



## STRATEGIC PLAN 2023 -2027

***“All that the Father gives me will come to me, and whoever comes to me I will never drive away; For I have come down from heaven not to do my will but to do the will of Him who sent me; And this is the Will of Him who sent me, that I shall not lose none of all that He has given me, but raise them up at last day; For my Fathers will is that everyone who looks to the Son and believes in Him shall have eternal life, and I will raise him up at the last day.”***

***John 6:37-40***

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## BACKGROUND

Karen Community Church (KCC) was started on 14<sup>th</sup> April 1996 by a group of 18 persons commissioned by Nairobi Baptist Church to plant a new church in Karen. The church initially met at Kenya Commercial Bank (KCB) Leadership Institute for worship and Sunday school services before moving to the current premises in 1998.

Over the years the congregation grew to over 300 persons including children, youth, and adults. These numbers changed with the reality of the COVID-19 pandemic. Thankfully, the church continued transmitting sermons through the electronic media platform during the pandemic. In the recent months the congregation has gradually risen to an average of 250 persons each Sunday. The worship services for these three groups (Children, Youth and Adults) are commonly called Children's Tabernacle, Youth Service and Adults' Service respectively.

KCC follows a congregation-led church model where the members constitute the whole governing body. They do so through the various avenues such as the Members' Days, the Annual General Meeting or through the Elders' Court who are their elected representatives. Missions, evangelism, discipleship and fellowship have remained the core engines of the church and are indeed what makes KCC unique. The sense of community is embodied in the church motto *"a place to belong and a place to become"* and has leveraged members to active participation in the life of the church.

The church is fondly referred to as mission mobilized to emphasize its strong commitment to missions with its first missionary outreach to the Aweer (Boni) people of the Kenyan coast who are predominantly unreached by the gospel. The cross-cultural missions have taken church representatives as far as China and as near as to the indigenous Kenyan communities of the arid northern Kenya region (Oltrurot). Local mission work involves active ministry and evangelism in the low-income neighborhoods of Bulbul and Gichagi on the outskirts of Ngong town.

Life Groups are the heartbeat of the church. These home-based fellowships meet weekly to study God's word, fellowship and support each other. Our core values include being soundly rooted in the Scriptures, empowered by the Holy Spirit, praying without ceasing, growing as disciples, caring for one another, upholding families and influencing our world for Christ.

Much more can be said about KCC but it must be said that the Lord has remained truly unfailing in His grace and steadfast in His love. The Lord has been bringing to completion the good work He began with us as we made the step of faith to plant a church in Karen.

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### MESSAGE FROM THE SENIOR PASTOR

Karen Community Church has roots that run deep into the Word of God, missions and community as we seek to be disciples of our Lord Jesus Christ who impact the world through word, prayer, lifestyle and missions. Informed by our rich history, comprehensive review of the past plans and prayers we now have a strategic plan to guide us for the next **five (5) years**.

My sincere gratitude to the **Strategy Technical Team** led by Mrs. Elizabeth Kimenyi for guiding the process from the initial stages of collecting views from the congregation to the latter stages of engaging the different ministry teams to come up with this **document** that will help us achieve our goals and objectives in the next five years (**2023-2027**).

This strategic plan is consistent with our vision, mission and core values. It hopes to build on the foundation of the **Lordship of Jesus Christ** and the pillars of **4-Es: Evangelizing** the unsaved, **Edifying** believers, **Equipping** leaders and **Exercising** compassion.

Through these pillars, our hope is that in the next five (5) years, KCC will continue to grow to be “*a place to belong and a place to become*” characterized by:

1. **Intentionality in God’s word** through exposition and teaching of the whole counsel of God
2. **Irresistible Communities** that are growing and thriving (our Life and affinity groups)
3. **Invigorating involvement** of all our members in the life of the church and
4. **Identifiable sustainability** of the church and its projects leveraging on the stewardship of what God has blessed us with.

It is my prayer that we will remain committed to this vibrant future as we **take our positions** in our different roles in the body of Christ. Let us strive to become the person and the church that God wants us to be. Let us keep our focus on Jesus Christ and His Word. Let us serve Him with gladness. May God’s blessing be with you now and always

Your brother in Christ,

Senior Pastor,  
John Paul Mugendi

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### **Message from the Chair of Elders' Court**

This 2023-2027 Strategic Plan for the Church has been prepared in 2022 when our nation and the Church are recovering from the adverse effects of COVID-19 that affected the nation from 2020 to early 2022.

We thank God for this far He has brought us, despite the challenges the Church has gone through. We have enjoyed walking with the Lord according to 2Chron 20:17 whereby we declare and commit to take our position in the Lord so we may receive guidance to fulfil the purpose for which God established KCC. We are grateful for this far God has brought us.

The Vision and the Mission of KCC has not changed in this Strategic plan. Let us be believers who know, love, and present Christ as Lord.

We trust the Lord to help us to intentionally continue equipping believers to fulfil the vision and mission of the Church and for every member to find KCC as *"a place to belong and a place to become"*. This strategic plan will guide us according to the leading of the Holy Spirit so that we can be faithful servants in using the resources that God has given us.

Let us all work together to support the work of the Lord in KCC. It is our prayer that we shall all be faithful servants of the Lord who has called us to co-labour with Him in His vineyard. Let us live according to 1Cor 15:58 which admonishes us *"Therefore, my dear brothers and sisters, stand firm. Let nothing move you. Always give yourselves fully to the work of the Lord, because you know that your labour in the Lord is not in vain"*.

Chairman Elders Court,  
Eng. Albert Mugo.

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## FOREWORD

The Elder's court appointed and commissioned the Strategic Plan Technical Team on 29<sup>th</sup> May 2022 to develop the 2023 – 2027 Strategic Plan. The team comprised of:

- Elizabeth Kimenyi (Mrs.) – Leader
- Senior Pastor John Paul Mugendi
- Pastor Eric Kyalo – *Children Department*
- Pastor Harun Wang'ombe - *Missions*
- Pastor Hans Munyua – *Youth Department*
- Mrs. Catherine Kioi
- Ms. Virginia Ndung'u
- Elder Sammy Kiarie
- Mr. Frank Muriithi
- Mr. Jeff Sambamona – Music
- Mrs. Loise King'ori – Church Admin
- Mr. Jack Karabu Kimani.

The Elders also granted authority to the Technical Team to coopt other relevant and willing members to participate in the task. They therefore approached and coopted Catherine Karekezi and Mrs. Marion Rono who have given tremendous contributions to the task.

Before embarking on the development of the new plan, the Team spearheaded the final evaluation of the current Strategy (2018 -2022). A Mid-term evaluation, with the involvement of all the leaders and congregants, had been conducted in March 2020 before the outbreak of COVID-19. A report was prepared and shared with the church administration.

To conduct the Final evaluation, a *Web-based* questionnaire was developed and transmitted to all the congregants whose contacts were with the church administration.

- 68 persons responded to the questionnaire.
- Over 90 % of the respondents were aware of the existence of the Strategic Plan and were of the opinion that the Plan helped the church achieve its Vision and Mission statement.
- Over 80% were of the opinion that the Plan was largely and successfully implemented.

There was, however, room for improvement. For example, the Ministerial Coordination Board (MCB) which was envisaged as the coordinator of the implementation of the Plan did not seem to have worked well. There were other suggested improvements for all the Ministries. The full evaluation report of is available with the church administration for reference.

Karen Community Church (KCC) has been guided by various Strategic Plans since its inception on 16<sup>th</sup> April 1996. The 2023 -2027 Strategic Plan will be another guiding document for the next five years. A Strategic Plan creates a sense of direction and operational efficiency under the guidance of the Holy Spirit. That is why the Word of God states that - *"The plans of the diligent lead to profit as surely as haste leads to poverty - Proverbs 21:5"*.

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The plan also helps the church achieve its Vision and Mission. However, it is only the Lord's purposes that prevail – *"Many are the plans in a man's heart, but it is the Lord's purposes that prevail - Proverbs 19:21"*.

This was evident in the implementation of the 2018 - 2022 plan that faced challenges midway due to the outbreak of COVID-19 in March 2020 which eventually led to a country lock down for a long period. In the same period, the church experienced some internal turbulence, but we thank God for His mercies and the achievements made during that period despite these challenges. The implementation teams were enthusiastic to do God's work.

The Technical Team is truly grateful to God for the privilege, honor and opportunity given to them to lead the church in preparing the 2023 – 2027 Strategic Plan. They chose **Ephesians 2:10** as the guiding verse in recognition of the fact that *"We are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do"*. Some of the good works include the preparation of a Strategic Plan. Through commitment and sacrifice, under the guidance of the Senior Pastor, the team was able to put together this document. The Team considered and incorporated into this new plan, input from the Mid-term and the Terminal (Final) evaluation reports.

The document is live and dynamic. It is capable of being reviewed from time to time in response to emerging needs and situations.

We thank the Lord and the Church leadership for the opportunity given to us to serve in this way. We look forward to a successful implementation, growth and edification of the church.

In the Lord's Vineyard,

The 2023 – 2027 Strategic Plan Technical Team.  
August, 2022

*"For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do". Ephesians 2:10*

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**VISION**

*Believers who know, love, and present Christ as Lord*

**MISSION**

*To grow a community of believers who impact the world through the Word, prayer, care, missions and lifestyle*

**PURPOSE**

*To grow a community of believers who know, love, care and present Christ as Lord in the world*

**MOTTO**

*A place to belong,  
A place to become*

**KEY VERSE**

*"All that the Father gives me will come to me, and whoever comes to me I will never drive away; For I have come down from heaven not to do my will but to do the will of Him who sent me; And this is the Will of Him who sent me, that I shall lose one of all that He has given me, but raise them up at the last day. For my Father's will is that everyone who looks to the Son and believes in Him shall have eternal life, and I will raise him up at the last day." John 6:37-40 (NIV)*

**CORE VALUES**

1. Soundly rooted in the Scriptures
2. Empowered by the Holy Spirit
3. Praying without ceasing
4. Growing as disciples
5. Caring for one another
6. Upholding Families
7. Influencing our world for Christ

**UNIQUENESS**

1. Convenient location
  2. In depth teaching of God's word
  3. Strong youth and children's Departments
  4. Strong focus on Missions
  5. Vibrant Life Groups
  6. Evident intergenerational congregations
  7. Strong linkage to educational institutions
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## **STATEMENT OF FAITH**

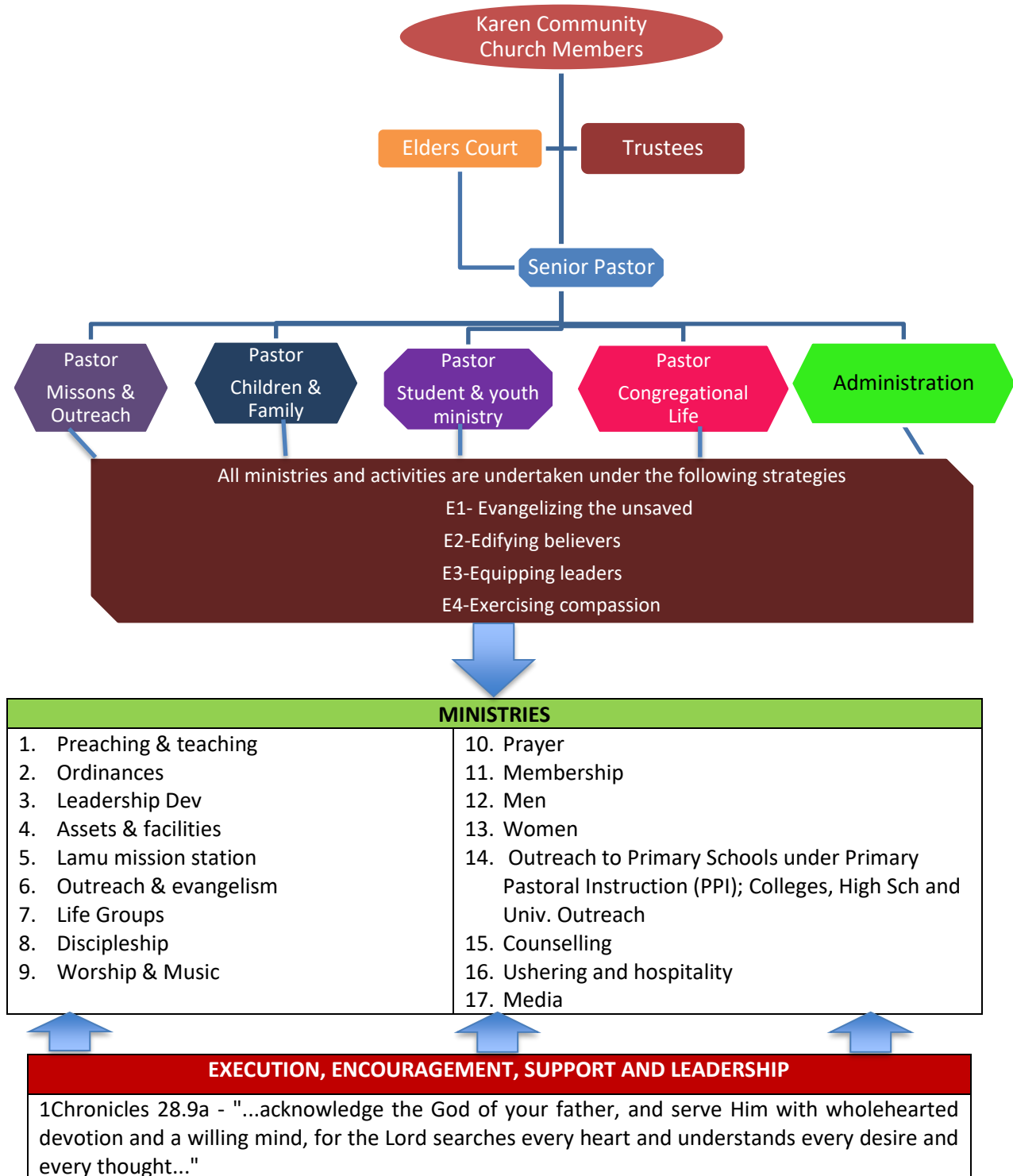
1. The unity of the Father, the Son and the Holy Spirit in the God head. *Gen. 1:2, 26; Deut. 6:4, John 5:17, 22, 23; John 14:25,26; John 16:7,27,28; Heb.1:1-3, 8.*
2. The incarnation, the sinless life, atoning death, bodily resurrection, ascension to the right hand of the Father and the personal return in glory of Jesus Christ. *Gal. 4:4, Matt. 1:20-25; Rom. 4:22-25; 8:3; Cor. 5:21; Heb. 10:12-14; 1 Cor. 15:20; Acts 1:9, John 14:3; 1 Thess. 4:13-18*
3. The agency of the Holy Spirit in the conversion of sinners, the sanctification of believers and the ministry of the Church. *John 3:5-8; 16:8-11; Titus 3:4-7; 2 Thess. 2:13,14; 1 Peter 1:2*
4. The universal sinfulness and guilt of man, and that salvation is by the grace of God through repentance from sin and faith in Jesus Christ. *Rom. 4:4,5; Rom. 5:1; Gal. 2:16*
5. The Bible as the inspired Word of God. *2 Tim. 3:15-17; 2 Peter 1:20-21*
6. The priesthood of all believers. *1 Peter 2:5; 9; Rev. 1:9; 5:10; 20:6*

## **What is the gospel we preach?**

1. God created us for His glory. (Isaiah 43:6–7)
  2. Therefore, every human should live for God's glory. (1 Corinthians 10:31)
  3. Nevertheless, we have all sinned and fallen short of God's glory. (Romans 3:23)
  4. Therefore, we all deserve eternal punishment. (Romans 6:23)
  5. Yet, in His great mercy, God sent His only Son Jesus Christ into the world to provide for sinners the way of eternal life. (John 3:16)
  6. Therefore, eternal life is a free gift to all who will trust in Christ as Lord and Savior and supreme Treasure of their lives. (Acts 16:31)
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## Strategy framework and Implementation Structure

The strategic structure recognizes that KCC is a congregation mobilized church, where members make key decisions regarding how the church is governed.



The plan will be implemented through the three Departments i.e. Children, Youth and Adults (CYA), each of which will be headed by a Pastor. In addition, the Missions Pastor will implement all the mission's strategies. It also proposed that a Pastor in charge of Congregational Life be hired to augment the existing Pastoral team and for the enhancement of Ministry work. These Departments will have room and flexibility to use different Ministries in their endeavors to evangelize the unsaved (E – 1), Edify believers (E – 2), Equip leaders (E – 3) and Exercise compassion (E – 4) as depicted here below.

Overall, there will be many Ministries which include, but not limited to: prayer; ushering and hospitality; media; counselling; outreach and evangelism; worship and music; etc. Therefore, the proposed Strategic Plan hopes to encourage the Departments which include Pastoral and Volunteer teams to use the various Ministries as avenues to meet the objectives without limiting themselves to specific Ministries.

The Senior Pastor remains as the Chief Executive Officer (CEO) and will spearhead the implementation of this Strategic Plan assisted by the other Pastors and the Elders Court. The Volunteers will offer support.

**There will be four (4) main pillars.**

Pillar	Supporting Biblical verse
<b>E-1 - EVANGELIZING THE UNSAVED:</b>	<u>Mark 16:15</u> : He said to them, "Go into all the world and preach the gospel to all creation
<b>E – 2 - EDIFYING BELIEVERS</b>	<u>Jude 1:20-21</u> : But you, dear friends, by building yourselves up in your most holy faith and praying in the Holy Spirit, keep yourselves in God's love as you wait for the mercy of our Lord Jesus Christ to bring you to eternal life.
<b>E– 3 – EQUIPPING LEADERS</b>	<u>2 Timothy 2:15</u> : Do your best to present yourself to God as one approved, a worker who does not need to be ashamed and who correctly handles the word of truth.
<b>E-4 – EXERCISING COMPASSION</b>	<u>Colossians 3:12</u> : Therefore, as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience.

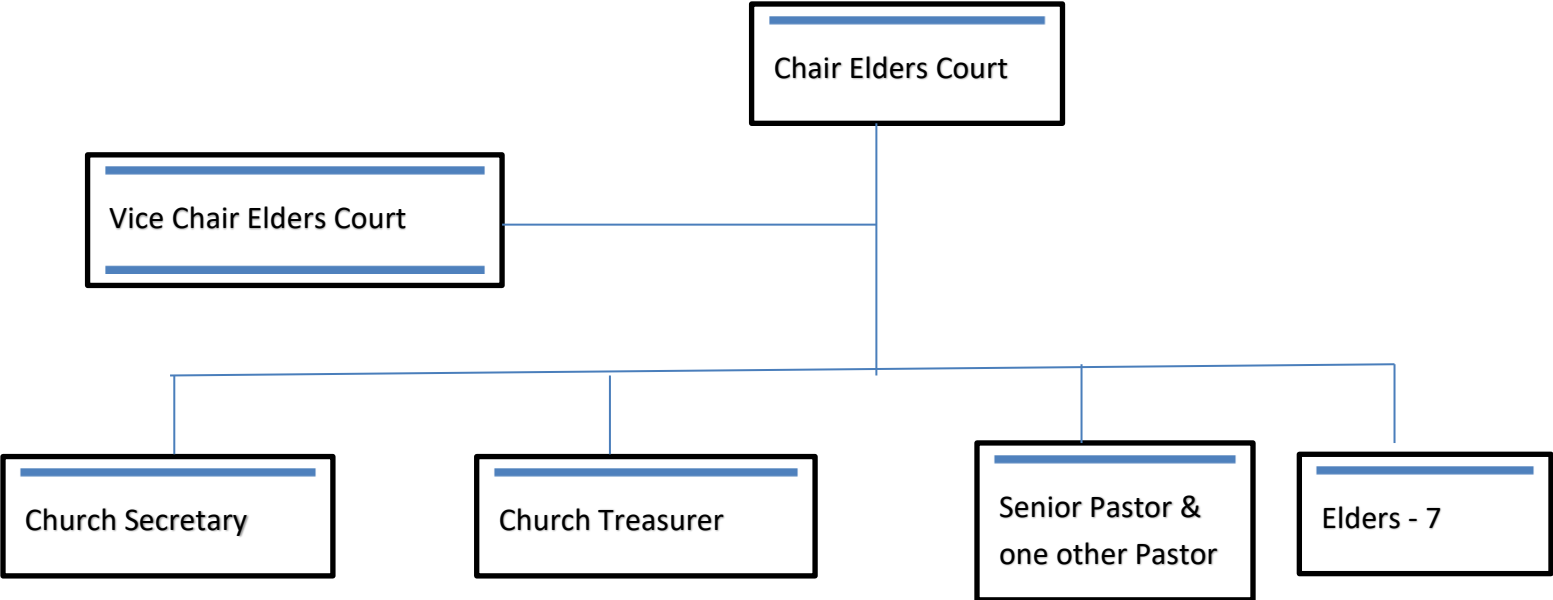
## Supporting pillar to the 4 – Es:

### EXECUTION, ENCOURAGEMENT, SUPPORT AND LEADERSHIP

1Chronicles 28.9a - "...acknowledge the God of your father, and serve Him with wholehearted devotion and a willing mind, for the Lord searches every heart and understands every desire and every thought..."

The Trustees in conjunction with the Elders' Court will ensure Godly stewardship of all KCC assets and properties. The Elders' Court role will also include ensuring policy oversight, shepherding of the congregation and providing guidance on church planting. The Church officials (Chairman, Vice Chairman, Secretary and Treasurer) will mainly concentrate on ensuring compliance with Biblical stewardship principles and statutory compliance. The rest of the Elders will have the primary duty of ensuring Biblical principles of good governance are observed. Together with the Pastors, they will perform the role of Pastoral care and shepherding of the flock as well as oversee the implementation of the Strategic Plan assisted by the Volunteers.

Elders Court Structure



## OBJECTIVES AND STRATEGIES

The three Departments will seek to implement specific objectives with measurable parameters as indicated in the implementation matrix. Annual goals and budgets will be derived from the objectives and strategies and presented during the Member’s Day for approval.

Broad Strategy/Objective - <b>E -1 Evangelizing the unsaved:</b> Mark 16:15: He said to them, “Go into all the world and preach the gospel to all creation					Operational responsibility
Strategic Objectives	DEPARTMENT	Strategy/Activity	Performance Indicator (s)	Assumptions and risk	Ministry/Sub Ministry/ Committee
<b>1.1</b> To win 2000 persons for Christ by reaching 10,000 with the Gospel	All	Conduct PPI in Primary and outreach to Secondary schools	<ul style="list-style-type: none"> <li>a. Ministry to 3 Primary Schools and 2 High schools</li> <li>b. At least 80 responses per year targeted through PPI and high school ministry</li> </ul>	<ul style="list-style-type: none"> <li>a. Unavailability of teams</li> </ul>	Missions committee/Pastoral team and volunteers
	Children	Implement 3 VBS activities annually targeting 1000 children	<ul style="list-style-type: none"> <li>a. Annual VBS curricular</li> <li>a. At least 200 responses recorded annually</li> <li>b. Children’s lives transformed</li> </ul>	<ul style="list-style-type: none"> <li>a. People willing to serve as volunteers</li> <li>b. Children coming to the Lord and adequately followed up</li> </ul>	Missions committee/Pastoral team and volunteers
	All	<ul style="list-style-type: none"> <li>a. Develop a digital outreach strategy developed and procure software to reach <b>2000</b> people annually</li> <li>b. Engage a comprehensive digital outreach ministry</li> <li>c. Stream and record sermons every Sunday and upload for ease</li> </ul>	<ul style="list-style-type: none"> <li>a. Technical personnel in place</li> <li>b. Updated interactive website hosted</li> <li>c. Subscription base up to 5000</li> <li>d. All video and audio sermons/sermon uploaded and available</li> <li>e. Weekly teachings from Children and</li> </ul>	<ul style="list-style-type: none"> <li>a. Availability of competent staff to man the Digital Platform and Audio Visual (AV) equipment</li> <li>b. The sermons lead to an increased spiritual growth as well as an increase in members</li> </ul>	Admin KCC Staff Pastoral team

		of access by the congregation	youth departments uploaded f. Quarterly e-newsletters developed and sent out	c. Those who make commitments are followed up	
	All	Hold Sunday worship services and present specific evangelistic messages to realize at least <b>20</b> responses annually	a. Worship services and sermons delivered – b. Number of persons attending (physically and on-line) c. Lessons for children presented	a. That non – believers will come to church to hear the message b. That people coming to the Lord are adequately followed up for grounding in salvation and plugged into the Church system	Worship Ministry/ Pulpit team
	All	Conduct at least 3 annual fun outreach days (1 children, 1 youth, 1 family) incorporating non-believers reaching 500 persons	a. Programs for outreach day and events • Children Fun Day • Youth Fun Day • Family Fest (incorporating whole church) b. Number reached	a. That non – believers will come to church to hear the message b. Successful follow up	All
	All	Organize at least one annual thematic concert featuring Christmas/Easter messages	a. Concert programs and messages b. Altar calls	That non – believers will come to church to hear the message	Music Team
<b>1.2</b> To win 2,000 persons to Christ	Youth	Hold at least one annual Sports tournament targeting 200 participants	a. Tournament organised b. At least 50 responses for Jesus	That non – believers will come to church to hear the message	
		Hold weekly University Ministry (Reaching and	At least 20 responses targeted annually	a. Availability of persons to attend	Missions' committee/ Pastorate

		Discipling) 100 students annually		b. Willingness of students to participate	
	All	Organize and participate in prison evangelistic visits annually reaching 1000	a. Calendar of visits b. At least 2 prison visits made annually c. At least 50 responses from the inmates	a. Availability of people to attend prison visits b. Acceptance of visit requests by prison authorities	Missions Committee/Women and Men
	All	Organize and participate in door-to-door evangelism in Gichagi; Embul bul and environs twice a year aiming at reaching at least 100 persons	a. Outreach program b. At least 50 responses	a. Availability of people to participate b. Acceptability by the respondents	Missions Committee/Pulpit team
	All	Organize evangelistic missions/activities to Lamu and other areas at least 3 times annually. Targeting to reach 1000	a. Activity program developed and implemented b. Number of people reached c. Number of missionaries supported in Lamu	a. Availability of people for the mission (s) b. No security threats	Missions Committee/ KCC Office
	All	Harness partnerships and collaborations to advance the Great Commission	At least 10 partners engaged and or supported in the great commission annually.	Availability of funds	Missions Committee/KCC Office
<b>1.3</b> To establish churches and ministry facilities, as guided by the KCC vision.	All	Plant a Church in Lamu (Shelash Community of Hope (SCH)) and other areas	a. Functional congregation(s) established b. Number of door-to-door evangelism held c. Number of home fellowships established d. Jesus Film tools screened e. Partnering with Disciple Making Ministry (DMM)	a. Availability of men of peace willing to partner in planting churches b. Where to plant the church c. Availability of funds/resources	Missions Committee/KCC office (leadership)



<p><b>1.4 To promote Care of creation as a Gospel mandate for evangelism</b></p>	<p>All</p>	<ul style="list-style-type: none"> <li>a. Teach on Care of creation</li> <li>b. Participate in seminars/training on Care of creation</li> <li>c. Purchase, distribute and oversee planting and care of trees</li> <li>d. Partner with e-waste management teams</li> </ul>	<ul style="list-style-type: none"> <li>a. Annual seminars on care of creation held</li> <li>b. A tree planting day organized annually</li> <li>c. Cleaning day organised in Karen</li> <li>d. Farming God's way in Lamu implemented</li> <li>e. Members sensitized on e-waste</li> </ul>	<ul style="list-style-type: none"> <li>a. Availability of funds</li> <li>b. Availability of willing partners</li> </ul>	<p>Missions Committee/KCC Office</p>
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**E -2 EDIFYING BELIEVERS**

Jude 1:20-21 But you dear friends, by building yourselves up in your most holy faith and praying in the Holy Spirit, keep yourselves in God's love as you wait for the mercy of our Lord Jesus Christ to bring you to eternal life.

Operational responsibility

Strategic Objectives	DEPARTMENT	Strategy/Activity	Indicator (s)	Assumptions and risk	Ministry/Sub Ministry/ Committee
<b>2.1.</b> To improve the quality of Congregational Music life in KCC and its affiliates	All	a. Recruit at least 3 music teams b. Build capacity of the music team c. Train the music teams d. Provide equipment for the music team e. Upgrade, maintain the Audio Visual (AV) streaming, music and any other f. Hire a Pastoral assistant with strengths in music and administration g. Run a school of Music	a. At least 3 music teams with 50 members established b. Training calendar developed c. 2 Annual Trainings d. Enhanced skill/competency of the worship team e. Music school established and equipped f. Functional and upgraded equipment enabling effective worship g. Pastoral assistant hired h. Enhanced congregational worship life	a. Availability and willingness of volunteers to serve b. That maintenance is prioritized to avoid recurrent breakdown c. Availability of funds	Music team and Senior Pastor
<b>2.2</b> To integrate visitors into KCC		a. Develop/review Visitors' pack b. Update database c. Hold at least 3 lunches annually where visitors are hosted and incorporated into KCC family	a. Visitors' pack reviewed and in use b. Data base updated and in use c. Calendar of lunches developed and implemented	a. Availability of visitors b. Willingness to attend the extra events	Pastoral and Admin
<b>2.3</b> To Strengthen corporate & individual prayer culture and participation		a. Mobilize the church for Sunday morning intercessory prayers b. Organize physical/virtual corporate weekly prayers c. Organize Monthly prayers for adults	a. Number of Sunday morning intercessors increased by 30% b. Participation in the weekly	a. People willing to commit more time for prayer b. Membership will be increased	Pastoral

		<p>(Women and men fellowship)</p> <p>d. Organize Quarterly worship/prayer experience nights</p> <p>e. Mobilize congregants to hold annual 21 days of prayer and fasting.</p> <p>f. Organize 2 annual Prayer vigils</p> <p>g. Organize annual Children Prayer Day</p> <p>h. Enhance youth prayer life</p>	<p>prayers increased by 30%</p> <p>c. At least <b>50</b> youth involved in Annual Youth prayer walks, half-day prayer and Prayer service</p>		
<b>2.4.</b> To minister more effectively to people with Special Needs		<p>a. Enroll an in-person and online sign language interpreter</p> <p>b. Provide equipment (camera; video mixer and green screen)</p>	<p>a. Sign language interpreter in place</p> <p>b. Equipment in place</p>	Funds will be availed	Pastoral and Admin
<b>2.5</b> To facilitate diversity of the pulpit ministry through thematic exposition of God's Word	All	<p>a. Identify annual themes</p> <p>b. Select Bible books according to the themes</p> <p>c. Present engaging preaching series geared towards major church events (Christmas, Easter, ordinances).</p> <p>d. Present through the Bible series in the Youth service</p> <p>e. Engage Children in God's word in ways they can fully understand and worship God</p>	<p>a. Planned preaching program (adult, children and youth churches)</p> <p>b. Adults service goes through 6 books of the OT and 6 books of NT</p> <p>c. Annual theme banners printed and mounted</p> <p>d. 1<sup>st</sup> 5 books of the Bible exposed at the youth Church</p> <p>e. Sunday school through the Bible series (at least 50% of the Bible)</p>	<p>a. Availability of appropriate preachers</p> <p>b. Availability of materials for Sunday school</p> <p>c. Availability of Sunday school teachers to teach the series</p> <p>d. Youth willingly to learn about the Word (the first 5 books of OT)</p> <p>e. Involvement and availability of the pulpit team</p>	Pastoral and pulpit

<p><b>2.6.</b> To uphold acknowledgment of the sovereignty of God in all matters of the church</p>	<p>All</p>	<p>a. Identify and teach on selected ordinances and practices  b. Administer Holy Communion monthly  c. Conduct baptism  d. Conduct child dedication  e. Conduct weddings</p>	<p>a. Ordinances identified  b. Annual teaching calendar developed  c. Calendar implemented  d. Number of congregants participating  e. Pre-marital classes taught before weddings</p>	<p>Participation of the congregants in the ordinances selected</p>	<p>Pastoral and pulpit</p>
<p><b>2.7.</b> To grow and disciple believers through age and gender specific materials</p>	<p>All</p>	<p>a. Develop/acquire specific and appropriate congregational resources for selected groups (Men, women, youth, children, couples, single parents, widows/widowers)  b. Facilitate on-going training/capacity building for effective use of the materials and avail topic appropriate materials through the digital library.</p>	<p>a. Materials developed or acquired for different groups and in use  b. Training calendar /schedule and specific groups using relevant materials  c. Increased number using the materials</p>	<p>a. Availability of a coordinator/Pastor or  b. The KCC invests in developing its own materials as a growth strategy  c. The digital platform is operational and members accessing materials  d. Willingness by the groups to use the materials</p>	<p>Pastoral/leadership of the different groups   Church administration</p>
<p><b>2.8.</b> To strengthen family ties/ Discipleship</p>	<p>All</p>	<p>Organize at least 2 seminars on selected themes in collaboration with like-minded institutions where applicable</p>	<p>a. Annual activity program developed  b. Appropriate partnerships with like-minded institutions established  c. Seminars that impact the modern family conducted</p>	<p>a. Availability of families to participate  b. Willingness of partners to participate</p>	<p>Pastoral team/ Counselling Ministry</p>

	All	<ul style="list-style-type: none"> <li>a. Organize family year – end dinner/ luncheon fun day</li> <li>b. Organize two couple seminars/ fellowships</li> <li>c. Facilitate annual family fun day after the members days</li> <li>d. Conduct family visitation(s) as need arises</li> </ul>	<ul style="list-style-type: none"> <li>a. Number of people attending</li> <li>b. Topics that strengthen family ties targeting at least 60 per cent of the KCC couples identified</li> <li>c. All life groups, ladies, families, Men’s Shujaa groups, youth &amp; children are involved in a day long food, fun, fellowship.</li> <li>d. Number of families visited</li> </ul>	Willingness to participate in the events	Pastoral team to coordinate
<b>2.9a.</b> To increase the congregation of KCC to 700 in 5 years and improve their commitment		Hold annual Ministry Fair and disseminate appropriate information and recruit more people into the congregation	<ul style="list-style-type: none"> <li>a. Annual increase in number of persons in congregation</li> <li>b. Increase in number of services</li> </ul>	Willingness of congregants	Discipleship Ministry
<b>2.9 b.</b> To increase membership by 300 in 5 years		<ul style="list-style-type: none"> <li>a. Organize 2 membership drives annually</li> <li>b. Conduct foundational classes</li> <li>c. Continual follow up of members who have missed in church services and activities.</li> <li>d. Increase in number of services</li> </ul>	<ul style="list-style-type: none"> <li>a. Annual calendar developed and implemented</li> <li>b. Number of persons received into membership annually</li> <li>c. Number of persons followed up and responses received</li> </ul>		
<b>2.10 a.</b> To strengthen Life Groups and increase their numbers by 20 over 5 years	Adults	<ul style="list-style-type: none"> <li>a. Review zoning of life groups</li> <li>b. Support life groups through periodic visitation by the Pastorate and Elders</li> <li>c. Develop Life group Material guide</li> <li>d. Increase life groups by 4 annually</li> </ul>	<ul style="list-style-type: none"> <li>a. Schedule of Pastoral visits</li> <li>b. Number of life groups visited</li> <li>c. Number of new life groups</li> <li>d. Life group material guides developed and in use</li> </ul>	<ul style="list-style-type: none"> <li>a. Availability of the Elders and the Pastoral team</li> <li>b. Functional Life groups that translate to higher church attendance leading to</li> </ul>	Pastoral team and elders

		<ul style="list-style-type: none"> <li>e. Conduct at least 2 Life Group drives annually</li> <li>f. Recruit Life Group leaders</li> </ul>	<ul style="list-style-type: none"> <li>e. Annual calendar for the recruitment</li> <li>f. Number of new Life groups created</li> <li>g. Number of new members joining Life Groups</li> <li>h. Number of Life Group leaders recruited</li> </ul>	<ul style="list-style-type: none"> <li>c. actual membership</li> <li>Willingness of Life Groups to use the Study materials</li> </ul>	
<b>2.10 b.</b> To rationalize and strengthen fellowship groups	Men	<ul style="list-style-type: none"> <li>a. Establish/strengthen men's fellowship (Shujaa Faith groups)</li> <li>b. Hold monthly/quarterly prayer meetings</li> <li>c. Hold annual retreat/excursion</li> <li>d. Engage in church development projects</li> <li>e. Establish/strengthen fellowship for widowers or singles</li> </ul>	Regular vibrant meetings/fellowship through the Shujaa Faith groups held	<ul style="list-style-type: none"> <li>a. The Fellowship actually reached the men of KCC</li> <li>b. Willingness of men to join the fellowship groups</li> </ul>	Men leaders
	Ladies	<ul style="list-style-type: none"> <li>a. Strengthen Ladies fellowship</li> <li>b. Hold Monthly breakfast with topical issues</li> <li>c. Collaborate with other ministries in the annual outreach programs such as hospital /prison visitation</li> <li>d. Hold annual visitation to AIU and retreat</li> <li>e. Hold annual Young Ladies luncheon.</li> <li>f. Establish/strengthen fellowship for widows or singles</li> </ul>	<ul style="list-style-type: none"> <li>a. Regular vibrant meetings/fellowship</li> <li>b. More women involved in the families</li> <li>c. Annual month for ladies to lead</li> </ul>	<ul style="list-style-type: none"> <li>a. The women continue to meet and encourage one another</li> <li>b. Willingness of members to join the fellowship groups</li> <li>c. Leader available to identify with the group</li> </ul>	Women Leaders and pastorate
<b>2.11.</b> To empower members to save and access credit		<ul style="list-style-type: none"> <li>a. Grow Tumusifu Sacco membership by 20 members annually</li> </ul>	<ul style="list-style-type: none"> <li>a. Number of SACCO members</li> <li>b. Calendar of event</li> </ul>	Availability of participants	Discipleship Ministry

		<ul style="list-style-type: none"> <li>b. Conduct quarterly recruitment drives for the SACCO</li> <li>c. Conduct an annual members' fun day</li> <li>d. Conduct SACCO AGM annually</li> <li>e. Encourage staff to join the SACCO</li> </ul>	<ul style="list-style-type: none"> <li>c. Number of members attending the fun day</li> <li>d. AGM minutes</li> </ul>		
<b>2.12.</b> To empower 20 believers annually with knowledge of running successful businesses for Small Medium Enterprises		<ul style="list-style-type: none"> <li>a. Conduct at least 2 trainings of 10 weeks, each with at least 10 participants, annually</li> <li>b. Publish Training manual</li> <li>c. Train 2 Trainers (Training Of Trainers -TOTs) annually</li> </ul>	<ul style="list-style-type: none"> <li>a. Calendar of events</li> <li>b. At least 20 individuals trained annually</li> <li>c. Annual training manual</li> <li>d. 2 ToTs trained per year</li> </ul>	Availability of participants	Kingdom Business School Secretariat
<b>2.13.</b> To disciple, empower and enhance fellowship among our young people	Youth	<ul style="list-style-type: none"> <li>a. Organize annual camps</li> <li>b. Organize annual missions</li> <li>c. Organise youth concerts</li> <li>d. Organize ex-candidates' program</li> <li>e. Organize other activities (Small groups, hikes, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>a. Number of missions attended</li> <li>b. Numbers attending</li> <li>c. Number graduating from ex-candidate programme</li> </ul>	<ul style="list-style-type: none"> <li>1. Availability of resources</li> <li>2. School calendar will be favorable</li> <li>3. Parents will be willing to allow students go for missions</li> </ul>	

Broad Strategy E – 3 – EQUIPPING LEADERS					Operational responsibility
2 Timothy 2:15: Do your best to present yourself to God as one approved, a worker who does not need to be ashamed and who correctly handles the word of truth.					
Strategic Objectives	DEPARTMENT	Strategy/Activity	Indicator (s)	Assumptions and risk	Ministry/Sub Ministry/ Committee
<b>3.1.</b> Equip 100 ministry leaders from different groups for effective Ministry	All	a. Identify and recruit ministry leaders b. Conduct personal development seminars for ministry leaders e.g. counseling skills, lay ministry etc. c. Conduct annual trainings for <ul style="list-style-type: none"> <li>• Sunday school teachers</li> <li>• Small Group leaders</li> <li>• Service Leaders</li> <li>• Staff and workers</li> <li>• Different ministry leaders</li> </ul> d. Conduct perspectives Course for Mission mobilization e. Train 5 ROPES facilitators annually	a. Annual training calendar/schedule developed and adopted b. Calendar implemented c. At least 100 persons trained	a. Availability of adequate financial resources b. Availability of persons to be trained	Pastoral team/ Administration
<b>3.2.</b> Equip the Pastoral team for effective leadership		a. Review and/or develop policy for identifying and training pastors b. Pastoral staff participate in relevant short-term training/courses annually c. Conduct an annual internship program	a. Training policy is in place b. Annual training calendar developed and implemented c. Budget provided d. Internship program, selection process, curriculum and budget developed.	a. Training/capacity building must be need based b. Availability of willing and committed persons to be trained in the Pastoral program c. That after training the people will serve in KCC.	a. Pastoral team and leadership



				<p>d. Willingness to co-share training costs</p> <p>e. Availability of funds</p>	
<p><b>3.3</b> Equip the Elders for effective leadership and mentorship</p>	Elders' Court	<p>a. Organize at least one training for Elders in selected areas annually</p> <p>b. Identify relevant books for Elders to read and expand knowledge on leadership</p>	<p>a. Annual training calendar developed and implemented</p> <p>b. Budgetary provision</p> <p>c. One book identified per year</p>	<p>a. Elders willing to mentor and cascade information to develop future leaders</p> <p>b. Availability of resources</p> <p>c. Elders will read one book annually</p> <p>d. Elders available and willing to attend the training</p>	Elders/ Pastoral team
<p><b>3.4.</b> To grow a generation that values the Kingdom of God, loves people and is involved in the community through mentorship</p>		<p>a. Develop a mentorship programme</p> <p>b. Identify a champion</p> <p>c. Develop an annual calendar</p> <ul style="list-style-type: none"> <li>• Establish Boys' mentoring program; Father to Sons bonding and mentoring activities.</li> <li>• Establish Girls mentoring program; mother to daughter" Workshop" / bonding</li> </ul>	<p>a. Champion identified</p> <p>b. Calendar in place and implemented</p> <p>c. Mentorship program in place</p> <p>d. Curriculum/Approach adapted and mentorship institutionalized</p> <p>e. At least 2 annual activities conducted resulting in approximately 40% of men and 40% of women engaged in structured ongoing mentoring sessions.</p>	<p>a. Mainstreaming and mentoring strategy adapted and in use</p> <p>b. Willingness and availability for the congregants to be mentored</p> <p>c. The men willing to engage in mentoring activities with the young men.</p> <p>d. The women are willing to engage in mentoring activities with the girls</p> <p>e. Parents willing to have their children mentored</p>	Pastoral team

Broad Strategy – E 4 – Exercising Compassion Colossians 3:12 Therefore, as God’s chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience.					Operational responsibility
Strategic Objectives	DEPARTMENT	Strategy/Activity	Indicator (s)	Assumptions and risk	Ministry/Sub Ministry/ Committee
<b>4.1</b> To empower the congregation to minister to those in need		a. Sensitize the congregation on ministry to the needy b. Conduct medical awareness for congregants annually c. Conduct at least 2 medical camps annually in collaboration with like-minded partners d. Conduct special collection to resource Food Bank and Compassion Box for the needy (Every 5 <sup>th</sup> Sunday a special collection) e. Conduct one civic education seminar annually f. Hold a legal awareness day annually g. Provide structured assistance for medical and educational needs for congregants and mission field. e. Conduct annual visits to children’s homes, homes for the aged, rehab centers and prisons	a. Annual calendar developed and implemented b. Numbers attending civic education and legal awareness seminars c. Number of people attended to d. Partnerships established e. Food bank /compassion box replenished f. Number of persons assisted	a. Availability of resources b. Availability of medical personnel/partners c. Willingness to contribute to the food bank/compassion box d. Willingness to attend seminars and visits	<ul style="list-style-type: none"> <li>● Pastoral/ Social justice committee</li> <li>● Pastoral/Missions committee</li> <li>● Pastoral/Social justice and Missions</li> </ul>
<b>4.2</b> To provide pastoral care (Compassion, care, counselling, healing, conflict resolution)		a. Create awareness of pastoral care (compassion, care, counselling services, etc.) b. Avail counseling room c. Develop counseling schedule d. Provide counseling services as need arises	a. Number of persons counseled b. Number of visits c. Office for volunteer counselor availed	<ul style="list-style-type: none"> <li>● People will seek counseling services</li> <li>● Availability of resources</li> </ul>	Pastoral/counselling/missions Teams

		<ul style="list-style-type: none"><li>e. Organize at least one weekly pastoral visit to congregants</li><li>f. Provide pastoral care in the mission field</li><li>g. Establish mechanisms for conflict resolution on need basis</li></ul>	<ul style="list-style-type: none"><li>d. Counseling schedule available</li></ul>		
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<b>5 - Execution, Encouragement, Support and Leadership</b> 1Chronicles 28.9a - "...acknowledge the God of your father, and serve Him with wholehearted devotion and a willing mind, for the Lord searches every heart and understands every desire and every thought..."					Operational responsibility
<b>Strategic Objectives</b>	<b>DEPARTME NT</b>	<b>Strategy/Activity</b>	<b>Indicator (s)</b>	<b>Assumptions and risk</b>	<b>Ministry/Sub Ministry/ Committee</b>
<b>5.1</b> To Ensure Godly stewardship for all KCC Resources		<ul style="list-style-type: none"> <li>a. Ensure compliance with all statutory requirements</li> <li>b. Ensure safe custody of vital KCC documents</li> <li>c. Develop meetings' calendar</li> <li>d. Hold meetings as required</li> <li>e. Liaise with KCC elders on issues of governance of the church</li> </ul>	<ul style="list-style-type: none"> <li>a. Returns filed</li> <li>b. Documentary evidence of documents safe custody</li> <li>c. Meetings' calendar developed and implemented</li> </ul>		Trustees/Elders
<b>5.2</b> To ensure Godly leadership and shepherding of God's flock		<ul style="list-style-type: none"> <li>a. EC to intentionally Shepherd the flock</li> <li>b. Ensure implementation of the KCC strategic plan</li> <li>c. Ensure godly stewardship of KCC resources</li> <li>d. Ensure statutory and biblical compliance</li> <li>e. Review the constitution on need basis to align it with the church policies</li> <li>f. Identify policy gaps and ensure they are addressed</li> <li>g. Develop calendar of meetings</li> <li>h. Receive and approve reports</li> <li>i. Identify, appoint and discipline staff</li> <li>j. Identify, approve, monitor and terminate partnerships</li> <li>k. Provide internal and external interface</li> </ul>	<ul style="list-style-type: none"> <li>a. Calendar of EC meetings</li> <li>b. Evidence of statutory deductions filed</li> <li>c. Annual returns</li> <li>d. Annual budgets and plans</li> <li>e. Agreed implementation plan in place and implemented</li> <li>f. Number of partnerships identified and approved or terminated</li> <li>g. Record of staff/leaders hired</li> <li>h. Number of policies identified, developed</li> </ul>		Elders/Pastorate

		l. Identify and plant new churches as the Lord leads	and approved		
<b>5.3</b> To provide effective general church administration (ICT; HR; Strategy and Growth; Operations etc.)		a. Provide technical support to the Trustees; Elders; congregants and day to day running of the church b. Conduct staff appraisal	Continued oversight by operations committee		Pastorate and operations
<b>5.4</b> To develop, acquire and maintain infrastructure that meets the spiritual, social and physical needs of the KCC congregation		a. Enhance and facilitate minor projects at KCC facilities e.g. i. Repaint the main sanctuary lower floor ii. Relocate and refurbish the Youth Center iii. Staff Car port iv. Refurbish ablution v. Fencing vi. Lighting of the parking/compound vii. Reception/Board room viii. ICT software and hardware updates and maintenance ix. Staff sitting stations x. Sound and streaming systems upgrade b. Undertake physical development in Lamu c. Complete and implement the KCC Master Plan in Lamu	KCC facilities developed / enhanced	<ul style="list-style-type: none"> <li>● Congregation is supportive of the initiatives</li> <li>● Budget</li> <li>● Inflation</li> </ul>	Asset and facilities committee and Elders' Court
<b>5.5</b> To enhance sustainability of KCC by broadening its resource base		a. Create forum to discuss income generating streams for KCC b. Conduct feasibility study on income generating activities identified (if necessary)	a. Forum created b. Income generating activities identified c. Relevant feasibility study	A willing team to spearhead this vision.	Elders Court/ Resource Mobilization

		<ul style="list-style-type: none"> <li>c. Continue leasing the children's tabernacle</li> <li>d. Lease wedding grounds</li> <li>e. Develop and lease football tuff</li> </ul>	<ul style="list-style-type: none"> <li>conducted (if necessary)</li> <li>d. Income generating activity(ies) implemented</li> <li>e. Additional income for ministry provided</li> </ul>		
<b>5.6</b> To enhance service delivery and effective ministry		Procure logistical assets to enhance service delivery e.g. 10-seater van/shuttle for missions and ministry, motorbike for administration	Register of logistical assets established	Budget available	Elders Court/ Senior Pastor

**MONITORING, EVALUATION AND REPORTING**

**MONITORING**

The **monitoring of** this plan will be conducted continuously through the weekly and monthly meetings headed by the Senior Pastor; and the monthly Elder’s Court meetings.

An annual review will be conducted and the report presented during the Members Day.

Where it is not practical to implement what is in the plan, adjustments will be made as need be.

**EVALUATION**

Evaluation will be conducted twice:

- a) **Mid-term evaluation:** This will be conducted at the midpoint of implementation period which will be mid-2025 This evaluation will be conducted by the church leadership through the strategy and planning team
- b) **Full-term (terminal) evaluation:** This will be conducted at the end of the life of the strategic plan (2027) by the strategy and planning team and facilitated by the church leadership. The results of this evaluation will be critical in making recommendations on either developing an entirely new strategic plan or updating the existing one to suit the needs of the church after this strategic plan expires.

**BUDGET**

This plan will be used to prepare annual budgets for each year.

**STRATEGIC PLAN IMPLEMENTATION MATRIX**

A detailed implementation framework matrix has been developed as shown below. The same will be used as a planning guide during the implementation.

Evangelizing the unsaved			Implementation targets					Operational responsibility
Strategic Objectives	Strategy/Activity	Performance Indicator (s)	YR 1	YR 2	YR 3	YR 4	YR 5	Ministry/Sub Ministry/ Committee
1.1 To win 2000 persons for Christ by reaching 10,000 with the Gospel	Conduct PPI in Primary and outreach to Secondary schools	a. Ministry to 3 Primary Schools and 2 High schools b. At least 80 responses per year targeted through PPI and high school ministry	100%	100%	100%	100%	100%	Missions committee/Pastoral team and volunteers
	Implement 3 VBS activities annually targeting 1000 children	a. Annual VBS curricular b. At least 200 responses recorded annually c. Children's lives transformed	100%	100%	100%	100%	100%	Missions committee/Pastoral team and volunteers



	<p>a. Develop a digital outreach strategy developed and procure software to reach 2000 people annually</p> <p>b. Engage a comprehensive digital outreach ministry</p> <p>c. Stream and record sermons every Sunday and upload for ease of access by the congregation</p>	<p>a. Technical personnel in place</p> <p>b. Updated interactive website hosted</p> <p>c. Subscription base up to 5000</p> <p>d. All video and audio sermons/sermon uploaded and available</p> <p>e. Weekly teachings from Children and youth departments uploaded</p> <p>f. Quarterly e-newsletters developed and sent out</p>	100%	100%	100%	100%	100%	Admin KCC Staff Pastoral team
	<p>Hold Sunday worship services and present specific evangelistic messages to realize at least <b>20</b> responses annually</p>	<p>a. Worship services and sermons delivered –</p> <p>b. Number of persons attending (physically and on-line)</p> <p>c. Lessons for children presented</p>	20	20	20	20	20	Worship Ministry/ Pulpit team

	Conduct at least 3 annual fun outreach days (1 children, 1 youth, 1 family) incorporating non-believers reaching 500 persons	d. Programs for outreach day and events <ul style="list-style-type: none"> <li>• Children Fun Day</li> <li>• Youth Fun Day</li> <li>• Family Fest (incorporating whole church)</li> </ul> e. Number reached	100%	100%	100%	100%	100%	All
	Organize at least one annual thematic concert featuring Christmas/Easter messages	a. Concert programs and messages b. Altar calls and numbers reached	100%	100%	100%	100%	100%	Music Team
<b>1.2</b> To win 2,000 persons to Christ	Hold at least one annual Sports tournament targeting 200 participants	a. Tournament organised b. At least 50 responses for Jesus	100%	100%	100%	100%	100%	Pastorate
	Hold weekly University Ministry (Reaching and Discipling) 100 students annually	a. Weekly calendar b. At least 20 responses annually	20 responses	20 responses	20 responses	20 responses	20 responses	Missions' committee/Pastorate
	Organize and participate in prison evangelistic visits annually reaching 1000	a. Calendar of visits b. At least 2 prison visits made annually c. At least 50 responses	100% 2	100% 2	100% 2	100% 2	100% 2	Missions Committee/Women and Men

		from the inmates						
	Organize and participate in door-to-door evangelism in Gichagi; Embul bul and environs twice a year aiming at reaching at least 100 persons	a. Outreach program b. 50 responses	100%	100%	100%	100%	100%	Missions Committee/Pulpit team
	Organize evangelistic missions/activities to Lamu and other areas at least 3 times annually. Targeting to reach 1000	a. Activity program developed and implemented b. Number of people reached c. Number of missionaries supported in Lamu	100%	100%	100%	100%	100%	Missions Committee/KCC Office
	Harness partnerships and collaborations to advance the Great Commission	At least 10 partners engaged and or supported in the great commission annually.	100%	100%	100%	100%	100%	Missions Committee/KCC Office
<b>1.3</b> To establish churches and ministry facilities, as guided by the KCC vision.	Plant a Church in Lamu (Shelash Community of Hope (SCH)) and other areas	a. Functional congregation (s) established b. Number of door-to-door evangelism held c. Number of home fellowships established	100%	100%	100%	100%	100%	Missions Committee/KCC office (leadership)

		<ul style="list-style-type: none"> <li>d. Jesus Film tools screened</li> <li>e. Partnering with Disciple Making Ministry (DMM)</li> </ul>						
1.4 To promote Care of creation as a Gospel mandate for evangelism	<ul style="list-style-type: none"> <li>a. Teach on Care of creation</li> <li>b. Participate in seminars/training on Care of creation</li> <li>c. Purchase, distribute and oversee planting and care of trees</li> <li>d. Partner with e-waste management teams</li> </ul>	<ul style="list-style-type: none"> <li>a. Annual seminars on care of creation held</li> <li>b. A tree planting day organized annually</li> <li>c. Cleaning day organised in Karen</li> <li>d. Farming God's way in Lamu implemented</li> <li>e. Members sensitized on e-waste</li> </ul>	100%	100%	100%	100%	100%	Missions Committee/KCC Office
<b>Edifying believers</b>			<b>Implementation targets</b>					<b>Operational responsibility</b>
<b>Strategic Objectives</b>	<b>Strategy/Activity</b>	<b>Performance Indicator (s)</b>	<b>YR 1</b>	<b>YR 2</b>	<b>YR 3</b>	<b>YR 4</b>	<b>YR 5</b>	<b>Ministry/Sub Ministry/Committee</b>
2.1. To improve the quality of Congregational Music life in KCC and its affiliates	<ul style="list-style-type: none"> <li>a. Recruit at least 3 music teams</li> <li>b. Build capacity of the music team</li> <li>c. Train the music teams</li> </ul>	<ul style="list-style-type: none"> <li>a. At least 3 music teams with 50 members established</li> <li>b. Training calendar developed</li> </ul>	100%		100%	100%	100%	Music team and Senior Pastor
			100%	100%	100%	100%	100%	
			100%	0	0	0	0	

	<ul style="list-style-type: none"> <li>d. Provide equipment for the music team</li> <li>e. Upgrade, maintain the Audio Visual (AV) streaming, music and any other</li> <li>f. Run a school of Music</li> <li>g. Hire a Pastoral assistant with strengths in music and administration</li> </ul>	<ul style="list-style-type: none"> <li>c. 2 Annual Trainings</li> <li>d. Enhanced skill/competency of the worship team</li> <li>e. Music school established and equipped</li> <li>f. Functional and upgraded equipment enabling effective worship</li> <li>g. Pastoral assistant hired</li> <li>h. Enhanced congregational worship life</li> </ul>	100%	100%	100%	100%	100%	Pastoral and Admin	
			0	20%	30%	30%	20%		
			100%	100%	100%	100%	100%		
			1	0	0	0	0		
			100%	100%	100%	100%	100%		
<b>2.2</b> To integrate visitors into KCC	<ul style="list-style-type: none"> <li>a. Develop/review Visitors' pack</li> <li>b. Update database</li> <li>c. Hold at least 3 lunches annually where visitors are hosted and incorporated into KCC family</li> </ul>	<ul style="list-style-type: none"> <li>a. Visitors' pack reviewed and in use</li> <li>b. Data base updated and in use</li> <li>c. Calendar of lunches developed and implemented</li> </ul>	100%	100%	100%	100%	100%	Pastoral and Admin	
<b>2.3</b> To Strengthen corporate & individual prayer	<ul style="list-style-type: none"> <li>a. Mobilize the church for Sunday morning</li> </ul>	<ul style="list-style-type: none"> <li>a. Number of Sunday morning intercessors</li> </ul>	100%	100%	100%	100%	100%	Pastoral/Prayer committee	

culture and participation	intercessory prayers b. Organize physical/virtual corporate weekly prayers c. Organize Monthly prayers for adults (Women and men fellowship) d. Mobilize congregants to hold annual 21 days of prayer and fasting. e. Organize 2 annual Prayer vigils f. Enhance youth prayer life g. Organize Quarterly worship/prayer experience nights h. Mobilize congregants to hold annual 21 days of prayer and fasting. i. Enhance youth prayer life	increased by 30% b. Participation in the weekly prayers increased by 30% c. At least <b>50</b> youth involved in annual Youth prayer walks, half-day prayer and Prayer service d. Worship nights' calendar developed and implemented e. Prayer calendar developed and implemented f. Involvement of at least <b>50</b> youth in Annual Youth prayer walks, half-day prayer and Prayer service	100%	100%	100%	100%	100%	Pastoral/Prayer committee
	Organize annual Children Prayer Day	a. Prayer calendar b. Involvement of at least 100 children	100%	100%	100%	100%	100%	Pastoral

<p><b>2.4.</b> To minister more effectively to people with Special Needs</p>	<p>a. Enroll an in-person and online sign language interpreter b. Provide equipment (camera; video mixer and green screen)</p>	<p>a. Sign language interpreter in place b. Equipment in place</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>Pastoral and Admin</p>
<p><b>2.5</b> To facilitate diversity of the pulpit ministry through thematic exposition of God's Word</p>	<p>a. Identify annual themes b. Select Bible books according to the themes c. Present engaging preaching series geared towards major church events (Christmas, Easter, ordinances). d. Present through the Bible series in the Youth service e. Engage Children in God's word in ways they can fully understand and worship God</p>	<p>a. Planned preaching program (adult, children and youth churches) b. Adults service goes through 6 books of the OT and 6 books of NT c. Annual theme banners printed and mounted d. 1<sup>st</sup> 5 books of the Bible exposed at the youth Church e. Sunday school through the Bible series (at least 50% of the Bible)</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>Pastoral and pulpit</p>

<p><b>2.6.</b> To uphold acknowledgment of the sovereignty of God in all matters of the church</p>	<p>a. Identify and teach on selected ordinances and practices  b. Administer Holy Communion monthly  c. Conduct baptism  d. Conduct child dedication  e. Conduct weddings</p>	<p>a. Ordinances identified  b. Annual teaching calendar developed  c. Calendar implemented  d. Number of congregants participating  e. Pre-marital classes taught before weddings</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>Pastoral and pulpit</p>
<p><b>2.7.</b> To grow and disciple believers through age and gender specific materials</p>	<p>a. Develop/acquire specific and appropriate congregational resources for selected groups (Men, women, youth, children, couples, single parents, widows/widowers)  b. Facilitate on-going training/capacity building for effective use of the materials and avail topic appropriate materials through the digital library.</p>	<p>a. Materials developed or acquired for different groups and in use  b. Training calendar /schedule and specific groups using relevant materials  c. Increased number using the materials</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>Pastoral/leadership of the different groups   Church administration</p>



<p><b>2.8. To strengthen family ties/ Discipleship</b></p>	<p>Organize at least 2 seminars on selected themes in collaboration with like-minded institutions where applicable</p>	<p>a. Annual activity program developed  b. Appropriate partnerships with like-minded institutions established  c. Seminars that impact the modern family conducted</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>Pastoral team/ Counselling Ministry</p>
	<p>a. Organize family year – end dinner/ luncheon fun day  b. Organize two couple seminars/ fellowships  c. Facilitate annual family fun day after the members days  d. Conduct family visitation(s) as need arises</p>	<p>a. Number of people attending  b. Topics that strengthen family ties targeting at least 60 per cent of the KCC couples identified  c. All life groups, ladies, families, Men’s Shujaa groups, youth &amp; children are involved in a day long food, fun, fellowship.  d. Number of families visited</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>Pastoral team to coordinate</p>

<b>2.9a.</b> To increase the congregation of KCC to 700 in 5 years and improve their commitment	Hold annual Ministry Fair and disseminate appropriate information and recruit more people into the congregation	a. Annual increase in number of persons in congregation b. Increase in number of services	100%	100%	100%	100%	100%	Pastorate/ Discipleship Ministry
<b>2.9. b</b> To increase membership by 300 in 5 years	a. Organize 2 membership drives annually b. Conduct foundational classes c. Constant follow up of members who have missed in church services and activities.	Annual calendar developed and implemented	100%	100%	100%	100%	100%	Pastorate/ Discipleship Ministry
		Number of persons received into membership annually	60	60	60	60	60	
		Number of persons followed up and responses received	100%	100%	100%	100%	100%	
<b>2.10a.</b> To strengthen Life Groups and increase their numbers by 20 over 5 years	a. Review zoning of life groups b. Support life groups through periodic visitation by the Pastorate and Elders c. Increase life groups by 4 annually d. Conduct at least 2 Life Group drives annually	Schedule of Pastoral visits	100%	100%	100%	100%	100%	Pastoral team and Elders
		Number of life groups visited	100%	100%	100%	100%	100%	
		Number of new life groups	4	4	4	4	4	
		Annual calendar for the recruitment drive	2	2	2	2	2	
		Number of new members joining Life Groups	100%	100%	100%	100%	100%	
		Number of Life Group leaders recruited	100%	100%	100%	100%	100%	

	e. Recruit Life Group leaders							
<b>2.10b.</b> To rationalize and strengthen fellowship groups	Establish/strengthen men's fellowship (Shujaa Faith groups); widowers/singles	Regular vibrant meetings/fellowship through the groups held	100%	100%	100%	100%	100%	Men leaders
	Hold monthly prayer meetings	Monthly prayers held	12	12	12	12	12	Men leaders
	Hold annual retreat/excursion	Activity conducted	1	1	1	1	1	Men leaders
	Engage in joint church activities	Engagement achieved	100%	100%	100%	100%	100%	Men leaders
	Strengthen Ladies fellowship	a. Regular vibrant meetings/fellowship b. More women involved in the families	100%	100%	100%	100%	100%	Women Leaders and pastorate
	Hold monthly breakfast with topical issues	Annual month for ladies leading worship	12	12	12	12	12	Women Leaders and pastorate
	Collaborate with other ministries in the annual outreach programs such as hospital /prison visitation	Outreach program achieved	100%	100%	100%	100%	100%	Women Leaders and pastorate
	Hold annual Young Ladies luncheon.	Luncheon held	1	1	1	1	1	Women Leaders and pastorate
	Establish/strengthen fellowship for widows or singles	Fellowship established	100%	100%	100%	100%	100%	Women Leaders and pastorate
<b>2.11.</b> To empower members to save and access credit	Grow Tumusifu SACCO membership by 20 members annually	Number of SACCO members joining	20	20	20	20	20	Discipleship Ministry

	<ul style="list-style-type: none"> <li>a. Conduct quarterly recruitment drives for the SACCO</li> <li>b. Conduct SACCO AGM annually</li> <li>c. Conduct an annual members' fun day</li> <li>d. Encourage staff to join the SACCO</li> </ul>	<ul style="list-style-type: none"> <li>a. Calendar of events</li> <li>b. Number of members attending the fun day</li> <li>c. AGM minutes</li> </ul>	100%	100%	100%	100%	100%	
<b>2.12.</b> To empower 20 believers annually with knowledge of running successful businesses for Small Medium Enterprises (SMEs)	<ul style="list-style-type: none"> <li>a. Conduct at least 2 trainings of 10 weeks, each with at least 10 participants, annually</li> <li>b. Publish Training manual</li> </ul>	<ul style="list-style-type: none"> <li>a. Calendar of events</li> <li>b. At least 20 individuals trained annually</li> </ul>	100%	100%	100%	100%	100%	Kingdom Business School Secretariat
		Annual training manual	100%	0	0	0	0	
	<ul style="list-style-type: none"> <li>c. Train 2 Trainers (Training Of Trainers - TOTs) annually</li> </ul>	2 Trainers trained per year	2	2	2	2	2	
<b>2.13.</b> To disciple, empower and enhance fellowship among our young people	<ul style="list-style-type: none"> <li>a. Organize annual camps</li> <li>b. Organize annual missions</li> <li>c. Organise youth concerts</li> </ul>	<ul style="list-style-type: none"> <li>a. Annual calendar developed and implemented</li> <li>b. Number of missions attended</li> </ul>	100%	100%	100%	100%	100%	

	<ul style="list-style-type: none"> <li>d. Organize ex-candidates' program</li> <li>e. Organize other activities (Small groups, hikes, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>c. Numbers attending</li> <li>d. Number graduating from ex-candidate programme</li> </ul>						
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E 3 - Equipping believers			Implementation targets					Operational responsibility
Strategic Objectives	Strategy/Activity	Performance Indicator (s)	YR 1	YR 2	YR 3	YR 4	YR 5	Ministry/Sub Ministry/ Committee
3.1. Equip 100 ministry leaders from different groups for effective Ministry	a. Identify and recruit ministry leaders	a. Annual training calendar/s developed and adopted	100%	100%	100%	100%	100%	Pastoral team/ Administration
	b. Conduct personal development seminars for ministry leaders e.g. counseling	b. Calendar implemented						
	c. Conduct annual trainings for <ul style="list-style-type: none"> <li>• Sunday school teachers</li> <li>• Small Group leaders</li> <li>• Service Leaders</li> <li>• Staff and workers</li> <li>• Different ministry leaders</li> </ul>	At least 100 persons trained	20	20	20	20	20	
	Conduct perspectives Course for Mission mobilization	Mission mobilization course conducted	100%	100%	100%	100%	100%	
	Train 5 ROPES facilitators annually	ROPES facilitators trained	5	5	5	5	5	

<b>3.2.</b> Equip the Pastoral team for effective leadership	a. Review and/or develop policy for identifying and training pastors b. Pastoral staff participate in relevant short-term training/courses annually c. Conduct an annual internship program for 3 interns	a. Training policy is in place b. Annual training calendar developed and implemented c. Internship program, selection process, curriculum and budget developed	100%	100%	100%	100%	100%	Pastoral team and leadership
<b>3.3</b> Equip the Elders for effective leadership and mentorship	a. Organize at least one training for Elders in selected areas annually b. Identify relevant books for Elders to read and expand knowledge on leadership	Annual training calendar developed and implemented  One book identified per year and in use	100%	100%	100%	100%	100%	Elders/ Pastoral team
<b>3.4.</b> To grow a generation that values the Kingdom of God, loves people and is involved in the community through mentorship	a. Develop a mentorship programme b. Identify a champion c. Develop an annual calendar <ul style="list-style-type: none"> <li>● Establish Boys</li> </ul>	a. Calendar in place and implemented b. Champion identified c. Mentorship program in place	100%	100%	100%	100%	100%	

	mentoring program; Father to Sons bonding and mentoring activities.	d. Curriculum/Approach adapted and mentorship institutionalized						
	<ul style="list-style-type: none"> <li>Establish Girls mentoring program; mother to daughter” Workshop”/ bonding</li> </ul>	At least 2 annual activities conducted resulting in approximately 40% of men and 40% of women engaged in structured ongoing mentoring sessions.	2	2	2	2	2	



4 E - Exercising Compassion			Implementation targets					Operational responsibility
Strategic Objectives	Strategy/Activity	Performance Indicator (s)	YR 1	YR 2	YR 3	YR 4	YR 5	Ministry/Sub Ministry/ Committee
4.1 To empower the congregation to minister to those in need	a. Sensitize the congregation on ministry to the needy b. Conduct medical awareness for congregants annually c. Conduct at least 2 medical camps annually in collaboration with like- minded partners	a. Annual calendar developed and implemented b. Number of people attended to	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>• Pastoral/ Social justice committee</li> <li>• Pastoral/ Missions committee</li> <li>• Pastoral/ Social justice and Missions</li> </ul>
			100%	100%	100%	100%	100%	
			4	4	4	4	4	
	Conduct one civic education seminar and legal awareness day annually	Numbers attending civic education and legal awareness seminars	1	1	1	1	1	
	1		1	1	1	1		
	Conduct special collection to Resource food bank and compassion box for the needy (Every 5 <sup>th</sup> Sunday a special collection)	Food bank /compassion box replenished	100%	100%	100%	100%	100%	
	a. Provide structured assistance for medical and educational needs for congregants and mission field. b. Conduct annual visits to Children, homes for the aged, rehab	Number of persons assisted	100%	100%	100%	100%	100%	
		Number of visits	100%	100%	100%	100%	100%	

	centers and prisons							
4.2 To provide pastoral care (Compassion, care, counselling, healing, conflict resolution)	Create awareness of pastoral care (compassion, care, counselling services, etc.)	Number of persons counseled	100%	100%	100%	100%	100%	Pastoral/counselling/missions Teams
	Organize at least one weekly pastoral visit to congregants	Number of visits	52 visits	52 visits	52 visits	52 visits	52 visits	
	Avail counseling room	Office for volunteer counselor availed	100%	100%	100%	100%	100%	
	Develop counseling schedule	Counseling schedule available	100%	100%	100%	100%	100%	
	Provide counseling services as need arises	Counselling services available	100%	100%	100%	100%	100%	
	Provide pastoral care in the mission field	Pastoral care field	100%	100%	100%	100%	100%	
	Establish mechanisms for conflict resolution on need basis	Conflict resolution established	100%	100%	100%	100%	100%	
<b>5 - Execution, Encouragement, Support and Leadership</b>			<b>Implementation targets</b>					<b>Operational responsibility</b>
<b>Strategic Objectives</b>	<b>Strategy/Activity</b>	<b>Performance Indicator (s)</b>	<b>YR 1</b>	<b>YR 2</b>	<b>YR 3</b>	<b>YR 4</b>	<b>YR 5</b>	<b>Ministry/Sub Ministry/ Committee</b>
5.1 To Ensure Godly stewardship for all KCC Resources	a. Ensure compliance with all statutory requirements b. Ensure safe custody of vital KCC documents c. Develop meetings' calendar	a. Returns filed b. Documentary evidence of documents safe custody c. Meetings' calendar developed and implemented	100 %	100 %	100 %	100 %	100 %	Trustees/Elders

	<ul style="list-style-type: none"> <li>d. Hold meetings as required</li> <li>e. Liaise with KCC elders on issues of governance of the church</li> </ul>							
<p><b>5.2</b> To ensure Godly leadership and shepherding of God's flock</p>	<ul style="list-style-type: none"> <li>a. EC to intentionally Shepherd the flock</li> <li>b. Ensure implementation of the KCC strategic plan</li> <li>c. Ensure godly stewardship of KCC resources</li> <li>d. Ensure statutory and biblical compliance</li> <li>e. Review the constitution on need basis to align it with the church policies</li> <li>f. Identify policy gaps and ensure they are addressed</li> <li>g. Develop calendar of meetings</li> <li>h. Receive and approve reports</li> <li>i. Identify, appoint and discipline staff</li> <li>j. Identify, approve, monitor and terminate partnerships</li> <li>k. Provide internal and external interface</li> </ul>	<ul style="list-style-type: none"> <li>a. Calendar of EC meetings</li> <li>b. Evidence of statutory deductions filed</li> <li>c. Annual returns</li> <li>d. Annual budgets and plans</li> <li>e. Agreed implementation plan in place and implemented</li> <li>f. Number of partnerships identified and approved or terminated</li> <li>g. Record of staff/leaders hired</li> <li>h. Number of policies identified, developed and approved</li> </ul>	100 %	100 %	100 %	100 %	100 %	Elders/Pastorate

	<ul style="list-style-type: none"> <li>i. Identify and plant new churches as the Lord leads</li> <li>m. Provide guidance on Church growth</li> </ul>								
<b>5.3</b> To provide effective general church administration (ICT; HR; Strategy and Growth; Operations etc.)	<ul style="list-style-type: none"> <li>a. Provide technical support to the Trustees; Elders; congregants and day to day running of the church</li> <li>b. Conduct staff appraisal</li> </ul>	Continued oversight by operations committee	100 %	100 %	100 %	100 %	100 %	Pastorate and operations	
<b>5.4</b> To develop, acquire and maintain adequate infrastructure that meets the spiritual, social and physical needs of the KCC congregation	<ul style="list-style-type: none"> <li>d. Enhance and facilitate minor projects at KCC facilities e.g. <ul style="list-style-type: none"> <li>xi. Repaint the main sanctuary lower floor</li> <li>xii. Relocate and refurbish the Youth Center</li> <li>xiii. Staff Car port</li> <li>xiv. Refurbish ablution</li> <li>xv. Fencing</li> <li>xvi. Lighting of the parking/compound</li> <li>xvii. Reception/Board room</li> <li>xviii. ICT software and hardware updates and maintenance</li> </ul> </li> </ul>	KCC facilities developed / enhanced	100%	100%	100%	100%	100%	Asset and facilities committee and Elders' Court	

	<ul style="list-style-type: none"> <li>xix. Staff sitting stations</li> <li>xx. Sound and streaming systems upgrade</li> <li>e. Undertake physical development in Lamu</li> <li>f. Complete and implement the KCC Master Plan</li> <li>g. Complete and implement the KCC Master Plan</li> </ul>							
<b>5.5</b> To ensure adequate and sustainable resources for implementation of identified projects and operations	<ul style="list-style-type: none"> <li>a. Create forum to discuss income generating streams for KCC e.g. leasing the children's tabernacle, wedding grounds</li> <li>b. Develop and lease football tuff</li> <li>c. Conduct feasibility study on income generating activities identified (if necessary)</li> </ul>	<ul style="list-style-type: none"> <li>a. Forum created</li> <li>b. Income generating activities identified</li> <li>c. Relevant feasibility study conducted (if necessary)</li> <li>d. Income generating activity(ies) implemented</li> <li>e. Additional income for ministry provided</li> </ul>	100%	100%	100%	100%	100%	Elders Court/ Resource Mobilization
<b>5.6</b> To enhance service delivery and effective ministry	Procure logistical assets to enhance service delivery e.g. 10-seater van/shuttle for missions and ministry, motorbike for administration	Register of logistical assets established	100%		100%			Elders Court/ Senior Pastor

## **CONCLUSION**

We thank the Lord for His mercies. He has given us strength, wisdom and guidance in developing this plan.

We believe that this plan will be implemented successfully as we embrace God's truth in Proverbs 3:5-6 - "Trust in the Lord with all your heart and lean not in your own understanding; in all your ways acknowledging Him, and He will make your path straight".

Amen.