

Introduction

From small beginnings in the 60s the Navigators Africa has grown to become a global player in the purposes of God. This journey has taken the Navigators Africa from:-

The Pioneering Years 1967 – 1975

During this period, the Kenyan ministry was restarted, ministries also started in Ghana and in Nigeria.

The consolidation Years 1976 – 1988

This period saw the emergence of national leadership teams in Ghana, Kenya and Nigeria. Ministries began in countries like Zambia, Zimbabwe, Malawi, Uganda, and Cote d'Ivoire. Pioneering works were on in Cameroon, Congo DR, and South Africa. Teaching and training African Staff was a key strategy throughout the ministries.

Establishing Years 1988 onwards

Africans were now well placed in leadership in key countries. As this generation of Africans led out and sort to disciple the next generation of Africans, contextualization of the ministry became crucial. The Scriptural Roots of Ministry study was timely.

African Leadership 1988 onwards

This period was very turbulent across Africa, national economies were failing. The challenges of funding the ministries and supporting the national full time staff across Africa became a big issue. Africans began to come face to face with the unique challenges of the African continent and people - issues of the dignity of the African people, the extended families and communal ways of life, poverty, corruption and injustice. What does the Gospel of the Kingdom offer to people devastated by wars, failing economies, famine, diseases, and rural dwellers?

THE CORE (2001)

The Core demonstrates our readiness to adapt to the times, the power of God and the Holy Spirit became prominent, spiritual transformation, holism and comprehensive inclusiveness feature strongly without losing the specialties of the past – laborers, generations, the gospel and the nations. The purposes of God are large enough for all people of all times – issues of interest to Africa are on the Heart of God Almighty.

Implementing the Core requires a strategy that will guide us. The document that follows is the product of prayer, consultations and discussions by the RT/ARC.

1.00 Transforming Gospel

1.10 Strategic Objectives

- 1.1.1. **Redemptive Transformation:** To see Spiritual formation and transformation – God's life engaging the neediness of the other - that is taking place in context of mission and ministry to the lost, the vulnerable and broken.
- 1.1.2. **Redemption:** To understand, live out and minister the promise of the gospel and its implications for the African condition – struggle with sin, material neediness and experience of evil. God is committed to restoring the dignity of the African person in Christ and the sanctity of the African nation; this is where God wants us to seek and to serve him.
- 1.1.3. **Integrated living:** To see the gospel fleshed out at home & work... bringing about transformation of society as lives of integrity impact their worlds for Jesus.
- 1.1.4. **Mobile Gospel:** To see the gospel growing through natural networks of relationships... and moving some of our leaders and labourers from the cities into smaller towns, rural areas and people groups.

1.2. Critical Imperatives

- 1.2.1. Flesh out a vision of the transformation we wish to see... that captures our burdens and challenges.
- 1.2.2. Development of the Insider: Labourers and leaders who are passionately engaging the issues of the gospel-in-transformation with the scriptures.

1.3. Initiatives

- 1.3.1. From communities that are seeking to engage the scriptures in the context of life challenges, develop a study outline as an equipping tool for *understanding* what the Transforming Gospel is.
- 1.3.2. Identify *leaders/champions* for Insider Communities seeking answers to life challenges in the Scriptures.

- 1.3.3. Develop ministry *models and tools* of Equipping for Transformational Discipling. Include new profile of the Insider labourer & the integrated life; missional thinking and audio/video versions for oral learners.
- 1.3.4. Revise our *progress barometers* to measure life change rather than activities.
- 1.3.5. Develop relevant contexts of ministry to the lost and vulnerable as *learning environments* that enhance transformation.
- 1.3.6. Develop appropriate *Vehicles* that give the gospel and the gospel bearer credibility.
- 1.3.7. *Document* the African story regarding the Transforming power of the gospel – noting the process.

2. Transforming Communities

2.1. Strategic Objectives

- 2.1.1. We need learning and worshipping Communities.
 - Individuals and committed communities deeply engaging the scriptures as authoritative and adequate to address issues in community, life and mission.
 - Listening to God and growing in dependence on the Holy Spirit especially through concerted prayer and fasting as a dynamic part of our community life.
- 2.1.2. We need healthy and healing communities.
 - Where deeper connection and integration is taking place.
 - Authenticity and security in a climate of grace, trust, kindness and love which springs from the knowledge and fear of God.
 - People experiencing healing - Personal and relational - and bringing hope and joy to those they interact with.
 - Women are affirmed, enabled and empowered to make significant contribution.
- 2.1.3. We need Missional Communities.
 - Organized around impacting their worlds with the gospel... affirming people as Insiders who can be meaningfully engaged in their natural communities, networks and contexts.
 - Families and relational networks are vehicles for the gospel advance... welcoming all people, including the weak and unusual.

2.2. Critical Imperatives

- 2.2.1. Understanding the complexity of multiple community-allegiances and the need for intentional engagement in a transformational community.
- 2.2.2. Deliberately help people stay missionally connected in their natural networks.
- 2.2.3. Coaches and change agents who will model the development of our desired community and coach others do same.

2.3. Initiatives

- 2.3.1. Initiate sustainable corporate prayer endeavours at all levels of our work; Learning to listen to God and grow in dependence on the Holy Spirit.
- 2.3.2. Identify and develop leaders, teams and models that help people stay meaningfully connected in their extended family and natural communities in ways that advance the gospel in those settings.
- 2.3.3. Identify 5 cities in the region for modelling City-wide Integrated Ministries (CIM) and bring together the leadership of these CIMs into a supportive network.
- 2.3.4. National ministries to develop initiatives for:
 - Preservation and flow of our fruit during times of ministry transition through the seasons of life.
 - Ministry practices that are inclusive and do not unnecessarily segment the ministry on educational, economic lines, age and children.
- 2.3.5. Develop a resource team at the regional level to promote relational health in our work.
- 2.3.6. Equip the leaders of our transformational communities with heart and skills for cultivating the relational dynamics for promoting the advance of the gospel.

3. Transforming Labourers

3.1. Strategic Objectives

- 3.1.1 We need *new and increasing generations of labourers* – both men and women - who are passionate for and submissive to the scriptures and are known for their Christ-like character.
- 3.1.2 We need “young men and women with fire in their bones and wings on their feet” - people who exhibit extraordinary *courage and initiative and sacrifice* beyond our existing frontiers.
- 3.1.3 We need men and women who have deep *compassion for the lost, the weak and vulnerable*. They actively *invest in the lives of others* with generational mindset.

3.2 Critical Imperatives

- 3.2.1. Focused development of trainers who have clarity and commitment to the Core.
- 3.2.2. A ministry environment in which depth in the Scriptures, the Promises and investing in the lives of others with a generational mindset are prominent.

3.3 Initiatives

- 3.3.1 For starting work in a new location, aim at building a broad base of labourers - a cohesive community of 8- 15 people who are committed to each other and to the Core.
- 3.3.2 Wherever possible, start with young people and stick with them through life.
- 3.3.3 Target other tertiary education systems in addition to Universities
- 3.3.4 Seek to understand and utilize the opportunities for gospel advance that relates to the unique place and role of women in families and communities.
- 3.3.5. Identify relevant training contexts, and develop forms & tools for developing labourers for our diversity of contexts: Focus, Rural, Poor, Urban, etc.

4.0 Transforming Mission

4.1. Strategic Objectives

- 4.1.1. We need to overcome the tendency to keep the ministry in the form and context we received it: Christians to Christians, Campus to Campus, Capital city to Capital city - because the evangelical subculture among which most of our work is concentrated is less than 15% of the population.
- 4.1.2. We need Acts 13-type initiatives: strategic moves of the Holy Spirit... impelling vision for hitherto neglected peoples... in response of which, for all of us, something will change and for some of us everything will change.
- 4.1.3. We need Apostolic-minded pioneers who will move with the gospel; pure, mobile and relevant, into new/diverse people groups and countries where they will seek to develop *Insiders* in/for the respective people groups. These *Insiders* are advancing the gospel into their spheres and natural networks.

4.2. Critical Imperatives

- 4.2.1. Pioneers: men and women of faith and sacrificial hearts, called to specific people groups – especially: The Urban Lost, The Rural, The Poor, The Focus - who will articulate the Gospel *for* that people group.
- 4.2.2. Pioneering efforts that result in strong Insider ministries *and* Insider ministries that give birth to pioneering initiatives.
- 4.2.3. An environment in which missions is understood to be for all.

4.3. Initiatives

- 4.3.1. Prayer document and mobilize for deep engagement with the Holy Spirit and with the needs and opportunities in the nations.
- 4.3.2. Rethink our training content especially for our campus and youth ministries to equip young men and women to think missionally and reposition the majority of our labourers for life-time Insidership.
- 4.3.3. Develop the *Insider*. Identify and train coaches who will help communities of believers:

- Gain a vision of the Insider and how to advance the gospel through their relational networks.
 - Explore the Gospel that transforms and makes a difference in the neediness of practical life.
 - Explore how to bring about Systemic change in establishments and in society at large.
- 4.3.4. Equipping for our strategic target Areas:
- Identify apostolic-minded/gifted labourers and equip them in faith-building contexts.
 - Bring together key people with budding interest in ministry to the Rural, the Poor, the Focus and the Nations in general for interaction, encouragement and equipping.
- 4.3.5. Grow mission consciousness in the countries: mission conferences, short-term missions, corporate prayer, etc.
- 4.3.6. Develop a plan for opening new works: priority Countries & People Groups, the strategy for how we enter a country and process for engaging the country ministries.
- 4.3.7. Establish High Schools for Rural Africa where the poorest can get the good education.

5.0. Transforming Leadership

5.10 Strategic Objectives

- 5.1.1. We need a leadership that is bringing clarity, faith, alignment and courage to the work; men and women who will provide coaching for the different ministry types critical for implementing the Core: Insiders, Mobile Pioneers, Alongsiders and *Manager Leaders*. These leaders intentionally develop, empower, affirm and resource women to labour and lead effectively. They can lead internationally and cross-culturally.
- 5.1.2. We need leaders who have a message from God for the African context and can create new delivery vehicles for addressing issues such as dehumanizing cultural practices, hope and joy in context of misery and systemic change.

5.20 Critical Imperatives

- 5.2.1. Intentionally identify emerging leaders – in variety of roles and contexts - for affirming, development and strategic deployment.
- 5.2.2. Transformation of the belief system and values for current and emerging leaders – a biblical paradigm on leadership and leaders that will make an impact among the lost.

5.2. Initiatives

- 5.3.1 Cultivate a culture of supervision with bias to healthy accountability: helping local leaders to achieve their Core implementation goals.
- 5.3.2. Leader Dev function and RT to help countries come up with plans for intentional leader development – at all levels, in all contexts/targets, including leadership for our administrative functions – and help them realize their goals.
- 5.3.3. RT to come up with initiatives to equip our leaders with vision, message and confidence for global leadership responsibility – nationally (influencing community and policy framework at every level of government), internationally and cross-culturally.
- 5.3.4. Ensure equipping in the countries (including partnering with non-navigators) for holistic ministry and handling practical issues in Africa: AIDS, Poverty, ethnic strife, etc.
- 5.3.5. RT to work with the Countries to identify, equip and resource:
- Potential coaches and trainers who coach/train insiders and pioneers.
 - *Alongsiders* - available both to the pioneers and insiders for mentoring and encouragement.
 - Leaders of our transformational communities and administrative functions.
- 5.3.6. Trust God and insist on the right kind of leadership for each context/role and minimize the incidence of “leadership by the least inconvenienced”. RT to be involved in CL selection process.

6. Transforming Resource Paradigm

6.0 Strategic Objectives

- 6.1.1** To see the work strongly and sustainably supported from within Africa in ways that are biblical and creative.
- 6.1.2** To see the work in Africa grow in generosity as a global partner in the purposes of God.
- 6.1.3** To see our staff & programmes fully funded.

6.2 Critical Imperatives.

- 6.2.1** Development of people who will be a resource base.
- 6.2.2** Development of creative sources for funding the ministry – investments and enterprises that directly support the work.

6.3 Initiatives.

- 6.3.1** Train all believers to develop Biblical *financial literacy & stewardship*, including long term financial planning, creating and managing wealth, retirement planning, family strategy, etc.
- 6.3.2** Develop people who will be the *resource base* - shared vision; changed paradigm – partnership with God in His purposes rather than helping the needy; giving to God vis-a-vis the storehouse.
- 6.3.3** Develop *creative sources* for funding the ministry, eg: enterprises that directly support the work.
- 6.3.4** Train our staff to think Biblically about giving and receiving; also on how to effectively communicate their vision.
- 6.3.5** Discover, affirm and experiment with creative vehicles of self support (part or full) as Navigators staff and labourers in our African context.