



PRESBYTERIAN CHURCH OF EAST AFRICA

STRATEGIC PLAN

2012 – 2016

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Foreword

FOREWORD TO THE PCEA STRATEGIC PLAN

The establishment of PCEA dates way back to 1891 at Kibwezi. The Church was to meet the spiritual needs of the workers of the Imperial British East African Co. led by Sir William Mc Kinnon. They founded a Mission Station: The East African Scottish Mission. Due to unfavorable climate, the mission station was later transferred to Kikuyu and later expanded to TumuTumu and Chogoria.

The Church has since experienced tremendous growth that has witnessed the creation of many Parishes and Presbyteries. With time, it became evident that there was a need for the church to come up with ways of coping with changes in society.

It is against this background that the 19th General Assembly saw the need to have a comprehensive strategic plan for the entire Church. The Results of the effort thus made has seen the production of this Strategic Plan.

I am happy to note that this Five –Year Strategic Plan contains clear and well thought out strategies towards achievement of stated goals and objectives. The Strategic Plan will be an important tool of informing the Church membership on the general path the Church has taken as well as motivate them to participate in the achievement of her goals.

This Strategic Plan will help nurture synergies among the various stakeholders and avoid duplication of effort.

It is expected that within five years, promotion of Bible Study, Discipleship, enhanced mission work and membership growth will be achieved

Capacity building and leadership development remain central to the implementation of this Strategic Plan. All stakeholders must be actively involved if this Strategic Plan is to succeed. The role of the Presbyterian University of East Africa (PUEA) is critical in this regard.

I acknowledge that there are many groups and Presbyteries, Parishes and Church groups that have on-going Strategic Plans. I encourage them to realign their Strategic Plans with this Corporate Strategic Plan for maximum effect.

I have no doubt that with God's help and to His glory, the full implementation of this Strategic plan will go a long way in helping the Church realize her Mission and achieve her Vision.

RT. REV. DAVID R. GATHANJU
PCEA MODERATOR - 20TH GENERAL ASSEMBLY

ACKNOWLEDGEMENTS

Preparation of a Strategic Plan or any other policy document for that matter requires wide consultations and interaction as much as possible. Inputs from stakeholders are essential for any strategic plan of quality. Conscious of this, the Strategic Plan Preparation Committee consulted widely in the process of preparing the plan, and we are grateful to all those who participated in the process.

From the onset and most important, we wish to thank the Almighty God for giving PCEA new leadership with a vision, desire and drive for an expanded effective ministry and mission work.

The Moderator of 19th General Assembly, Rt. Rev. David R. Gathanju, the Secretary General Rev. Festus K. Gitonga and the Deputy Secretary General, Rev. Francis N. Njoroge were involved at all stages of the preparation process.

We are most grateful for the advice and guidance by this top leadership of the Church. The advice of the Moderator and the other General Assembly officials as regards content and policy direction of the Church (**vision, mission, mandate, motto and core values**) made the work of the Committee much easier. I am most grateful for this unqualified support.

I would also like to thank all those who participated at various stages of the preparation. It may not be possible to mention everyone by name; thus only a few are mentioned here below. Nevertheless, a list of some of the participants is at appendix 1 at the end of this document.

The list contains stakeholders and professionals from all walks of life - a Past Moderator of the General Assembly, ordained Ministers of the Gospel, Elders of the Church, Educationists, Investment experts, Youth leaders, Heads of Departments and Standing Committees and Church group leaders among others.

Further I would like to thank Dr. Jackson Njage Rwito, a Management Consultant and Mr. Sammy Muvelah, an Investment Expert for their invaluable assistance and timely advice during the preparation process. Their professional advice and input enabled us complete the assignment on time.

Rev. Henry Kaira, Prof. KaburuM'Ribu and Mr. Laban Marang'a chaired working groups which developed the implementation matrix for the Mission/Ministry work, Human/Social Development and Economic Health Pillars respectively. I thank them and their groups for their contributions.

I am grateful to the Business Committee for advice and patience with the Strategic Plan Committee as they awaited the final document. In addition, the Sub-Committee appointed by the Business Committee to vet the document for publication acted with speed. This team comprised Rev. TheguMutahi, Rev. Jennifer NjeriMuchemi, Mr. AmonNderiNg'ang'a, Mr. James Wainaina, Mrs. Sarah Waithanji and Mr. JoramKagombe. We are most grateful to them for their work.

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In addition I am grateful to those unsung heroes/heroines who patiently typed, retyped and typed again many drafts of this plan. These included, Mrs. Jemimah Rieu, Mrs. Rose Mwaniki, Mrs. Keziah Muhia as well as Mutwiri and Mutugi, besides Mr. Peter Kamuthu and the Communication Department for typesetting and publishing this important document.

There are also those who prayed for the Strategic Plan Committee as it grappled with the assignment. We may never know the names of these prayer warriors but we thank God their invaluable ministry.

Finally, we remain most grateful to our **God** who guided the preparation and who will continue to guide the implementation of this Strategic Plan for His own glory and honour.

May our Lord and Saviour reward all most richly.

HENRY N. M'NAROB

**CHAIRMAN
STRATEGIC PLAN PREPARATION COMMITTEE**

ABBREVIATIONS AND ACRONYMS

PCEA	-	Presbyterian Church of East Africa
GA	-	General Assembly
GAC	-	General Administration Committee
BC	-	Business Committee
JPRC	-	Justice, Peace and Reconciliation Committee
WGC	-	Woman's Guild Committee
PCMF	-	Presbyterian Church Men's Fellowship
SP	-	Strategic Plan
GOK	-	Government of Kenya
PF	-	Presbyterian Foundation
FC	-	Finance Committee
NIV	-	New International Version

EXECUTIVE SUMMARY

The Presbyterian Church of East Africa dates back 120 years ago and is one of the most established Churches in Kenya. Right from the beginning, the Church has been involved in holistic ministry in Eastern Africa.

In order to be more effective in its operations in obedience to the Great Commission, the Church has decided to adopt a strategic planning approach. The Church is taking a strategic planning management direction that will see PCEA transformed from a Good to a Great Dynamic Model Church for effective holistic ministry and mission work in Eastern Africa and beyond.

The **Vision** is therefore “**To be a Great and Dynamic Godly Model Church for holistic service in pursuance of the Great Commission**”. The **Mission** of this plan is thus “**To empower, equip, build and transform God’s people for effective service through preaching, teaching and witnessing in words and deeds**” (Chapter 4).

The plan identifies **Three Strategic Pillars** upon which the mission would rest:-

- (i) Ministry and Mission work;
- (ii) Human and Social Development; and
- (iii) Economic Health.

The plan further identifies specific **strategic priorities** under each **Strategic Pillar**. These priorities must be addressed, otherwise the plan would remain a dream. Chapters 5 and 6 discuss these in detail. It will be noted that these **Strategic Pillars** stand and rest on no other foundation than our **Lord and Saviour Jesus Christ**.

The Moderator of the General Assembly, as the Head of the Church, will be the **Overall Champion** of the strategic plan. On the other hand the Secretary General will be the **Operational Champion** and the Co-ordinator of the entire plan implementation and transformation process.

The General Assembly office and staff will be involved in the implementation, monitoring and evaluation. Thus the elected officers and departments will play critical roles as indicated in chapter 7.

Finally, it will be noted that this **five year Strategic Plan** is for the period 2012 – 2016. Yet the **Vision** and even the **Mission** can only be achieved in several five year plan periods. These are referred to as Horizons.

Horizon I refers to the **1st Plan period** (2012-2016); Horizon II refers to the **2nd Plan Period** (2017-2021) and Horizon III refers to the **3rd Plan Period** (2022-2026) and beyond.

The objectives and goals set out in this plan will be achieved through prayers, dedication and action among all. **Yes, if we obey and partner with God, all things are possible.**

CHAPTER ONE

1.0 INTRODUCTION

- 1.1. In Preparing the Strategic Plan of the Church, it is understood that the overriding desire and mission at hand is the **“Transformation of PCEA from a Good to a Great and Dynamic Model Church, empowering, equipping and building the people of God for effective ministry and mission work, locally and beyond.”**
- 1.2 This mission is to be achieved through a specially committed, zealous and vigorous approach to Mission and Ministry Work, Human and Social Development and, Economic Health. These are the three Strategic Pillars on which the strategic plan rests. Without dealing with the three areas (Strategic Pillars) the plan would remain a dream. Above all dependence on the **Word of God, Prayer** and **action** is critical. The people of God will have to pray, pray and pray and when they have prayed, pray again.
- 1.3 This concept is clearly appreciated by likening it to a building or a temple with the key task as the roof and the apex, supported by Three Strategic Pillars (Ministry and Mission Work, Human and Social Development, and Economic Health) which in turn stand on a firm and unshakable foundation **“For Other foundation can no man lay than that is laid, which is Jesus Christ”** 1 Corinthians 3:11. This is clearly demonstrated in **Diagram I, referred in paragraph 1.9.1 below**. In each Strategic Pillar, there are a number of strategic priorities which must be addressed during the 1st plan period. These priorities give direction for the plan’s implementation.
- 1.4 The specific critical priorities under the Strategic Pillars during the 1st Plan period (2012-2016) are summarized as follows:
- Enhance the mission work;
 - Improve financial performance;
 - Enhance investment activities and resource mobilization;
 - Improve and maximize utilization of institutions and facilities for service;
 - Enhance member satisfaction with service delivery;
 - Instill prudent debt management and control;
 - Build institutional and human resource capacity and competence;
 - Establish an integrated information and communication management system;
 - Create awareness in sustainable agriculture, food security and livelihoods;
 - Establish a system for participation in environmental conservation, enhancement and management;
 - Develop a mechanism for implementation, monitoring and evaluation at all levels;
- 1.5 The key task which embraces **Vision and Mission** on the one hand, and the **Strategic Pillars** as well as the **Foundation** on the other, will remain unchanged. However, the strategic priorities

will be adjusted from one plan period to the other. Plan periods are referred to as horizons (see **Diagram 2, referred in paragraph 1.9.2 below**)

- 1.6 This plan concentrates on Horizon 1 (2012-2016) without losing sight of what should preferably be addressed in Horizons II, III and beyond. There are policy directions / options which will take several years to realize, but their implementation must be founded on what is done in the first horizon.
- 1.7 The Strategic plan concentrates on what should be done in the first horizon (2012-2016) particularly within the three strategic pillars. The actual activities in each strategic pillar are listed as “Strategic Priorities” as tabulated in **Diagram I** below, and discussed in detail in chapters 5 and 6.
- 1.8 Embrace good governance as well as transparency, accountability and answerability—the importance governance, transparency and accountability cannot be overemphasized.

1.9 **THE THREE STRATEGIC PILLARS AND THE HORIZONS**

1.9.1 **The Three Strategic Pillars (Visualized in *Diagram 1*)**

The core business of the Church is indeed Mission and Ministry work. Nevertheless, this cannot be carried out effectively without qualified personnel in the relevant fields. In turn, sufficient financial resources are required in order to develop the requisite human capital to undertake the identified and desired mission work and financial resources to support the same.

Thus, in order to achieve the goals set out in the Strategic Plan, it is necessary to deal on a priority basis with Mission/Ministry, Human Capital and Financial Resources. These are the “Three Strategic Pillars” which support the entire Vision and Mission of the Church.

1.9.2 **The Horizons 1, 2 & 3 (Visualized in *Diagram 2*)**

The desired vision cannot be attained in one strategic plan period. It would require several plan periods to achieve the goals set out in the “Vision and Mission” of the Church. These plan periods are referred to as “Horizons”. Horizon 1 covers the 1st Strategic Period- 2012-2016.

Diagram I

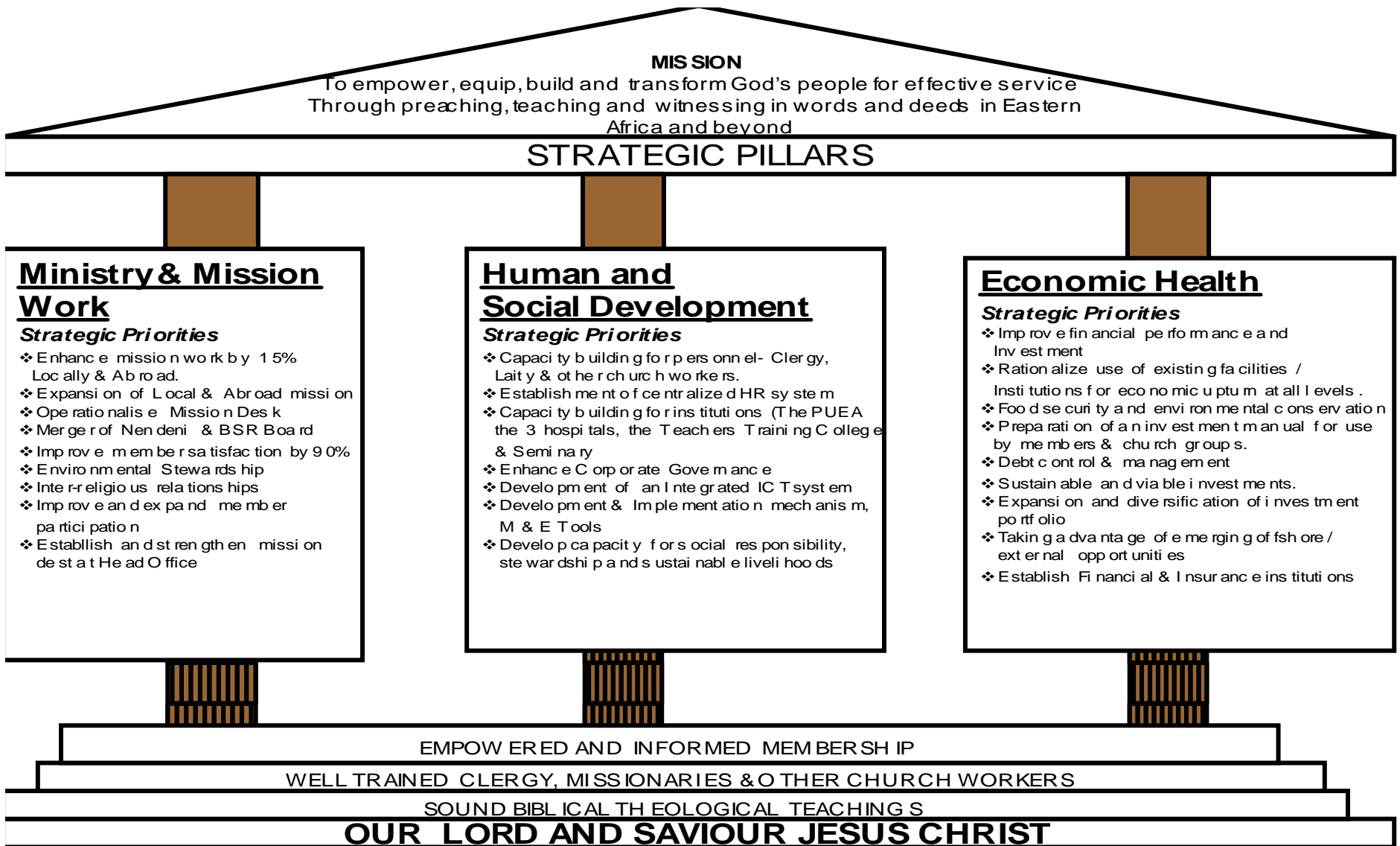
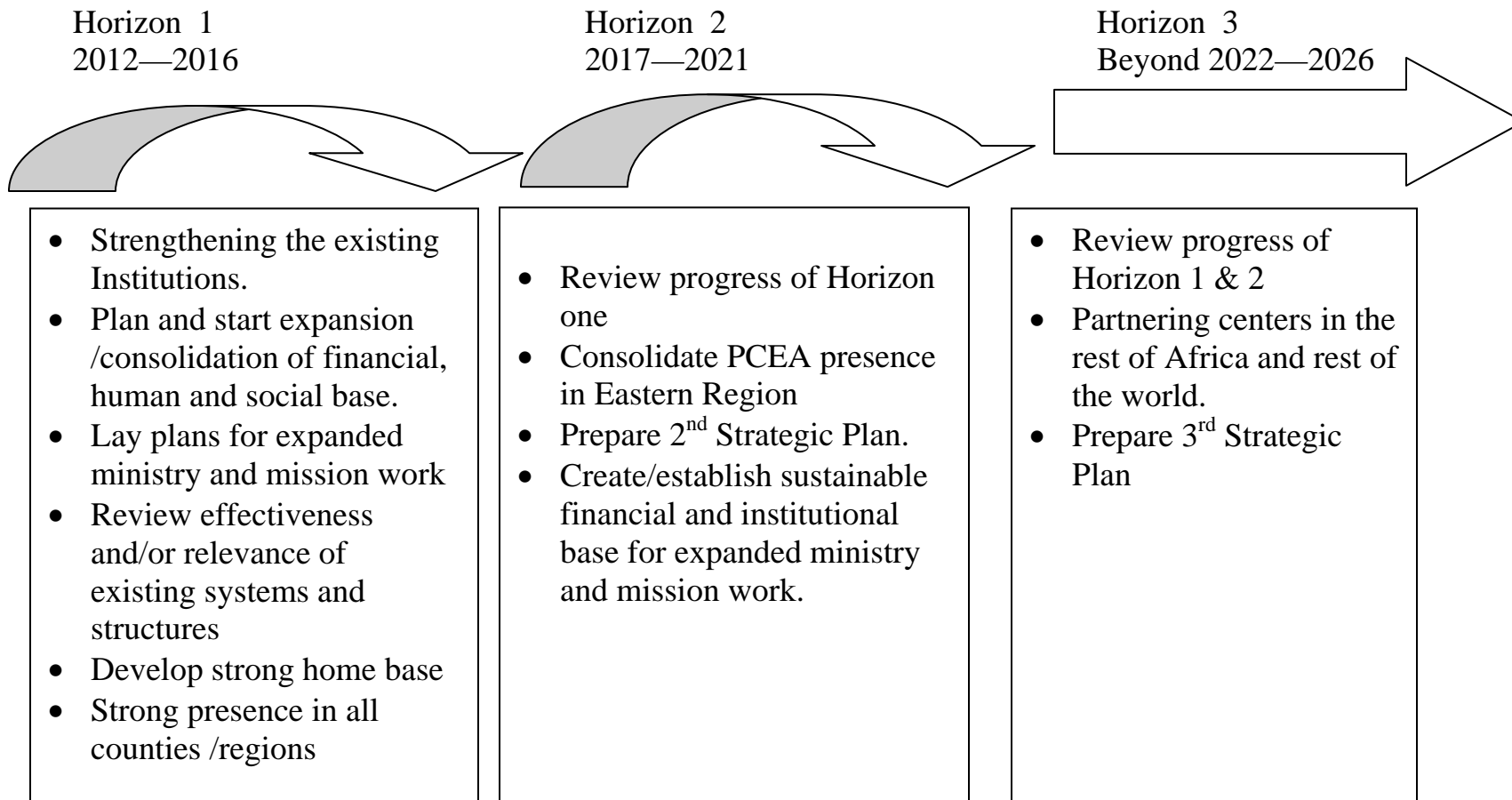


Diagram 2:

Transformation of PCEA from a Good to a Great and Dynamic Church for effective Ministry and Mission Work Locally and Beyond



CHAPTER TWO

2.0 SOME INFORMATION & FACTS ABOUT PCEA

2.1 ORIGIN AND GROWTH

The Presbyterian Church of East Africa dates back in 1891 when directors of Imperial British East Africa Chartered Company, among them Sir William Mackinnon and Mr. A. L. Bruce, invited a group of missionaries who came to Kenya and founded a mission among the Kamba and Maasai at Kibwezi under the name of “**The East African Scottish Mission**”

The mission was later transferred and established at Kikuyu in 1898, from where it started spreading to Tumu Tumu and Chogoria among other places. In 1902 another missionary group from **The Gospel Missionary Society of USA** arrived in Kambui. These two mission groups merged in 1945 to form **The Presbyterian Church of East Africa (PCEA)**.

The PCEA has since grown steadily and is currently found in many parts of Kenya. Furthermore, it has its presence in Tanzania, Uganda and is also spreading to Burundi, Rwanda and Southern Sudan among other countries, far and near, where there is a large number of expatriate and diaspora members.

Currently the total membership of PCEA is in excess of 3 million. As at the end of March 2012, the Church had grown to 49 Presbyteries with 320 Parishes, 48 Nendeni areas and 24 Outreaches.

2.2 FAITH, LEADERSHIP, ORGANIZATION AND GOVERNANCE

On matters of faith, PCEA upholds the Reformed Theology. Indeed PCEA is of a reforming Reformed tradition. The supreme governing and legislative body of PCEA is the General Assembly (GA) which meets every three years to elect its Spiritual Head, The Moderator of the General Assembly. The General Administration Committee (GAC) meets annually to transact business of the GA in the intervening years. On the other hand, the Business Committee (BC) also appointed and inducted by the General Assembly handles the day-to-day business on behalf of the GAC and the GA. However, the administration of the entire church business is entrusted to the Secretary General who is assisted by a Deputy Secretary General and other General Assembly officials as well as Departmental Heads.

The Church Government is Presbyterian, based on representative participation of members. This form of government distinguishes PCEA from other churches who too belong to the Reformed Tradition.

The General Assembly, the Presbytery and the Parish Session are the Three Courts of the Church. Each meeting of these courts is chaired by a Moderator, who is an ordained Minister of the Gospel.

2.3 OTHER ACTIVITIES.

The core objective (raison d'être) of the Church is Mission and Ministry Work—Ministry to God-worship; ministry to the body of Christ; and ministry to the neighbour. Nevertheless, from the onset, the Church understood its mandate to be holistic in nature: Hence emphasis and heavy investment in education, health and the economic well being of mankind.

Indeed, it cannot be over emphasized that success of Mission and Ministry work is dependent on these other areas viz financial resources; manpower/human capital; and health considerations.

2.4 STRATEGIC DIRECTION AND MANAGEMENT

The Church has purposed to adopt a “Strategic Plan” approach of operation and management in order to transform PCEA from a “Good to a Great and Dynamic Church” for effective Mission and Ministry work in all parts of Kenya, Eastern Africa, the rest of Africa and beyond. The PCEA will take advantage of emerging opportunities at national, regional and even global levels: at the same time, the Church will remain acutely aware of challenges posed by globalization, rapid technological and climatic changes and unexpected socio-economic and political upheavals in some countries and regions.

The leadership of the Church is committed to the programs envisaged in the Three Horizons (see Chapter 1.9.2) and the strategic priorities identified under each Strategic Pillar (see Chapter 1.9.1 and Chapter 5). This ties well with the Vision, Mission, Mandate and the Motto of the Church.

2.5 THE ORGANIZATIONAL STRUCTURE AND DELIVERY OF THE STRATEGIC PLAN OBJECTIVES

The organogram depicted in *Diagram 3* here below shows that the Church has operational structures from elder District to the General Assembly. Information can therefore flow, with relative ease, from the General Assembly offices to elder Districts and to individual members. *Diagram 4* in Chapter 7 depicts the suggested implementation structure within the existing Church Organizational structure.

Standing Committees and Departments have been created to make the Church more effective in service delivery to its members and the country. Each Standing Committee represents a specific group with peculiar interests and needs. Some of these groups include the Woman's Guild; the Men Fellowship (PCMF); the Youth; the Boys' and Girls' Brigade and Christian Education. Key Departments/Boards and Committees which do not necessarily represent

particular groups include the Finance Committee, the Health Board, Training and Personnel Department, Evangelism and Nendeni Board and the Presbyterian Foundation which is mandated to handle the investment portfolio of the Church.

The Groups which are represented from the congregational level to Head Office, and the Departments will form an ideal vehicle for implementation.

Diagram 3.0 Organizational Structure of PCEA

Diagram 3.1 Existing Church Structure

The existing structure comprise the General Assembly (GA), the General Administration Committee (GAC), the Business Committee (BC), the Presbyteries, Parishes, Congregations and Elder Districts

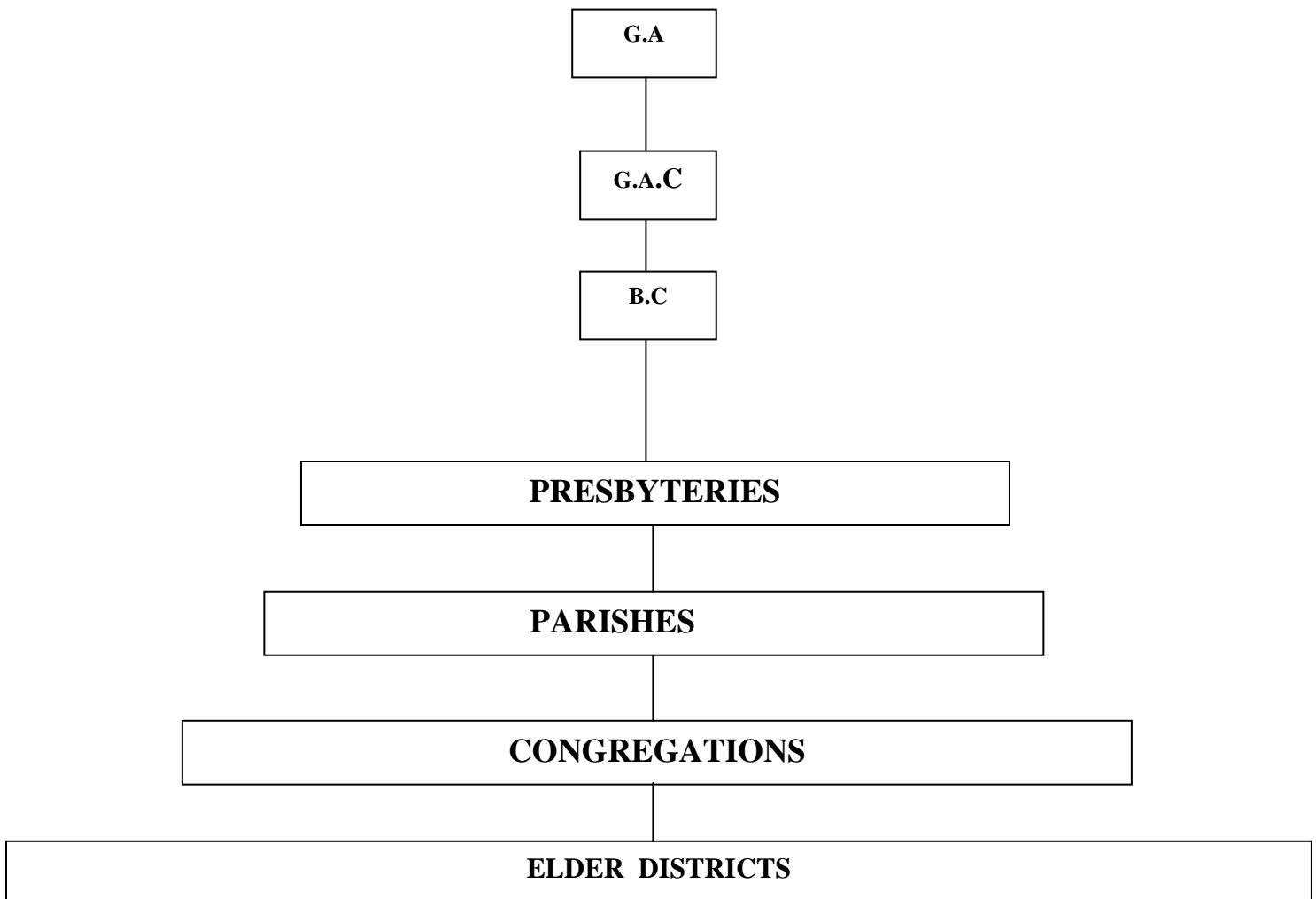
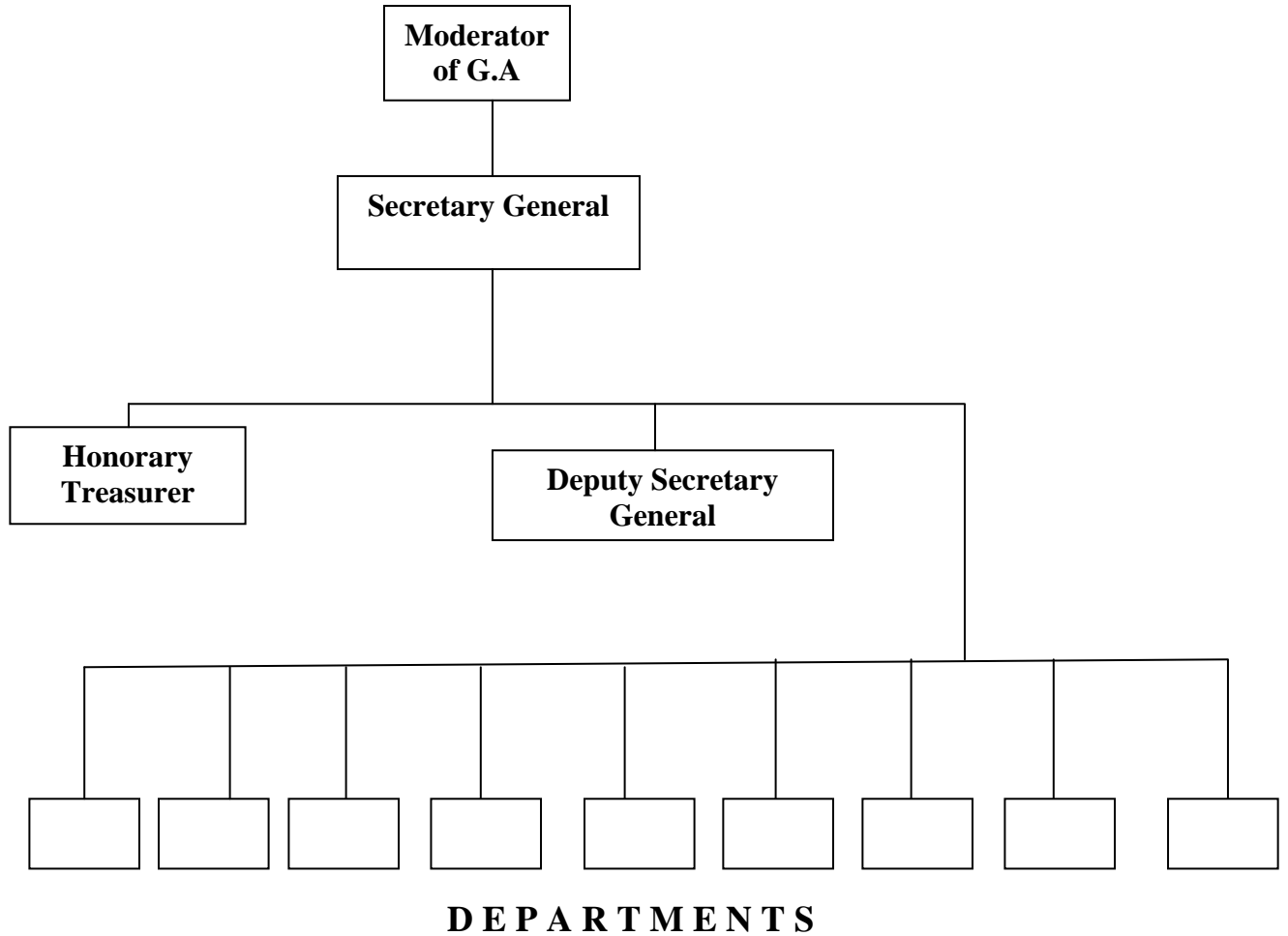


Diagram 3.2 Existing Structure of the General Assembly Office

Currently, the structure comprise of the four elected officials i.e. the Moderator of the General Assembly, The Secretary General, The Deputy Secretary General, The Honorary Treasurer and several departments



CHAPTER THREE

3.0 SITUATIONAL ANALYSIS

3.1 ENVIRONMENTAL ANALYSIS

This analysis examines the political, economic, social, technological, environmental and legal conditions under which the Church operates. Since PCEA is active in several countries besides Kenya and East Africa, it will be necessary, from time to time, to review these conditions in each country or region.

The apparent emphasis given to Kenya in this report is simply because the country is the starting point as the Church seeks expansion of its Ministry and Mission Work to other regions/countries.

Politically and legally, the Church must adjust and align itself to the new constitutional dispensation in Kenya which was promulgated on 27th August 2010. No doubt, the new land policy will impact the Church one way or another. Changes taking place within and the expansion of the East African Community will also have a bearing on the Church.

Effects of globalization, climatic changes, technological growth, environmental degradation and food insecurity will not leave the Church unscathed. Thus, mitigating measures will be required from time to time.

3.1.1 PESTEL ANALYSIS

Dimension	Developments likely to affect the Church Capacity to achieve its objectives	Opportunities and threats to the Church	
		Opportunities	Threats
Political	<ul style="list-style-type: none"> Political stability in the country of operation Expansion of economic/political blocs Registration and licensing of religious groups. Government policies on areas of health, education and the economy. Un-accommodative 	<ul style="list-style-type: none"> Development of programs to take advantage of the emerging policies and economic groupings Co-operation with governments in health training and dealing with HIV/AIDS 	<ul style="list-style-type: none"> Mushrooming of competing churches and alternative religions. Increased use of drugs and substance abuse. Marginalization and discouragement of Christian Mission Work

	policies in some countries		
Economic	<ul style="list-style-type: none"> • Increasing level of poverty and unemployment in society and especially among the youth. • Depressed national economic growth • General decline in the quality of life due to increased poverty. 	<ul style="list-style-type: none"> • A growing church population. • Increasing adoption of integrated approach to the ministry • Improved cooperation and partnership with other development partners in poverty reduction measures 	<ul style="list-style-type: none"> • High level of poverty among the general population • .Increased risk of poor health and hunger due to low incomes. • Crime and insecurity • Unfavorable population dynamics
Social	<ul style="list-style-type: none"> • A growing young population. • Growing anti-social behaviors and alternative social groupings • Insecurity in both rural and urban areas. • Evolving culture. 	<ul style="list-style-type: none"> • .Increased young membership in the church. • Establishment of sustainable social programmes 	<ul style="list-style-type: none"> • Infiltration by people with unsound doctrines and faiths. • Moral decay in society. • Increased competition from other faiths • Adverse effects of HIV/AIDS and drug and substance abuse • Loss of socio-cultural ethics and values
Technological	<ul style="list-style-type: none"> • Rapid growth of computer and ICT • Efficient communication systems in the church • Lower costs of communication 	<ul style="list-style-type: none"> • Development of member friendly services. • Increased efficiency in church management. • Ability to develop specialized ministries. • Access to wider Christian literature • Ability to reach 	<ul style="list-style-type: none"> • Dependence by members on “alternative” service delivery. • Ability of younger Christians to access un-Christian materials. • Adoption by members of practices of other churches. • Pornography.

		more people.	<ul style="list-style-type: none"> • Fraud without detection. • Loss of membership
Environmental	<ul style="list-style-type: none"> • Degradation of the local environment. • Poor access to utilities 	<ul style="list-style-type: none"> • Establishment of sustainable environmental programmes. 	<ul style="list-style-type: none"> • Increased exposure and risk of poor health due to economic hardships.
Legal	<ul style="list-style-type: none"> • Legal provisions in the national constitutions. 	<ul style="list-style-type: none"> • Co-operation with government agencies in civic education programmes. 	<ul style="list-style-type: none"> • Expanded freedom of worship by provisions of constitutions.

3.2 STAKEHOLDERS ANALYSIS

This section examines the internal and external key stakeholders, their roles and expectations in the process of implementation of the Strategic Plan.

3.2.1 INTERNAL STAKEHOLDERS

STAKEHOLDER	ROLE IN IMPLEMENTATION OF THE STRATEGIC PLAN
General Assembly	Approval of the Strategic Plan: Being the Supreme Governing and Legislative body of PCEA its approval of the plan will kick off immediate implementation process.
General Administrative Committee	Will oversee and follow up Plan implementation on annual basis.
Business Committee	The Committee, being the working arm of GA & GAC, will be in charge of and evaluation on a continuous basis.
Presbytery	Ensure domestication of the Plan and its implementation by Parishes and Groups in the Presbytery.
Parish	Guide and direct congregations on the process.
Institutions	Develop and/or align their corporate strategic plans in line with the PCEA Strategic Plan

STANDING COMMITTEES/ GROUPS/ DEPARTMENTS	ROLE IN IMPLEMENTATION OF THE STRATEGIC PLAN
Evangelism, Mission, & Nendeni Board	Specifically to oversee, coordinate, and monitor implementation of all Strategic Priorities under Mission & Ministry Pillar
Training & Personnel	Spearhead and coordinate appropriate training and development of personnel to undertake expanded Mission & Ministry work.
Christian Education	Coordinate and work closely with Church sponsored institutions such as, PUEA & Rubate Teachers' College for expected results as per the Plan (Human and Social Development Strategic Pillars)
- Woman's Guild (WGC) & - Men's Fellowship (PCMF)	To align their own Strategic Plans accordingly and champion implementation among members.
- Youth, - Boys/Girls Brigade, - Church School	To align their own Strategic Plans accordingly and champion implementation among members.
- Health Committee - Justice, Peace & Reconciliation Committee	To align their own Strategic Plans accordingly and champion implementation among members.

Finance Committee (FC) Presbyterian Foundation (PF)	To spearhead and champion implementation of the “Economic Health Strategic Pillar”.
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3.2.2 EXTERNAL STAKEHOLDERS

These can be viewed in two perspectives: within national borders, and beyond national borders (other countries). With regard to Governments, reference is made to Departments/ Units in charge relevant policies as opposed to Ministries, which can change from time to time.

STAKEHOLDER	ROLE AND IMPACT IN THE IMPLEMENTATION OF THE STRATEGIC PLAN
a.) In Kenya – Government of Kenya (GOK) <ul style="list-style-type: none"> • National Government • County Assemblies, City and Municipal Councils • Education & Training • Health • Labour • Finance & Planning 	<ul style="list-style-type: none"> - Assurance of freedom of worship - Registration of societies and companies (Attorney General) -National Land Policy could affect Church interests and investments -Approval of investment plan (building etc) will reside in these bodies. Delay in the approval process affects project implementation. -Development of the Universities (granting of the Charter), and other church sponsored schools will require relevant approvals from Government. -Expansion and development of health facilities will require Government support. -Employment matters -Tax exemptions as applicable -National development plans will have a bearing on Church
b.) Other Countries	<ul style="list-style-type: none"> -Work permits for Church workers -Licenses to operate and invest -Freedom of worship and protection of Church workers
Media	An important partner in communication
Financial and Insurance Institutions	<ul style="list-style-type: none"> -Source of some funds for investment and wealth creation -Insurance Policies – Institutional, Health, Personal
Other Denominations	Competition and challenge; Partnering in some areas

Development Partners	Projects/Programmes of mutual benefit
NGOS	Programs and activities of mutual benefit.

3.3 INSTITUTIONAL ANALYSIS (SWOT ANALYSIS)

3.3.1 STRENGTHS

These include:

- Reformed thinking (Theology)
- Network Structure of the Church.
- Good-will amongst its members.
- Strong specialized group network
- Diverse and talented members
- Demonstrable rich history
- Church constitution
- Personnel (educated clergy & laity, professionals)
- Institutions—Schools, Hospitals and Colleges
- Properties—Land investments
- Enthusiastic Partners
- Good network with regional & worldwide ecumenical bodies
- Compassionate and support for vulnerable groups of the society

3.3.2 CHALLENGES

These include:

- Investment policy and direction
- Bureaucracy/governance
- Inadequate financial support to ministry work by some parishes and institutions.
- Ineffective management of available resources
- Timely implementation of Church Courts resolutions
- Effects of globalization on agricultural based economy and trade
- Effects of urbanization on rural congregations;
- Rapidly growing population of the youth and generation gap
- Effective expansion beyond traditional regions

3.3.3 OPPORTUNITIES

These include:

- Freedom of worship
- Networking with Partners
- Ecumenism
- Reaching out communities through institutions

- Information, communication technology/media
- Conducive investment opportunities
- Expansion of East African Community
- Maximizing the usage of underutilized facilities
- Diversification of economic trends
- Devolved Government structures under the new constitution

3.3.4 THREATS

These include:

- Other faiths and beliefs
- Secularization
- Environmental degradation,
- Economic hardship & unemployment
- An increase in HIV/AIDS and other diseases such as malaria, pneumonia, cancer, TB among others
- Increased moral decadency, gay practices, drug & substance abuse.
- Food insecurity
- Negative impact from modern technology
- Effects of globalization on agricultural based economy.
- General Insecurity.
- Cults and illegal groups

CHAPTER FOUR

4.0 THE VISION, MISSION, MANDATE, MOTTO & CORE VALUES

4.1 VISION

To be a Great and Dynamic Godly Model Church for holistic service in **pursuance of the Great Commission.**

4.2 MISSION

To Empower, equip, build and transform God's people for effective service through preaching, teaching and witnessing in words and deeds in Eastern Africa and beyond

4.3 MANDATE

The PCEA in carrying out her Vision & Mission derives her mandate from the words of Jesus in Acts 1:8 **“But you shall receive power when the Holy Spirit has come upon; and you shall be my witnesses in Jerusalem and in all Judea and Samaria and to the end of the earth.”** The mandate is further informed by:

- The Word of God in its entirety
- The Practice and Procedures of Presbyterian Church
- The Resolutions of the Church Courts
- Presbyterian Church Traditions
- Minutes of Courts and Committees

4.4 MOTTO:

Knowing Christ Better and Making Christ Known

This motto is derived from Philippians 3:10” I Want to know Christ and the power of his resurrection and the fellowship of sharing in his sufferings, becoming like him in his death, and so, somehow, to attain the resurrection from the dead” (NIV)

NB: The previous motto was **“Jitegemea”** which was defined as:

“Jitegemea for Mission”- Mobilizing available resources for mission work

“Tegemea”- Depending on God.

“Egemea” - Leaning on Christ.

“Mea” – Generation, Propagation and Growth in Mission work by the empowerment of the Holy Spirit.

4.5 CORE VALUES:

The core values include:

- Moral Purity
- Integrity
- Respect, Truth and Justice
- Accountability
- Faithfulness
- Commitment to Christian Witnessing
- Love and Compassion
- Selfless service (self sacrifice)

CHAPTER FIVE

5.0 THE THREE STRATEGIC PILLARS

Transformation of the PCEA from a Good to a Great and Dynamic Church will require concerted efforts and renewed commitment by all stakeholders.

As indicated in Chapter 1, the plan is supported by Three Strategic Pillars. These are

- a. Ministry and Mission Work Pillar
- b. Human and Social Development Pillar
- c. Economic Health Pillar

The importance of the Ministry and Mission work cannot be overemphasized at any level, yet this cannot be realized effectively without trained personnel with relevant skills. On the other hand, human resource development and social wellness cannot be carried out successfully without financial resources or economic health. Hence the indispensability of the Three Strategic Pillars.

Each Pillar identifies Strategic Priorities which are to be undertaken during the plan period.

5.1 **Ministry and Mission Work Pillar**

This Pillar comprises the core business of the Church. In the first plan period, key strategic priorities have been identified which must be addressed to form the platform for further development.

These strategic priorities include:

- 5.1.1 Enhancing Mission and Ministry work
- 5.1.2 Enhancing local and International mission
- 5.1.3 Improving member satisfaction
- 5.1.4 Operationalizing a mission desk at HO
- 5.1.5 Merger of Nendeni Board and BSR
- 5.1.6 Enhancing environmental stewardship
- 5.1.7 Enhancing ecumenism
- 5.1.8 Enhancing inter religious relations
- 5.1.9 Establishment of a Seminary

5.2 Human and Social Development Pillar

The key strategic priorities include:

- 5.2.1 Creating a critical mass of well-equipped and knowledgeable Church personnel for quality delivery of service
- 5.2.2 Enhancing corporate performance, integrity, harmony and confidence within the Church
- 5.2.3 Enhancing efficiency, self-sustenance and relevance for Church operations and institutions
- 5.2.4 Enhancing corporate governance
- 5.2.5 Establishing an integrated information and communication management system
- 5.2.6 Developing a mechanism for implementation, monitoring and evaluation at all levels
- 5.2.7 Developing capacity for social responsibility, stewardship and sustainable livelihoods

5.3 Economic Health Pillar

The key strategic priorities include:

- 5.3.1 Improvement of financial performance and investments
- 5.3.2 Rationalising use of existing facilities and institutions for the economic upturn at all levels
- 5.3.3 Support and Development of economic livelihood, food security and environmental conservation
- 5.3.4 Debt Control and management
- 5.3.5 Sustainable and viable investments
- 5.3.6 Expansion and Diversification of Investment Portfolio
- 5.3.7 Taking advantage of emerging offshore / external opportunities
- 5.3.8 Establishment of Financial and Insurance Institutions

CHAPTER SIX

6.1 MINISTRY AND MISSION PILLAR

6.1.1 STRATEGIC PRIORITY 1 ENHANCE MISSION WORK

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Enhance Mission work	Identify criteria to determine current coverage through creation of an R&D unit	Dec 2012	GA Office	Accurate Church data base
	Under take research to guide activities within the Church to adapt to key result areas of mission such as: i) Missionaries and Evangelists training program ii) The Outreach Foundation and projects it deals with iii) Nendeni areas and Outreaches, Mission Area iv) Chaplaincy v) Evangelism committees at all levels of the Church vi) Mission Partnerships vii) Ecumenical Activities	Dec 2013	PUEA in collaboration with Nendeni Board and Christian Education along with Training & Development Committee	Fulfilment of the Mission of the Church
	Statistical analysis of data collected and interpretation	2014-2016	R & D alongwith the various boards	Compararative scenario between the origin and current

6.1.2 STRATEGIC PRIORITY 2

ENHANCE LOCAL AND INTERNATIONAL MISSION

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
<p>Improve Local and International Mission</p>	<p>Re develop youth agenda and focus them as a target group within the Church by identifying friendly programs that are beneficial to them. Also engage youth workers or coordinators.</p>	<p>Dec 2012</p>	<p>Director of Youth Affairs</p>	<p>Vibrant youth who can take up Church leadership</p>
	<p>Expand Local mission to focus more on areas where Church is under represented such as the Coast, North Eastern, Maasai land, Samburu land etc</p>	<p>By Dec 2013</p>	<p>Nendeni Board</p>	<p>A Church with a national outlook</p>
	<p>Strengthen and Expand Mission abroad where Church is currently represented and new areas respectively i.e. Tanzania, Uganda, Sudan, Ethiopia, Somalia, Burundi and D.R.C.</p>	<p>By Dec 2016</p>	<p>Nendeni Board</p>	<p>Improved international outreach</p>
	<p>Train and educate nationals of other countries take up Church leadership within their boundaries</p>	<p>Continous program</p>	<p>Nendeni Board</p>	<p>Ownership of local Church</p>
	<p>Expand Local institutions like PUEA and Seminary to offer training opportunities in other countries.</p>	<p>2014-2016</p>	<p>GA Office, T&D Committee, Nendeni Board</p>	<p>Educated membership and focused leadership</p>
	<p>Establish PCEA Churches in the Diaspora such as the USA and Europe. Use our members there as a launching pad for the same.</p>	<p>Ongoing</p>	<p>GA office, Nendeni Board</p>	<p>Members able to identify with their roots as they benefit from spiritual and pastoral care</p>
	<p>Train missionaries locally and send them abroad e.g. to the weakened Churches in the West.</p>	<p>By Dec 2014</p>	<p>GA Office, T&D Committee, Nendeni Board</p>	<p>Revived mission work in the weak areas</p>
	<p>Design a mission support mechanism for mission</p>	<p>June 2012</p>	<p>GA Office, T&D Committee, Nendeni Board</p>	<p>Continous mission activities without financial hindrances</p>

	work such as setting aside a minimum of 10% of our gross budgets at all levels.		GA Office	
	Strengthen Guiding and Counseling Center (Spirituality Center, Nyeri) to cater for Church workers who have gone through various stages of Ministry related Trauma and Burnout (Ministers, Elders, Evangelists, Regional Workers, Widows & Widowers, Orphans of Minister). Involve laity to support one another by establishing Stephen Ministry. (Model case study Nairobi Central Bahati Parish).	Dec 2014	GA Office, Training and Dev Committe, Nendeni board	A Spiritual and emotionally and heathy Church family
	Establish peer counseling at all levels of Church groups.	Dec 2014	„	Membership with direction
	All ministers to undertake Clinical Pastoral Counseling.	Dec 2014	„	Focused leadership within the Church (Clinical pastrol care)
	Create a task force to shape the way forward in this undertaking.	Dec 2014	„	Constant audit report on progress of implementation
	Introduce a one year sabbatical facility for Ministers who have served for Seven years continuously.	Dec 2014	„	Rejuvenated and productive workforce

6.1.3 STRATEGIC PRIORITY 3

IMPROVING MEMBER SATISFACTION

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Improving Member Satisfaction	<p>Identify criteria to determine current satisfaction through creation of an R&D unit</p> <p>Identify vices that cause member dissatisfaction which includes</p> <ul style="list-style-type: none"> a) Poor leadership b) Financial mismanagement c) Lack of Good Role Models in the Church, among others. <p>Identify measures to tackle the negative vices within the Church</p> <p>Develop and institute suitable programs to improve satisfaction and attract new members</p>	Dec 2012	GA Office, TPDC, NMB	<p>Accurate Church data base</p> <p>Wider and more satisfied membership</p> <p>Growth of membership</p>

6.1.4 STRATEGIC PRIORITY 4

OPERATIONALIZE A MISSION DESK AT THE GA OFFICE

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Operationalize a Mission Desk at the GA Office	<p>Define the mandates of the Mission desk and mobilize requisite resources to facilitate delivery of mission mandate at all levels.</p> <p>Organize the related sectors in an organogram. This will define the relations within the mission functions and the wider Church organogram.</p> <p>To enhance efficient and effective mobilization and allocation of resources and reduce the possibility of role conflict.</p> <p>To create a system of reaching the congregation in the fastest time possible.</p>	June 2012	GA Office, NMB	Sustainable Operational Mission Desk Better deployment and co-ordination of operations.

6.1.5 STRATEGIC PRIORITY 5

MERGER OF NENDENI AND BSR BOARDS

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Merge the Nendeni and BSR Boards	<p>Prepare joint Board Papers for approval of the merger and design the composition of the new Board</p> <p>Provide justification, rational and outlining the impact of the merger</p> <p>Define the roles of the new Board and its work programs to deliver set targets</p>	Dec 2012	GA Office, NMB	Greater focus and integration on the common mission

6.1.6 STRATEGIC PRIORITY 6

ENHANCE ENVIRONMENTAL STEWARDSHIP

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Enhance Environmental Stewardship	Identify and program environmental Conservation activities to be undertaken by the Church e.g Tree planting, rain water harvesting, developing and sustainable energy, proper waste management, reducing consumption and wastage, Recycle of the waste, and Reuse what has been recycled.	On going	GA office, NMB, BSR	A healthy and sustainable enviromental
	Create a task force to oversee the conservancy.	June 2012	GA office, NMB, BSR	Established taskforce

6.1.7 STRATEGIC PRIORITY 7

ENHANCE ECUMENISM

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Enhance Ecumenism	Review strategies of maintaining relations with the wider body of Christ and her related agencies and Church organizations to enhance ecumenism ie NCCK, AACC, WCRC, WCC, BSK, BTL and Scripture Union among others.	Ongoing	NMB, GA Office, BSR	Synergy and Collaboration in mission work

6.1.8 STRATEGIC PRIORITY 8

ENHANCE INTER RELIGIOUS RELATIONSHIPS

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Enhance Inter Religious Relationships	Identify other religious bodies which the Church can be engaged with in promotion of peace and better understanding and co-existence of mankind.	On going	NMB, Office GA	Creation of a unified nation with a common purpose which co exist harmoniously Programs
	Develop concrete programs of networking with these bodies to enhance mission work	Dec 2013	NMB, Office GA	

6.1.9 STRATEGIC PRIORITY 8

ESTABLISH A SEMINARY

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS

6.2 HUMAN AND SOCIAL DEVELOPMENT PILLAR

6.2.1 STRATEGIC PRIORITY 1: TO CREATE A CRITICAL MASS OF WELL-EQUIPPED AND KNOWLEDGEABLE CHURCH PERSONNEL FOR QUALITY DELIVERY OF SERVICE

STRATEGIC GOALS	STRATEGIC ACTIVITY	PERIOD EXECUTE TO	WHO TO EXECUTE	EXPECTED RESULTS
1. Establish training and capacity building policy to enhance Church work.	Formulate, develop and publish guidelines and procedures for identification of needs, training and development of Church personnel	Dec 2013	GA Office – Human Resource office	Manual available in all Parishes
2. Develop training programmes for various categories of Church employees	Develop curriculums for Parochial Ministers, Chaplains, Evangelists and general employees	Dec 2014	Education Department	Curriculums available in Parishes
	Implement curriculums d for all categories of employees	Dec 2014	Education Department	Well-trained clergy, missionaries and other Church workers
3. Develop training programmes for Church members	Develop curriculums for Church elders, group leaders and general membership	Dec 2014	Education Department	Curriculums available in Parishes
	Curriculums implemented in Parishes through seminars and trainings	Dec 2014	Presbyteries and Parishes	Trained members
4. Empower the Education Department for capacity building	Restructure and strengthen Education Department to develop and implement training programmes	June 2013	GA Office	Well equipped Department with qualified personnel and appropriate facilities
5. Design a system that enhances mentorship of leaders through recognition, development and encouragement of talent within the Church	Establish a database for existing professionals within the Church employees and members	September 2013	Administration and Human Resource office	Up to date database in existence and available for reference
	Establish a framework for utilizing professionals in development of leaders in tandem with the needs of the Church	June 2013	Administration and Human Resource office	Improved level of participation by professionals in Church matters Improved recognition

6.2.2 STRATEGIC PRIORITY 2 TO ESTABLISH A HUMAN RESOURCE MANAGEMENT POLICY THAT ENHANCES CORPORATE PERFORMANCE, INTEGRITY, HARMONY AND CONFIDENCE AT ALL LEVELS OF THE CHURCH

STRATEGIC GOALS	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
<p>1. Recentralize and consolidate policy management and decision making functions of the Church</p>	<p>Put in place a centralized human resource management policy and Centralized financial management policy in place</p>	<p>September 2013</p>	<p>GA Office</p>	<p>Harmonized and centralized management of HR issues and finance at all levels of the Church</p>
	<p>Establish and implement an audit process</p>	<p>December 2013</p>	<p>„</p>	<p>An audit structure</p>
	<p>Establish and implement a feedback mechanism at all levels</p>	<p>December 2013</p>	<p>„</p>	<p>Good corporate governance</p>
	<p>Establish and define Schemes of service and Terms and conditions of service</p>	<p>September 2013</p>	<p>„</p>	
	<p>Revise and implement Terms and Conditions of service within the policy</p>	<p>December 2013</p>	<p>„</p>	<p>Satisfied employees</p>
<p>2. Restructure current departments at the Head Office for efficiency and coordination across all levels of the Church</p>	<p>Rationalise major coordinating departments at the Head Office with merger of small departments with similar functions.</p>	<p>September 2013</p>	<p>GA Office</p>	<p>Smooth and coordinated operations of departments</p>
	<p>Establish and provide a structure for Human Resource and Administration function at the Head Office</p>	<p>December 2012</p>	<p>„</p>	<p>Organized and effective administrative functions</p>
			<p>Administration and Human Resource department</p>	<p>Well defined employment terms and conditions which are universally acceptable</p>
			<p>Administration and Human</p>	<p>Employees informed about their employment</p>

			Resource department	terms
3. Establish performance management policy for the Church	Develop Performance Management structure and procedures	December 2013	Administration and Human Resource Department	Performance management policy published in manual Copies of policy manual available to staff in all Parishes

6.2.3 STRATEGIC PRIORITY 3

TO ENSURE CHURCH INSTITUTIONS ARE EFFICIENT, PROFITABLE, RELEVANT AND SELF-SUSTAINING

STRATEGIC GOALS	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
1. Rebrand Church institutions in line with the general strategy of the Church and the new constitution	Develop institutional strategic plans in accordance with the three strategic pillars of the Church	June 2013	Governance organs of the institutions	Institutional plans synchronized with the Church plans
2. Establish efficiency criteria in corporate governance in institutions of the Church	Carry out situational analysis and redefine governance structures of Church institutions Restructure Boards and Management committees Focus management structures on economic efficiency	September 2013	Governance organs of the institutions	New and efficient Boards and management structures in place Institutional programmes and systems aligned to market demands

3. Ensure prudent management of resources, profitability and self sustainability of Church institutions	Adopt strict financial management practices in all Church institutions	January 2013	Boards of Institutions	Unqualified audit reports
	Establish sound institutional financial bases	January 2013	Boards of Institutions	Presence of good investment policy
4. Ensure relevance of Church institutions	Create an efficient and well-structured management and coordination system for each sector / group	June 2013	Departments of Education and Health	Increased involvement of Parishes and Presbyteries in management of Church institutions
	Establish a system of monitoring and evaluation	June 2013	GA Office	Existence of coordinating and monitoring network
	Recruitment of Chaplains for institutions	September 2013	GA Office	Increase in Christian mentorship in institutions
5. Enhance performance of tertiary educational institutions i.e. the Presbyterian University, Colleges and Seminaries	Prepare the Presbyterian University of East Africa to be awarded the Charter and a statute	June 2013	University Governance and Management	Enhanced stability and corporate image for the university
	Establish new PUEA campuses and Centres in other operational regions of the Church and other parts of East Africa	June 2014	University management	Increased demand and enrolment for programmes of the university
	Enhance leadership role of PUEA in development of tertiary education	March 2015	University Governance and Management	Enhanced stability and corporate image for the university
		March 2013	Education Department and University Management	Coordinated development of tertiary education in the Church

	Establish Rubate Teachers College as a Constituent College of Presbyterian University	June 2014	GA offices, PUEA BOT and Rubate BOG	Increased university enrolment
	Prepare Rubate Teachers Constituent College of PUEA to be a fully-fledged University	December 2016	GA Office and Board of Governors	Second university of the Church
	Establish a fully-fledged Seminary for training the Clergy, Evangelists and other workers	September 2014	Business Committee	Focused training of ministry and mission workers
	Develop the Lay Training Centre into a full training Institute/College for members and staff of the Presbyterian Church and other Churches in the region	March 2015	Education Department	Homegrown institution for training of Church personnel

Enhance performance and capacity of Church hospitals – Kikuyu, Tumutumu, Chogoria and others	Improve hospital facilities to offer services that are in high demand	June 2014	Governance and Management of the hospitals	Increased number of persons using the health facilities
	Prepare the hospitals to be fully effective as training and referral hospitals in their respective regions	September 2015	Governance and Management of the hospitals	Systems and facilities aligned to market demands
	Empower the hospitals to provide support and oversee functions in the nearby Church sponsored health facilities	December 2013	Health Board and Governance and of the hospitals	Increased number of persons using the health facilities
	Establish a network of collaboration among the hospitals and link with external Presbyterian health institutions	June 2013	Health Board	Building of synergy among the hospitals. Coordinated health functions across the Church
	Establish a Health Insurance service backed by the Church hospitals in liason with NHIF and the MOH	March 2014	Health Board	Increase in opportunity for usage of facilities
	Establish new health facilities in other regions of the Church and other parts of East Africa	June 2016	Health Board	Increased availability of services for members and other clients
	Develop a comprehensive Health Education programme for training members on good health	March 2014	Health Board	Increased member awareness on good health practices
6. Enhance performance and sustainability of schools and technical/vocational institutions owned or sponsored by the Church	Design a policy and develop structures for overseeing management of the institutions	June 2013	Education Department	System for enabling institutions to run efficiently and professionally
	Establish a collaboration network among the institutions	March 2013		

6.2.4 STRATEGIC PRIORITY 4

TO ENHANCE CORPORATE GOVERNANCE

STRATEGIC GOALS	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
1. Ensure compliance with the Church Constitution, practices, procedures and approved policies	Create procedures for ensuring implementation of policies, decisions and resolutions in accordance with the Church statutes	May 2013	GA Office	Increased level of adherence to the Constitution
	Create checks and balances to ensure activities and decisions are in the best interest of the Church	May 2013	„	Reduced number of unresolved governance issues
	Establish a framework for addressing governance practices	May 2013	„	Established feed back mechanism
2. leadership of the Church with knowledge on corporate governance	Train various policy managers on standard principles of corporate governance	September 2013	GA Office	Enlightened leadership
3. Enhance monitoring and evaluation	Develop and implement a monitoring and evaluation policy	March 2015	GA Office	Focused evaluation of activities and outcomes

6.2.5 STRATEGIC PRIORITY 5

TO ESTABLISH AN INTGRATED INFORMATION COMMUNICATION TECNOLOGY (ICT) SYSTEM TO IMPROVE CHURCH SERVICE DELIVERLY

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
1. Develop a communication and information management policy	Draft and publish communication Policy	June 2013	Communication Department	Policy available in all Parishes
	Restructure the Communication Department to incorporate an office for information and	June 2013		Coordinated information

	communication management			about the Church
2. Consolidate the use of ICT in Church functions	Renovate and update the website to include information on all sectors and activities of the Church	September 2013	GA Office – Communication Department	Enhanced corporate image and access to facilities and services of the Church
	Establish ICT facilities to connect all Church offices and institutions	June 2014	Communication Department, Parishes and Presbyteries	Enhanced flow of information across the Church
	Carry out training programmes for enhanced use of ICT in the Church	September 2014	Communication Department, Parishes and Presbyteries	Increased use of ICT facilities across the Church
3. Enhance capacity for publishing and production of publications within the Church	Empower the Communication Department to manage publishing and production	March 2015	GA Office	Capacity to offer publishing services to Church institutions and others

6.2.6 STRATEGIC PRIORITY 6

DEVELOP CAPACITY FOR ENHANCED SOCIAL RESPONSIBILITY, STEWARDSHIP AND SUSTAINABLE LIVELIHOODS

STRATEGIC GOALS	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
1. Enhance Environmental Stewardship	Develop training programmes on environmental stewardship	June 2013	GA office – Department of Social Stewardship	A healthy and sustainable environmental Enlightened members with capacity to develop environmental friendly activities
	Enhance environment conservation programmes	December 2013		
	Initiate water conservation and management programmes	June 2014		
		June 2014		

	Enhance waste management programmes			
2. Enhance family, gender and community relations	Initiate programmes for development of the family unit, good neighbourliness and community harmony	September 2013	GA office – Department of Social Stewardship	Enlightened members with capacity to develop good christian based interpersonal, group and community relations
	Enhance programmes on gender education and harmony	June 2013		Gender programs at all levels
	Establish programmes for mentoring and role modelling in the Church	June 2013		Monitoring and mentoring programs at all levels
	Consolidate and enhance programmes for transition of children to adulthood	June 2013		Right of passage programs at all levels
	Develop and established programs for the marginalized, disadvantaged and the aged members of the community			Respective program for the group
3. Developing capacity for Sustainable livelihoods	Develop training programmes on matters of sustainable livelihoods for members	June 2013	GA office – Department of Social Stewardship	Enlightened members with capacity to develop sustainable economic livelihoods
	Initiate programmes for ensuring food security among membership of the Church	September 2013		Programs for sustainable economic livelihood at all
	Enhance member participation in social security programmes	December 2013		
	Initiate group and individual economic enterprises among members of the Church	June 2014		

<p>4. Enhance member capacity to participate in national and international development agenda</p>	<p>Initiate programmes for enhancing member capacity to understand and participate in politics and public debate on development</p> <p>Enhance member education on participation in public policy, governance, justice, social and economic development and international affairs</p>	<p>June 2013</p> <p>June 2013</p>	<p>GA office – Department of Social Stewardship</p>	<p>Enlightened members with capacity to participate in and influence the development agenda</p>
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6.3 ECONOMIC HEALTH PILLAR

6.3.1 STRATEGIC PRIORITY 1 IMPROVEMENT OF FINANCIAL PERFORMANCE & INVESTMENT

STRATEGIC GOALS	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
<p>(i) Review a membership of PF to have the relevant people with relevant experience from the Church</p> <p><i>(Ref to Min. 527/2009 PF AGM Resolution)</i></p>	<p>1. PF to analyse the membership provision as contained in Memorandum & Articles Association and recommend to board the required changes</p> <p>2. Recommended changes to be approved by PF, AGM and the Church</p> <p>3. PF to facilitate registration</p>	By Dec 2012	PF Board of Directors	Revised Memorandum and Articles Association
<p>(ii) The Directorship composition should be re-looked to have the required numbers with professional qualifications and business experience and ability</p> <p><i>(Ref to clause 33 (2) (a) of MoA and AoA)</i></p>	Elaborate the required Qualification, Experience and Composition	Dec 2012	Board of Directors	Relevant professional inputs, best practice in all Church investments.
<p>(iii) Review the mandate, structures, powers of the PF over the institutions, properties and Churches which should be under them.</p>	<p>Document all institutions that are supposed to be under PF</p> <p>Relevant Church courts to facilitate the adoption of such institutions into PF as mandated in the PnP and MoA and AoA</p> <p>Prepare an MOU with the institutions outlining their minimum obligations towards PF</p>	<p>June 2012</p> <p>Dec 2012</p> <p>Dec 2012</p>	<p>Board of Directors</p> <p>Board & GA Office</p> <p>Board & GA Office</p>	<p>User friendly and improved Data Base</p> <p>Full control of the Guaranteed organisations</p> <p>MOU are created</p>
<p>(iv) Prepare Investment manuals and other relevant Financial management manuals</p>	<p>Preparation of an investment manual</p> <p>Preparation of investment and Financial Management manuals</p>	<p>June 2012</p> <p>June 2012</p>	<p>PF Board</p> <p>PF Board and GA office</p>	<p>Investment and Financial Management manuals</p> <p>Investment and Financial Management manuals</p>

	Prepare and maintain updated assets register for the foundation, its institutions at all levels			Reliable assets register
(v) Performance review of all institutions of the Church	Set standards and procedures to analyse the investments	Dec 2012	PF Board	Review of investment status
	Carry out audit of the investments	Dec 2013	PF Board	Audit Reports

6.3.2 STRATEGIC PRIORITY 2

RATIONALISE USE OF EXISTING FACILITIES AND INSTITUTIONS FOR ECONOMIC UP-TURN AT ALL LEVELS

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
(i) The PF shall be the holding company of the other trading organisations associated with the Church.	Create a forum to bring together all the institutions under the Church into one umbrella	Dec 2013	GA office & PF Board	Proper control of church property
(ii) Form an Investment Committee under the PF incorporating investment professionals within the Church and/or market to undertake investment analysis	Determine the membership of the committee and qualifications required	Dec 2013	GA office & PF Board	Maximized economic returns from facilities
	Training the committee to understand their roles	Dec 2013	PF Board	
(iii) Establish and Implement a Financial reporting system for PF, the Church and its institutions.	Develop a reporting structure	Dec 2012	CEO & FO	Prudent financial management practices
(iii) Audit all entities of the Church and the PF	Establishment of Internal Audit Department within PF and the Church	June 2012	PF Board and GA office	Corrective measures
	Development of audit procedures			

6.3.3 STRATEGIC PRIORITY 3

ENHANCE COMPREHENSIVE FOOD SECURITY AND ENVIRONMENT CONSERVATION

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Establish and implement a food and environmental conservation kitty	Establish the source of funding for the kitty and internal control measures to govern it	Dec 2012	Board	Program on food security and environmental conservation
	Develop programs relating to food security and conservancy	June 2013	„	Working food program

6.3.4 STRATEGIC PRIORITY 4

DEBT CONTROL AND MANAGEMENT

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
(i) PF should set a debt ceiling	Ascertain asset base and credit worthiness of beneficiaries to determine the debt ceiling	Dec 2012	Board and GA office	Prudent borrowing and investment policy
(ii) Proper planning for loan repayments e.g re-schedule loans longer when and is applicable- within – ongoing	Initiate Phase 1 of Milele project	Dec 2011	Board and GA Office	Improved liquidity and returns to the Church
	Review all dues from Presbyteries and define mechanism for repayment	Dec 2012		
	Identify other projects requiring financing within the Church and weigh the available funding options	Dec 2012		
(iii) Develop requisite operational management manuals	Develop and implement sound policies and procedures in relation to Investment, Credit Control , Financial Mgmt and Procurement activities in PF & Church	Dec 2012	Board and GA Office	Well defined management process

6.3.5 STRATEGIC PRIORITY 5

DEVELOP SUSTAINABLE AND VIABLE INVESTMENTS

STRATEGIC GOALS	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Identify and evaluate projects with reasonable returns to the Church <i>(Borrow success stories from such institutions as: Milele Geust House, Milele Resort – Nakuru, Milele Beach Hotel Milele Beach luxury apartments Various commercial premises run by PF, P U E A, Wogect</i>	Empower development committees at all levels to widen investment net and recommend to PF bankable projects. Anaysis of projects with a view to invest	Dec 2012 Continious	PF Board	Widen the investment net to profitable areas Widened investment net resulting to Wealth creation

6.3.6 STRATEGIC PRIORITY 6

TO EXPAND AND DIVERSIFY THE INVESTMENT PORTFOLIO

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Identify the potential of the Church	Audit all available Church Resources which are not effectively utilised	June 2012	Foundation and GA Office	Accurate data of available resources
Project Identification	Extensive research of viable projects to be undertaken	December 2012	PF, GA offices, Groups, Presbyteries	Priority investment proposals
Sourcing Project Funding	Preparation of Bankable Feasibility projects	June 2013	Foundation and the investor	List of bankable projects
Expansion of Existing Projects	<p>Review all existing projects and identify opportunities which can be tapped.</p> <p>These includes:</p> <ul style="list-style-type: none"> i) Completion of second Phase 2 of Milele Geust House Nairobi ii) Development of health club at Milele Nbi iii) Extension of apartments in HO iv) Raising Jabavu flats with at least one Level v) Development of Tende Drive and Convent plots to commercial status vi) Milele Luxury apprtments project 	June 2012	Foundation	Improved wealth creation
Explore New Opportunities within the newly devolved system	Undertake research and identify counties with potential of growth and identify projects in line with the Church investment policy	December 2012	Foundation	Increased investments and income

6.3.7 STRATEGIC PRIORITY 7

EXPLORE EMERGING OFFSHORE AND EXTERNAL OPPORTUNITIES

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Research on available Opportunities	Identify various opportunities favourable for the church regional and beyond	Dec 2012	Foundation along with Institutional Heads	Documented foreign opportunities Investments in foreign countries
Study and understand International Financial Market to understand opportunities and options.	Identify potential financial partners for development of the Church projects	December 2012	GA Office, Foundation and Institutional Heads	Expanded and diversified economic base for the Church.

6.3.8 STRATEGIC PRIORITY 8

ESTABLISH FINANCIAL AND INSURANCE INSTITUTIONS

STRATEGIC GOAL	STRATEGIC ACTIVITY	PERIOD TO EXECUTE	WHO TO EXECUTE	EXPECTED RESULTS
Establish Financial and Insurance Institutions	Convert Jitegemea Insurance Agency into a Brokerage	Dec 2012	Board	Insurance Brokerage firm
	Convert Brokerage into an insurance firm	Dec 2014	Board	Insurance firm
	Revert Jitegemea Credit Scheme	Dec 2012	GA Office	Control of the firm
	Start Front Office Operations in Church SACCO	June 2013	SACCO Board	FOSA Opreations
	Convert Jitegemea Credit Scheme to Deposit MFI	Jan 2014	GA Office	Deposit taking institution
	Convert MFIto bank	Jan 2016		Banking institution

CHAPTER SEVEN

7.0 IMPLEMENTATION OF THE STRATEGIC PLAN, MONITORING AND EVALUATION

7.1.0 IMPLEMENTATION OF THE STRATEGIC PLAN

In order to achieve the desired results, the Church will mobilize financial and human resources at its disposal for the implementation of the plan.

The Business Committee will put in place implementation mechanisms after the Strategic Plan is launched and formally adopted during the 20th General Assembly. **Diagram 4** depicts suggested responsibilities at various levels of the Church leadership towards ensuring effective implementation. The Moderator of the General Assembly is the Overall Champion while the Secretary General will be the Operational Champion. He will co-ordinate the entire implementation and transformation process.

7.1.1 ROLE OF THE MODERATOR OF THE GENERAL ASSEMBLY

The Moderator as the head of the Church will champion the implementation process assisted by all the members of the General Assembly office. He will provide leadership towards successful implementation within the Church.

7.1.2 ROLE OF THE SECRETARY GENERAL

The Secretary General will coordinate and provide direction on all operational and administrative matters pertaining to the entire implementation process.

He will also address his efforts towards the successful implementation of Ministry and Mission Work i.e. **Strategic Pillar 1** of the Plan.

The Secretary General will report regularly to the Business Committee on the implementation progress. His Office will provide the review schedule. Yearly review of the plan will update the General Administration Committee on the progress of implementation.

A review after the first three years will be essential for the 21st General Assembly. Recommendations regarding the emerging issues will be considered for adoption in the current and latter Strategic Plans.

7.1.3 ROLE OF THE DEPUTY SECRETARY GENERAL

The Deputy Secretary General will focus on successful implementation of Human and Social Development Pillar i.e. **Strategic Pillar 2**

7.1.4 ROLE OF THE HONORARY TREASURER

The success of the ministry and mission work depends largely on financial stability. The Honorary Treasurer will provide leadership role in the financial system of the Church through the Finance Committee along with the Presbyterian Foundation.

He will ensure that the Economic Health Pillar i.e. **Strategic Pillar 3** plays its role in Church finances.

7.1.5 Where some strategic priorities cut across Strategic Pillars 1, 2 & 3, General Assembly Office will consult to avoid duplication

7.1.6 ROLE OF THE PRESBYTERIES

All Presbyteries will play a vital role in successful implementation of this strategic plan. They will coordinate implementation within the Parishes, Standing Committees and Church Groups under their jurisdiction. They will ensure that progress reports are prepared and submitted to the Operational Champion on timely basis.

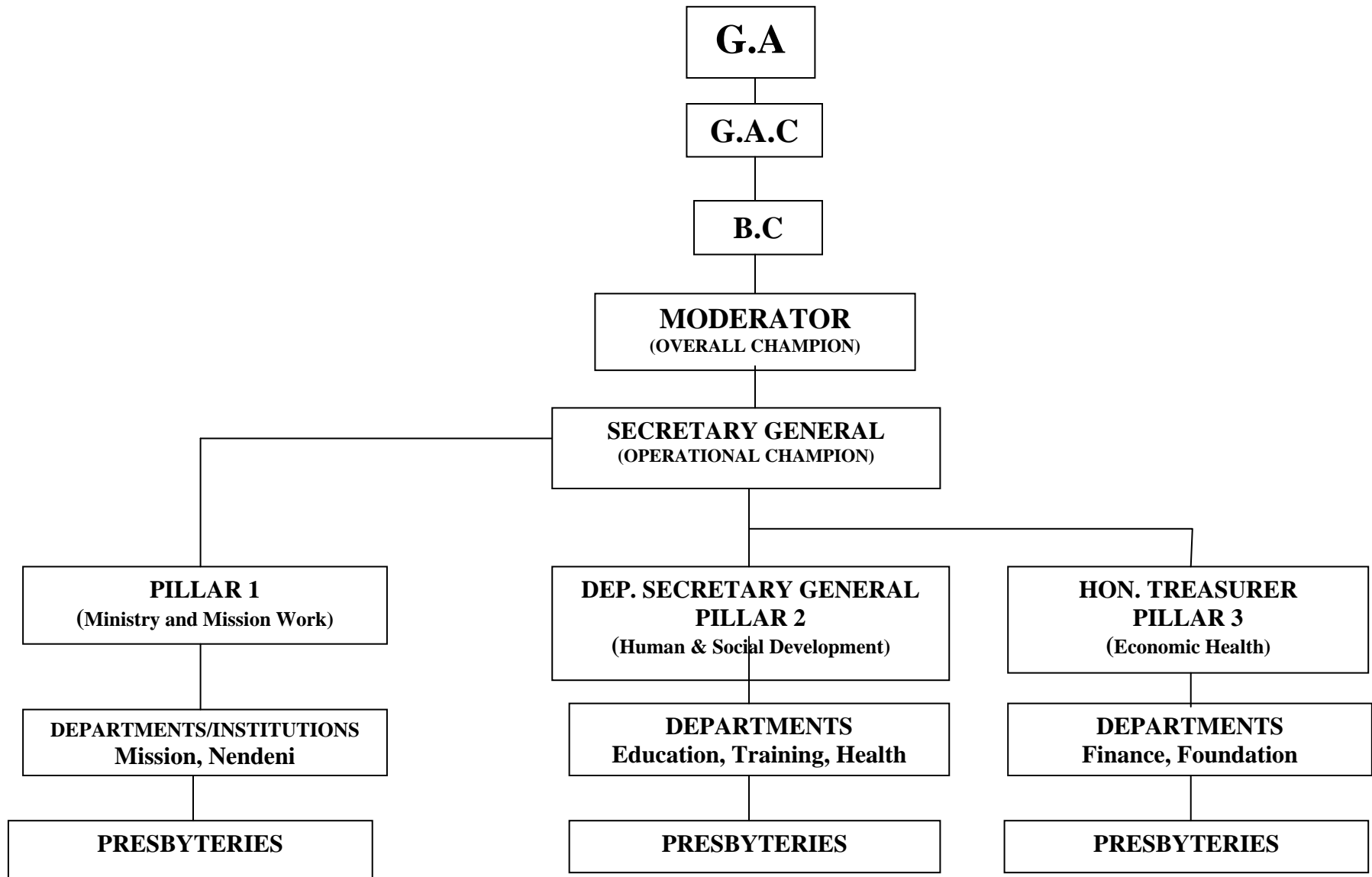
7.2 MONITORING AND EVALUATION

All Departments, Standing Committees, Groups and Church Institutions will be required to domesticate the Plan by aligning their respective Strategic Plans with the **Vision, Mission, Mandate and the Motto of the Church.**

Each institution undertaking the Strategic Plan implementation process will be required to set up a monitoring and evaluation team with a team leader. The team shall comprise of persons conversant with the implementation process of a strategic plan. The team will make regular reports to the Secretary General.

The Business Committee will be updated regularly as necessary

Diagram 4 Implementation of the Strategic Plan within the existing Church Structure



APPENDIX 1

LIST OF PARTICIPANTS – 2012-2016 STRATEGIC PLAN COMMITTEE

- | | | |
|-------------------------------|---|---|
| 1. Rt. Rev. David R. Gathanju | - | Moderator – 19 th General Assembly |
| 2. Rev. Festus K. Gitonga | - | Secretary General |
| 3. Rev. Francis N. Njoroge | - | Deputy Secretary General |
| 4. Very Rev. Dr. Jessee Kamau | - | Past Moderator |
| 5. Mr. Henry N. M’Narobi | - | Chairman – Strategic Plan Preparation Committee |
| 6. Prof. Ephantus W. Kabiru | | |
| 7. Prof. Erastus Nyaga Njoka | | |
| 8. Rev. Nahashon Mwaura | | |
| 9. Mr. Joel Ngatiari | | |
| 10. Rev. John Mwirichia | | |
| 11. Prof. Kaburu M’Ribu | | |
| 12. Mrs. Veronicah Muchiri | | |
| 13. Mr. Benjamin Kanga | | |
| 14. Mr. Renson Nyaga | | |
| 15. Rev. George Kahuho | | |
| 16. Mr. Joe Wainaina | | |
| 17. Mr. Laban Marang’a | | |
| 18. Mr. James Wainaina | | |
| 19. Mr. Francis Mathea | | |
| 20. Rev. Julius G. Mwamba | | |
| 21. Rev. Esther Njeri | | |
| 22. Rev. Japson Micheni | | |
| 23. Mr. Hezekiah Gitu | | |
| 24. Rev. Harun Ngere | | |
| 25. Rev. Michael Mundia | | |
| 26. Rev. Simon Githiora | | |
| 27. Rev. Henry Kaira | | |
| 28. Mr. Festus Nkonge | | |
| 29. Mr. Edward Buri | | |
| 30. Mr. Amon Nderi | | |
| 31. Rev. Edward Karanja | | |
| 32. Rev. Eustace Kabue | | |
| 33. Mr. Samuel Waweru | | |
| 34. Mr. Antony Njaramba | | |
| 35. Mr. Meshack Mwangi | | |

CONSULTANTS

1. Dr. Jackson Njage Rwito
2. Mr. Sammy Muvelah