



ANGLICAN CHURCH OF KENYA

ST. GERTRUDE KASARANI

DIOCESE OF NAIROBI

2025-2030
**STRATEGIC
PLAN**





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2025**

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**Anglican Church of Kenya
St. Gertrude Kasarani**



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ACK ST. GERTRUDE COMPASS

Vision Statement

A vibrant, empowered and Christ-centered church sustainably transforming the society.

Mission Statement

To provide wholistic, dynamic and transformative Ministry.

Core Values

- G – Great Empathy and Care
- E – Equality and Equity
- R – Remarkable Accountability and Transparency
- T – Teamwork
- R – Resounding Professionalism
- U – Unparalleled Integrity
- D – Diversity and Inclusivity
- E – Excellent Execution

Strategic Result Pillars

1. Spiritual Growth and Development
2. Sound Governance and Operational Excellence
3. Capacity Building
4. Institutional Growth and Development
5. Collaboration, Networks and Partnerships
6. Social Economic Development

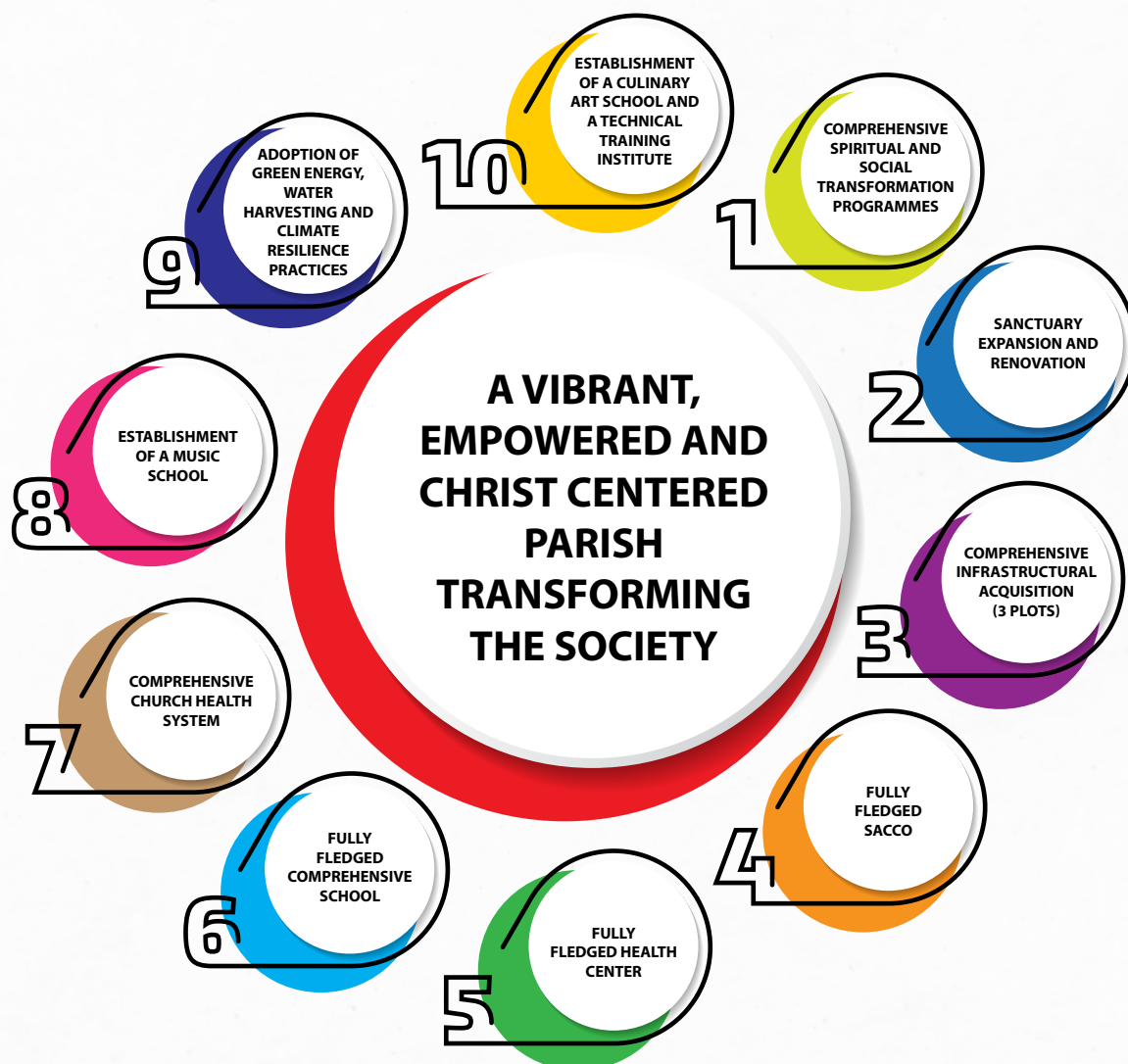
STRATEGIC RESULT PILLARS IN CONTEXT



KEY FLAGSHIP PROJECTS

- Comprehensive and wholesome Spiritual and social transformation programmes.
- Sanctuary Expansion and Renovation
- Comprehensive infrastructural acquisition (Acquisition of 3 Plots)
- Fully fledged Parish Sacco as a social economic driver.
- Fully fledged Health Center/ Clinic
- Fully fledged comprehensive School
- Comprehensive Church health insurance system
- Comprehensive welfare initiative for the members.
- Establishment of a Music School
- Establishment of a Culinary Art School and a Technical Training Institute. (Community College)
- Adoption of green energy, water harvesting and climate resilience practices.

KEY FLAGSHIP PROGRAMMES AND PROJECTS IN CONTEXT



ABBREVIATIONS

| | |
|---------------|---|
| ACK | Anglican Church of Kenya |
| BCP | Business Continuity Plan |
| CBRSM | Consistent Bible Reading and Scripture Meditation |
| CCTV | Closed Circuit Television |
| CSR | Corporate Social Responsibility |
| DSP | Data Storage Plan |
| ERP | Enterprise Resources Planning |
| FGDs | Focused Group Discussions |
| ICT | Information Communication Technology |
| KAMA | Kenya Anglican Men’s Association |
| LCC | Local Church Committee |
| MU | Mothers Union |
| NDYM | Nairobi Diocese Youth Ministry |
| PCC | Parish Church Council |
| PESTEL | Political Economic Social Technological Ecological and Legal |
| SP | Strategic Plan |
| SWOT | Strength Weaknesses Opportunities and Threats |
| SMART | Specific Measurable Attainable Realistic Timebound |
| SRP | Strategic Result Pillars |
| SOP | Standard Operating Procedures |
| SPIMEC | Strategic Plan Implementation and Monitoring and Evaluation Committee |
| SPC | Strategic Planning Committee |
| SPIC | Strategic Plan Implementation Committee |
| SPSC | Strategic Plan Steering Committee |
| MEAL | Monitoring Evaluation Accountability and Learning |
| VBS | Vacation Bible Study |

OPERATIONAL DEFINITION

| | |
|------------------------|--|
| Vibrant | - Participatory, active, full of energy, vigor, oneness and intentional. |
| Empowered | - Informed, inspired, enabled, impactful, given space |
| Sustainability | - Futuristic, consistent, continuity, longevity |
| Inclusivity | - Open space of operation, representation, access to all, accommodative, empowered and on focus. |
| Christ-centered | - Firmly rooted in God, biblically informed |
| Wholistic | - Addressing the five facets of human development – physical, spiritual, emotional, social and intellectual. |
| Dynamic | - Intentional progress, full of energy and new ideas |
| Transformative | - Change of heart, behavior and life direction as a result of interaction with the gospel of Christ. |
| Advisory | - Provision of expert guidance and support during monitoring and evaluation. |

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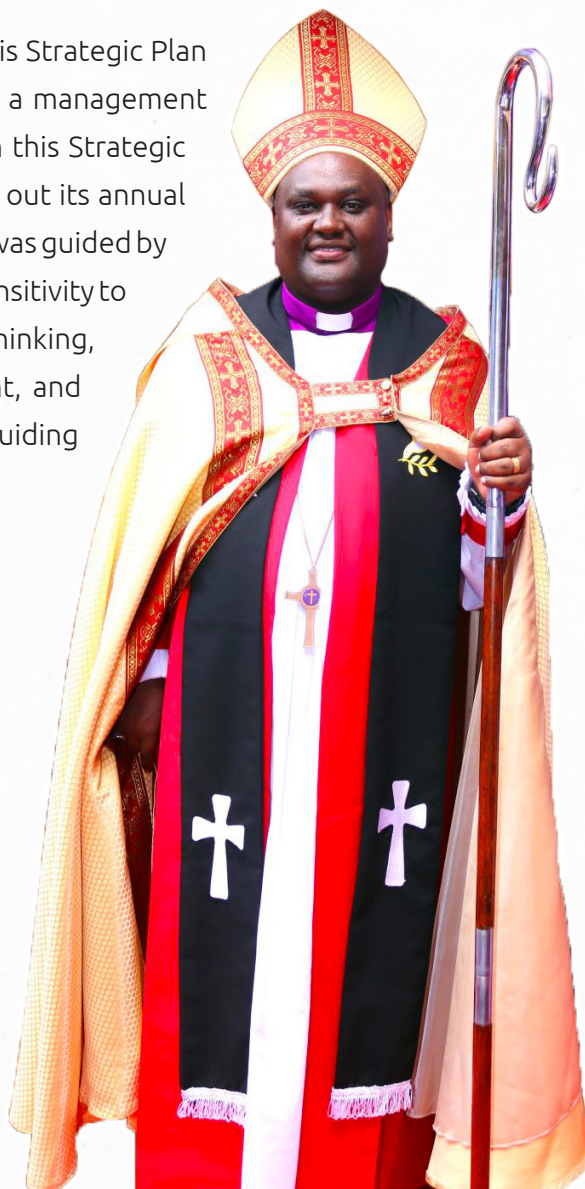
MESSAGE FROM THE BISHOP

It is a great honor to have served ACK St. Gertrude Parish - Kasarani from January 2024 to March 2025 when I was elected and consecrated as the third Bishop of the Diocese of Nairobi. During this time, I experienced unwavering support of the Parish Church Council and the unparalleled dedication and deep commitment from the leaders and volunteers in our departments, ministries and fellowships. I also experienced first-hand the desire and commitment by the congregation to wholistically grow. All these remain fundamental resources that can be optimized for the wholesome transformation of the church and the community at large.

To consolidate the dreams and aspirations of the members of the church, we embarked on a strategic planning process with a desire to develop a participatory and mission oriented Strategic Plan. The goal was to listen to the members of the congregation, the leadership of the church and above all the leading of the Holy Spirit on the desired Strategic Direction of the Church for the next five (5) years. I am glad that this has now become a reality. We have a clear direction which is also aligned to the Strategic Direction of the Diocese. **As a Diocese our vision is to become a Christ Centered Diocese transforming the society with the gospel of Christ.** This is now cascaded down to the parish level where we seek to be a **Vibrant, Empowered and Christ Centered church Sustainably transforming the society.** The Strategic Result Pillars were defined and a clear implementation matrix developed. These Strategic Result Pillars are: Spiritual Growth and Development; Sound Governance and Operational Excellence; Capacity Building, Institutional Growth and Development; Collaboration, Networks and Partnerships and Social Economic Development and Community engagement, Advocacy and Lobby.

My clarion call to ACK St. Gertrude Parish is to ensure that this Strategic Plan is not a literature but a reference document, blue print and a management tool. I therefore call upon every stakeholder to interact with this Strategic Plan and every department, ministry and fellowship to carve out its annual workplan from the document. Our strategic planning process was guided by reflections drawn from the book of Nehemiah, emphasizing sensitivity to the needs of the people, unwavering faith in God, strategic thinking, effective resource mobilization, skillful conflict management, and dedicated follow-through. I pray that this remains your guiding tenets.

The Rt. Rev. Jonathan Kabiru
Diocesan Bishop – ACK Diocese of Nairobi



MESSAGE FROM THE VICAR

Beloved,

It is with great pleasure that I present the 2025-2030 Strategic Plan for ACK St. Gertrude Parish - Kasarani. This plan is offered with gratitude and a deep sense of responsibility for building upon the strong foundation established by our former vicar, The Rt. Rev. Jonathan Kabiru, our Bishop. His introductory message embodies the spirit of our spiritual journey and sets the stage for the transformative path ahead.

This strategic plan, developed through comprehensive consultation, collaboration, and discernment, aims to translate our collective aspirations into actionable steps. As a parish, we are committed to achieving our shared vision: **"A vibrant, empowered and Christ-centered church sustainably transforming the society."** This vision will be pursued through our mission to **"provide a wholistic, dynamic and transformative ministry."** The six strategic result pillars, which are the key drivers of our vision, will guide our parish towards greater achievements.

As we begin this journey, we invite our congregants, partners, and stakeholders to join us in realizing our vision by embodying our core values, becoming a church of faith and action. **This Strategic Plan will serve as our roadmap, a management tool, and a communication instrument, guiding us through the challenges of our time while keeping us rooted in our faith through spiritual growth and development.**

On behalf of the PCC, I affirm our unwavering commitment to the full implementation of the 2025-2030 Strategic Plan. We are confident that these pillars will propel our parish to new heights.

We give thanks to God and pray for His blessings upon each of us.

Yours in His Vineyard,

Rev. Stewart Daniel Odhiambo
Ag. Vicar



FOREWORD

Christian Greetings!

On behalf of the Strategic Planning Committee, it is a privilege to present the Strategic Plan for ACK St. Gertrude Parish - Kasarani, covering the period from 2025 to 2030. This strategy document was developed through a comprehensive consultation process involving all stakeholders, including congregants, house fellowship leaders, the pastoral team, and the PCC. Data collection was conducted at the congregational level, utilizing Focus Group Discussions (involving departments, ministries, and house fellowships), and at the informant level, engaging our parish data custodians. This process culminated in the crystallization of our vision statement: **“A Vibrant, Empowered and Christ Centered church Sustainably transforming the society.”** This vision aligns with the Diocesan strategic result pillars and the provincial plan, adhering to the three primary pillars of the Anglican Church: **Scripture, Tradition, and Reason**. The expected outcomes of this strategy document are spiritual growth and development of our members, the community around and beyond.

The document draws its strength from God, who is the author and key planner. The Strategic Plan Implementation Monitoring and Evaluation Committee is committed to full implementation of this plan as guided by the comprehensive implementation matrix as outlined herein.

The Strategic Planning Committee extends its sincere appreciation to The Rt. Rev. Jonathan Kabiru Kariuki, former Vicar and now the third Bishop of the Diocese of Nairobi, for his visionary leadership. We also thank the PCC and the entire church leadership for their commitment to this initiative, and all members of St. Gertrude Parish for their enthusiastic embrace and active participation. Furthermore, we are deeply grateful to Mrs. Faith Kabiru, the MU President of the Diocese of Nairobi, for her invaluable professional consultancy throughout the strategic plan's development.



We humbly invite all members of ACK St. Gertrude Parish and all stakeholders to join us as we dedicate ourselves to the implementation of this Strategic Plan. By God's grace, we are confident in achieving our shared vision. As Nehemiah 2:20 states, **“The God of heaven will give us success.” Amen.**

Charles Kamakia
Chairman, Strategic Planning Committee

EXECUTIVE SUMMARY

ACK St. Gertrude Parish has been in existence for thirty-four (34) years. From its humble beginnings of a semi-permanent structure, the church has now grown to a large congregation of over seven hundred (700) members and more than seven hundred (700) children. The physical infrastructure has also grown transitioning from the original semi-permanent structure on three (3) donated plots to a permanent sanctuary, along with three (3) more houses, one (1) plot and two (2) pieces of land. The area served by the church, has also experienced growth due an increasing population within the estates and nearby institutions. The parish has been guided by a decade-long plan that lapsed in 2023.

With this growth, there was need for a blue print and a road map to guide the parish over the next five (5) years. This road map is encapsulated in the **2025 - 2030 Strategic Plan**. It was developed through a participatory and collaborative manner that allowed every stakeholder to contribute. The engagement method included questionnaires, focused group discussions and key informant interviews. The hopes, desires and aspirations of each stakeholder were carefully considered leading to the definition of the strategic direction of the church.

The vision is defined as **“A Vibrant, empowered and Christ-centered church sustainably transforming the society”**. The pathway to realizing this vision is outlined in the mission statement: **“To provide wholistic, dynamic and transformative Ministry”**.

The value system to be inculcated in each player and stakeholder encompasses: **Great Empathy and Care, Equality and Equity, Remarkable Accountability and Transparency, Team Work, Resounding Professionalism, Unparalleled Integrity, Diversity and Inclusivity and Excellent Execution**. To realize this value system the following areas will be given priority: **Spiritual Growth and Development, Sound Governance and Operational Excellence, Capacity Building, Institutional Growth and Development, Collaboration, Networks and Partnerships, Social Economic Development, Community engagement, Advocacy and Lobby**.

The implementation and coordination framework has been developed to outline activities with clear indicators and timelines. This framework will inform the systems and structures necessary for sustainability enabling the measurement of each initiative’s efficacy. A clear monitoring, evaluation, advisory and learning mechanism has been put in place to ensure consistency in the implementation, it will also allow tracking and measurement of progress is done over time.



CHAPTER ONE

1

INTRODUCTION

1.1 Overview

This chapter looks at the background of ACK St. Gertrude Parish - Kasarani in context of the Strategic Planning and implementation. It also highlights milestones realized since the church inception, challenges faced, lessons learnt and the rationale, assumptions and general organization of the Strategic Plan.

1.2 History of ACK St. Gertrude Clay City

ACK St. Gertrude Parish - Kasarani (Then ACK St. Gertrude Parish Clay City) began in 1991 when ACK St. Andrews Zimmerman Parish Church Council under the leadership of Rev. Samuel Thubi resolved to plant a daughter church in Kasarani. The aim was to serve the growing population in Kasarani area and its environs. The process began with search for land (how was it acquired – the 3 plots donated by Njemuwa). Then followed by the raising of funds by the congregants and well-wishers that were used to buy the 4th plot and for the construction of a temporal wooden structure with offcuts as benches. The first service was held on 4th September 1991 with five (5) adults and sixteen (16) children in attendance.

By the year 1995, church population had grown so much that an idea to construct a bigger sanctuary was mooted under the leadership of Rev. Samuel Thubi. The foundation stone for the new sanctuary was unveiled on 18th September 2005 by Rt. Rev. Peter N. Njoka. The modern church was consecrated by the Rt. Rev. Joel Waweru on 30th June 2013 with sitting capacity of eight hundred (800) people, an altar space, complete with an ambo, attached office spaces and 3 storey meeting rooms.

As the church continued to grow in numbers and through the commitment and generosity of members of the congregation, it acquired four (4) houses namely old school block, Ebenezer house, Amani block and the corner plot.

The population has since grown to eight hundred (800) adults and over six hundred and fifty (650) children.

1.2.1 Major Successes since Inception

1. Numerical growth in the first and second services including the children and youth ministry.
2. Increase in the number of ministries among them KAMA, MU, Youth Ministry, Children Ministry, Choir Ministry, Praise and Worship, Mission and Evangelism. Other programmes include Education Sundays, Security Sundays, Medical Clinics, Cultural Sundays and Business Sundays developed to serve members of the congregation.
3. Construction and furnishing of a permanent sanctuary.
4. Construction of offices and other support amenities.
5. Establishment of a fully-fledged primary and junior secondary school by the name ACK St. Gertrude School which was established as a platform for community outreach for transformation. The school began as a nursery school in February 2001 and has grown to become a comprehensive school. Currently it has pre-primary, primary and junior secondary sections and overall, the numbers have risen to 734
6. Infrastructural growth of the church having acquired four (4) houses namely old school block, Ebenezer house, Amani block and corner plot and 2 pieces of land (include one acreage by the Parish in Isinya and the other by the Mothers' Union in Mai Mahiu).
7. Establishment of a daughter church in Muirigo, ACK St. Ambrose City Chicken in the year 2016 to cater for the growing population in that area. Through the donations by the members of the congregation, the Parish purchased the church plot and constructed a hall for worship. The church started with a

congregation of 50 adults and 20 Children. Currently the number has grown to 180 adults and 120 Children

8. Adoption of technology to deliver church services and other daily operations. The church has adopted a number of systems to manage its operations. They include membership management system, accounting system, audio visual and online service streaming system.
9. Deployment of technology during the Covid-19 period that ensured that the congregants were able to attend church services online. This included interactive zoom sessions for the Sunday school classes.
10. Strengthening of estate fellowships (house fellowships) for effective engagement, pastoral outreach and participation by the members. Currently we have the following house fellowships: Deborah, Esther, Mary, Sarah, Ruth, Hannah and Tabitha
11. Mission and evangelism through diverse means including CBRSM and TEE, door to door evangelism, child evangelism, ministry outreach to those that met adversity in the church and community.
12. CCTV Security System
13. Buses – Church and School buses

1.2.2 Challenges faced since inception

1. Increase in number of worshippers has led to strain on the existing infrastructure including the current sanctuary and Sunday school classes. This has resulted in an overflow situation during services, where many attendees are unable to find adequate seating. In addition, the youth ministry does not have a dedicated worship structure which is important for engaging younger members effectively. Parking has also become a major problem complicating access to the church for both regular attendees and new worshipers.
2. The children ministry has grown over time, demanding for more structured programmes to cater for the increasing number. This growth demands not only adequate physical infrastructure but also human capital to manage and deliver these programs effectively.
3. The influx of new members with diverse ministry needs has resulted to the church to develop intentional, organized and structured programmes that address these diverse requirements for both the church and the wider community.
4. The church depends on volunteers and with the growing numbers, there is an urgent need for more volunteers in all the departments to sustain the operations of the church. Furthermore, continuous capacity building for the current human capital is necessary to enhance their skills and effectiveness. A clear recruitment, orientation and onboarding process for the new volunteers. will help integrate them into church activities smoothly.

With the growth, there is need for automation of services for enhanced ministry delivery. Implementing technological solutions will help to streamline operations, enhance communication among members, and facilitate better management of church activities.

1.3 Key Observations

As the parish engages in the Strategic Planning Process and later implementation, there are key observations that must be kept in mind:

1. The church is located within a fast-growing estate with increased population of young families and therefore the need to engage in structured mission and evangelism initiatives to win souls for Christ.
2. There is need to grow the current physical, technological, ecological and institutional capacities to accommodate the anticipated growth.
3. As the population grows, there is need for informed, appropriate, wholesome and timely programmes at both church level and departmental level.
4. The need to mobilize resources (physical, financial and human) for effective delivery of core business of the church.
5. The need for intentional capacity building for all stakeholders.

1.4 The Rationale for the 2025-2030 Strategic Plan

ACK St. Gertrude Parish has experienced significant growth over a period of time. This expansion continues to present more opportunities for the people living within Kasarani to encounter and receive the transforming gospel of Christ. Church membership is on the rise and there are diverse needs among the members of the congregation and the community served by the church. To effectively deliver ministry and the varied requirements of the people, the church identified a critical need to gain an understanding of its current state of operation with the appreciation of the growth that has taken place and present a clear strategic direction understood by all stakeholders. Recognizing the importance of a guiding framework, it was determined that this strategic direction needed to be clearly documented in a reference document and blue print that will guide operations of the church across all levels.

To make this a reality, the parish embarked on and successfully developed a five (5) year Strategic Plan. The process employed for developing this plan was intentionally designed to be collaborative and participatory, ensuring that all the stakeholders were involved in its creation. The year 2024 was designated as the baseline year for this strategic planning cycle. The outcome of this comprehensive process is a Strategic Plan that is characterized as being both Results-based and mission-oriented.

1.5 Basic Assumption Made during the Strategic Planning Process

During the planning process, the following assumptions were made.

1. The internal and external environment will not significantly change. The church recognizes the importance to continuously evaluating both the environments. In the event of significant change, the parish will engage in intentional responsive initiatives to adapt effectively.
2. Political, social and economic environment will be stable. Stability in these areas is crucial for the church's operations. In the event of instability, the church commits to be proactive in developing appropriate responses that ensure continuity and resilience.
3. Resources will be available to drive the implementation process. The parish will take necessary steps to ensure that resources are mobilized in a timely manner to support implementation of strategic initiatives.
4. Systems and structures will be aligned to support the new strategic direction.
5. Stakeholders will own the document and effectively implement at all levels.
6. Key implementers will have the capacity to effectively implement the strategic plan. Where there is a gap, the church leadership will take up the responsibility to build the capacity of all implementers for effective implementation

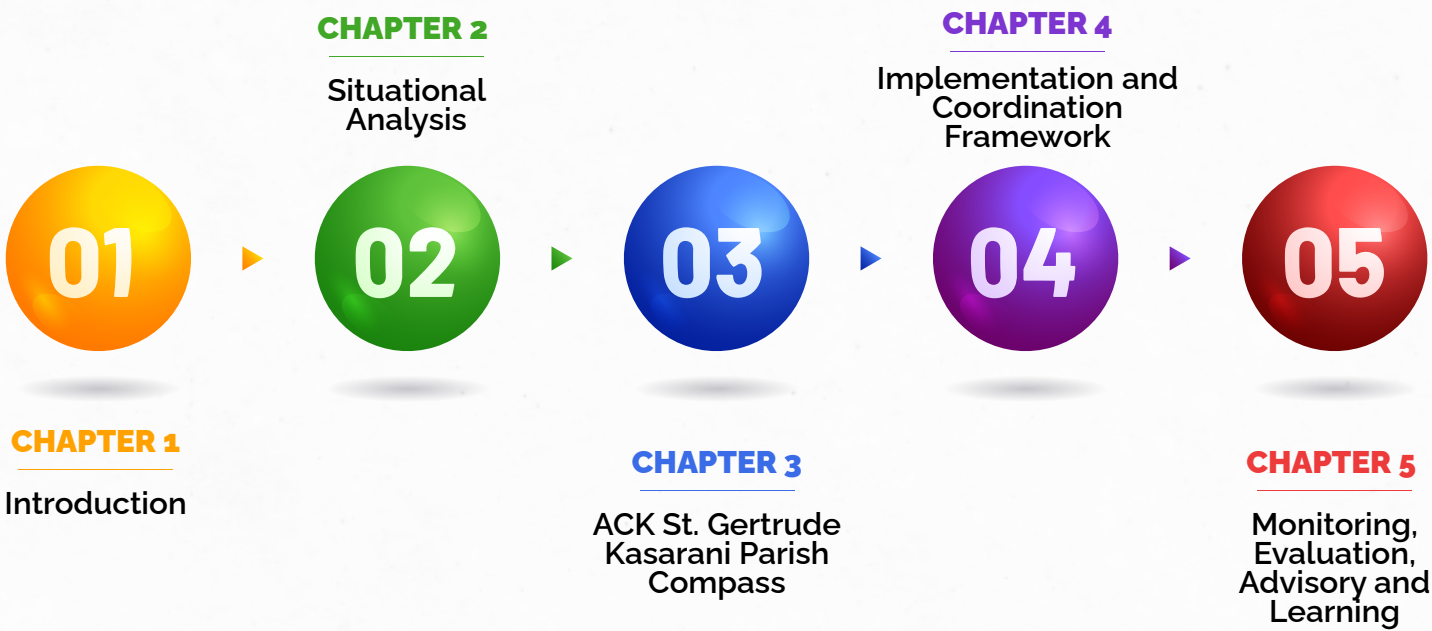
1.6 Methodology and Organization of the Strategic Plan

The 2025-2030 Strategic Plan has been developed through a collaborative and participatory approach. Engagement with the general congregation was facilitated through questionnaires and key informant interviews. The pastoral team and departmental heads were also involved through Focused Group Discussions (FGDs), interviews and questionnaires. A comprehensive review of relevant literature was conducted to gather background information, operational insights and emerging trends. The strategic planning committee (SPC) critically analyzed the collected data leading to the formulation of clear strategic result pillars, strategies and initiatives.

The strategic plan is organized in five (5) chapters. These are:

- | | | |
|-----------|---|---|
| Chapter 1 | – | Introduction. |
| Chapter 2 | – | Situational Analysis. |
| Chapter 3 | – | Fundamental Statements. |
| Chapter 4 | – | Implementation and Coordination framework. |
| Chapter 5 | – | Monitoring, Evaluation, Advisory and Learning. (MEAL) |

Methodology and Organization of the Strategic Plan



2023 - 2024 PCC

SITUATIONAL ANALYSIS

2.1 Overview

This chapter examines the internal and external environments; and their influence on the development and execution of the Strategic Plan. Key models used for environment scanning such as SWOT Analysis, Stakeholder’s analysis and PESTEL analysis are discussed. In addition, patterns and trends of key ministry drivers are analyzed.

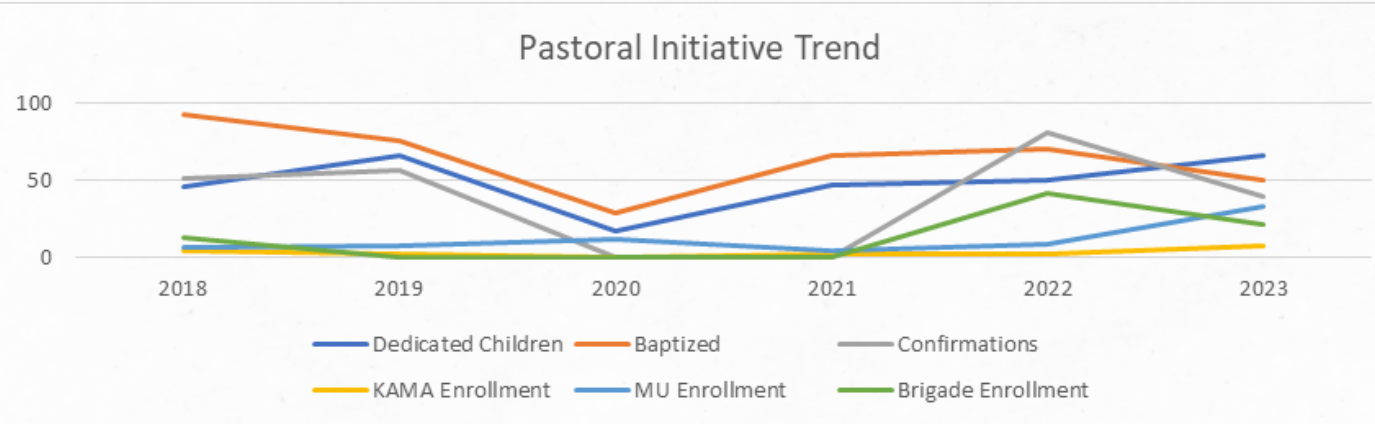
2.2 Internal Drivers Analysis

The growth and stability of the parish through the lens of the church’s core mission, which focuses on mission work and evangelism. The following drivers have been analyzed.

- i. Trends in pastoral work
- ii. Congregational structure
- iii. Trends in financial contributions

2.2.1 Pastoral Trend in the Last six (6) years

| Pastoral Initiative | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------|------|------|------|------|------|------|
| Dedication of Children | 46 | 66 | 17 | 47 | 50 | 66 |
| Baptism | 93 | 76 | 29 | 66 | 71 | 50 |
| Confirmations | 51 | 57 | 0 | 0 | 81 | 40 |
| KAMA Enrollment | 5 | 3 | 0 | 3 | 3 | 8 |
| MU Enrollment | 7 | 8 | 12 | 5 | 9 | 33 |
| Brigade Enrollment | 13 | 0 | 0 | 0 | 42 | 22 |
| NDYM Enrollment | 0 | 6 | 0 | 3 | 0 | 0 |
| Weddings | 7 | 4 | 2 | 0 | 7 | 2 |



Observations

- i. The pastoral department has been active across all the initiatives.
- ii. There is need for more mobilization of members in departmental enrollments.

Congregational Structure

The data below is derived from questionnaires filled in the two (2) services as well as from church records. The following areas were analyzed based on this data:

- Church attendance
- Gender structure
- Age distribution
- Civil/Marital status
- House fellowship registration

The goal was to understand St. Gertrude parish congregation to inform strategy development and enhance implementation preparedness.

Church Attendance in the last six (6) years

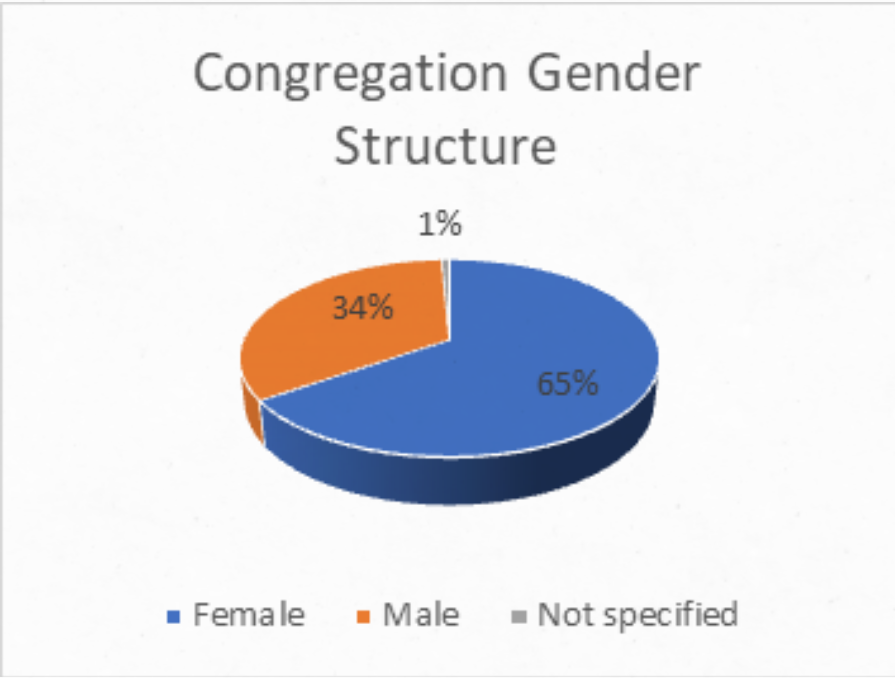
| Year | 1st Service | 2nd Service | Teens | Brigade |
|------|-------------|-------------|---------|---------|
| 2018 | No data | 742 | No data | 35 |
| 2019 | No data | 686 | No data | 46 |
| 2020 | No data | 168 | No data | Nil |
| 2021 | No data | Nil | No data | Nil |
| 2022 | No data | 314 | No data | 35 |
| 2023 | No data | 442 | No data | 42 |

Observations

- i. A data gap exists, presenting a challenge for planning and forecasting.
- ii. There has been a drop in the number of congregation member in the second service.
- iii. The church was largely affected during the COVID 19 pandemic.

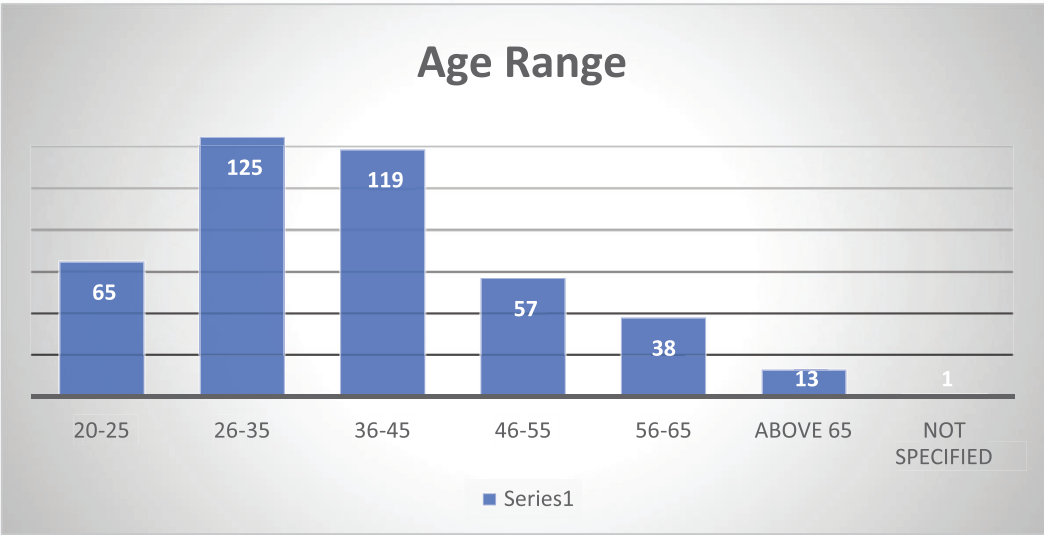
Gender Structure in 2024

| | Gender | Number |
|---|---------------|--------|
| 1 | Female | 273 |
| 2 | Male | 142 |
| 3 | Not specified | 3 |



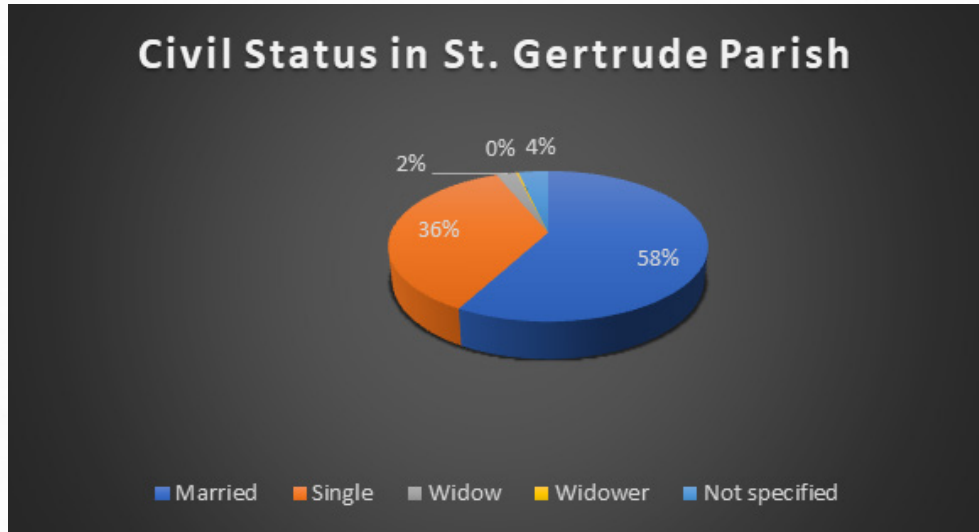
Age Distribution

| Age Range | Number |
|---------------|--------|
| 20-25 | 65 |
| 26-35 | 125 |
| 36-45 | 119 |
| 46-55 | 57 |
| 56-65 | 38 |
| Above 65 | 13 |
| Not specified | 1 |



Civil/Marital Status - 2024

| | Civil/Marital status | Status |
|----|----------------------|--------|
| 1. | Married | 241 |
| 2. | Single | 149 |
| 3. | Widow | 10 |
| 4. | Widower | 1 |
| 5. | Not specified | 15 |



House Fellowship Registration as at 2024

| House Fellowship Registration | Number |
|-------------------------------|--------|
| Yes | 269 |
| No | 120 |
| Not Specified | 36 |

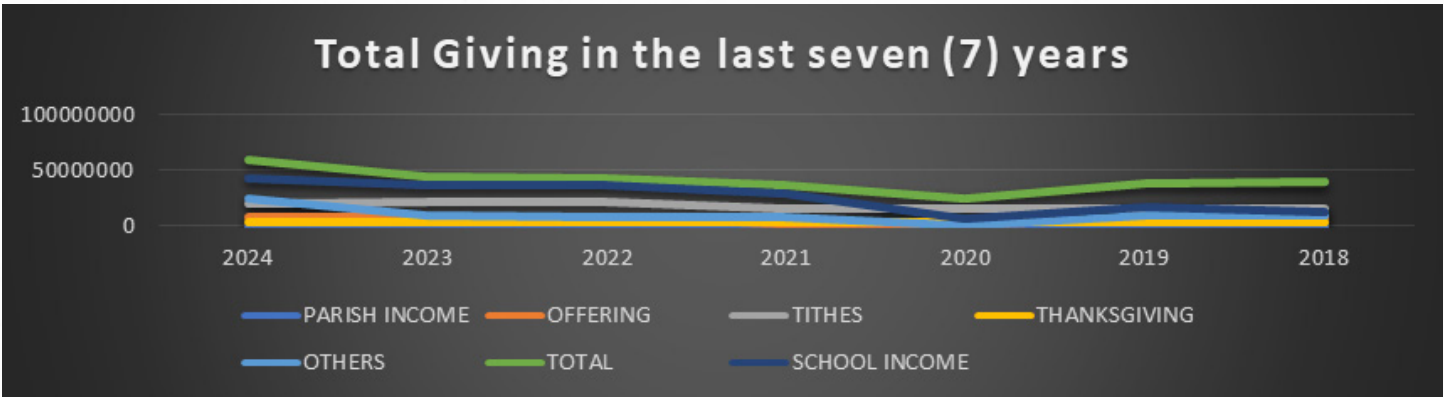
Observations

- i. The questionnaire indicates that the largest segment of the church population falls within the 20-45 age range. The church must take cognizance of this during programmes development, execution and tracking.
- ii. The female population is significantly higher than male. The church must therefore be intentional in offering appropriate ministry that cater for both retention and attraction.
- iii. The congregation comprises of a mix of married individuals, singles, widow and widowers. The church must therefore ensure inclusivity in ministry delivery to address the needs of all members effectively.
- iv. A notable 29% of the respondents indicated that they do not belong to house fellowships. There is need to rethink and effectively communicate the importance of fellowship within the community.

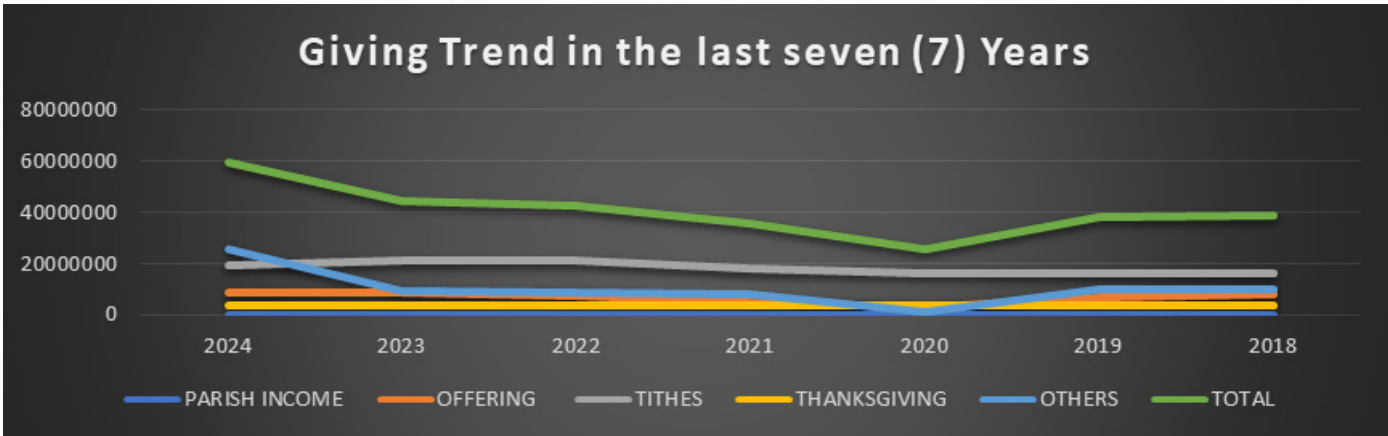
2.2.3 Financial Trend in the last seven (7) years

| PARISH INCOME | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 |
|---------------|------------|------------|------------|------------|------------|------------|------------|
| OFFERING | 8,746,435 | 9,081,681 | 7,776,058 | 4,891,089 | 3,317,643 | 7,145,945 | 8,260,657 |
| TITHES | 19,870,973 | 21,525,809 | 21,753,433 | 18,125,627 | 17,009,072 | 16,761,482 | 16,871,442 |
| THANKSGIVING | 5,363,148 | 4,602,306 | 4,422,930 | 5,021,125 | 4,210,869 | 4,640,983 | 3,856,216 |
| Fundraising | | | | | | | |
| OTHERS | 25,941,553 | 9,495,590 | 8,810,983 | 7,987,434 | 1,348,783 | 9,761,584 | 9,927,717 |
| TOTAL | 59,922,109 | 44,705,386 | 42,763,404 | 36,025,275 | 25,886,366 | 38,309,994 | 38,916,032 |
| SCHOOL INCOME | 43,735,759 | 36,492,250 | 36,405,585 | 28,633,286 | 7,554,313 | 17,137,401 | 12,933,500 |

Total giving including the school revenue



Givings without the school revenue



Observations

- i. Givings have been consistent at the mission level.
- ii. There is need for an intentional strategy on financial mobilization to grow a sustainable financial base to support mission and evangelism.

2.3 SWOT Analysis

The SWOT model is employed to analyze the parish by identifying its Strengths, Weaknesses, Opportunities and Threats. The goal is to enhance the strengths while effectively addressing the weaknesses, opportunities and threats that may impact the parish’s development.

The following is the summary of ACK St. Gertrude Kasarani Parish SWOT Analysis.

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none">• Visionary leadership• Structured and functional departments and committees that allow for effective execution.• Strategic Location – the church is located in a densely populated community whose composition is middle class and young families and hence prospects for growth and posterity.• Complete church sanctuary and Sunday school facility which allow for seamless church services.• Diversity – The church has people from diverse population in terms of skills, competences and resources and diverse cultures, hence inclusivity. We have diverse programs in our church hence giving opportunities to impact the congregation.• House fellowship’s structure which are key drivers of pastoral outreach as well as empowerment to members. It is also a platform of welfare.• Able leadership in our church which has mentored future leaders and hence succession planning is well structured.• Volunteers in the different ministries and committees | <ul style="list-style-type: none">• Lack of discipleship programmes and follow up mechanisms.• Lack of ownership. We have many members in the church, departments but no commensurate with active participation in the church programs and development projects.• Lack of proper data management system.• Lack of maintenance, storage and policies relating to data management.• Weak community outreach programs – including the welfare for church members and community around. E.g. needy people.• Insufficient doctrinal foundation for our children in the ministry in line with Anglicanism.• Inadequate capacity building programs for leader, ministry, members, volunteers and committees |

| Opportunities | Threats |
|--|--|
| <ul style="list-style-type: none"> • The community around us represent a valuable opportunity for social impact through our school and possibly a health facility, among other initiatives. • Untapped talents both within the church and in the broader community that we need to identify and harness to grow our church to have an impact to the community around us. • Green energy investment – We need • to tap into it e.g. solar energy, and solar-powered security lights etc to help us save costs on electricity especially if we choose to use solar as our main power source. • Large population of children and youth in our community which presents which presents an excellent opportunity for adopting evangelism models tailored for these groups. • The youth represent the largest demographic giving the church an opportunity for continuity • There are numerous opportunities for collaboration and partnerships that we should explore to enhance our impact. | <ul style="list-style-type: none"> • Classism • Unemployment • Family dysfunctionalities • Alcoholism • Drug abuse and substance use • Challenges related to LGBTQ • Migration of young people to other churches considered vibrant. • Mushrooming of churches with differing theological approaches attracting members. • Interdenominational competition • Influence of cults, occult practices, false teaching (heresy) and sects • Secularism • New and changing government laws like data protection regulations. • Challenges posed by transient nature of young families • Relocation of families to other areas/estates • Location of the church in the interior of an estate, affecting visibility, accessibility and expansion • Emergence of street children • Conflicts between cultural beliefs and the church • Increased apathy to gospel/biblical values leading to moral decadence • Sensational media tainting the church, its leadership or the believers • Mental health issues • Indoctrination leading to state rethinking regulation of the church |

2.4 Stakeholders Analysis

Stakeholders play a key role in the implementation of the strategic plan. This analysis helps in understanding their expectations, with the goal of effectively and appropriately engaging each stakeholder.

| Stakeholder | Functional Relationship with the Parish | Expectation by the Stakeholder |
|-------------|--|--|
| The Diocese | <ul style="list-style-type: none"> • Provision of legal cover • Collaboration in sharing of resources and best practices • Center of Diocesan coordination. • Superintends faith and order in church | Support and effective feedback |
| The bishop | <ul style="list-style-type: none"> • Vision bearer • Provides direction, leadership and guidance • Moral guardian in the Diocese • Chief administrator in the Diocese | Support and effective feedback Enabling working environment |

| Stakeholder | Functional Relationship with the Parish | Expectation by the Stakeholder |
|--------------------------------|---|---|
| The Clergy | <ul style="list-style-type: none"> Provides leadership and direction at the parish level Provides moral authority Coordinates resource mobilization Mobilize the congregation and community for effective participation Key business driver (spiritual and physical and institutional growth) Communicates the Diocesan vision Communicates the Diocesan policies | <p>Support and feedback</p> <p>Enabling working environment</p> |
| Archdeaconries | <ul style="list-style-type: none"> Collaboration in administration of the Diocese at Archdeaconry level | <p>Effective collaboration</p> <p>Sharing of resources and best practices.</p> |
| Parish Church Council | <ul style="list-style-type: none"> Collaboration in resource mobilization Collaboration in administration of the parish. Are stewards of the Resources at the Parish level Collaboration in acquiring and sustenance of the Resources at the Parish level Collaboration in spreading the work of God through customized programmes, activities and deeds | <p>Technical and professional support</p> <p>Provision of human capital</p> <p>Leadership, guidance and direction</p> |
| Friend of the Parish | <ul style="list-style-type: none"> Collaboration in sharing resources Collaboration in sharing information Collaboration in sharing technical and professional support | <p>Conducive and enabling platform to effectively participate</p> <p>Effective feedback</p> |
| Other Parishes | <ul style="list-style-type: none"> Collaboration in sharing best practices Collaboration in sharing human resource Collaboration in sharing information | <p>Conducive and enabling platform to effectively participate</p> <p>Effective feedback</p> |
| Other Denominations | <ul style="list-style-type: none"> Collaboration in sharing best practices Collaboration in sharing human resource Collaboration in sharing information Collaboration in Advocacy and lobbying Collaboration in implementation of agreed projects Provide a platform for ecumenism | <p>Conducive and inclusive platform to effectively participate</p> <p>Effective feedback</p> |
| County and National Government | <ul style="list-style-type: none"> Provision of legal framework and protection, safeguard and promotion of values and ethical standards. Provide and maintain infrastructure both physical and institutional infrastructure Collaboration in consultation and technical issues on thematic areas and support Collaboration in health and social services Creates a conducive environment for the parish operations | <p>Conducive and inclusive platform to effectively participate</p> <p>Effective Feedback</p> |

| Stakeholder | Functional Relationship with the Parish | Expectation by the Stakeholder |
|-------------------------|--|---|
| Learning Institutions | <ul style="list-style-type: none"> • Collaboration in offering education • Collaboration in training personnel • Collaboration in facilitating some of the Parish activities and programmes • Collaboration in propagating church ideals • Provision of a platform for evangelism | <p>Conducive and inclusive platform to effectively participate</p> <p>Effective Feedback</p> |
| Financial Institutions | <ul style="list-style-type: none"> • Provision of banking facilities • Provision of credit and financial advice • Provision of support to the church through • Corporate social responsibility (CSR) | <p>Conducive and inclusive platform to effectively participate</p> <p>Effective Feedback</p> |
| Religious Organizations | <ul style="list-style-type: none"> • Advocacy (lobbying) • Provision of a common front on contemporary issues | <p>Conducive and inclusive platform to effectively participate</p> <p>Feedback</p> |
| Development Partners | <ul style="list-style-type: none"> • Collaboration in the implementation of agreed projects • Collaboration in resource mobilization • Collaboration in training and sponsorship | <p>Conducive and inclusive platform to effectively participate</p> <p>Effective Feedback</p> |
| Private Entrepreneurs | <ul style="list-style-type: none"> • Provide resources • Collaboration in offering technical and professional advice • Collaboration in the implementation of CSR | <p>Conducive and inclusive platform to effectively participate</p> <p>Effective Feedback</p> |
| Congregants | <ul style="list-style-type: none"> • Support of church programs and missions • Uphold spiritual values • Commitment to prayer and fasting | <p>Quality services - spiritual and pastoral care</p> <p>Moral and spiritual guidance</p> <p>Safe space and place of worship</p> |
| Staff | <ul style="list-style-type: none"> • Loyalty • Productivity • Professionalism | <p>Good working relationship and environment</p> <p>Provision of requisite working tools and equipment</p> <p>Clear terms of engagement</p> <p>Staff welfare programs</p> |
| Suppliers | <ul style="list-style-type: none"> • Delivery of quality goods and services | <p>Proper contract management in line with the Public Procurement and Asset Disposal Act</p> <p>Transparent and accountability systems</p> <p>Effective feedback</p> |
| Media | <ul style="list-style-type: none"> • Avoidance of sensational coverage • Provision of reliable and credible information | <p>Provision of factual information</p> <p>Timely communication</p> <p>Good working relationship</p> |
| Surrounding community | <ul style="list-style-type: none"> • Good coexistence • Proper utilization of shared spaces and amenities | <p>Proper outreach programmes</p> <p>Avoidance of pollution</p> |

2.5 PESTEL Analysis

This section provides an analysis of the Political, Economic, Social, Technological, Ecological and Legal environment. Emerging issues in each of these segments are outlined below:

| | |
|---|--|
| Political Environment <ul style="list-style-type: none"> • Increased democratic awareness. • Diverse political views. • Change of government policies and laws. • Politically instigated ethnic tensions. • Unconstitutional change of government • Political instability. • Unpredictable elections which build tension in the business sector | Economic Environment <ul style="list-style-type: none"> • Increased taxation • High inflation rates • Increased levels of poverty • Increased financial burden and business risks. • Unsustainable debts and high interest rates. |
| Implications <ul style="list-style-type: none"> • Church programmes and projects thrive in a politically stable environment; any changes in the political environment that lead to instability negatively impact their operations. • The church plays a significant role in advocating and lobbying on matters related to political stability. | Implications <ul style="list-style-type: none"> • To effectively run church programmes and projects, financial growth and sustainability are essential. The congregation's ability to support the church activities financially is largely informed by the prevailing of economic environment. • The church must be intentional in building the economic capacity of its members by providing access to relevant information and opportunities. |
| Social Environment <ul style="list-style-type: none"> • Deterioration of societal moral and values. • Increased crime, drug and substance abuse and alcoholism • Increased family disintegration and breakdown . • Presence of LGBTQ groups in the community • Infiltration of African traditional religion in the church. | Technological Environment <ul style="list-style-type: none"> • Kenya has continued to enjoy rapid technological change, particularly ICT. Some of these are • Increased internet connectivity • Expanded communication channels resulting from increased use of mobile phones. • Enhanced communication facilitated by electronic platforms • Integration of ICT into service delivery <p>However, it is also worth noting that there are also some negative impacts of ICT. Some of these are:</p> <ul style="list-style-type: none"> • Increased incidences of cybercrime. • Impacts on labour productivity. • Reduction of in physical attendance(e.g. in meetings). • Potential disruption of social connections. • Amplification of social media effects and related issues. |

| | |
|--|--|
| Implications <ul style="list-style-type: none"> • Services to the members of the congregation are tailored to the specific needs of the society in which they exist. The nature of the society informs the kind of programmes and projects that the church develops. • As the moral compass and the voice of reason in the community, the church must maintain its credibility and develop programmes that respond to social issues affecting the congregation and the broader community. | Implications <ul style="list-style-type: none"> • Technology plays a crucial role in the operations of any business, either facilitating or hindering its success. The parish has a responsibility to ensure that technology serves as a driver for achieving its vision rather than acting as an obstacle. |
| Ecological Environment <ul style="list-style-type: none"> • Kenya is faced by various environmental concerns which include • Pollution- Water, noise, air • Solid and clinical waste disposal and management • Climate change affecting livelihoods • Effects of global warming and change of the eco-system. • Deforestation and its effects that include flooding, land and mud slides • Unpredictable weather patterns | Legal Environment <ul style="list-style-type: none"> • The 2010 Constitution of Kenya and its implementation. • Opening up of democratic space • Increased need for litigations on claims of violations of rights and freedoms • Need for statutory compliance and other legal demands. • Introduction of alternative dispute resolution. • Taxation laws • Policy and regulatory reforms. |
| Implication <ul style="list-style-type: none"> • The church is called to be an environmental steward, which implies a deliberate commitment in developing programmes that promote environmental sustainability. | Implication <ul style="list-style-type: none"> • The church operates within the laws of the land which necessitates the Parish's strict adherence to legal requirements in pursuing its vision and remaining vigilant regarding legislative changes that could affect its operations. |

CHAPTER THREE

3

FUNDAMENTAL STATEMENTS

3.1 Overview

This chapter focuses on the fundamental statements that define the strategic direction of ACK St. Gertrude Clay City. They include the Vision Statement, Mission Statement, Core Values, Identity Statement, Guiding Philosophy, Strategic Objectives and the Strategic Model.

3.2 Vision Statement

A vibrant, empowered and Christ-centered church sustainably transforming the society.

3.3 Mission Statement

To provide wholistic, dynamic and transformative Ministry.

3.4 Core Values

G – Great empathy and care
E – Equality and equity
R – Remarkable accountability and transparency
T – Teamwork
R – Resounding professionalism
U – Unparalleled integrity
D – Diversity and inclusivity
E – Excellent execution

3.5 Guiding principles

- Prayer
- Scripture
- Anglican Traditions and Philosophies.
- Anglican Constitutions (Provincial and Diocesan)
- Faith, Hope and AGAPE love

3.6 Strategic Result Pillars

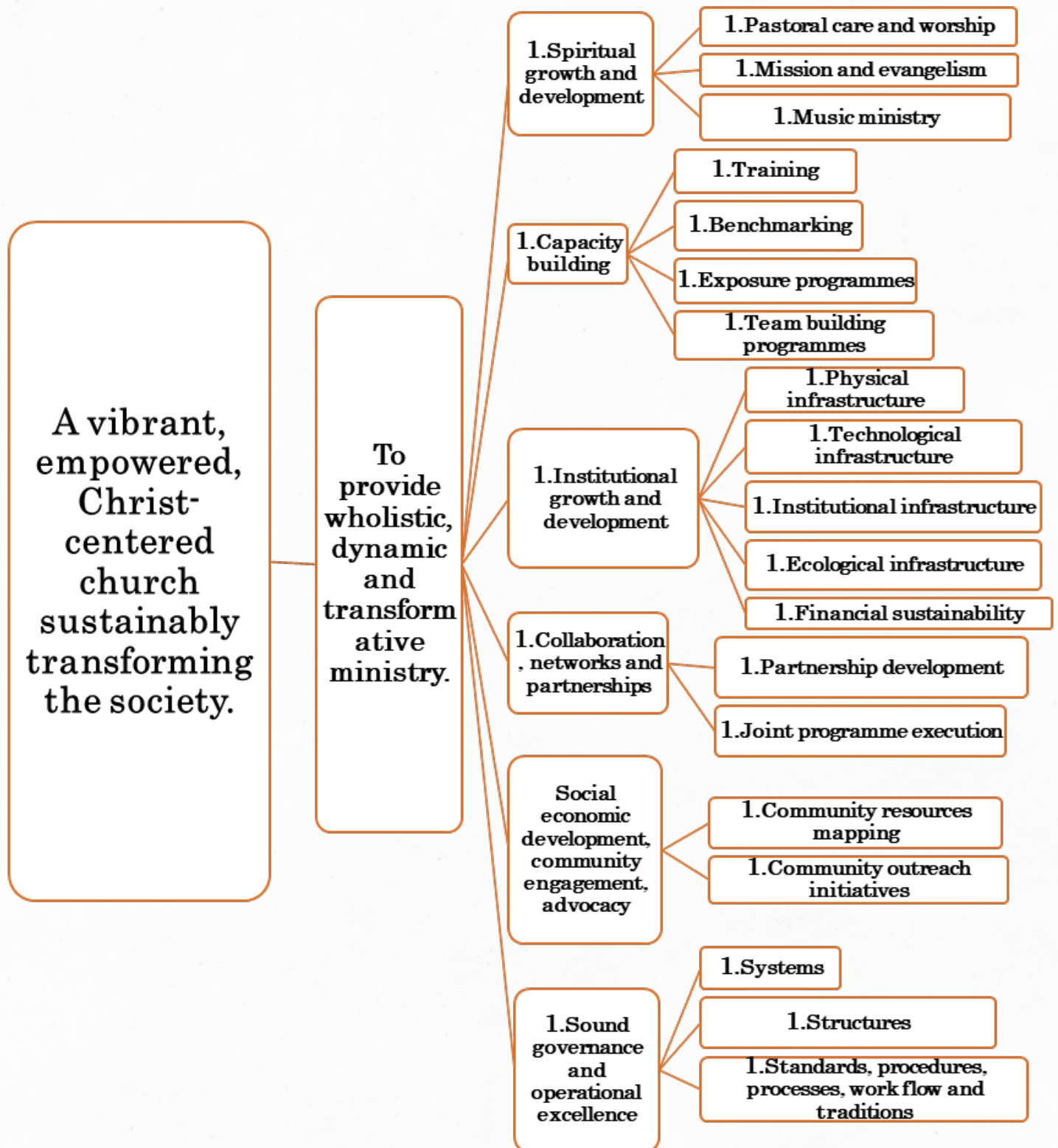
1. Spiritual growth and development
2. Sound governance and operational excellence
3. Capacity building
4. Institutional growth and development
5. Collaboration, networks and partnerships
6. Social economic development, community engagement, advocacy and lobbying

STRATEGIC RESULT PILLARS IN CONTEXT



3.7 Expected Outcome

1. Transformed lives
2. Empowered members
3. Sustained growth
4. Enhanced efficiency, effectiveness and productivity
5. Cohesive congregation
6. Adequate and appropriate infrastructure



ACK ST. GERTRUDE COMPLEX



IMPLEMENTATION MATRIX

| Strategies | Strategic initiatives | Timeline | Actor |
|----------------------------------|---|--|-------------------------------|
| Spiritual Growth and Development | <p>1.1 Enhance pastoral care for impact</p> <p>1.1.1 Conduct an audit of the current pastoral programmes to evaluate their relevance, timeliness and impact.</p> <p>1.1.2 Prepare an audit report that includes a clear response plan and a SMART implementation framework.</p> <p>1.1.3 Establish a clear pastoral framework defining congregational structure and pastoral requirements.</p> <p>1.1.4 Develop member-informed pastoral care programs that addresses the needs of all congregation segments in the church.</p> <p>1.1.5 Develop structured preaching schedules with contemporary and timely topics.</p> <p>1.1.6 Organize training on sacraments and facilitate communication and registration between relevant departments.</p> <p>1.1.7 Build the capacity of the pastoral team through</p> <ul style="list-style-type: none"> • Structured training needs assessment • Training, exposure, benchmarking and team building. • Targeted training on interpersonal skills, character, integrity and public presentation. <p>1.1.8 Create an enabling environment where every pastoral team member including clergy and lay readers receives equal opportunity and is treated fairly through:</p> <ul style="list-style-type: none"> • Talent identification, development and placement • Clear job description with well spelt out duties and deliverables. <p>1.1.9 Develop open communication systems for the pastoral team and church workers.</p> <p>1.1.10 Identify areas for mentorship and develop a structured mentorship programme for the pastoral team and church workers.</p> <ul style="list-style-type: none"> • Conduct assessment of skills, gifts and talents among pastoral team members to ensure appropriate duty allocation. • Organize forums for clergy spouses focused on empowerment and integration programmes. • Conduct a congregation satisfaction survey across all services including children ministry and youth programs. • Develop platforms that allow members to solemnize marriages and celebrate baptism and Eucharist. | <ol style="list-style-type: none"> 1. Annually 2. Annually 3. Bi-Annually 4. Bi-Annually 5. Quarterly 6. Continuous with quarterly review 7. Continuous with quarterly review 8. Continuous with quarterly review 9. Continuous with quarterly review 10. Annually 11. Annually 12. Annually 13. Annually 14. Continuous with quarterly review | Vicar/ Vicar's Representative |
| | | | |

| Strategies | Strategic initiatives | Timeline | Actor |
|---|---|--|------------------------------------|
| 1.2 Strengthen mission and evangelism for results | <p>1.2.1 Restructure the composition of the mission and evangelism team ; and develop clear terms of reference to enhance efficiency. The team will include departmental representatives, pastoral representatives and co-opted individuals who are passionate and gifted in this area.</p> <p>1.2.2 Build the capacity of mission and evangelism team to ensure optimal impact.</p> <p>1.2.3 Recruit a full-time worker dedicated to mission and evangelism</p> <p>1.2.4 Identify key areas for mission, evangelism and outreach initiatives.</p> <p>1.2.5 Identify and build partnerships with like-minded organization for programme development and execution</p> <p>1.2.6 Strengthen the current mission and evangelism initiatives including Tuesday prayers, Wednesday service and CBRSM by:</p> <ul style="list-style-type: none"> • Re-evaluating time and mode of delivery • Improving communication and mobilization through departments. • Implementing participatory budgeting • Providing training on mission, evangelism and outreach to the congregation. <p>1.2.7 Organize community outreach initiatives such as medical camps, sports evangelism, and mission to the less privileged and vulnerable including visits to children's homes, prisons and hospital visits.</p> <p>1.2.8 Organize congregation-centered initiatives including Keshas, door to door visits, discipleship programmes, structured corporate prayer and fasting programmes; and revival fellowships.</p> <p>1.2.9 Develop targeted mission and outreach programmes for children through intentional mission-oriented Vocational bible school (VBS), sports day, fun day and other child-focused activities</p> <p>1.2.10 Establish fellowships for young adults and young professional with clear programs and initiatives.</p> <p>1.2.11 Revive the ACK St. Gertrude's "shine kids" programme to serve as a platform for talent identification, nurturing development; and mission.</p> <p>1.2.12 Develop a structured welfare initiative for congregation members, utilizing it as a platform for mission and evangelism.</p> <p>1.2.13 Integrate prayer and fasting practices including prayer retreats for the PCC supported by a clear implementation calendar.</p> <p>1.2.14 Develop clear feedback mechanisms involving all stakeholders and implementation players.</p> | <ol style="list-style-type: none"> 1. 2nd Quarter 2025 2. Continuous with scheduled quarterly reviews. 3. 3rd Quarter 2025 4. Monthly 5. Continuous with scheduled quarterly review. 6. Continuous with scheduled quarterly review. 7. Bi-annually 8. Quarterly 9. Quarterly 10. 3rd Quarter 2025 11. 3rd Quarter 2025 12. 4th Quarter 2025 13. Quarterly 14. Continuous with scheduled quarterly review | Mission and Evangelism Coordinator |

| Strategies | Strategic initiatives | Timeline | Actor |
|---|--|---|-------|
| 1.3 Strengthen worship for orderly and meaningful personal and corporate worship. | <p>1.3.1 Develop a clear framework for the ushering team with clear terms of reference and code of conduct for each involved in its implementation.</p> <p>1.3.2 Develop a continuous training programme for existing ushers to enhance effectiveness.</p> <p>1.3.3 Recruit, orient and onboard new ushering team members to enhance productivity.</p> <p>1.3.4 Reorganize the media team and develop clear terms of reference and clear deliverables.</p> <p>1.3.5 Provide training for the media team to ensure continuity and excellence in their work .</p> <p>1.3.6 Rationalize service activities by identifying time consuming elements and exploring innovative ways to optimize time.</p> <p>1.3.7 To cater to all segments of the congregation, include other activities in the services which like hymnal services, Easter and Christmas cantata, dedicated worship experiences and cultural days.</p> <p>1.3.8 Integrate liturgical elements into all services including those for children ministry and youth.</p> <p>1.3.9 Conduct and audit of the current media equipment and machinery to identify needs for maintenance, repair or replacement</p> | <p>1. Q2 2025</p> <p>2. Continuous with scheduled structured quarterly review.</p> <p>3. Continuous with scheduled structured quarterly review.</p> <p>4. 3rd Quarter 2025</p> <p>5. Continuous with scheduled annual review.</p> <p>6. Quarterly</p> <p>7. Continuous with scheduled structured quarterly review.</p> <p>8. Continuous with scheduled structured quarterly review.</p> <p>9. Quarterly</p> | Vicar |

| Strategies | Strategic initiatives | Timeline | Actor |
|---|--|---|---|
| 1.4 Promote music ministry as an integral part of the service | <p>1.4.1 Strengthen the church choir for seamless delivery through;</p> <p>i. Developing a constitution and clear standard operating procedures to govern the choir's key functions through;</p> <ul style="list-style-type: none"> • Recruitment, onboarding and orientation. • Discipline procedures • Transition and succession planning <p>1.4.2 Add directors to compliment the current director</p> <p>1.4.3 Establish a Music Ministry Committee. This committee should include representative from the choir, praise and worship team, , media team and instruments team.</p> <p>1.4.4 Foster collaboration among the media team, praise and worship team and choir to ensure unified delivery. This can be achieved through joint meetings and planning facilitated by the music ministry committee, combined capacity building and a joint music school.</p> <p>1.4.5 Form a "muungano choir" comprising members of the church choir, KAMA, MU and children's ministry.</p> <p>1.4.6 Organize exchange and benchmarking for the choir and praise and worship.</p> <p>1.4.7 Expand the choir's storage space and establish an in-house dry-cleaning facility.</p> <p>1.4.8 Strengthen the praise and worship ministry, instrumentalists and the media team through the following actions;</p> <ul style="list-style-type: none"> i. Develop a clear structure with defined leadership and reporting structure. ii. Organize training, benchmarking and exposure programmes for praise and worship members to enhance effective ministry delivery. iii. Train the media team on key technical areas as well as liturgy and Anglicanism. iv. Develop infomercials and documentaries highlighting departments, ministries and the school. | 1. Continuous with scheduled structured quarterly review. | People's Warden with respective departmental heads. |

| Strategies | Strategic initiatives | Timeline | Actor |
|---|--|---|-------|
| | Operational Excellence and Sound Governance | | |
| Operational Excellence | | | |
| 2.1 Promote efficiency and effectiveness in all operations. | <p>2.1.1 Develop a clear new member registration, orientation and induction programme for all the leaders.</p> <p>2.1.2 Develop an orientation curriculum, manual and church membership handbook.</p> <p>2.1.3 Develop a comprehensive church data base with clearly defined professional segments to facilitate professional fellowships and linkages to departments, ministries and projects.</p> <p>2.1.4 Conduct training and sensitization of leaders and the congregation regarding church projects, programmes and initiatives.</p> <p>2.1.5 Develop clear policy guidelines and SOPs in the following areas;</p> <ul style="list-style-type: none"> • Finance and investment policy and SOP • Project appraisal policy and SOP • Financial disbursement policy and SOP • Procurement policy and SOP • ICT Policy • Data storage and management policy and SOP • Data protection policy and SOP • Asset disposal policy and SOP • Inventory management policy and SOP <p>2.1.6 Appoint a strategic implementation committee with clear terms of reference to track and measure progress.</p> <p>2.1.7 Develop departmental and committees work plans that include specific performance metrics.</p> <p>2.1.8 Conduct a collaborative performance evaluation aimed at fostering further learning and improvement.</p> <p>2.1.9 Develop a clear feedback and feedforward channels for the congregation.</p> <p>2.1.10 Develop a comprehensive claim policy that includes well-defined control and approval mechanisms for the clergy and church workers</p> <p>2.1.11 Set up a comprehensive information desk where all the departments including children ministry can share information.</p> | <p>1. Q1 2025</p> <p>2. Q1 2025</p> <p>3. Annually</p> <p>4. Q1 2025</p> <p>5. Annually</p> <p>6. Q4 2024</p> <p>7. Q4 2024</p> | Vicar |

| Strategies | Strategic initiatives | Timeline | Actor |
|--|--|---|--------------------|
| 2.2 Promote departmental operational excellence for impact | <p>2.2.1 Strengthen boards, departments and committees for effective ministry delivery.</p> <p>KAMA and Mothers' Union</p> <ul style="list-style-type: none"> i. Identify the various segments within KAMA and MU which include widows and widowers, singles and single parents, separated and divorced; and young and elderly parents ensuring that this identification process is free stigma and discrimination. ii. Develop programmes that respond wholesomely to the needs of each identified segment. iii. Develop initiatives aimed at attracting new members into the department. iv. Develop programmes that respond to the contemporary challenges faced by each group such as issues related to young professionals, family dynamics and marriage, parenting, finance, retirement and entrepreneurship, succession management, men's role from a biblical perspective, health concerns and investment strategies. v. Organize affordable outdoor activities and programmes for members. vi. Develop a clear orientation and onboarding programme for each department. vii. Simplify the KAMA and MU training to ensure accessibility for all stakeholders regardless of their social status. viii. Design a mentorship programme that facilitates peer learning among KAMA and MU members as well as younger men and women in church. ix. Strengthen the Kikao forum for KAMA. <p>Youth</p> <ul style="list-style-type: none"> i. Establish a youth service that runs concurrently with the main service equipped with youth friendly infrastructure and dedicated youth workers. ii. Develop programmes that are informed and designed for youth participation. iii. Conduct professional audits and skills assessment to effectively match individuals with appropriate platforms for service and ministry. iv. Create opportunities for talent identification, nurturing and placement within various roles. v. Organize seminars, workshops and expos addressing issues affecting youths like career growth and mentorship, financial stewardship, dating and marriage. vi. Develop restoration programmes with safe spaces for implementation such as alcohol and drug recovery programmes as well as crisis recovery programme for teen and youth pregnancy challenges. vii. Organize affordable outdoor activities. viii. Collaborate with KAMA and MU to enhance mentorship opportunities and facilitate learning experiences. ix. Develop mechanisms to follow up with individuals who do not attend church, ensuring they feel supported and connected. x. Develop clear transition programmes that guides individuals from teens to the youth as well as into KAMA and MU. | Continuous with scheduled quarterly review. | Departmental Heads |

| Strategies | Strategic initiatives | Timeline | Actor |
|--|---|--|-------|
| | Children Ministry <ul style="list-style-type: none"> i. Recruit a dedicated children worker with a clear term of reference and defined deliverables. ii. Document the structure of children ministry with clear terms of reference, election policy, communication protocol and reporting structures. iii. Develop a clear recruitment, orientation and onboarding procedure for Sunday school teachers to ensure consistency in teaching standards. iv. Develop a robust child protection policy along with a vetting criterion for all children's teachers and handlers. Additionally, develop child-centered and wholesome programmes for all children within the ministry while integrating Anglican liturgy into these programmes. v. Develop creative programmes for children including talent shows, outdoor adventure and sports evangelism. vi. Collaborate with industry in career development such as organizing visits to assembly, manufacturing and processing plants. vii. Partner with like-minded organizations/institutions for material development and delivery. viii. Develop a clear children transition programme from one level to another including a comprehensive mentorship programme. ix. Develop a comprehensive YouTube channel for children's ministry featuring engaging and child-friendly programmes and content. Strengthen the brigade by recruiting and training of officers and children while developing a comprehensive brigade training programme and schedule. x. Train parents and caregivers to engage effectively with children. xi. Set up a special needs class staffed by trained teachers and caregivers. xi. Conduct an annual satisfaction survey for children and parents to gather feedback on the ministry's effectiveness. . xii. Mobilize resources for the children's ministry to ensure seamless delivery of services. | | |
| 2.3 Strengthen PCC Capacity for optimal delivery | <p>Strengthen the Parish council capacity through;</p> <p>Conducting professional skills assessment to ensure optimal engagement</p> <p>Providing comprehensive orientation and onboarding of new Parish council members.</p> <p>Identifying key PCC functions and establishing key standard operating procedures.</p> <p>Implementing targeted training programmes for the PCC members covering key areas including;</p> <p>Anglicanism (Anglican theology and practice)</p> <p>Technical skills necessary for PCC functions</p> <p>Essential life skills including interpersonal skills, decision making and problem solving.</p> <p>Institute a robust succession plan by;</p> <p>Implementing a structured mentorship programme that allow peer learning among leaders.</p> <p>Focusing on the identification nurturing and development of talent.</p> <p>Developing a programme designed to allow PCC members to multi task effectively.</p> | Continuous with scheduled and structured quarterly review. | Vicar |

| Strategies | Strategic initiatives | Timeline | Actor |
|---|--|------------------------|-------|
| Institutional Capacity Growth and Development | | | |
| 3.1 Build adequate and appropriate wholesome infrastructure for safety, efficiency and effectiveness. | Physical Infrastructure <ol style="list-style-type: none"> Expand the current sanctuary and administration block. <ul style="list-style-type: none"> Facelift the sanctuary's interior and exterior appearance including upgrades to lighting, air conditioning and sound proofing. Increase sanctuary capacity by adding an extra balcony and establishing clear exit points for safety. Renovate the current creche to provide more space, ensure children safety and allow mothers to participate in the service. Expand the Vicar's office to create more pastoral space. Build a temporal church sanctuary specifically for the youths. Renovate the front office to improve ministry delivery and better reflect the church's identity. Construct additional ablution block (ladies, gents and near the altar) and renovate the existing ones. Create a fire escape pathway in the main sanctuary and all church buildings. Ensure all buildings are disability-friendly, including designated seating, parking spaces and sign language facilities. Purchase three (3) additional plots adjacent to the church and the existing church buildings to cater for; <ul style="list-style-type: none"> Expansion of children's ministry and youth ministry areas. Office and meeting spaces Parking areas Future growth and expansion Remodel the current buildings to fit the infrastructural needs of the church. Set up a security control room. Relocate the kitchen to better serve the church and school. Construct and equip classrooms for children's ministry classes with adequate and appropriate infrastructure. | 2026/2027 2026-2030 | PCC |
| | Technological Infrastructure <ol style="list-style-type: none"> Register the church domain and create an interactive church website. Develop data management plan and business continuity plan. Develop a robust ERP. Expand CCTV coverage and conduct proficiency training. Develop a comprehensive inventory of ICT assets. Implement a servicing and maintenance policy for technology equipment. Establish cloud storage solutions for data management. | | |
| | Ecological Infrastructure <ol style="list-style-type: none"> Install a solar energy system to serve the church facilities. Construct a rainwater harvesting system. Sink a borehole and construct a water harvesting plant Organize community clean up campaigns to promote environmental stewardship. | | |

| Strategies | Strategic initiatives | Timeline | Actor |
|--|---|---|---------------------------|
| 3.2 Develop mechanisms that allow the Parish to build a sustainable resource base. | 3.2.1 Identify areas that require funding and build awareness to foster ownership and effective engagement. 3.2.2 Organize creative and scheduled fundraisers designed for effectively participation by all. 3.2.3 Develop clear mechanisms for accountability and reporting during fundraising seasons. 3.2.4 Develop mechanisms that promote overall accountability and transparency. 3.2.5 Develop budgets through a collaborative and participatory process. 3.2.6 Establish clear internal financial controls both at the Parish council and departmental levels. 3.2.7 Adopt international accounting standards for financial reporting. 3.2.8 Develop a clear mechanism for communicating financial information and reporting to all stakeholders. 3.2.9 Align projects and programmes with budgets through clear work plans. 3.2.10 Conduct feasibility studies and appraisals for all intended projects. | 1. Annually 2. Annually 3. Quarterly 4. Quarterly 5. Annually 6. Continuous with quarterly review 7. Continuous with quarterly review 8. Continuous with quarterly review 9. Annually 10. Annually | PCC through the treasurer |
| Capacity Building and Development | | | |
| 4.1 Build the capacity of the congregation for effective engagement | 4.1.1 Conduct a training assessment for both members of the congregation as well as departmental members. 4.1.2 Develop a comprehensive training programme for the congregation and departmental members through their respective departments. 4.1.3 Organize training sessions that address the contemporary needs of the congregation. 4.1.4 Facilitate professional forums to address the wholistic needs of all members. 4.1.5 Organize departmental team buildings and benchmarking forums. 4.1.6 Provide relevant and timely training for all stakeholders in technical, operational, governance and life skills areas. 4.1.7 Identify areas of benchmarking and exposure, then organize respective programmes for each stakeholder. 4.1.8 Coordinate team building and outdoor programmes for departments that promote team cohesion. 4.1.9 Organize for Agape meals and outdoor activities for the congregation to foster community spirit. | 1. Annually 2. Quarterly 3. Bi-Annually 4. Bi-Annually 5. Annually 6. Bi-Annually 7. Bi-Annually 8. Annually 9. Annually | PCC |
| 4.2 Create platforms for all stakeholders to effectively engage and participate. | 4.2.1 Develop a motivation programme for child ministry workers and media teams. 4.2.2 Organize a task force to explore motivation in key church functions focusing on; <ul style="list-style-type: none"> Identifying technical areas of motivation Establishing criteria for motivation Understanding the types and nature of motivation Articulating the rationale behind motivation Creating policy guidelines on motivation 4.2.3 Organize forums for peer learning and mentorship among leaders. 4.2.4 Develop capacity building programmes for parents, guardians and caregivers. | 1. 3rd Quarter 2025 2. 3rd Quarterly 2025 3. Quarterly 4. Quarterly | PCC |

| Strategies | Strategic initiatives | Timeline | Actor |
|--|---|--|-------|
| Collaborations, Networks and Partnership | | | |
| 5.1 Identify, Raise and establish sustainable collaborations and partnerships | <p>5.1.1 Identify areas of partnerships and collaborations.</p> <p>5.1.2 Engage like-minded partners to support the identified areas.</p> <p>5.1.3 Develop clear communication and reporting mechanisms for accountability with partners.</p> <p>5.1.4 Identify partners that respond to issues affecting the congregation and the community, including;</p> <ul style="list-style-type: none"> • NACADA • Bible study partners • Churches and para-church organizations • Business community <p>5.1.5 Partner with mission areas or provide mission support.</p> <p>5.1.6 Establish a community college as a knowledge hub and social economic driver.</p> | Annually with scheduled quarterly review | PCC |
| Social Economic Development , Community and Lobby | | | |
| 6.1 Develop mechanisms that promote the welfare of the congregation and community. | <p>6.1.1 Establish a structured welfare that enables members to effectively respond to diverse needs and seasons of corporate celebration, fostering a supportive community environment.</p> <p>6.1.2 Establish St. Gertrude SACCO, a financial cooperative for church and community as a driver of social economic liberation, promoting economic empowerment and financial stability.</p> <p>6.1.3 Establish a comprehensive corporate health scheme, allowing members to jointly negotiate for affordable health care, ensuring access to quality medical care.</p> | Annually with scheduled quarterly review | PCC |
| 6.2 Develop programmes that reach out | <p>6.2.1 Conduct a thorough community needs assessment, identifying areas of advocacy and lobbying, to inform the development of targeted interventions and programs.</p> <p>6.2.2 Develop and implement wholesome programmes that respond to the needs of the community including:</p> <ul style="list-style-type: none"> • Interventions for drug abuse and substance use • Mental health support services • Civic education initiatives • Geriatric care and support • Programs to address gender-based violence • Child protection and children's rights advocacy. <p>6.2.3 Conduct community resources mapping and develop programmes that help the community optimize the locally available resources, promoting self-sufficiency and sustainability.</p> <p>6.2.4 Organize structured PPI programs at ACK St. Gertrude School and other schools in the community.</p> <p>6.2.5 Develop and implement programmes that respond to the plight of the vulnerable in the community, providing targeted support and interventions.</p> | <p>Annually with Scheduled quarterly review</p> <p>Annually</p> <p>Continuous with scheduled quarterly review</p> <p>Weekly</p> <p>Continuous with quarterly review.</p> | PCC |



STRATEGIC PLANNING COMMITTEE



MOTHERS UNION BUS



ACK NAIROBI DIOCESE
ST. GERTRUDE PARISH, CLAY CITY.
EMPOWERING GOD'S PEOPLE FOR HOLISTIC SERVICE.
ST. GERTRUDE SCHOOL- KINDERGARTEN & PRIMARY

CHAPTER FOUR

4

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

“A good plan, violently executed now, is better than a perfect one next week”

George Patton.

The worth of a Strategic Plan is in the execution process. Successful implementation of this strategic plan requires careful alignment of resources, systems, structures and activities so that they all support strategy. This chapter looks at how each of these areas will be organized to promote effective implementation of the strategic plan.

4.2 Departments, Committees and Fellowships

For proper coordination, the current activities are organized into the following departments and committees:

Departments

7. Kenya Anglican Men Association
8. Mothers' Union
9. Youth Ministry – NDYM
10. Teens Ministry
11. Children Ministry – Sunday School and Brigade.
12. Choir Department

Committees

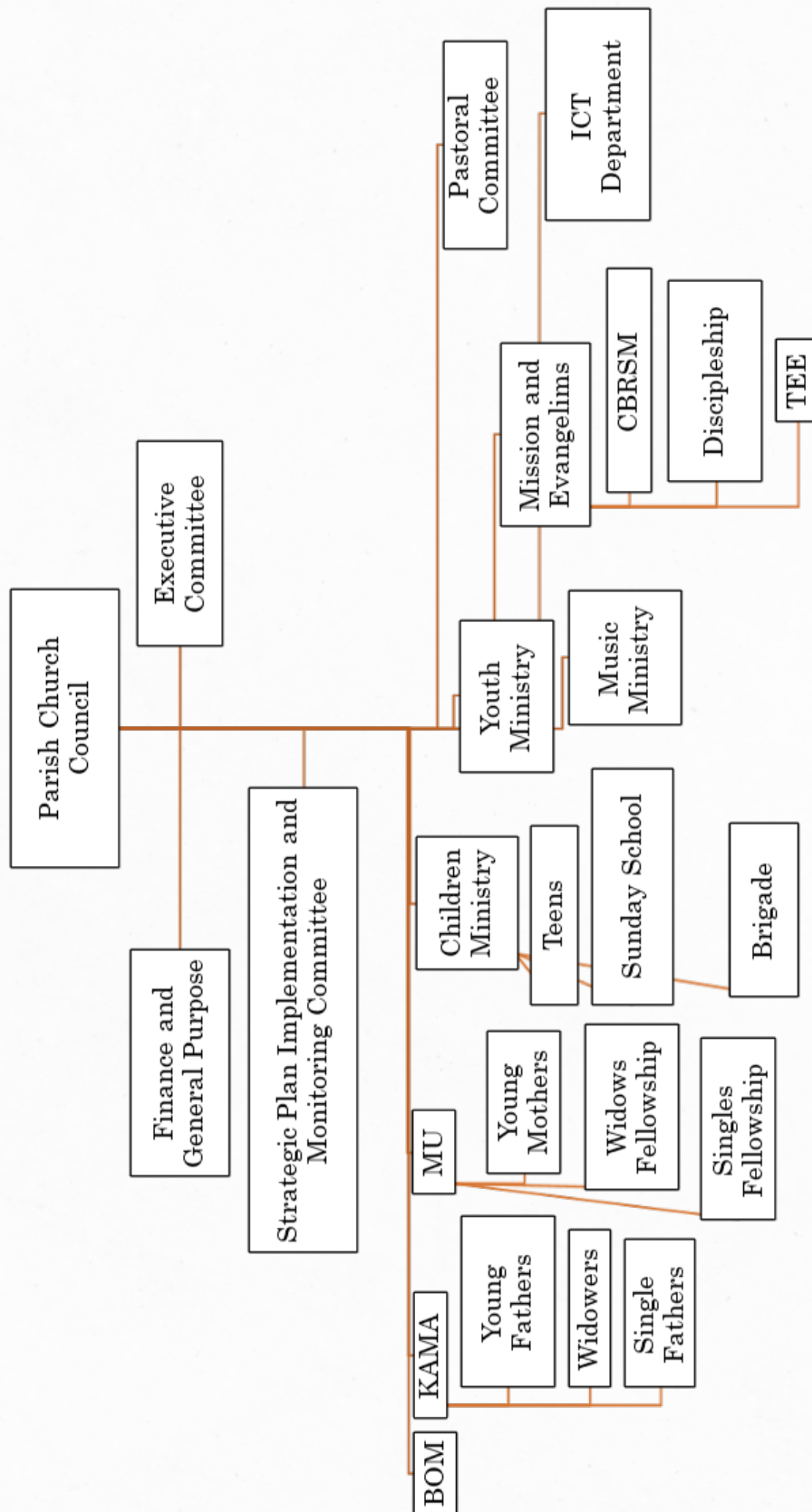
13. Mission and Evangelism Committee.
14. Executive Committee
15. Finance and General-Purpose Committee.
16. Development Committee.

The following Committees will be introduced in the next planning Period;

- Strategic Plan Implementation Committee.
- Feasibility Committee
- Pastoral Committee
- ICT Department – Established to support all the departments and actors in ministry delivery.
- Music Committee - Composed of Choir, Praise and Worship and

Note:

- Mission, evangelism and outreach has been expanded to include departmental and committee representatives.
- Media will be established as an independent department.



4.3 Staff Establishment

The church relies on both full-time staff and volunteers for its human resource. Considering human capital as the organization’s most vital resource, this section offers a critical analysis and projection of the human capital in ACK St. Gertrude Clay City.

| Title | In-post current human capital establishment) | Proposed establishment in the next 5 years |
|------------------------------|--|--|
| Pastoral team | | |
| Vicar | 1 | 1 |
| Curate (s) and Deacons | 3 | 3 |
| Youth Pastor | 0 | 1 |
| Children Minister /Worker | 0 | 1 |
| Evangelist | 0 | 1 |
| Lay readers | 10 | 12 |
| Support staff | | |
| Administrative Assistant | 1 | 1 |
| Accountant | 1 | 1 |
| Verger | 1 | 1 |
| Cleaner | 1 | 1 |
| Part time | | |
| Instrumentalist (s) | 2 | 2 |
| Choir Director | 2 | 2 |
| Outsourced Security Services | 1 | 1 |

4.4 Risk Analysis and Mitigation Measures

| Risks | Category | Mitigation Measures |
|--------------------------------|-------------|---|
| Heretical teaching and Cultism | High | Teaching Discipleship Vetting policy on ministers |
| Pandemics | Medium risk | Mission continuity plan Disaster recovery programmes Scheduled drills Setup technical teams Crisis management teams Insurance where applicable Emergency response kitty |
| Economic risk | High risk | Clear fund-raising objectives Diversification of resources Mobilization strategy Review budgets Cost management Enhanced financial management |
| Leadership | High risk | Succession planning Transitional management Leadership developing and coaching |

| Risks | Category | Mitigation Measures |
|----------------|-------------|--|
| Ownership | High risk | Train leadership for effective mitigation Structured and systematic induction, orientation and onboarding |
| Capacity risk | Medium risk | Structured capacity development Expanded training target Structured mentorship |
| Political risk | Medium risk | Civic education Political neutrality Interreligious dialogue |

4.5 Budgetary Allocation

Budgetary allocation for each Strategic Result Pillar

| | Strategic Result Pillar | Budget Components | Budgetary Allocation % |
|---|---|---|------------------------|
| 1 | Spiritual growth & development | Benevolent, clergy expenses, donations, Easter gifts, medical expenses, children ministry, TEE, vestments, visiting preachers, youth, Easter gifts, Christmas gifts, holy communion, worship, salaries & wages, catering, welfare, clergy travelling, choir expenses, pastoral & evangelism, welfare | 46 |
| 2 | Operational excellence and sound governance | Insurance expenses, ICT expenses, newspapers & periodicals, security expenses, Staff transport, stationery & printing, hygiene & sanitation, telephone and postage, utilities, computer expenses, first aid expenses, hiring expenses, Diocese allocation, Diocese contribution, Archdeaconry contributions, PCC/strategic committee. | 10 |
| 3 | Capacity building and development | PCC/strategic committee, KAMA & pathways, MU expenses, children ministry, youth, clergy retreat, staff training & seminars, welfare, catering. | 9 |
| 4 | Institutional growth & development | Repairs & maintenance, development expenditure, audit fees, bank charges, development expenses | 17 |
| 5 | Collaborations, partnerships and networks | Partnership engagement | 2 |
| 6 | Social economic development, community engagement, advocacy | Community resource mapping Community engagement | 3 |

4.6 Implementation Team

To ensure effective implementation of the strategic plan;

- A strategic plan implementation committee (SPIC) shall be appointed by the PCC. The chairman of the SPIC will be appointed from the PCC.
- Membership of the SPIC will include every departmental team leader.
- The SPIC will continuously track the implementation of the strategic plan.
- For oversight, the SPIC will also include members that are not direct implementers.

4.7 Strategic Implementation Cycle



CHAPTER FIVE

5

MONITORING, EVALUATION, ADVISORY AND LEARNING (MEAL)

5.1 Overview

This chapter outlines the journey of tracking and measuring progress in strategic implementation. This process is facilitated through Monitoring, Evaluation, Accountability and learning (MERL).

5.2 Monitoring

Monitoring refers to the continuous collection and analysis of data to measure immediate results. It allows for evaluation of activities against the established plan. During this planning period, the following activities will be undertaken to track and measure progress:

- i. **Work plans:** All departments, fellowships, ministries and committees are required to draw their annual work-plans from the SP implementation matrix and present them to the SPICs at the beginning of the year. This approach helps to rationalize activities and allocate resources efficiently.
- ii. **Reporting:** The PCC will break down the deliverables from the strategic plan and assign specific tasks to departments, fellowships, ministries and committees for execution. Subsequently, these entities will provide reports to the PCC through the SPIC.
- iii. **Performance appraisals:** All departments, fellowships, ministries and committees will undergo annual appraisals based on the Strategic Result Pillars and appropriate feedback will be provided. The primary aim of these appraisals is to offer advisory support, facilitate learning and provide necessary assistance.
- iv. **Feedback forms:** Feedback forms will be distributed to the congregation and other relevant stakeholders. This process is designed to capture stakeholder interests, opinions, suggestions and compliments which will be used in the planning process and for continuous improvement.
- v. **Suggestion boxes:** For internal purposes, anonymous data will be collected through a suggestion box located within the church. This collected data will be used to inform strategic decisions.
- vi. Maybe employ IT to get feedback through social media handles

5.3 Evaluation

The evaluation process involves a rigorous scientific analysis of data against major milestones or at the end of the strategic plan. This process is conducted at three critical points: annually, mid-stream and end stream.

Terminal evaluation will be undertaken through a set of tools designed to assess progress and impact. These tools include:

- i. **SRP Scorecard:** This is based on the identified strategic result pillars and serves as a key performance indicator for evaluating progress.
- ii. **Quarterly reports:** For tracking purposes, the SPIC will be expected to give quarterly reports to the PCC. These reports enable continuous monitoring of progress and facilitate timely interventions.
- iii. **Implementation matrix:** This matrix has been developed using SRPs and forms the basis for the SP mid-term and end-term evaluation. All departments, fellowships, ministries and committees will draw their annual work plans from this matrix ensuring alignment with the overall strategic objectives.
- iv. **Monitoring & Evaluation Framework:** The M&E plan is developed in the SP and will be used to evaluate the SRPs outputs and outcomes. This framework forms the basis for the parish annual progress report on implementation.

- v. Annual Budgets: The resource allocation and management tools used by the departments, fellowships, ministries and committees to monitor the financial performance of each unit will also be employed.
- vi. Mid-term and end term review of the SP: Reports from independent external evaluators who will assess both the progress and achievements of the SP at mid-term and end-term intervals.

5.4 Advisory

The SPIC is tasked with providing support and advice to the implementers based on the reports received . The advisory will be informed by trend and best practices.

5.5 Learning

The reports will be analyzed to identify challenges encountered during implementation, lessons learned and best practices that can be adopted to enhance productivity. These findings will be shared with all implementers for adoption and validation of the Strategic Plan.

5.6 Review of the Strategic Plan

A mid-term review of the Strategic Plan is necessary to assess the status of implementation. This assessment will enable parish to take corrective action in areas that have not been successfully achieved in a timely manner and to reinforce best practices realized. Additionally, an end term review is critical for determining the overall effectiveness and value of the Strategic Plan.

5.7 M&E Reporting Framework

There will be a clear communication and reporting structure that allows for proper reporting throughout the implementation process. The following reports are expected; Parish SPIC reports and the departments, fellowships, ministries and committees’ reports.

5.8 M&E Plan

Monitoring and Evaluation Plan serves as a real time evaluation document that helps in tracking and assessing the results of interventions during the planning period. The SPIC is expected to work on the baseline by the first year of the planning period.

Monitoring and Evaluation Framework

| | Key Result Area | Expected Outcome | Performance Metric | Baseline 2024 | Actual vs Target | | | | |
|----|---------------------------------------|---|---|---------------|------------------|------|------|------|------|
| | | | | | 2025 | 2026 | 2027 | 2028 | 2029 |
| 1. | Spiritual Growth and development | Quantitative and qualitative growth of the members of congregation Expanded target | No. of congregants in all services Percentage and quality engagement in church programmes and projects. No. of converts | | | | | | |
| 2. | Operational Excellence and Governance | Sound Governance Increased efficiency and effectiveness Seamless operations | Governance index Efficiency and effectiveness index | | | | | | |

| | Key Result Area | Expected Outcome | Performance Metric | Baseline 2024 | Actual vs Target | | | | |
|----|---|---|---|---------------|------------------|--|--|--|--|
| 3. | Capacity Building and Development | Optimal productivity by every stakeholder | Overall Performance index | | | | | | |
| 4. | Institutional Growth and Sustainability | Adequate, convenience, comfortable and appropriate infrastructure Sustainable financial base | Organization growth and development index Financial performance score card | | | | | | |
| 5. | Collaborations, Networks and Partnerships | Sustainable synergy in ministry delivery | Quality of engagement Quality of output | | | | | | |
| 6. | Social Economic Development, Community Engagement, Advocacy and Lobby | Empowered congregation and community | Quality of engagement Quality of output | | | | | | |



APPENDIX 1

VICARS WHO HAVE SERVED SINCE ACK ST. GERTRUDE BECAME A PARISH

| VICAR | PERIOD SERVED |
|------------------------------------|-------------------------------------|
| Ven. Canon Maj. (Rtd) Samuel Thubi | September 2000 – August 2001 |
| Ven. Canon Charles Chege Kariuki | September 2001 – November 2010 |
| Rev. Canon Samuel Githaiga | December 2010 – December 2015 |
| Ven. Canon Maj. (Rtd) Samuel Thubi | January 2016 – May 2018 |
| Ven. Evanson Mwangi Kamundia | June 2018 – 9th January 2024 |
| The Rt. Rev. Jonathan Kabiru | 10th January 2024 – 16th March 2025 |
| Rev. Stewart Daniel Odhiambo | 1st April 2025 - Date |

APPENDIX 2

PARISH CHURCH COUNCIL (PCC) - 2025

| | | |
|------------------------------|---|--------------------------------|
| Rev. Stewart Daniel Odhiambo | - | Ag. Vicar |
| Rev. Phoebe Njenga | - | Curate |
| Rev. Robert Makena | - | Curate |
| Lydia Njoroge | - | Vicar's Warden |
| Simon Mukiri | - | People's Warden |
| Joseph Maina | - | Treasurer |
| Carolyn Kithuka | - | Secretary |
| Eng. Elephas Kangangi | - | Development Committee Chairman |
| Peter Thande | - | School BOM Chairman |
| Charles Kamakia | - | Strategic Plan |
| Roy Okonji | - | KAMA |
| Ann Ngumba | - | MU |
| Purity Rutere | - | Youth |
| Timothy Ouko | - | Children Ministry |
| Mercy Njeru | - | Choir |
| Maurice Barasa | - | Mission and Evangelism |
| Florence Nyaga | - | Praise and Worship |
| Timothy Mugo | - | Media |
| Dr. Michael Macharia | - | Medical Team |
| Paul Waithaka | - | Business Community |
| Isaac Gikeri | | |
| Michael Mburu | | |
| Jacqueline Gakii | | |
| Milcah Olando | | |
| Juma Daniel | | |
| Ruth Marigi | | |
| Beatrice Macharia | | |
| Mary Kamwatti | | |

Shadrack Machua
James Wanzala
Dr. Samuel Muniu
Anne Wandia

APPENDIX 3

STRATEGIC PLANNING COMMITTEE (SPC) - 2024

| | | |
|------------------------------|---|--------------------------------|
| The Rt. Rev. Jonathan Kabiru | - | Bishop (Former Vicar) |
| Mrs. Faith Kabiru | - | Lead Consultant |
| Lydia Njoroge | - | Vicar's Warden |
| Simon Mukiri | - | People's Warden |
| Joseph Maina | - | Treasurer |
| Carolyne Kithuka | - | Secretary |
| Eng. Elephas Kangangi | - | Development Committee Chairman |
| Charles Kamakia | - | Strategic Plan Chairman |
| Col. (Rtd) Robert Kamere | - | KAMA |
| Mary Githinji | - | MU |
| Vanessa Atieno | - | Youth |
| Timothy Ouko | - | Children Ministry |
| Mercy Njeru | - | Choir |
| Maurice Barasa | - | Mission and Evangelism |
| Daniel Juma | - | Praise and Worship |
| Rachel Njimu | | |
| Isaac Gikeri | | |
| Michael Mburu | | |
| Gibson Waichari | | |
| Christopher Njoroge | | |

APPENDIX 4

STRATEGIC PLAN STEERING COMMITTEE (SPSC)

| | | |
|-----------------------|---|---------------|
| Antony Mwenda | - | Chairman |
| Carolyne Ingutiah | - | Secretary |
| Charles Kamakia | - | SPIC Chairman |
| Isaac Gikeri | | |
| Emmah Ndegwa | | |
| Gibson Waichari | | |
| Daniel Kinuthia | | |
| Capt. Lincoln Kagundu | | |



ANGLICAN CHURCH OF KENYA
ST. GERTRUDE KASARANI
DIOCESE OF NAIROBI

2025-2030
STRATEGIC
PLAN