PRESBYTERIAN CHURCH OF EAST AFRICA
KALIMONI PARISH
KENYATTA ROAD CHURCH

STRATEGIC PLAN
2010-2015
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Acronyms and Abbreviations

P.C.E.A. Presbyterian Church of East Africa
L.C.C. Local Church Committee
P.C.M.F. Presbyterian Church Men’s Fellowship
B.S.R. Board for Social Responsibilities
J.P.R.C. Justice, Peace and Reconciliation Committee
T.E.E. Theological Education by Extension
I.F. Implementation Framework
G.A. General Assembly

Definitions

Congregation
A Congregation is a body of believers in the true God, baptized and participating in the Lord’s Supper, it includes adherents and their children, associating together in a particular locality for Christian worship, instruction, fellowship, witness and service.

Parish
A Parish is a sphere of pastoral duty encompassing one or more Congregations, to which a Minister / Ministers may be appointed under rules laid down from time to time by the General Assembly. A Parish is also the geographical area with set boundaries fixed by the Presbytery. In some situations, a boundary cannot adequately be defined except in terms of membership.

Members
The members in full communion of the Congregation are those persons who have been admitted as such on profession of faith, on presentation of a Certificate of Transfer from another Congregation or by the resolution of the Parish Session responsible for the Parish.
Forward
The PCEA Kenyatta Road Church 2010-2015 Strategic Plan has been created to act as a road map in helping the church fulfill its mandate in the next five years. The document addresses a variety of areas that are needed to grow a healthy and well balanced church.

It has been said that failure to plan is to plan to fail. In Luke 14: 25 -34, Jesus urges us to give a fore-thought in all things we plan to do in-order to prepare adequately to ensure success. So this Strategic Plan is aimed at helping us as church to be more effective and productive in God’s work. It is also aimed in making us to be of one mind, united in thought and purpose as we serve God (1 Cor 1:10). All this we do relying on God’s help for His own Glory. Amen.

Yours,

Elder Ephraim Warutere
LCC Chair – P.C.E.A Kenyatta Road
**Preface**

To be relevant in the 21st Century, any church can’t do without a strategic plan. This was discussed by the Kirksession on 18th July 2009 and a Committee was appointed to guide the way.

Early late this year, when the Parish Strategic plan was officially launched, all the Local Church Committees were asked to prepare the Congregational document in line with the Parish Document.

The LCC Sub Committee has met severally and consultations have been wide and open. The committee has put every effort to produce a professionally well written document which can stand among other serious documents comparatively well. I’m sure that through this document our P.C.E.A. Kenyatta Road will grow to greater heights spiritually and infrastructurally.

We may not single out any body who has done better than others since everything was done through team work. We sincerely thank these bright men and women of God.

While the Committee has done every effort to collect all mistakes, we can only say we tried our best. Our challenge now is to translate the same to Kiswahili and Kikuyu for those who may have problems with English language.

To all those who contributed in one way or the other May Gods’ face shine upon you.

**REV. AUDFAX MAWIRA KIRIMI**

**PARISH MINISTER**
Acknowledgement
The P.C.E.A. Kenyatta Road Congregational strategic plan was cascaded down from the Kalimoni Parish Strategic Plan which was developed through a highly consultative process involving all key stakeholders within and outside P.C.E.A. Kalimoni Parish. The Kirk Session wish to extend her appreciation to people and institutions that devoted their time, resources and immense contribution towards development of this strategic plan.

The P.C.E.A. Kalimoni Parish Strategic Planning Committee played a catalytic role in initiating the development of the strategy and provided technical outlays for supporting the process. Special thanks go to the members listed below for their tireless effort in putting together this document:

Rev. Audfax Mawira Kirimi - Parish Minister
Elder Samuel Githongo - Session Clerk
Elder Francis Wamukui - Finance Chairman
Elder Justus Mbugua - Parish Treasurer
Late Elder Joseph Kibunja - Pairing Elder & Secretary Strategic Plan
Dr. Muchai Muchane - Chairman (Strategic Plan)
Elder Ephraim Warutere
Elder George Gatebi
Professor Geoffrey Karugu
Mrs. Agnes Michuki
Elder John Wainaina
Elder John Karanja
Mr. Lawrence Kimando
M/s Alice Kamandeh - Parish Assistant Administrative Secretary
All P.C.E.A. Kalimoni Session Members
All Deacons & group leaders for their input
1.0 INTRODUCTION

1.1. The P.C.E.A. Kenyatta Road Church, a body of believers in the Gospel of Jesus Christ, started in 2001. The Church is located 500 Metres off Thika–Nairobi Highway near Hooting Bay in Kalimoni Location of Juja Division, in Thika West District. It is within P.C.E.A. Kalimoni Parish, Thiririka Presbytery.

1.2. The Kenyatta Road Church will worship the only one true God the Father, Son and Holy Spirit, and to Him alone who has Lordship and Sovereignty over all; is good, does good unto all; has capacity to conquer the power and guilt of our sin and to make us new creatures in Jesus Christ, and is, therefore, to be revered, loved, praised, called upon, trusted in, served with all the heart, with all the soul and with all the might. In worship, either corporately or individually, all members of the Kalimoni Parish are to respond in gratitude to the acts of God, and to express loving concern for all people by caring for their needs and sharing with them the deeds of God on their behalf. The worship of God will be by prayer, meditation, study of the Bible, song, and shall be ordered so that all participate. The worship of God will also be by offering worthy proportion of members time, income and possessions to the Church of Jesus Christ; of giving themselves in dedication to God; of giving services to others on God’s behalf; thus worshipping the Lord with all they have and are. We are called to mission in the world through witness by word and deed. By the power of the Holy Spirit, we are sent into the world as Christ’s servants to engage in the struggle for justice and reconciliation. We seek to reveal the love of God for men, women and Children of all ethnic, racial cultural and national backgrounds and to demonstrate the healing of the Gospel to those who suffer.

1.3. The Mandate of P.C.E.A. Kenyatta Road Church, a body of believers in the Gospel off Jesus Christ within the Thiririka Presbytery is mandated from the words of Jesus Christ in Matthews 28:19-20 “therefore go and make disciples of all nation baptizing them in the name of the Father of the Son and Holy Spirit and teaching them to obey everything that I have commanded you and surely I am with you always to the end of age”.

1.4. The role and function of P.C.E.A. Kenyatta Road Church The Congregation is responsible for Knowing Almighty God and making Him known, worshiping the true God, having fellowship with one another, equipping people to spread the true Gospel, spreading the gospel of Jesus Christ, actively bringing people to Jesus Christ (through out-reach, in-reach, up-reach, down-reach), glorifying God, sharing God’s love and serving others and providing faithful stewardship to God’s gifts. The Church goes out to share God’s love and serve others and to win souls to Christ. The church also endeavors to be a voice for good morals, ethical living and healthy living in our society and its environment. This include being pace setters for other faiths in Muigai area in matters relating to health, education, and other livelihood issues.
1.5. Core Values:

i. Moral Purity: P.C.E.A. Kenyatta Road Church is committed to nurturing a strong culture of morals ethics, and purity among its members and leaders.

ii. Integrity: P.C.E.A. Kenyatta Road Church recognizes the importance of honesty, truthfulness and will pursue to be lead by the Holy Spirit while undertaking its functions.

iii. Team work: P.C.E.A. Kenyatta Road Church will pursue meaningful and productive partnerships and team work so as to ensure synergies that have a direct bearing on the work of God. Clear roles, responsibilities, governance and supportive mechanisms will ensure application of ‘true’ partnership norms.

iv. Responsible stewardship: P.C.E.A. Kenyatta Road Church is committed to effective and efficient utilization of all resources entrusted to the Parish in the most transparent, accountable and cost-effective manner.

v. Faithfulness to Biblical teachings: P.C.E.A. Kenyatta Road Church remains focused on biblical doctrines.

vi. Excellence: P.C.E.A. Kalimoni Parish is committed to excel in all its endeavors.

vii. Commitment to the word of God. P.C.E.A: Kenyatta Road Church believes that the stakes in spreading the word of God (great commissioning) are extremely high in terms of the investments that are necessary for meaningful outcomes. For this reason, all biblical teaching, evangelism, and dissemination work made to members and stakeholders will emanate from the God and will be based on the true Gospel and will be of the highest quality possible.

viii. Authority of the Word of God: The authority of the word of God as God’s will for us and the basis of fellowship and interactions.

ix. Life Long Discipleship: This is done through mentoring relationships, life groups and other church ministries.

x. Gifted for Service: In recognition of the ‘priesthood of all believers’, all members will be encouraged and developed to be actively involved in the church.

2.0 SITUATIONAL ANALYSIS

2.1 Internal and External Environment Analysis

The P.C.E.A. Kenyatta Road Church mandate, as mandated in the great commission, is broad and entails a wide range of activities. To facilitate the development of a strategic plan, it is important to understand the internal environment of P.C.E.A. Kenyatta Road Church by identifying its strengths and weaknesses in relation to its set mandate and the environment in which it operates. This analysis enables P.C.E.A. Kenyatta Road Church to identify its position in relation to demands from its members and clients. Regarding P.C.E.A. Kenyatta Road Church’s external environment, a SWOT analysis was carried out to:
i. Study the relationships between P.C.E.A. Kenyatta Road Church and its environment in terms of current and emerging opportunities and threats.
ii. Provide P.C.E.A. Kenyatta Road Church management/leadership with the capacity to respond to critical questions from the external environment.
iii. Explore future conditions of P.C.E.A. Kenyatta Road Church’s external environment so as to include them in the decision-making process.
iv. Identify and prioritize emerging problems and design strategies to handle them.
v. Build a vision of the future for P.C.E.A. Kenyatta Road Church based on signs given by the emerging realities in the external environment.

2.2 Existing Strengths
The existing strengths that enable P.C.E.A. Kenyatta Road Church to take advantage of the opportunities and protect it from threats in the external environment include:

i. Well-trained and skilled members: P.C.E.A. Kenyatta Road Church has a critical mass of skilled and experienced members in different fields, gifts and talents.
ii. Established, relevant and functional church programmes and groups: To respond effectively to members, clients and stakeholders, P.C.E.A. Kenyatta Road Church has established various programmes and groups and other activities affecting communities in the Church.
iii. Well-established organizational infrastructure.
iv. Positive and excellent local reputation.
v. Members support and confidence: P.C.E.A. Kenyatta Road Church has developed a culture of accountability and transparency leading to confidence and credibility as a parish among members and partners.
vi. Partnerships and collaboration with other churches and institutions.
vii. Existence of strong community support.
viii. Increased full memberships
ix. Big youthful membership.
x. Successful rite of passage for boys
xi. Successful pastoral visits to members.
xii. More people surrendering their lives to Christ.
xiii. Stable church leadership.
xv. Construction of Parish ministers’ house at Kenyatta Road.
xvi. Successful conventions, keshas, revival meetings
xvii. Economically stable members
xviii. Located next to good transport infrastructure
xix. There is an established Evangelism Committee that conducts crusades, Keshas and door to door mission work.
xx. There is Mid–week prayers held at District level
xxi. Two Sunday Service (English service and Kikuyu Service)
xxii. Construction of a permanent church is underway
xxiii. Creation of 18 elder’s Districts to ensure members get close pastoral care
2.3 Current Weaknesses
The current weaknesses that may prevent P.C.E.A. Kenyatta Road Church from taking advantage of the available opportunities and those that do not protect it from external threats include the following:

a) Inadequate and unpredictable financial resources and physical facilities.
b) Reliance of Tithes and offerings
c) Late payment of MMF.
d) Low adoption of available modern technologies and lack of internal ICT policy: P.C.E.A. Kenyatta Road Church lacks a policy on ICT making it difficult to develop programmes and activities that will improve the ICT capacity and infrastructure within the parish.
e) Limited space: Despite new developments in infrastructure, the Church still lacks adequate capacity for expansion etc.
f) Low Appetite to spiritual growth
g) Unutilized resources
h) Poor record keeping
i) Low knowledge of bible and spiritual gifts and talents among members.
j) Negative attitude among some members
k) Some inactive / dormant church groups
l) Poor attendance of meetings, crusades, fellowship by members.
m) Lack of clear workplans
n) Weak follow-up of converts.
o) The temporary Church is small and cannot accommodate all the members
p) The Parish has one minister who serves in the 3 congregations
q) Lack of Church transport.
r) Leaders in the Church not well equipped with pastoral trainings
s) The church lack well trained personnel to take care of church property

2.4 Available and Emerging Opportunities
The available and emerging opportunities and prospects will have significant positive impacts and prospects on P.C.E.A. Kenyatta Road Church functions. These include:

(i) Renovation and improvement of infrastructure.
(ii) Commercialization of activities: Currently, P.C.E.A. Kenyatta Road Church has a large space, infrastructure etc that can be commercialized for its benefit and that of the general public.
(iii) Potential for enhancing partnerships and collaborations: There is increasing demand for the formation of partnerships with local and international churches on issues of mutual interest.
(iv) Advancements in Information Communication Technology: This presents an opportunity for P.C.E.A. Kenyatta Road Church to communicate effectively with its members and stakeholders and exchange information effectively with other churches and organizations. Other potential include use Technology like Radio / TV.
(v) Ability to attract volunteers: The availability of many talents / gifts of members who are willing to share what they are and what they do as the body
of Christ as well as favourable and supportive policies in P.C.E.A. Kenyatta Road Church makes it possible to attract volunteers to supplement staff and leaders in identified deficient areas, thus enabling it achieve its objectives.

(vi) Supportive Government and P.C.E.A. policies, practices and procedures: Various favourable policies including freedom of worship in our country are in place and legislation enacted to enable P.C.E.A. Kenyatta Road Church function optimally in its mandate.

(vii) Cordial relationship with the office of General Assembly.

(viii) Dynamic Church leadership.

(ix) The new Thika Highway is attracting many resident to settle in the Parish environments

(x) Neighbourhood to major urban centres i.e. Nairobi, Ruiru, Thika and rural areas

(xi) Rapid increase in membership

(xii) People in the community who do not attend any church

(xiii) Members of Church who are not born again

(xiv) Unused and physical resource

(xv) Presence of dynamic Parish minister

2.5 Current and Emerging Threats

The current and emerging threats identified below are likely to have significant negative impacts on P.C.E.A. Kenyatta Road Church during the Strategic Plan period. These threats include:

(i) Dilapidated infrastructure: Poor infrastructure such as roads limit the accessibility to the congregations

(ii) Economic hardship and unemployment

(iii) Regular periods of drought

(iv) The Mungiki Sect menace and existence of cults

(v) Increase of bars and night sports and secular entertainment spots in the neighbourhood.

(vi) Upcoming denominations with differing faith

(vii) Growing Muslim Community

(viii) Divergent views

(ix) Influence by Western Culture through ICT

(x) HIV/AIDS pandemic and substance abuse: The spread of HIV/AIDS (Human Immunodeficiency Virus/ Acquired Immune Syndrome) has severely affected families.

2.6 Critical Strategic Issues

Following critical analysis of the P.C.E.A. Kenyatta Road Church’s operational environment, the following have been identified as the Critical Strategic Issues that need to be addressed in order to enable P.C.E.A. Kenyatta Road Church improve its efficiency, effectiveness and impact in contributing to the great commission include:

(i) Worship of our God

(ii) Bible Teachings

(iii) Fellowships
(iv) Spiritual growth
(v) Construction of on-going Sanctuary/Cathedral.
(vi) Empowering members financially by identifying income generating activities and opportunities.
(vii) Increase the number of services on Sunday so as to accommodate many members as possible
(viii) Identify a place to establish another church in future.
(ix) Teach members on importance of midweek fellowship and make the fellowship interesting by avoiding monotony
(x) Create awareness of importance of evangelism
(xi) Educate members on tithing and giving
(xii) There is need for more ministers in church e.g. Youth Pastor
(xiii) The church to establish a healthy facility to take care of health needs of its members.
(xiv) Active Evangelism and Outreach ministry
(xv) Improvement on leadership, administration and management.
(xvi) Improvement of organizational financial sustainability: Increase in revenue base.
(xvii) Development and management of human and physical resources: Establishment of an appropriate institutional arrangement and mechanisms for effective and efficient development and management of human and physical resources.
(xviii) Establishment of beneficial linkages, partnerships and collaboration.
(xix) Improvement of infrastructure and facilities: Continuous lobbying and advocacy for improvement of the current poor and dilapidated infrastructure leading to improved accessibility to the congregations.
(xx) Mainstreaming of cross-cutting issues: Development of strategies to respond to different challenges brought about by crosscutting issues such as ICT, HIV/AIDS, gender, and drug and substance abuse.
(xxi) Emphasize on the importance of ICT as a faster and cheaper way of communication for speedy growth of the Parish.
(xxii) Discipleship
(xxiii) Church Programs and events
(xxiv) Membership / community issues
(xxv) Membership empowerment
(xxvi) Database and recording
(xxvii) Communication / Language
(xxviii) Talents and Spiritual Gifts
(xxix) Strengthen the Groups eg. Youth, church School
(xxx) Children, youth and adult affairs.
(xxxi) Gender
(xxxii) Reputation
(xxxiii) Policy issues
(xxxiv) Time Management / Administration
(xxxv) Transport
(xxxvi) Strategic management

P.C.E.A. Kenyatta Road Church, Kalimoni Parish• Strategic Plan 2010-2015
3.0 STRATEGIC ORIENTATION AND POSITIONING

3.1. The P.C.E.A. Kenyatta Road Church Congregational strategic plan was cascaded down from the Kalimoni Parish Strategic Plan covering the period 2010-2015 in compliance with resolution no 42/2007 of the third session. The Strategic Plan is aimed at positioning the P.C.E.A. Kenyatta Road Church strategically in facilitating effective worship to God, biblical teaching, preaching, fellowship, evangelism and spreading holistic gospel leading to spiritual growth among the members, and good stewardship of God’s gifts.

3.2 The development of P.C.E.A. Kenyatta Road Church Strategic Plan was guided by the P.C.E.A. Vision and its Medium Term Plan. The strategy has incorporated all the relevant strategic thrusts, biblical teaching, P.C.E.A practice and procedure, the great commissioning, and the resolution of the General Assembly and other session courts.

3.3 To facilitate the identification of P.C.E.A. Kenyatta Road Church’s position in relation to the demands from its members and clients, a detailed internal and external environmental scan was undertaken to identify its strengths and weaknesses as well as the available and emerging opportunities and threats that are likely to have significant impact on the parish in the next five years. A detailed stakeholder analysis was also conducted to identify the interests, roles/ responsibilities, comparative advantages and contribution of the various stakeholders in the development and implementation of the Strategic Plan.

3.4 The Strategic Plan is expected to enable P.C.E.A. Kenyatta Road Church contribute significantly to the attainment of the strategic objective of the great commission and the Presbyterian Church.

3.5 It is envisaged that the intervention strategies proposed in the Strategic Plan will play a key role in equipping people with the true gospel and spreading the holistic Gospel of Jesus Christ through enhanced evangelism, fellowship, worship, biblical teaching, and worship to God leading to significant improvement in Christian living, tent making, stewardship, discipleship, and improving spiritual growth among the members.

3.5. The P.C.E.A. Kenyatta Road Church Vision is “To be a transformed and dynamic congregation that effectively Worship God in Truth and Spirit in pursuance of the Great Commission.” This vision requires the P.C.E.A. Kenyatta Road Church and its stakeholders and partners to stretch their future expectations, aspirations and performance.

3.6 The P.C.E.A. Kenyatta Road Church Mission Statement that expresses its fundamental purpose and business is “To equip people and spread the true Gospel through evangelism, stewardship, tent making, Christian living, teaching, discipleship, fellowship, and worship.”
4.0 CONGREGATION LEVEL RESULTS

4.1. Given the congregation strategic direction and Mission, P.C.E.A. Kenyatta Road Church has identified five Strategic Result areas that are necessary and sufficient to deliver the congregation Purpose of “Equipping the present church in true worship and reaching the non-believers with the true Gospel.” Attainment of this purpose will contribute significantly to the realization of the Overall Congregation Goal of “Promoting worship of the Almighty God and equipping the people for service as Christ disciples.”

4.2. The strategic result areas are designed to position P.C.E.A. Kenyatta Road Church strategically as a key driver in spreading the true gospel. The five necessary and sufficient results include:

Result 1: Worship of God enhanced.
Result 2: Sharing the gospel of Jesus Christ promoted.
Result 3: Faithful stewardship strengthened.
Result 4: Teaching biblical doctrines and members’ skills in various Ministry areas enhanced.
Result 5: Ministering to the needs of the members and larger community strengthened.

4.3. In order to deliver on the five Congregation level strategic results, functional operations in the P.C.E.A. Kenyatta Road Congregation have been rationalized into five strategic growth areas and two organizational management and governance functions and services. The strategic growth area of intervention required to deliver the congregation level strategic results include the following:

i. Worshipping God in P.C.E.A. Kenyatta Road Church.
ii. Fellowship and sharing the gospel of Jesus Christ within P.C.E.A. Kenyatta Road Church.
iii. Enhancing faithful stewardship for believers of P.C.E.A. Kenyatta Road Church.
iv. Teaching the Biblical doctrines and train members in skills needed in various Ministry areas within P.C.E.A. Kenyatta Road Church.
v. Ministering to the needs of the members and larger community of P.C.E.A. Kenyatta Road Church and its environs.

The two high level organizational management and governance area of intervention required to deliver the congregation level strategic results include the following:

Kirk Session
This is the highest level management composed of Moderator and Elders. The Session consists of the Minister (s) and the elders in active service. The office of the Kirk Session has 5 officials – Moderator, Session Clerk, Treasurer, Finance Chairman and Pairing Elder. The Kirk Session offers the following support services and functions:

1. Establishment and operationalization of appropriate and sustainable development systems, procedures and processes within Kalimoni Parish.
2. Development and institutionalization of effective and efficient administration and human resource development and management system and processes within Kalimoni Parish.

3. Development and institutionalization of effective and efficient governance systems, processes and procedures within Kalimoni Parish.

4. The Session has the responsibility for the sequence and the proportion of various parts of corporate worship within Kalimoni Parish.

5. Pastoral oversight in the Parish.

**Local Church Committee (LCC)**

This is the committee at congregational level composed of Elders, Deacons and groups leaders. The office of the LCC is made of the Chairman, Secretary, Treasurer and Finance and Development Chairman. The LCC offers the following support services and functions:

1. Establishment and operationalization of appropriate and sustainable development systems, procedures and processes within the congregation.

2. Development and institutionalization of effective and efficient administration and human resource development and management system and processes within the congregation.

3. Development and institutionalization of effective and efficient governance systems, processes and procedures within the congregation.

4. Pastoral oversight in the Congregation.

The Deacons administer the temporal affairs of the church especially in things to do with church property, furnishings and money.

There are also groups representing members’ interests both at Congregation and Parish level. These are:

<table>
<thead>
<tr>
<th>Group</th>
<th>Potential contribution to the implementation of the strategic plan</th>
</tr>
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<tbody>
<tr>
<td>Woman’s Guild</td>
<td>To unite women and girls of the parish in the dedication of their lives to the Lord Jesus Christ through worship, fellowship and service.</td>
</tr>
<tr>
<td>P.C.M.F.</td>
<td>To unite men of the church into a Christian force in matters concerning faith, witness, and service to Jesus Christ.</td>
</tr>
<tr>
<td>Youth Fellowship</td>
<td>To unite young Christian and strengthen one another in their commitment to Jesus Christ and His Church.</td>
</tr>
<tr>
<td>Church School</td>
<td>To introduce the child of the church to the truth of the bible</td>
</tr>
<tr>
<td>Boys and Girls Brigade</td>
<td>To teach the word of God and inspire discipline to young boys and girls as they mature into youth members of the church.</td>
</tr>
<tr>
<td>Christian Education</td>
<td>To advice the church on matters pertaining to education.</td>
</tr>
<tr>
<td>Health Board</td>
<td>To ensure that true witness to the lord is maintained through development and improvement of medical and spiritual services</td>
</tr>
<tr>
<td>BSR</td>
<td>To care for the social needs of the society.</td>
</tr>
<tr>
<td>JPRC</td>
<td>To sensitize and educate members on important civic matters.</td>
</tr>
</tbody>
</table>
Evangelism

Undertake the evangelism work both within and outside the church through its subcommittees of; Missioners, intercessors, Praise in Worship and the Choir.

Finance and Development Committee

To manage Church Finances and Implement development projects.

School Management Board

To spearhead the operations of the Ahadi Presbyterian School

The Groups are managed by standing Committees answerable to the Kirk Session

**Church Members**

In order to deliver on the five Parish level strategic results, it is the duty and privilege of every member of the Church to realize one’s adoption into the family of God and to Kalimoni Parish. The member should demonstrate this by:

1. Being diligent in prayer, in the reading of the Scriptures and the faith of the Christian Church
2. Responding to God’s activity in the world through service to others and by working heartily as unto God in that calling and state of life into which God leads him.
3. Manifesting a Christian attitude and patience in all interactions with others, and especially those who are in need, sickness or distress.
4. Supporting the work of the Church through the giving of property, time and talents.
5. Striving to purity and strengthen the Church; actively assisting in the proclamation of the Good News to all, in evangelism and in such work as shall forward the Kingdom of Jesus Christ.
6. Praying with and for fellow Christians and for the salvation of all people
7. Seeking the peace and unity of Christ’s Church on earth and, to this end, cultivating relationships of Christian love and fellowship with all Christians in other churches.
8. Working for peace, justice, freedom and human fulfillment; living responsibly in the personal, family, vocational, political, cultural and social relationships of life to the glory of the true God.
9. Participating of all in the public worship of the Church.
10. Sharing in the church’s corporate acts of witness and service.
11. Full-time engagement in the service of the Church in the ministries of evangelism.
12. Education, healing and other forms of Christian service.
13. Part-time and honorary participation in the Church service in such varied forms as lay teaching, Sunday school teaching, Youth work, visitation of the sick and social welfare.

**5.0 IMPLEMENTATION OF THE STRATEGIC PLAN**

5.1. This Strategic Plan has been developed in the context of the prevailing P.C.E.A. and external policies that require a reorientation and positioning of P.C.E.A. Kenyatta Road Church to effectively address the challenges and constraints facing the congregation. The
congregation strategic results and intervention strategies outlined in this Strategic Plan can only be realized through sound implementation plans.

5.2. The implementation of the Strategic Plan shall be underpinned by an integrated and holistic approach based on national/regional frameworks carried out through priority thrusts and associated interventions for addressing priority P.C.E.A. issues. The implementation of the plan will further incorporate joint planning and participation so as to ensure that multiple views, needs and concerns in resolving priority P.C.E.A. issues at different levels are taken into account and negotiated.

5.3. To operationalize the Strategic Plan, the P.C.E.A. Kenyatta Road Church shall develop a detailed implementation framework (IF). In developing the five years IF, the P.C.E.A. Kenyatta Road Church will engage its members and leaders in formulating intervention strategies that are necessary and sufficient for delivering the congregation level strategic results. In doing this, efforts will be made to take into account the national, regional and international development aspirations based on contemporary and critical analysis of current and emerging challenges and opportunities as well as the prevailing religious, social, economic and political environments.

5.4. The IF shall be operationalized through rolling annual work plans in which the necessary and sufficient activities and their respective milestones required to deliver each yearly target shall be specified. The adoption of the rolling annual work plans approach is expected to facilitate annual review of the ongoing activities in close consultation with the members and relevant key stakeholders and their adjustment in the context of emerging priorities and funding opportunities.

5.5. The Strategic Plan has been summarized into an organizational Result Framework and an outcome mapping of the strategic growth areas of intervention for better impact orientation with clear output and outcome indicators of the various interventions that are expected to form the basis for preparing detailed annual work plans as well as monitoring and evaluation of the implementation of the Strategic Plan.

5.6. Monitoring and Evaluation.
During the implementation of the different activities, a continuous participatory and rigorous self monitoring and evaluation shall be encouraged. To monitor and evaluate progress during the implementation, P.C.E.A. Kenyatta Road Church and the collaborating institutions and organizations shall also undertake internal and external programme reviews over the Strategic Plan period and the results of the reviews widely circulated to the relevant Presbytery, General Assembly, Congregation, Groups, Districts, Members, Partners and key stakeholders. In order to institutionalize the monitoring and evaluation process, P.C.E.A. Kenyatta Road Church shall develop and operationalize a suitable monitoring and evaluation system capable of tracking the implementation of the approved projects and activities. The monitoring and evaluation system shall include the use of result frameworks, workplans, quarterly and annual reports, mid-term internal evaluation, biannual and end-of-term external evaluation. The bridged version of the quarterly reports from the implementing congregation/districts and groups will form the Parish’s annual reports which will in turn feed into the mid-term internal evaluation. The mid-term evaluation results will, in turn, assist in the external evaluation whose results
will form a major input in the preparation of the subsequent work plans. The outputs of all P.C.E.A. Kenyatta Road Church activities undertaken will be consolidated into annual reports and shared among stakeholders. The results obtained will also be presented in the Parish Kirk Session meeting, Deacon’s Court and other parish meeting and published as articles in bulletins for wider information and knowledge sharing. In addition, all data captured will be appropriately stored for ease of retrieval and will form the basis for subsequent impact evaluation. The output and outcome indicators of the various interventions and the budget are summarized in an organizational result framework and a budget matrix shown in Annexes 1 and 2 respectively. The indicators will form the basis of preparing the detailed annual work plans.

5.7. Financing plans

The P.C.E.A. Kenyatta Road Church strategy requires financial resources for its implementation. The budget for the Congregation will be financed through the following methods:

1. Tithing
2. Fundraising
3. Offerings
4. Income from investments
5. Donations
6. Free will gifts
7. etc

It is recommended that a Resource Mobilization Committee be constituted to be coordinating all fundraising activities within the Congregation.
Annex 1: Logical Framework

Programme: P.C.E.A. Kenyatta Road Church
Programme Period: 5 years 2010-15
Budget Ceiling: 91,266,000

<table>
<thead>
<tr>
<th>P.C.E.A. Kenyatta Road Church Organizational Level Result Framework Intervention Logic</th>
<th>Objectively verifiable indicators</th>
<th>Means of verification</th>
<th>Important assumptions: External factors</th>
</tr>
</thead>
</table>
| **Overall Goal**
To promote worship of Almighty God and equip the people for service as Christ disciples | 1. All members of the worshiping Almighty God at all times.
2. At least 300 members equipped with the knowledge of God to spread the Gospel by year 2015
3. Holistic needs of all members and at least 500 non-members ministered by year 2015. | 1. General Assembly impact assessment reports.
1.2 Spiritual growth assessment report reports.
1.3 Presbytery reports.
1.4 Parish reports
1.5 Congregation reports.
1.6 Church AGM | 1.1 Government policies will continue to be favorable or non-interference to the church activities |
| **Programme Purpose**
To equip the present church in true worship and reach the non-believers with the true Gospel. | 1. All members acknowledge God's Empowering Presence at all times.
2. All members effectively participate in God-Exalting Worship at all times.
3. Spiritual development opportunities increase by 50%.
4. At least one more congregation by 2015. | 1.1 Presbytery reports.
1.2 Congregation reports.
1.3 External evaluation and impact assessment reports.
1.4 Parish reports
1.5 Church AGM | 1.1. Enabling policy environment for spreading the gospel will prevail. 1.2. Political stability will continue to prevail in the country. |
<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>1.1 20% numerical and Membership growth of the church annually.</th>
<th>1.2 Conversion of at least 100 members per year.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.3 Active participation in the church activities grows by 20% annually.</td>
<td>1.4 Testifying faith in Christ by members grow by 20% annually.</td>
</tr>
<tr>
<td></td>
<td>1.5 Increase in offering special gifts and talents by 20% annually.</td>
<td>1.6 100% spiritual growth of the church annually.</td>
</tr>
<tr>
<td></td>
<td>1.1 Presbytery reports.</td>
<td>1.2 Parish reports</td>
</tr>
<tr>
<td></td>
<td>1.2 Parish reports.</td>
<td>1.3 External evaluation and impact assessment reports.</td>
</tr>
<tr>
<td></td>
<td>1.6 Church AGM</td>
<td>1.6 Church AGM</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>2.1 Attendance of fellowship meetings increase by 20% annually.</th>
<th>2.2 All groups increase their activities by 20% annually.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.3 All groups complete at least one project per year.</td>
<td>2.4 Establishment of at least 1 new groups/programmes to cater for special needs by 2015.</td>
</tr>
<tr>
<td></td>
<td>2.5 Church programmes improve by 20% annually.</td>
<td>2.6 At least 20% of the members using gifts and talents that God have given them for building up of the church annually.</td>
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</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>3 To strengthen faithful stewardship.</td>
<td>2.1 Stewardship and Generosity among members increase by 20% every year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2 20% Improvement in revenue generation and financial sustainability of the parish every year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.3 The congregations, groups to complete paying Cess and MMF by 31st March of each financial year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4 At least one major projects completed by the congregation each year.</td>
<td></td>
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<tr>
<td></td>
<td>2.5 Parish minister’s house completed by 2012.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.6 Parish minister’s Car bought by 2013.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.7 A compressive Parish office with modern toilet completed by 2015.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.8 Youth pastor recruited by 2010</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.9 A skilled Assistant to the minister (Administrator) recruited by 2011.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.10 The congregation to have a permanent church by 2015.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.11 50% increase in human resource with the right skills, attitude and knowledge by 2015.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.12 20% increase in physical resources by 2015.</td>
<td></td>
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<tr>
<td></td>
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<tr>
<td>---</td>
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<td></td>
</tr>
<tr>
<td>4</td>
<td>To teach the Biblical doctrines and train members in skills needed in various Ministry areas.</td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Training of at least 5 new preachers per year.</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>At least 20 members graduate from TEE per year.</td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>At least 2 bible study course books in a year per district.</td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>At least 10 members trained on different church related skills every year.</td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>At least 4 seminars for leaders and members on different church related issues.</td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>All staff undergoes at least one relevant training course per year.</td>
<td></td>
</tr>
<tr>
<td>4.7</td>
<td>20% increase in communication/dissemination products every year.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>To minister to the needs of the members and larger community.</td>
<td></td>
</tr>
<tr>
<td>5.1</td>
<td>At least 4 door to door evangelism per year.</td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td>At least 4 open air evangelism per year.</td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td>At least one parish mission per year.</td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>At least 100 new converts per year per congregation.</td>
<td></td>
</tr>
<tr>
<td>5.5</td>
<td>At least 100 sick and needy people benefit from church organized functions per year.</td>
<td></td>
</tr>
<tr>
<td>5.6</td>
<td>At least 3 revival meetings, 3 crusade, 3 keshas, and 3 weekend challenge per year.</td>
<td></td>
</tr>
<tr>
<td>5.7</td>
<td>At least 2 official pastoral visits per family members per year.</td>
<td></td>
</tr>
<tr>
<td>5.8</td>
<td>K/Rd congregation using ICT by end of 2012.</td>
<td></td>
</tr>
<tr>
<td>5.9</td>
<td>At least 500 non-believers reached out and brought to Christ and His Church by 2015.</td>
<td></td>
</tr>
</tbody>
</table>
6 Management and administration of the implementation of strategic plan

6.1 Strategic plan launched by 19th June 2011.
6.2 Detailed annual work plans ready by 1st October of every financial year.
6.3 Mid-term and end term M & E review process carried out on time.
6.4 Priorities reviewed at least annually.
6.5 Action plans reviewed at least quarterly.
6.6 Objectives reviewed at least every two years.
6.7 Key mission and ministry areas reviewed at least every three years.
6.8 The statement of Context reviewed at least every two years.
6.9 Involvement in social services ministries and community outreach activities increase by 10% annually.
6.10 Fellowship groups increase by 10% annually.
6.11 The Church administration and Accountability improves by 10% annually.
6.12 The Church delivery of services to members improves by 10% every year.

Out put 1: Worship of God enhanced

1.1 Promote preaching the word of God
1.2 Provide conducive environment for participation in lively and quality worship
1.3 Hold regular and frequent revival meetings and Keshas.
1.4 Conduct training on effective prayer life.
1.5 Conduct two worship services (English & Kikuyu / Kiswahili) in each congregation that both inspire and challenge the congregation every Sunday with exceptions for special services (Easter, Christmas) in each congregation.
1.6 Plan and implement regular prayer meetings.
1.7 Involve all members in participating in worship Sunday services as fully as possible
1.8 Provide good sound systems.
1.9 Empower Praise teams and Choirs.
1.10 Conduct regular teaching on giving.
1.11 Enhance and encourage maximum members’ participation within worship services, fellowship and prayers.
1.12 Promote Congregational and District interactions.
1.13 Use ICT to enhance quality worship

Output 2: Sharing the gospel of Jesus Christ promoted.

2.1. Organise regular fellowships meeting which help to nurture spiritual growth and keep alive a deep personal commitment to Jesus Christ for different Districts and church groups.
2.2. Develop and disseminate biblical materials to sensitize members on values, behavior and lifestyles for good and faithful Christian.
2.3. Involve all members in fellowship activities.
2.4. Identify talents / gifts of members and utilize them to promote sharing who and what we are and what we do as the body of Christ.
2.5. Conduct regular Christian centred events (e.g. Sports evangelism, Bible knowledge contests, music and drama festivals, movies)
2.6. Collect and pay Cess and MMF by all relevant groups and LCC.
2.7. Identify and establish various Christian centred programs customized to various categories of people in church (e.g. Married couple, youth, singles and church groups (Woman’s Guild, P.C.M.F., Youth, Church School, Brigade, Christian Education, Health Board, BSR, JPRC) of all ages.

2.7.1. Health programs
   2.7.1.1. Educate members about health
   2.7.1.2. HIV/AIDS programmes
   2.7.1.3. Drug & Substance abuse programs
   2.7.1.4. Organize medical camps

2.7.2. Youth Programs
   2.7.2.1. Encourage youth to take a more active planning and leadership role in youth programs.
   2.7.2.2. Provide ample adult leadership for youth activities by identifying, encouraging, and supporting adults within the parish who have a special gift for working with youth.
   2.7.2.3. Encourage a larger percentage of youth to participate in the activities of the parish including sports, talent shows, music extravaganza, dramas
   2.7.2.4. Strengthen spiritual maturity and Christian values among the youth
2.7.2.5. Promote spiritual growth among mentors, youth leadership.
2.7.2.6. Hold regular fellowship i.e. Keshas
2.7.2.7. Conduct bible study
2.7.2.8. Equip the Christian Library
2.7.2.9. Improve on resource mobilization strategies to overcome financial problems among the Youth Group.
2.7.2.10. Promoting income generating programs
2.7.2.11. Improve and establish new projects e.g. Sell fruits, tea leaves, drinks and snacks, etc
2.7.2.12. Use available parish resources e.g. playgrounds / fields
2.7.2.13. Conduct regular and quality professional counselling, guidance and counselling among the youth
2.7.2.14. Engage a full time Youth Pastor.
2.7.2.15. Hold regular Seminars, workshops, and retreats
2.7.2.16. Educate youth members on Drug and Substance Abuse

2.8. **Church School**

2.8.1. Children programs e.g. daycare, etc
2.8.2. Improve on Children Offering
2.8.3. Teachers and officials to be offering through Church School kitty
2.8.4. During Church School week the Church as a whole to be fully participating / supportive through their giving
2.8.5. Start income generating projects e.g. selling handkerchiefs, bookmarks, bouncing castle, etc.
2.8.6. Hold Seminars to create awareness and sensitize parents on the need to allow children to the Church School.
2.8.7. Provide Christian Video Tapes to Church School
2.8.8. Nurture spiritual growth among Church School Teachers and parents, children and Patrons
2.8.9. Develop and implement Children program (including Church School Festival / Rally, Drama, Memory Verse, Solo Verse, Singing, Games and Choral Verse etc).
2.8.10. Build a Social Hall for use by the Church school.

2.9. **P.C.M.F.**

2.9.1. Nurture spiritual growth among men.
2.9.2. Involve all men in all church activities (e.g. fellowship, games, retreats, seminars, evangelism etc) and planning so as to own the P.C.M.F. activities.
2.9.3. Improve on leadership style
2.9.4. Educate P.C.M.F. members on issues pertaining to offerings, tithing and Church matters
2.9.5. P.C.M.F. to buy plot to start income generating projects e.g. green house farming, aquaculture, rabbit rearing, etc.

2.10. Woman’s Guild
   2.10.1. Nurture spiritual growth among women
   2.10.2. Stewardship (reach non members of Woman’s Guild)
   2.10.3. Development or build rental houses on our land
   2.10.4. Start income generating projects e.g. Fish farming, poultry and green houses, Tent and chairs for hire, bus for hire.
   2.10.5. Hold regular seminars for girls and boys.

2.11. Christian Education Committee
   2.11.1. The committee members to be meeting regularly
   2.11.2. The church to give support and publicity to the congregation about the importance of Christian Education.
   2.11.3. Conduct regular education programmes on cross cutting issues affecting Christian living
   2.11.4. Start Christian library

2.12. Social responsibilities programmes
   2.12.1. Use social programmes to promote growth and integrity of the Gospel and spiritual growth and social wellbeing among members and the society.
   2.12.2. JPRC
      2.12.2.1. Sensitize and educate members on important matters affecting the state through civic education
   2.12.3. BSR
      2.12.3.1. Identify needs among members and the communities.
      2.12.3.2. Cater for the needs among members and the communities.
      2.12.3.3. Hold educational seminars and workshops for children of tender age

2.13. Church Choir & Praise in worship
   2.13.1. Promote worship through church choir and praise in worship
   2.13.2. Build capacity of the Church Choir and Praise in worship team
   2.13.3. Engage pianists

2.14. Adult programs
   2.14.1. L.C.C initiate and maintain Married couples programmes
   2.14.2. L.C.C initiate and maintain Singles programmes
   2.14.3. L.C.C initiate and maintain Widows programmes

2.15. Boys and Girls Brigade
2.15.1. Engage enough Brigade Officers
2.15.2. Buy uniforms
2.15.3. Registration
2.15.4. Commission a Brigade Office
2.15.5. Training in brigade courses
2.15.6. Initiate income generating projects

2.16. Ahadi Presbyterian School
2.16.1. Expand existing church academy to reach standard eight
2.16.2. Strengthen School administration and management
2.16.3. Provide laid down rules and regulations governing the school
2.16.4. Build capacity (infrastructure, human resource) of the school.
2.16.5. Construct proper the toilets / latrines and all other necessary facilities for children.

Output 3: Faithful stewardship strengthened

3.1 Human Resource
3.1.1 Build capacity of all staffs and the leaders.
3.1.2 Establish and review the goals and objectives of both the staffs and the leaders to ensure consistency and support of the parish strategic plan.
3.1.3 Maintain updated database of church membership and activities.
3.1.4 Adequately support the Parish Minister.
3.1.5 Educate members about the good stewardship.
3.1.6 Strengthen church leadership.
3.1.7 Regularly review the staffing needs of the parish/congregation.
3.1.8 Create and regularly update a Personnel Manual for Parish Minister, staff and volunteers.
3.1.9 Identify specific talents within the parish to meet a variety of parish needs.

3.2 Property (e.g. building, grounds etc)
3.2.1 Establish and maintain good asset register.
3.2.2 Maintain the existing property in good conditions.
3.2.3 Utilize idle property.
3.2.4 Develop a master site plan for each congregation that addresses the imminent and future needs of the congregation.
3.2.5 Establish and implement policy framework for projects.
3.2.6 Expand existing congregation facilities through the congregations to include:
   3.1.6.1 Permanent church buildings.
   3.1.6.2 Additional schools and church halls.
3.1.6.3  Additional office and storage space.
3.2.7  Review policies for the use of church buildings and grounds to ensure consistency and support of the Church/Parish mission and strategic plan
3.2.8  Make all physical development facilities friendly to people with special needs.
3.2.9  Establish a transport program plan for the Parish
3.2.10  Establish church ICT policy.
3.2.11  Acquire necessary ICT infrastructure.

### 3.3 Finances

- 3.3.1. Formulate, implement and maintain a book keeping system.
- 3.3.2. Establish financial control systems
- 3.3.3. Strengthen Audit system.
- 3.3.4. Generate timely financial reports.
- 3.3.5. Establish an investment policy.
- 3.3.6. Increase congregational participation in regular financial giving.
- 3.3.7. Enhance parish groups to devote some of their financial resources to particular needs of the parish.
- 3.3.8. Use ICT to generate income for the church.

### Output 4: Teaching of biblical doctrines and members’ skills in various Ministry areas enhanced.

- 4.1 Conduct training needs assessment for various ministry areas.
- 4.2 Train in the various identified relevant and diverse skills to adequately meet the needs of a growing church.
- 4.3 Establish & implement Bible Study Programs.
- 4.4 Establish & implement Bible Exposition programs.
- 4.5 Strengthen Theological Education by Extension (T.E.E) programs in the whole Parish.
- 4.6 Educate members about biblical doctrines on tithing and giving (e.g. first fruits, offering, donations, thanksgiving, love offering and other planned giving) as an integral part of stewardship.
- 4.7 Develop ICT action plans, programmes, resource materials, and infrastructure.
- 4.8 Train relevant people on ICT.

### Output 5: Ministering to the needs of the members and larger community strengthened.

- 5.1. Identify the needy and assess their needs.
- 5.2. Strengthen evangelism ministry and other outreach programmes in committing ourselves to sharing Christ’s love and His message with those outside our parish, to bring them into His kingdom.
| 5.3. | Strengthen the BSR (Board for Social Responsibilities) and their activities. |
| 5.4. | Meet the Holistic needs of the community. |
| 5.5. | Strengthen Parish-wide pastoral visitations by Minister and Elders. |
| 5.6. | Evangelize to non-believers with the Gospel of Jesus Christ |
| 5.7. | Nurture spiritual growth of the existing members of the Church with the true Gospel. |
| 5.8. | Enhance membership retention and growth within the Parish |
| 5.9. | Start & strengthen new congregations |
| 5.10. | Use the ICT Technology to evangelize, teach, communicate market and publicize. |
| 5.11. | Encourage the use of electronic modes of communication, including email, telephone, bulletin boards, etc. |
| 5.12. | Music Extravaganza / open Air |
| 5.13. | Hold or initiate regular Kesha Congregation, Convention / Conference |
| 5.15. | Develop, implement and create awareness of calendar of events |
| 5.16. | Strengthen a vibrant Discipleship Ministry that will cover the whole range of age, gender and backgrounds. |

| Output 6: Management and administration of the implementation of strategic plan enhanced. |
| 6.1 | Accept primary responsibility for the strategic plan's execution. |
| 6.2 | Assign implementation of Strategic Plan objectives to all three congregations. |
| 6.3 | Ensure that individual and congregation work plans are harmonized with the strategic plan. |
| 6.4 | Develop appropriate monitoring and evaluation tools, build capacity on the procedures |
| 6.5 | Prepare and implement performance monitoring plan (indicator-based and activity-based). |
| 6.6 | Conduct monitoring and evaluation of the implementation plan. |
| 6.7 | Implement regular update and review of the Strategic Plan. |
| 6.8 | Identify partners and hold consultative meetings to formulate modalities for partnership. |
Annex 2: Summary of the projected organizational budgetary requirement for implementing the strategic plan over the period 2010-2015 (KES)

<table>
<thead>
<tr>
<th>Strategic Growth Areas and their Respective Intervention Strategies</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>Five year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancing worship of God in prayer, praises, songs, giving.</td>
<td>280000</td>
<td>230000</td>
<td>270000</td>
<td>230000</td>
<td>230000</td>
<td>1,240,000</td>
</tr>
<tr>
<td>Promoting sharing the gospel of Jesus Christ.</td>
<td>5,884,200</td>
<td>6,394,200</td>
<td>5,884,200</td>
<td>5,884,200</td>
<td>5,884,200</td>
<td>29,931,000</td>
</tr>
<tr>
<td>Strengthening faithful stewardship</td>
<td>9,500,000</td>
<td>9,500,000</td>
<td>9,500,000</td>
<td>9,500,000</td>
<td>9,500,000</td>
<td>47,500,000</td>
</tr>
<tr>
<td>Teaching the Biblical doctrines and training members in skills needed in various Ministry areas.</td>
<td>265,000</td>
<td>265,000</td>
<td>265,000</td>
<td>265,000</td>
<td>265,000</td>
<td>1,325,000</td>
</tr>
<tr>
<td>Ministering to the needs of the members and larger community</td>
<td>689,000</td>
<td>1189,000</td>
<td>1189,000</td>
<td>689,000</td>
<td>689,000</td>
<td>4,445,000</td>
</tr>
<tr>
<td>Management and administration of the implementation of strategic plan</td>
<td>165,000</td>
<td>165,000</td>
<td>165,000</td>
<td>165,000</td>
<td>165,000</td>
<td>825,000</td>
</tr>
<tr>
<td>Salaries and Administration costs</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>6,000,000</td>
</tr>
<tr>
<td><strong>Total projected P.C.E.A. Kenyatta Road budgetary requirement</strong></td>
<td>17983200</td>
<td>18943200</td>
<td>18473200</td>
<td>17933200</td>
<td>17933200</td>
<td>91266000</td>
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Annex 3: Kenyatta Road Church higher level organizational and management structure

The following are the current members of the Kirk Session from Kenyatta Road.

1. Rev. Audfax Mawira Kirimi  Moderator
2. Elder Samuel Githongo  Session Clerk
3. Elder Justus Mbugua  Treasurer
4. Elder David Gitau  Pairing Elder
5. Elder Ephraim Warutere  LCC Chairman Kenyatta Road
6. Elder Milton Gichunge
7. Elder Mercy Maina
8. Elder Nancy Waweru
9. Elder Joseph Maina Kamau
10. Elder John Karanja
11. Elder Salome Njambi
12. Elder Jonathan Hika Kagenyo
13. Elder Duncan Mbugua Kibunyi
14. Elder George Gatebi
15. Elder Charles Kiragu
17. Elder Samuel Muchane Muchai
18. Elder Samuel Njenga
19. Elder Rose Njagi