



MAF International **Strategic Plan**

2020 – 2024

Please note much of this plan is on hold during the Covid-19 pandemic

CONTENTS

Executive summary	2
The starting point	4
Long-term trends	5
Important internal trends	7
Moving forward (strategic priorities)	8
Risks	10
Strategic priority matrix	11
Final conclusions	18

Front Cover: Supporting Red Tribe working with the Maasai communities on the border of Kenya
Photo by Ryan Cuthel

EXECUTIVE SUMMARY

Our aspiration is to have MAF known as a truly international, Christ-centred organisation comprised of highly skilled, compassionate, adaptive and proactive staff who achieve exceptional results, admired for organisational unity and intentional partnerships to accomplish our vision and purpose.

In line with the MAF International group of which we are a part, MAF International (MAFI) sits at a challenging, yet exciting, point in time. Working in the four East African nations of Kenya, South Sudan, Tanzania and Uganda, over the past decade we have experienced a decrease in flight hours while the hourly cost of operations has increased, reducing the ability of many of our clients to use our services. However we also see an increased opportunity to expand operations particularly in South Sudan. As we develop deeper partnerships our plans may be altered to respond to other areas where our services can have even greater impact.

In early 2020, we already expect to see the arrival of a further Cessna Caravan to serve in South Sudan, together with a Cessna 182. With God's help and through diligent work, we will seek to increase our fleet by one further operational aircraft in the 5 year period.

This Strategic plan has been drawn up to reflect the strategic plan and priorities of the wider MAF International group. We are delighted by the desire to position MAFI to more completely fulfil our passion to reach isolated people, we have reviewed both external and internal factors that contributed to these changes. In preparing the plan, staff, operational leadership and the greater MAF family have been consulted in order to establish a viable plan that focuses on three strategic priorities.

- Expanding our Horizons
- Investing in People
- Maximising Impact



Expanding our Horizons is designed to see the opportunities that lie before us, creating a season of growth. We see opportunity to grow through: strategic partnerships, that sharpen our focus and increase asset utilisation; institutional and corporate funding, using untapped resources to enable transformation in isolated villages; worldwide recruitment, that allows us to increase international staff from non-traditional sending countries; capacity-building, that identifies candidates to be selected and trained in our host countries; and new technology, that stewards the environment and provides more economical transportation.



Investing in People is critical if we are to have meaningful success in expanding our services. We are currently 20% short of the number of international staff needed to be fully staffed. This plan seeks ways to retain staff longer as well as increase the numbers entering our ranks. We will invest in people through: a wellbeing strategy, that addresses specific ways to care for all staff with a special emphasis on spiritual wellbeing through the provision of opportunities and tools for spiritual formation and growth; an engineering apprentice and intern scheme, that allows us to grow quality, qualified engineers; increasing the number of instructor pilots, providing more rapid training of new pilots; and a standardised management training plan, which will identify and grow management throughout the organisation.



Maximising Impact is designed to provide regular review and feedback for better evaluation of our work and the manner in which we perform that work. We will accomplish this through: creating and implementing a ministry impact tool, to assess the physical and spiritual transformation taking place where we serve; modernising our software tools, to reduce time spent on paperwork and data entry and provide more time for ministry; standardising project management, to understand and track the time, costs and resources needed to complete a project; and establishing an innovation hub, that invites creative thought to better serve our clients and those who are isolated, who are our end beneficiaries.



**EXPANDING OUR
HORIZONS**



**INVESTING
IN PEOPLE**



**MAXIMISING
IMPACT**

The accomplishment of these strategic priorities will require a step change in both financial and human resources. We will seek to leverage the strengths of our resourcing groups by ensuring there is a clear understanding of our strategy so all our activities, are aligned to support our mission. This will require clear, consistent communication that includes: regular reporting of progress on this plan; impact reports, allowing donors (investors) to understand the value returned on their investment; field stories that provide a specific and personal glimpse into the transformation taking place because of our staff and services.

As we implement this plan, we hope to stir the hearts and minds of each person within our organisation and across the broader MAF family, building a vision of what a faithful and focused team can accomplish when we join, together, arm in arm, to complete the task. We want to have said of MAFI that, we understood the times and knew what to do. (I Chronicles 12:32)

THE STARTING POINT

Our identity in Christ

While we continue to experience changes in our operations and in the services we offer, the Great Commandment and the Great Commission, coupled with a desire to follow Jesus and to make Him known, remain our core motivation. We state this in the *Calling* section of our key organisational statements.

Prayer

To keep our identity focused correctly, prayer is a critical part of our ministry. (Matt 6:33) We recognise that we are involved in a spiritual battle, which requires spiritual measures. (Ephesians 6:10-18)

Transformation of isolated communities

As a Christ-centred, people-focused organisation, we are passionate about reaching the last mile, those living at the ends of the earth. However, the isolation that MAF addresses goes beyond geographical barriers and may, at times, include developmental isolation. In the same way transformation goes beyond just meeting physical needs and basic discipleship and must include transformation of the circumstances which create such needs.

Aviation as core competency

MAF's unique ministry is to use aircraft and technology to bring physical and spiritual transformation to those living in isolation. Our aviation ministry has been, and will continue to be, our core ministry. It is critical that we understand and remain true to our core. We use technology services to complement our core aviation ministry.

Integral mission

Integral mission or holistic transformation is the proclamation and demonstration of the gospel. It is not simply that evangelism and social involvement are to be done alongside each other. Rather, in integral mission our proclamation has social consequences as we call people to love and repentance in all areas of life and our

social involvement has evangelistic consequences as we bear witness to the transforming grace of Jesus Christ.

http://www.micahnetwork.org/sites/default/files/doc/page/mn_integral_mission_declaration_en.pdf

LONG-TERM TRENDS

As we embark on this new strategy, we desire to do so based on both external and internal trends which challenge our operations and which provide us opportunity to change and grow.

Trends related to physical need

Poverty worldwide has been cut in half over the past 15 years, but there are still over one billion people living in extreme poverty. Multiple studies show a direct connection between people living in remote and isolated places and chronic poverty. Experts anticipate population in remote, rural locations to remain at current levels, even as metropolitan areas grow significantly.

The number and scope of natural and man-made disasters continues to increase. The need for MAF services in disaster and relief situations is likely to continue to grow. We

have positioned our disaster response department to respond quickly and effectively.

Trends related to spiritual need

Although the gospel has taken root across East Africa, the more remote regions often have limited or no access to the gospel. The need for nurturing existing churches in remote areas remains high.

Trends related to technology

Advances in technology will enable the use of hybrid or electric aircraft by the end of the next decade, possibly within the next five years. These changes will allow for more eco-friendly as well as cheaper operations. Incorporating such aircraft into our fleet will require significant changes to

infrastructure both internally and externally.

How technology drives organisations and industries continues to change at a rapid pace. Enterprise resource planning and management is a necessity for long-term success and sustainability. The need for almost instant communication of important stories and activities to donors, the increased requirement for reporting to governments, the need for automation of data input and up-to-date reports for management all drive the need to use technology at a new level.

Trends related to missions

The majority of cross-cultural missionaries are now from non-Western countries. There are numerous networks and partnerships, which enable and strengthen these ministries. We have opportunity to connect with these networks and partnerships.

With increasing government regulations in the aviation industry, there is more pressure on aviation ministries to use their assets differently. Partnerships among those who work in the mission world are growing. With the pressures on mission aviation, we have an opportunity to deepen our partnerships here as well.

Younger missionaries come with more expectations of what can be accomplished as well as expectations of a shorter career in missions. Most churches are not teaching on key issues such as the theology of suffering, theology of risk and the

importance of time in discipleship and life and work struggles/pressures. The high expectations coupled with a lack of perspective on missions is causing a strain across the mission world.

Trends related to our resources

Most of our resources, staff and financial, come from Christians in Western countries. Experts tell us to anticipate a decline in giving that mirrors the decline in churches. There is an opportunity to increase our presence in non-Western countries where the Church is growing and in some places, quite dramatically.

There is a growing expectation that businesses demonstrate social responsibility by investing in the communities and countries in which they operate. We have an opportunity to connect companies to end-beneficiaries who are most in need.

Institutional funders, (governments) are looking for trusted partners who return high value for the funding received. Our disaster response expertise has positioned us in a favourable light with a number of institutional donors.

Trends related to legislation

Visas and work permits for expatriate technical experts are becoming more difficult to obtain in many countries. There are, however, opportunities to obtain visas for technical experts who are willing to impart their knowledge and skills to nationals.

IMPORTANT INTERNAL TRENDS

Operations

Over the last decade the MAF International group has experienced a decline of approximately 30% in flight hours across all its programmes. Staffing issues account for some of this reduction, while changes in the shape and scope of several programmes account for another portion. We have been largely reactive in providing services. We need to pivot the organisation to be more proactive.

Staffing levels

MAF has continued to struggle to find qualified, competent staff who are called to work with us. While they have reduced vacancies to under 20%, we need to increase international staff by another seven people to reach a point where we are fully staffed. Growth in the MAF International group in SE Asia holds potential for us to increase the number of staff from this part of the world.

Safety & quality

Our safety and quality systems are serving us very well. We have seen a marked decrease in our accident rate coupled with a marked increase in reporting hazards through our quality system.

Fleet

The fleet in East Africa has had new avionics installed in almost all of the fleet in the last few years.

Technicians

The MAF International group has two Preferred Training Providers (PTP), MATC and Mareeba, to help provide pilots for our programmes. However, we do not have enough qualified instructor pilots for adequate in-programme training. We also do not have enough resources to bring new engineers into the organisation or to grow them once they are in the organisation.

Finances

The MAF International group has experienced a decade of financial stability and has adequate reserves. Our cost per flight hour has increased more than 50% over the same period. Multiple resourcing groups have grown in their ability to raise funds, however we are still highly dependent on one resourcing group.

Technology

MAFI has multiple software packages designed to provide critical information about our work. There has been an under-spend on technology and an inability to improve the in-house products at the same rate as the advances in technology, especially the use of mobile apps and cloud-based storage.

MOVING FORWARD

(STRATEGIC PRIORITIES)

Through our new strategic priorities, we will seek to build on our strengths and seize opportunities while we address our weaknesses and mitigate threats.

<p>S</p> <ul style="list-style-type: none"> Reputation – credible, capable, reliable Aviation – safe, expert, integrity Staff – professional, committed, called Finances – stable, assets, loyal donors Disaster response – agile, respected God – mighty, wise, accessible, relational Vision – history, compelling, unique MAF family – support & resources 	<p>W</p> <ul style="list-style-type: none"> Technology – dated, clunky, connectivity Training – capacity, scope, documented Staff – wellbeing, growth Organisation – complex, bureaucratic Culture – Western, risk averse, old Family – complexities, roles Impact – measured, meaningful
<p>O</p> <ul style="list-style-type: none"> Institutional funding – good name Partnerships – leverage, influence New technology – lower operating costs, more environmentally friendly Global South – workforce, clients Increased need – disasters/climate, displaced people, untapped isolation Training – in-house, ministry platform Spiritual needs – unreached people groups 	<p>T</p> <ul style="list-style-type: none"> Insecurity – increased unrest, terrorism Immigration – rising nationalism Regulations – aviation, bureaucracy Donors – aging, changing, expectations Recruiting – skills, multiple careers Cost – rising, revenues, volatility Worldview – anti-Christian, regulated



Expanding our Horizons

We will expand our horizons and grow our footprint taking opportunity of the trends we see in the world around us as well as within the mission world. It is critical we reverse the declining trends of the last decade.

We will intentionally pursue partnerships on a new level, structuring our organisation for success as we learn the

heartbeat of those we serve, speaking into their strategies while accomplishing our vision and purpose. These partnerships will focus on two areas, those who work among the isolated and remote where we serve; and development agencies and corporations in our host countries whose social programmes are in alignment with our vision. As much as possible, we seek to work in cooperation with the local church.

We will expand our ability to recruit staff from around the world through our web and social media presence while also working with resourcing groups to expand their recruiting strategies to tap into new markets.

Lastly, we will engage in innovative thought embracing new ideas and joining the conversation around green energy aviation and the changes that will bring in the next two decades.



Investing in People

We will develop an environment, which is conducive to the spiritual, emotional and professional growth of our staff at all levels.

We believe that our ability to live well and serve well begins with our spiritual life and flows from there. We will intentionally speak into this area from recruitment to retirement/departure, through the establishment of a Spiritual Life Team whose focus is to teach, train and nurture spiritual care, which works in harmony with our wellbeing strategy. We will further strengthen our staff by growing in cultural awareness and understanding as well as learning to manage emotional triggers and stressors, which damage relationships.

We will invest in our management and leadership by providing relevant, timely training to current and future managers and leaders through digital and traditional means. We will develop and maintain standardised management training that builds a common philosophy across the organisation.

We will improve our ability to address pilot and engineering shortfalls. We will

increase the number of instructor pilots within our organisation so we can increase the amount of training undertaken at any given time. We will grow our capacity to train engineers by using an engineering apprenticeship and intern scheme that has multiple entry paths.



Maximising Impact

To accomplish our vision and see isolated people transformed physically and spiritually we must ensure maximum impact through the way we think and work.

We will use a ministry impact tool, being developed by MAF internationally, to guide our understanding of the impact to ensure our resources are appropriately allocated. We will use this tool on a regular basis, to celebrate accomplishments, demonstrate change and allocate resources. This tool will enable resourcing groups to consistently and clearly express the impact of MAF's work.

We recognise that our IT systems currently hinder us from effectively and efficiently accomplishing our work and allowing us to manage the organisation in real time. We will use, and restructure, Information Technology to address this deficiency and to position us to understand impact and outcomes that are timely and relevant.

We will use expertise in project management to reduce delays and the increased costs those delays bring.

We will strengthen communication to staff, the MAF family and our faithful prayer and financial partners about the work we are undertaking. We will therefore seek to communicate in a timely and relevant way with all parts of the MAF family.

RISKS



There are risks involved in undertaking this plan. The largest single risk is that we are unable to increase our donor base to resource this strategy. The second largest risk is the inability to inspire and invite new staff to join with us. We will adjust our yearly plans to live within the realities we face, which may affect the speed at which we can implement significant portions of this plan. There are other lesser risks such as programme disruptions and closures, new legislation and regulation which may affect our ability to serve. We will continue to evolve our risk management framework as our tool to help monitor and mitigate our risk.

Medical outreach team from In Deed and Truth Ministries at the remote village of Molony in South Sudan

Photo by Thorkild Jørgensen

STRATEGIC PRIORITY MATRIX



Expanding our Horizons

Increase Strategic Partnerships

Objective	Implementation	Impact
<ul style="list-style-type: none"> ❑ 20 written agreements with current users prioritising their work and expanding our services with increased value to both parties ❑ 10 written agreements with new users engaged in holistic transformation ❑ One training or development agreements that utilise our expertise in aviation to build capacity in others ❑ Two alliance or network agreements with groups working in multiple locations where MAF is working 	<ul style="list-style-type: none"> ❑ Reshape operations structure to enable focus on partnerships at all levels of the organisation ❑ Implement a process for systematically identifying needs and strategies of potential partners 	<ul style="list-style-type: none"> ❑ 10% growth in operations and impacts due to intentional partnerships ❑ Increase in transformational impact through training, capacity-building and leveraging MAF expertise to increase others' effectiveness ❑ Staff experience greater satisfaction ❑ Our work is driven by partners involved in holistic ministry. ❑ We are a proactive organisation ❑ Our MAF groups are able to express levels of partnership
<p>Resources needed over 5 years</p> <p>Staff: 1-2 new staff</p> <p>Cost in USD: Staff salaries \$60-\$80,000 running costs</p>		

Technical training of nationals from programmes or neighbouring countries

Objective	Implementation	Impact
<ul style="list-style-type: none"> ☐ We will have trained and licensed 5 national staff or nationals from neighbouring countries as pilots or engineers (not exclusively for MAF, but for capacity building of aviation industry in their country) 	<ul style="list-style-type: none"> ☐ Consistent, culturally relevant candidate selection process ☐ MAF group sponsorship programme ☐ Mentorship to encourage and grow those selected into programme 	<ul style="list-style-type: none"> ☐ Reputational benefit for MAF in host countries ☐ Growth of aviation in host countries ☐ MAF groups able to speak of capacity building
<p>Resources needed over 5 years Cost in USD: \$500,000 running costs</p>		

Preparedness for shifts in technology

Objective	Implementation	Impact
<ul style="list-style-type: none"> ☐ Innovation hub operating to encourage, capture and implement innovative concepts of staff and others ☐ MAF will have helped shape drone and electric aircraft usage in host countries ☐ MAF utilising appropriate new/green technology across the organisation 	<ul style="list-style-type: none"> ☐ Technology Working Group monitoring changes ☐ Environmental philosophy paper ☐ Programmes to work with civil aviation authorities ☐ Each programme plans incorporation of hybrid/electric vehicles and solar electricity ☐ Electric/hybrid aircraft in fleet 	<ul style="list-style-type: none"> ☐ Lower carbon footprint ☐ Lower cost per hour ☐ Lower maintenance ☐ MAF groups able to communicate MAF's desire to care for God's creation
<p>Resources needed over 5 years Staff: 1-2 new staff Cost in USD: Staff salaries \$1,000,000 aircraft \$150,000 facilities \$300,000 vehicles</p>		



Investing in People

Engineering

Objective	Implementation	Impact
<ul style="list-style-type: none"> □ Using the MAF International group new apprenticeship programme so that the programmes have taken at least two licensed engineers 	<ul style="list-style-type: none"> □ Revitalise apprenticeship programme 	<ul style="list-style-type: none"> □ Aircraft down time, due to lack of engineers, reduced by 50%, increasing aircraft utilisation, enabling more ministry with fewer resources. □ Improved safety
<p>Resources needed over 5 years Staff: 2 new staff Cost in USD: Staff salaries</p>		

Effective Wellbeing Strategy

Objective	Implementation	Impact
<ul style="list-style-type: none"> □ Use the new MAFI worldwide wellbeing strategy 	<ul style="list-style-type: none"> □ Wellbeing strategy initiated □ Family reviews conducted with appropriate follow-up □ Annual review of strategy with adjustments, as needed □ Pastoral care model revamped 	<ul style="list-style-type: none"> □ Staff retention higher □ Staff satisfaction on latest survey is 70% or higher □ MAF groups have higher level of trust in MAF International
<p>Resources needed over 5 years Cost in USD: \$100,000 running costs</p>		

Learning & Development

Objective	Implementation	Impact
<ul style="list-style-type: none"> ☐ Receive timely, practical and culturally appropriate management and leadership training in every location. 	<ul style="list-style-type: none"> ☐ L&D Strategy implemented ☐ Functional Learning Management System (LMS) ☐ Standardised management training 	<ul style="list-style-type: none"> ☐ Managers trained in all areas of responsibility ☐ Effective, strong leadership in MAF ☐ Intentional growth of potential managers ☐ MAF groups actively engaged in developing staff for future service within MAF or for return home
<p>Resources needed over 5 years Cost in USD \$50,000 capital and running costs</p>		

Spiritual Life Team

Objective	Implementation	Impact
<ul style="list-style-type: none"> ☐ Spiritual Life Team is actively leading us into deeper relationship with God and each other through provision of tools and promotion of frequent spiritual inputs. ☐ Staff describe MAF as a spiritually healthy place to work 	<ul style="list-style-type: none"> ☐ Spiritual Life strategy implemented ☐ Spiritual Life Team members in every location. 	<ul style="list-style-type: none"> ☐ Staff survey shows minimum of 65% saying MAF cares for their spiritual wellbeing ☐ Conflict on teams reduced and more quickly resolved ☐ MAF staff highly engaged in spiritual activity
<p>Resources needed over 5 years Cost in USD \$100,000 running costs</p>		

Grow Number of Certified Flight Instructors

Objective	Implementation	Impact
<ul style="list-style-type: none"> <input type="checkbox"/> 40% of our pilots are certified flight instructors <input type="checkbox"/> MAF groups raising funds to cover the cost of training 	<ul style="list-style-type: none"> <input type="checkbox"/> Half of new pilots entering MAF to have this rating <input type="checkbox"/> 30% of senior pilots to hold instructor ratings <input type="checkbox"/> Annual review and adjustment of strategy 	<ul style="list-style-type: none"> <input type="checkbox"/> New pilots trained upon arrival on field <input type="checkbox"/> Training of national pilots has increased <input type="checkbox"/> Aviation Department has stable growth <input type="checkbox"/> MAF safety and quality sees continued improvement <input type="checkbox"/> MAF has continual influx of current aviation thought
<p>Resources needed over 5 years Cost in USD: \$250,000 running costs</p>		



Maximising Impact

Ministry Impact Assessment Tool

Objective	Implementation	Impact
<ul style="list-style-type: none"> <input type="checkbox"/> Use a newly developed MAF International group tool for the assessment and depiction of ministry impact <input type="checkbox"/> Assessment tool is deployed in all programmes <input type="checkbox"/> Decisions are driven by impact data from the assessment tool, together with forecasted impacts <input type="checkbox"/> Data produced by the assessment tool is used by MAF groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Use a database to retain information gleaned by tool <input type="checkbox"/> Incorporate tool into ministry plans <input type="checkbox"/> Assess our impacts as part of annual programme reviews <p>Increased institutional funding due to availability of systematic measurement</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Appropriate and consistent allocation of resources based on extent of impact <input type="checkbox"/> Staff understand and embrace the activities that are leading to transformation <input type="checkbox"/> Transformation understood as addressing root causes of need rather than merely meeting needs <input type="checkbox"/> Transformation is understood through the lens of time and presence (longevity and faithfulness). <input type="checkbox"/> Increased donations/investments due to improved ability for MAF groups to report impact <input type="checkbox"/>
<p>Resources needed over 5 years Cost in USD: \$10,000 capital and running costs</p>		

Modern, fit-for-purpose IT system

Objective	Implementation	Impact
<ul style="list-style-type: none"> □ Use new MAF IT tools that collect and report the broad array of information needed to manage and fund the organisation 	<ul style="list-style-type: none"> □ Structure IT staff to reflect priorities □ Invest in the purchase/development of tools that accomplish IT strategy goals 	<ul style="list-style-type: none"> □ Reduced workload for staff allowing them to focus on primary responsibility/function □ Management able to better manage and forecast □ Reduction in costs due to efficiency and effectiveness of IT systems □ MAF groups able to select specific information that enables greater funding
<p>Resources needed over 5 years</p> <p>Staff: 1 new staff</p> <p>Cost in USD: Staff salary</p>		

Functional Project Management

Objective	Implementation	Impact
<ul style="list-style-type: none"> □ Project management embraced across the organisation with tools and skills that enable effective and efficient change management 	<ul style="list-style-type: none"> □ Project management methodology agreed and embraced □ Appropriate tools selected □ Training of all managers in basic project management 	<ul style="list-style-type: none"> □ Accurate projection of project time and cost □ Ability to deliver projects on time and within cost □ Quality and quantity of work reflect our values
<p>Resources needed over 5 years</p> <p>Cost in USD: \$75,000 running costs</p>		



Communications

Objective	Implementation	Impact
<ul style="list-style-type: none"> <input type="checkbox"/> Communications reflect our strategy and impact 	<ul style="list-style-type: none"> <input type="checkbox"/> Regular updates on strategy <input type="checkbox"/> Impact reports 	<ul style="list-style-type: none"> <input type="checkbox"/> MAF Groups able to raise more funds and increase recruitment <input type="checkbox"/> Staff receive common message on how MAF is doing <input type="checkbox"/> Programmes understand their part in the strategy and the impacts as a result of their work
<p>Resources needed over 5 years</p> <p>Cost in USD: \$25,000 running costs</p>		

FINAL CONCLUSIONS

As we implement this plan, we know obstacles and changes will arise which will challenge our ability and our resolve to accomplish the plan across East Africa. While we do not want to become a slave to the plan, we believe the foundational elements of the plan are required for us to grow as an organisation and accomplish all that God has given us to do, as we play our role in reaching the nations for Christ.

My prayer and my hope is that five years from now our investment in people will have made us stronger and more resilient as an organisation and that we will have greater human and financial resources to expand our horizons so that staff, donors, partners and clients agree that we provide maximum impact in the places we serve.

Moving forward in faith,



Henk-Jan Muusse

Executive Director MAF International