resource mobilisation and capacity strengthening effectively responding to EFZ member needs.

Key milestones

Short Term	Medium Term	Long Term
<ul style="list-style-type: none">○ Implementation/Establishment and orientation of all EFZ structures by 2025○ EFZ Media centre set up by 2025○ EFZ strategic Business Unit set up by 2025○ Operationalization of the Resource Mobilization Plan by 2025○ Consolidation of membership database and needs assessment by 2025○ Establishment of EFZ 5 Commissions at Provincial level○ Setting up an Endowment Fund○ Establishing EFZ sector specific cohorts by end of 2025	<ul style="list-style-type: none">○ EFZ Training and Discipling Programmes Launched by 2026○ Strengthened Research and Development Commission (RDC) Think Tank by 2026○ Stable institutional funding and diverse funding sources○ Establishment of Provincial administrative Offices	<ul style="list-style-type: none">○ Construction/Development of the Bulawayo land○ Acquisition of EFZ properties in Provinces○

1.1. Strengthened EFZ governance and coordination structures at all levels

The EFZ will strengthen its governance mechanisms and coordination structures at national, provincial and zonal levels to ensure greater representation and ownership amongst member denominations and representative structures. Good corporate governance will enhance responsiveness to the needs and priorities of member denominations, and at the same time, it helps increase the credibility of church-led interventions. To this end, the EFZ will facilitate regular consultative and decision-making platforms in compliance with the provisions of the EFZ constitution. Additionally, the EFZ will coordinate timely elections for member representatives into key governance and coordination structures at national, provincial and thematic levels to ensure leadership and direction from below.

Objectives	1. To strengthen good corporate governance at all levels; 2. To ensure stakeholder representation at all levels of decision-making
Key Activities	1.1.1. Establishment of Provincial, Zonal and Thematic Coordination mechanisms in all areas of EFZ presence (that is the setting of EFZ Commissions in the Provincial, District and Zonal structures); 1.1.2. Regular National, Provincial and Thematic governance and coordination meetings (Annual, Quarterly, Monthly); 1.1.3 Establishing EFZ sector specific cohorts
Expected results	10 functional Provincial Pastors/Women/Youth Coordination Forums; Annual Calendars and Strategic Plans developed for each Provincial and Zonal Coordination Forum; 5 EFZ Commissions replicated in all provinces, districts and zones; Regular coordination meetings and Annual General Meetings held; At least 75% of member denominations contribute regular subscriptions
Target Groups	EFZ Member Denominations, Leaders in the Church, EFZ Governance and Coordination structures
Critical Milestones	Annual General Meetings held each year; Annual Youth and Women Conferences held; All leadership positions within EFZ structures filled by 2026.
Objectively Verifiable Indicators	# of governance and coordination meetings held; # of elective AGMs held; # of leadership positions filled;
Means of Verification	Meeting minutes/reports; Leadership selection results; Provincial/Zonal/Thematic Annual Calendars & strategic plans
Critical Assumptions	i. Member Denominations are willing to second Leaders to occupy roles in EFZ governance and coordination structures; ii. Seconded leaders are willing to contribute to improved EFZ governance and coordination; iii. Governance and coordination structures remain committed to following EFZ Constitutional requirements
Indicative Budget	At least US\$200 000 to support regular meetings and electoral processes

1.2. EFZ Training and Discipling Programme

The EFZ Training and Discipling programme will be open training, mentorship and skills development platform established to develop and strengthen critical capacities amongst leaders in the Church. Its major thrust will be to equip leaders in the Church with the tools and resources they require both to understand and respond to contemporary issues. As such, it will provide a diverse range of courses, programmes and learning opportunities tailor-made to suit the needs of church leaders working with communities, churches and in the marketplace. Topics to be covered include but are not limited to theological and developmental topics but will extend to key topics necessary to equip Church leaders to make meaningful contributions to the goal of holistic national transformation such as ethical business, counselling and psycho-social support, basic health care etc. Dynamic online, in-person and hybrid approaches will be utilised to increase the accessibility of courses and programmes to all Church leaders particularly those from rural areas. At the same time, the EFZ will work with member denominations to optimise existing facilities as training venues for various courses and programmes.

Objectives	1. To establish a training and discipling programme for people in church leadership to access training, mentorship and skills development opportunities; 2. To strengthen critical capacities amongst people in Church leadership
Key Activities	1.2.1. Development of training courses and skills development programmes; 1.2.2. Delivery of online and Offline training courses and skills development programmes
Expected results	Strengthened capacity of people in church leadership positions; At least 1000 leaders trained per year; Learning cycles/Communities of Learning developed in each Province
Target Groups	Leaders in the Church, EFZ Governance and Coordination structures
Critical Milestones	Leaders from all 10 Provinces trained in leadership development
Objectively Verifiable Indicators	# of programmes and courses developed; # of people trained
Means of Verification	Training Modules; Attendance registers;
Critical Assumptions	i. EFZ will mobilise resources to establish training programmes; ii. EFZ will manage to obtain the necessary accreditations and approvals to provide training programmes
Indicative budget	At least \$ 250,000

1.3. EFZ Media

EFZ Media a full-house information, education and communications department will be established as part of the EFZ Secretariat. The role and focus of EFZ Media will be to enhance the communication capability of the EFZ and to improve the visibility of the work of member denominations around the country. A strong media capability is important to help the EFZ play its roles to mobilise support for the vulnerable, influence national policies and coordinate the work of member churches. To this end, the EFZ will establish a state-of-the-art studio capable of producing and disseminating multi-media communications through social media, print, online radio, WhatsApp groups and other communicative vehicles. Additionally, EFZ Media will work with member denominations to generate content for different audiences which can, in turn, be showcased on shared platforms to increase reach and impact. The use of EFZ social media platforms will be optimised to increase accessibility and engagement with the estimated 4 million Evangelical Christians in Zimbabwe and the diaspora and ensuring access to critical information and updates including online bible versions, daily devotionals, hymn books, church service announcement etc.

Objectives	1. To enhance the communication capability of the EFZ; 2. To improve the visibility of the work of member denominations around the country.
Key Activities	1.3.1. Set up of EFZ Studio and recruitment of qualified media staff; 1.3.2. Development and popularisation of the EFZ Evangelical App; 1.3.3. Training and support of Content Creators from member denominations; 1.3.4.

Expected results	Growth and maintenance of EFZ Media platforms and information resources
	Increased visibility and support for EFZ and member denominations; Increased reach to new and diverse audiences
Target Groups	Evangelical Christians, Member Denominations, Young People
Critical Milestones	Establishment of EFZ Studios by 2026
Objectively Verifiable Indicators	# of people reached; level of popular awareness of EFZ programmes; # of member denominations regularly contributing content
Means of Verification	Social media analytics; surveys;
Critical Assumptions	i. EFZ will mobilise resources to purchase studio equipment, ii. EFZ will be allowed to obtain a broadcast licence for an online radio and TV station
Indicative budget	At least \$ 200,000 to cover the initial procurement of studio equipment by 2025.

1.4. EFZ Resource Mobilisation Architecture and Strategic Business Unit

The EFZ will create a sustainable resource base to support the implementation of the (2025 - 2030) strategic plan and ensure the long-term viability of EFZ operational structures. To this end, the EFZ will accelerate the implementation of the draft Resource mobilisation. The Resource Mobilisation Plan as approved by the EFZ leadership will be spearheaded by a Resource Mobilisation Committee at the Board level responsible for coordinating the EFZ resource mobilisation architecture at various levels. Four different funds with different yet complimentary intentions will be established to gather resources from various target groups as follows:

- 1. Growth Fund:** The EFZ Growth Fund will aim to mobilise at least US\$1 million per annum to support major capital projects and long-term investments such as property, land and strategic assets. Resource Mobilisation for the Growth Fund will be spearheaded by the EFZ Board and Secretary General through high-level philanthropy networks, incentives and events.
- 2. Programme Fund:** The EFZ Programme Fund will aim to mobilise at least US\$1.5 million per annum to support the implementation of donor-funded development programmes across the target areas and beneficiary groups identified in the EFZ strategic plan. Resource mobilisation for the Programme Fund will be done through donor roundtable meetings and Secretariat responses to calls for proposals.
- 3. Member subscriptions and Own income:** EFZ member subscriptions and own income from EFZ merchandise and events will contribute to the EFZ Reserve Fund aimed at supporting regular EFZ events, networking and coordination. At least US\$200 000 per annum is expected to be mobilised through subscriptions from the +1 000 member denominations as well as other fundraising actions.
- 4. Fellowship Fund:** The EFZ Fellowship Fund will aim to raise at least US\$250 000 per annum from popular appeals and fundraising challenges in response to crises, unforeseen events or emerging needs. Resource mobilisation for this fund will rely on crowd-sourcing and first-time givers will contribute to church-led disaster response initiatives.
- 5. EFZ Strategic Business Unit:** The EFZ will establish a Strategic Business Unit whose mandate shall be to coordinate the EFZ's strategic business interests and presence in the marketplace.

To this end, the Strategic Business Unit will be tasked with identifying strategic business ventures which could contribute to the EFZ's financial sustainability without compromising the EFZ's values and principles.

Objectives	1. To create a sustainable resource base to support the implementation of the (2025 - 2030) strategic plan 2. To ensure the long-term financial viability of EFZ operational structures
Key Activities	1.4.1. Regular EFZ Resource Mobilisation Committee Meetings 1.4.2. Appointment of EFZ Resource Mobilisation Coordinator to spearhead fundraising and donor reporting; 1.4.3. EFZ Donor Roundtable Meetings and regular feedback; 1.4.4. EFZ Strategic Business Unit projects and investments
Expected results	Increased resource base for EFZ work; Strengthened institutional financial sustainability
Target Groups	Evangelical Christians, Member Denominations, Philanthropists, Donor Agencies
Critical Milestones	Annual Donors Roundtable Conferences beginning 2025; Establishment of Strategic Business Unit by 2026
Objectively Verifiable Indicators	# of philanthropists and funding partners contributing to EFZ Funds; # of fundraising targets reached; level of member subscription payments
Means of Verification	Budgets; Fundraising reports
Critical Assumptions	i. EFZ will continue to enjoy a high level of goodwill and support from member churches, donors and other key stakeholders; ii. Crowd-sourcing resources from the diaspora and general publications will remain permissible under the country's laws
Indicative budget	At least US\$3 million mobilised from various sources.

Humanitarian Response and Environmental Stewardship

Summary

The EFZ's Humanitarian Response and Environmental Stewardship Pillar aims to improve the lives of vulnerable Zimbabweans facing poverty and climate change impacts. This will be achieved through WASH programs, climate resilience initiatives, food security measures, prisoner support, and strengthened support for church-run care facilities.

Strategic Goal

Practical contribution to the welfare needs and climate resilience of poor and vulnerable groups in the body of Christ and broader society

Key milestones

Short Term	Medium Term	Long Term
<ul style="list-style-type: none">○ WASH Programme extended in Mashonaland East and expanded to 1 new Province by 2026○ Establishment of a Wash Programme Area in Mashonaland East by 2026	<ul style="list-style-type: none">○ Resources Mobilised for 2 new schools and clinics by 2027○ At least 3000 Prisoners a year receive support by 2026	<ul style="list-style-type: none">○ Humanitarian and Climate projects consolidated into a self-sustaining EFZ Development arm by 2030

2.1. EFZ Water, Sanitation and Hygiene (WASH) Programme

Construction of clean and safe community water sources as well as Water and Sanitation Health (WASH) interventions such as the construction of toilets will be expanded as part of efforts to promote human dignity and resilience to climate change. WASH projects typically comprise a package of interventions including borehole drilling, solarised water pumping, water storage facilities, toilet construction and drinking taps. These interventions are not only important to prevent waterborne diseases and increase climate resilience but also have the potential to unlock opportunities for increased agricultural production at church sites to provide food for food-insecure community members. To this end, EFZ will expand ongoing WASH programmes in Matebeleland North, Matebeleland South, Masvingo and Mashonaland West Provinces to cover four new Provinces namely Bulawayo, Mashonaland Central, Mashonaland East, and Midlands. At least 20 new boreholes and toilet blocks are expected to be constructed each year between 2025 and 2030 targeting marginalised rural and peri-urban locations where EFZ member denominations have a presence.

Objectives	1. To increase access to clean water and WASH facilities among poor and marginalised groups in rural and peri-urban areas, 2. To strengthen member denominations' capacity to provide WASH facilities, 3. To increase small-scale agricultural productivity at rural and peri-urban church sites.
Key Activities	2.2.1. Identification of borehole drilling and WASH Project sites, 2.2.2. Borehole drilling and WASH Project interventions

Expected results	Improved access to clean and accessible water sources, At least 50 new boreholes constructed between 2025 and 2030, Supplementary food gardens established on at least of WASH project sites
Target Groups	Men, women and children from climate-affected and water-scarce areas
Critical Milestones	List of potential WASH Project sites developed by 2025
Objectively Verifiable Indicators	# of boreholes drilled, # of people accessing water and WASH facilities
Means of Verification	Site visits
Critical Assumptions	EFZ member denominations remain willing to identify church and community sites for borehole drilling and WASH Projects; EFZ will be permitted to implement WASH Projects in target areas, Funding partners are willing to continue funding EFZ and increase their funding
Indicative budget	At least US\$250 000 - \$500 000 per annum mobilised mostly from development partners and corporates.

2.2 EFZ Schools and Health facilities Programme

The EFZ will coordinate with member denominations to support the development and/or improvement of at least 1 new school and Clinic each year between 2026 and 2030. These schools and clinics will be developed in marginalised rural and peri-urban areas where women and children lack access to adequate health and education facilities. Partnerships with Government and community stakeholders will be established to ensure the sustainability of construction projects. At the same time schools and clinic development projects will integrate conflict transformation approaches aimed at leveraging development processes to advance social cohesion in polarised communities. Fundraising for schools and clinic construction projects will primarily be done as part of the EFZ Growth Fund – a funding pool specifically designed for member denominations to access funding for capital projects.

Objectives	1. To improve access to quality health and education for people in poor and marginalised areas; 2. To increase EFZ member churches' capacity to construct/ develop and operate new schools and clinics; 3. To provide an accessible pool of funds for member denominations to undertake school and clinic construction projects.
Key Activities	2.1.1. Resource mobilisation for EFZ Growth Fund; 2.1.2. Construction of 5 new schools and 5 new clinics; 2.1.3. Supply of school and clinic equipment
Expected results	Increased access to health and education for poor and vulnerable groups; Accessible resource base for church-led school and clinic construction projects; 5 new schools and clinics constructed between 2025 and 2030
Target Groups	Marginalised Rural /Peri-urban communities, Member Denominations, Philanthropists, Donor Agencies, Government Health and Education Ministries, Local Government
Critical Milestones	Identification of School and Clinic construction sites by 2025, Launch of Growth fund to support construction projects by 2025,

Objectively Verifiable Indicators	Levels of funding support available for church-led construction and development projects, # of new schools and clinics constructed/developed.
Means of Verification	Construction plans and budgets; site visits, stakeholder engagements
Critical Assumptions	i. EFZ member denominations are willing and able to identify viable schools and clinic construction/development projects; ii. Approvals from local and central government will be available for construction/development projects; iii. EFZ and member denominations will be successful in mobilising resources for the construction/development
Indicative budget	At least US\$500 000 - 1 million mobilised from various sources.

2.3. Food and Nutrition Security Programmes

In response to the high levels of hunger and food insecurity amongst vulnerable groups such as orphans, child-headed households, the elderly and People with disabilities the EFZ will work through member denominations to establish church-led Food Banks and Supplementary Meals Programmes in targeted areas. Food Banks will enable the regular collection of foodstuffs for distribution to those in need. At the same time, Supplementary Feeding Programmes will provide regular meals at accessible sites such as schools and church premises to identified groups and individuals. Provincial and Zonal coordination structures of the EFZ will be responsible for the coordination of food banks and supplementary feeding programmes working through volunteers. At least 1,000 sites are expected to be in operation by 2030 with the capacity to provide at least 10,000 meals for vulnerable people around the country each day. Food Bank and Supplementary Meals Programmes will be accompanied by opportunities for learning, prayer and reflection.

Objectives	1. To reduce the levels of hunger and food insecurity amongst vulnerable groups, 2. To establish at least 1,000 Food Banks and Supplementary Feeding Programmes by 2030.
Key Activities	2.3.1. Food Bank appeals and establishment of storage facilities; 2.3.2. Mobilisation of Volunteers and Establishment of Supplementary Meals centres at church and community facilities; 2.3.3. Provision of Food packs and supplementary meals
Expected results	At least 10 000 supplementary meals distributed each day; At least 10 000 food packs distributed each year by 2030
Target Groups	Poor and food insecure households and individuals; EFZ Zonal structures; Member Church denominations
Critical Milestones	At least 50% of Food Bank and Supplementary Meals distribution sites identified by 2025;
Objectively Verifiable Indicators	# of monthly food packs and daily supplementary meals distributed
Means of Verification	Site visits, Participants Registers,

Critical Assumptions	Local Coordination structures will be willing to work together and volunteer to keep Food Banks and Supplementary Meals programmes functional,
Indicative budget	At least US\$250 000 – US\$500 000 per annum mobilised from various sources.

2.4. Climate Resilience and DRR Communities Programme

The EFZ will intervene to enhance the resilience of households and communities affected by ongoing climate change pressures. Pervasive impacts of climate change have negatively affected livelihoods, agricultural productivity, gender relations and the survivability of many areas around Zimbabwe. For the majority of Zimbabweans who depend on rain-fed agriculture, climate change has resulted in reduced crop yields and poorer standards of living. Making the transition towards climate-adapted agricultural production and livelihoods is therefore key to the prospects of those affected by climate change. To this end, the EFZ will mobilise member denominations to increase the climate resilience of affected communities through climate awareness-raising programmes, distribution of climate-proofed agricultural inputs, drilling of boreholes and alternative livelihoods. In particular, the EFZ will help advance the 'Farming God's Way' approach aimed at enhancing smallholder farmers' ability to mitigate climate impacts whilst sustaining viable agricultural livelihoods. At a policy level, the EFZ will continue advocating for climate-just-public resources and policies to increase the resilience of climate-affected communities and households.

Objectives	1. To increase the resilience of climate-affected households and communities, 2. To mobilise the church for climate action
Key Activities	2.4.1. EFZ Climate justice advocacy and awareness raising 2.4.2. Church-driven local climate resilience projects; 2.4.3. Distribution of climate-proofed agricultural inputs and farming practices (Farming God's Way)
Expected results	Increased awareness of climate change issues; Strengthened church-led climate justice advocacy; Adoption of climate-smart agricultural practices by smallholder farmers.
Target Groups	Smallholder Farmers in climate-affected areas, Member Church Denominations, EFZ Zonal Coordination Structures, Government Ministries
Critical Milestones	Development and Launch of EFZ Climate Justice Campaign by 2025;
Objectively Verifiable Indicators	# of Church-driven local community climate resilience Projects; levels of awareness of climate issues amongst EFZ members, # of climate-proofed agricultural input packs distributed
Means of Verification	Project monitoring visits, social media analytics
Critical Assumptions	The government will remain willing to engage the Church's climate justice concerns; EFZ will manage to mobilise sufficient resources to implement practical climate resilience projects.
Indicative budget	At least US\$500 000 – US\$1 million to support advocacy and practical climate resilience projects

2.5 Prisoner support programme

Continuing with the Church's historic role of supporting the welfare, rehabilitation and reintegration of Prisoners, the EFZ will consolidate the disparate efforts of member churches to care for and assist prisoners currently serving at various facilities, into a harmonised Prisoner Support Programme. This is important to reduce competition and enhance the collective impact of the Church's work in the prison system. Hence, under this Programme the EFZ will help coordinate the work of Chaplains, Counsellors, Paralegals, affected families and Volunteers so that their efforts will complement each other and contribute to the rehabilitation of the maximum possible number of prisoners. Crucial to this work will be efforts to support and assist families affected by prison experiences through family-focused initiatives targeting families experiencing challenges such as trauma, social stigma and the loss of a breadwinner associated with imprisonment. Other activities to be conducted under the Prison Support Programme include regular prison visits to minister to inmates, church services and special events during holidays, distribution of bibles and provision of counselling and para-legal support. In addition, the EFZ will mobilise resources to minister to the basic practical needs of prisoners such as soap, foodstuffs, medications and clothing by their stated needs. Lastly, the EFZ will collaborate with Pastors in member denominations to assist with family and community reintegration of prisoners following incarceration through family counselling and mediation processes.

Objectives	1. To coordinate member churches' contribution to the welfare, rehabilitation and reintegration of prisoners, 2. To positively impact the lives of people in prisons
Key Activities	2.5.1. Establishment of Prisoner Support Programme coordination structure and budget; 2.5.2. Mobilisation of Prisoner Support volunteers and resources; 2.5.3. Implementation of the Prisoner Support Programme calendar of activities
Expected results	Improved prisoner welfare and living conditions; Coordinated churches' prisoner support activities; sustainable knowledge and resource base to support Prison ministry work
Target Groups	Prison Ministries, Volunteers and Chaplains; Prisoners and Young Offenders; Affected families;
Critical Milestones	Establishment of Prison Support Programme Coordination Committee by 2025;
Objectively Verifiable Indicators	# of Prison visits and events conducted; # of Prisoner support packs distributed; # of prisoners and young offenders reintegrated to families and communities
Means of Verification	Monitoring visits; Case files
Critical Assumptions	EFZ and member churches will be granted the clearance to implement activities in Prisons; Member Church denominations will remain willing to second Pastors and Chaplains to contribute to Prison Support Programmes
Indicative budget	At least US\$250 000 - \$500 000 per annum

2.6. Children's Villages and Elderly Peoples' Homes Support (Care and Compassion) programme

EFZ member churches and para-legal organisations directly run or support more than 100 children's villages and Elderly People's Homes all around the country. However, many of these Institutions are struggling to fully support the growing numbers of Orphaned and Vulnerable Children as well as the Elderly who have no other places to call home. In light of this, the EFZ will establish a Coordination Structure responsible for working with member church denominations to identify and prioritise the varying needs at Children's Homes and Elderly Homes around the country. Based on this information, the Committee is then expected to spearhead resource mobilisation drives to gather resources for various needs and projects. The spectrum of needs to be addressed includes foodstuffs, blankets, clothing and volunteer time to assist children's villages and elderly people's homes. Projects may also include the construction of new facilities, livelihood initiatives, food gardens, boreholes and solarisation according to varying needs and priorities. EFZ's resource mobilisation will include a Fellowship Fund and targeted fundraising to provide essential supplies, infrastructure, and livelihood support. The EFZ will also strengthen member church capacity in care management, ensuring adherence to global standards.

Objectives	1. To improve the welfare and living conditions at Church-ran Children's Villages and Elderly people's homes, 2. To coordinate shared resource mobilisation to support the maintenance and expansion of church children's villages and Elderly peoples' homes;
Key Activities	2.6.1. Establishment of Children's Villages and Elderly People's Homes support Programme Coordination structure, calendar of activities and project budgets; 2.6.2. Resource mobilisation activities; 2.6.3. Visitations and distribution of support to children's villages and Elderly homes.
Expected results	Mobilisation of at least \$ 250,000 per annum in goods and services; Implementation of at least 2 major Improvement Projects at 2 Children and Elderly people institutions each year; At least 1,000 OVC and Elderly people at a member church denominations directly assisted.
Target Groups	Children's Villages, Elderly Peoples' Homes, Member Church Denominations; Department of Social Welfare
Critical Milestones	Establishment of Children's Villages and Elderly Peoples Home Coordination Committee by 2025; Completion of first 2 Improvement Projects by the end of 2026
Objectively Verifiable Indicators	# of Improvement Projects undertaken; # of OVCs and Elderly People assisted; volumes of funds mobilised and distributed
Means of Verification	Monitoring visits; Case files;
Critical Assumptions	Member Church denominations will be willing to coordinate resource mobilisation efforts; Members of the public and corporate bodies will be responsive to support appeals for Children's Villages and Elderly People's Homes.
Indicative budget	At least US\$250 000 - \$300 000 per annum

Empowerment and Participation

Summary

The EFZ's Empowerment and Inclusion Pillar focuses on enabling marginalized communities to participate in decision-making at all levels. Key initiatives include: a Youth Leadership Development Program, training provincial leaders to address local challenges; a Gender Justice and Women Empowerment Program; and advocacy for constitutionalism, socio-economic justice, and peace-building through dialogue and engagement. The EFZ will leverage church traditions and collaborate with ZHOCD to facilitate national conflict resolution.

Strategic Goal

Holistic empowerment and informed participation of poor and marginalised groups in decisions that affect their lives.

Key milestones

Short Term	Medium Term	Long Term
<ul style="list-style-type: none">Development of National, Provincial and Zonal Advocacy strategies/action plans by 2025Establish policy schools by 2025	<ul style="list-style-type: none">Establishment of EFZ Parliamentary Fellowship by 2026	<ul style="list-style-type: none">ZHOCD Eminent Person Group Dialogue and Engagement Processes

3.1. Children and Youth Leadership Development Programme

The EFZ will contribute towards the growth and development of a generation of young leaders with the ability to solve contemporary challenges and envision the future in a manner that demonstrates a commitment to shared values. To this end, the EFZ will coordinate with member denominations and para-Church organisations to organise a calendar of youth leadership development programmes and mentorship cycles targeting young leaders in high schools and tertiary universities. These youth leadership development programmes will comprise a dynamic mix of activities including youth camps, outreaches, social media platforms, on-campus events, exchange programmes, practical volunteerism and exposure visits. National and provincial level coordinating committees comprising youth representatives and para-Church organisations will be set up to organise youth leadership development activities culminating in the Annual EFZ Youth Leadership Conference. This Annual Conference will provide young leaders within the EFZ orbit to share ideas, experiences and solutions for the future.

Objectives	1. To strengthen the capacities of young leaders in the Church, 2. To create platforms for young leaders in the Church to network and share ideas, 3. To facilitate opportunities for young leaders to contribute to positive change in their spheres of influence.
Key Activities	3.1.1. Establish multi-stakeholder National/Provincial Level Youth Leadership Development Coordination Committees; 3.1.2. Organise Youth

	Camps, exchange programmes, online workshops, learning cycles and mentorship; 3.1.3. Establish an online information hub for young leaders to network and access information; 3.1.4. EFZ Youth Leaders' special projects and voluntary works
Expected results	Capacitated young leaders making a positive impact in their spheres of influence; At least 200 young leaders participate in leadership development programmes each year; Online information hub developed to increase access to information.
Target Groups	Youth Leaders; Para-Church Youth Organisations; University and Tertiary Institutions; Corporate Sponsors;
Critical Milestones	Establishment of Youth Leadership Development Committee by 2025; Annual EFZ National Youth Leaders Conference each year
Objectively Verifiable Indicators	# of youth leaders participating in Programme Activities; # of through Projects undertaken by programme participants; Level of youth leaders participation in key decision-making processes
Means of Verification	Participants registers; training reports; activity reports
Critical Assumptions	Para-Church organisations will be willing to share resources and facilities, Member Church denominations will be willing to include ongoing youth development processes into the shared calendar; Member denominations will be willing to second youth leaders to participate in the programme.
Indicative budget	At least US\$250 000 - \$500 000 per annum

3.2. Women empowerment programmes

The EFZ will expand the work of the Gender Development Commission and the Women's Fellowship structures all around the country to promote gender justice and the holistic empowerment of women and girls through church-led economic empowerment, networking activities and advocacy campaigns targeting women and young girls. Economic empowerment activities will take the form of livelihoods training, Income Savings and Loans Schemes, food fairs, market days and Business Expos. These economic activities will serve to create opportunities for female entrepreneurs to market their goods and services and for them to open new markets. Platforms for networking and information exchange will also be created to expand opportunities for learning and personal growth amongst female entrepreneurs, whilst at the same time exposing female entrepreneurs to mentors who can provide support and guidance. Advocacy campaigns on gender justice concerns particularly equitable access and control to land and economic opportunities will be initiated through national and provincial structures to advocate for gender-just policies and gender mainstreaming in the management of public resources.

Objectives	1. To economically empower women and young women in the Church, 2. To create platforms for joint mobilisation, networking and learning amongst women and girls in the Church, 3. To facilitate joint campaigns, lobby and advocacy to promote gender-just and equitable decision-making.
-------------------	--

Key Activities	3.2.1. Develop and implement women's economic transformation training programmes; 3.2.2. Organise monthly EFZ Women's Fellowship meetings and Annual Conference; 3.2.3. Organise Gender justice and women empowerment policy advocacy campaigns
Expected results	At least 500 Women entrepreneurs trained on economic transformation each year; Regular monthly Women's Fellowship and Annual Women's Fellowship Conference meetings held; Joint campaigns for gender justice and women empowerment undertaken;
Target Groups	Women and young girls; female entrepreneurs in the Church; Line Ministries; Development Plan
Critical Milestones	Annual Calendar of Women's Fellowship programmes and activities issued every January; Fund to support women's economic transformation launched by 2027
Objectively Verifiable Indicators	# of women and girls attending economic transformation training; # of provincial and zonal monthly Women's Fellowship Meetings; # of lobby and advocacy campaign activities implemented.
Means of Verification	Meeting Reports, participant registers, monitoring visits
Critical Assumptions	i. Member church denominations will second women and young girls to participate in gender justice and women empowerment training; ii. Adequate resources will be mobilised to support women's livelihood projects
Indicative budget	At least US\$250 000 - \$500 000

3.3. **Constitutionalism, governance and democracy building**

The EFZ will contribute towards the realisation of the shared ideals of constitutionalism, governance and democracy building through church-led lobby and advocacy initiatives targeting duty-bearers and change makers in the executive, judiciary and parliament through the following key interventions:

1. **Constitutional literacy and advocacy.** The EFZ will promote efforts to increase popular awareness of the constitution and commitment to support its implementation. This will be done through the distribution of Informational, Educational and Communication (IEC) materials on the constitution in all of the country's languages. These IEC materials will be distributed through strategic church information networks and complimented by regular multi-stakeholder workshops to promote adherence to the constitution and address factors hindering constitutionalism. Work on the constitution will also benefit from long-standing collaborations with progressive Civil Society Organisations and Academia to raise a common voice in defence of the constitution.
2. **Governance and Electoral reforms.** The EFZ will continue advocating for just and equitable reforms to address the perennial governance and electoral challenges facing Zimbabwe. These challenges pointedly manifest in rampant corruption, disdain for the rule of law and disputed elections. In response to this, the EFZ will utilise advocacy instruments such as Pastoral Letters, Parliamentary Engagements, Prayer Meetings, Church-led Campaigns, Lobby Meetings, Pastoral Visits etc to promote just and equitable governance and electoral reforms. Related to

this work the EFZ Election Monitoring Team will monitor and observe all elections providing the nation a credible non-partisan witness and recommendations.

3. **Democracy building.** The EFZ will continue to work to facilitate the further democratisation of decision-making and resource sharing in Zimbabwe by promoting the informed participation of the EFZ Christian community in key decision-making processes such e.g. local and national budgeting, devolution process, Parliamentary Public Hearings, Chapter 12 Commissions' public engagements and local development meetings. In this regard, the EFZ will periodically share relevant information and updates on key democratic processes using church information channels and popular media.

Objectives	1. To facilitate the informed participation of Christians in constitutional, governance and democratisation processes, 2. To actively contribute towards the realisation of constitutionalism, good governance and democracy in Zimbabwe.
Key Activities	3.3.1. Development of National, Provincial and Zonal Advocacy strategies/action plans; 3.3.2. Establishment of EFZ Parliamentary Fellowship; 3.3.3. Regular dissemination of IEC material; 3.3.4. Periodic dialogue and engagement meetings with key stakeholders; 3.3.5. Church-led Advocacy Campaigns on constitutionalism, good governance and democratisation, promoting citizen participation and engagement
Expected results	Increased adherence to the constitution and respect for the rule of law; Mobilisation of Christians for lobby and advocacy to promote constitutionalism, good governance and democratisation; Increased levels of church-led dialogue and engagement between affected communities and solution-holders
Target Groups	Duty Bearers, Solution Holders, Affected Communities, EFZ lobby and advocacy structures, Media
Critical Milestones	Development of updated Lobby and Advocacy Strategy by mid-2025;
Objectively Verifiable Indicators	# of multi-stakeholder dialogue and engagement meetings held; # of church-led lobby and advocacy processes organised through EFZ structures; # of people receiving IEC materials through EFZ channels
Means of Verification	Meeting reports; Media coverage, Attendance registers, Parliamentary debates
Critical Assumptions	Parliamentarians and other stakeholders will be willing to participate in the EFZ Parliamentary Fellowship; The EFZ and the Church at large will be allowed to contribute to the constitution, governance and democracy-related issues; National, Provincial and Zonal Structures of the EFZ will manage to develop a cohesive advocacy strategy and follow-up action plan.
Indicative budget	At least US\$500 000 - \$750 000

3.4. Socio-economic Justice Programme

The EFZ will actively promote social and economic justice for those marginalised and dispossessed by unfair social, economic, cultural and political processes. The prevalence of such processes and their unrestrained effects on people's everyday lives have resulted in Zimbabwe becoming a highly unequal society at the expense of groups such as the youth, women, people living with disabilities mining-affected communities, landless and peasant farmers, migrants, the uneducated, and numerous other groups left outside. This systemic exclusion and marginalisation of downtrodden groups have their basis in the adoption and implementation of unjust policies which tend to benefit certain groups over others. To this end the EFZ will focus its voice, critical mass and agency on promoting justice in three mutually related areas namely:

1. **Resolution of the debt crisis:** The EFZ will contribute to measures to resolve Zimbabwe's debt crisis by raising awareness of the debt situation, calling for transparency in debt contraction and urging the international community and creditors to cancel debts and provide fair and predictable sovereign debt work-out mechanisms for highly indebted countries like Zimbabwe.
2. **Just and equitable taxation:** The EFZ will advocate for just and equitable taxation as a means to generate sufficient national resourcing to finance robust public service delivery and the general improvement in the quality of life. This entails sustained lobby and advocacy e.g. the adoption of the proposed global 15% minimum taxation on Foreign Direct Investments proposed by the United Nations, the halt of unjust tax incentives for foreign investors and the reduction in the over-taxation of the informal sector and other already marginalised groups.
3. **Reduction of corruption and illicit financial flows:** The EFZ will work together with Civil Society partners, media and academia to spotlight and urge collective action to reduce rampant corruption and illicit financial flows. This will be done through regular advocacy campaigns, multi-stakeholder engagements, pastoral letters and investigative reporting.
4. **Reversal of austerity measures:** Within the context of local and national budgeting processes the EFZ will mobilise Christians and member churches to urge for the reversal of austerity measures and to promote increased public investments in basic social service delivery and public welfare programmes such as the Basic Education Assistance Module and a potential basic income grant for vulnerable groups.
5. **Transparency and accountability in Public Finance Management**
6. **Gender Justice :**

Objectives	1. To promote the realisation of social and economic justice for poor and marginalised groups, 2. To provide viable people-centred alternatives to debt and over-taxation, 3.
Key Activities	3.4.1. Capacity strengthening of EFZ advocacy structures on social and economic justice issues (debt, tax, national budget); 3.4.2. Production and dissemination of IEC materials and Pastoral Letters on debt, tax and national budget issues; 3.4.3. Regular church-led multi-stakeholder dialogue and engagement meetings at national, provincial and zonal levels; 3.4.4. Popular campaigns on debt, tax, anti-corruption and IFFs
Expected results	Improved public service delivery; Just and sustainable resolution of the debt crisis, Fairer taxation; Reduced illicit financial flows
Target Groups	Parliament; Line Ministries; Extractive industry; Private Sector; Social and Economic Justice CSOs; Key interest groups; Media

Critical Milestones	Launch of Tax Justice Campaign (2025); Annual social and economic justice review report (2025);
Objectively Verifiable Indicators	# of Pastors and church members trained in social and economic justice; # of Pastoral Letters issued on socio-economic justice issues;
Means of Verification	Media Reports; Social media analytics; Parliamentary Budget Consultation Reports;
Critical Assumptions	Member Church Denominations and EFZ structures will remain willing to participate in social and economic justice advocacy campaigns; Social and economic justice advocacy will not be criminalised or politicised; Key stakeholders will remain willing to dialogue and engage with the church; The people will not resort to violent upheavals in order to address social and economic justice concerns.
Indicative budget	At least US\$1 000 000 - \$1 500 000

3.5. Peace-building and Conflict Transformation Initiatives

The EFZ will establish a peace-building and conflict transformation architecture of trained men and women to help resolve festering conflicts at national, provincial and local levels working with like-minded organizations. Unresolved conflicts carry the risk of exploding into open conflicts if they are not resolved in a manner that underscores the value of a just and sustainable peace. In this regard, there is a need to prepare the church to make a meaningful contribution to the resolution of the complex political, electoral, tribal, gender, class, generational and resource-based conflicts affecting the nation. To do so, the EFZ will train and establish local and provincial Peace Practitioner Committees responsible for initiating church-led conflict transformation processes at a local level. These Committees will principally convene dialogue and engagement meetings to mediate between conflicting actors and seek lasting resolution to conflict drivers. Additionally, the Committees will coordinate with the National Peace and Reconciliation Commission (NPRC), Parliament and other bodies to facilitate the voice and participation of the church in official peace-building processes. At a national level, the EFZ will contribute to the Zimbabwe Heads of Christian Denominations' (ZHOCD) Eminent Persons Group, tasked to rally the combined efforts of the four main Church mother bodies.¹ to mediate national-level conflicts particularly those between and amongst the dominant political elites and their parties, between the rulers and the ruled, between the haves and the have-nots and lastly, the conflicts between Zimbabwe and the international community. This work of the ZHOCD is guided by a ZHOCD Vision, Advocacy, Dialogue and Engagement Framework. Six leaders from EFZ member churches seconded to work with the ZHOCD Eminent Person Group will be responsible for channelling the voice and perspectives of the EFZ in the ZHOCD's national-level peace-building and conflict transformation work.

Objectives	1. To contribute towards a just and sustainable peace at all levels in Zimbabwe, 2. To equip the Church and its various structures to transform conflicts within their various spheres of influence
Key Activities	3.5.1. EFZ Peace Practitioners Train the Trainer and cascade training at Provincial and Zonal Level; 3.5.2. Provincial and Zonal peacebuilding and

¹ ZHOCD is comprised of the Evangelical Fellowship of Zimbabwe, Union for the Development of Apostolic Churches in Zimbabwe, Zimbabwe Catholic Bishops' Conference, and Zimbabwe Council of Churches

Expected results	conflict transformation processes; 3.5.3. ZHOCD Eminent Persons Group national peacebuilding and conflict transformation processes; 3.5.4. Annual EFZ Peace and Conflict Monitoring Report
	Strengthened capacity of EFZ Peace Practitioners to transform conflicts at provincial and zonal levels; Contributed towards resolution of national political and electoral conflicts through ZHOCD Eminent Persons Group; Strengthened Knowledge base and critical analysis of conflict and peacebuilding conditions in Zimbabwe
Target Groups	National Peace and Reconciliation Commission; EFZ local Peace Practitioners; Conflict-affected communities and groups; Parliament; Security establishment; SADC; International Community
Critical Milestones	EFZ Peace Practitioners Train the Trainer Workshops (2025); ZHOCD Eminent Person Group Vision, Advocacy, Dialogue and Engagement Strategy launch (2025); ZHOCD Pre and Post Electoral Political Parties Engagement processes (2027 - 2028)
Objectively Verifiable Indicators	# of dialogue and engagement meetings held; # of EFZ local Peace Practitioners Trained; # of conflict situations resolved through the Church's intervention
Means of Verification	Training Reports; Monitoring visits; Meeting minutes; Case files
Critical Assumptions	EFZ and member churches will be granted the clearance to implement activities in Prisons; Member Church denominations will remain willing to second Pastors and Chaplains to contribute to Prison Support Programmes
Indicative budget	At least US\$250 000 - \$500 000 per annum

Integral Mission

Summary

The EFZ's Integral Mission Pillar advances the Great Commission through holistic community transformation, broad-based evangelism (including mega-crusades), church growth initiatives, and campus outreach. It promotes social cohesion through Christian messaging and contributes to national vision-building in collaboration with ZHOCD, ensuring member voices shape "The Zimbabwe We Want."

Strategic Goal

Sustained church mobilisation to advance the gospel and promote social cohesion in Zimbabwe

Key milestones

Short Term	Medium Term	Long Term
<ul style="list-style-type: none">○ Envisioning, Advocacy, Dialogue and Engagement framework launched○ Formalize and coordinate partnerships with School and Campus Ministries○ Members Schools and Campus structures trained and established○ At least 1 mega-Gospel Crusade facilitated○ Increased number of denominations integrating CCMP○ EFZ month (July) and Harvest month (September) launched	<ul style="list-style-type: none">○ Zimbabwe, We Want National Vision process (2026 - 2028)○ Theological Institution/Colleges integrating CCMP by 2026	<ul style="list-style-type: none">○ Annual Social Cohesion Campaign held○ # of souls reached with the gospel○ # of new churches planted

4.1. Church and Community Transformation Programme

The EFZ will lead the coordination of denominations, theological institutions, peer agencies and communities in the assimilation of the Church and Community Transformation (CCT) programme. CCT is a transformation development tool that is holistic as it facilitates for both the spiritual and physical transformation of people and communities. Having practised CCT for the past 12 years, EFZ will assume a coordination role to influence a wider range of organisations, institutions and denominations to integrate CCT in their programming, curricula and broader development formulae. EFZ has worked in 100 communities across the country and its strategic intent moving forward to extend its reach to not just communities but to key institutions that work in and with communities for their development and transformation.

Objectives	1. To increase EFZ's CCT impacts; 2. To extent CCT influence to key institutions such as theological colleges and other peer/ like minded agencies; 3. To improve the lives of the poor and marginalised people in the communities of operation.
Key Activities	2.1.1. High level envisioning meetings; 2.1.2. Documentation and publication of CCT best practices; 2.1.3. Cross sectoral coordination meetings
Expected results	Increased number of organisations and colleges practicing CCT, Improved quality of life for poor and vulnerable groups; Accessible CCT resources for denominations and like-minded organisations
Target Groups	Marginalised Rural /Peri-urban communities, Member Denominations, Peer Agencies, Government Departments
Critical Milestones	EFZ proposed CCT curriculum approved
Objectively Verifiable Indicators	Number of theological colleges integrating CCT in their curricula; Number of communities experiencing demonstrable transformation in their lives
Means of Verification	Construction plans and budgets; site visits, stakeholder engagements
Critical Assumptions	i. EFZ member denominations, theological colleges and like-minded organisations are willing and able to embrace CCT iii. EFZ and member denominations will be successful in mobilising resources
Indicative budget	At least US\$500 000 mobilised from various sources.

4.2. Gospel Crusades and Evangelistic Campaigns

In the advancement of the EFZ's founding purpose to contribute to the achievement of the Great Commission to spread the gospel, the EFZ will accelerate the holding of Gospel crusades and evangelistic campaigns in all the Provinces of Zimbabwe. Gospel crusades and evangelistic campaigns are a key aspect of the EFZ's evangelical movement's mandate to transform the nation through the Gospel. Over the years the EFZ has partnered with renowned Evangelists such as Reinhard Bonnke, Joyce Meyer, Luis Palau and others to spread the gospel to hundreds of thousands of Zimbabweans during mega crusades. In keeping with this tradition the EFZ will continue facilitating major gospel crusades, through providing technical support, local clearances, bookings and approvals, linkages to member churches and networking with para-church organisations in various communities. Hence between 2025 and 2030, the EFZ anticipates supporting at least 2 major gospel crusades hosted by an International partner. Each major crusade will be complemented by community outreaches, leadership engagements and church planting processes by member churches. In addition to Gospel Crusades alongside International Partners, the EFZ will collaborate with member churches, and Provincial and Zonal structures to organise collective gospel and evangelistic events such as Worship Services, Choral Competitions, and National Prayer Services etc.

Objectives	1. To contribute towards the advancement of the Great Commission in Zimbabwe, 2. To provide effective technical support for the successful hosting of gospel crusades and evangelistic events, 3. To lead effectively in the proclamation and demonstration of the word
Key Activities	4.1.1. 2 Mega gospel crusades each year; 4.1.2. Local and national EFZ gospel and evangelistic events; 4.1.3. Pre and post-crusade community outreaches and local church engagements ; 4.1.4 Local and national prayer days and events
Expected results	At least 2 major gospel crusades held each year; Increased numbers of people converted to Christ; At least 1 annual EFZ gospel or evangelical

	collective event organised in each Province by member church structures; At least two national prayer events held
Target Groups	Local and International Evangelists; EFZ Provincial and local structures;
Critical Milestones	Lius Palau Gospel Crusade (2025); EFZ Annual Gospel and Evangelism Calendars
Objectively Verifiable Indicators	# of Gospel Crusades held; # Provincial level gospel or evangelical events collectively organised by EFZ structures; level of attendance at gospel and evangelical events; levels of attendance at prayer events
Means of Verification	Attendance logs; media reports; monitoring visits
Critical Assumptions	EFZ and member churches will be granted the clearance to conduct mega crusades; Member churches and Provincial structures will be willing to participate in gospel crusades and evangelism; International Partners remain willing to conduct crusades in Zimbabwe
Indicative budget	At least US\$50 000 - \$100 000 per annum

4.3. Zimbabwe We Want National Vision Process

The EFZ will contribute to a national envisioning process aimed at formulating a shared collective vision to carry the nation forward. This envisioning process is an iteration of the Zimbabwe We Want initiative of the 2000s through which the church successfully managed to bring the nation together to formulate a discussion document containing recommendations and alternatives for the future. Integrating the lessons learnt and experiences from the first Zimbabwe We Want process the EFZ will rally together with the other mother church bodies in the ZHOCD to bring the nation together again to dialogue and engage towards a new shared national vision. Following the formulation and adoption of a shared national vision, the Church anticipates the adoption of cohesive values and principles to guide the peaceful conduct of the affairs of the nation.

Objectives	1. To facilitate the adoption of a common national vision and values, 2. To equip EFZ member churches and structures to contribute to the church-led national envisioning process; 3. To play a leadership role within the ZHOCD church-led national vision process.
Key Activities	4.2.1. Development of ZHOCD National Vision process framework; 4.2.2. Participation in ZHOCD National Vision dialogue and engagement processes 4.2.3. Launch of the Zimbabwe We Want National Vision document ii;
Expected results	Increased national cohesion and reduced levels of polarization; Acceptable pathways and alternatives for the lasting resolution of shared national challenges; National Vision document detailing shared national vision and values
Target Groups	ZHOCD member churches; Men, women and children in Zimbabwe and the diaspora; Political Parties; Civil Society; Business community; International Community
Critical Milestones	ZHOCD National Vision dialogue and engagement framework (2025)

Objectively Verifiable Indicators	Level of ZHOCD commitment to church-led national visioning process; # of dialogue and engagement meetings held; level of shared consensus on critical issues
Means of Verification	Media Reports; Meeting reports; Attendance registers
Critical Assumptions	The ZHOCD will continue spearheading the church-led national dialogue and engagement process; Key stakeholders especially the State and political parties will be willing to participate; Sufficient resources will be mobilised to support extensive processes of dialogue and engagement.
Indicative budget	At least US\$2 500 000 - \$5 000 000

4.4. Social Cohesion Campaigns

The EFZ will initiate a series of social cohesion campaigns aimed at transforming the levels of polarisation and division into unity and togetherness. This is very important in light of the high levels of intolerance and militancy in the national rhetoric, which frequently serve to ferment divisions amongst the people. In this regard, the EFZ will work to challenge divisive narratives and militant rhetoric by promoting messages that point attention to the things that unite rather than divide Zimbabweans, as well as profiling the work of the Church to bring people together in harmony. To this end, the EFZ will periodically implement campaigns to stimulate social cohesion amongst Zimbabweans from all walks of life in a non-political and non-threatening manner. To this end, the social cohesion campaigns of the EFZ will focus on creating messages and platforms for Zimbabweans to push back against unnecessary hate and divisions along tribal, race, gender, class, religious and other fault lines. At the same time, the EFZ social cohesion campaigns will aim to give voice to those who are excluded from dominant societal narratives or forced to self-censor out of fear of repression. Thus by creating safe spaces for all people to voice their views and perspectives the EFZ anticipates fostering great understanding and tolerance with less resort to violence and marginalisation when addressing societal differences.

Objectives	1. To increase social cohesion amongst different conflicting groups in Zimbabwe, 2. To challenge and transform divisive and militant narratives, 3. To showcase the possibility of realising social cohesion in Zimbabwean communities
Key Activities	4.3.1. Development and dissemination of popular IEC materials; 4.3.2. Conduct church-led social cohesive events and awareness-raising competitions; 4.3.3. Conduct media training and awareness-raising processes;
Expected results	Reduced levels of violent and divisive media rhetoric; Increased number of church-led community social cohesion interventions; Decreased levels of politically motivated violence and repression
Target Groups	EFZ member churches and local structures; Young people, Traditional Chiefs; Councillors; Parliamentarians;
Critical Milestones	EFZ signs social contracts with key sectors of Government
Objectively Verifiable Indicators	# of journalists trained; # of local conflicts transformed; # of IEC materials distributed
Means of Verification	Campaign Reports, Training Reports, Monitoring Reports

Critical Assumptions	Media houses will be willing to participate in social cohesion training; Local EFZ structures will be allowed to implement social cohesion processes in volatile communities;
Indicative budget	At least US\$250 000 - \$500 000

4.5. Schools and Campus Ministries

The EFZ will coordinate its members presence in Schools and Tertiary Institutions in Zimbabwe. Many member churches have a presence at university and tertiary institutions, however, there is limited collaboration and joint activities on campus. To this end, the EFZ will develop a coordination structure to help member churches to have an effective and unified presence on various schools and campuses. The same structure will also be beneficial in networking schools and tertiary students to the EFZ's broader work in the nation. In addition, the Campus platform will also benefit from the representation of the EFZ in the University Chaplaincy Association which provides formal coordination for the work of the church on university and tertiary campuses.

Objectives	1. To coordinate and strengthen the presence of EFZ member churches at University and tertiary institutions;
Key Activities	4.4.1. Identification and training of coordination structures; 4.4.2. New students' induction and orientation week; 4.4.3. Combined EFZ member churches Campus events, projects and services; 4.4.4. Development and dissemination of IEC materials, 4.4.5, chaplains conference
Expected results	Increased coordination of member churches' presence at university and tertiary institutions; Increased number of students going to EFZ member church activities on campus; Increased university students' participation in EFZ projects and programmes
Target Groups	Universities and Tertiary Institutions; EFZ member churches; University Chaplains Association
Critical Milestones	Campus coordination structures in all Universities and Tertiary Institutions by 2027
Objectively Verifiable Indicators	# of functional Campus coordination structures; # of EFZ on-campus activities organised; levels of student participation in broader EFZ programmes
Means of Verification	Monitoring visits; Meeting minutes; and Training Reports
Critical Assumptions	Already existing campus ministries will be willing to engage the EFZ coordination mechanism
Indicative budget	At least US\$250 000