

# **P.C.E.A KASARANI WEST PARISH**

## **OUR CHURCH OUR STRATEGY**

**(2018 – 2023)**



Proverbs 16:3

Commit to the Lord whatever you do and He will establish your plans.

**8<sup>th</sup> DECEMBER 2018**

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## **PREAMBLE**

God is depicted as a planner in the Bible and indeed has been working since creation. Jesus said, “My Father is still working and I am also working” (John 5:17). God the worker has made us in his image and the Bible recognizes us as co-workers, “We are co-workers in God’s service, God’s field, God’s building” (1 Corinthians 3:9).

As such therefore we ought to so as to plan and commit whatever we do unto the Lord and he will establish our plans (Proverbs 16:3) Planning will help us to continue the creative work that God has put in our hearts. For in the hearts of human beings there lies the plans but the lord establishes their steps towards the accomplishment of the laid down plans. Proverbs 16:9. Planning enables us to think ahead and accomplish much more tasks than we can we imagine just like the ants store up food for summer even though summer is yet to come. (Proverbs 30:25)

The Strategist and the implementor have separate but complementary roles that can lead to growth of the church in all dimensions such as spiritual, physical, social and economic, among others. In all these planning and execution, we should appreciate that we are all under God’s grace (Ephesians 2:8,9). Grace enables us to accommodate each other as we carry out different tasks yet complementary regardless of our differences.

We are saved for God’s work,” For we are God’s workmanship to do His good works” (Ephesians 2:10). Our good works should therefore be part of our Christian life even as we embrace ‘a new way for a new day’.

The Presbyterian church of East Africa, as part of the universal church recognizes its mandate of connecting people to God and to each other, “Love the Lord your God with all your soul and with all your mind, Love your neighbour as yourself (Mathew 22:37,39).

Towards realizing this mandate, we should use what we have in God’s service as called for in 1 Peter 4:10, “Each of you should use whatever gift you have received to serve others as faithful stewards of God’s grace in its various forms”.

In this manual, PCEA Kasarani West Parish has put together a strategic plan, which seek to point to where we should be in five years’ time, God willing.

My clarion call is “Life is not life, unless it is shared.” This calls for all of us to enrich our lives and consequently enrich other people’s lives. By adhering to our ‘vision, “To be a church that connects people to God and to each other,” we end up achieving more together for God’s glory and honour.

**Rev. Edward Karanja K**  
**PCEA Kasarani West Parish Minister**

## ACKNOWLEDGEMENT

The PCEA Kasarani West Parish Strategic Plan was developed through a consultative process and would not have been possible without the support of the church group members, District fellowships and individuals. We would like to thank them for actively participating in the formulation of this strategy. Their relentless efforts; sacrifice and faith in the Parish have been outstanding. Special Thanks go to the Strategic Committee members who spearheaded the process of developing this strategic plan for their immense and Invariable contributions.

Elder Samuel Muhami	Convener
Eng. Peter Gichohi	Chairman
Mr. George Kimondo	Vice Chair- Liaison
Mrs. Esther Njambi	Treasurer
Mr. Daniel Wainaina	ICT Expert
Ms. Mary Njoroge	Member
Ms. Agnes Karonji	Vice Secretary
Mr. Mitchum Galafa	Secretary

The Kirk Session also gives a special recognition to the parish office that gave invaluable advice and guidance throughout the process. A special note goes to Reverend Edward Karanja for providing a clear vision and mission to the parish strategic committee. Special thanks to Elder Andrew Maina and Elder David Njoroge for providing insight into the Parish history and to the Parish congregation, for its diligence and patience in working with us both in strategy formulation and write up. The session finally wishes to sincerely thank Joseph Mwangi for tirelessly providing refreshments to the team throughout their meetings.

We sincerely commit to support the realization of the plan and look forward to Members support in implementing the Plan.

Proverbs 16:1 *“To humans belong the plans, but the Lord establishes their steps”* Our sincere prayer is that, as the Lord walked with the team as it planned and wrote this manual, may He also establish the plans that are laid out here for the glory and honour his name.

**Roseann Muthoni Maina**

**Session Clerk**

## EXECUTIVE SUMMARY

The Kirk Session Office felt the need for a Parish Strategic Plan to enable the Parish carry out its mission.

This Strategic Plan document has seven (7) chapters outlined as:

1. Introduction.
2. Situational and Strategic Analysis.
3. Vision, Mission and Core Values.
4. Strategic Objectives.
5. Strategic Objectives, Actions and Goals.
6. Financial Plan.
7. Plan Monitoring and Evaluation.

### **Chapter 1.**

The introduction highlights a short history of the church from the beginning to the present. It describes the management and governance structure. It gives the operating structure, core functions, the planning process and strategic themes.

### **Chapter 2.**

This chapter presents a brief situational and strategic analysis of the Parish.

### **Chapter 3.**

The Statement of Faith, Core Values, Vision and the Mission statements of the Parish are presented. The Vision and Mission statements and Core Values are summarized herein below.

Our Vision Statement is:

**“To be a church that connects people to God and to each other”.**

Our Mission Statement is:

**“Making disciples of all nations by preaching the Good News and building strong Christ Centered fellowships”.**

Our Core Values are:

- i. Orderliness, decency and timeliness.
- ii. Stewardship.
- iii. Respect.
- iv. Integrity.
- v. Servant leadership.

- vi. Bible centric.
- vii. Socially responsible.

#### **Chapter 4.**

Addresses the strategies for the eight strategic themes and setting up the eight pillars below:.

1. Governance & Administration
2. Spiritual Growth & Evangelism
3. Children Ministry
4. Physical Growth & Development
5. Financial Performance & Stability
6. Development & use of ICT
7. Social Responsibility
8. Bench Marking

#### **Chapter 5.**

This chapter gives a detailed matrix of the strategic activities to be undertaken during the plan period 2018-2023. Activities have assigned responsibilities and timelines.

#### **Chapter 6.**

This is the financial plan with the basis for resource mobilisation guided by the matrix in Chapter 5.

#### **Chapter 7.**

This chapter discusses the control, monitoring and evaluation of the plan. This is an important component for timely and effective execution of the plan. Since a lot of factors will change in the course of the plan period 2018-2023, the plan should be reviewed biennially and modified as necessary in light of changing circumstances.

## **ACRONYMS**

AGM	Annual General Meeting
CBM	Church Board of Management
CMIS	Church Management Information System
CSR	Church Social Responsibility
ICT	Information Communication Technology
P & P	Practice and Procedure Manual.
PCEA	Presbyterian Church of East Africa
PCMF	Presbyterian Church Men Fellowship
PESTLE	Political, Economic, Social, Technological, Legal & Environment
PIC	Projects Implementation Committee
SMS	Short Message Service
SP	Strategic Plan
SPC	Strategic Planning Committee
SWOT	Strength, Weakness, Opportunity & Threat.

## **CHAPTER 1**

### **1. INTRODUCTION**

#### **1.1 BACKGROUND**

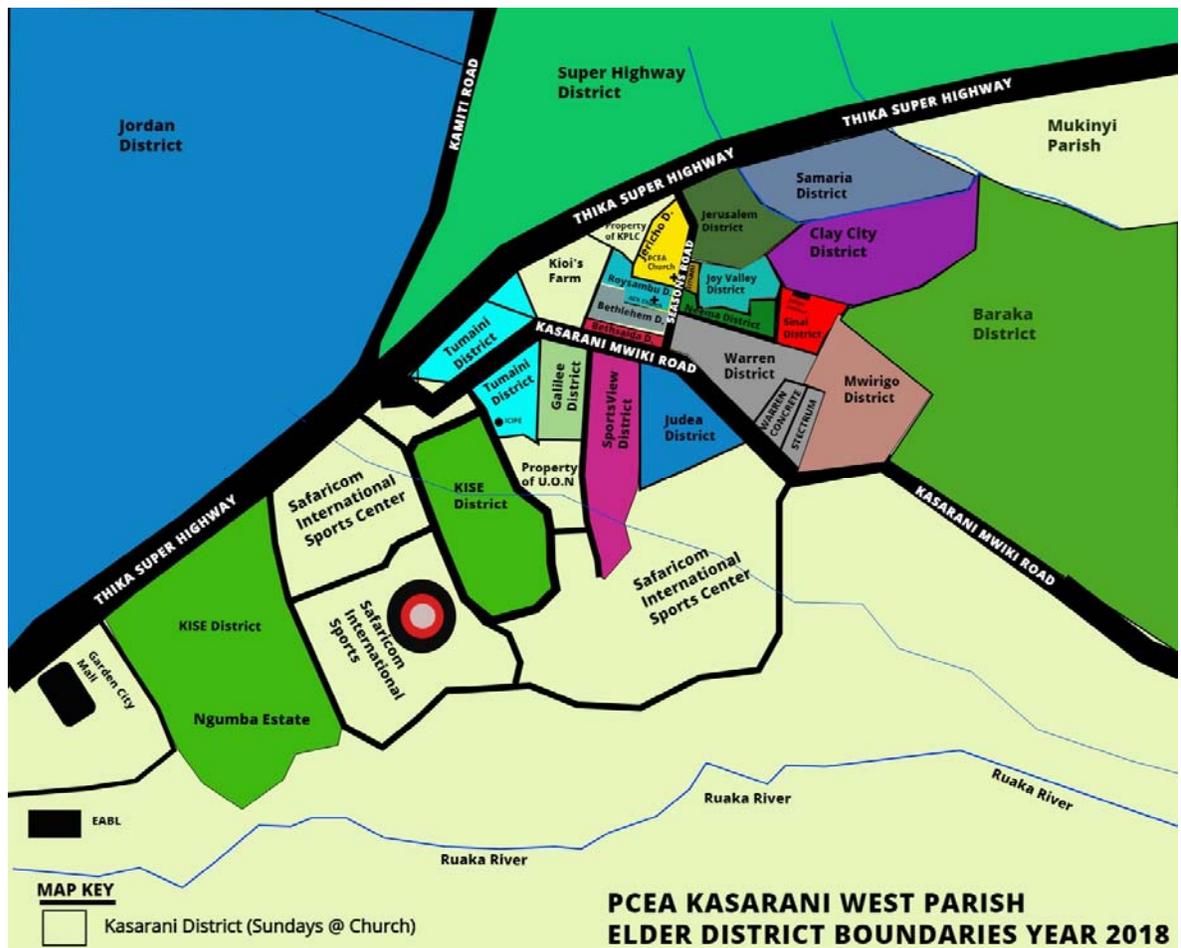
The PCEA Kasarani West Strategic Plan is a representation of actions our parish wishes to take in order to achieve long-range goals during the period 2018-2023. The actions are designed to achieve the Vision and Mission of the Parish as defined in Chapter Two of the plan. The plan has been developed by the Strategic Planning Committee that was commissioned by the Parish Minister on 10<sup>th</sup> February 2018.

Since then the Committee held several meetings and in consultation with the leadership, groups and individual members, this Strategic Plan was developed. One of the key consultation methods was through a WhatsApp group branded “Our Church Our Strategy” where 65 members were consulted. Out of these 40 members gave their views by responding to the 10 questions asked. Following their responses, the Committee members, have compiled the strategic plan presented.

#### **1.2 PARISH HISTORY**

The history of PCEA Kasarani West Parish begun at PCEA Kimbo Parish as the Mother Church. It all started in 1988 when Elder Kagiri was assigned by Kimbo Parish to shepherd the single district called Police Line. Mrs Virginia Kang’ara assisted by Mr. Wallace Mungai started church school classes at Kasarani Police. Later, in 1989 with the help of the then Mathare Parish Minister, Rev Francis Ndungu Njoroge, the first service was held in April 1989. The congregation was officially inaugurated as Roysabu Distict under Kahawa West Farmers LCC. The first deacons were elected and served from 1989 to 1991 under Elder Kagiri. In 1991 the congregation was attached to Kimbo Outreach. In January 1994, Elder David Njoroge joined the congregation and he was ordained Elder in June 1994 taking charge of the congregation after Elder Kagiri to start a congregation at Mukinyi. At this time the congregation changed it’s name from Police Line to Roysambu District. In 1998, Kimbo Outreach bought a plot where the old church stands. A development committee was elected, which had the objective of developing the plot. The committee built a structure without wall which cost Ksh. 58,058. With this structure, the church members moved in jubilation to the new church on 13<sup>th</sup> September, 1998. This was the birth of Kasarani congregation. On 18<sup>th</sup> July 2004, Kasarani Parish was hived from Kimbo Parish. It consisted of Kasarani, Ciiko and Mwiki congregations. Since then Kasarani congregation grew rapidly, and on 2<sup>nd</sup> April 2006 it moved from the old church to the current church.

In 17<sup>th</sup> December 2017, the Kasarani West Parish was created with the first Parish Minister being Rev. Edward Karanja. The parish has grown to the current 22 districts as shown in the map below.



### 1.3 GOVERNANCE AND MANAGEMENT

#### a) Governance

Kasarani West Parish

Kasarani West Parish has a well-defined management and governance structure that provides stewardship in all Parish matters, in accordance with the Practice and Procedure of the PCEA.

The Parish management and governance structure has the following levels:

#### b) Management

**KIRK SESSION** – comprises all elders and the Parish Minister.

**Kirk Session Office** – Kirk Session Clerk, Co-Clerk, Finance Chair, Parish Treasurer,

**CBM** – Congregation chairperson

Secretary

Registrar

Treasurer

- 2 Deacons per district
- Group Chairpersons
- Group Secretaries

#### ALL GROUPS

1. Children Ministry (Brigade & Church School
2. Choir
3. Christian Education
4. Evangelism
5. Health Board
6. JPRC
7. PCMF
8. Woman's Guild
9. Youth

AGM - consultative forum

The management of Parish day-to-day operations is carried out under the direction of the Parish Office. The office provides oversight through the Kirk Session Clerk.

#### **1.4 THE PARISH CORE FUNCTIONS**

- a) Liaising with various church groups and the districts to spread the gospel and provide spiritual nourishment to the congregation, organizing and conducting Worship services as provided in the Church's liturgy.
- b) Giving guidance, organizing and coordinating parish activities for spiritual and physical development of the parish and designing programs and activities to empower the entire congregation.
- c) Running programs designed for various Church groups, conducting catechism leading to baptism for both infants and adults and confirmation of the latter.
- d) Planning development programs and activities in the Parish.
- e) Offering Social Support to the bereaved and the sick amongst the members.

#### **1.5 KIRK SESSION MEMBERS**

The Kirk Session has 21 Elders.

#### **1.6 PARISH MINISTERS WHO HAVE SERVED KASARANI WEST PARISH**

- a) Kasarani Parish (2004- 2017)
  1. Rev. Joseph Mungai Maina July 2004-May 2005

2. Rev. Dr. Moses Mutwiiri	June 2005-Aug 2005
3. Rev. Muiruri Njuru	Sept 2005- Nov 2005
4. Rev. Margaret Wambui Karanja	Jan 2006 - July 2007
5. Rev. Francis Ndungu Njoroge	July 2007- Dec 2007
6. Rev. Florence Waithira Karanja	2007-2008 (Student Minister)
7. Rev. Simon Ndirangu Githinji	Jan 2008-Dec 2011
8. Rev. Mary Maribie Thige	Jan 2012 –Dec 2017
9. Rev. Jacob Ochieng	2016-2017 (Student Minister)
b) Kasarani West Parish (from 2018)	
10. Rev. Edward Karanja	Jan 2018.....

It should be noted that in the case of Parish Ministers in (a) above who served Kasarani Parish between 2004 and 2017, was at the time before Kasarani West Parish was created. As indicated section 1.2 Church History, Kasarani congregation was then part of Kasarani Parish together with Ciiko and Mwiki congregations.

### **1.7 NEED FOR STRATEGIC PLAN**

This Strategic Plan will guide the Parish Kirk Session in performing the core functions of the Parish. Simply put, a strategic plan is the formalized road map that describes how our Parish executes the chosen strategies, where it is going over the next five years, and how it will get there. The Strategic Plan will have the following two key roles:

- a) Establish the direction PCEA Kasarani West Parish will take in the next five years in order to maintain and enhance excellence by setting forth the commitments, goals, and strategies to be taken. This plan has developed a common purpose and a shared sense of responsibility for the future among church membership.
- b) It will also enhance management of church activities as well as capacity-building among members and create a plan to increase members’ participation in all activities.

### **1.8 APPROACH AND METHODOLOGY**

The process begun by commissioning the Strategic Planning Committee (SPC) that was mandated by the Kirk Session Office to prepare the Strategic Plan. The SPC held meetings that discussed all aspects of the Parish. The SPC developed the following strategic themes:

### **1.9 STRATEGIC THEMES**

- i. Enhance opportunities for each church member to grow spiritually through participation in church worship, district fellowships, bible studies, serving in the church groups.
- ii. Reach out to isolated parts of the Parish for Ministry.

- iii. Attracting the youth and general members to be more involved in serving the church.
- iv. Making the Children Ministry more attractive to children & parents.
- v. Unlock the full potential of Parish assets.
- vi. Develop physical infrastructure to achieve financial stability.
- vii. Embracing ICT as an enabler of doing business in the Parish to remain relevant to the development in ICT worldwide.
- viii. Being more proactive in CSR.

Public consultations with Parish members were held through WhatsApp Group named “Our Church Our Strategy” and through the forum members expressed their views on set questions through a confidential online platform.

The SPC then analyzed the members’ views which served to enrich the SPC’s own views. Scheduled meetings were also held with Parish groups such as Children Ministry teachers, Evangelism, the Youth, Development, ICT and individual members. As the SPC progressed a presentation was made to the Kirk Session Officials who expressed areas of concern, critical issues, and offered guidance on the draft. Based on these consultations SPC identified the needs of the members and integrated these needs to the plan. This plan is therefore an expression of the members’ needs.

## CHAPTER 2

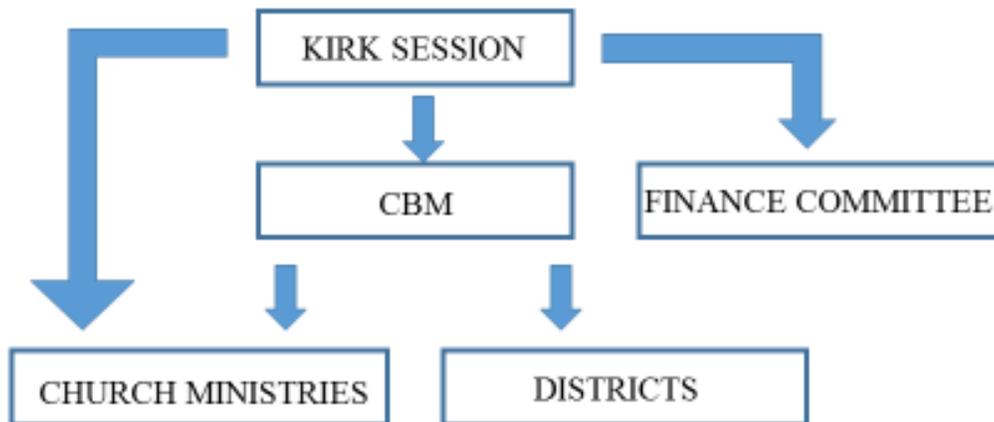
### 2. SITUATIONAL AND STRATEGIC ANALYSIS

#### 2.1 CHURCH GOVERNANCE

The Presbyterian Church of East Africa (PCEA) is part of the Universal Church. Its governance is exercised through Parish Kirk Sessions, Presbyteries, Regional Councils and the General Assembly. Several different congregations of believers collectively constitute one church. The Kirk Session is responsible for the proportion of various parts of public worship. A parish minister and elders have the social responsibility for oversight and leadership over the parish congregations.

#### STRUCTURE (ORGANOGRAM)

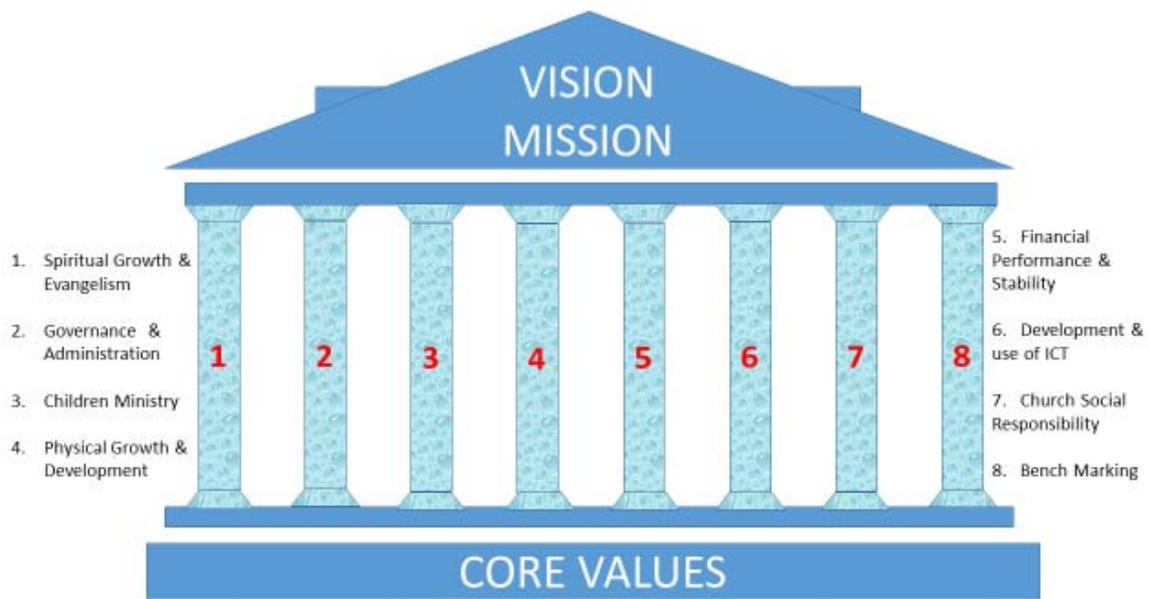
##### PCEA KASARANI WEST PARISH ORGANIZATIONAL STRUCTURE



#### 2.2 MINISTRIES

The church values as presented in the vision and mission are represented by pillars that are lived out on day to day basis by the church members. The pillars form the unshakable support to our faith just as the pillars of a strong building are not moved by wind or any storm. These pillars are founded on the faith in Jesus Himself, the Rock of Ages and the Cornerstone who holds all things together. No one is left out. Every Church member has a role in each of the pillars according to God given gifts.

**The roof stands for (our vision, our mission) which are supported by strong pillars or strategic themes.**



**NB. Our Pillars: Numbering is Not in Order of Importance**

	<b>PILLAR</b>	<b>TYPES OF SERVICE</b>
<b>1</b>	<b>Spiritual Growth &amp; Evangelism</b>	a) Outreach missions, Evangelism, Pastoral Counseling, Catechism classes, Crusades, Sunday services (Express 7:15-8:15am, 2 <sup>nd</sup> Service 8:30-10:30am along with Church school and teens service –all in English), 3 <sup>rd</sup> Service 11:00am – 12:30pm in Kikuyu, Baptism & Confirmation, Holy Communion, Weddings, Dedications, Memorials and Funerals, Overnight prayers, Special services (Thanks giving, Family service) and Home visitation. b) Choir and Gospel Singers. c) Hospitality (ushering). d) Intercessory. e) Praise and Worship team. f) District fellowships. g) Fasting and prayers. h) Spiritual Revival meetings and overnight prayers. i) Bible study sessions. j) Retreats.
<b>2</b>	<b>Governance &amp;</b>	a) Church Kirk Session. b) Church Board of Management.

	<b>PILLAR</b>	<b>TYPES OF SERVICE</b>
	<b>Administration</b>	<ul style="list-style-type: none"> <li>c) Parish Committees.</li> <li>d) Parish Finance, Parish Development.</li> <li>e) Parish Groups.</li> <li>f) Evangelism, Health Board, Justice Peace and Reconciliation, Christian Education, Boys &amp; Girls , Woman’s Guild, Children Ministry (Brigade &amp; Church School), PCMF, Youth Fellowship.</li> <li>g) CBM Committees.</li> <li>h) CBM Development.</li> </ul>
<b>4</b>	<b>Physical Growth &amp; Development</b>	<ul style="list-style-type: none"> <li>a) Investments.</li> <li>b) Construction of parish infrastructure.</li> <li>c) Motor Vehicle(s), motor bikes.</li> <li>d) School for the Parish.</li> </ul>
<b>5</b>	<b>Financial Performance &amp; Stability</b>	<ul style="list-style-type: none"> <li>a) Integrity of individuals.</li> <li>b) Accountability and transparency.</li> <li>c) Budgeting.</li> <li>d) Accounting/Financial systems.</li> <li>e) Auditing at various levels.</li> <li>f) Teachings on Tithing, Offertory, Thanksgiving etc.</li> <li>g) Diversification of income generating projects.</li> <li>h) Marketing of church facilities (e.g. 4<sup>th</sup> floor in Faith Towers)</li> </ul>

	<b>PILLAR</b>	<b>TYPES OF SERVICE</b>
<b>6</b>	<b>Development &amp; use of ICT</b>	a) Church Screens. b) Controlled Church Wifi. c) Communication platforms. d) Electronic group reporting templates. e) Congregation biodata management. f) Sensitization of congregants on how to transact using their mobile phones. g) Electronic money transfer for offertory, tithes, thanksgiving etc.
<b>7</b>	<b>Social Responsibility</b>	Being responsive to the needy, both within and without the parish.
<b>8</b>	<b>Bench Marking</b>	Measurable yards sticks in reporting at all levels (districts, groups, CBM, parish)

### **2.3 STRATEGIC ANALYSIS TOOLS (STAKEHOLDERS' ANALYSIS, SWOT, PESTLE)**

An important output of the Strategic Planning Committee meetings was a strategic assessment of the Parish by the planning team. The SWOT (Strengths, Weaknesses, Opportunities, Threats) is a tool to help match internal parish strengths with external opportunities to meet the needs of our congregation members and surrounding community best. A good understanding of our strengths and weaknesses, our opportunities, and the external threats is essential to the assessment. The purpose of a SWOT is to help produce a good fit between our church's internal resources and capabilities and our external environment. This assessment of the Parish's strengths, weaknesses, opportunities and threats has been the foundation of our strategic planning efforts. The details of this analysis are provided in the following SWOT ANALYSIS table:

Strengths- How do we preserve, protect, or enhance our strengths?

Weakness- How do we mitigate or strengthen our weaknesses?

Opportunities - How do we capitalize upon our opportunities?

Threats - How do we protect ourselves from the threats?

<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>a) Pastoral presence.</li> <li>b) Talent Pool (many professionals)</li> <li>c) Parish increase in membership within the congregations.</li> <li>d) Established developments i.e. plots and structures with adequate space.</li> <li>e) Plots for future outreach developments.</li> <li>f) Parish SACCO.</li> <li>g) More District zones created.</li> <li>h) Use of multilingual languages (English and Kiswahili) in church services.</li> <li>i) Structured system of church governance (Practice &amp; Procedure, Policies)</li> <li>j) Strong support to members during illness, bereavement and other situations.</li> <li>k) Large Children Ministry.</li> <li>l) Young congregation membership.</li> <li>m) Vibrancy in use of social media.</li> <li>n) Stable resource base with high potential.</li> <li>o) Potential of establishing SACCO.</li> <li>p) ICT use increasing opportunity for outreach.</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>a) Slow pace in embracing ICT.</li> <li>b) Duplication of efforts between church groups especially when offering seminars, workshops, fundraising etc.</li> <li>c) Poor in time management.</li> <li>d) Poor in documenting and reporting. Reports lack data that can be used to measure progress.</li> <li>e) Failure to fully utilize professionals in church matters and professional failure to offer their services.</li> <li>f) Lack of outreach ministries especially to the communities around and inadequate mechanism for attracting new membership.</li> <li>g) Inadequate equipment to facilitate praise and worship.</li> <li>h) Inadequate resource and organization in Children Ministry (Sunday school)</li> <li>i) Misuse of social media.</li> <li>j) Use of mother tongue (Kikuyu)</li> <li>k) Inadequate preparation of group leaders to take up responsibilities.</li> </ul>

	<ul style="list-style-type: none"> <li>l) Low participation of men in group leadership and district worship.</li> <li>m) Inadequate participation of the youth in planning Church matters.</li> </ul>
<b>WEAKNESSES</b>	<ul style="list-style-type: none"> <li>n) Poor implementation of AGM and CBM resolutions, and lack of development master plans.</li> <li>o) Inadequate stocks to cater for the needy and other community members.</li> <li>p) Members shy away from positions of church leadership.</li> <li>q) Lack of Social Responsibility Plan.</li> <li>r) Limited seating space during second service.</li> <li>s) Lack of SACCO.</li> <li>t) Use of ICT for outreach potential weakness as most youth would not come to church.</li> </ul>
<b>OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>a) Located in an area with high investment opportunities (land, high population, economically viable environment)</li> <li>b) There is high potential for new professionals joining the church.</li> <li>c) Good communication networks and physical infrastructures like electricity, roads, optical fibre networks etc.</li> <li>d) Located in a high population area providing opportunity for making disciples.</li> </ul>
<b>THREATS</b>	<ul style="list-style-type: none"> <li>a) Negative Publicity of PCEA from outsiders.</li> <li>b) Perceived poor response to the needs of the community around.</li> <li>c) Vibrant youths that are expecting from the church and not receiving enough attention.</li> <li>d) Coming of other denominations (approximately 500 in number around us) who are perceived to be responsive to youth needs.</li> <li>e) Decisions that are outside CBM.</li> <li>f) Lack of enough parking space.</li> </ul>

## 2.4 STAKEHOLDERS ANALYSIS

A comprehensive analysis revealed that the Parish has a wide scope of stakeholders. This indicates a presence of groups that need special care and specialized outreach; they include; orphans, vulnerable

groups and the aged. This analysis will certainly guide the Parish in providing focused ministry to all the stakeholders. Below is the stakeholder’s analysis table.

<b>Stakeholder</b>	<b>Stakeholders expectations</b>	<b>Church expectations</b>
Staff	Fairness and good working environment.	Honesty, commitment, hard work and continued training to acquire skills.
Worshippers	Spiritual nourishment, recognition, support and education.	Commitment, abiding by the church governance, offer their specialized skills for service of the church.
Church Groups	Support, guidance, education, empowerment of their leaders.	Performance, active and supportive to the church.
Other churches	Recognition, co-existence.	Recognition, co-existence.
Neighbors	Love, care, involvement and cooperation.	Good neighborliness, cooperation and partnership.
Government	To propagate Govt. policies. Appreciation and cooperation.	Good services, Security, medical services, Civic Education.

## **2.5 EXTERNAL ENVIRONMENT ANALYSIS**

This analysis was concerned with assessment of opportunities and threats which have to impact the Church either positively or negatively. The analysis of the external environment of the Church focused on migration, source of funding, the political, economic, social-cultural and Technological Environment.

## **2.6 PESTLE ANALYSIS**

Political, Economic, Social, Technological, Legal and Environmental analysis was conducted to determine how the Church would relate with the current realities in all the six areas.

Our church is impacted by the external developments that are analyzed below:

<b>Political</b>	<b>Economic</b>
a) Freedom of worship is granted by the constitution of Kenya 2010.- worshippers join our church through free will.  b) Change in government policies arising from abuse of freedom of worship.	a) Variations in cost of living.  b) Unemployment.  c) Migration of members due to more employment opportunities at county levels.

<ul style="list-style-type: none"> <li>c) Change in government leadership affects church unity.</li> <li>d) Political instability disrupts church stability.</li> <li>e) Democratisation that has benevolent dictatorship.</li> <li>f) Empowerment of all people with interest in the church.</li> <li>g) Public demand for transparency &amp; accountability.</li> </ul>	<ul style="list-style-type: none"> <li>d) Increasing societal gaps.</li> <li>e) Frequent movement of members as they seek new homes outside the parish.</li> <li>f) Corruption.</li> </ul>
<b>Social cultural</b>	<b>Technological</b>
<ul style="list-style-type: none"> <li>a) Church dominated by one ethnic community.</li> <li>b) Evolvement of high rise buildings.</li> <li>c) (environment)</li> <li>d) Losing the youth to illegal sects, cults.</li> <li>e) Losing members to mushrooming Churches.</li> <li>f) Easy access to alcohol, drugs and prone to substance abuse.</li> <li>g) Effects of HIV/AIDs and other lifestyle diseases.</li> <li>h) Orphans, vulnerable groups, the aged.</li> <li>i) Generational gaps.</li> <li>j) Decreasing cultural values and virtues.</li> <li>k) Fluid attitude of people about faith.</li> <li>l) There is need for benevolent dictatorship in churches</li> </ul>	<ul style="list-style-type: none"> <li>a) Fibre optic cable, Digital TV, Televangelism, Audio/visual presentations.</li> <li>b) Increased abuse of technology (social media &amp; internet)</li> <li>c) Immorality picked up from the internet and social media.</li> <li>d) Negative impact created by mobile phones (cheating, theft)</li> <li>e) Improved communication and network (mobile-phone/internet/screening presentations)</li> </ul>

m) Suspicious relations between religions.	
<b>Legal</b>	<b>Environmental</b>
<ul style="list-style-type: none"> <li>a) Legislation restricting freedom of worship, noise levels, constitutional review debate.</li> <li>b) Statutory environmental requirements.</li> <li>c) Legalizing things unacceptable by the Church (Polygamy, abortion, same sex marriages, prostitution)</li> </ul>	<ul style="list-style-type: none"> <li>a) Environment degradation (Destruction of forest)</li> <li>b) Climatic change (weather can cause famine)</li> <li>c) Desertification leading to floods, water shortage and rationing of resources.</li> <li>d) Poor perception of environmental issues by average Kenyan.</li> <li>e) Landscaping requirements.</li> <li>f) Environmental safety, fire safety.</li> <li>g) Erection of communication masts is causing possible interference.</li> </ul>

## CHAPTER 3

### 3 VISION, MISSION AND CORE VALUES

Strategic planning is important to our Parish as it provides a sense of direction and outlines intended measurable goals. The perceived goals are guided by day-to-day decisions and actions while evaluating progress and changing approaches when moving forward. This chapter sets out the long-term strategic direction which is articulated by:

- A vision which defines what the church wants to achieve (i.e desired end state or result),
- A mission statement which defines why the church exists (i.e how the desired state will be pursued) and
- Core values which the church views as being of central importance.

#### 3.1 VISION

The Vision of Kasarani West Parish is;

**“To be a church that connects people to God and to each other”.**

#### 3.2 MISSION

**“Making disciples of all nations by preaching the Good News and building strong Christ Centered fellowships”.**

#### 3.3 CORE VALUES

In pursuing its Christian calling the parish will aspire to uphold: -

- i. Orderliness, decency and timeliness.
- ii. Stewardship.
- iii. Respect.
- iv. Integrity.

## CHAPTER 4

### 4 STRATEGIC OBJECTIVES

The Parish will achieve the set vision through the set objectives derived from strategic pillars (represented in the diagram below). The objectives represent the distinct areas of focus requiring actions the Parish will take during the period 2018-2023.

The following are the identified critical strategic objectives.

#### 4.1 Spiritual Growth

Spiritual growth is the process of becoming more and more like Jesus Christ. When we place our faith in Jesus, the Holy Spirit begins the process of making us more like Him, conforming us to His image. Spiritual growth as described in *2 Peter 1:3-8*

**Strategy:** The church will enhance opportunities for each church member to grow spiritually through participation in church worship, district fellowships, bible studies, serving in the church etc. This is a process that requires endurance, persistence, sacrifice and each individual church member should endeavor to be part of the process.

#### 4.2 Governance and Administration.

Provision of guidance in all church matters and the day to day running of church operations.

**Strategy:** The church will adhere to the existing code of operations (Practices and Procedures) and church policies and other guiding documents.

#### 4.3 Children Ministry

The process of teaching children of all ages about God to know Him as their creator and to worship no other but Him. *Proverbs 22:6* calls on all of us to train up children in the way they should go so that even when they are old they will not depart from it. The children in our Church School today are the future of our church.

**Strategy:** Improve the management of Children Ministry and make it more attractive to the children and the parents.

#### 4.4 Physical Development

This is planning, procuring, installing, maintaining and safeguarding of church infrastructure necessary to enhance the operations of the church.

**Strategy:** The church will identify needs, rank the needs, plan and execute.

#### 4.5 Financial Stability

The ability of the church to sustain itself.

**Strategy:** The church to sustain itself through revenue streams without exclusive dependence on members' contributions.

#### **4.6 Development and use of ICT**

It refers to technologies that provide access to information through telecommunication, such as internet, wireless networks, cell phones, TVs etc. and they do this through storage, retrieval, manipulation, and transmission etc. of church information in digital form.

**Strategy:** The church should enhance the use of ICT in all areas.

#### **4.7 Social Responsibility**

Being responsive to the needs of other non-members of the Parish.

**Strategy:** The church will be proactive in identifying the needs to be catered for utilizing the resource allocated within the year as spearheaded by the Committee on Social Responsibility for the church.

#### **4.8 Bench Marking**

Bench marking is to evaluate our church by looking at its current and past performances and comparing with other churches with best practices. This is best presented through structured reporting with statistical data showing measurable progression against set standards that are reviewed from time to time.

**Strategy:** Embrace the practice of structured reporting with statistical data showing measurable progression against set standards and always aiming to improve on previous performance.

## **CHAPTER 5**

### **5 STRATEGIC OBJECTIVES, ACTIONS AND GOALS**

#### **5.1 OPERATIONALISING THE STRATEGIC PLAN**

Conceiving and writing this Strategic Plan has been a long process which has taken the grace of God to complete. Implementing the plan is the call to action that will transform the vision to action. To ensure successful implementation, the Kirk Session Office will need to mainstream the plan in all church activities so that the goals become achievable. Intended actions will be checked against how they meet the aspirations of the plan. Group leaders and all other strategy implementers will need to be aligned with the strategy and unite the whole Parish behind strategy accomplishment. Successful strategy execution depends greatly on good internal organization and church members that own the strategy through its plan period. It will therefore be necessary to institutionalize the strategy and sustain the pace and style of its implementation from the onset to the end of the plan period.

#### **5.2 IMPLEMENTATION MATRIX**

The implementation framework, described in **Annex 1**, is a consolidated matrix containing defined columns that guide the strategy implementation. The action plan represents how our Parish will accomplish its strategic objectives. It is an outline of work plans showing a number of actions and/or changes we need to make in order to meet our strategic objectives.

Each action or change to be undertaken includes the following information:

- The actions or changes that will occur.
- Time by when the action will take place.
- Responsibility (who will be in charge of execution of the action)
- Reporting (Recording of progress)

#### **5.3 ACTIONS AND GOALS**

This section provides detailed action requirements and outcome/output expected for each objective identified during the strategy formulation process.

### 5.3.1 NURTURE SPIRITUAL GROWTH

Strategy/Objective	Activities	Outcome/Output
<b>Objective 1: Improve quality of services during church services.</b>	<p>Integrate all church ordinances in all services. Present motivating sermons.</p> <p>Introduce Church School in 1st &amp; 3rd Services.</p> <p>Utilise Faith Tower basement and church hall.</p>	Decongest 2 <sup>nd</sup> service.
<b>Objective 2: Improve members' participation in district and church worship.</b>	Set up fellowship programme to guide the fellowships.	Improved member participation.
	Set aside a single day for open district forum - speak out.	
	Give occasional leadership roles for men in district.	
	Develop and maintain a district policy.	
	Set annual budget for sports/team building.	Budget.
	Commission a sports committee.	Committee.
	Annual sports/team building twice in a year.	Bonding.
<b>Objective 3: Improve members understanding of God's word.</b>	Introduce bible study fellowship for men.	Improved men's participation in district fellowships.
	Bible study in districts, youths, and church.	Improved understanding of God's word.
<b>Objective 4: Improve time management</b>	Strictly adhere to the set timings in all church activities.	Improved efficiency.
	Record start and closing time for each meeting, fellowship and all other church activities.	
	Train leaders to coordinate during praise and worship sessions with pre-planned time limits not stretching into other sessions.	
	Observe strict time management during district fellowships. Programmers to be the designated time keepers with strict time observation.	Improved attendance during fellowships.
	Set up district fellowship programmes	

Strategy/Objective	Activities	Outcome/Output
	limited to 90 minutes with strict time management within the 90 minutes. Print a district fellowship programme as part of the district fellowship time management (as part of attendance register)	

### 5.3.2 ADMINISTRATION AND GOVERNANCE

Strategy/Objective	Activities	Outcome/Output
<b>Objective 1: To ensure adherence to Church Procedures</b>	Develop guidelines at the Parish level in line with the Practice and Procedures' manual.	Adherence to the PP.
	Conduct Training of leaders and staff.	Enhanced performance.
	Encourage congregants' participation in decision making.	
	Review of staff terms and conditions as per the Human Resource Manual.	Enhanced productivity.
	Fine tune the electronic media communication i.e emails, SMS, and social media (facebook, twitter)	Enhanced communication.
	Implement and maintain the existing Church Management Information System (CMIS)	Improved data and information management.
	Implement staff appraisal system.	Enhanced staff performance?
	Conduct Annual staff appraisal.	Accomplishment of set targets.
	Nominate an editorial team of two to edit church publications.	Improved quality of publications.

### 5.3.3 CHILDREN MINISTRY

Strategy/Objective	Activities	Outcome/Output
<b>Objective 1: Improve the management of Children Ministry and make it more attractive to the children and the parents.</b>	Engage a qualified ECD teacher to manage the Church School on full time basis.	Effective coordination.
	Set up a training curriculum for Church School teachers.	Training curriculum.
	Train the existing teachers as per developed curriculum.	Improved lesson delivery.
	Conduct training for the newly enrolled teachers.	
	Enroll more volunteers as teachers.	Adequate number of teachers.
<b>Objective 2: Embrace ICT in Children Ministry</b>	Equip the teachers with ICT skills.	Improved lesson delivery by use of technology.
	Use of ICT in teaching.	Diverse teaching techniques and content.
	Create and maintain electronic database on: Children, Teachers, Books and Equipment.	Accurate and reliable electronic database.
<b>Objective 3: Provide equipment and materials for the Children Ministry</b>	Make and implement a schedule for equipment required annually.	Timely delivery.
	Make an annual budget for the equipment and training materials.	Budget.
	Procure the equipment and materials as per procurement procedures.	Better equipped classes.
<b>Objective 4: Vocational Church school activities</b>	Make a schedule for vocational activities.	Improved interest and high retention rate of children in the church.
	Organise biannual forums to promote children talents.	
	Make an annual budget for vocational activities.	Better planning.

Strategy/Objective	Activities	Outcome/Output
<b>Objective 5: Mentorship by PCMF and Woman's Guild members</b>	Enroll more men to volunteer in teaching the Sunday School.	Bridging the generational gap and knowledge impartation.
	Involve children in serving in church (e.g. every Sunday on class basis children make a presentation during the services)	Children participation.
<b>Objective 6: Monitor growth and sustainability</b>	Develop an evaluation criterion for the Children Ministry.	Improved performance.
	Maintain Monthly reports as per report template.	Accurate and consistent information.

#### 5.3.4 PHYSICAL DEVELOPMENT

Strategy/Objective	Activities	Outcome/Output
<b>Objective 1: To Enhance security in the church</b>	Secure the server room and the screen control room with metal grills to deter burglary.	Enhanced security.
	Secure the server room, control room and the church with an elaborate alarm system.	
	Install CCTV camera to cover the entire church.	
	Install electric fence on the church perimeter wall.	
<b>Objective 2: Develop existing plots (in a prioritized manner) with the aim of improving income generation for the Parish.</b>	Create development outlines for the existing idle plots Plot 1: Lettable residential flats. Plot 2: Lettable maisonette with a minimum of 3 units. Plot 3: New Church. 2 other plots in Ruiru: - Track their status.	Completed development plans for plot 1,2 and plot 3.  Complete lettable buildings

Strategy/Objective	Activities	Outcome/Output
	Construction of rental houses in plot No. 1 (Ref. SP 2013-17) Construction of a lettable maisonette with 3 separate units in plot No. 2 (Ref. SP 2013-17)  Construction of a lettable maisonette with 3 separate units in plot No. 2 (Ref. SP 2013-17)	Diversified source of income
	Develop a health center.	
<b>Objective 3: To enhance service delivery and reach to communities in remote parts of the parish</b>	Buy a plot for Ngumba Estate.	Foundation of a new congregation.
	Construct a fully equipped nursing room for mothers.	Operational nursing room.
	Buy a motorbike for running Parish activities.	Parish motorbike available.
	Buy handy off-road vehicle for the Minister's use during Church missions.	Parish motor vehicle.

### 5.3.5 FINANCIAL STABILITY

Strategy/Objective	Activities	Outcome/Output
<b>Objective 1: Ensure efficient utilization of resources</b>	Charge fees for overnight parking for church members.	Diversified source of income.
	Charge a fee for private usage of church premises.	
<b>Objective 2: The church to sustain itself through revenue streams without exclusive dependence on members contributions</b>	Collect rental proceeds from all lettable premises.	

Strategy/Objective	Activities	Outcome/Output
	Collect medical fees from the clinic.	

### 5.3.6 ICT INTEGRATION

Strategy/Objective	Activities	Outcome/Output
<b>Objective 1: Enhance the use of ICT in all areas</b>	Appointing and commissioning ICT Committee mandated to spear head all matters related to ICT.	Better planning and adoption of ICT in the church.
	Commence utilization of the Church Management Information System (CMIS) already installed in the server.	Information management.
	Hire an ICT Admin responsible for CMIS, Screens, Server, Network, Cameras, -all ICT related infrastructure.	Coordinated delivery of ICT services.
	Make use of apps for members to join forums, groups, send reminders, church activities etc. This can be done & made available as free apps.	Effective communication.
	Installation and commissioning of screen systems.	Improved church service.
	Commence sending of bulk SMS messages from the CMIS.	Synchronized services.
	Procure medium capacity multi-function printer and the computer.	Centralized, shared printing/copying/scanning services.
	Engage the youth in offering skills for the screens' operation.	Improved service delivery.
	Sensitization of members on how to use technology resources in church.	Technology adoption.

### 5.3.7 SOCIAL RESPONSIBILITY

Strategy/Objective	Activities	Outcome/Output
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<b>Objective 1: Ensure implementation of Social Responsibility (CSR)</b>	Develop guidelines for social responsibility.	Guidelines for implementation.
	Plan for annual CSR activities.	Activity plan.
	Make annual budget for CSR activities.	Annual budget in place.
	Raise funds and contributions in kind for the budget.	Funds availability.
<b>Objective 2: Monitor Impact and sustainability.</b>	Develop evaluation criteria for the CSR activities.	Evaluation Criteria in place.
	Maintain Monthly reports as per report template.	Monthly reports in place.

### 5.3.8 BENCH MARKING

<b>Strategy/Objective</b>	<b>Activities</b>	<b>Outcome/Output</b>
<b>Objective 1: Maintain church records in a secure library</b>	Set up a document library in the office with a catalogue of all documents.	A physical library in place.
	Set up an electronic library based in the church server to conserve all electronic documents used by the Church. This Library to be backed by an external hard disc which will always be secured in a safe.	An Electronic library on the server.
	Commission a Secretary/Clerk to take record of all church events for the purpose of data keeping. (New and Historical)	Commissioned Secretary. Data Records.
	The Secretary/Clerk to digitize all data and ensure safe custody in both Libraries.	Accurate digitized data.
	Review performance benchmarks.	Updated performance benchmark.
	Sensitization of the whole congregation once a year on bench marking.	Awareness amongst the members.

Strategy/Objective	Activities	Outcome/Output
	Sensitize Group leaders and district members on benchmarking.	Skilled group leaders. Group leaders own the bench marking process.
	Make plans for exchange programs with other parishes within Parish groups.	Number of exchange programs undertaken.
	Provide access of the Strategic Plan to all leaders.	Group leaders own the Strategic Plan. Group execute the Strategic Plan.
	Check leaders' performance against the adherence of the Strategic Plan.	Compliance to the Strategic Plan.
	Tagging of church assets digitally and maintaining a data base.	Assets database.
	Document baseline processes and procedures that are currently in place. E.g. how to conduct a district fellowship, church events, hospitality, customer care ....	Document with standard processes and procedures.
	Conduct quarterly bench marks and training.	Bench mark reports.
	Capturing, recording and updating of data and information.	Accurate up to date electronic records.
	Recognize and appreciate the performances of the bench marks.	Bench mark awards and certificates.

## CHAPTER 6

### 6 RESOURCE PLAN

#### HUMAN RESOURCES PLAN

One of the key resources in implementing the Strategic Plan will be human resource, which is a key asset to the Parish. Human resources available will have to be harnessed and utilized properly for the effective implementation and achievement of the Plan's strategic objectives and activities. To realise this, the Parish will adopt the following human resource strategies: -

##### 6.1.1 Utilisation of Existing Human Resources

The Parish already has an existing pool of human resources who will as spearheaded by the Kirk Session Office, implement the activities in the Strategic Plan. These include the various Church Ministries, Groups and Committees, who have specific expertise and responsibilities. The majority of activities under the various Pillars will be implemented by these groups and others that are proposed.

In addition, existing formal staff of the Parish with specific Administrative responsibilities will execute their roles in areas they are responsible for. On occasion, the Parish will also avail itself of the opportunity to sub-contract special expertise when required.

##### 6.1.2 Recruitment

In a number of functional areas, qualified professionals will be recruited to create value addition in areas and Ministries whose improvement and effectiveness could benefit from professional input.

##### 6.1.3 Remuneration and Welfare

The Parish will endeavor to compensate its staff adequately to both compensate them for their service and skills, and to cater for their well-being, based on existing policies and guidelines.

#### Performance Evaluation

Employing the existing Performance Appraisal system, staff performance will be monitored and assessed to ensure achievement of performance objectives, support skills improvement and reward good performance.

##### 6.1.4 Code of Conduct

In accordance with prevailing guidelines, a staff code of conduct shall be maintained to manage conduct of staff and expected organizational behavior.

##### 6.1.5 Training

All the groups implementing the Strategic Plan as well as formal staff will need the right skills and knowledge to execute the activities during the Plan period. As such various forms of training interventions such as workshops, seminars will be implemented to update their skills.

For details of human resource requirements and deployment see Annex 2.

The Parish will require funds to finance both recurrent and capital expenditure budgets. The SPC has proposed development plans that will diversify the revenue streams for the Parish. The leadership will develop strategies to prioritize and mobilize resources aimed at meeting likely resource gaps. To establish good financial footing for the Parish, parishioners will play their part in providing resources

required to realise the proposed projects and carry out the Parish mandate. This will be achieved by maintaining fiscally sound procedures that include;

## **6..1 FINANCIAL PLAN**

### **6.2.1 Budget Management**

The Strategic Plan is a five year plan. This means that annually, the various groups will pick out strategies and activities planned (in the activity schedule) for that particular year and schedule them. This will be done through assigning tasks and responsibility to the implementers as well as budgeting. Work plans will be completed before developing the budgets. In order to implement this plan, Parish will need to carry out annual budgeting to ensure resource mobilization and determine the estimates required each year. Annual action plans will be extracted by the groups responsible for implementation. These annual operating plans will then be synchronized with the Strategic Plan deliverables. These will require the following;

Annual Parish financial plan to execute activities for every year as per Strategic Plan.

Annual Review of activities accomplished

### **6.2.2 Revenue Streams**

This plan will be financed mainly through traditional and non-traditional revenue streams as follows:

#### **a) Traditional Streams**

Tithes and Offerings

Special offerings and thanks giving.

Designated gifts.

#### **b) Non-Traditional Streams**

The key to future funding is not to rely on one stream or even one source such as church members only. Our strategy is seeking to diversify the non-traditional streams that will augment what the Church seeks to do. Such non-traditional streams are:

Fee for hiring church premises (halls)

In-kind resources and services from individuals (professional services from members) and businesses.

Investment Income (lettable buildings)

### **6.2.3 Funding Gap Management**

Occasionally funding gaps will arise for some of the projects either due to their magnitude or overlapping of capital intensity with another project. Such gaps will be addressed through innovative approaches such as interim interest free loans from members. Other methods will be:

- a) Increase congregational participation in regular financial giving and institute a fundraising event to fund the gap.
- b) Hire and retain an experienced outside financial consultant for the capital campaign and also pursue outside grants for building.
- c) Loans from financial institutions for the development of capital intensive projects such as rental houses.
- d) Loans from church members' repayable within agreed period.

## **CHAPTER 7**

### **7 PLAN MONITORING AND EVALUATION**

To effectively monitor implementation of the Church programs, projects and activities within the Strategic Plan period, participatory monitoring and evaluation approaches will be applied. The people responsible will apply both quantitative and qualitative techniques to monitor the planned performance of our Church groups and the Parish at large, while the major techniques the Church shall use in monitoring and evaluation will be variance analysis and ratio analysis.

#### **7.1 QUANTITATIVE AND QUALITATIVE EVALUATION**

Quantitative evaluation of our performance will show data in reports that are easily represented as numbers, answering questions such as “How much...?”, “How many...?”, and “How frequent ...?”.

The data will show progression, stagnation and lack of it will show weakness in data capture and recording.

Qualitative evaluation will show information that is not easily summarised in numerical (data) form. This will broadly be answering questions on the “how” and “why” through, for instance, meetings, interviews or general observations. The acquired information will help to give insight on what is happening in the Parish.

#### **7.2 VARIANCE ANALYSIS**

Group involved shall simply compare the standards given in the objectives with the actual results and any difference between the planned and actual numbers will be identified. This technique will be used for determining the cause and degree of difference between the baseline and actual performance. As a consequence, the Church shall take appropriate remedial actions.

#### **7.3 RATIO ANALYSIS**

Ratio analysis is simply concerned with evaluation of operation and financial performance such as liquidity, efficiency and solvency. Some of the ratios the Church may use include the cost per item per program. These ratios can be calculated quarterly, semi- annually and the actual results compared with the standards (targets) that were established in the objectives. The differences between targets and actual levels should be identified and further analysis carried out to identify causes of the differences. This analysis will invoke appropriate remedial action.

#### **7.4 BUDGETARY CONTROL IN THE CHURCH**

Under this monitoring and evaluation process, actual results will continually be checked against planned results and variances carefully investigated. If necessary, action plans will be changed so that they are brought in line with the budgeted results or the budget is amended to take account of new developments.

#### **7.5 CONCLUSION**

A Strategic Plan is a living, dynamic document which drives our Parish and must be integrated into every fiber of our Parish. Congregants should help in moving the Parish in the same direction, while the Church leadership bears in mind that all the best visions, missions and strategies in the world are a waste of time if they are not implemented. To be truly successful, the plan should not be allowed to gather dust on the bookshelf.

Strategic planning is about keeping the plan alive and active by ensuring the Parish knows what its end result looks like and where its milestones should be. The Parish should plan its near-term actions and evaluate its progress each quarter to assess its proximity to the set target. If off target, corrective measures should be put in place immediately.

ANNEX 1.

1. Spiritual Growth

PROPOSED ACTIVITY SCHEDULE		YEAR 2018/2023					
PCEA KASARANI WEST PARISH		YEAR '20--					
MAIN ACTIVITY	ASSIGNED RESPONSIBILITY	18	19	20	21	22	23
		<b>5.3.1: SPIRITUAL GROWTH</b>					
<b>Objective 1: Improve quality of sermons during church services.</b>							
a Integrate all church ordinances in the 1st & 3rd service	Kirk Session	[Bar from 18 to 23]					
b Introduce Church school in 1st & 3rd Service	Kirk Session	[Bar from 18 to 23]					
		[Bar at 18]					
<b>Objective 2: Improve members' participation in district and church worship.</b>							
a Annual sports/team building twice in a year							
b Set annual budget for team building	Kirk Session	[Bar at 18]					
c Commission a sports committee	Kirk Session	[Bar at 18]					
d Observe strict time management during district fellowships. Programmers to be the designated time keepers with strict time observation.	Elder/Decons/Time keeper	[Bar from 18 to 23]					
e Set up fellowship programme to guide the fellowship	Elder						
f Set a side a single day for open district forum -speakout							
g Give occasional leadership roles for men in district	District members						
h Develop and maintain a district policy	District members						
				[Bar from 20 to 22]			
<b>Objective 3: Improve members understanding of God's word.</b>							
a Introduce bible study fellowship for men	PCMF,		[Bar from 18 to 20]				
b Bible study in districts, youths, and church	District Elders/Decons	[Bar from 18 to 23]					
<b>Objective 4: Improve time management</b>							
a Stricly adhere to the set timings in all church activities	Kirk Session	[Bar from 18 to 23]					
b Set up district fellowship programmes limited to 90 minutes with strict time management within the 90 minutes.	Kirk Session	[Bar from 18 to 23]					
c Print a district fellowship programme as part of the district fellowship time management (as part of attendance register)	Kirk Session	[Bar at 18]					
d Train leaders to cordinate during praise and worship sessions with pre-planned time limits not stretchig into other sessions.	Kirk Session	[Bar at 18]	[Bar at 19]	[Bar at 20]	[Bar at 21]	[Bar at 22]	
e Record start and closing time for each meeting, fellowship and all other church activites	AllMembers	[Bar at 18]	[Bar at 19]	[Bar at 20]	[Bar at 21]	[Bar at 22]	

## 2. Administration and Governance

PROPOSED ACTIVITY SCHEDULE		YEAR 2018/2023					
PCEA KASARANI WEST PARISH							
MAIN ACTIVITY	ASSIGNED RESPONSIBILITY	YEAR '20--					
		18	19	20	21	22	23
<b>5.3:2 ADMINISTRATION AND GOVERNANCE</b>							
<b>OBJECTIVES 1: To ensure adherence to Church Procedures</b>							
a	Develop guidelines at the Parish level in line with the practice and procedures' manual	Kirk Session					
b	Conduct Training of leaders and staff	Kirk Session	■	■	■	■	■
c	Encourage cogregants participation in decision making	Kirk Session					
d	Review of staff terms and conditions as per the Human Resource Manual	Kirk Session	■	■	■	■	■
e	Fine tune the electronic media communication i.e emails, SMS, and social media (facebook, twitter)	ICT	■	■	■	■	■
f	Implement and maintain the existing Church Management Information System (CMIS)	Kirk Session	■	■	■	■	■
g	Review the staff appraisal system	Kirk Session Office					
h	Conduct Annual staff appraisal	Kirk Session Office					
i	Nominate an editorial team of two to edit church publications	Kirk Session	■	■	■	■	■

### 3. Children Ministry

PROPOSED ACTIVITY SCHEDULE		YEAR 2018/2023					
PCEA KASARANI WEST PARISH							
MAIN ACTIVITY	ASSIGNED RESPONSIBILITY	YEAR '20--					
		18	19	20	21	22	23
<b>5.3.3 CHILDREN MINISTRY</b>							
<b>Objective 1: Improve the management of Children Ministry and make it more attractive to the children and the parents.</b>							
a	Engage a qualified ECD teacher to manage the Church School on full time basis.						
	Kirk Session						
b	Set up a training curriculum for Church school teachers						
	Coordinator						
c	Train the existing teachers as per developed curriculum						
	Coordinator						
d	Enroll more volunteers as teachers; include training for the teachers.						
	Coordinator						
e	Conduct training for the newly enrolled teachers						
	Coordinator						
<b>Objective 2: Embrace ICT in Children Ministry</b>							
	Coordinator						
a	Equip the teachers with ICT skills						
	Coordinator						
b	Use of ICT in teaching .						
	Coordinator						
c	Create and maintain electronic data base on; Children Teachers Books and equipment						
	Coordinator						
<b>Objective 3: Provide Equipment and materials for the Children Ministry</b>							
	Coordinator						
a	Make and implement a schedule for equipment required annually						
	Coordinator						
b	Make an annual budget for the equipment						
	Coordinator						
c	Make an annual budget for training materials						
	Coordinator						
d	Procure the equipment and materials as per procurement procedures.						
	Coordinator						
<b>Objective 4; Vocational Church school activities</b>							
	Coordinator						
a	Make a schedule for vocational activities						
	Coordinator						
b	Make an annual budget for vocational activities						
	Coordinator						
c	Organise biannual forums to promote children talents.						
	Coordinator						
<b>Ojective 5: Mentorship by PCMF and Womans Guild members</b>							
	Coordinator/PCMF						
a	Enroll more men to volunteer in teaching the Sunday school						
	Coordinator/PCMF						
b	Involve children in serving in church (e.g. every Sunday on class basis children make a presentation during the services)						
	Coordinator/PCMF						
<b>Objective 6: Monitor growth and sustainability</b>							
	Coordinator						
a	Develop an evaluation criteria for the Children Ministry						
	Coordinator						
b	Maintain Monthly reports as per report template.						
	Coordinator						

#### 4. Physical development

PROPOSED ACTIVITY SCHEDULE		YEAR 2018/2023					
PCEA KASARANI WEST PARISH		YEAR '20--					
MAIN ACTIVITY	ASSIGNED RESPONSIBILITY	18	19	20	21	22	23
		<b>5.3.4: PHYSICAL DEVELOPMENT</b>					
<b>Objective 1: To Enhance security in the church</b>							
a	Secure the server room and the screen control room with metal grills to deter baglury	Dev. Comm	■				
b	Secure the server room, control room and the church with an elaborate alarm system.	Dev. Comm	■				
c	Install CCTV camera to cover the entire church.	Dev. Comm	■				
d	Install electric fence on the church perimeter wall.	Dev. Comm	■				
<b>Objective 2: Develop existing plots (in a prioritized manner) with the aim of improving income generation for the Parish.</b>							
a	Create development outlines for the existing idle plots						
b	Plot 1: Lettable residential flats.	Dev. Comm/PIC					
c	Plot 2: Lettable massiotte with a minimum of 3 units.	Dev. Comm/PIC			■	■	
	Plot 3.	Dev. Comm					
d	Contruction of rental houses in plot No. 1 (Ref. SP 2013-17)	Dev. Comm/PIC,		■	■		
e	Contruction of a lettable massioneete with 3 separate units in plot No. 2 (Ref. SP 2013-17)	Dev.Comm/ PIC				■	■
f	Develop a health centre.	Kirk Session				■	■
<b>Objective 3: To enhance service delivery and reach to communities in remote parts of the parish</b>							
a	Buy a plot for Ngumba Estate Church.	Kirk Session	■				
b	Construct a fully equipped nursing room for mothers.	CBM	■	■			
c	Buy a motorbike for running Parish.	CBM		■			
d	Buy handy off-road vehicle for the Minister's use during Church missions.	Kirk Session					■

**5. Financial Stability**

PROPOSED ACTIVITY SCHEDULE			YEAR 2018/2023					
PCEA KASARANI WEST PARISH								
MAIN ACTIVITY	ASSIGNED RESPONSIBILITY	YEAR '20--						
		18	19	20	21	22	23	
<b>5.3.5: ENHANCE FINANCIAL STABILITY</b>								
<b>Objective 1: Ensure efficient utilization of resources</b>								
a	Charge fees for overnight parking for church members.	CBM						
b	Charge a fee for private usage of church premises.	CBM						
<b>Objective 2: The church to sustain itself through revenue streams without exclusive dependence on members contributions</b>								
a	Collect medical fees from the clinic.	Kirk Session						
b	Collect rental proceeds from all lettable premises.	Kirk Session						

## 6. ICT

PROPOSED ACTIVITY SCHEDULE		YEAR 2018/2023					
PCEA KASARANI WEST PARISH							
MAIN ACTIVITY	ASSIGNED RESPONSIBILITY	YEAR '20--					
		18	19	20	21	22	23
<b>5.3.6: ICT INTEGRATION</b>							
<b>Objective 1: The church should enhance the use of ICT in all areas.</b>							
a	Appointing and commissioning ICT committee mandated to spear head all matters related to ICT.	Kirk Session					
b	Commence utilisation of the church management information system (CMIS) already installed in the server	Kirk Session					
c	Hire an ICT admin responsible for CMIS, Screens, Server, Network, Cameras, -all ICT related infrastructure	Kirk Session					
d	Installation and commissioning of screen systems	CMB					
e	Commence sending of buk SMS messages from the CMIS	CBM/ICT					
f	Procure medium capacity multi-fuction printer and the computer	Kirk Session					
g	Engange the youth in offering skills for the screens operation.	ICT					
h	Sensitisation of members on how to use technology resources in church.	ICT					
i	Make use of apps for members to join forums, groups, send reminders , church activities etc. This can be done & made available as free apps.	ICT					

## 7. Church Social Responsibility

PROPOSED ACTIVITY SCHEDULE		YEAR 2018/2023					
PCEA KASARANI WEST PARISH							
MAIN ACTIVITY	ASSIGNED RESPONSIBILITY	YEAR '20--					
		18	19	20	21	22	23
<b>5.3.7: CHURCH SOCIAL RESPONSIBILITY (CSR)</b>							
<b>Objective 1: Ensure implementation of Church Social Responsibility (CSR)</b>							
a	Develop guideline for social responsibility	CSR Committee					
b	Plan for annual CSR activities	CSR Committee					
c	Make annual budget for CSR activities	CSR Committee					
d	Raise funds and contributions in kind for the budget	CSR Committee					
e	<b>Objective 2: Monitor Impacts and sustainability</b>	CSR Committee					
f	Develop an evaluation criteria for the CSR activities	CSR Committee					
g	Maintain Monthly reports as per report template.	CSR Committee					

## 8. Bench Marking

PROPOSED ACTIVITY SCHEDULE		YEAR 2018/2023				
PCEA KASARANI WEST PARISH						
MAIN ACTIVITY	ASSIGNED RESPONSIBILITY	YEAR '20--				
		18	19	20	21	22
<b>5.3.8: BENCH MARKING</b>						
<b>Objective 1: Maintain church records in a secure library</b>						
a	Set up a document library in the office with a catalogue of all documents.					
b	Set up an electronic library based in the church server to conserve all electronic documents used by the church. This library to be backed by an external hard disc which will always be secured in the safe.					
c	Commission a secretary/Clerk to take record of all church events for the purpose of data keeping (New & Historical)					
d	The secretary/Clerk to digitise all data and ensure safe custody in both Libraries					
e	Review performance benchmarks					
f	Sensitisation of the whole congregation once a year in bench marking					
g	Make plans for exchange programs with other parishes within Parish groups					
h	Sensitise Group leaders and district members on benchmarking.					
i	Provide access of the strategic plan to all leaders					
j	Check leaders performance against the adherence of the strategic plan					
k	Tagging of church assets digitally and maintaining a data base					
l	Document baseline processes and procedures that are currently in place. E. G the how to conduct a district fellowship, church events, hospitality, customer care ....					
m	Conduct quarterly bench marks and trainings					
n	Capturing, recording and updating of data and information					
o	Recognise and appreciate the performances of the bench marks.-Certificates					

ANNEX 2

**Our Church Our Strategy 2018-2023**

Human Resource Implications/Requirements

Serial	Pillar	Number of HR	HR Type	Source/Group	Remarks
1.	Spiritual Growth	1	Reverend		In place
		1	Evangelist		In place
		21	Elders		In place
		105	Deacons	Members	In place
			Leaders	Evangelism	In place
				PCMF	In place
				Woman's Guild	In place
				Youth	In place
				JPRC	
				Christian Education	In place
				Choir	In place
			Children Ministry	In place	
		1	Music Director	Choir	To be hired
			Gospel Groups & Singers	Members; Visiting	In place
	Ushers	Members	In place		
	Leader	Sports Committee	Commission		
	Preachers	Various, Visiting	As required		
	1	TEE Coordinator	Members	In place	
2.	Children Ministry	1	ECD Specialist/ Coordinator	Labour Market	Recruit
		50	Church School Teachers	Members	In place/Recruit more volunteers
			Brigade Teachers	Members	In place
3.	Physical Development	3		Development Committee	In place
4.	Financial Stability			Finance Committee	In place
				Procurement Committee	
				Groups' Treasurers?	
		22		District Treasurers	In place
5.	Dev & Use of ICT	4	Leaders	ICT Committee Youth members	In place
		1	ICT Admin.	Labour Market	Recruit

6.	Social Responsibility		Leaders	CCSR Committee	In place
7.	Bench marking			Benchmarking Team?	
8.	Governance & Administration		Kirk Session Kirk Session Office (Church Minister, Kirk Session Clerk, Registrar, Treasurer, Finance Chairperson) CBM Chairperson	CBM  Parish Groups (Health Board, Justice Peace & Reconciliation, Christian Education)	In place
			Evangelist		In place
			Secretary		In place
			Accountant (with ICT background)		Recruit
			Secretary (Events Recorder)		Appoint
			Caretaker		In place
			Sub Committee Leaders	Procurement committee	In place
		5	Strategic Plan Implementation	SP Implementation Committee - Members	Commission

#### Training Strategy.

The purpose of the training strategy is to help the Parish achieve its objectives by ensuring that members are working together for the same goals as set in the strategic plan.

Training Programmes will be in form of various workshops and seminars for the above Church Groups, Committees and Personnel to acquaint the HR in the above table with performance skills.