
THE CITYLIGHT FOURSQUARE CHURCH

ANNUAL REPORT 2024



KIGALI | February 2025

Table of Contents

List of Figures	i
List of Tables.....	i
EXECUTIVE SUMMARY	ii
1. INTRODUCTION	1
1.1 Background.....	1
1.2 Membership.....	1
1.3 Leadership	2
1.4 Strategic Direction	2
1.5 Core values.....	3
1.6 Strategic Interventions	3
1.7 The 2024 Ministry Report	3
2. MINISTRY PLANS AND ACHIEVEMENTS IN 2024	5
2.1. Children Ministry.....	5
1.1.1 The Achievements	5
1.1.2 The Impact.....	6
1.1.3 The Challenges	6
2.2. Communication (Media) Ministry	7
2.2.1. The Achievements	7
2.2.2. The Impact.....	8
2.2.3. The Challenges	9
2.3. Evangelism Ministry.....	9
2.3.1. The Achievements	10
2.3.2. The Impact.....	10
2.3.3. The Challenges	10
2.4. The Interpretation & Translation Ministry	11
2.4.1. The Achievements	11
2.4.2. The Impact.....	11
2.4.3. The Challenges	12
2.5. Pastoral Care Department	12
2.5.1. The Achievements	13
2.5.2. The Impact.....	13
2.5.3. The Challenges	14
2.6. Africa Ignite Connection 2024	15
2.6.1. The Achievements	16
2.6.2. The Impact.....	16

2.6.3.	The Challenges	17
2.7.	The Joshua Generation Connection 2024	17
2.7.1.	The Achievement	18
2.7.2.	Impact.....	18
2.7.3.	The Challenges	19
2.8.	Marriage and Couples Ministry	20
2.8.1.	The Achievements	20
2.8.2.	The Impact.....	20
2.8.3.	The Challenges	21
2.9.	Youth Ministry.....	21
2.9.1.	The Achievement	22
2.9.2.	The Impact.....	22
2.9.3.	The Challenges	23
2.10.	Men's Ministry.....	23
2.10.1.	The Achievements	24
2.10.2.	The Impact	24
2.10.3.	The Challenges.....	24
2.11.	Women and Girls Ministry	25
2.11.1.	The Achievement	25
2.11.2.	The Impact	25
2.11.3.	Challenges.....	26
2.12.	Construction Department.....	26
2.12.1.	The Achievement.....	27
2.12.2.	The Impact	27
2.12.3.	The Challenges.....	27
2.13.	Worship Ministry	28
2.13.1.	The Achievements	28
2.13.2.	The Impact	29
2.13.3.	The challenges	30
2.14.	Intercession Ministry	30
2.14.1.	The Achievements	30
2.14.2.	The Impact.	31
2.14.3.	The Challenges.....	31
2.15.	Foursquare Life Academy	31
2.15.1.	The Achievements	31

2.15.2.	The Impact	32
2.15.3.	The Challenges.....	33
3.	CONCLUSION & RECOMMENDATIONS.....	34
3.1.	Conclusion	34
3.2.	Recommendations	34
Appendix 1: Ministries/Departments Leaders		36

List of Figures

Figure 1: Children Ministry activities for 2024.....	6
Figure 2: Communication Ministry activities for 2024.....	8
Figure 3: Evangelism Ministry activities for 2024	10
Figure 4: Interpretation and Translation Ministry activities 2024	11
Figure 5: Pastoral Care activities 2024	13
Figure 6: Africa Ignite Connection activities 2024.....	16
Figure 7: Joshua Generation Connection activities 2024	18
Figure 8: Marriage and Couples Ministry activities 2024	20
Figure 9: Youth ministry activities 2024.....	22
Figure 10: Men's Ministry Activities 2024.....	24
Figure 11: Women and girls ministry activities 2024	25
Figure 12: Construction Department Activities 2024.....	27
Figure 13: Worship ministry Activities 2024	29
Figure 14: Intercessory Ministry Activities 2024	30

List of Tables

Table 1: Students Enrollment at the Foursquare Life Academy.....	31
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EXECUTIVE SUMMARY

The CityLight Foursquare Church serves as the headquarters of the Foursquare Gospel Church of Rwanda (FGR), which shares its faith and mission with the International Church of the Foursquare Gospel (ICFG).

Founded in 2005, the CityLight Foursquare Church was officially registered as a Faith-Based Organization (FBO) by the Rwanda Governance Board (RGB) and granted Legal Personality No. 002/2013. Following the enactment of the 2018 law governing Faith-Based Organizations, the Foursquare Gospel Church of Rwanda received a compliance certificate (Reference No. 023/RGB/2019), which was later published in the Official Gazette No. Special on March 19, 2020.

By the end of 2024, the church's membership had grown significantly, increasing from just seven members in 2005 to more than 5,000. The congregation's demographic composition is predominantly youth, with approximately 65% of members aged between 20 and 40 years. Adults, ranging from 41 to 80 years, make up 25% of attendees, while children aged 3 to 15 account for about 10% of the Sunday service attendance. Although the church primarily serves a native congregation, it also reaches out to foreigners who can communicate in English.

The 2024 Annual Ministry Report was compiled by the Technical Committee, appointed by the leadership of CityLight Foursquare Church. This report is based on submissions from each ministry/department, carefully compiled by their respective leaders.

The primary objectives of this report are as follows:

- To highlight the achievements of various departments and ministries according to their respective action plans for 2024.
- To assess the impact of the planned and executed activities on both the church and the surrounding community, illustrating the outcomes of the ministry's efforts.
- To provide actionable recommendations aimed at addressing the challenges faced by the department ministries in fulfilling their mandates, with the goal of improving operations and ensuring sustained growth.

According to the ministries/departments reports for 2024, it can be observed that most planned activities were successfully implemented, with several ministries achieving a 100% success rate in their planned activities. Notable accomplishments include the Youth Ministry's remarkable execution of the Joshua Generation Connection 2024; the 2024 Africa Ignite Connection, the Marriage and Couples Ministry's full completion of its programs, and the Children's Ministry's impressive outreach efforts.

The activities conducted by various ministries at CityLight Foursquare Church have had a profound impact on both the spiritual growth and community engagement of its members. The children's ministry, for example, has consistently nurtured young minds by providing Bible

teachings every Sunday, with an average of 150 children attending. This engagement deepens their understanding of God's will, fortifying their faith in Christ.

The church's digital presence has significantly expanded, allowing for increased virtual visibility. With an average of 20,000 weekly viewers on YouTube, the CityLight Foursquare church has effectively reached a broader audience, keeping the congregation inspired.

In addition to spiritual initiatives, the church has actively supported its community through social programs. Medical insurance coverage for 54 households (226 people), school fee assistance for 60 students, and aid for 99 vulnerable households demonstrate the church's commitment to both practical and spiritual well-being. Furthermore, the church implemented community water projects in the Kinyinya and Ruyenzi districts, providing clean water to over 8,500 people.

The church's programs aimed at strengthening relationships, such as marriage counseling, leadership seminars, and youth empowerment events, have been transformative. These initiatives not only foster personal growth but also cultivate a sense of responsibility and community ownership.

Despite these successes, the CityLight Foursquare Church faces several key challenges across its ministries that hinder growth and effectiveness. For instance, some ministries are impacted by inconsistent attendance, making it difficult to fully engage with ministry activities. Volunteers juggle multiple commitments, limiting their availability. Similarly, the church faces challenges with its technical equipment, such as outdated gadgets for video production and inadequate resources for live streaming, which lowers the quality of online content. Furthermore, financial constraints and logistical issues affect various ministries.

There are also issues in the administration, such as poor communication about visitors and lack of standardized support for bereaved families. The leadership and counseling programs are hindered by a lack of resources, trained facilitators, and inconsistent attendance. Addressing these challenges requires a comprehensive approach involving better resource allocation, improved planning, and stronger engagement from church members.

Some of the recommendations to address these challenges include strengthening planning and ensure contingency strategies are in place during activity implementation. Ministries should revisit their planning phases, set clear deadlines, and assign responsibilities to ensure all activities are completed successfully. Additionally, there is a need to provide regular and accessible capacity-building programs for all ministry's' and departments leaders and volunteers to ensure they are equipped to manage their duties more effectively.

Overall, the dedication and commitment demonstrated by each ministry have significantly contributed to the church's growth and impact. With strategic planning and targeted improvements, future achievements can be even greater.

1. INTRODUCTION

1.1 Background

The CityLight Foursquare Church serves as the headquarters of the Foursquare Gospel Church of Rwanda (FGR), which shares its faith and mission with the International Church of the Foursquare Gospel (ICFG). The church was established in 2005 but was officially registered as a Faith-Based Organization (FBO) by the Rwanda Governance Board (RGB) when it was granted Legal Personality No. 002/2013.

Following the adoption of the 2018 Law governing Faith-based Organizations, Foursquare Church of Rwanda was given a compliance certificate with reference number 023/RGB/2019 which was published in the Official Gazette No. Special of March 19, 2020. This recognition solidified its status as a legally established organization within Rwanda. This recognition affirmed the church's legal standing in Rwanda, solidifying its role in the spiritual and community life of the nation.

1.2 Membership

By the end of 2024, the church's membership had grown significantly, increasing from just seven members in 2005 to more than 5,000.¹ The congregation's demographic composition is predominantly youth, with approximately 65% of members aged between 20 and 40 years. Adults, ranging from 41 to 80 years, make up 25% of attendees, while children aged 3 to 15 account for about 10% of the Sunday service attendance. Although the church has a huge native attendance (Approx. 98.8%), the church also reaches to foreigners with ability to communicate in English. Additionally, the church has a growing online attendance with an average 20,000 views² per week. The church's activities are varied from worship, proclamation of the gospel to social justice initiatives.



Congregants at CityLight Church

¹ Our membership records of January 2025 show a number of 6,325.

² As shown at our YouTube Channel (www.thecitylightchurch.org), the average attendance on Sunday is 1000 (first service); +4000 (second); 4000 (third). Agatatu (10,000); Friday (2000). With this number you have at least, more than 20,000 follow our services weekly. This without mentioning those who follow us on private channels.

1.3 Leadership

The CityLight Foursquare Church is led by Bishop Prof. Fidel Masengo and his wife, Pastor Solange Masengo, whose steadfast leadership has been instrumental in shaping the church's spiritual growth and community impact.

By the grace of God, their resolute leadership has fostered a thriving faith community, guiding believers in deepening their spiritual journeys while also championing initiatives that uplift society. Under their direction, CityLight has grown into a hub of worship, discipleship, and outreach, reaching beyond the church walls to serve those in need.

Their commitment to sound biblical teaching, mentorship, and community development has not only strengthened the congregation but also positioned CityLight Foursquare Church as a beacon of hope and transformation. Through their unwavering faith, they continue to inspire individuals, equip future leaders, and expand the church's mission both locally and internationally.



Bishop Fidel and Pastor Solange

1.4 Strategic Direction

The CityLight Foursquare Church is driven by a clear and purposeful aspiration: "Love God, Make Disciples, and Impact the Community." This vision is supported by its mission, which is "to spread the love of Christ through worship, service, and outreach. We aim to be a place where all people can find hope, healing, and community." Through these efforts, the church aims to create an environment where individuals can grow in their faith, deepen their relationships, and actively contribute to the transformation of their surroundings.

To realize its goal, the church pursues six strategic objectives:

1. Offer a comprehensive spiritual formation program for children, youth, and adults to help them deepen their faith and live out Christian principles in daily life.
2. Reach out to the local community and beyond with the Gospel of Christ, inviting people into a meaningful relationship with God.
3. Engage in social justice initiatives to address inequality and injustice, demonstrating a commitment to living out the gospel through practical action.
4. Train servant leaders and ministry workers for effective ministry in Rwanda and beyond.
5. Contribute to elementary education for children aged 3 to 11 years through financial and material support.
6. Ensure the generation of sufficient income to support and sustain all ministry operations.

1.5 Core values

Recognizing the critical role that organizational culture plays in achieving its aspirations, CityLight Foursquare Church has adopted a set of core values that guide its operations and shape its relationships both within the church and in the surrounding community.

1. **Spiritual Integrity:** Uphold the teachings of Christ in every aspect of church life, from worship to social outreach, ensuring that all actions are aligned with biblical principles and driven by a genuine commitment to living out the gospel.
2. **Community Engagement:** Foster a sense of belonging and active participation within and beyond the church community, thereby strengthening ties within the church.
3. **Inclusivity:** Ensure that worship, discipleship, and educational programs are welcoming and accessible to people of all ages, and backgrounds, promoting a broader and inclusive understanding of faith in Christ.
4. **Innovation and Adaptability:** Continuously seek innovative and adaptive approaches to ministry that resonate with contemporary society while preserving core Christian values.
5. **Service and Compassion:** Encourage a culture of service and compassion within the church, actively supporting social justice efforts and educational initiatives that aim to uplift the vulnerable and disadvantaged, reflecting Jesus' call to care for others.
6. **Accountable Stewardship:** Promote responsible management of all church resources, ensuring transparency and accountability in financial matters and governance.

1.6 Strategic Interventions

In line with its strategic Objectives, the CityLight Foursquare Church seeks to focus its human and financial resources on six strategic Interventions summarized as follows:

- a. Authentic spiritual formation across all age groups
- b. Community evangelism
- c. Social justice projects
- d. Capacity building for leaders and ministry workers
- e. Basic education to children from 3 to 11 years.
- f. Resource Mobilization

1.7 The 2024 Ministry Report

The annual ministry report for the year 2024 was compiled by the Technical Committee appointed by the leadership of CityLight Foursquare Church. The members of the committee were:

1. Eld. Augustin Muhirwa (Chairperson)
2. Eld. Edwin Eregwa (Vice Chairperson)
3. Mary Kirabo (Secretary)
4. Ev. Eric Rubyagiza
5. Eld. Abert Muhire

This report specifically focuses on the activities carried out at CityLight Foursquare Church. The committee's findings are based on the comprehensive reports submitted by each ministry/department, which were compiled by the respective ministry leaders. The primary objectives of this report are as follows:

- To highlight the achievements of various departments and ministries according to their respective action plans for 2024.
- To assess the impact of the planned and executed activities on both the church and the surrounding community, illustrating the outcomes of the ministry's efforts.
- To provide actionable recommendations aimed at addressing the challenges faced by the department ministries in fulfilling their mandates, with the goal of improving operations and ensuring sustained growth.

This report serves as both a reflection on the past year and a guide for enhancing the effectiveness of future ministry activities.

2. MINISTRY PLANS AND ACHIEVEMENTS IN 2024

At the beginning of 2024, each ministry was assigned the responsibility of generating a set of activities to be completed throughout the year. The following is a narration of each ministry's plans and achievement for the year 2024. The order of ministries in this report does not imply their ranking.

2.1. Children Ministry

The mandate of the Children's Ministry at CityLight Church is to disciple and nurture children between the ages of 3 and 15, guiding them in their spiritual growth and development. This ministry seeks to lay a strong biblical foundation by teaching age-appropriate lessons rooted in Christian values, fostering a deep understanding of faith, and encouraging a personal relationship with God.

In 2024, the ministry outlined four key activities it aimed to accomplish as follows:

- Conduct weekly Bible teachings
- Host an Annual Vacation Bible Study
- Organize a Christmas celebration for the children
- Provide training for teachers to enhance the effectiveness of the ministry

The expected outcome of these activities was that the children would be exposed to a series of Bible-based spiritual formation programs aimed at fostering their spiritual development and well-being.



1.1.1 The Achievements

As shown in figure 1 below, the Children Ministry successfully carried out three out of its four planned activities at 100%. These activities included weekly Bible teachings, the annual Vacation Bible Study, and the Christmas celebration for children. However, the ministry was unable to provide teacher training aimed at enhancing the overall effectiveness of the program.

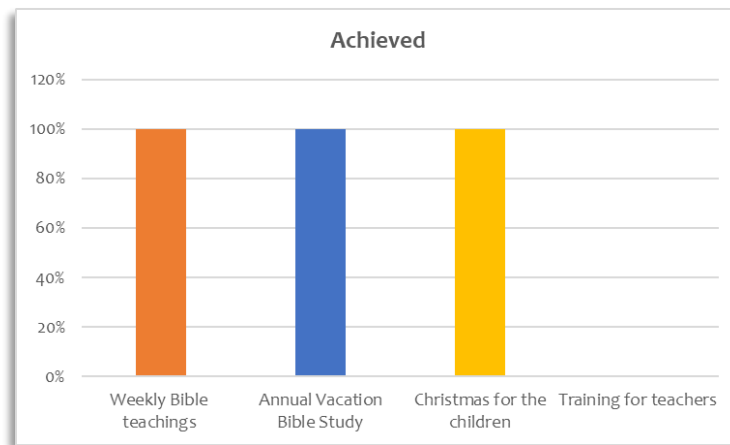


Figure 1: Children Ministry activities for 2024

1.1.2 The Impact

- According to the ministry's report, an average of 150 children, aged 4 to 15 years, attended Bible teachings every Sunday. These teachings helped the children gain an understanding of God's will for their lives and for humanity, which, in turn, strengthened their faith in Christ.
- During the annual Vacation Bible Study, 70 children, aged 5 to 15 years, were guided through the biblical redemptive narrative, exploring its significance and the impact it can have on their lives.
- In December, over the course of three Sundays, an average of 150 children, aged 4 to 15 years, were introduced or reintroduced to the narrative of Christ's birth and its significance for their lives.
- On December 25, 2024, a total of 301 children, aged 4 to 15 years, participated in the Christmas celebration activities, marking a significant increase from the 197 participants in 2023.



Children's Christmas celebration 2024

1.1.3 The Challenges

Despite the success, the Children Ministry faced a range of challenges, including the following:

- Around 50% of the children had inconsistent attendance, which hindered their ability to keep up with weekly lessons.
- All the teachers are volunteers who juggle ministry with other life commitments, limiting their availability.
- The long second service, which ran from 11 a.m. to around 2 p.m., often left both children and teachers feeling exhausted.
- Attendance at the VBS in 2024 was significantly lower, with only 70 children compared to 146 in 2023. This drop is likely due to the high VBS fee of 10,000 RWF per child, along with limited publicity, possibly because the Africa Ignited Conference, held at the same time, drew most of the church's attention.
- Delays in plan approval left the ministry with little time to properly prepare for the Christmas celebration.
- Although 100 children contributed to the Christmas celebration expenses, this was a small fraction compared to the actual 300 children who participated.
- Organizing teacher training proved difficult, as most teachers were unavailable on the proposed dates due to work, academic, and social commitments.

2.2. Communication (Media) Ministry

The ministry's mandate is to expand the reach of church programs through media, aiming to inspire, inform, and encourage participation in the Church's life, mission, and purpose via worship projection, event communication, and public relations.

In 2024, the ministry aimed to accomplish eight (8) activities as follows:

- Social Media Growth and launch a new page
- Church Website Redesign and launch
- Livestreaming of church services and major events
- Major events Campaigns.
- Strategic Volunteer Engagement.
- Audio/Visual broadcast
- Production of exclusive sermons (podcasts)
- Calendar and Bible Plan

2.2.1. The Achievements

As shown in figure 2 below, the Communication Ministry has made significant achievements with regard to website redesign, livestreaming of church services and major events, major events campaigns, volunteer engagement, and calendar and bible plan a. However, areas signaling the need for focused improvement include social media growth, audio/visual broadcast, and exclusive sermons.

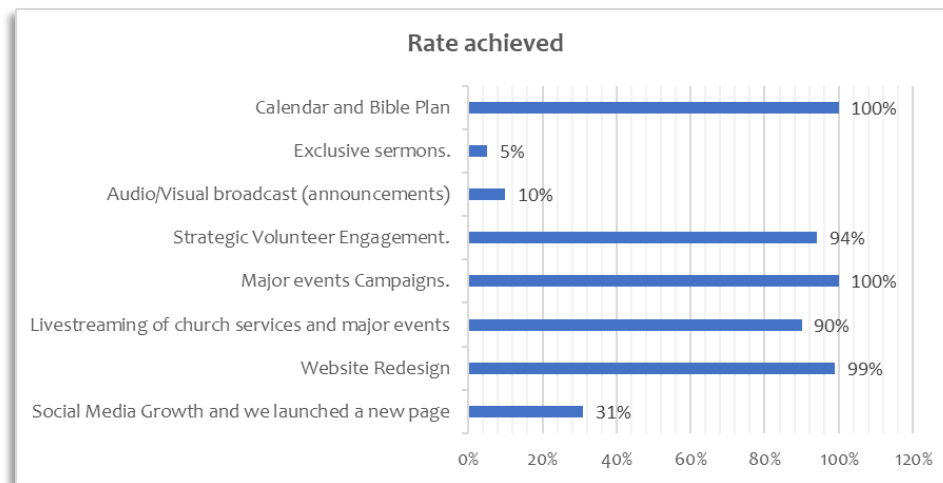
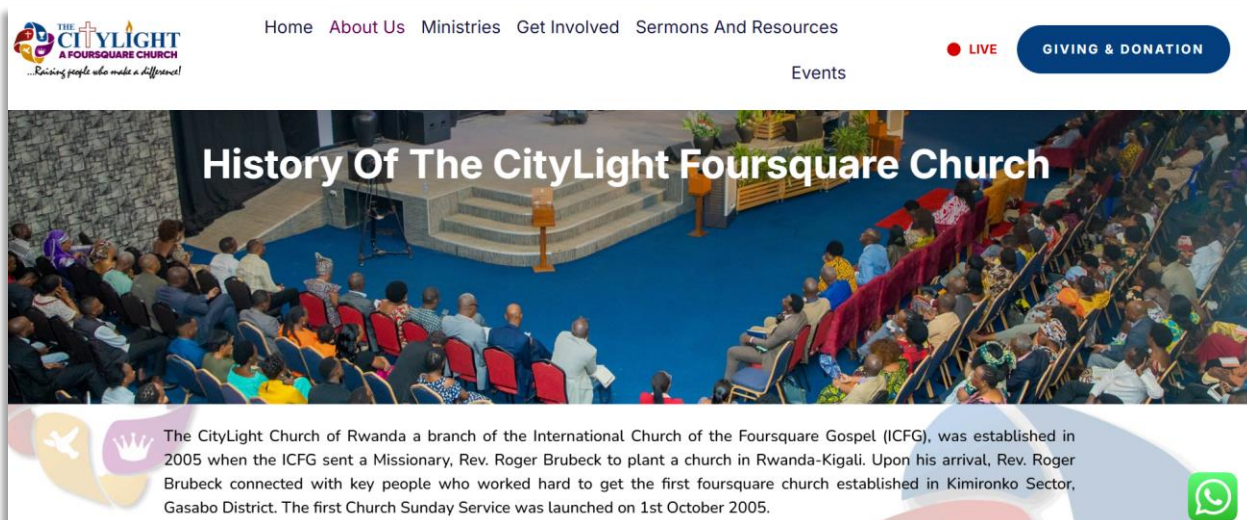


Figure 2: Communication Ministry activities for 2024

2.2.2. The Impact

- The church's online presence has seen remarkable growth, significantly enhancing CityLight Foursquare Church's virtual visibility. This success is rooted in several key initiatives that have transformed how we engage with our community.
- The updated website (www.thecitylightchurch.org) features an online prayer request portal, a comprehensive events calendar, and an FAQ section. Visitors can easily explore the church's annual calendar and weekly programs, gaining a clear sense of who we are and what we offer. This digital touchpoint ensures every guest navigating the website experiences a warm introduction to our church community.
- Additionally, our livestream audience has grown substantially. We now average 20,000 weekly viewers on YouTube—a 40% increase compared to last year.
- All church-related news and updates are now broadcasted in concise, engaging three-minute videos. This approach ensures announcements are both impactful and easy to digest for our congregation.
- Through these efforts, CityLight Foursquare Church continues to strengthen its connection with the community, both online and offline, showcasing our mission and values to an ever-growing audience.



The CityLight Foursquare Church website 2024

2.2.3. The Challenges

The following are the challenges faced by Communication Ministry:

- The available gadgets are outdated, making it very difficult for the team to produce high-quality standard videos suitable for online viewing. Additionally, there is a lack of proper equipment for creating short reels tailored for platforms like Instagram and TikTok.
- The ministry has yet to set up a PayPal account on the church website, which would facilitate online donations. This also prevents the creation of a QR code for offerings, as generating one for mobile money services (MoMo) is currently not possible. We plan to address this issue after the PayPal account has been created.
- The video quality for live streams remains poor, and the live streaming computer requires frequent and costly maintenance. To ensure the system operates efficiently, an additional desktop or laptop is necessary.
- The laptop used for producing lyrics and Bible verses via ProPresenter has limited capacity and struggles to handle the software.
- The lack of sufficient computers causes delays in photo editing during services, as the existing computer is overburdened.
- The team also faces logistical challenges. Members do not have transport facilitation, making it difficult for them to arrive on time for ministry activities.
- Most of the team members are students, and their availability is limited due to their school schedules and class timetables.

2.3. Evangelism Ministry

The mandate of Evangelism Ministry in the CityLight Foursquare Church is to spread the Good News of Jesus Christ to the community around the church and beyond.

According to the ministry's report (2024), the ministry aimed to accomplish four (4) activities as follows:

- Conduct Market evangelism outreach
- Use Joshua Generation Connection as an evangelism platform
- Use Africa Ignite Connection as an evangelism platform
- Visit Foursquare Churches



2.3.1. The Achievements

As shown in figure 3 below, the Evangelism Ministry's achievements are summarized as follows: In terms of Market evangelism outreach, the ministry attained a 99% success rate. This was achieved through radio broadcasts at Kimironko Market. Additionally, the ministry fully utilized the Joshua Generation and Africa Ignite Connections as platforms for evangelism, achieving 100% engagement.

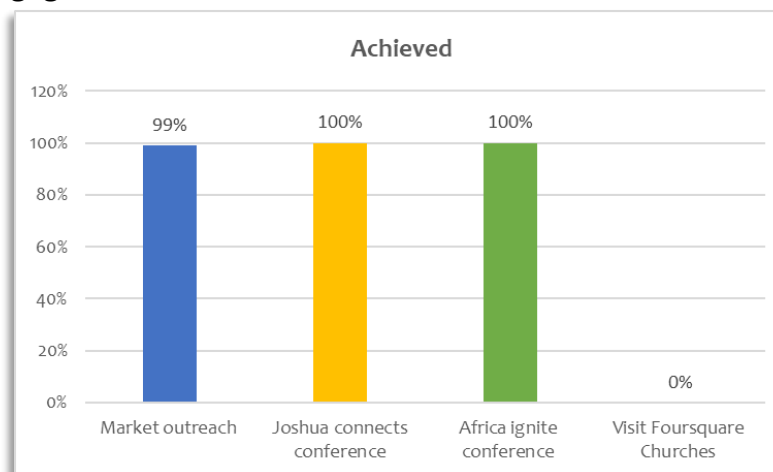


Figure 3: Evangelism Ministry activities for 2024

2.3.2. The Impact

According to the ministry's report, several individuals 386 committed their lives to Christ during these activities. This contributed to spiritual growth, an increase in church membership, and enhanced church branding.

2.3.3. The Challenges

The Evangelism Ministry identified several main challenges: First, it failed to follow up with individuals who had been saved. Additionally, there was limited engagement with church leaders and evangelists. Lastly, the ministry pointed to insufficient funding as another significant obstacle to achieving its objectives.

2.4. The Interpretation & Translation Ministry

The mandate of the Interpretation and Translation Ministry at CityLight Foursquare Church is to ensure that sermons and church communications are accessible to individuals who speak different languages. By doing so, the ministry supports the church's mission of spreading the Gospel and fostering unity within the congregation.

In line with this mandate, the interpretation and translation ministry planned to conduct the following activities in the year 2024.

- Weekly interpretation Practices
- Monthly Prayer Meetings
- Translation of daily devotions
- Translation Tool Kit Box
- Sustainability Activities



The Interpretation Ministry 2024

2.4.1. The Achievements

As indicated in figure 4 below, the Interpretation and Translation Ministry's progress on the planned activities was as follows: The translation of daily devotions was achieved at a 99% success rate, followed by weekly interpretation practices, which reached 75%, and suitability activities (activities meant to strengthen the ministry), conducted at a 70% success rate. The monthly prayer meeting recorded a 60% achievement rate, while the acquisition of the translation toolkit was achieved at only 10%.

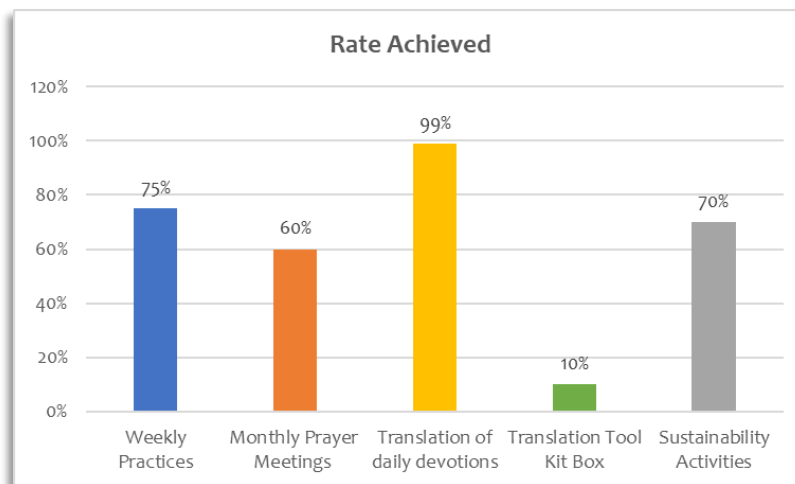


Figure 4: Interpretation and Translation Ministry activities 2024

2.4.2. The Impact

The interpretation and translation team successfully organized prayers among themselves, fostering spiritual growth, increased participation in church activities, and a rise in Bible

reading. Each month, the team meets to share insights from a book they have been assigned to read, deepening their collective understanding and faith.

Additionally, the church's daily devotions, shared by the bishop, were translated into English and Kinyarwanda. This initiative has been particularly beneficial to the church's diaspora team, which is considered an integral part of the church community and actively contributes to its developmental activities.



2.4.3. The Challenges

- Most interpreters—approximately 50%—exhibit inconsistent attendance. This inconsistency weakens their ability to minister effectively during scheduled services and limits the development of a strong backup team, which is especially critical for conferences and planned weekly services.
- All interpreters are volunteers who balance ministry responsibilities with other personal and professional commitments, which further restricts their availability. Considering the challenges, the cost of addressing this issue is significant. We are planning to present a proposal to the church administration, seeking their support to address this need collaboratively.
- Regarding the pledge to contribute to Rev. Cadeau's house, it has not been fulfilled on time due to various social activities within the team that failed to generate sufficient funds as planned. The Interpretation Core Committee has resolved to honor this pledge no later than the first trimester of 2025.

2.5. Pastoral Care Department

The mandate of the Pastoral Care Department at CityLight Foursquare Church is to provide spiritual, emotional, and social support to both the church's members and the surrounding community.

In line with this mandate, the Pastoral Care Department planned to conduct the following activities in the year 2024.

- Medical Insurance support to vulnerable households
- Support in covering School Fees for children from vulnerable households
- Share food with the poor during the festivals

- Prepare the Holy Communion
- Count Tithes/Offerings
- Offer Hospitality to church visitors
- Ensure church sanitation
- Welcoming new church members
- Coordinate Baptism for new believers
- Organize Children dedication
- Coordinate Cell gatherings
- Visiting church members who lost their relatives
- Community water projects in Kinyinya and Ruyenzi

2.5.1. The Achievements

As indicated in figure 5 below, the Pastoral Care Department successfully completed most of its planned activities, achieving an implementation rate between 90% and 100%. However, the cell gatherings were not conducted as effectively as anticipated by the department, with only 50% of this activity being achieved. Additionally, the planned activity for church sanitation was not carried out.

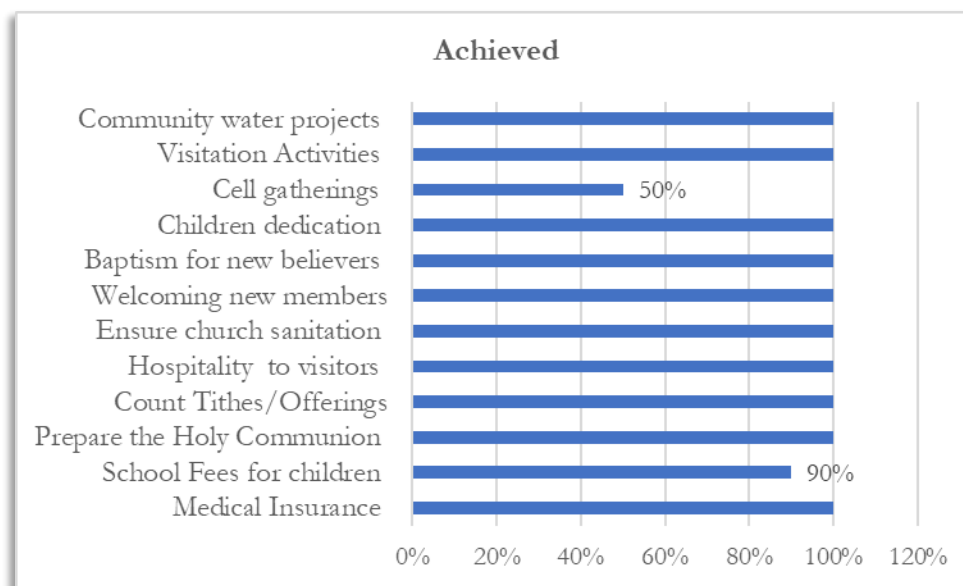


Figure 5: Pastoral Care activities 2024

2.5.2. The Impact

- Medical insurance was provided to 54 households, covering 226 family members, with a total expenditure of 1,678,000 FRW. Of this amount, 678,000 FRW was allocated to the church members, while 1,000,000 FRW was directed as support to the sector.
- In support of education, 60 students from the church were assisted with school fees amounting to 2,391,500 Rwf the first quarter.

- Relationships and fellowship were strengthened by sharing food during Christmas with 99 vulnerable households in the church, totaling 1,902,000 Frw These activities not only foster communion with Christ but also serve as a time to remember Him.
- The church implemented community water projects in the Kinyinya and Ruyenzi districts, providing clean water to over 8,500 people. This initiative has significantly improved the quality of life in these communities by reducing the incidence of waterborne diseases.
- Church growth has been significant, with 657 new members joining the congregation, contributing to the overall expansion. This growth is also reflected in the deepening of spiritual life within the community, as the church continues to dedicate itself to God and welcomes new members for the future.



Welcoming new members 2024

- Supporting our members during challenging times is a priority for us. As the saying goes, "It is better to go to a house in mourning than to a house of celebration," emphasizing the value of compassion and presence in times of sorrow. In alignment with this principle, our Social Department has extended support to nine families, providing an average contribution of 300,000 Rwf per family. This initiative has amounted to a total of 2,700,000 Rwf, demonstrating our commitment to easing the burdens of those facing difficult circumstances.
- The pastoral department also played a key role in coordinating support for the construction of Rev. Cadeau's house, an initiative led by members from both within and beyond CityLight Foursquare Church.



Community Water projects 2024

2.5.3. The Challenges

- The main challenge with social activities is the disparity between the level of contributions and the actual needs. Additionally, some church members who receive

support are not fully committed to the church and may not have a strong foundation in their salvation.

- Equipment for Holy Communion is insufficient, requiring us to rent additional items from external sources.
- The same group of deacons is frequently assigned to count offerings, especially during special services, while others are not involved in this task. There is also a significant communication issue within the administration or the deaconate department, as they are often not informed about forthcoming visitors. This lack of communication severely undermines preparation efforts, leaving the team unprepared and caught off guard when guests unexpectedly arrive. This problem is especially pronounced during special events, where proper planning and coordination are crucial for success. The child dedication event is only held during the second service, which occasionally leads to time management challenges.
- The cell groups were suspended in August, but even before then, there were concerns about attendance.
- The large number of bereaved families poses a significant challenge in terms of planning and organizing visitations. As a result, these families often do not receive adequate assistance. Additionally, there is no standardized contribution provided to bereaved members; the support offered varies depending on the circumstances and the individuals involved. This inconsistency makes it difficult to provide equitable and reliable support to all affected families.

2.6. Africa Ignite Connection 2024

The Africa Ignite Connection is a multifaceted annual event hosted by CityLight Foursquare Church. This event is designed to address the spiritual, relational, and leadership needs of its attendees. It attracts participants from both the local region and beyond, fostering a vibrant and diverse community.

The following activities were planned for the 2024 Africa Ignite Connection:

- Official Opening
- Women conference
- Leadership training
- AIC Ijoro ry'Ubusabane
- Revival Services

2.6.1. The Achievements

According to the Africa Ignite Connection 2024 report, the planned activities were successfully carried out. The planning and implementation of the revival services, the Women's Conference, and the AIC Ijoro ry'Ubusabane were accomplished with a success rate exceeding 90%. Additionally, the official opening was planned and implemented with an 80% success rate, while the leadership seminars achieved a 70% success rate. The figure below indicates the rate of achievement per activity.

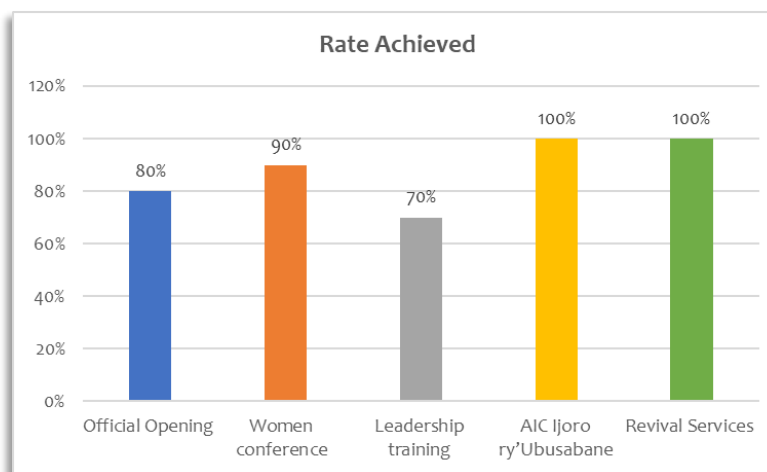


Figure 6: Africa Ignite Connection activities 2024

2.6.2. The Impact

- One significant impact of the Africa Ignite Connection was its ability to foster cross-cultural exchange and leadership development. With an average of 1,500 attendees per day, including international guests and speakers, the event provided a platform for networking, knowledge sharing, and collaboration.
- The official opening event for Africa Ignite Connection showcased the church as a reputable and impactful institution, enhancing its image and awareness within the community.
- The teachings and prayers were inspiring, thoughtfully addressing the needs of the attendees.
- Additionally, the leadership seminars offered church members and leaders valuable opportunities to improve their skills and grow in their roles.



Africa Ignite Connection 2024

2.6.3. The Challenges

- The main challenge was managing impromptu visitors, which proved to be very difficult. Some of these visitors were not handled professionally.
- The attendance of church members was poor, with many not showing up, including church leaders.
- The organization of the leaders' training session was also inadequate.
- The space provided for attendees was insufficient, and the venue was uncomfortably hot, which further contributed to the challenges.

2.7. The Joshua Generation Connection 2024

The Joshua Generation Connection is an annual event hosted by CityLight Foursquare Church, aimed at equipping and empowering youth in leadership, evangelism, spiritual growth, relationships and economic independence. The event attracts participants from the City of Kigali and beyond creating a dynamic and diverse community. Through meaningful engagement and interactive sessions, the Joshua Generation Connection fosters personal growth, strengthens faith, and encourages youth to take an active role in their communities.



The JGC attendees 2024

The Joshua Generation Connection 2024 planned activities:

- Opening ceremony
- Youth panel session
- Evening revival services
- Youth overnight
- Youth dinner
- Closing service

2.7.1. The Achievement

According to the Joshua Generation Connection 2024 report, the planned activities were successfully carried out. The planning and implementation of the opening ceremony, evening revival services, youth overnight, youth dinner, and closing service were accomplished with a successfully 100%. The Youth panel session was had a success rate of 85%. The figure below indicates the rate of achievement per activity.

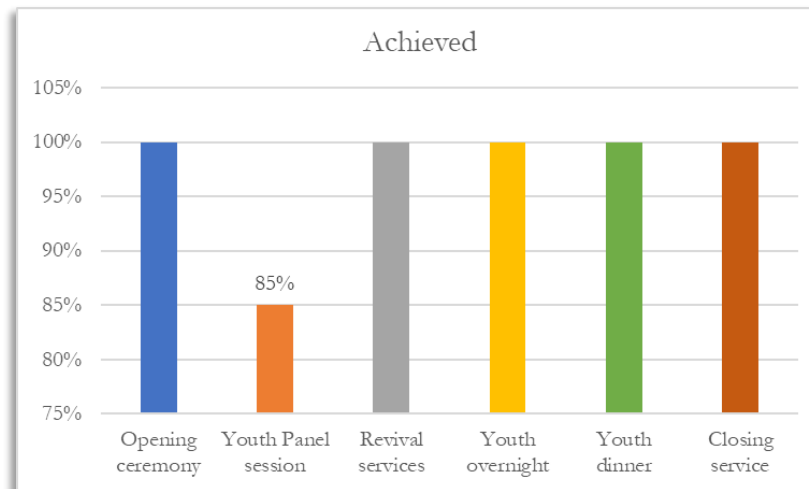


Figure 7: Joshua Generation Connection activities 2024

2.7.2. Impact

The Joshua Generation Connection youth conference had a profound impact, transforming lives and strengthening the church community in multiple ways.

Many attendees experienced spiritual renewal, with several receiving salvation and making commitments to their faith. This led to an increase in new church members, expanding the church's reach and influence both locally and internationally. The event provided a platform for dynamic worship, intercession, and prayer, creating a deeply moving and spiritually enriching atmosphere.



Beyond personal transformation, the conference fostered unity and bonding among the church's youth. Through interactive sessions, discussions, and Q&A forums featuring both local and international speakers, participants gained a deeper understanding of the event's theme and scripture. This learning experience empowered them not only spiritually but also in their leadership and personal growth.

A key highlight of the conference was the emphasis on ownership and responsibility within the church community. Youth were encouraged to take an active role in church life,

strengthening their commitment and sense of belonging. The event also provided valuable opportunities for networking and relationship-building, leading to the formation of new partnerships that will support future initiatives.

Additionally, the conference balanced spiritual enrichment with fellowship and entertainment, featuring youth interaction sessions, engaging activities, and moments of joy through music, worship, and praise. Special family bonding sessions allowed youth and their families to connect and grow together in faith.

Ultimately, the Joshua Generation Connection left a lasting legacy, equipping young people with the spiritual strength, knowledge, and skills to impact their communities and deepen their walk with God.



2.7.3. The Challenges

The Joshua Generation Connection youth conference faced several challenges that impacted the overall experience for both organizers and attendees.

One of the most pressing issues was the heat in the auditorium, which became overwhelming due to the large number of participants. The discomfort made it difficult for attendees to stay engaged throughout the sessions. Additionally, time constraints posed a significant challenge, as the packed schedule left little room for meaningful interaction, reflection, or breaks.

Another concern was the lower-than-expected youth attendance, with only 200 participants showing up for the youth Panel session. Many seemed more interested in attending the overnight sessions rather than the daytime events, which affected overall engagement. Budget limitations also created hurdles, particularly in providing lunch and refreshments, which are essential for keeping attendees energized and attentive.

The youth overnight had an overwhelming number of speakers and singers, making it difficult to maintain a smooth flow. Lengthy sermons further contributed to audience fatigue, with some attendees leaving before the service ended. Security outside the venue also became a challenge, requiring better coordination to ensure a safe and orderly environment.

Despite these obstacles, the conference successfully brought together a passionate group of young people. Moving forward, adjustments such as a better-ventilated venue, a streamlined

schedule, strategic budgeting, and improved security measures could enhance the experience for future gatherings.

2.8. Marriage and Couples Ministry

The Marriage and Couples Ministry at CityLight Foursquare Church is dedicated to nurturing and equipping couples with the knowledge and tools needed to build strong, God-centered marriages founded on biblical principles. Through education, support, counseling, and community engagement, the ministry helps couples navigate the challenges of marriage to uphold marriage sanctity within the church community.

The Marriage and Couples Ministry plans for 2024

- Conducted pre-marital counseling to the couples
- Offer workshops, retreats, and seminars focused on strengthening marriages and improving relationship and successful marriage

2.8.1. The Achievements

According to the Marriage and Couples Ministry 2024 report, all planned activities were successfully conducted, achieving 100% completion. A total of 65 couples participated in the premarital counseling process. In addition, the ministry organized workshops, retreats, and seminars aimed at strengthening marriages, enhancing relationships, and promoting successful marital unions. The figure below indicates the rate of achievement per activity.

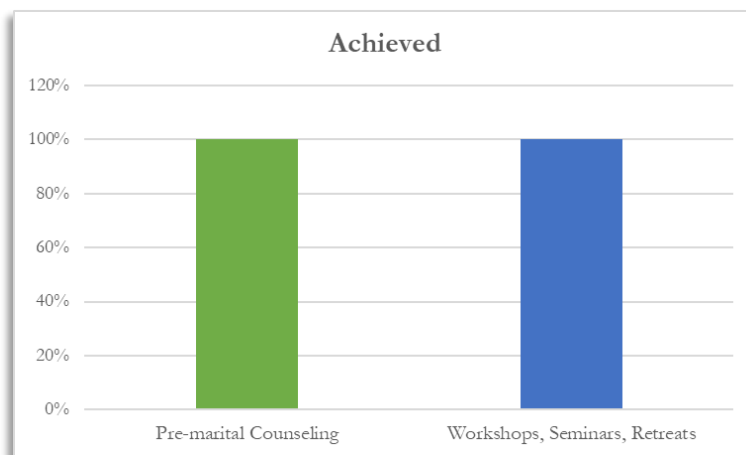


Figure 8: Marriage and Couples Ministry activities 2024

2.8.2. The Impact

The number of couples increased by 80% compared to previous years, and there has been a notable rise in testimonies about how impactful the teachings were in transforming their mindsets. Additionally, married church members were equipped with valuable skills to strengthen their marital relationships, fostering greater unity and understanding within their families.

The likely impact of this on the church community is multifaceted. First, the rise in testimonies highlights the effectiveness of the teachings in transforming mindsets, creating a culture of openness and inspiration that encourages others to seek pre-marital counseling. Finally, by equipping married members with skills to strengthen their relationships, the church is fostering healthier, more stable families, which can lead to stronger support networks within the congregation. This overall impact can contribute to a more cohesive, resilient, and thriving church community.

2.8.3. The Challenges

- Participants in pre-marital counseling sessions have access to reference books. However, these resources could be better integrated into the sessions to enhance their effectiveness and provide structured guidance.
- The number of available counselors is currently inadequate to meet the growing demand. Additional teachers or facilitators are needed to alternate training sessions and accommodate the increasing number of couples. This is particularly important as many couples speak different languages, requiring linguistic diversity among the trainers.
- Managing cases of pre-marital pregnancy has been a significant challenge. Some couples were found to be pregnant after undergoing pregnancy tests during the counseling process. Addressing this issue requires careful planning, sensitivity, and tailored guidance to meet their unique needs.
- The number of seminars available for married church members is limited. To address this, the department will need to organize regular seminars every two months. Allocating one afternoon for these sessions will help provide consistent support and enrichment for married couples.

2.9. Youth Ministry

The mandate of the Youth Ministry at CityLight Foursquare Church is to guide young people in deepening their faith, nurturing their spiritual growth, and actively participating in the church community. The youth ministry seeks to instill solid moral values and equip young people with the skills and character necessary to lead exemplary lives in honor of Christ.

The youth ministry planned to conduct the following activities for the year 2024.

- Joshua Generation Ignite Connection 2024
- Youth worship services and Bible studies
- Relationship building and Families Cohesion



2.9.1. The Achievement

According to the Youth Ministry's 2024 report, all planned activities for the year were successfully implemented. Among the key initiatives, the Joshua Generation Ignite Connection 2024 program stood out, achieving its objectives with a remarkable 100% success rate. Efforts aimed at fostering relationship-building and strengthening family cohesion were also commendable, reaching 70% of their targets.

However, the report highlights a significant shortfall in youth engagement through worship services and Bible studies, which only achieved 30% of the intended goals. This disparity underscores the need for a more targeted approach to address challenges in youth participation and spiritual development. The figure below indicates the rate of achievement per activity.

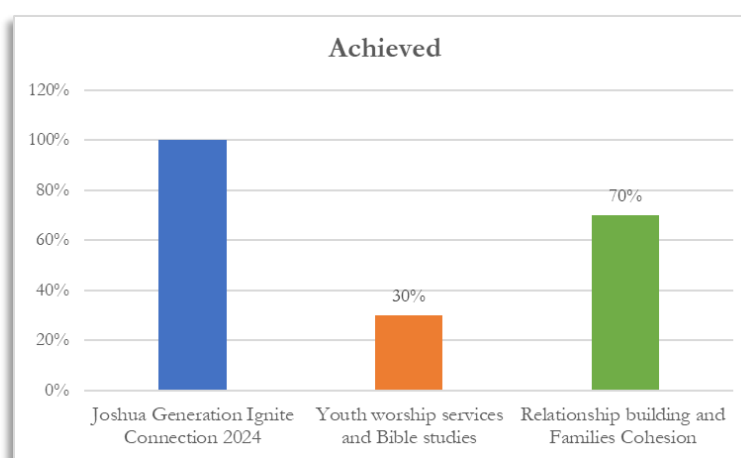


Figure 9: Youth ministry activities 2024

2.9.2. The Impact

The Joshua Generation Ignite Connection 2024, a seven days event, brought together about 1,200 participants. The conference served as a transformative event for both the youth and church members, focusing on spiritual growth and empowerment. Participants were trained and equipped through a series of impactful sermons, teachings, and specialized training sessions designed to deepen their faith and enhance their spiritual journey.

The Joshua Generation Ignite Connection also played a vital role in strengthening local and international relationships, fostering collaboration with other churches and preachers. Remarkably, the event witnessed 20 individuals accepting salvation, welcoming them as new members into the church family—a powerful testament to the impact of the gathering.

In addition to its spiritual focus, the conference encouraged a culture of ownership and generosity among the youth. By involving them in supporting church events, it instilled a sense of responsibility and commitment to the church's mission. To further promote unity and teamwork, the Youth Department organized a dinner, providing a space for relationship-building and fostering stronger bonds among its members.

The youth worship services and Bible studies brought young people together for worship and study, helping them grow in faith and build personal relationships with God and others. These sessions also prepared the youth for future leadership roles in the church and the country, encouraging them to serve God with the talents and gifts He had given them.

The relationship-building and family cohesion activity provided an opportunity to foster spiritual and social bonding among youth members. They engaged in various social events, such as weddings, comforting members who had lost family members, and participating in events like *Guhemba*. The youth also prayed together, supported the most vulnerable members of their families, and contributed to church events, including conferences and projects. New members quickly integrated into the church community.



Youth ministry families 2024

2.9.3. The Challenges

During the Joshua Generation Ignite Connection 2024, time management was poorly handled due to the large number of speakers, preachers, and singers, which ultimately led to limited time for international speakers. The event also attracted an overwhelming number of guests, placing a significant financial burden on the youth ministry and the church. Additionally, there was limited involvement from senior church event organizers and leaders, which created undue pressure on the inexperienced youth team tasked with organizing the international conference.

The youth worship services and Bible studies experienced low attendance, particularly because Tuesday was an inconvenient day for many. A Sunday evening would have been a more ideal choice. Moreover, the relationship-building and family cohesion activities suffered from low engagement, as many family leaders were inactive, and the Church Social Department provided limited support for social activities.

2.10. Men's Ministry

The Men's Ministry at CityLight Foursquare Church is to equip men not only for personal spiritual growth but also for active service and discipleship. Providing opportunities for men to use their gifts and serve others helps them fulfill their calling as followers of Christ in the families and communities.

The Men's Ministry planned to conduct the following activities in the years 2024:

- Conduct Bible studies and accountability groups for men.
- Provide support and mentorship programs for men, including those facing life transitions or challenges

2.10.1. The Achievements

According to the Men Ministry's 2024 report, all planned activities were successfully conducted. The ministry reached 85% of its target for organizing Bible studies and accountability groups for men. Additionally, it achieved 99% of its goal in providing support and mentorship programs for men, particularly those experiencing life transitions or challenges. This significant progress highlights the ministry's commitment to addressing the needs of men in various aspects of their lives. The figure below indicates the rate of achievement per activity.

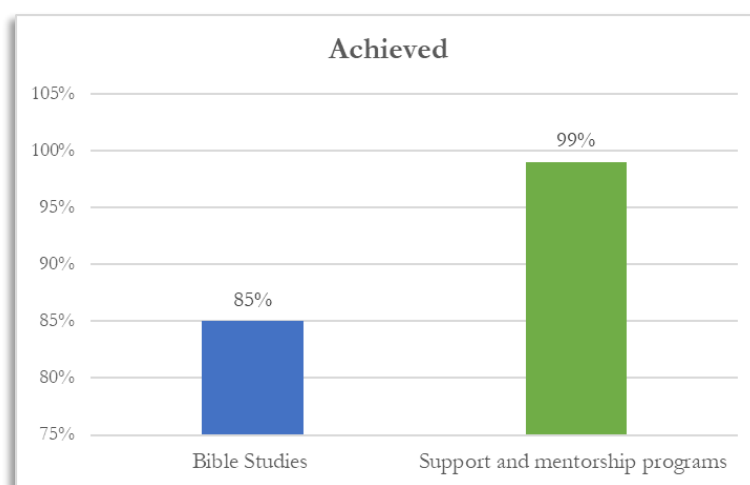


Figure 10: Men's Ministry Activities 2024

2.10.2. The Impact

The men's ministry played a vital role in helping men understand their roles and God's plan for their lives. It also supported them in addressing their unique spiritual, emotional, and practical needs. Over the course of the project, ten families were visited, with both spiritual guidance and financial support provided to them. Additionally, the men's ministry contributed to the construction of a house for one of the pastors, which exemplified their commitment to pastoral development. By offering financial assistance, the church demonstrated Christ-like love and empathy, showing care not only for individuals but also for the broader community of believers.

2.10.3. The Challenges

The ministry faces challenges, notably low attendance in Bible studies and limited participation in initiatives designed to support men. This lack of engagement hinders efforts to foster spiritual growth and community among men, weakening the ministry's impact and its ability to address their unique needs effectively.

2.11. Women and Girls Ministry

The mandate of the Women and Girls Ministry in the Citylight Foursquare Church is to deepen the relationship that women and girls have with God and with one another. It aims to help them recognize their significant role in God’s story and empower them to understand the impact they can have on their families, communities, and the world.



In line with its mandate, the Women and Girls Ministry planned to conduct the following activities in the years 2024:

- Monday Fellowships
- Small groups; Dorcas, Deborah, Esther
- Financial contributions

2.11.1. The Achievement

According to the Women and Girls Ministry's 2024 report, all three planned activities were successfully carried out, achieving the following results: Monday fellowships were achieved at 100%, small group participation achieved a notable 90%, and financial contributions met 70% of the target. These outcomes highlight the ministry's strong engagement in fellowship and group activities, though there is room for improvement in financial contributions to fully meet its goals. The figure below indicates the rate of achievement per activity.

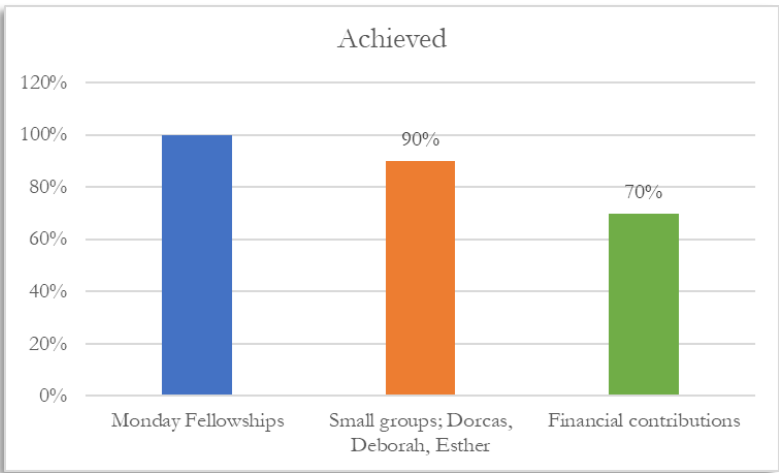


Figure 11: Women and girls ministry activities 2024

2.11.2. The Impact

The Women’s Department organized evening fellowship gatherings every Monday, which fostered stronger commitment to the church and encouraged social interaction among its

members. Additionally, the ministry initiated a dedicated day of prayer on the first Monday of every month to promote spiritual growth and nurture a deeper prayer life.

The formation of small groups within the ministry has streamlined the coordination of church-related activities, including participation in wedding celebrations, vigils, and other social interactions. Members also contribute through monthly and occasional financial contributions, which have supported initiatives such as the creation and maintenance of an outdoor church garden. These contributions also help fund social events like funerals, weddings, and church conferences, including programs such as the Joshua Generation and Africa Ignite Conference (AIC) conferences.



Women and girls' ministry

2.11.3. Challenges

Some members are unable to attend prayers regularly due to work commitments or school-related activities. Additionally, some individuals are not part of any sub-departments, which creates challenges when allocating services or support during times of need. Furthermore, there is a significant group of non-participants who do not contribute consistently. This lack of engagement reduces the overall effectiveness and efficiency of the church in achieving the expected level of operation within its departments.

2.12. Construction Department

The Construction Department at CityLight Foursquare Church is responsible for overseeing and managing all aspects of building projects, renovations, and facility maintenance. This includes ensuring compliance with relevant regulations and building codes for commercial use, worship services, and community gatherings while adhering to budget constraints.

The Foursquare main project in 2024 was “the Construction of Kimironko Multipurpose Building” which will allow the church to fulfil this mission of training of missionaries and hosting Church visitors. In this regard, the following were the planned activities:

- Planning of Construction of Foursquare Gospel Church multipurpose building
- The estimating the budget as per the plan of the building is 600 M Rwandan Francs



- Tendering process for Phase 1 which is the construction of the building concrete Structure
- Construction of Multipurpose building

2.12.1. The Achievement

According to the Construction Department's 2024 report, all four planned activities were successfully conducted. However, while the construction of the multipurpose building was completed at 90%, all other activities were fully completed at 100%, as illustrated in the figure below.

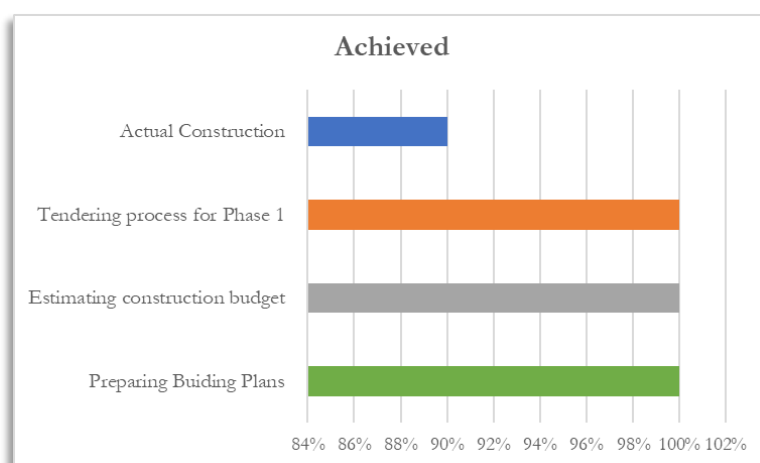


Figure 12: Construction Department Activities 2024

2.12.2. The Impact

Once the building is completed, the church will fulfill its mandate by conducting comprehensive training programs for missionaries, equipping them to carry out their work effectively. Additionally, the church will ensure that all visitors are warmly welcomed and well cared for, creating an environment of hospitality and fellowship. These efforts will not only support the church's mission but also foster a sense of community and purpose. By providing quality training and a welcoming atmosphere, the church aims to strengthen its outreach initiatives and establish itself as a cornerstone of spiritual growth and service for all who enter its doors.



The Construction of Citylight Multipurpose Building

2.12.3. The Challenges

The primary challenge we face is the limited budget availability. During the planning phase, the church lacked approximately 10% of the estimated project budget, creating a financial gap. This issue persisted throughout the project, hindering progress. Additionally, the mindset of

church members regarding contributions significantly impacted fundraising efforts. Contributions fell below expectations, which directly affected the ability to pay contractors on time for their completed work. This financial shortfall not only delayed payments but also strained the overall progress of the project. Addressing these challenges requires fostering a stronger sense of ownership among members and exploring alternative fundraising strategies.

2.13. Worship Ministry

The Worship Ministry (Joyous Melody) at CityLight Foursquare Church is dedicated to fostering a meaningful and authentic worship experience. Its mission is to create an environment where individuals can encounter God's presence and deepen their relationship with Him through music, prayer, and the proclamation of Scripture.

In the light of the above mandate, the Worship Ministry planned to conduct the following activities in 2024.

- Participation in Weekly worship services including special events (Joshua generation, Ignite convention, and special prayers)
- Live recording.
- Social services (we supported eight members of the team who got married).



Image: Joyous Melody

2.13.1. The Achievements

According to the Worship Ministry's 2024 report, the ministry actively participated in all weekly services, including special events such as the Joshua Generation, Africa Ignite Convention, and special prayer sessions. Furthermore, the ministry successfully fulfilled its social service commitments by supporting eight team members who got married during the year. However, the ministry did not carry out its planned live recording activity. The figure below shows the rate at which each of these activities were achieved.

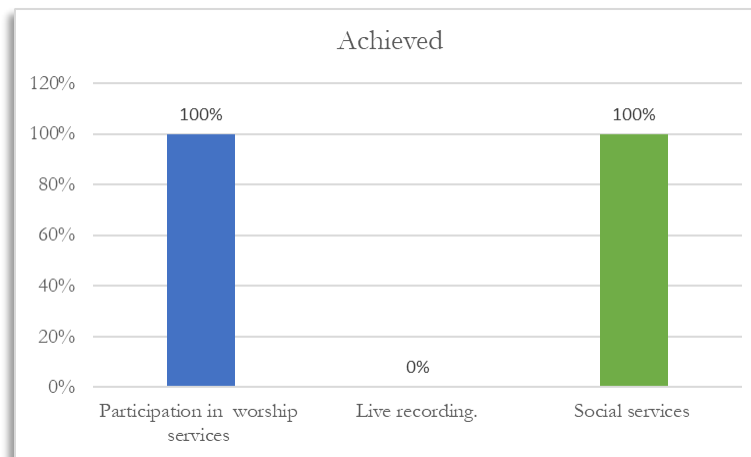


Figure 13: Worship ministry Activities 2024

2.13.2. The Impact

Participation in worship services played a crucial role in fostering a deep sense of engagement within the congregation. Through collective worship, members felt inspired and uplifted, creating a more profound and meaningful experience of praise. This shared spiritual connection strengthened the church community, making each service an opportunity to renew faith and unity.

Additionally, worship proved to be a powerful tool for evangelism. By offering inspiring music and an authentic worship experience, the church successfully drew new members into its fold. The emotional and spiritual impact of these elements resonated with visitors, providing them with a sense of belonging and an invitation to explore their faith further.

Beyond the spiritual aspect, social activities within the church highlighted the importance of love and friendship among members. These gatherings nurtured relationships, fostering a sense of camaraderie and support that extended beyond worship services. The unity and warmth cultivated within the team reflected the core values of the church, creating an atmosphere of genuine care and connection. Together, worship and social engagement worked in harmony to strengthen the church's mission, inspire its members, and invite others to join in a shared journey of faith and community.



2.13.3. The challenges

The numerous services became a significant financial burden. Many team members faced challenges with transportation, which hindered their ability to contribute effectively to the ministry's activities. These financial and logistical obstacles culminated in the cancellation of a planned live recording, as the ministry simply did not have the necessary funds to carry it out. This situation calls for better planning and resource allocation to ensure the ministry's activities can proceed without disruption in the future.

2.14. Intercession Ministry

The Intercession Ministry at CityLight Foursquare Church is dedicated to praying fervently for the church community, its leadership, and the broader community. Acting as "watchmen on the wall," they seek God's guidance, healing, and breakthroughs, interceding for needs and concerns to align with God's will and transform lives through prayer.

In line with its mandate, the Intercessory Ministry planned to conducted the following activities in 2024.

- Daily morning glory
- Intercession prayer before every church service
- Social activity
- Prayers for the team

2.14.1. The Achievements

As illustrated in the figure below, the Intercessory Ministry successfully implemented all planned activities for 2024. The daily morning glory, social activities, and team prayers were fully carried out, achieving 100% completion. Additionally, the intercession prayers before each church service were nearly fully implemented, reaching an 80% completion rate. This reflects the team's dedication and commitment to the activities.

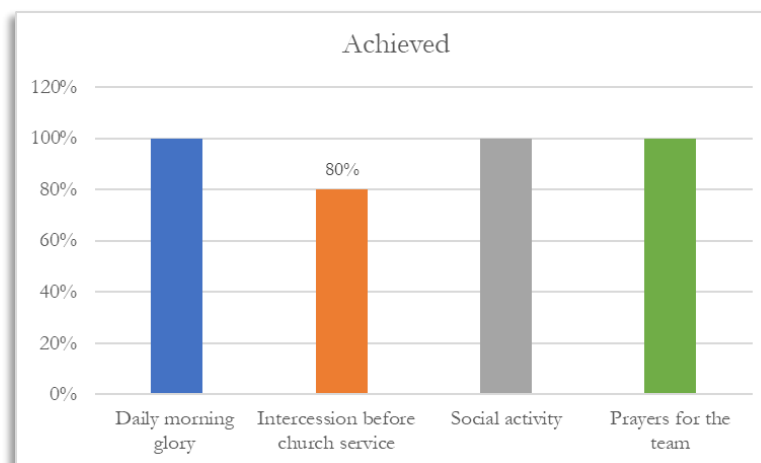


Figure 14: Intercessory Ministry Activities 2024

2.14.2. The Impact.

The number of intercessory team members is gradually increasing, with a high level of commitment. Prayer is essential in preparing for services, including Sunday services, *Agatatu*, Friday prayers, *Ijoro ry’Ubusabane*, and all special events.

Through sharing the Word, members have experienced spiritual growth and developed leadership skills. Additionally, the ministry supported three families with marriages, visited two families who had lost loved ones, and welcomed two visitors for Bible study training. The 21 days of Prayer and Fasting helped strengthen the team.

2.14.3. The Challenges

The lack of proper training in church intercession diminishes its effectiveness. The intercession group struggles to function as a cohesive team, hindering its effectiveness. Additionally, absences among scheduled members disrupt the weekly routine, causing inconsistency and preventing the group from maintaining its intended flow. Training and team cohesion are essential for improving the intercession ministry’s impact.

2.15. Foursquare Life Academy

The Foursquare Life Academy, a community project of CityLight Foursquare Church, is committed to supporting the national effort to ensure access to quality education for all. By providing basic and high-quality education to children in the local community, the academy strives to create meaningful learning opportunities, empowering young minds with the knowledge and skills essential for their future success.

In line with its mandate, the Foursquare Life Academy planned to conduct the following activities in the year 2024.

- Enroll both current and new students.
- Mobilize financial resources
- Provide sponsorship to children from poor families attending the school



Graduation at FLA 2024

2.15.1. The Achievements

According to the Foursquare Life Academy’s 2024 report, the school successfully carried out all planned activities. Regarding student enrollment, the school enrolled a total of 78 students, distributed across both Kindergarten and primary levels as follows:

Table 1: Students Enrollment at the Foursquare Life Academy.

Kindergarten		Primary	
Baby class	15	Primary 1	8
Middle class	11	Primary 2	6
Top Class	19	Primary 3	8
		Primary 4	11

To ensure the smooth operation of the school's activities, the management collaborated with parents to facilitate the payment of school fees. Additionally, the school received financial support from the church to help fund its programs. As a result, this initiative was successfully completed in full. Furthermore, the academy sponsored six students, providing them with financial assistance for their education.

2.15.2. The Impact

First, by enrolling both current and new students, the academy expanded access to quality education, ensuring that more children could benefit from a structured learning environment. This growth not only strengthened the school's academic culture but also fostered a diverse student body, creating a richer learning experience for all.

Second, the mobilization of financial resources played a crucial role in sustaining school operations and improving educational facilities. With adequate funding, the academy was able to provide essential materials, and support extracurricular activities, and pay its staff, ultimately enriching the students' overall educational journey.

Finally, the provision of sponsorships to children from underprivileged backgrounds brought hope to families struggling with financial hardships. By covering tuition and other educational costs, the academy empowered these students to pursue their dreams without the burden of financial constraints, reinforcing the school's commitment to inclusivity and equal opportunities.



Foursquare Life Academy 2024

2.15.3. The Challenges

The school faces several challenges that impact both students and staff. The lack of an adequate playground limits children's opportunities for physical activity and social interaction, essential for their development.

Additionally, low staff compensation contributes to high turnover, disrupting continuity in teaching and student support. Furthermore, the absence of a library hinders student learning by restricting access to books and resources that foster intellectual growth.

Addressing these issues is crucial for creating a more supportive educational environment where students can thrive and teachers feel valued, ultimately improving overall school performance and stability.

3. CONCLUSION & RECOMMENDATIONS

3.1. Conclusion

The 2024 achievement reports highlight significant progress across various ministries and departments within the church. Most initiatives were successfully implemented, with several ministries achieving a 100% success rate in their planned activities. Notable accomplishments include the Youth Ministry's remarkable execution of the Joshua Generation Ignite Connection, the Marriage and Couples Ministry's full completion of its programs, and the Children's Ministry's impressive outreach efforts.

Despite these successes, some areas require further attention. The administrative staff do not have adequate skills to serve effectively. The Children's Ministry was unable to conduct teacher training, which is essential for program effectiveness. The Communication Ministry needs to improve social media engagement, audio/visual broadcasts, and exclusive sermon content.

The Interpretation and Translation Ministry faced challenges in acquiring a translation toolkit and fully implementing its activities. Similarly, the Pastoral Care Department struggled with cell gatherings and church sanitation. Additionally, financial mobilization and allocation was a notable challenge. Addressing these gaps will enhance the effectiveness of each department.

Although the annual events were successful, they faced budgetary constraints. Additionally, the venue was not suitable for accommodating a large crowd, as it became excessively hot, making it difficult for attendees to remain engaged throughout the sessions.

Overall, the dedication and commitment demonstrated by each ministry have significantly contributed to the church's growth and impact. With strategic planning and targeted improvements, future achievements can be even greater.

3.2. Recommendations

To strengthen planning and ensure the successful completion of all activities, it is essential to establish robust contingency strategies for any missed or delayed tasks. Ministries should revisit their planning phases, set clear deadlines, and assign specific responsibilities to ensure accountability and timely execution.

In line with the recommendation above, it is important to communicate that the church's annual planning cycle runs from January 1st to December 31st each year. This clear timeframe provides a structured foundation for ministries to organize their activities, allocate resources effectively, and address any potential challenges proactively.

Provide regular and accessible capacity-building programs for all ministry's' and departments leaders and volunteers to ensure they are equipped to manage their duties more effectively. Online or flexible training formats can help overcome time constraints.

Improve the church's administrative capacity by investing in staff training to manage administrative responsibilities effectively.

Invest in technology and infrastructure, such as better audio/visual equipment, training for social media management, and acquiring tools for translation services. This will not only improve effectiveness but also enhance outreach and engagement across all departments

Re-evaluate resource allocation strategies and implement financial monitoring systems. Ensure that resources are directed towards high-priority activities, and track financial goals to optimize fundraising efforts and contributions.

Establish regular feedback mechanisms (surveys, focus groups) to engage the community and assess the success of activities from their perspective. This feedback can guide improvements and ensure ministries remain aligned with the needs of the congregation.

Strengthen volunteer engagement by offering incentives and recognition to acknowledge the hard work of volunteers. This could include certificates of appreciations and public appreciation during services.

Encourage early planning for major events like Africa Ignite Connections, Joshua Generation, VBS, etc. This includes setting deadlines well in advance for approvals, funding, and preparation.

Launch targeted fundraising campaigns and make use of online platforms (like PayPal) to address budgetary shortfalls. Create a culture of regular contributions with clear communication on the importance of giving. This will help support both the church's operational costs and special initiatives.

All ministries should be required to submit their annual action plans to the church administration at the beginning of each year. This will facilitate better follow-up and reporting, additionally, having written action plans will help ensure alignment, improve coordination, and make it easier to track progress throughout the year.

The venue for hosting the annual events should be equipped with adequate ventilation and air conditioning and cooling systems to ensure a comfortable environment for attendees. Alternatively, the events could be scheduled during cooler seasons to mitigate heat-related discomfort.

Appendix 1: Ministries/Departments Leaders

N	Name	Department/Ministries
1.	Elder <u>Muhirwa</u> Augustin	Pastoral care Department
2.	Elder Nsenga Patrick	Family Life (Women, Men, Elderly people, Youth, Marriage.)
3.	<u>Rubyagiza</u> Eric	Evangelism
4.	Mary Kirabo	Communication & Media
5.	Edwin Eregwa	Children Ministry
6.	Clementine Ishimwe	Finance
7.	Eugene <u>Bikokora</u> and Eng. Mugisha Patrick	Construction
8.	Muhire Albert	Administration
9.	Muhire Albert	Foursquare Life Academy
10.	Elder <u>Muhirwa</u> Augustin	Ignite Africa Connection
11.	Alain Bigirinka	Joshua Generation
12.	Angel <u>Irambona</u>	Interpretation
13.	Pastor Ben <u>Serugo</u>	Joyous Melody.