



PROJECT PROPOSAL

FOR THE CONSTRUCTION OF
CCM UNIVERSITY

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Executive Summary

Project Overview

CCM University, proposed for construction at a strategic site along the Ndola-Kitwe Dual Carriage Way (approximately 25km from Ndola), is a transformative educational environment where faith inspired values coexist with academic excellence, inclusivity, and innovation. While founded by a faith-based organization, CCMU will be open to all individuals regardless of faith background, offering an academic and cultural space that celebrates diversity and intellectual freedom. Its teaching, research, and community engagement will reflect both moral grounding and global relevance, positioning it as a leading contributor to Zambia's educational and developmental aspirations.

Vision: To be a premier institution of higher learning fostering academic excellence, professional competence, integral missions, and moral integrity.

Mission: To provide quality education that promotes innovation, research, and development, equipping students for competent professionalism.

Investment Rationale (The Problem & Solution)

The Problem: Zambia currently faces a significant human capital crisis, reflected by a Human Capital Index of just 0.40, meaning less than half of young people are reaching their educational potential. The country possesses limited premier university capacity, which is heavily concentrated in urban centers, severely restricting access to quality higher education for underserved communities. Furthermore, critical fields like STEM and practical professional training remain underdeveloped, constraining national innovation and economic growth.

The Solution (CCM University): CCM University will serve as a vital bridge, expanding access to high-quality, ethically integrated higher education.

Project Solution and Approach

The project seeks to design, construct, and operationalize the Centre for Christian Missions University (CCMU) as a state-of-the-art learning institution, offering accredited programs in Theology & Missions, Education, Agriculture, Engineering, Leadership and Governance disciplines.

The university will feature:

- **Modern infrastructure:** lecture halls, laboratories, library, administration block, vocational training facilities, auditorium, cafeteria, student centre, hostels, chapel & prayer room, and staff & student housing.
- **Practical and inclusive learning:** equipping students with hands-on, industry-relevant skills to address local and global challenges.
- **Scholarships and mentorships:** ensuring equitable access for youth from low-income and rural backgrounds.

- **Community engagement and innovation hubs:** fostering entrepreneurship and applied research for sustainable development.

Through this initiative, CCMU will not only expand access to higher learning but also produce a new generation of ethical leaders equipped to transform communities across Zambia and beyond.

Market Gap

Zambia’s higher education landscape demonstrates a high demand-supply gap of a growing youth enrollment versus limited institutional capacity. Most universities are located in urban centers, offering limited practical programs and weak ethical foundations. The Centre for Christian Missions University will address this gap by offering ethical-grounded, skill-oriented education that meets 21st-century workforce demands while strengthening national values and social cohesion.

Expected Returns on Investment:

- **Academic ROI:** Establishment of a premier university that strengthens Zambia’s tertiary education capacity and promotes research excellence.
- **Social ROI:** Empowerment of 1,000 + students annually, improved gender equity in education, and enhanced ethical leadership within communities.
- **Financial ROI:** Sustainable university operations through tuition revenue, partnerships, and innovation-driven enterprises.

Key Financial Metrics

- **Total Estimated Project Cost:** USD 20,000,000.
- **Implementation Approach:** Construction and institutional setup will be undertaken in **phases** to ensure financial and operational sustainability.
- **Funding:** The Financial Section of this proposal provides a detailed breakdown of costs, funding strategy, and phased implementation plan.

Expected Impact

Upon completion, CCMU will:

- Enroll and train over 1,000+ students, contributing significantly to Zambia’s skilled workforce.
- Create 100+ of jobs during construction and operation phases.
- Establish a multidisciplinary learning environment grounded in ethical leadership, innovation, and research.
- Position Zambia as a regional hub for inclusive, high-quality and morally anchored higher education.

Conclusion

The Centre for Christian Missions University represents a bold, forward-looking investment in Zambia’s future. It is a combination of faith, knowledge, excellence and service designed to

empower generations. Anchored in the Centre for Christian Mission and Zambia Baptist Association's legacy of educational leadership yet open to all, CCMU will stand as a beacon of excellence, inclusivity, and integrity, thereby shaping the minds and values that will drive Africa's progress in the decades to come.

Background / Context

The Role of the Zambia Baptist Association in Education and Missions

The Zambia Baptist Association (ZBA), established in 1972 by twelve pioneering local churches, has evolved into a nationwide network of more than 230 churches dedicated to holistic transformation through faith, education and community development. As a registered public benefit organization, ZBA is recognized for advancing both spiritual and socio-economic wellbeing, with all donations qualifying as deductible expenses for taxation purposes. For over five decades, ZBA has built a strong track record in implementing sustainable community-based initiatives that benefit people from all walks of life, irrespective of religious affiliation. The Association's integrated approach to ministry has produced significant impact across key sectors:

Education: ZBA currently operates CCM Academy and Mitengo Baptist School, both of which deliver quality education and create employment opportunities for staff from diverse backgrounds. These institutions demonstrate ZBA's commitment to accessible, inclusive education for national development.

Health: Since its establishment in 1994, the Mungwi Baptist Rural Health Centre has provided vital inpatient, outpatient, ambulance and outreach services to a catchment population exceeding 20,000 people, ensuring equitable access to healthcare in underserved areas.

Agriculture and Sustainability: ZBA manages a 250-hectare (about 618 acres) farm in Lufwanyama District, with 40 hectares (about 99 acres) already under cultivation. The farm producing maize and African bird's eye chili is supported by modern mechanized equipment including tractors, planters, and harvesters, underscoring ZBA's operational capacity and commitment to long-term sustainability.

These achievements reflect ZBA's institutional maturity, effective governance and experience in managing complex, multi-sectoral projects.

In 2019, ZBA entered into a Memorandum of Understanding (MoU) with the Centre for Christian Missions (CCM), a visionary ministry founded in July 2000 by American missionary Bonnie Lou Ndelemeti. This MoU signaled the intention to transfer leadership of CCM to ZBA, culminating in the official handover in October 2024. This milestone marked the beginning of a new chapter in ZBA's mission to integrate faith, education and development.

The Centre for Christian Missions was established to equip and send Christians into global service through quality education. CCM has since grown into a multi-institutional education hub consisting of three key institutions:

- **CCM Bible College** (established 2000): Equipping over 100 undergraduate students in theology and ministry through certificate, diploma, and degree programs accredited by the Association of Independent Christian Colleges and Seminaries (AICCS, USA).
- **CCM Academy** (established 2007): Providing international-standard education to over 400 pre-primary and primary pupils and secondary pupils, integrating academic rigor with Christian values and holistic development.
- **CCM Theological Seminary** (established 2012): Offering master’s and doctoral programs in theology, missions, and leadership for the church, educational, business, and government sectors in Zambia and beyond.

These three institutions of CCM have already impacted hundreds of students and leaders locally and globally. Their integration into ZBA’s broader mission forms the foundation for CCM University (CCM-U), a transformative higher learning institution that will embody ZBA’s commitment to holistic education and nation building.

The Need for a Dedicated, Ethically Grounded, and Inclusive University

Despite progress in recent years, Zambia faces a significant higher education deficit. Public universities are oversubscribed, under-resourced and highly competitive for government loans and scholarships. Private universities, while growing, remain unaffordable for many and often lack sufficient investment in research and infrastructure. Furthermore, the education sector’s share of the national budget has declined from 14.5% in 2024 to 13% in 2025. This funding shortfall limits teacher recruitment, infrastructure expansion, and innovation in higher education, particularly in STEM, agriculture and applied sciences. There is therefore an urgent need for new models of accessible, high-quality, and ethically grounded education that complement government efforts and expand opportunities for Zambia’s rapidly growing youth population. CCM University aims to meet this need by offering modern, multidisciplinary programs that integrate faith-based values with global academic standards, preparing students not only for professional success but also for ethical and transformative leadership.

Importantly, while CCM University is being developed under the leadership of a faith-based institution (ZBA), it will be open and inclusive, serving students, staff, and partners from diverse faiths and backgrounds. Its programs in engineering, agriculture, education, theology & missions, and governance reflect this commitment to broad-based, integrative learning that addresses Zambia’s development needs.

Alignment with National and International Priorities

The establishment of CCM University directly aligns with Zambia’s Vision 2030, which envisions “a prosperous middle-income nation by 2030” built on human development, innovation, and moral integrity. The project also contributes to key outcomes under the 8th National Development Plan (8NDP), particularly:

- **Economic Transformation and Job Creation** through skills development in STEM and agriculture.
- **Human and Social Development** through improved access to quality higher education.

- **Good Governance and Environmental Sustainability** by cultivating leaders of integrity and stewardship.

At the international level, CCM University supports the **UN Sustainable Development Goals (SDGs)**, particularly:

- **SDG 4:** Quality Education
- **SDG 8:** Decent Work and Economic Growth
- **SDG 9:** Industry, Innovation, and Infrastructure
- **SDG 16:** Peace, Justice, and Strong Institutions

By promoting ethical leadership, research-driven innovation, and inclusive access to education, CCM-U will contribute not only to Zambia’s development agenda but also to regional and global human capital advancement.

Governance Structure

CCM University’s governance model reflects best practices in institutional accountability, shared leadership, and academic autonomy while remaining faithful to its founding principles.

(a) University Council:

The **Zambia Baptist Association** will appoint the University Council, which will serve as the highest governing body responsible for strategic oversight, financial stewardship and policy formulation. The Council will include representatives from:

- ZBA leadership and member churches
- Academia and professional associations
- Private sector and development partners
- Alumni and community stakeholders

Key Responsibilities:

- Approving institutional strategy and budgets
- Appointing the Chancellor and Vice-Chancellor
- Overseeing financial and operational performance
- Ensuring compliance with national and international education standards

(b) Academic Senate:

The **Academic Senate** will be the principal academic authority responsible for curriculum approval, research policy and quality assurance. It will comprise the Vice-Chancellor, Deans, Heads of Departments, and faculty representatives.

(c) Administrative Organs:

Supporting bodies such as the Finance and Development Committee, Ethics and Values Committee, and Partnerships and Internationalization Committee will provide specialized oversight and coordination.

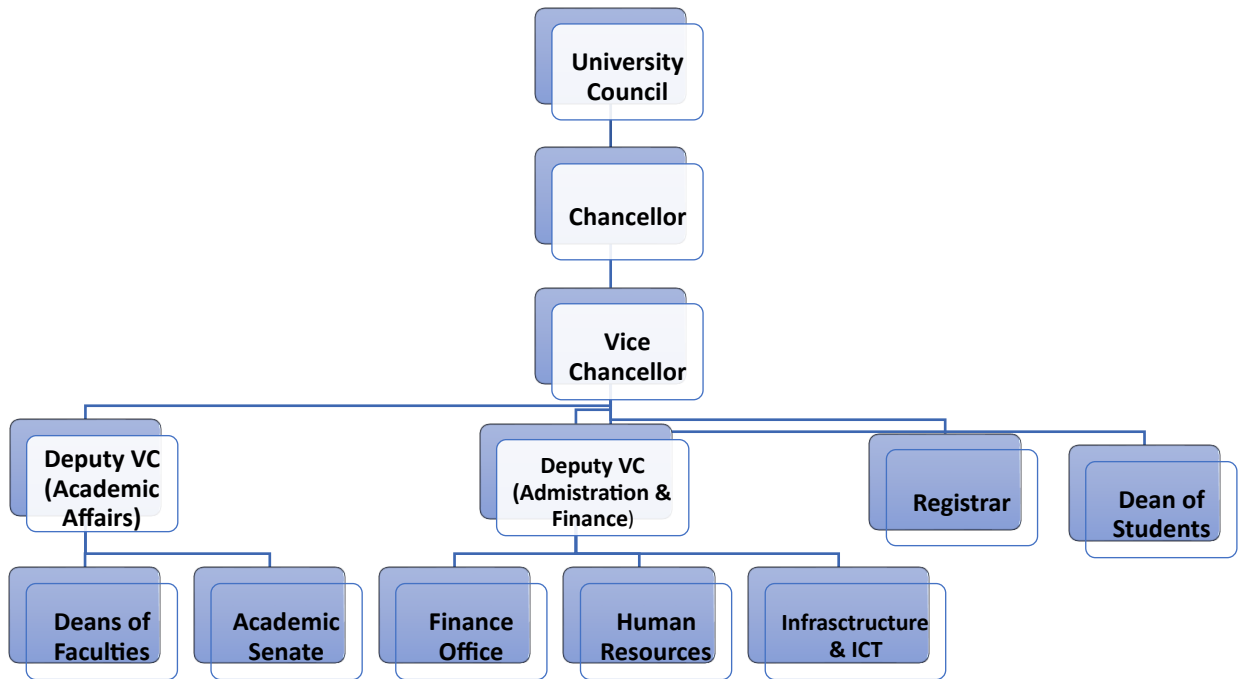
Leadership and Organizational Structure

The executive leadership will ensure both academic excellence and operational efficiency.

Proposed Executive Structure:

- **Chancellor:** Ceremonial head and ambassador of the university, representing its moral and institutional identity.
- **Vice-Chancellor:** Chief Executive Officer responsible for strategic leadership, implementation of Council policies, and external relations.
- **Deputy Vice-Chancellor (Academic Affairs):** Oversees academic programs, research, and quality assurance.
- **Deputy Vice-Chancellor (Administration and Finance):** Manages institutional operations, finances, and infrastructure development.
- **Registrar:** Responsible for academic records, governance administration, and regulatory compliance.
- **Dean of Students:** Oversees student affairs, welfare, and extracurricular activities.
- **Deans of Faculties:** Provide academic and administrative leadership within respective schools (Agriculture, Education, Engineering, Theology, Leadership and Governance).

Organizational Chart (Summary)



This structure balances spiritual, academic, and administrative leadership while ensuring transparency and accountability at all levels.

Global Partnership Strategy

CCM University recognizes that **global collaboration** is key to excellence in higher education. The university will establish **strategic partnerships** with local, regional and international institutions to enhance curriculum development, faculty exchange and collaborative research.

Planned Partnership Initiatives Include:

- **Local Collaborations:**
 - Joint programs and research initiatives with Copperbelt University, University of Zambia (UNZA), and Mulungushi University to strengthen local academic ecosystems.
- **Regional Collaborations:**
 - Engagement with institutions under the Association of African Universities (AAU) for joint research and capacity building.
- **International Collaborations:**

- Exploration of dual-degree and faculty exchange programs with faith-based and secular universities in the North America, South America, Europe and Asia.
- Membership in the Council for Christian Colleges and Universities (CCCU) for academic benchmarking and leadership development.

Through these collaborations, CCM University will position itself as a globally connected, ethically grounded, and academically rigorous institution, contributing meaningfully to Zambia’s and Africa’s higher education landscape.

Academic Master Plan (AMP)

Academic Structure

CCM-U will launch with four foundational faculties, strategically selected to address Zambia’s national development priorities, regional skills gaps, and the global demand for ethical and innovative professionals:

1. **Faculty of Agriculture:** Focused on sustainable agribusiness, food systems, climate-smart agriculture, and value-chain management. Zambia’s predominantly agrarian economy requires advanced technical knowledge to drive productivity, food security and rural livelihoods.
2. **Faculty of Engineering:** Offering programs in civil, electrical, and mechanical engineering, as well as renewable energy and applied technologies. The aim is to equip students with problem-solving and design skills for national infrastructure and industrial growth.
3. **Faculty of Theology & Missions:** Serving as the moral and ethical anchor of the university, this faculty will promote interfaith dialogue, applied ethics and community leadership. Programs will train ministers, chaplains and moral leaders capable of serving a pluralistic society.
4. **Faculty of Leadership and Governance:** Responding to governance and leadership capacity gaps across Africa, this faculty will train students in public administration, policy analysis, conflict resolution, and corporate ethics, preparing future leaders for both public and private sectors.

Rationale:

The initial academic design emphasizes fields with direct socio-economic relevance, ensuring employability and contribution to Zambia’s Vision 2030. The chosen faculties provide a balance between technical innovation (Agriculture and Engineering), ethical formation (Theology), and civic leadership (Governance), positioning CCM-U as a holistic development university.

Curricular Model

CCM-U's curriculum will integrate academic rigor, practical experience, and moral development through a competency-based framework.

- **Undergraduate Programs:** Designed for three and four-year completion, combining core courses, electives, and mandatory fieldwork or industrial attachment.
- **Graduate Programs:** Specialized master's and postgraduate diplomas will focus on applied research, innovation, and leadership within each faculty.
- **Short Courses and Professional Certifications:** CCM-U will also offer short-term and executive education programs designed to meet immediate market and professional development needs. These will include but not limited to:
 - Agribusiness and Value Chain Management
 - Renewable Energy Systems
 - Project Management and Leadership
 - Data and Digital Literacy for Professionals
 - Ethics and Governance in Public Service
 - Evangelism in a Digital Age
 - Conflict Resolution in Church Settings
 - Women in Ministry and Mission

Short courses will be modular, flexible, and delivered through a blended learning format (in-person and online), ensuring access for working professionals, community leaders, and entrepreneurs.

Applied Learning and Professional Integration

The CCM-U Academic Master Plan commits to professionalizing the curriculum by making practical application, rather than mere theoretical exposure, the cornerstone of every academic program. This approach ensures that graduates are not just educated, but are genuinely workforce ready professionals upon completion. This will be achieved through a three-pronged, strategically integrated implementation plan:

1. Mandatory Professional Immersion (Internships & Co-op)

Each program will mandate a structured, credit-bearing professional immersion experience, ensuring every student applies their disciplinary expertise in a real-world setting.

- **Strategy:** We will establish a dedicated Industry Partnership Office (IPO) tasked with curating a pool of vetted, competency-aligned internships and co-operative placements.
- **Execution:** Immersion periods will range from 10 to 16 weeks, depending on the program, and require students to meet pre-defined, measurable performance outcomes supervised jointly by a faculty mentor and an industry supervisor. This ensures the experience moves beyond basic shadowing to actual, professional contribution.

Community-Based Solutions and Research

To cultivate civic responsibility and translate academic knowledge into public good, programs will embed community-focused research and project development.

- **Strategy:** Capstone projects will be restructured to function as Community Solutions Labs. Students will engage with local government agencies, NGOs, or non-profit organizations to identify and address real, pressing challenges.
- **Execution:** Students will utilize discipline-specific methodologies (e.g., quantitative analysis, policy modeling, advanced design principles) to produce actionable deliverables (e.g., policy recommendations, functioning prototypes, comprehensive reports) that serve as tangible evidence of their applied skills and civic contribution.

3. Integrated Curricular Design

Practicality will be woven throughout the program, not just appended at the end.

- **Strategy:** Faculty will be supported and mandated to integrate project-based learning modules and case studies using real industry data and scenarios across all major coursework, starting from the foundational level.
- **Execution:** Success will be measured by students compiling a validated professional portfolio throughout their degree, showcasing their acquired technical skills, project deliverables, and verified professional experience, thereby replacing traditional testing as the primary metric of career readiness.

Research and Innovation Strategy

CCM-U will prioritize applied, impact-oriented research aligned with Zambia's national priorities and the African Union's Agenda 2063. The following five research centers are proposed:

1. **Center for Climate-Smart Agriculture and Food Systems Innovation:** advancing adaptive agricultural technologies and sustainable land use.
2. **Center for Renewable Energy and Applied Engineering:** researching affordable, clean energy solutions for rural and industrial development.
3. **Institute for Leadership, Ethics, and Good Governance:** promoting research on public policy, ethical leadership, and institutional reform.
4. **Faith and Society Research Institute:** exploring religion's role in peacebuilding, social cohesion, and moral education.
5. **Entrepreneurship and Innovation Hub:** supporting start-ups and social enterprises through incubation, mentorship, and seed funding.

Faculty Recruitment Plan

CCM-U aims to attract high-caliber academic staff with a balance of international experience, research productivity, and commitment to ethical education.

- **Faculty Profile:** At least 50 % of teaching staff will hold Ph.D. or equivalent qualifications. Recruitment will target both Zambian and international scholars.
- **Hiring Phases:**
 - *Phase I (Years 1–2):* Core faculty for foundational programs.
 - *Phase II (Years 3–5):* Expansion to full departmental capacity
- **Student-to-Faculty Ratio:** Initial ratio of **20: 1**, in line with HEA quality assurance standards.

Learning Technologies and Resources

CCM-U will be established as a digitally enabled and learner-centered institution, leveraging technology to improve teaching, learning, and administration.

- **Digital Infrastructure:** High-speed internet, a secure Learning Management System (LMS) and hybrid learning capabilities.
- **Library and Digital Archive:** A modern library integrating physical collections and global e-resources (EBSCOhost, JSTOR, HINARI). A digital repository will preserve research output and promote open access.
- **Student Support and Counselling:** A Centre for Student Wellbeing and Guidance will provide academic advising, career counselling, and mental health support to foster holistic student development.
- **ICT Integration:** All students will undergo digital literacy and data management training as a core competency for the 21st-century workplace.

Campus and Architectural Master Plan

Site Selection and Rationale

The Centre for Christian Missions University (CCM-U) will be constructed along the Ndola–Kitwe Dual Carriageway, approximately 25 kilometers from Ndola, between Baluba Market and Baluba Stream. This location was strategically selected for its accessibility, connectivity, and development potential. Situated in the Copperbelt Province, Zambia’s industrial and educational hub, the site benefits from strong transportation links and proximity to key agricultural and commercial zones. The area’s accessibility via a dual carriageway ensures easy commuting for students, staff, and visitors, while offering ample space for phased expansion. The relatively tranquil surroundings are ideal for a modern, faith-inspired academic environment that fosters reflection, innovation, and community engagement.

Architectural Concept and Design Philosophy

The architectural design, developed through Journeyman International, merges rustic Zambian character with modern, sustainable architecture to create a campus that is functional, inclusive, and environmentally responsible.

Design Philosophy:

- **Cultural Integration:** The design draws inspiration from traditional Zambian architecture: natural stone, local brickwork, wide verandas, and shaded courtyards, creating a sense of place and belonging.
- **Modern Functionality:** Incorporation of open spaces, natural light, and energy-efficient materials that promote environmental sustainability and low maintenance.
- **Community and Collaboration:** The campus layout revolves around shared courtyards, learning commons, and pedestrian walkways that encourage interaction and a sense of academic fellowship.
- **Faith and Reflection:** A dedicated University Chapel and Prayer Room will serve as a spiritual and communal space for worship, meditation, and interfaith dialogue, emphasizing the moral and ethical Christian foundation of CCM-U while welcoming all faiths.
- **Accessibility and Inclusion:** All campus facilities will comply with universal access standards, including ramps, tactile walkways, elevators, and accessible restrooms, ensuring that persons with disabilities can move freely and participate fully in university life.

Detailed Facility Breakdown

The university campus will be developed in phases, beginning with core academic, residential, and administrative facilities.

a) Academic Facilities

- Lecture halls and classrooms of varied capacities.
- Faculty offices, tutorial rooms, and computer labs.
- Specialized laboratories for Engineering, Agriculture, and ICT.
- Library and Learning Resource Centre.
- Seminar and conference halls for academic symposia.

b) Research and Innovation Facilities

- Core research laboratories and testing centers.
- Renewable Energy and Applied Technology Hub.
- Agricultural Demonstration Farm and Greenhouse.
- Leadership and Governance Policy Research Institute.
- Innovation and Entrepreneurship Hub for student startups.

c) Residential Facilities

- Student dormitories accommodating up to 1,000 learners.
- Faculty and staff housing
- Dining halls, kitchens, laundry areas, and common lounges.

d) Student Life and Support Facilities

- **University Chapel & Prayer Room** (multi-purpose spiritual center for prayer, reflection, and fellowship).
- **Student Union Complex** for student union offices, restaurants, stationary shops etc.
- **Health and Wellness Centre / University Clinic** providing general health care, counseling, and preventive services to students and staff.
- Sports and recreation fields (football pitch, basketball, fitness center).
- Multi-purpose auditorium for cultural and academic events.

e) Administrative and Support Facilities

Offices for Chancellor, Vice-Chancellor, Registrar, and Deans.

- Admissions, finance, and records offices.
- IT, HR, and maintenance departments.
- Campus operations and security control center.

Sustainability and Environmental Impact

CCM-U will champion green, sustainable campus development, aligning with international environmental design standards such as LEED or equivalent benchmarks.

Sustainability Commitments:

- **Energy Efficiency:** Solar photovoltaic systems and energy-efficient LED lighting throughout campus.
- **Water Conservation:** Rainwater harvesting, greywater recycling, and low-consumption fixtures.
- **Waste Management:** Recycling and composting systems integrated into daily campus operations.
- **Eco-sensitive Landscaping:** Use of native plants, shaded pedestrian walkways, and green courtyards to reduce heat absorption and create natural ventilation.
- **Sustainable Agriculture:** Demonstration farms supporting research in climate-smart and regenerative farming under the Faculty of Agriculture.

Infrastructure and Technology

The university will be built as a smart, digitally connected, and secure campus, leveraging technology to enhance both learning and operations.

- **ICT Infrastructure:**
 - Campus-wide fiber-optic connectivity and high-speed Wi-Fi.
 - Fully integrated Learning Management System (LMS) for digital instruction.
 - Centralized Data Center hosting academic and administrative systems.
- **Utilities:**
 - Hybrid power system combining grid electricity with solar backup. ○ Borehole and treated water systems for reliable supply.
 - Modern HVAC (Heating, Ventilation, Air Conditioning) in major buildings.
- **Campus Security and Accessibility:**
 - CCTV surveillance, biometric access control, and 24-hour security personnel.
 - Fire safety and emergency response systems across all facilities. ○ Dedicated disability-friendly transport paths, elevators, and classroom designs.

Summary

CCM University will stand as a premier model of inclusive, sustainable, and faith-inspired education infrastructure in Zambia. Blending rustic local aesthetics with contemporary architectural excellence, the campus will offer a vibrant environment for study, reflection, and innovation, fully equipped to nurture the next generation of ethical leaders, thinkers, and nation builders.

Sustainability Plan

The long-term success of the Centre for Christian Missions University (CCM-U) will depend on a well-balanced approach to financial, institutional, community, and environmental sustainability. From its inception, the university's governance and operations will be structured to ensure independence, resilience and the capacity to thrive amid changing economic and social contexts.

Financial Sustainability

CCM-U's financial model emphasizes diversified and renewable income streams to reduce overreliance on tuition or external donors. Revenue generation will include:

- **Tuition and Student Fees:** Designed to remain competitive and accessible, while ensuring cost recovery for high-quality academic delivery.
- **Endowments, Grants, and Donations:** A dedicated Development and Advancement Office will mobilize grants, philanthropic gifts, and endowment contributions from local and international partners, alumni and faith-based networks.
- **University-Owned Enterprises:**
 - **Bookstore and Supply Shop:** providing academic materials, branded merchandise and stationery.
 - **Conference Centre:** serving visiting scholars, conference participants and the public, generating steady auxiliary income.
 - **Agricultural Demonstration Farm:** producing food for campus use and sale, while serving as a learning site for agribusiness students.
 - **Short Courses and Executive Training Programs:** offering professional development courses in leadership, entrepreneurship, governance and community development.

A **Financial Sustainability and Investment Policy** will guide prudent management of funds, including a reserve fund for maintenance and operational continuity. The phased construction approach will also ensure that income-generating components become operational early, supporting subsequent phases of development.

Institutional Sustainability

From the onset, CCM-U will build strong governance, management, and academic systems to ensure continuity, accountability, and institutional growth.

- **Governance Framework:** A Board of Trustees representing academia, industry, and faith communities will provide strategic oversight and policy direction.
- **Leadership Development:** Continuous training programs for university leaders and department heads will strengthen institutional capacity.
- **Quality Assurance Systems:** Alignment with the Higher Education Authority (HEA) and international accreditation standards will ensure academic credibility and global competitiveness.
- **Human Capital Development:** Staff retention strategies, professional growth opportunities and a diverse, inclusive recruitment policy will help attract and retain top talent from Zambia and beyond.

This approach ensures CCM-U's ability to operate effectively and independently, while remaining mission-driven and accountable.

Community Ownership and Partnership Sustainability

CCM-U is deeply rooted in community values and will cultivate shared ownership with stakeholders to promote long-term commitment and support.

- **Local Baptist Christian Churches and Faith Networks:** The university's founding churches will play a key role in community outreach, maintenance support, and volunteer engagement.
- **Alumni Association:** A proactive alumni network will contribute to scholarships, mentorship, and capital campaigns, fostering a culture of giving and legacy building.
- **Public-Private Partnerships (PPPs):** Collaborations with government agencies, local industries, and international partners will enhance relevance, employability, and innovation.
- **Social Impact Integration:** Through community outreach programs and service-learning initiatives, students and faculty will remain actively engaged in addressing local needs and creating a positive feedback loop between the university and society.

This participatory model will ensure that CCM-U remains a community-anchored, regionally relevant, and globally connected institution.

Environmental Sustainability

CCM-U will embody environmental stewardship and climate responsibility in its planning, construction, and daily operations.

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- **Green Building Design:** Campus facilities will be constructed using locally sourced materials and will follow international green certification standards (e.g., LEED).
- **Renewable Energy:** Installation of solar energy systems and energy-efficient lighting to reduce grid dependency and operational costs.
- **Water Management:** Implementation of rainwater harvesting, greywater recycling, and low-flow plumbing fixtures to ensure efficient water use.
- **Waste Reduction:** Comprehensive waste segregation, composting, and recycling systems integrated into student life and operations.
- **Eco-Landscaping:** Use of indigenous trees and plants to promote biodiversity, soil protection, and shaded, pedestrian-friendly walkways.

Through these efforts, CCM-U will not only minimize its ecological footprint but also serve as a model of sustainable campus design and environmental education in Zambia and the regions.

Summary

This Sustainability Plan positions CCM-U as a resilient and forward-thinking institution, capable of sustaining its mission and operations beyond donor support. By combining financial prudence, institutional excellence, community ownership, and environmental integrity, the university will ensure that its impact endures for generations, empowering learners, advancing knowledge, and transforming communities.

Project Implementation, Management, and Oversight

The implementation and management of the Centre for Christian Missions University (CCM-U) will be guided by a robust institutional framework designed to ensure accountability, efficiency, and quality at every phase, from construction through full operation.

ZBA Project Committee (Oversight and Coordination)

The ZBA Project Committee, appointed by the Zambia Baptist Association Executive, will provide overall governance, oversight and coordination of the project. The committee will comprise:

- Senior representatives from ZBA leadership,
- Experts in finance, engineering, and education,
- Representatives from the Centre for Christian Missions (CCM), and
- External advisors with higher education and construction management experience.

The Committee's core responsibilities include approving project plans and budgets, monitoring implementation progress, ensuring compliance with donor and regulatory requirements, and serving as the principal liaison with partners and funding institutions.

Technical Team and Consultants

ZBA will engage a Technical Implementation Team consisting of multidisciplinary professionals to execute and supervise project activities:

- **Architectural and Engineering Consultants:** Responsible for detailed design, structural integrity, environmental compliance, and adherence to disability access standards.
- **Quantity Surveyors and Procurement Specialists:** Oversee cost management, procurement, and contract compliance.
- **Education Planners and Curriculum Developers:** Support academic planning, program design, and alignment with accreditation requirements.
- **Project Manager:** Oversees daily operations, coordinates consultants, and reports to the ZBA Project Committee.
- **Construction Contractor(s):** Selected through transparent, competitive bidding processes, ensuring quality assurance and adherence to timelines.

This technical team will work collaboratively under ZBA's supervision to deliver a world-class, functional, and sustainable university campus.

Governance Structure for the University

Once operational, CCM-U will adopt a governance framework that reflects international best practices and ensures academic freedom, transparency, and accountability.

- **Board of Trustees:** The supreme governing body, responsible for policy formulation, resource mobilization, and institutional sustainability.
- **University Council:** Provides strategic and operational oversight, including approval of budgets, programs, and appointments.
- **Chancellor and Vice-Chancellor:** The Chancellor will serve as ceremonial head, while the Vice-Chancellor will be responsible for day-to-day academic and administrative leadership.
- **Deans and Department Heads:** Oversee individual faculties (Agriculture, Engineering, Theology, and Leadership & Governance) and ensure academic quality.
- **Administrative Divisions:** Include finance, human resources, student affairs, and institutional advancement.

This governance model ensures CCM-U operates with professional excellence, institutional autonomy and alignment with Zambia's Higher Education Authority (HEA) standards.

Collaboration and Partnerships

CCM-U will be developed through a spirit of partnership and inclusivity.

- **Centre for Christian Missions (CCM):** Will play a critical role in academic integration, leadership development, and student spiritual formation.

- **Ministry of Education and Higher Education Authority (HEA):** Collaborations will ensure regulatory compliance, accreditation, and alignment with national development goals.
- **Local Communities and Traditional Authorities:** Engagement to promote community participation, employment opportunities and social inclusion during and after construction.
- **International Partners:** CCM-U aims to establish partnerships with global universities for faculty exchange, research collaboration and joint degree programs.

These partnerships will enhance the university’s academic relevance, resource base, and societal impact.

Project Implementation Phases

Implementation will follow a **phased approach**, ensuring financial prudence and sustainable growth.

Phase	Duration	Key Activities
Phase 1 (0–3 years)	Planning & Construction Initiation	Completion of master designs, environmental assessments, foundation construction, and building of core administrative blocks, classrooms, chapel, and clinic. Recruitment of key academic and administrative personnel.
Phase 2 (2–6 years)	Early Operations	Completion of residential and research facilities; enrollment of the first cohort of 100–200 students; commissioning of short courses and community engagement programs.
Phase 3 (6+ years)	Consolidation & Expansion	Expansion of faculties, addition of innovation and research centers, establishment of endowment fund, and deepening of international partnerships.

Each phase will include progress evaluations, budget reviews, and stakeholder consultations to ensure alignment with institutional objectives.

Monitoring, Evaluation, and Reporting (M&E)

A robust Monitoring and Evaluation (M&E) framework will track implementation progress, outcomes, and impact.

Measurable Indicators

- Percentage of construction completed per phase.
- Number of facilities commissioned (academic, residential, research).
- Accreditation milestones achieved with HEA and international bodies.
- Number of students enrolled and faculty recruited.
- Percentage of funds utilized as per approved budgets.
- Operationalization of sustainability enterprises (guesthouse, farm, bookstore).

Reporting and Accountability

- **Progress Reports:** Monthly internal updates and quarterly reports to ZBA, donors, and stakeholders.
- **Financial Reporting:** All financial transactions will follow transparent procurement systems and be subject to annual external audits by certified auditors.
- **Site Visits:** Scheduled biannual visits by the Project Committee and donors to assess progress and provide feedback.
- **Stakeholder Meetings:** Periodic review meetings with technical teams, government representatives, and community leaders to ensure alignment.

This structure will maintain integrity, transparency, and accountability throughout project execution.

Risk Assessment and Mitigation

A proactive risk management plan will guide project implementation and sustainability.

Risk	Potential Impact	Mitigation Strategy
Construction Delays	Increased costs, extended timelines	Engage experienced contractors; enforce performance bonds and penalties for delays.
Funding Shortfalls	Halted construction or operations	Phased development; continuous fundraising; establishment of income-generating units.
Lower-than-Expected Enrollment	Reduced revenue	Aggressive marketing, diverse programs, scholarships, and partnerships for student recruitment.
Regulatory Delays	Accreditation or licensing issues	Early and continuous engagement with HEA and relevant authorities.
Staffing Challenges	Reduced academic quality	Attractive employment packages, professional development, and partnerships with established universities.
Economic or Environmental Shocks	Operational disruptions	Emergency response plan, insurance coverage, and diversified revenue base.

Through these measures, CCM-U will maintain project continuity and resilience against both internal and external risks.

Financial Planning and Economic Viability

The estimated total investment required for the establishment of the Centre for Christian Missions University (CCMU) is USD 20,000,000, inclusive of all taxes and contingencies. This amount covers design, construction, furnishing, equipment, utilities, pre-operational setup, and early operational costs.

The project will be executed in **three phases**, each strategically structured to ensure optimal use of resources, early functionality, and scalability.

Phased Construction and Expenditure Plan

Table 1: Summary of Phase-Based Budget and Key Components

Phase	Duration	Key Infrastructure Components	Estimated Cost (USD)	Description and Justification
Phase 1: Foundational Infrastructure and Core Facilities	Years 0–3	- Lecture and Administration Block (1 unit)- Learning Facilities (3 units)- External Works (roads, drainage, landscaping, 1 item)- Initial Residential Buildings (2 units)- Clinic Block (1 unit)	11,500,000	This phase establishes the physical and academic foundation of the university. It ensures accessibility, core learning spaces, administrative capacity, and essential utilities to support the first cohort. Lecture halls, learning facilities, and clinic ensure quality teaching, research, and student welfare. Roads, drainage, and external works enable long-term sustainability.
Phase 2: Expansion, Operational Enhancement, and Spiritual Development	Years 2–6	- Additional Learning Facilities (2 units)- Restaurant Block (1 unit)- Additional Residential Buildings (2 units)- Chapel Building (1 unit)- ICT and innovation labs (included in learning facilities)	7,500,000	This phase focuses on operational readiness, student/staff well-being, and spiritual development. Additional learning facilities expand academic capacity, while residential blocks and the restaurant support campus life. The chapel fosters moral and spiritual growth, and innovation labs promote practical and vocational learning.
Phase 3: Community Integration and Campus Completion	Years 6+	- Faculty Residential Building (1 unit)- Sports and recreation facilities- University market area / student enterprise hub-	1,000,000	This phase completes the campus environment, integrating academic life with community engagement and wellness. Sports and market facilities promote health, enterprise, and inclusion,

Phase	Duration	Key Infrastructure Components	Estimated Cost (USD)	Description and Justification
		Landscaping and campus beautification		while landscaping and beautification enhance campus appeal and sustainability.

Total Estimated Cost: USD 20,000,000.

Detailed Budget Summary

Category	Estimated Cost (USD)	Description / Inclusion
Preliminary & General (design, permits, project management)	955,000	Architectural & engineering design, site surveys, legal & regulatory fees, project mobilization, and management.
Infrastructure – Roads, External Works, Utilities	483,000	Access roads, campus roads, drainage, parking, landscaping, water & sewage reticulation.
Utilities / ICT Backbone / Data Centre	715,000	Campus-wide fibre and WiFi backbone, data centre build, utility systems (power, water).
Administration Block	560,000	Administrative offices, lecture halls, faculty offices, admissions/registry.
Learning Facilities (5 Faculty Blocks)	7,120,000	Academic buildings including labs and classrooms for multiple faculties (scaled proportionally).
Chapel & Spiritual Centre	270,000	Dedicated chapel building for student community and outreach.
Clinic & Health Centre	120,000	On-campus clinic for students, staff, and community outreach.
Restaurant / Dining Block	135,000	Central dining hall and cafeteria facilities.
Student Residential Blocks	1,650,000	Student dormitory/hostel accommodation
Staff & Faculty Housing	600,000	Residential units for staff/faculty to attract and retain talent.
Workshops, Innovation & Technical Labs	780,000	Specialized labs and workshops supporting engineering and applied learning.

Category	Estimated Cost (USD)	Description / Inclusion
Sports, Recreation & Student Life Facilities	615,000	Sports fields, courts, fitness center, and student union space.
Library & Learning Resource Centre	1,750,000	Central library building, digital archive, learning commons, media labs.
Furnishings, Equipment & Fit-Out	2,322,000	Furniture, teaching & lab equipment, student accommodation fit-out, ICT hardware.
Contingency & Inflation Allowance (~10%)	1,925,000	Risk buffer covering cost escalation, currency fluctuations, unexpected delays.
TOTAL ESTIMATED COST	20,000,000	.

Funding Strategy and Sources

CCMU will employ a **diversified funding strategy** combining domestic and international sources to ensure steady financial flow and reduce risk exposure.

Summary of Funding Sources

Funding Source	Description and Strategy
Zambia Baptist Association (ZBA)	ZBA will provide initial institutional contributions, including the already secured land for the university site, administrative support, and coordination of project implementation.
Local Baptist Churches	Member churches will contribute through dedicated offerings, special pledges, and annual “Education and Mission” Sundays to raise funds for the university’s development.
International Baptist and Faith-Based Partners	Global mission agencies, Baptist conventions, and church-based development organizations will be approached to support capital infrastructure, scholarships, and faculty development.
Funding Source	Description and Strategy
Grants and Development Agencies	Proposals will be submitted to bilateral and multilateral development partners supporting education, capacity building, and innovation in Africa.
Corporate and Institutional Donations	Partnerships with corporations and local institutions will be pursued for donations, sponsorships, and naming rights (e.g., endowed laboratories, lecture halls, or scholarships). Corporate Social Responsibility (CSR) partnerships will also be targeted to fund specific infrastructure or technology components.

Individual Monetary Donations	Philanthropic individuals and alumni will be encouraged to contribute through tiered giving programs, annual appeals, and legacy giving (planned donations, bequests). Recognition mechanisms such as honor walls and donor appreciation events will strengthen long-term engagement.
In-kind Donations (Material and Human Resources)	Individuals, institutions, and private firms will be invited to contribute materials (construction supplies, furnishings, ICT equipment) and professional expertise (architects, engineers, educators volunteering time and services) to reduce project costs and strengthen shared ownership.
Fundraising Campaigns	Local and international campaigns will include annual benefit dinners, online crowdfunding, media drives, and global diaspora mobilization under the tagline “ Help Construct Premier University for 1,000+ in Zambia ”
Endowment Fund	A permanent investment fund will be established to support scholarships, research grants, and maintenance needs. Returns on investment will enhance long-term institutional sustainability.
University Enterprises	University-owned businesses such as the bookstore, cafeteria, guesthouse, and student market will generate supplementary income for ongoing operations and community outreach.

Strategic Resource Mobilization Approach

To manage these diverse funding streams effectively, CCMU will establish a Resource Mobilization and Development Office (RMDO) responsible for:

- Coordinating local and international fundraising activities.
- Managing donor relations and reporting.
- Building partnerships with private sector, foundations, and faith-based agencies.
- Maintaining transparency through regular financial reporting and annual independent

Financial Sustainability and Projections

Income Stream	Timeline	Sustainability Justification
Tuition Fees	Year onward	2 Primary operational revenue as student enrollment grows.
Residential and Service Fees	Year onward	2 Income from student housing, cafeteria, and utility services.
Research and Consultancy Grants	Year onward	4 Academic partnerships and externally funded projects.

Enterprise Operations	Year 3 onward	Bookstore, guesthouse, and short course programs for professionals.
Donations and Endowment Returns	Continuous	Reinforce long-term institutional sustainability.

Financial Management and Accountability

- All funds will be managed under a dedicated Project Account supervised by the ZBA Project Committee and audited annually by independent auditors.
- Financial reporting will follow IFRS (International Financial Reporting Standards), ensuring compliance and transparency.
- Disbursement controls will be implemented for every phase, tied to milestones and verified progress.

Contact Details

Zambia Baptist Association (ZBA) welcomes partnerships and collaborations from individuals, institutions, and organizations who share our vision of expanding access to quality, values-based higher education in Zambia and beyond. We believe that through strategic alliances and collective effort, this university project can become a center of academic excellence, innovation, and moral leadership.

For partnership inquiries, donations, or project collaborations, please contact:

Zambia Baptist Association (ZBA)

Project Implementation Office:

Physical & Postal Address: Plot No. 38451/M, Ndola PO Box 70625, Ndola, Zambia, Central Africa

Located along Ndola-Kitwe Dual Carriage next to Protea Ndola Marriott.

Website: www.zbazambia.org/ / <http://ccmzambia.org/> Email:

zambiabaptist@yahoo.com

ZBA remains open to:

- Strategic institutional and corporate partnerships.
- Individual and group monetary contributions.
- In-kind support (construction materials, equipment, furniture, or technical expertise).

- Long-term academic collaborations with local and international universities, churches, and development partners.