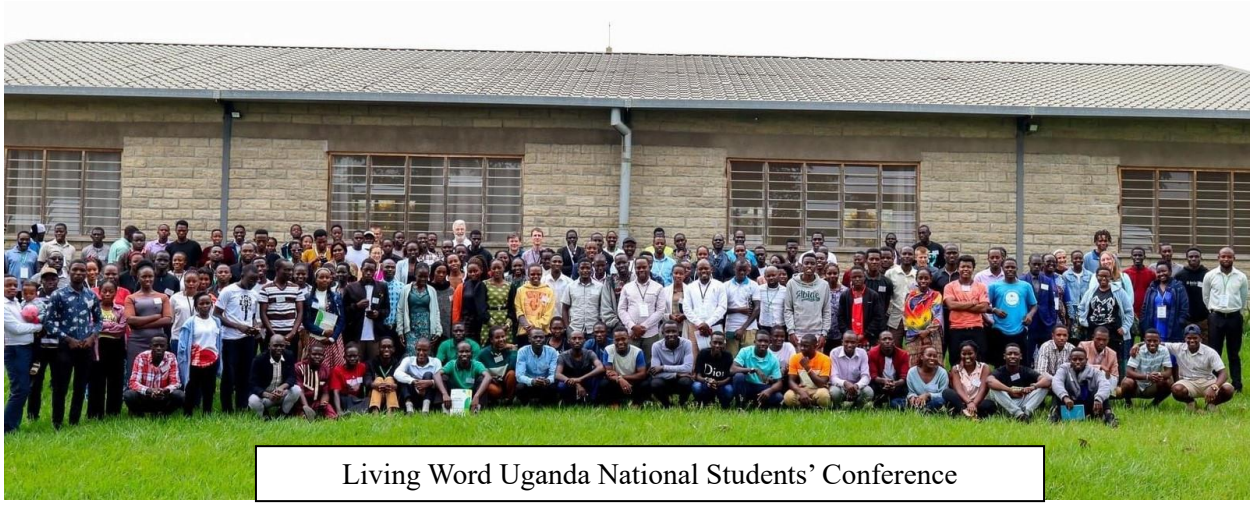
Living Word Uganda

"The word of God is living and active..." Hebrews 4v12

Living Word International

Business Proposal for Ministry Sustainability



Living Word Uganda National Students' Conference

Living Word Uganda National Pastors' Conference

"We are so hungry for this kind of teaching. It is exactly what our country so desperately needs."

"I had no idea the bible was so amazing. This is where to meet Jesus!"

Comments from attendees at the Living Word Uganda conferences.

Our aim is "to equip the next generation and current church leaders and missionaries in Uganda with the Bible handling and teaching skills necessary so that the church may be led with holiness and proclaim the gospel of Jesus Christ with faithfulness to the glory of God."

LWU in partnership with LWI requests your kind support help to make that a sustainable achievement for the future.

www.livingworduganda.org **www.livingwordinternational.org.uk**

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One Page Summary

With its numerically strong church, Uganda is a country with fantastic potential for the glory of God in East Africa and beyond. However, with its context of widespread false and superficial teaching, poverty and young demographic, despite hunger for Bible teaching, there remains an enormous need for faithful training in the exegesis and exposition of God's Word if the church is to fulfil its potential.

Since its foundation in 2012, Living Word Uganda, an indigenous, inter-denominational organisation, has committed to meeting that need. By God's grace it has grown rapidly and become effective, respected and operational throughout the country in providing ministry training in several capacities including:

a) **Student Ministry** - In over 40 universities / other educational centres. Includes a national 5-day fully residential conference with regional follow up seminars and Bible study groups.

b) **Apprenticeship Ministry Training Programme** - an intensive 8-month training course with practice placements in local churches with mentoring support.

c) **Evening Classes** – a 3-month training programme for those in employment.

d) **Equip the Church** – a ministry to pastors including a national annual 3-day conference.

e) **At His Feet** – a growing women's ministry through conferences.

f) **Books Ministry** - now the largest provider of good Christian books in the country.

Working in partnership with Living Word International (a UK charity) Living Word Uganda boasts a well-trained team of staff and volunteers with oversight from an experienced board. It now seeks to move to the next stage of development and become financially independent and sustainable, by building a purpose-built training and conference centre. The facility will provide a venue for the training ministry and conferences, so reducing costs; whilst at the same time serve as a commercial operation to provide income through hire for conferences, weddings, retreats, and other church activities.

Land
Approximately 15 acres of land located sufficiently close to the centre of Kamapala (45mins by car) has been purchased for the training and conference centre.
To date (07.10.25) £38,000 has been raised towards completion of phase I of building development.
A further £12,000 approx is required to complete this stage.

The conference centre will be built in four phases to allow for functionality as soon as possible:

Phase I (Making the site fit for business use) - Estimated cost £50,000
Architectural survey and plans, fence the land, drill borehole for water, purchase of a large tent, build toilets and a basic kitchen.

Phase II (Making the site fit for training use) -Estimated cost £50,000
To build an accommodation block for 50 people.

Phase III (Expanding the capacity of the venue) -Estimated cost £150,000
To build a conference hall, a dining hall, an administration block, classroom rooms and further dormitory accommodation for 50 people.

Phase IV (Improving the facilities of the venue) -Estimated cost £120,000 To build a library and two further accommodation blocks for 50 people each.

Total required: £370,000

Estimates indicate that the sustainability project should enable LWU to run independent of UK financial support when completed.

You are invited to kindly and prayerfully consider making a donation towards this scheme or to provide a loan and we trust make a lasting difference to the work of Christ in Uganda and beyond.

1. Background - Ugandan Church and Cultural context

Ever since the East African Revival of the 1930s and 1940s the Christian church throughout most of Uganda has been numerically very large, though there are exceptions to this particularly in the north of the country, which is more Islamic.

The post-colonial atmosphere is generally positive and attitudes to Western visitors and supporters are welcoming. In part this is because the British are associated with the bringing of the gospel to Uganda, along with education and health care.

The growing political stability since 1986 after the terrible years of Idi Amin, has seen Ugandans keen for development in their country with an appetite for good education and an improved standard of living. There is strong economic growth (typically at 5-6% per annum) but also changing attitudes, particularly among the young, typically away from the strong culture of community and family support, towards a more Western materialism and promotion of the individual. These winds of change are affecting everything, including the church, so that many churches now preach a 'prosperity gospel' or a gospel idolising education and the Western lifestyle. With poverty still widespread and a particularly young demographic (77% of Uganda's population is under 30) this is too seductive for many. There are even examples of more nominal Christians converting to Islam in exchange for a free mobile phone.

However, within the church there remains a strong and very committed core. Many Christians in Uganda are faithful, prayerful and extremely enthusiastic to see the gospel of Jesus Christ change lives in their country. All night prayer meetings are commonplace, as is genuine sacrificial service and bold evangelism. Uganda has enormous potential to influence the growth of God's kingdom across Africa and the rest of the world.

Despite this strength, there is widespread recognition within the Ugandan church that a great weakness remains. Most ordinary Ugandan Christians lack depth to their understanding of their faith. This is not because of lack of appetite for good teaching, but simply because there is so little faithful teaching to be found anywhere and even less expository preaching.

The great need of local churches in Uganda is, therefore, simply more people who can teach and preach the Bible faithfully and teach people how to read it for themselves. Key to implementing this change is the equipping of all church leaders with the practical skills necessary to preach and teach the gospel most effectively to all age groups.

In Uganda there is a striking difference from the West in that church ministers are rarely educated to degree level in any discipline. This is sadly because, with little in-depth biblical training available, university students fail to value the role of ministry sufficiently to make the necessary material sacrifice and turn instead to more lucrative careers open to them. This has several effects on the church. Positively, the potential for ministers to be out of touch with their congregations is diminished; but more negatively, ministers may be less able to defend the truth against their extremely influential, university-educated, but even less biblically trained, lay members.

Although the current situation is therefore far from ideal, it is beginning to change. Occasional training events provided by outside organisations such as Langham Preaching and Equipping Pastors Worldwide have begun, and since 2012 God has greatly blessed the work of Living Word Uganda, an indigenous organisation committed to meeting this need.

2. Living Word Uganda

Living Word Uganda is committed to….**"equipping the next generation of church leaders and missionaries in Uganda with the necessary bible handling and teaching skills, so that the church may be led with holiness and proclaim the gospel of Jesus Christ with faithfulness, to the glory of God."**

2.1 Aims

The vision of Living Word Uganda (supported by Living Word International) has by God's grace been increasingly fulfilled since its foundation. It is broken down into six ministry aims:

1. To develop among students*:
   a) A greater appreciation of the benefits of faithful exegesis and expository preaching of the Biblical text.
   b) A greater appetite for training in the skills of faithful exegesis and expository preaching of the Biblical text.
   c) An atmosphere in which gifted students are encouraged and supported to pursue such training.

2. To equip students with the principles of faithful biblical exegesis and exposition of the Biblical text, in order that God may be glorified in their own contexts as they:
   a) Feed personally from God's living word.
   b) Teach and preach the word of God faithfully to others.
   c) Correct and rebuke error where necessary with humility, love and patience.
   d) Teach others these principles and encourage further training in their understanding and application.

3. Unite like-minded individuals and organisations committed to the faithful exegesis and exposition of God's word so that:
   a) Such individuals and organisations are strengthened and kept accountable by each other in their work.
   b) A more co-ordinated approach among those involved is developed in this great task.
   c) Amongst such people, Christ's love is manifested across denominational, geographical, tribal and other boundaries.

4. To support new initiatives across the world through partnership agreements between like-minded local indigenous organisations with the purpose of furthering the first three aims.

5. To intentionally evolve and develop the work so that the first four aims are maintained with long term and local sustainability.

6. In the implementation of all the above aims, to be committed to personal and corporate obedience to the Word of God, so that by God's grace, we bear the fruit of transformed Christ-like lives in ourselves and encourage such Christ-likeness in others.

**Note that "students" refers to any Bible student linked to any training event or programme, not just people of student age.*

2.2. Ministry Strategy and Current Activity

These aims are currently being achieved by:

1. **Prayer** – From a network of support from both churches and individuals in the West and in Uganda.

2. **Modelling and Mentoring** – From the staff at LWU and other faithful teachers and expository preachers.

3. **Work among Undergraduate Students**:

   a) A national 5-day residential conference for undergraduate students with postgraduate students serving as small group leadership. (Typically 200 students)
   b) Regional follow-up "Area Bible Seminars" throughout the year in universities and colleges across Uganda. (Typically 400 students reached annually)
   c) "Rooted" Bible study groups, currently meeting weekly in 5 universities.

4. **The Apprentice Ministry Training Programme** – an intensive 8 month postgraduate teaching, preaching and mission course with placements in local churches. (Typically 15 students annually)

5. **"Equip the Church" Pastors' Training** – an annual 3 day pastors' conference with regional follow up events throughout the year. (Typically training 100 pastors annually)

6. **"At His Feet" Women's Ministry** – 2-3 conferences per year with specific training for woman. (Typically reaching 200 women annually)

7. **"Professional Ministry Training" evening classes** - A 12 week course for those in employment. (Currently 30 attendees)

8. **Books Ministry** – Provision of Bibles and good Christian books and the encouragement of small reading groups. (Typically distributing 3,000 books a year.)

9. **Partnership agreements** - With like-minded organisations operating in Uganda and across East Africa.

10. **Ongoing LWU staff professional development** - Including East African regional conferences and online training, particularly the Cornhill Training Course, UK.

2.3. Organisational Structure

Governance of LWU is provided by an experienced Board of Directors who deliver oversight to a ministry staff, led by a team leader. The work is also supported by full-time volunteers, and several regional helpers. (See: www.livingworduganda.org for details.)

A partnership agreement with Living Word International (a UK charity) specifies detailed requirements from LWU providing accountability in doctrine, conduct, finance and communication. (See: www.livingwordinternational.org.uk for details of the agreement.)

With implementation of the sustainability plan, the LWU Board of Directors will then also provide oversight to a management team lead by a conference centre manager. The management team would function independently from the ministry team with regular meetings between the team leaders to ensure smooth operation.

(See Appendix C for diagrammatic representation of the proposed new organisational structure.)

3. Sustainability Project

With the combination of poverty, poor teaching and other demands, local churches give little priority to the support of training ministries. Consequentially, despite considerable effort and some limited success in raising support from local churches, to enable this vision a sustainable business enterprise is required.

Proposed is a multi-purpose training and conference centre. This will provide facilities for the LWU training courses and at the same time, a commercial enterprise to be rented out to other Christian groups and individuals, for functions, such as conferences, weddings, retreats and other church events. The plan is for LWU training courses to run from Monday to Thursday, leaving Friday to Sunday and holiday periods for the hire of the facilities for income generation and the building of local gospel partnerships.

3.1 Aims of the Sustainability Project

To support the ministry aims of LWU, the planned conference centre will:

- Provide the necessary infrastructure conducive to an optimum learning environment, including a library, digital resource centre and bookshop.
- Provide other like-minded Christian organisations with a facility at reasonable cost for their own learning.
- Enable training fees for students to be kept low as students will be given the option of reduced / no course fees in exchange for work at the conference centre.
- Provide income for the work of Living Word Uganda with hire of the conference centre and its facilities.

3.2 Business Strategy

The idea for the business strategy came from noting the success of "The King's Conference Centre" in Bujumbura, Burundi as a means of providing long term support for Christian ministry. Since 2008 this successful Christian business has been generating income for Scripture Union Burundi with its conference facilities, accommodation, restaurant and gym. The planned conference centre in Uganda will be different. Rather than serving as a hotel it will provide retreat accommodation and serve as a venue for hire for conferences and weddings. It will also be used for the LWU training courses and conferences, but the proven idea of excellent service provision to provide sustainable income for ministry is the same.

A multi-purpose conference centre will provide:

1. **Cost Savings**
   a) Decreased running costs (e.g. rent) for LWU offices.
   b) Decreased hire costs for training events with most held at the conference centre.
2. **Income Generation**
   a) Hire of the conference centre (Friday-Sunday and holidays) for weddings / retreats / conferences etc.
   b) Hire of facilities at the centre (Monday-Thursday) e.g. gym / sports facilities.
   c) Hire of cottage accommodation for visitors / those seeking a retreat / holiday.
   d) Course / conference fees for students / attendees.
   e) Bookshop.

Currently the Kampala area has five conference centres used by churches or Christian organisations, most of which are in a poor state of repair, are typically over $30 per night per person and all of which are normally fully booked several months in advance.

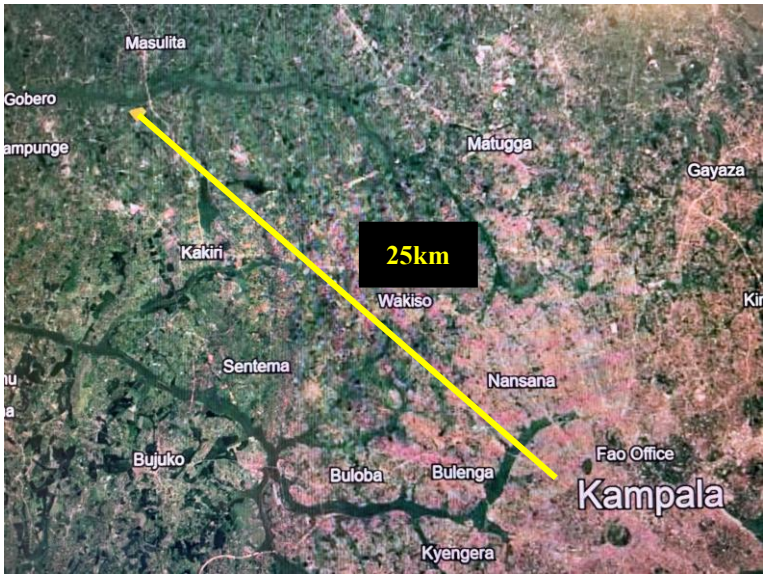
4. **Implementation**

4.1 Land Acquisition - **Completed** 5.2.2026

15 acres of suitable land has been purchased 45 mins drive from the Kampala bypass.

The land is owned by Living Word Uganda. 6 acres is held as freehold, and 9 acres provided as leasehold to two British donors. The land has access to mains power and phone signal, but a bore hole will be needed for water. It is located in a peaceful area 1km from a main non-tarmac road and 12 mins drive from a tarmac road. It has mature trees, several fruit trees and 4 acres of young commercial woodland (6-7 years).

Progressively over phases, the site will be developed as a conference center together with a car park and gardens keeping the woodland as a quite place for relaxation.



Location of land – 30km from Kampala

15 acres of land

Assisting the project will be **EMI East Africa** (https://emiworld.org/) a Christian mission organisation dedicated to architectural and management support of Christian engineering projects. EMI have already agreed to provide, a detailed construction design and project management for the proposed project.

4.2 Reassurance for Donors

To provide the necessary reassurance for donors to this project there will be two safeguards:

a) The constitution of Living Word Uganda has been amended to stipulate that unanimous agreement of the Board of Directors be necessary for the sale, rent or use of land / buildings.
b) The existing Partnership Agreement between Living Word Uganda and Living Word International has been amended to stipulate that without unanimous agreement by the Board of Trustees of Living Word International the land / buildings cannot be used, sold or rented and that a breach would immediately terminate the agreement.

4.2 Building Construction

The design of the centre will provide a relaxed, beautiful atmosphere and allow sufficient flexibility to attract rental income at a few different levels of cost, to meet market needs, but be aimed primarily at the higher end of quality. This contrasts with most existing conference facilities in the Kampala area. Accommodation will allow for clear separation of male and female delegates and will be flexible enough to permit improvements over the years.

The on-site construction will occur in four stages. Business use will begin after completion of phase I (with income reinvested) and training use after completion of phase II.

Phase I (Making the site fit for business use) Completion Date: Expected 1.8.27

1. **Land survey and detailed construction design**

2. **Utilities**
   Water bore hole to be developed with storage tank. Toilet construction.
   (Later with building construction solar power and rainwater collection will complement this supply.)

3. **Acquisition of a large tent**
   This will provide a temporary structure for ministry activity to begin on-site as soon as possible before other construction is completed. It will also be available for hire for weddings and other functions.

4. **Kitchen**
   To provide catering services for those who use the venue.

In addition at this time, the construction of three small cottages will begin on part of the land which has been leased to a LWU supporter, who will allow LWU use of the cottages. One will provide residential space for a caretaker / administration office and the other two a higher level of accommodation for conference leaders / wedding guests.

Phase II (Making the site fit for training use) - Completion Date: Expected 1.8.28

1. **Accommodation Facilities**
   The initial construction will provide accommodation for 48 people
   1 building with four bedrooms for two people, a sitting room & bathroom facilities
   1 block with ten adjacent bedrooms for four people with end block bathroom facilities
   These facilities will enable residential training conferences to occur on-site so saving hire costs and provide rental opportunities to the broader community.

Phase III (Expanding the capacity of the venue) - Completion Date: Expected 1.8.29

1. **Conference Hall and two Seminar Rooms**
   A conference hall capable of accommodating up to 200 participants will be constructed. A block with two rooms will also be built for workshops, seminars, retreats, and small training sessions that don't require a large tent. These facilities will immediately facilitate financial savings on venue hire and generate income from organisations seeking to hire the facilities.

2. **Dining Room**
   A multi-purpose dining room (further meeting room) will be constructed to replace/ complement the tent as the main eating area.

3. **Accommodation Facilities**
   The further construction of accommodation as in phase I for an additional 48 people will allow for larger functions at the conference center.
   In addition, a further three small cottages will be built to accommodate more guests and to provide additional single unit hire for retreats / holidays.

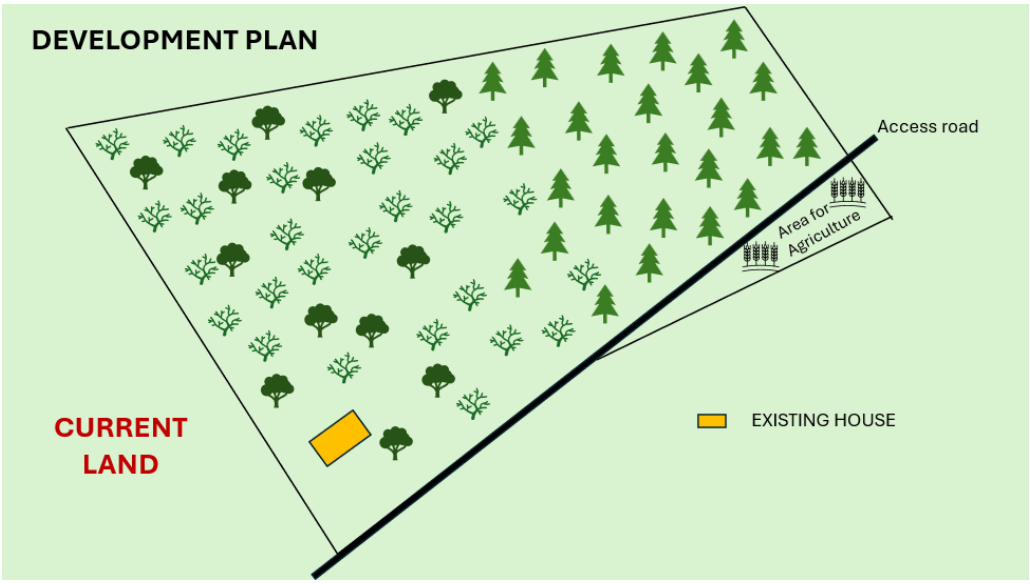
Phase IV (Improving the facilities of the venue) - Completion Date: Expected 1.8.31

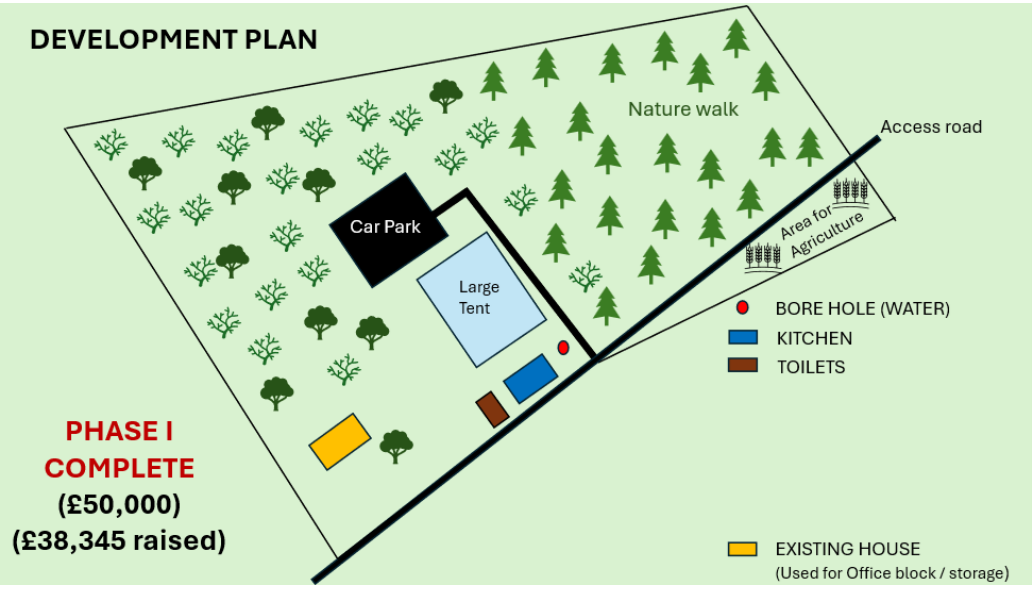
1. Administration Block
Initially one of the cottages (phase I) will be used as a site office, but with development of the conference centre a purpose-built block will be constructed to meet this need.

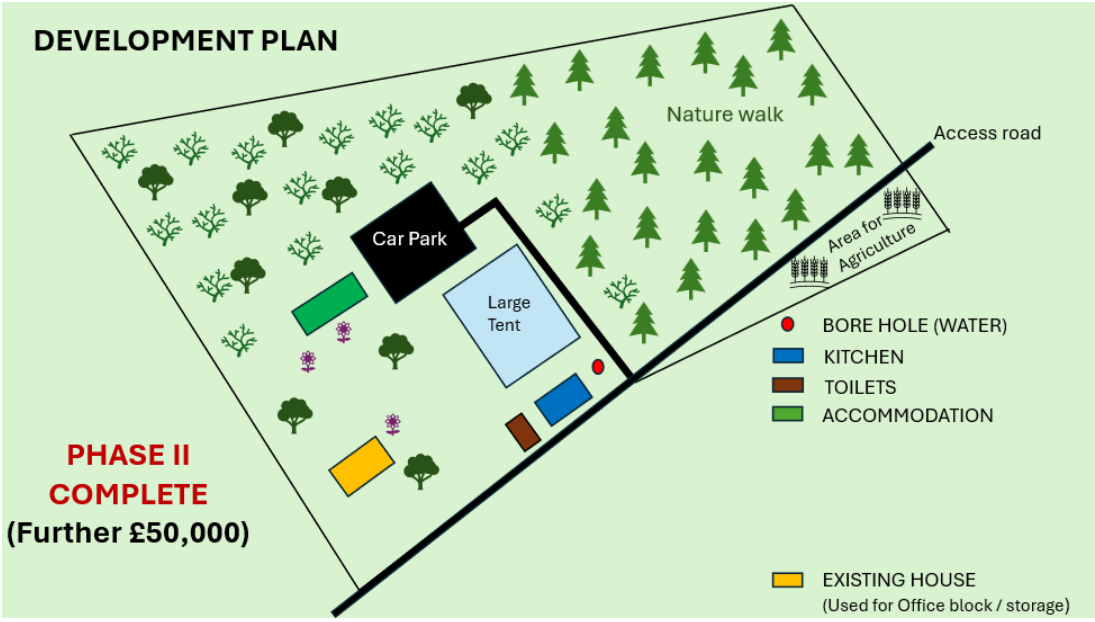
2. Sports Facilities
To attract business and to raise additional income from the community (from hire) the following sports facilities will be developed:

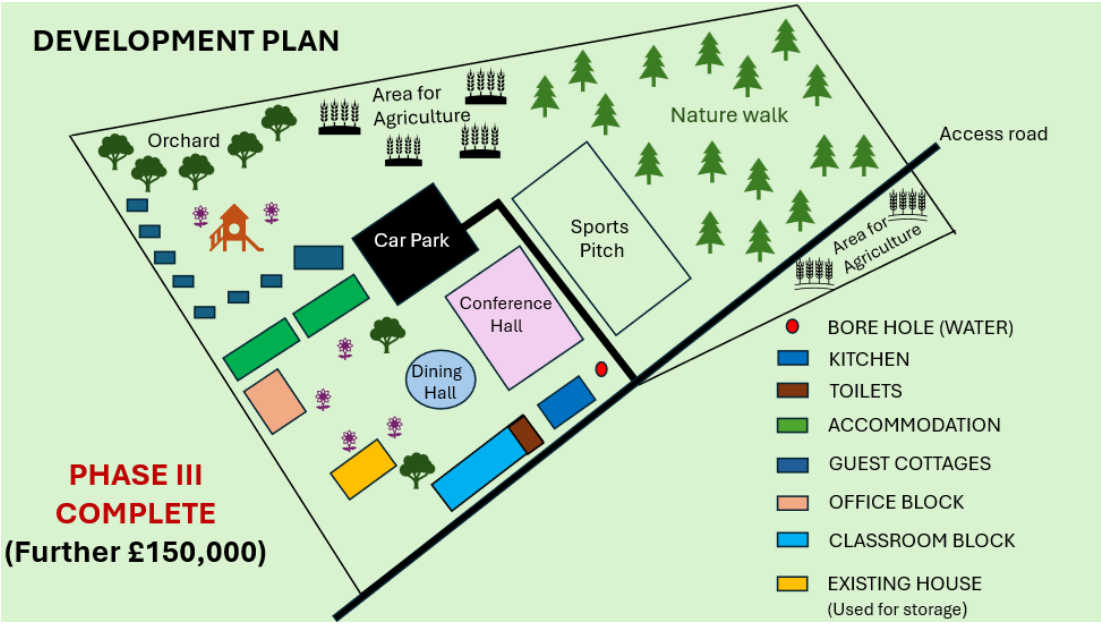
- A football pitch
- A volleyball / basketball pitch
- An indoor gymnasium

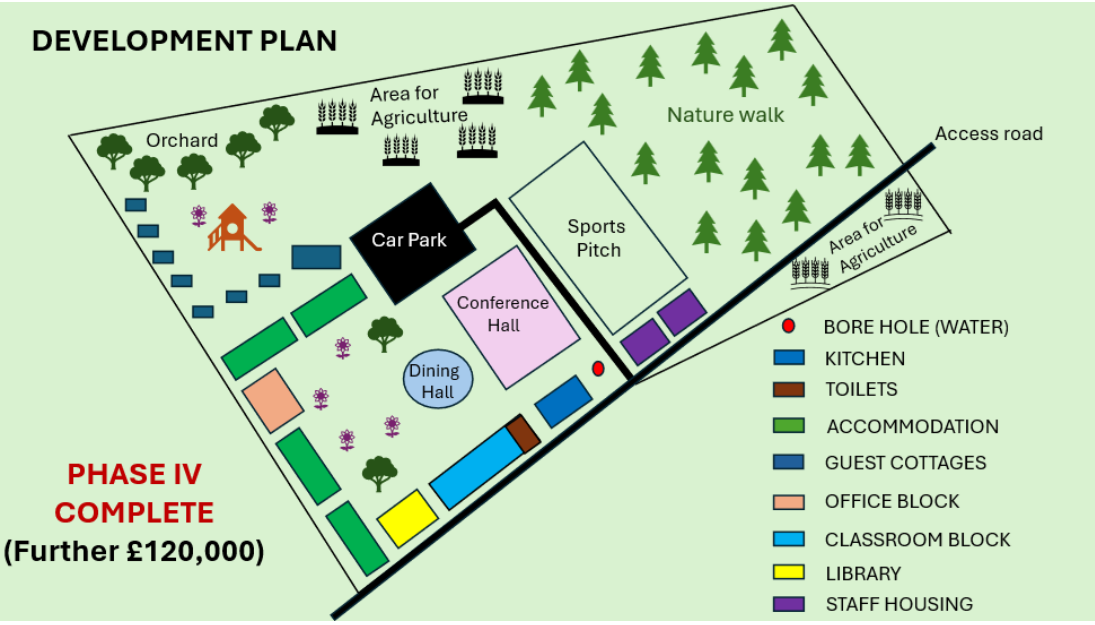
3. Further Cottages / Staff Accommodation
Depending on need, either further multi-purpose cottages or purpose-built accommodation for staff would be constructed on the site.






DEVELOPMENT PLAN
Nature walk
Access road
Car Park
Large Tent
Area for Agriculture
BORE HOLE (WATER)
KITCHEN
TOILETS
ACCOMMODATION
PHASE II COMPLETE
(Further £50,000)
EXISTING HOUSE
(Used for Office block / storage)


DEVELOPMENT PLAN
Area for Agriculture
Orchard
Nature walk
Access road
Car Park
Sports Pitch
Area for Agriculture
Conference Hall
Dining Hall
BORE HOLE (WATER)
KITCHEN
TOILETS
ACCOMMODATION
GUEST COTTAGES
OFFICE BLOCK
CLASSROOM BLOCK
EXISTING HOUSE
(Used for storage)
PHASE III COMPLETE
(Further £150,000)


DEVELOPMENT PLAN
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Dining Hall
BORE HOLE (WATER)
KITCHEN
TOILETS
ACCOMMODATION
GUEST COTTAGES
OFFICE BLOCK
CLASSROOM BLOCK
LIBRARY
STAFF HOUSING
PHASE IV COMPLETE
(Further £120,000)

4.4. Marketing

With over 10 years of experience and reputational development in universities and other centers of educational learning, along with forming close relationships with large numbers of churches across the country, Living Word Uganda is ideally suited to advertise the use of the conference center.
A multi-media approach will be taken with advertising at each LWU event. An "all in one" service will be offered for weddings, drawing on existing contacts who are already offering services such as wedding garments, decorations, cakes and entertainment.

Modelled by the success of a scheme at African Bible University, Kampala making the training courses affordable to all, students will be offered the option of reduced fees. Such a reduction will be in exchange for labour at the conference centre at the weekends, with students serving as cleaners, cooks, gardeners, waiters etc. Such a scheme will reduce conference centre costs as well as increase the anticipated numbers of students attending the courses.

5. Project Finances

5.1 Financial History of LWU

Since its foundational in 2012, Living Word Uganda has operated within budget. Quarterly financial reports are provided to Living Word International for accountability and are available on request.

5.2 Gift Aid

All donations for the sustainability project from the UK will be eligible for gift aid as all funds will be received by Living Word International and passed to LWU with no charge.

5.3. Current Financial Position

Cash assets in UK on 07.10.26 stand at £41,061 (with a further £38,345 designated to the business project for ministry sustainability)

For the next financial year (Aug 26 – July 27) LWU's budget anticipates a total spend for all ministry activity and staff of £90,600.
However, donation predictions to date, based on pledges from supporters are £20,600 from within Uganda and £35,276 from within the UK, leaving a shortfall of £34,724 if the ministry ambitions of LWU are to be met. Whereas based on previous years' activity we expect a further £10,000 or so from one off donations, **it is estimated that a further £25,000 approx will be needed from new donors / increased donations.**

LWU's latest audited accounts are available at https://livingworduganda.org/
LWI's full audited accounts for the past 6 years (including the LWU's UK fund position) may be viewed at https://livingwordinternational.org.uk/about/annual-reports/

5.4 Financial Projections

The table below estimates the financial projections for LWU going forward through the various phases of development. It is assumed that LWU ministry costs will only increase in line with inflation as marginal costs for increasing ministry numbers are low.
Estimates for UK donations are conservatively kept at £60,000 year on year though these are expected to increase.
Estimates for conference centre occupancy are also conservative at 35% occupancy for phase I, 50% for phases II and III and 60% at phase IV.
100% of the expected positive balance will initially be used to fund infrastructure development of the training and conference centre and later to repay any loans.

By 1.8.33 it is projected that the income from LWU within Uganda will enable LWU to be financially independent, no longer requiring donations from the UK.

Year (Year end 31.7)	**Phase Completed**	**LWU Ministry Costs** (£)	**UK Donations** (£)	**Ugandan Ministry Income*** (£)	**Conference Centre Income** (£)	**Conference Centre Expenditure** (£)	**Balance** (£)
2026	Land	76,000	60,000	16,000	0	0	0
2026	I	80,000	60,000	16,800	31,800	25,250	3,350
2027	I	85,000	60,000	17,500	33,500	26,500	6,000
2028	II	85,000**	60,000	19,400	117,400	76,200	35,600
2029	II	90,000	60,000	20,300	123,300	80,000	33,600
2030	III	95,000	60,000	24,750	153,000	96,100	46,650
2031	III	100,000	60,000	25,500	162,900	100,900	47,500
2032	IV	105,000	60,000	26,230	208,640	131,110	58,760

*From course and conference fees, bookshop, donations, etc. (See appendix D for details)
** Savings made from no longer needing to pay rent for ministry activity

In the estimates above, loan repayments from the purchase of land / development of the site are not included. Any loan repayments will need to be taken out of the projected income as above, though there should be some additional income raised through renting the excess land at the site not required for the training and hire of the conference centre to third parties.

A more detailed breakdown of the expected income and expenditure at the various stages of development is provided in appendix D. (Note that all figures allow for inflation at 5%approx.)

6. Supporting the Project

6.1 Donations

All donations for the LWU development plan are very gratefully received. Gift aid will be claimed on all eligible donations.

For legal reasons, once made, donations cannot be returned to donors should the development project fail to progress or be delayed for whatever reason. For this unlikely scenario, donors are encouraged to stipulate whether they would like their donations to then be allocated to the "LWU ministry fund" (to cover LWU day-to-day ministry costs) or the "Living Word International (LWI) general fund" for use at the discretion of the LWI trustees on any of the LWI projects in Africa.

Donations should be made to:
Bank: Barclays
Account Name: Living Word International
Account Number: 43104443
Sort Code: 20-17-19
Please add the reference "LWU Development"

6.2 Contact

To arrange an online or face to face meeting to discuss this plan, ask questions and find how you may be able to support the project, please contact Stuart Creed (CEO Living Word International) at supporter@livingworduganda.org

Appendices

A) Statement of Faith

Living Word Uganda abides by the truths set out in the widely recognised Doctrinal Basis of the Universities and Colleges Christian Fellowship (UCCF).

Doctrinal Basis

The basis of the Fellowship shall be the fundamental truths of Christianity, as revealed in Holy Scripture, including:

a. There is one God in three persons, the Father, the Son and the Holy Spirit.

b. God is sovereign in creation, revelation, redemption and final judgement.

c. The Bible, as originally given, is the inspired and infallible Word of God. It is the supreme authority in all matters of belief and behaviour.

d. Since the fall, the whole of humankind is sinful and guilty, so that everyone is subject to God's wrath and condemnation.

e. The Lord Jesus Christ, God's incarnate Son, is fully God; he was born of a virgin; his humanity is real and sinless; he died on the cross, was raised bodily from death and is now reigning over heaven and earth.

f. Sinful human beings are redeemed from the guilt, penalty and power of sin only through the sacrificial death once and for all time of their representative and substitute, Jesus Christ, the only mediator between them and God.

g. Those who believe in Christ are pardoned all their sins and accepted in God's sight only because of the righteousness of Christ credited to them; this justification is God's act of undeserved mercy, received solely by trust in him and not by their own efforts.

h. The Holy Spirit alone makes the work of Christ effective to individual sinners, enabling them to turn to God from their sin and to trust in Jesus Christ.

i. The Holy Spirit lives in all those he has regenerated. He makes them increasingly Christ-like in character and behaviour and gives them power for their witness in the world.

j. The one holy universal church is the Body of Christ, to which all true believers belong.

k. The Lord Jesus Christ will return in person, to judge everyone, to execute God's just condemnation on those who have not repented and to receive the redeemed to eternal glory.

B. Core Values

The chief end of the work of Living Word Uganda is to glorify God: We do this by being:

Committed to Biblical Truth
We are committed to biblical truth and joyfully affirm historic, evangelical Christianity as summarised in the historic Creeds and our statement of faith.

Dependent on God
In faith we depend on God for the provision of all our needs. We will demonstrate diligence, integrity, sharing, transparency and accountability in cultivating and using the resources God provides.

A People of Prayer
Prayer is foundational in our life and ministry. By prayer we praise God, seek his direction, request resources, and call upon the Holy Spirit to empower our ministries.

Making and Maturing Disciple of Christ
We are committed to the urgent and unfinished task of making and maturing disciples of Jesus Christ in all nations. In doing this we desire to work in loving, trusting, interdependent relationships with churches and other partners who share our vision.

Church-Centred
We are committed to the equipping of local churches to be the expression of Christ in their communities and to reach out with cross-cultural missionary vision and action.

Concerned About Human Needs
We humbly acknowledge that the ultimate human need is to know God the Father and the saving work of Jesus Christ. However we also believe that he has called us to compassionate, holistic service in this broken world by alleviating suffering, fostering development, and effecting change in society.

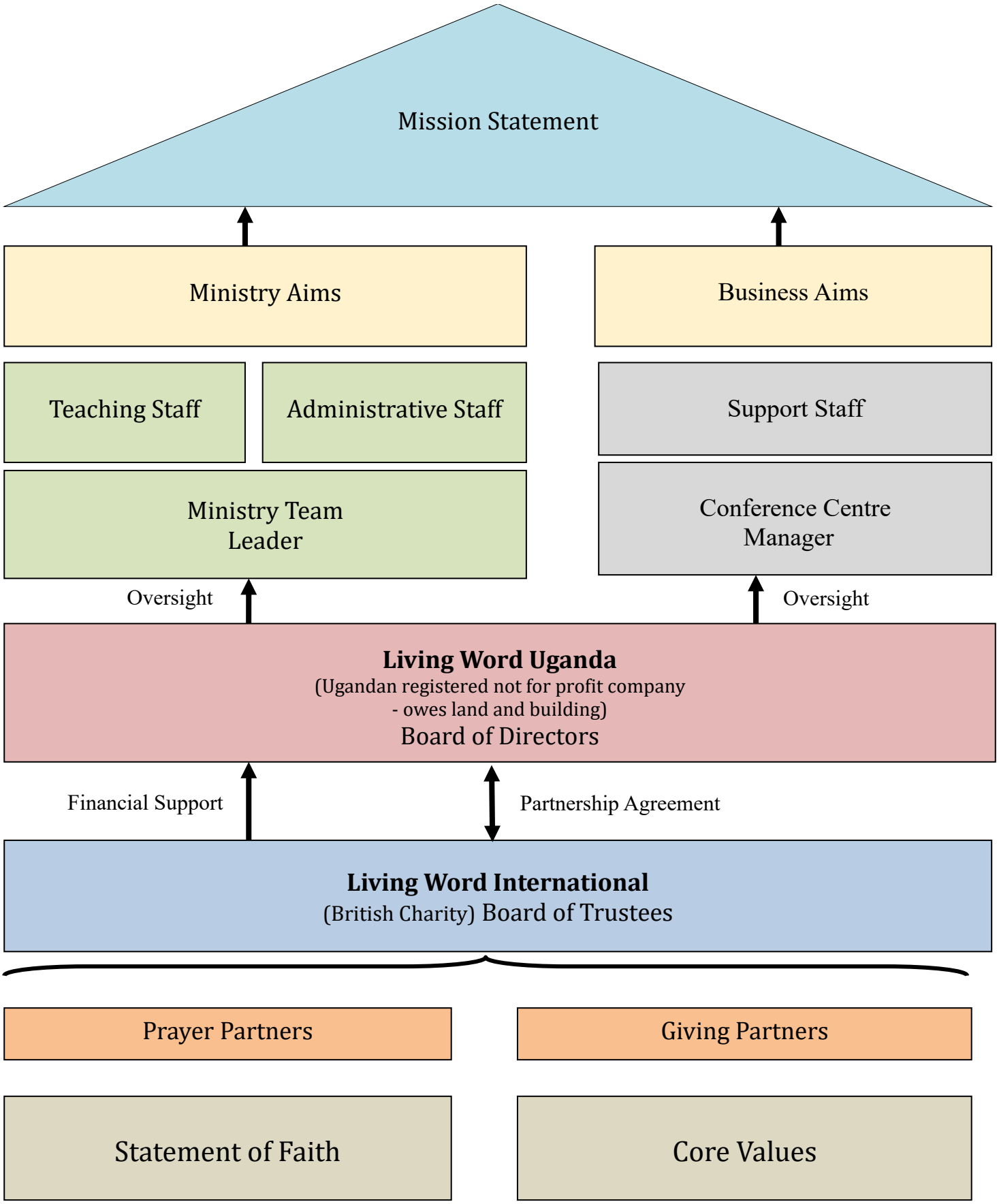
A Christ-like Community
We desire to be a transforming community dedicated to becoming like Christ in love, servanthood, holiness, and obedience to the Father. We believe that following Christ's example means sacrifice, sometimes hardship, and perhaps even death.

A Learning, Growing Community
We believe in the worth and giftedness of each person in LWU and of those we seek to serve. We practise the giving and receiving of discipleship, life-long learning, consultative leadership, mutual development, and training as enduring disciplines.

Strengthened Through Diversity
We are intentionally interdenominational, international, and multiethnic. We believe this expresses the unity of the body of Christ in the world. We believe we will be more effective in ministry as we incorporate the richness of cultural diversity in LWU and celebrate our oneness in Christ.

Responsive to Our Times
We will respond with creativity and courage to evolving needs and opportunities under the guidance of the Holy Spirit. To be effective and relevant, our ministries, priorities, and structures are subject to ongoing evaluation and adaptation.

C. Organisational Model



D. Financial Projections for Conference Centre

Listed below are financial projections for the years after completion of each of the four phases of development.

END OF PHASE I - Estimated completion date: 1.7.27

INCOME		
Item	**Assumptions**	**Income (£)**
AMT Course Fees	15 attendees at £167 per person	£2,500
Women's Conferences	150 attendees at £8 per person	£1,200
National Students Conference	200 attendees at £10 per person	£2,000
Pastors' Conference	100 attendees at £20 per person	£2,000
Evening Classes	30 attendees at £20 per person	£600
Donations from within Uganda		£5,500
Bookshop / other sales	Based on current sales	£3,000
Total from LWU Ministry		£16,800
Hire of Entire Venue (Weekends)	Assumes 18 weeks (35% occupancy) and rate of £800 per weekend	£14,400
Hire of Entire Venue (Holidays)	Assumes 18 weeks (35% occupancy) and rate of £800 per week (excl. weekends)	£14,400
Rental of Retreat Cottages (Self Catering)	Assumes 100 days occupancy for each of 2 cottages + rate of £15 per cottage / day	£3,000
Total from Conference Centre		£31,800
TOTAL INCOME		**£48,600**

CONFERENCE CENTRE EXPENDITURE	
Conference Centre manager (full time)	£6,250
Assistant manager (full time)	£4,000
Cleaners	£2,000
Cooks – assumes 3 full time	£6,000
Guards	£2,000
Maintenance	£2,000
Utilities	£3,000
TOTAL ADDITIONAL EXPENDITURE	**£25,250**

Notes:
During phase I all catering will be bought in and charged to those hiring the site.

END OF PHASE II - Estimated completion date: 1.8.28

INCOME		
Item	**Assumptions**	**Income (£)**
AMT Course fees	20 students at £120 per student	£2,400
Women's Conferences	200 attendees at £10 per person	£2,000
National Students Conference	220 attendees at £10 per person	£2,200
Pastors' Conference	120 attendees at £25 per person	£3,000
Evening Classes	30 attendees at £20 per person	£600
Donations from within Uganda		£6,000
Bookshop / other sales		£3,200
Total from LWU Ministry		£19,400
Hire of Entire Venue (Weekends)	Assumes 26 weeks occupancy and rate of £1,000 per weekend	£26,000
Hire of Entire Venue (Holidays)	Assumes 26 weeks occupancy and rate of £1,000 per week (excluding weekends)	£26,000
Catering charges for hire of venue (Weekends)	Assumes hire by 200 people at 50% occupancy and rate £3 per person per day	£31,200
Catering charges for hire of venue (Holidays)	Assumes hire by 100 people at 50% occupancy and rate £3 per person per day	£31,200
Rental of Retreat Cottages (Self Catering)	Assumes 100 days occupancy for each of 2 cottages + rate of £15 per cottage / day	£3,000
Total from Conference Centre		£117,400
TOTAL INCOME		**£136,800**

CONFERENCE CENTRE EXPENDITURE	
Conference Centre manager (full time)	£6,900
Assistant manager (full time)	£4,400
Cleaners – assumes 2 full time (AMT students will cover some of this work in exchange for lower course fees)	£2,000
Cooks – assumes 4 full time (AMT students will cover some of this work in exchange for lower course fees)	£6,600
Guards – assumes 2 full time	£2,200
Maintenance (AMT students will cover some of this work in exchange for lower course fees)	£3,300
Utilities (Solar power and collection of water will be used to minimise costs)	£4,000
Food (£2/person/day) for all events	£46,800
TOTAL ADDITIONAL EXPENDITURE	**£76,200**

Notes:
Course fees for AMT students decrease in exchange for more labour at the conference centre.
Site hire costs increase with improved facilities.

END OF PHASE III – Estimated completion date: 1.8.2029

INCOME		
Item	**Assumptions**	**Income (£)**
AMT Course fees	25 students at £130 per student	£3,250
Women's Conferences	200 attendees at £12 per person	£2,400
National Students Conference	250 attendees at £12 per person	£5,000
Pastors' Conference	120 attendees at £25 per person	£3,000
Evening Classes	40 students at £25 per student	£1,000
Donations from within Uganda		£6,600
Bookshop / other sales		£3,500
Total from LWU Ministry		£24,750
Hire of Entire Venue (Weekends)	Assumes 26 weeks (50% occupancy) and rate of £1,150 per weekend	£29,900
Hire of Entire Venue (Holidays)	Assumes 26 weeks (50% occupancy and rate of £1,150 per week (excl. weekends)	£29,900
Catering charges for hire of venue (Weekends)	Assumes hire by 200 people at 50% occupancy and rate £4 per person per day	£41,600
Catering charges for hire of venue (Holidays)	Assumes hire by 100 people at 50% occupancy and rate £4 per person per day	£41,600
Rental of Retreat Cottages (Self Catering)	Assumes 100 days occupancy for each of 5 cottages + rate of £20 per cottage / day	£10,000
Total from Conference Centre		£153,000
TOTAL INCOME		**£177,750**

ADDITIONAL EXPENDITURE	
Conference Centre manager (full time)	£8,000
Assistant manager (full time)	£5,000
Cleaners – assumes 2 full time (AMT students will cover some of this work in exchange for lower course fees)	£2,600
Cooks – assumes 4 full time (AMT students will cover some of this work in exchange for lower course fees)	£7,600
Guards – assumes 2 full time	£2,500
Maintenance (AMT students will cover some of this work in exchange for lower course fees)	£3,800
Utilities (Solar power and collection of water will be used to minimise costs)	£4,200
Food (£3/person/day) for all events	£62,400
TOTAL ADDITIONAL EXPENDITURE	**£96,100**

Notes:
Site hire costs increase with further improved facilities.
Site utilities costs increase with additional use.

END OF PHASE IV – Estimated completion date: 1.8.2030

INCOME		
Item	**Assumptions**	**Income (£)**
AMT Course fees	30 students at £140 per student	£4,200
Women's Conferences	200 attendees at £15 per person	£3,000
National Students Conference	250 attendees at £15 per person	£3,750
Pastors' Conference	120 attendees at £28 per person	£3,360
Evening Classes	40 students at £28 per student	£1,120
Donations from within Uganda		£7,000
Bookshop / other sales		£3,800
Total from LWU Ministry		£26,230
Hire of Entire Venue (Weekends)	Assumes 26 weeks (60% occupancy) and rate of £1,300 per weekend	£40,560
Hire of Entire Venue (Holidays)	Assumes 26 weeks (60% occupancy and rate of £1,300 per week (excl. weekends)	£40,560
Catering charges for hire of venue (Weekends)	Assumes hire by 200 people at 60% occupancy and rate £4.50 per person per day	£56,160
Catering charges for hire of venue (Holidays)	Assumes hire by 100 people at 60% occupancy and rate £4.50 per person per day	£56,160
Rental of Retreat Cottages (Self Catering)	Assumes 100 days occupancy for each of 6 cottages + rate of £22 per cottage / day	£13,200
Use of sports facilities incl. gym		£2,000
TOTAL INCOME		**£208,640**

ADDITIONAL EXPENDITURE	
Conference Centre manager (full time)	£9,000
Assistant managers (two) (full time)	£8,000
Cleaners - assumes 3 full time. (AMT students will cover some of this work in exchange for lower course fees)	£4,500
Cooks – assumes 5 full time (AMT students will cover some of this work in exchange for lower course fees)	£10,500
Guards – assumes 2 full time	£2,750
Maintenance (AMT students will cover some of this work in exchange for lower course fees)	£4,500
Utilities (Note: Solar power and collection of water will be used to minimise costs)	£ 4,500
Food (£3.50/person/day) for all events	£87,360
TOTAL ADDITIONAL EXPENDITURE	**£131,110**

Notes:
Site hire costs increase with further improved facilities.
Need for additional staff with increased activity.