ACK CHRIST THE KING PARISH

STRATEGIC PLAN

2020 - 2025

INTRODUCTION

Christ the King Church is an Anglican church within Christ The King Parish of Kitengela Archdeaconry in Kajiado Diocese.

It is the only church in the parish, located in the Kiangombe area of Kitengela. This is one of the most densely populated low-income districts of Kitengela town.

The church was started as an offspring of St Stephen Noonkopir church, in a rented room at Sixers area of Kitengela, in April 1999, with a congregation of less than 10 worshipers.

In the year 2001 the church acquired the plot, part of which it is currently situated, and put up a mabati (Iron sheet) structure.

The congregation increased to 250 by the year 2008. Christ the King Church then became a fully-fledged parish in 2010.

In 2012, the church began construction of its current building, which was consecrated by His Lordship, Bishop Gadiel Lenini, on 9th April 2017.

Currently, the church has a congregation of approximately 600 worshippers, with a Sunday school contingent of 300, which increases to approximately 400 children during the school holidays.(teens, youth)

This strategic plan is thus set within the context of the Kajiado Diocese, Kitengela Archdeaconry, and Christ the King Parish operating environment.

This is the first formal strategic plan for Christ the King Church. It seeks to spell out the strategic direction of the Church for the period 2020 to 2025.

In doing so, the Church takes cognizance of the ever changing needs of the contemporary Christian living within the context of a highly dynamic urban environment.

VISION & MISSION

VISION

To seek and bring people to Christ

MISSION

To make Disciples of Christ through gospel outreach, Christian love and brotherly support

VALUES

✓ Integrity in relationships

✓ **Godly love**

✓ **Christian faith**

✓ **Holistic ministry**

✓ **Christian discipline**

✓ **Respect for diversity**

✓ **Respect to the leadership chain**

✓ **Transparency in operations**

✓ **Decency of the person**

✓ **Community support**

✓ **Reciprocal Feedback**

SWOT ANALYSIS

STRENGTHS

✓ Established systems and structures of the Anglican Church such as:

- Welfare programme

- Block fellowship

- Weddings, baptism, confirmation, discipleship, bible study ministries

- Mission and pastoral programmes

- Structured schools outreach programmes

- Vibrant services including choir, praise and worship

✓ **Financial accountability, integrity**

✓ **Supportive/respectable congregation**

✓ **Well established PCC**

✓ **Central location of the church and dense population around the church**

✓ Establishment of a **community focused Primary school**

✓ **Strong development vision**

✓ **Open communication channels**

WEAKNESSES

✓ Frequent transfers of clergy before they implement their manifesto

✓ Lack of written guidelines or policies on the management or running the church

✓ Weak leadership of various church groups, such as MU, KAMA to their members.

✓ Lack of income generating project for the church

✓ Poor transition mechanism from Sunday school to brigade to teens to youth and to adulthood

✓ Weak nurturing of active congregants into full ministry

✓ **Inappropriate level of technology**

✓ **Inadequate parish staff**

✓ **Inadequate facilities such as:**

- **Church hall**

- **Offices**

- **boardroom**

✓ **Inadequate/un strategic signage**

✓ **Lack of written guidelines and policies such as:**

- **Church planting policy**

- **Mission and pastoral**

- **Welfare**

OPPORTUNITIES

✓ Cosmopolitan location of the church

✓ Existence of already established school

✓ Densely populated environment

✓ Prevalence of non-structured churches.

✓ Availability of extra plot for expansion

✓ Expansive geographical coverage

THREATS

✓ **Spread of other religions**

✓ **Disharmony among congregants**

✓ **Competing financial needs for many church activities**

✓ **Poor infrastructure**

✓ **Inadequate land**

C T K STRATEGIC PLAN

1.STRATEGIC ANALYSIS

Key Strategic Issues Affecting C TK

Strategic issues arethe fundamental challenges facing the church in terms of its vision, mission and service delivery to the community. It is imperative that such strategic issues be dealt with expeditiously, efficiently and effectively toenhance growthofthe Christ The King church.

Arisingfromareview ofthe situational analysis, the following strategic issues havebeen identified:

- Lack of policy guidelines
- Ineffective church managementstructure
- Inadequate financial resources
- Inefficient/ inadequate communication mechanisms andsystems
- Poornurturingofyoung,youthandyouthfulmembersofthechurch
- Inadequate physicalfacilities
- Poorfollow-up, accommodationandinclusionofnewmembers
- Competition by otherdenominations
- Poor adoption of technology in servicedelivery
- Poor cohesiveness amongcongregants

Goals of C TK

Inordertodeal with the strategic issues indicated above, the following goals shouldbepursued inthecurrent five (5)year plan period.

- To promote spiritual growthof the community

- To havedocumentedpolicies andprocedureforchurch operationsandactivities

- To streamline andimprovethe managementstructuresof church groups andorgans

- To increase the revenue of thechurch

- To increase the physical facilities ofthe church to accommodate its growthtrajectory

- To improve on the quality of services, programs and customer careprovided

- To promoteprudential managementofchurchfinances and otherresources

- To leverage on I C Tforgreater impact

- To develop effective collaborative networks

- To enhance community supportinitiatives
- To enhance inclusivity in churchactivities

Objectives and Strategies for The Goals

Arising from the goals of C T K identified above, appropriateobjectives and strategies should be pursued as indicated inthe following tables.

Goal 1: To promotespiritual growthofthe community

	Objective	strategy
1	Strengthen the familyinstitution	1.Develop and implement comprehensive marriage and familyprograms 2. Organise regular,structured marriage enrichment programs 3.Institute intensive premarital counselling programs 4..Design andimplement comprehensive programs for widowers, widows, orphans, senior singles and other groups with specialneeds 5..Design and implementa comprehensive parenting, teaching and trainingprograms 6.Develop a robust programfor singles 3.Provide facilities e.g. crèches for newparents
2	Raise Godfearing generation ofchildren andteens	1..Benchmarkwith international best practice in children ministry 2.Conduct an regular children's outreach and discipleship programs 3.Modernizeandincrease capacityof SundaySchool facilities 4.Engage the youth and teens in regular pulpit ministry and leadership development

		6.Reach out to anddisciple children with specialneeds
		7.Partner with parents and guardians as key stakeholders in raising God-fearingchildren
	Attract, retain and equip schoolleavers 1.Benchmark withinternational best practice in youthministry	
		2.Engage with parents and guardians as key stakeholders for support, guidance and formation
		3.Pursue strategic partnerships with like-mindedorganizations
		4.Maximize the use of digital platforms for outreach and discipleship
		5.Modernize the youth and teens sanctuaries
		6.Engage teens/youth in regular ministry andrelevant leadership and decision-making processes
		7.Develop and implement a comprehensive mentoring programme
4	Discipleship, fellowship and pastoralcare	
		1.Develop a comprehensive mechanism to increase member' participation in various groups/organs ofCTK.
		2.Entrench and nurture holistic stewardship among CTK members.
		3.Empowerfellowshipsasa platformfordiscipleshipand pastoralcare
		4.Structureandstrengthen discipleshipandbiblestudy classes
		5.Structure and ensure consistency in theschools ministry

5	Mission, outreach and churchplanting ministries	1.Enhance CTK's outreach programs and develop a follow up mechanism forconverts
		2.Embrace partnerships with like-minded churches and organizations in running outreachinitiatives.
		3.Provide opportunities for members to give towards Missions and Outreach initiatives
		4.Focus and enhance CTK outreach to unreached parts of the community
6	Social action	1.Develop and implement a timely and efficient mechanism in responding to natural disasters
		2.Proactively identify social needs for CTK members and respondappropriately
		3.Mobilise resources (Human and Financials) towards initiating and running welfare programs

Goal 2: To have documented policiesandprocedures

	Objective	strategy
1	Establish C T Kpolicies	1 seek for feedbackfrom congregants 2 benchmark withother churchpolicies 3 brainstorm withrelevant professionals
2	Develop C T K policy and proceduresmanuals	1. Commision writing workshop 2. Organise for editorial work 3. Forward for approval by appropriate churchorgans
3	Disseminate the policy and proceduresmanuals	1. Hold stakeholder workshop 2. Present to church congregation 3. Implement the policies

Goal 3: To streamline andimprove management structuresof church groups and organs

	Objective	
1	Classify church groups andorgans	1. Identify theconstitutional organs of thechurch 2. Identify thenecessary groups for growth of the church 3. Identify the roles ofeach church group andorgan.
2	Determine appropriate management structureof each group andorgan	1. Determine theoffices necessary foreach group/organ 2. Document the roles ofeach office (term soreference)
3.	Establish the management of thegroups/organs	1. Set desired qualities/skills of officeholders 2. Determine appointment/selection method for office holders 3. Vet likely candidates foreach of theoffices select/appoint/elect office bearers 4. Install officebearers 5. Establish reporting mechanisms

Goal 4: To increase revenue of C T K

	objective	strategy
1	Identify viable revenuestreams	1. Classify existing and other possible revenuestreams 2. Evaluate the revenue streams 3. Choose viablestreams

2	Develop the revenue streams	1. Design approaches toeach stream 2. Assign responsibility for development ofstream 3. Set streamtargets
3	Manage revenue streamsprofitably	1. Sensitize target audience 2. Mobilize revenue collection 3. Evaluate revenuecollection outcomes

Goal 5: To promote prudential management of church finances and other

	objective	strategy
1	Establish accounting and record keepingoffice	1. Acquire services ofqualified book/record-keeper 2. Set minimum competency requirements for church treasurer 3. Publish roles/responsibilities ofeach office
2	Establish effective accounting and recordkeeping system	1. Institute adocumented cash management systemfor the church 2. Adopt the accounting method to beused 3. Generate the accounting records to bemaintained 4. Develop arecords management system

Goal 7: To increase the physical facilities of the church to accommodate itsgrowthtrajectory

	objective	strategy
1	Optimally develop plot1	1. Complete development of structure on moderntoilet block 2. Get authority todevelop block above existing classrooms 3. Construct the fourfloors above the existing structure
2	Optimally develop plot2	1. Complete payment forthe plot 2. Identify alternative income generating developments for the plot 3. Evaluate and select the most sustainably profitable alternative 4. Source for financing forthe development 5. Undertake the construction
3	Acquire other plots fordevelopment	1. Identify areas forchurchoutreach expansion 2. Identify appropriateplots in the areas tobuy 3. Engage in the purchaseof the plot 4. Harness worshippersfor the area

Goal 8: To improve the quality of services, programs and customercare provided

7	objective	strategy
1	Classify church members according totheir demographic characteristics	1. Identify the various groups of church community of CT K 2. Determine the spiritual needs and circumstances of the groups 3. Determine the appropriate delivery approaches for each of the groups
2	Develop appropriate serviceprograms	1. Evaluate currentservice programs

		2. Match current service programs withidentified church community needs 3. Align service programsto church community needs
3	Provide customer care tocongregants	1. Develop structured approach toreceiving, assimilating andretaining new congregants 2. Develop approaches forthe constant recognition and reward ofcongregants 3. Develop bonding activities for thecongregants

Goal 9: to leverage onI C Tfor greaterimpact

8	objective	strategy
1	Identify appropriate I C T systems to adopt	1. Classifycommunication needs of C TK 2. Evaluate alternative I CT systems 3. Benchmark withother similar churches 4. Select appropriate systems
2	Implement appropriate I C Tsystems	1. Develop I C Tmanagement capacity in thechurch 2. Source for thesystems 3. Install the systems

Goal 10: To develop effective collaborative networks

	objective	strategy
1	Identify stakeholders forcollaboration	1. Classify churchstakeholders 2. Determne collaborative requirements of thechurch 3. Match requirements with stakeholder characteristics and makechoice
2	Establish collaboration	1. Set terms ofcollaboration 2. Entrench collaboration 3. Evaluate relevance

Goal 11: To enhance community supportinitiatives

	objective	strategy
1	Assesssupportableneeds ofcommunity around C T K	1. Evaluate currentsupport initiatives 2. Identify gaps in thesupport initiatives 3. Design ways ofbridging supportinitiatives

Goal 12:To enhance inclusivity in church activities

	objective	strategy
1	Determine composition of churchmembership	1 Determine level ofdiversity inchurch 2. Develop databankof talents/skills/professions of church members
2	Allocate churchroles	1. Sensitize congregation on nobility of involvement in church activities 2. Categorise roles in church 3. Match roles withavailable skills/talents/professions 4. Allocate roles while respecting diversity

IMPLEMENTATION MATRIX

GOAL 1: Promote spiritual growth of the community

OBJECTIVE 1: Strengthen the family institution

STRATEGIES	ACTIVITIES	KEYPERFOMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Develop and implement comprehensive marriage andfamily programs	1.Organise inhouse family seminars 2.Organise couples team building workshops 3.Parenting seminars 4.Youngadult fellowships and mentorship programs	Database on thenumber of families attending the seminars andworkshops Number ofsuch seminars,workshops and fellowshipsheld annually andthe feedback	Reports onthe requisite feedbacks	After every seminar/workshop/fellowship	Vicar/clergy
Institute intensive premarital counselling programs	1.Standardize curriculum for PC 2.Establish regular pastoral carebeyond the wedding	Standardized curriculum in place Documented pastoral care beyond the wedding day for atleast 3years	Healthy Christian marriages and families	As perthe curriculum	Vicar/clergy

Design and implement comprehensive programs for widowers, widows, orphans, senior singles and other groups with special needs	1.Formation of care groups and programs for visitation of widows, widowers, orphans and other groups with special need 2.Identify and recognize groups with special needs Organise seminars for the groups	1.Database on the visits and identified special needs 2.Strengthen the church welfare department to cater for special needs Pastoral care 3.Seminars on coping mechanisms	Evaluation reports	Monthly Quarterly	
Design and implement a comprehensive parenting, teaching and training programs	1. Develop and implement a parenting curriculum 2. Participate in parenting seminars 3. Institute sound biblical/discipleship teachings with the	Parenting curriculum in place and operational Number of seminars and the feedbacks Percentage of families with family alters	Organised classes following the curriculum and graduations Healthy families as a result of skills imparted	As regulated by the curriculum Annual graduations	

	aim of establishing strong familyalters				
Develop arobust program for singles	Form a singles team to engage inactive participation in ministry	Monthly fellowships	Reports	Monthly	Vicar/clergy
Provide facilities e.g. crèches for new parents	Provide a comfortable room with enoughfacility for new parents and toddlers and screens projecting the church services	Number of new mothers attending church	Monitoring reports	On going	Vicar/development

OBJECTIVE 2: Raise God fearing generation of children andteens

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTEDOUTCOME	TIMELINE	RESPONSIBILITY
Benchmark with international best practice in children ministry	1.Expose children and their leaders by facilitating them to visit leading churches that are doing wellin the children ministry 2.Expose them to international best practices through carefully chosen media channels 3. Organise frequent training of the youth leaders on emerging trends on children ministry and ensure transfer ofknowledge thereafter	Number of visitsand reports of suchvisits Reports and action plans Implementation ofkey learning take awayfrom the visits and media exposure Organised workshops	Increase inmotivation and morale Evidence inbehavior change Well managed,vibrant and growing children ministry Consistency in the children ministrypractice	Ongoing Quarterly Bi anually	Vicar/clergy/mission
Conduct regular children's outreach and discipleship programs	1.Develop and implement standard comprehensive internal outreach programs and kitsfor the youth 2.Develop and implement a discipleship curriculum	Competent, committed and motivated team Discipleship training with clear goals andobjectives	Vibrancy in properly planned outreach with clear reports Documented curriculum and transition plans Reports and statistics	Bi annually Annually	Vicar/clergy/missiom

				Annually	
	3.Partner with likeminded youth groups onoutreach exchanges	Focused and clearly planned youth exchanges		Annually	
Modernizeand increase capacity of Sunday School facilities	1.Build modern classrooms andequip with state of theart facility	Modernspacious classrooms with technology equipment in the classrooms	Use of modernmethods to teach andentertain the children	2020	Vicar/Sunday school department
	2.Increase the number of classrooms and recruit more teachers to conform to optimal teacher/learner ratio and arrange for regular teacher capacity building	Classes clustered into appropriate age groupsand numbers Enough trainedand motivated teachers	Closer and moreeffective discipleship of the children in age appropriate clustersby well trained and motivated teachers	2020	
	3.Establish achildren library	A well-equipped functioning library	Access to resources for both children, teachers and parents	2020	
	4.Invest in modern teaching/learning aids	Up to date teachingaids	Enriched learner experience	2020	
	5.Formulate and implement age friendly Sundayschool curriculum	Documented curriculum with transition plans	Impact assessable and clear transitions	Annually	

Engage the youth and teens in regular pulpit ministry and leadership development	1.Identify and develop gifts talents 2.Engage the identified gifts and talents into ministry	Regular engagement of the identified gifts and talents in the church Encourage and facilitate development of the identified talents/gifts	Emergence of a team of teens and youth with talents and gifts being used in church	Monthly	Vicar/clergy/youth dept
Reach out to and disciple children with special needs	1.Identify children with special needs in the congregation 2.Identify adults with skills in dealing with cases of special needs 3.Form a support group	Special attention and ministry to children with special needs Use of such skills to help and encourage ministry to this group Regular meetings/fellowship and seminars	Well established special needs ministry	Monthly	Vicar/clergy/youth dept
Partner with parents and guardians as key stakeholders in raising God-fearing children	1.Train parents to prioritise their relationship with their children as a means of Christian discipleship 2.Incorporate the family alter as a key element of CTK discipleship models	Tailor made trainings to meet needs of parents in different age clusters Families regularly praying together	Increased involvement of parents/guardians in discipleship process of the children Stronger Christian - disciplined families	2020	Vicar/clergy/youth dept

OBECTIVE 3: Attract, retain and equip school leavers

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Benchmark with local and international best practice inyouth ministry	1.Identifylike-minded churches/organisations 2.Develop partnership proposals 3.Participate in joint activities suchas conventions 4.Organisemeetings with them to plan, monitor andevaluate	The level of engagement with the identified partners Accomplished targets Having a pool of passionate and equipped youthin the ministry Planning meetings with deliverables	Active partnership projects Progress,achievements, challenges and know how to counterthem Efficient and effective ministry to the youth. Shared responsibility, harmony Progressreports	2020 2020 2020 2020	Vicar/clergy/youth dept
Engage with parents and guardians askey stakeholders for support, guidance and formation	Parents andyouth leaders/mentors meeting Teenage/Parental trainings to parents/guardians	Focused meetings and trainings More informed parents/open communication	Good rapportbetween parents/youth/mentors, leading to strong family units and enhanced spiritual formation Parents/guardians to understand different phases of teenage hood	2020	Vicar/clergy/youth dept

			and howtodeal with them		
Maximize the useof digital platforms for outreach and discipleship	Train youth on effective use ofsocial media as a tool of discipleship and out reach	Positive use ofsocial media	Number ofyouth trained	2021	Vicar/PCC/expert
Modernize the youth and teens sanctuaries	Youth andteens sanctuaries installed with modern digital equipment	Well-equipped sanctuaries	Number ofequipment installed	2021	PCC/development/youth
Engage teens/youth in regular ministry and relevant leadership and decision-making processes	Appoint andinvolve youth inchurch leadership	Participation of teens and youthin churchleadership	Number ofteens involved	2020	Vicar/clergy/PCC
	Engage youthin preaching and doctrinal classes	Youth/teens sharing the wordin the main church	Number ofteens/youth preachers	2020	
	Involve youth inchurch calendar and activities planning	Active involvement in churchactivities	Percentage of youth/teens involved	2020	
	Encourage youth/teens to maximize their potential and give them platform to showcase their talents	Full utilization of potential	Percentage andquality of involvement	2020	
Develop and implementa comprehensive mentoring programme	Identify potential mentors (bothfrom within andwithout)	Development of effective andviable mentorship programs	Growth in ministry, professionalism, character formation, familylife	2020	Vicar/mission/co-opted members

OBJECTIVE 4: Discipleship, fellowship and pastoral care

STRATEGIES	ACTIVITIES	EXPECTED OUT COMES	KEY PERFORMANCE INDICATORS	TIMELINES	RESPONSIBILITY
Develop a comprehensive mechanism toincrease member' participation in various groups/organs ofCTK	Identify talents/gifts Organise seminars and invite relevant resource persons to develop thetalents Allow opportunities for participation within blocks,in church and at variousorgans	A pool ofgroups with different talents andgifts participating in various church activities	Active participation of varied groups Documented programs of participation	2020/ continuous	Vicar/clergy/PCC
Entrench andnurture holistic stewardship among CTK members.	Preaching and teaching on stewardship	Schedule of preaching and teaching on stewardship Personal testimonies of transformed lives	Documented schedules Personal testimonies	continuous	Vicar/mission
Empower fellowships as a platformfor discipleship and pastoral care	Teach members onimportance of joining fellowships Lay down rules andregulations of operation	Regular teachings	Number ofmembers joining and participating inblock activities Documented rules and regulations	2020	Vicar/mission
Structure and strengthen discipleship and bible study classes	Develop and ensureavailability of relevant and contextualized Bible Study and Discipleshipmaterials	Materials available	Quarterly reports	Quarterly progressreports Certificate awards	Vicar/clergy

| | Develop and publish a curriculum for thediscipleship class a transition plan | Published curriculum

Award of certificate on completion | Progressreports

Certificates awarded | Quarterly | |
|---|---|---|---|---|---|
| Structure and ensure consistency inthe schools ministry | Develop a document guide for schools ministry

Review and enhance Pastoral and Chaplaincy support for institutions | Documented plan for schools ministry anda reporting mechanism | MonthlyReports | Monthly | Vicar/clergy |

OBJECTIVE 5: Mission, outreach and church planting ministries

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Enhance CTK's outreach programs and develop a follow up mechanism for converts	Annual door to door mission outreach week

Participation in at least 2 crusades annually

Strengthen mission department and have an appropriate budget | Participation ofat least 30% of the congregation in the mission week

Mobilization of members to activelyparticipate in crusades in targeted areas

Research and establish specific annual mission | Numerical increase in membership

Numerical increase

Participation inthe activities | Annually

Bi- annually

Bi-annually | Vicar/clergy |

		activities, work plan andbudget	Reports		
Embrace partnerships with like-minded churches and organizations in running outreach Initiatives	Identifylike-minded corporates and leverage on atleast one of their functons for an outreach programme(example, medical camps)	At least one successful outreach programme in partnership witha corporate	Enhanced visibility of CTK'spresence andnumerical increase	Annually	Vicar/clergy/mission
Provide opportunitiesfor members togive towards Missions andOutreach initiatives	Sensitize members on the work and importance of mission andprovide opportunities for giving during the mission week and beyond	At least 30%of mission budgetto be raised during the mission week	Enhanced financing formission activities	Ongoing	Vicar/clergy
Focus andenhance CTK outreach to unreached parts of the community	Plan, sensitize and fundraise forchurch planting	Documented plans for churchplanting	Beginning congregations in targeted areas	continuous	mission

OBJECTIVE 6: Social Action

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTEDOUTCOMES	TIMELINES	RESPONSIBILITY
Develop and implement a timely and efficient mechanismin	Identify and train a team ofemergency response	Skilled emergency response team	Trained andtested team,necessary emergency kitin place	2020	

responding to natural disasters	Organise drills to prepare members on how to respond to emergencies	At least one drill per year	Increased awareness amongst members Increased level of preparedness	Annually	Vicar/PCC
	Allocate a budget for emergency response	Approved budgetary allocation	Available kitty for initial emergency response	2020	
Proactively identify social needs for CTK members and respond appropriately	Identify needs through block fellowship leadership and clergy pastoral programs	Data base on members and their specific needs Documentation on welfare policy Communication to congregants on welfare policy	Specific needs being addressed as per welfare policy	Continuous	Vicar/PCC/mission
Mobilize resources (Human and Financial) towards initiating and running welfare programs	Sensitization and teachings giving back to the community through sharing with less unfortunate Sensitization and documentation on	Increase in Freewill giving Matching needs and providers	Increased resources for helping the needy In house employer/employee sourcing	continuous	Vicar/PCC/welfare

	various needs and providers	Drawing ofwelfare budget			
	Fundraising activities for welfare department		Testimonies from congregants		

GOAL 2: TO HAVE DOCUMENTED POLICIES AND PROCEDURES

OBJECTIVE 1: Establish CTK policies

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Seek for feedback fromcongregants	Presentations of proposed policies to congregants during Sunday services	Increased engagement/brain storming by the congregants	Ownership of policies	Ongoing	vicar/PCC/PEC
	Information dissemination through social media	Increased communication through social media	"		
	Feedbackforms	Meaningful feedback through standardized feedbackforms	"		
Benchmark with other church policies	Study policies from other churches	Comparethe various policies and	Incorporate relevant policies	Continuous	Vicar/PCC

		pick the best and most appropriate	and draft apolicy document		
Brainstorm with relevant professionals	Engage relevant professionals to advice onthe policies	Compiled policy document	Policy document in place	Continuous	

OBJECTIVE 2: Develop C T K policy and procedures manuals

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Commissioning writing workshop	Appoint relevant people and organize awriting workshop	Workshop inplace	Workshop proceedings		Vicar/PCC/implementation committee
Organise editorial work	Identifyrelevant professionals	Editorial work instituted	Editorial work concluded Document ready for printing		Vicar/PCC/implementation committee
Forwardfor approval by appropriate church organs	Brief PCC andseek approval	Identify aprinter Print the document	Document ready forcommissioning		Implementation committee

OBJECTIVE 3: Disseminate the policy and procedures manuals

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTEDOUTCOMES	TIMELINES	RESPONSIBILITY
Hold stakeholders' workshop	Organise a stake holders workshop	Workshop in place Workshopprogram	Workshopreport	January 2020	PCC/vicar/Finance/Implementation committees
Present the strategic planto the church congregation	Final oral presentation to the church Digital circulation of thedocument	Actual presentation and feedback	Feedback/appreciation	January 2020	PCC/vicar/Implementation committee
Taskvarious church groupsto implement the policies	Organise abriefing workshop for relevant church organs	Actual workshop Briefedgroup members	Workshopreports Implementation plans Commencement of implementation	February 2020	PCC/vicar/PEC/ church groups/organs
Monitoringand evaluation	Formulate an appropriate Monitoringand evaluation methods	Commencement of monitoring and evaluation	Reports ofmonitoring and evaluation	February 2020	Vicar/implementation/M&E committees

Goal 3: To streamline and improve the management structures of church groups and organs

Objective 1: classify church groups and organs

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Identify the constitutional organs inthe church	Brainstorming in groups	Progressreports	A record oforgans	January 2020	P CC/vicar
Identify the necessary groups for growth ofthe church	Brainstorming in groups	Progressreports	A record ofgroups	January 2020	P CC/vicar
Identify theroles of each church group ororgan	Brainstorming in groups	Progressreports	Codified roles of organs andgroups	February 2020	P CC/vicar

Objective 2: Determine the appropriate management structure of each group or organ

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Determine the offices necessary for each groupor Organ	Brainstorming in groups	Progressreports	Group/organs organizational charts	February 2020	P CC/vicar
Document the roles ofeach office(terms of reference)	Brainstorming in groups	Progressreports	Terms of referencemanual	February 2020	P CC/vicar

Objective 3: Establish the management of the groups/organs

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Set desired qualities/skills of the officeholders	Workshops/seminars	Progressreports	Personspecifications	March 2020	P CC/vicar/expert
Determine appointment /selection method for officeholders	Workshops/seminars	Progressreports	Appointment/selection guidelines	March 2020	P CC/vicar/expert
Vet likely candidates for each of theoffices	Selection meetings	Reports on individual candidates	Potential office holders	March 2020	Clergy/vicar
Install office holders	Stakeholders meeting	Consensuson candidates	Substantive office holders	March 2020	PCC/vicar
Establish reporting mechanism	Governing body meetings		Documented communication channel	March 2020	P CC

Objective 3: Manage the revenue streams productively

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Sensitize the target audience	Meetings/personalized approaches	Progressreports	Ready/willing donors	Jan/Feb	Mobilizationteams
Mobilizerevenue collection	Fund raisers/harambees/targeted appeals	Progressreports	Revenue contributions	Jan/Feb/March+++	Mobilizationteams
Evaluate revenue collection outcomes	Brainstorming inmeeting	Progressreports	Feedback on performance	April +++	Finance committee/mobilization teams

Goal 5: To increase the physical facilities of the church toaccommodate its growthtrajectory

Objective 1:Establish accounting and record keeping office

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Acquire services of qualified book/record keeper	Recruitment/selection proceedings	Pre-qualified candidates forthe position	Church book/record keeper	January 2020	P CC
Setminimum competency requirements for church treasurer	Brainstorming	Draft recommendations	Person specificationfor the officeholder	January/February	P CC
Publish roles/responsibilities of eachoffice	workshop	Draftpublications	Jobdescriptions for the offices	February	P CC

Goal 4: To increase the revenue of the church

Objective 1: Identify viable revenue streams

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Classify existing and otherpossible revenue streams	Brainstorming in meeting	Progressreports	Record of availablerevenue streams	January 2020	Finance committee/experts
Evaluate the revenue streams	Brainstorming in meeting	Progressreports	Ranking of revenue streams	January 2020	Finance committee/experts
Choose theviable streams	Brainstorming in meeting	Progressreports	Register ofchurch revenue streams	January 2020	Finance committee/experts

Objective 2: Develop the revenue streams

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Designapproaches to eachstream	Brainstorming in meeting	Progressreports	Mobilization approaches for the church	January 2020	P CC
Assign responsibility for development of each stream	Brainstorming in meeting	Progressreports	Mobilization teams	January 2020	P CC
Set streamtargets	Brainstorming in meeting	Progressreports	Specificrevenue targets	January 2020	P CC

Objective 2: establish effective accounting and record keeping system

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Institute a documented cash management system forthe church	Seminars/workshops	Draftsystem	Viable cash management system	January 2020	P CC/finance committee/consultant
Adopt the accounting method tobe used	Seminars/workshops		Personspecificationfor the officeholder	January 2020	Finance committee/consultant
Develop and adopt a records management system	Seminars/workshops		Jobdescriptions for the offices	January 2020	P CC/finance committee/consultant

Goal 6: To improve on the quality of services, programmes and customer care provided

Objective 1: Classify church members according to their demographic characteristics

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Identify the various groups of C T K churchcommunity	Seminar/workshop	Draftclassification	Structured register ofchurch members	January 2020	Clergy/wardens
Determine the spiritual needs and circumstances of each ofthe groups	Seminar/workshop	Identified spiritual needs	Segregated spiritual needs	January 2020	Clergy/wardens

Determine the appropriate delivery approaches for each of the groups	Seminar/workshop	Evaluation of delivery approaches	Specifically targeted delivery	January 2020	Clergy/wardens

Objective 2: Develop appropriate service programs

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Evaluate current service programs	Seminar/workshop	Draftevaluation report	Evaluation report	February 2020	Clergy/wardens/co-opted members
Matchcurrent service programs with identified churchcommunity needs	Seminar/workshop	Service gapdraft report	Service delivery-gapidentification	February 2020	Clergy/wardens/co-0pted members
Align service programsto churchcommunity needs	Seminar/workshop	Alignment proposal	Aligned programs	February 2020	Clergy/wardens/co-opted members

Objective 3: Provide customer care tocongregants

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Develop structured approach to receiving, assimilating and retaining new congregants	Brainstorming in meeting	Astructured program	Satisfied new congregants	January 2020	P CC/welfare committee/clergy/block leaders

Develop approaches forthe constant recognition and reward of congregants	Brainstorming in meeting	Astructured program	Devoted andloyal congregants	continuous	P C C/welfare committee/clergy
Develop bonding activities for the congregants	Brainstorming in meeting	Astructured program	United and cohesive teamof congregants	continuous	P CC/welfare committee/clergy

Goal 7: To increase the physical facilities of the church toaccommodate its growthtrajectory

Objective 1: Optimally develop plot1

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Complete development of structureabove modern toilet	Fund raisers and planning meetings	On-going construction	Ready office/classroom/worship-roomfacilities	April	Development committee/school management committee
Secure authority to develop block at present temporary classrooms	Interventions with regulatory authorities	Signed construction-development documents	Formalconstruction authorization	March	Development committee
Construct the five storey's onthe temporary school site	Planning meetings and fundraisers	On-going construction	Multi-purposemulti-storey building	June++	Development committee

Objective 2: Optimally develop plot2

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Complete payment forthe plot	Fund raisers and planning meetings	Situational reports	Freetitle	March	Development committee/school management committee/vicar
Identify alternative income generating developments for the plot	Brainstorming meetings	Report ofmeeting outcomes	Income generating alternatives	April++	Development Committee/vicar
Evaluate and select the most sustainably profitable alternative	Expert advice and consultations	Report on proceedings	Viable alternative	April ++	Development committee/consultant/vicar
Source for financing forthe development	Meetings and funding proposals	Funding offers	Financing agreement	May ++	Development Committee/vicar
Undertake construction	Planning and construction oversight	On-going construction	Completed building	August 2020	Development Committee/vicar

Objective 3: Acquire other plots fordevelopment

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Identify areas for churchoutreach expansion	Brainstorming/consultations	Situational reports	Location selection	On-going	Missionoutreach Committee/vicar
Identify appropriate plots in the areas for the church to acquire	consultations	Report of meeting outcomes	Selection ofplot	On-going	Missionoutreach Committee/vicar
Engage in the purchase/acquisition of the plots	Negotiations/fundraisers/mobilization	Report on proceedings	Plot ownership	March +++	Development committee/consultant
Harness worshippers for the area	Sensitization meetings	Funding offers	Committed worshippers	Continuous	clergy

Goal 8: To leverage on I C Tfor greater impact

Objective 1: Identify appropriate I C Tsystemstoadopt

STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Classify communication needs of C TKchurch	Brainstorming incommittee	Report on outcomes	Schedule of communication Needs		P CC/expert
Evaluate alternative I CT systems	consultations with experts	Identified standards of different Systems	Ranked systems		P C C/expert

Benchmark with other similar churches	Bench markingvisits	Common practices record	Bench mark systems	February	PCC/Development
Select appropriate systems	Consultative meetings	Reports	I C Tsystems selected	February/March	Expert

Objective 2: Implement appropriate I C Tsystems

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Develop I CT management capacity inthe church	Recruitment, selection and training	Report onprogress ofprocess	Manpower forthe I C Tmanagement		P CC/expert
Source forthe systems	Tendering and quotations	Tenders and quotations	System- supply contract		P C C/Expert
Install the systems	Planning meetings and oversight	On-goingprocesses	Systems inplace		PCC/supplier/Expert

Goal 9: To develop effective collaborative networks

Objective 1: Identify stakeholders forcollaboration

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Identify church stakeholders	Brainstorming in meeting	Report ofmeeting outcomes	Stakeholders list	continuous	PCC/vicar/mission
Determine collaborative requirements of the church	Brainstorming in meeting	Report ofmeeting outcomes	Requirements register	continuous	PCC/vicar/mission
Match requirements with Stakeholder characteristics and make choice	Brainstorming in meeting	Report ofmeeting outcomes	Matchedregister	continuous	PCC/vicar/mission

Objective 2: Establish collaboration

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Set terms of collaboration	Consultative meetings with collaborators	Report ofmeeting outcomes	Terms of collaboration		P E C
Entrench collaboration	Bondingactivities with collaborators	Report ofmeeting outcomes	Committed collaborators		P E C
Evaluate relevance	Brainstorming in meeting	Report ofmeeting outcomes	Reviewed collaborators list		P E C

Goal 10: To enhance community supportinitiatives

Objective 1: Assesssupport needsof community around C TK church

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Evaluate current support initiatives	Brainstorming in meeting	Report ofmeeting outcomes	Status report	continuous	P CC/mission/welfare
Identify gapsin thesupport initiatives	Brainstorming in meeting	Report ofmeeting outcomes	Support gaps	continuous	P CC/mission/welfare
Design waysof bridging support initiative gaps	Brainstorming in meeting	Report ofmeeting outcomes	Newsupport initiatives	continuous	P C C/mission/welfare

Goal 11: To enhance inclusivity in churchactivities

Objective 1: determine composition of church membership

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Determine levelof diversity inchurch	Brainstorming in meeting	Report ofmeeting outcomes	Register of members		P CC
Develop databank of talent/skills /professions of churchmembers	Seminar/workshop	Workshopreport	Structured databank		P CC

Objective 2: Allocate churchroles

STRATEGIES	ACTIVITIES	KEYPERFORMANCE INDICATORS	EXPECTED OUTCOMES	TIMELINES	RESPONSIBILITY
Sensitize congregation on nobility of involvement in churchactivities	Sermons/stakeholder meetings	Feedback	Supportive congregation	continuous	Clergy/vicar
Categorize roles in church	Seminar/workshop	Workshopreport	Roles list	January	P CC
Match roleswith available skills/talents/ professions	Seminar/workshop	Workshopreport	Matchedroles	January	clergy
Allocate roles while respecting diversity	meetings	Reports	Defined roles		clergy

MONITORING AND EVALUATION

Objective

In order to enhance the successful implementation of this strategic plan, it is necessary that an adequate Monitoring and Evaluation(M& E) framework be developed. This will facilitate the attainment of the goals and objectives of the church.

M&E framework

The strategic plan development committee will be expected to put in place the following M & E framework:

1. A concise monitoring and evaluation plan comprising:

- Data collection mode, who will collect, how it will be collected and how often, how the data will be analysed and results determination.
- Roles and responsibilities
- Development of tools to guide both monitoring and evaluation
- Timelines for periodical reviews/adjustments

2. A process of self-evaluation by the P C C and other church organs.

3. Establishment of a monitoring and evaluation committee. This committee should comprise of the vicar and other key professionals drawn from the churchmanagement and community.

4. The M&E committee should hold regular meetings, preferably monthly, to review the on-going status of the recommendations of the strategic plan implementation.

5. The M&E committee should develop an implementation checklist containing the key areas of focus of implementation.

6. The M&E committee should report to the church congregation on a regular (quarterly) basis on the progress of implementation.

7. The strategic plan should be reviewed annually to accommodate environmental changes and their impact on objectives, strategies and activities.

8. The committee should develop key performance indicators for the key areas including financial, mission/membership and development targets