

ANGLICAN CHURCH OF KENYA
DIOCESE OF NAIROBI



ST. MARK'S CHURCH, WESTLANDS



STRATEGIC PLAN
2020-2024



VISION

A growing, vibrant, home church
centred on Christ.

MISSION

We are a church reaching out to all with the
compassion of Christ through preaching,
evangelism, fellowship, discipleship and
teaching of the word of God.



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LIST OF ACRONYMS

ACK	Anglican Church of Kenya
BSF	Bible Study Fellowship
COF	Couples of Faith
CSR	Corporate Social Responsibility
ExCans	Ex-Candidates
F&GP	Finance and General Purpose
ICT	Information Communication Technology
ION	Instruments of Nobility
KAMA	Kenya Anglican Men's Association
MIS	Management Information System
MU	Mothers' Union
PCC	Parochial Church Council
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
RMT	Resource Mobilization Team
ROPES	Rights of Passage Experiences
SACCO	Savings and Credit Cooperative
SPIT	Strategic Plan Implementation Team
SWOT	Strength, Weakness, Opportunity and Threat
TEE	Theological Education by Extension
VBS	Vocational Bible Study

PRAYER

Good and gracious God, we thank you for the many gifts you have given to St. Mark's Church. We thank you for accompanying us throughout the planning process and for guiding our direction. Thank you for providing the knowledge and wisdom to respond to your call. Help us to enact this plan with courage and commitment so that your will will be done. We pray that we will be strengthened in our discipleship and guided in stewardship with the Gospel message of love through our words and deeds. We ask these through Christ our Lord, Amen.



FOREWORD

Dear Friends in Christ,

A strategic plan allows us to assess the best that our Parish has to offer and acknowledge areas for growth. Using that information; we will plan together, grow together and achieve our goals together, as a strong and vibrant community.

The strategic planning process that birthed this document was undertaken with much prayer and with trust in the guidance of the Holy Spirit. I am grateful to the Parish Council and the planning team that invested invaluable time in the realization of this Strategic Plan. I would like to especially thank the core team that burned the midnight oil and worked behind the scenes to deliver this document: Dr. Dancan Irungu- Chair, Hezekiah Bunde, Mumbi Muiruri, Aggrey Oriwo and Margaret Waithera. I also thank all those who answered the Parish surveys, and those who provided their ideas and recommendations. The enthusiasm surrounding this plan is a testament of the commitment, dedication and love you have for our Parish.



I am excited about what lies ahead! I am optimistic that this Strategic Plan will help our Parish shape its priorities and align its resources and actions with the Mission, Vision and Core Values of the Church.

It will take all of us to implement the actions and achieve the goals we have outlined. By working together, we will BECOME what God desires of us. Indeed, as a people, we want to "Believe... Belong... and Become."

Please take time to read and understand our plan and look for ways to get involved in helping accomplish our mission and reach the promise of our vision.

In His Service,

Ven. Canon Joshua Omungo
The Vicar, ACK St. Mark's Church, Westlands

ACKNOWLEDGMENT

The launch of the strategic plan 2020 – 2024 signifies a strong commitment and statement of faith by St. Mark's Church to move in a focused direction as projected in her Vision and Mission statements, to the Glory of God. This Strategic Plan is a testament of what St. Mark's envisions for in the next five years and beyond.



We give glory to God for His guidance throughout the planning process.

It is by His mercies and grace that this Plan is now in place. Though it's not possible to specifically mention all the people who contributed towards the development of this Strategic Plan, we recognize tremendous input that was made by individuals and groups named below.

Due recognition goes to the Ven. Canon Joshua Omungo, the Vicar, St. Mark's Church for his able leadership and spiritual insight that he offered in the entire strategic planning period. You acted as a good coach and rallied the PCC, clergy, congregation and all the stakeholders in support of this plan. We appreciate the immense contribution made by the team of the clergy; Rev. Daniel Gathungo, Rev. Johnson Gatuma, Rev. Dr. Simon Oriedo, and Rev. Charles Karuri.

Special appreciation goes to the core team that provided technical guidance in the entire strategy development process. Thank you for offering your professional expertise and investing many hours collating data and information, facilitating workshops and patiently compiling many drafts till we achieved the final plan.

The planning committee, you are an excellent group of soldiers in God's army; you always were there for the meetings, retreats and participated in every way in the entire planning process. May God continually strengthen your hands as you labor in His vineyard.

We recognize the invaluable contribution by the PCC, thank you for spending time in retreats, meetings and for the significant contributions which you made in validation of the strategic actions.



To members of the congregation, thank you very much for your valuable input which you provided through surveys and other forums. You have shown great enthusiasm and desire for the growth of the Church. We are indebted to you.

We appreciate the technical support by Ipsos – Kenya, for conducting the survey 2019 which led to insightful results that largely informed the issues addressed in this Strategic Plan. We also acknowledge the support of the church administrator, Carole Mwathi, for her excellence in managing the logistics and administration during the entire planning period.

The members of the strategic planning committee included;

Ven. Canon Joshua Omungo – Vicar

Mr. Joshua Anya – People's warden

Mr. Martin Muiruri – Vicar's warden

Mr. Desmond Mtula – Treasurer

Mrs. Priscilla Komora – Secretary

Lay Canon Joseph Ogutu

Dr. Dancan Irungu

Mrs. Mumbi Muiruri

Mr. Hezekiah Bunde

Ms. Margret Waithera

Mr. Aggrey Ariwo

Mr. David Okech

Ms. Jane Kibwarata – Mwema

Mr. Njoroge Kibatia

Mrs. Alome Achayo

Ms. Caroline Jawichre

Mr. Sakwa M. James

Mrs. Damaris Kamau

We will never change the world by going to church; we change the world by being the Church!

God bless St. Mark's Church, Westlands.



Dr. Dancan Irungu

Chair, Strategic Plan Committee

EXECUTIVE SUMMARY

A strategic plan is a document used to communicate an organization's goals. It sets priorities and helps the organization focus its energy and resources towards achieving the set goals.

In commitment to fulfilling the great commission as given to us by our Lord, Jesus Christ, ACK St. Mark's Church, Westlands will make use of its Strategic Plan to set a common direction for her stakeholders and ensure that operations of the Church run smoothly.

Churches must be alive to the implications of environmental dynamics both internally and externally, and develop strategies that fit the changing environmental patterns. In 2019, ACK St. Mark's Church Westlands saw a need to review the existing Strategic Plan to adapt to changing times and incorporate the growing needs of the stakeholders. In April 2019, the Vicar commissioned a Strategic Planning Committee drawn from the PCC and congregants, to guide the process of developing a plan that would steer the Church's development and operations for the next five (5) years and beyond.

The process was inclusive and collaborative; ensuring that the Strategic Plan for ACK St. Mark's Church, Westlands, is a reflection of the strategic direction that the entire church desires to adopt. The engagement process was steered towards fulfilling the aspirations of the Church's Vision and Mission which are underpinned by her Core Values.

The committee engaged widely and at different levels; with the church community for their input by holding several consultative meetings at different times, with the church's executive team, the PCC, Heads of pillars, Departments and Committees.

The team, with the support of Ipsos Kenya also conducted a baseline survey on 1st December 2019, where a total of 383 members of the congregation in all services participated in the exercise to give input to the Strategic Plan. In addition, the committee reviewed the 2012-2017 Strategic Plan as an input to the current plan and also analysed the report of the survey conducted on 19th August 2018 where the congregants shared their desired areas of service and ministry, things to be done differently and their preferred achievements for the next five years.

Through all these engagements, the strategic planning team was able to gather extensive information that was used in developing this strategic plan for the period 2020-2024.

This Strategic Plan provides a roadmap and reference point for transformation of the Church towards the realisation of her vision of a growing vibrant home church centred on Christ.

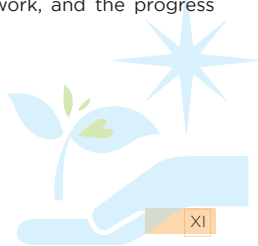
The plan articulates four (4) key thematic areas; Spiritual Growth and Maturity, Institutional Sustainability, Governance Structures and Social Welfare and Action. From these four (4) strategic themes, six (6) strategic issues were identified through the strategic planning process; Church Culture and Identity, Communication, Children, Teens and Youth, Human capital, Organizational Structure and Physical Infrastructure. The four (4) strategic themes and six (6) strategic issues are addressed through fifteen (15) strategic objectives which are further broken down into actionable strategies.

This Strategic Plan will be implemented within a five-year period, 2020-2024. The overall responsibility of implementing the strategy rests with the Vicar and the Parochial Church Council.

The successful implementation of this Strategic Plan is largely dependent on the mutual support and partnership of the different key stakeholders. This will be pegged on the primary stakeholders' understanding of what is expected of them and the different roles that they will play in implementing the strategy.

It is expected that the successful implementation of this Strategic Plan will position St. Mark's as a growing, vibrant and relevant home church in this dynamic society and environment.

All the key milestones and strategic plan activities will be monitored through a suitable Monitoring and Evaluation (M&E) framework, and the progress made will be reported regularly.



Chapter One

INTRODUCTION AND BACKGROUND



1.1 History

St. Mark's Church, Westlands, is a congregation of the Anglican Church of Kenya in the Diocese of Nairobi and a member of the worldwide Anglican Communion.

The ACK St. Mark's Church, Westlands dates back to the year of the LORD 1907, and traces her beginnings to a location behind the present Parklands Police Station. The Church's foundation stone was laid on 20th September 1907 by Lt. Col. T. Hayes Sadler, the then governor of Kenya. The Church was built to cater for the European community at the time. St. Mark's is a parish church and its congregation now, comes from all over Nairobi and beyond.

The first Sunday worship service was conducted by the chaplain of Nairobi Rev. W. M. Fallon on 26th January 1908 and on 1st June of 1908 the first wedding between Richard Manuel Gaiter and Blanche Lu took place. The church was consecrated in 1910 by The Rt. Rev. William G. Peel. The church continued to grow by God's grace as evident in the various development milestones recorded.

History paints St. Mark's as a church whose members were committed to spiritual, numerical and physical growth, to the glory of God our Father. In 1921, St. Mark's status was elevated to become a parish.

The Hammond organ was installed in 1938 and improvements were made to the church pews. A new altar was dedicated two years later. In 1940 and in 1946, Mrs. Morley Bennet donated new west doors.

At the time of its construction in 1907, St. Mark's stood in the heart of the European area. As a result of rapid growth and expansion of the town, there was a need to move the church to cater for the advancing European residential estates. A decision was therefore reached to relocate the church to the current location along Waiyaki Way in the 1950s.

The St. Mark's Women's Guild, as it was known at the time, organized a fund raising activity towards the construction of the new sanctuary.

The fund raiser happened in Mr. Brach's garden on 8th February 1958 and with support of Howe Theatre Group, they raised KES 275.

The project construction cost of the sanctuary was KES 30,000. More funds for the construction of the church were raised from special services collections on Sundays, donations by congregants and sale of the plot where the church was previously located. The legacy of a culture of commitment to growing St. Mark's Church by her members lives on and continues to drive all development programs.

The foundation stone for the current sanctuary was laid by G.W. Anderson on 18th August 1958 and the church was consecrated in 1959. The old church was later dismantled in 1970 and some of the pews and stained glasses were transferred to the current church along Waiyaki Way.

After the church came to the present site a church hall was built under The Rev. E.R. Silberaver. St. Mark's continued to grow and was instrumental in the planting of St. Bartholomew- Nyari Parish, St. Mary's Church – Kabete, St. Joseph's Church in Kabete and St. Barnabas Marurui; which were made separate parishes and have continued to grow and impact the community.

The church's leadership and members have continuously responded to the needs of growth, both spiritual and numerical. A vestry wing with offices, boardroom and a kitchenette among many other facilities were built through internal resources. Tarmac was laid on the driveway to the church; a verger's quarters and the vicarage were added. The church hall was expanded to cater for the growing needs of the church.

A nursery school was also developed at the church's premises as well as facilities that can be used for training.

The car park project whose construction started in late 2008 is one of the recent major undertakings of the church as it marked Centennial anniversary since establishment and celebrations for the 50th year since the church was relocated to Westlands, Nairobi.

St. Marks Church has therefore continued to grow in terms of the size of the congregation, physical facilities and the Church's role in the community. Due to its location in a multi-ethnic cosmopolitan suburb, it has attracted membership of people from diverse communities and nationalities.

To this day, St. Mark's has experienced the entry and exit of 18 Vicars in charge; 7 Vicars at the old Parklands location and the other 11 at the current site along Waiyaki Way.

The current Vicar; Ven. Canon Joshua Omungo is the 19th. The Vicars who have served at St. Mark's church include:

The Rev. G. B. Carlisle
The Rev. A. B. Gordon
The Rev. P. Harper
The Rev. V.A.W. Beatrice
The Rev. L. J. Lightbody
The Rev. H. J. Church
The Rev. E. R. Silberbaver
Dr. Rev. Terane Day
The Rev. R. Izard
The Rev. Paul Lantery
The Rev. David Green
The Rev. Lucas Wanjie
The Rt. Rev. Peter Njoka
The Rev. Joseph Mwangi
The Rev. Samuel Mawiyoo
The Rt. Rev. Michael Sande
The Ven. Canon Peter Machira
Ven. Canon Jane Mwangangi
Ven. Canon Joshua Omungo – Current Vicar

1.2 Church Governance

A formal structure exists to ensure successful operations and management of the church. In the Anglican setting, the Bishop is the head of the church and the Vicar is the team leader at the Parish level, through the blessings of the Bishop. ACK St. Mark's Church, Westlands, is committed to fulfilling the great commission as given by our Lord, Jesus Christ: Then Jesus came to them and said,

"All authority in heaven and earth has been handed over to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age." Matthew 28: 18 – 20.

The church endeavours to accomplish this through her four Ministry pillars, namely; Discipleship & Pastoral Care, Worship, Mission & Evangelism, and Group Outreach; each headed by a member of the Clergy. The church's operations have been structured into committees and departments which work closely with each other as many parts but one body of the church; to ensure smooth running of all church activities and hence the extension of the kingdom of God. The main departments include:

- Kenya Anglican Men's Association
- Mothers' Union
- Ladies' Fellowship
- Youth Ministry
- Teens Ministry
- Children's Ministry

In order to ensure sustainability and accountability, the church has heeded to the wisdom given to Moses by his father in law: But select capable men (and women) from all the people—men (and women) who fear God, trustworthy men (and women) who hate dishonest gain—and appoint them as officials over thousands, hundreds, fifties and tens.—Exodus 18:21.

Under the Vicar's leadership, various Committees are charged with different responsibilities regarding managing and directing the affairs of the church; making the burden lighter for the Vicar.

The committees include:

- Finance and General Purpose Committee
- Communication Committee
- Development Committee
- Worship Committee
- Mission and Evangelism Committee
- Protocol, Hospitality and Stewardship Committee
- Social Welfare Committee
- Strategic Planning Committee



A growing, vibrant, home church centred on Christ.



We are a church reaching out to all with the compassion of Christ through preaching, evangelism, fellowship, discipleship and teaching of the word of God.

Core Values



Love



Integrity



Care



Godliness



Justice and
Fairness



Respect for
self & others



Accountability &
Transparency

May Paul's words to Timothy ring true for the St. Mark's family as we unite to implement this strategy through God's bountiful grace:

Do your best to present yourself to God as one approved, a worker who does not need to be ashamed and who correctly handles the word of truth.—2 Timothy 2:15.

Chapter Two

SITUATIONAL ANALYSIS

Preamble

The church must be alive to the implications of the environmental dynamics that exist both internally and externally and develop strategic responses to the environmental patterns. An analysis of the internal and external environments provides data and information which is useful in guiding strategic decisions. This Strategic Plan is premised on responding to our situational analysis which was done mainly by the assessment of SWOT, PESTEL and Stakeholder dynamics.

2.1 SWOT analysis

The SWOT profile for St. Mark's Church is presented below;

Strengths

- Diverse congregation in terms of talents, nationalities, resources and backgrounds
- Commitment and desire of members of congregation to make St. Marks their home Church.
- Stable financial base
- Well structured & active pillars and Departments
- Prime location and proximity
- Robust Sunday School programs
- Preservation of rich Anglican history
- Availability of diverse skills among the members of congregation

Weakness

- Lack of a master planner which results to duplication of activities at departmental and pillar levels
- Poor follow up of new church members
- Lack of procedure manuals and other important policy documents
- Overly "class consciousness"
- Perception of "being locked out" / "left out" based on the leadership in office
- No robust processes for making visitors feel at home and therefore make St. Mark's their home church

Opportunities

- Goodwill and commitment among a huge majority of the church members
- Emphasize and drive recruitment into home fellowships.
- Good location and proximity to the road and other infrastructures
- Increase Clergy and Laity participation in all services including Teen & Sunday School
- Diverse skills and talents within the members of congregation

Threats

- Perceived or real social class structure
- Many members are sitting in their comfort zones and do not want to be "disturbed"
- Members, especially the youth moving to other churches in the neighbourhood
- Negative technological and media influence
- Negative media influence and social vices
- Divisive and competitive politics in the country

SWOT

2.2 Responses to SWOT

The key response to SWOT profile includes;

- Need to develop a master calendar that will promote harmonization of the key church activities in order to avoid duplication and leverage on benefits of synergy
- Promote genuine fellowship that is evident in concern and care for each other
- Establish a robust program for welcoming visitors and following up of new church members
- Enhance mentorship programs for the youth and teens
- Develop a master plan and infrastructure development plan
- Develop adequate modern facility to host the youth, teens and Sunday School services and programs
- Come up with governance procedure manuals and policy manuals to standardize and guide the church's operations
- Recruitment of a youth pastor who will focus on growing the youth ministry
- Adopt modernized worship and service delivery that appeal to youth who are a key constituency of the church
- Clarify and bring alive St. Mark's corporate identity of becoming a caring and vibrant home church as a brand
- Make the Church structures visible and active so that all members understand their role individually and collectively and where they can serve best
- Identification and utilization of diverse skills and talents in the church

2.3 PESTEL

Factors

Political

Key issues

- Growing insecurity owing to insurgence of militia groups and global terrorism
- Endemic Corruption
- Increased advocacy for human rights and freedoms
- Polarization of some regions due to political divides

Response and mitigation

- The church should play an active role in national reconciliation and peace building
- The church should be nonpartisan when addressing the politically diverse environment

- The church to publicly declare its firm stand against mismanagement of public funds; should condemn corruption and other social and economic evils without fear or favor

Economic

Key issues

- Unequal distribution of resources and widening gap between the rich and the poor
- High rate of unemployment among youth and general population
- Economic slow down
- Increased rates of exchange and interest

Response and mitigation

- Promoting biblical teachings on the stewardship of public funds and fair distribution of wealth opportunities
- Need to mentor youth in church, build their entrepreneurial skills, provide opportunities for internships and transitioning them to gainful employment
- Investing in projects that promote sustainability of the church as a going concern

Social

Key issues

- Dysfunctional families, loss of family values, abortion, drug and substance abuse and alcoholism
- Increase in sects and cultic movements
- Upcoming cultures that contradict with the Christian faith
- Effects of globalization and post modernism e.g. atheist, same sex marriage, materialism etc.

Response and mitigation

- Offer sound biblical teachings that will ground the church in fundamental Christian values
- Special focus to pastoring the families as a basic unit of the church
- Adopt modernized worship and service delivery that appeal to youth who are a key constituency of the church
- Offering guidance and counseling programs
- Increased care for the individual Christians and families through cell group fellowships

Technological

- Growing use of ICT and mobile telephony
- Social media and digital revolution
- Increased propagation of undesirable internet content

Response and mitigation

- Leveraging on ICT and social media platforms as a convenient medium of communication, discipleship, evangelism and pastoral reach outs
- Leverage on mobile telephony and online banking services to increase efficiency and easiness of cash transactions and giving among members of congregation

Ecological

Key issues

- Global warming
- Increased change of weather patterns and climatic conditions
- Poor waste disposal

Response and mitigation

- The church should participate in environment conservation and take part in campaigns that sensitize green environment

2.4 Stakeholder Analysis

The successful implementation of the strategic plan is largely dependent on the mutual support and partnership of different key stakeholders. The understanding of the expectations and the different roles that primary stakeholders will play is useful in order for the church to productively engage with them during the implementation period of the strategic plan.

Congregation

Role in the Strategic Plan	Stakeholder expectation
• Supporting church programs through cheerful giving • Commitment to Christian values and ideals • Ownership of the Vision and Mission of St. Mark's Church • Voluntary participation in church activities	• High quality and enriching worship experience • Pastoral care, spiritual nurture and moral support • Accountability from the leadership • Adequate communication

Clergy

Role in the Strategic Plan	Stakeholder expectation
• Pastoral care, spiritual nurture and moral support to all members of congregation • Commitment to the Vision and Mission of St. Mark's Church • Liaison with the diocese and other stakeholders • Oversight and leadership in strategic pillars • Development of common calendar of events	• Conducive working environment • Support by the PCC and members of congregation • Opportunities for capacity development and personal growth

PCC

Role in the Strategic Plan	Stakeholder expectation
• Good stewardship of the church resources • Accountability and prudent utilization and oversight of resources • Execution of policies and guidelines without fear or favor	• Support by congregation when executing the PCC mandate • Voluntary participation in church programs and activities by all members of congregation

Church staff

Role in the Strategic Plan	Stakeholder expectation
• Faithfully performing the assigned roles and duties as stipulated in the terms of engagement • Commitment and dedication to the Vision and Mission of St. Mark's Church • Upholding dignity at work and undivided loyalty	• Favorable working environment • Timely emoluments • Support and appreciation when executing their mandates

Service providers

Role in the Strategic Plan	Stakeholder expectation
• Timely provision of the services as stipulated in the contractual engagement • Provision of high quality services • Adhering to the code of conduct	• Timely payment of the fees as agreed in the contractual documents • Fair and transparent tendering and procurement processes

Government

Role in the Strategic Plan	Stakeholder expectation
• Security of worshipers and church facilities • Freedom of worship and assembly • Provision of social amenities	• Compliance to legal requirements



Parochial Church Council (PCC) members

Chapter Three

STRATEGIC DIRECTION

3.1 The Strategic Model



Vision

A growing, vibrant, home church centred on Christ

Mission

A church reaching out to all with the compassion of Christ through preaching, worship, evangelism, discipleship and teaching the word of God

1. To create and nurture a transformational faith-filled parish community that enjoys a growing sense of belonging, and is welcoming and receptive to new members, visitors and guests
2. To raise disciples committed to supporting others for the service of God and His people
3. To creatively encourage more music involvement and active participation by church members for a vibrant and edifying worship experience
4. To holistically reach out with the gospel of Christ beyond St. Mark's borders
5. To spiritually grow, mature and multiply believers through small group fellowships
6. To adopt strategic and proactive communication practices for the wholesome growth of the church
7. To embed Godly principles on Children and establish a strong foundation in the word of God
8. To empower the Teens with Godly values which will help them to commit to following Christ and to influence their generation
9. To lead the Youth to the saving knowledge of Christ through discipleship and empower them with relevant skills to tackle contemporary issues under the banner of Christ
10. To empower and equip the Youth spiritually and holistically to influence their generation for Christ
11. To enhance human resource base of the church for holistic ministry
12. To expand facilities and physical infrastructure to adequately support ministry and generate revenue for the church
13. To mobilize sufficient resources to support all the church's services and programs and promote her financial health
14. To enhance the governance and administrative structures of church
15. To infuse biblical sense of community belonging for mutual support

Spiritual Growth
and Maturity

Institutional
Sustainability

Governance
Structures

Social Action
and Welfare

Core Values



Love



Care



Integrity



Godliness



Justice &
Fairness



Respect for
self & others



Accountability &
Transparency

3.2 The Strategic Themes

The output from the extensive planning process is four (4) strategic themes:

- Spiritual Growth and Maturity
- Institutional Sustainability
- Governance Structures
- Social Action and Welfare

These are expounded hereunder:

1. Spiritual Growth and Maturity

Spiritual Growth and Maturity endeavours to fulfil the church's core mandate as given by our Lord, Jesus Christ to...

"Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age." Matthew 28:19-20.



It underpins the realization of the other three (3) strategic themes thus; positioning St. Mark's as a growing, vibrant and relevant church in a dynamic society. It encompasses the Church Ministry's four pillars, namely; *Discipleship & Pastoral Care, Worship, Mission and Evangelism, and Group Outreach*. Spiritual Growth and Maturity is focused on the holistic wellbeing of the congregation and larger community through praise and worship; teaching and preaching of sound doctrine; pastoral care; evangelism, missions and outreach; discipleship, counselling, mentorship, training, education and capacity building.

2. Institutional Sustainability

Institutional sustainability entails viability and vitality in terms of financial health and the operational human capital strength for spiritual, infrastructural and administrative aspects of the church. It is focused on enhancing the financial base of the church through tithes and offerings, individual and family donations, as well as revenues realized from capital investments. This will enable the strengthening of the human capital through nurturing the laity and administrative staff to support the pastoral team; harnessing the full potential of Information Communication Technology (ICT) as well as developing the necessary infrastructures and facilities required to meet the current and envisioned spiritual and numerical growth at St. Mark's Church.



3. Governance Structures

Governance Structures thematic area is focused on strengthening administrative structures and systems of the Parochial Church Council (PCC) and its committees as well as group based Ministries. This will be achieved through nurturing leadership and stewardship; and ensuring appropriate policies, procedures, and manuals are in place for accountability and transparency on all operations and management of the church's affairs. It allows for wider involvement of the St. Mark's family; living in accord with the Holy Spirit, to exercise their talents, skills and resources:



There are different kinds of gifts, but the same Spirit distributes them. There are different kinds of service, but the same LORD. There are different kinds of working, but in all of them and in everyone it is the same God at work. Now to each one the manifestation of the Spirit is given for the common good -1 Corinthians 12:4-7.

It envisions greater direct participation by the younger generations in the charting and implementation of this Strategic Plan.

4. Social Action and Welfare

Social Action and Welfare is focused on the existing and emerging social needs of the individual members of the congregation. It encompasses the needs including those of special groups and welfare support to individual members of the congregation including spiritual, physical, emotional, psychological, and informational awareness. It also entails other social services to congregants and larger community through various professional support such as health, legal, environmental, business, sports, and arts. The group outreach pillar will play a pivotal role in creating an environment of community belonging, where the core values of love, care, justice and fairness, as well as respect for self and others will be experienced by all.



3.3 The Strategic Issues

From the four (4) strategic themes, six (6) strategic issues were identified through the strategic planning process. The process entailed situational analysis including Strengths, Weaknesses, Opportunities and Threats (SWOT), Political, Economic, Social, Technological, Ecological and Legal (PESTEL); baseline surveys; interviews and information from the congregation, the Executive, Parish Church Council (PCC), Heads of Pillars and Departments. The six (6) strategic issues are detailed as follows:

3.3.1 Church Culture and Identity - *Spiritual and Social themes*

St. Mark's vision is to be a growing vibrant home church centred on Christ. Such a church is founded on her corporate culture. Culture emanates from what people consistently do and what they value, which inevitably define how they are seen and perceived. There is a considerable level of knowledge gap on the organizational culture and the process of membership to St. Mark's Church. St. Mark's endeavours to build and develop a culture that is defined by her core values of love, care, integrity, godliness, justice and fairness, accountability and transparency, and respect self and for others. These values are integral in delivering our mission of a church reaching out to all with the compassion of Christ through preaching, evangelism, fellowship, discipleship and teaching of the word of God. This is evident in a growing "sense of belonging", where congregants care and serve each other's needs and those of the community.



When the leadership and congregation ascribe to a culture where there is a strong sense of belonging, there is no shortage of support in every aspect of the church's mission: Volunteers in the children, teens and youth ministries; ushering and worship leading; missions, evangelism and outreach; counselling and mentorship; visitation and welfare support; offerings, tithing and other forms of giving; administrative services and other activities. This will require deliberate and concerted efforts by everyone to safeguard against real and perceived cultural barriers that could derail St. Mark's from achieving her vision.

3.3.2 Communication Spiritual and Social theme

Communication is about relationship-building and allows the church to function and fulfil its mission in ministry. Effective communication includes creating an inviting atmosphere for people to come and join worship and fellowship which ultimately influences growth and spiritual maturity. It also addresses how information is gathered, processed and disseminated to members equitably.



For efficiency in the implementation of the Strategic Plan, the church community at large will need to be well informed and engaged across the implementation phase. To enable this, constant communication through the right channels will be employed. The development and implementation of a communications strategy will streamline communication between the church and its various publics, with the aim of spreading the gospel of Christ in line with the Vision and Mission of St. Mark's.

Further, as a corporate Brand representing the body of Christ, St. Mark's church would wish to have consistency in branding, strategic marketing and communication, with a view of growing the church and attracting new members while retaining the existing members. Openness and consistency in communication will also enhance the development of the desired culture and identity of the church.

3.3.3 Children, Teens and Youth- Spiritual and Sustainability themes

The future of the church is today's Sunday School children, Teens and Youth. This segment needs to be treated as a critical constituency of the church's ministry. As such, it is imperative to invest in it towards the vision of a growing vibrant home church centred on Christ. Nurturing young children, teens and youth as the body of Christ not only enables them to contribute to the growing church but also prepares them to be great future leaders in society.



The focus areas for the Children is to establish a strong foundation in the word of God; for the Teens; embedding Godly principles and values which will help them commit to following Christ; and for the Youth, it is to live under the banner of Christ.

The goal is to empower them through discipleship to learn and experience Christ in their daily lives; journeying with them through mentorship; enabling them to discover their purposes and accountability for resources through stewardship; preparing them for influence and transformation of their generation through leadership development; and freeing them to display Christ-like lifestyles in their relationships. This calls for deepening their participation in all church pillars, programs and other activities.

3.3.4 Human capital- Governance and Sustainability themes

Human capital is an asset for the church. This covers all the persons who make up the church including the clergy, laity, administration staff, volunteers in committees and departments and the congregation as a whole. Human resource management of the church remains critical in addressing the current needs as well as planning for the future growth driven by the Church's Ministry pillars, namely; Discipleship & Pastoral Care, Worship, Mission and Evangelism, and Group Outreach. This calls for mobilization, recruitment, capacity development and training.

For efficient delivery of the church's services and programs, the church will need to attract and equip staff in order to remain relevant in meeting the diverse needs of the congregation in a dynamic world. The clergy, laity and Parochial Church Council's capacity will need to be developed in line with digital revolution. There will be need for identification of inherent potential among congregants for leadership and stewardship development for the growth and sustainability of the church. Prayer and effective Bible reading, including in Home Fellowship Groups, also needs to be reinforced as primary and defining components in all church ministries.

There will also be need to bring efficiency in the church's departments by promoting more collaboration in the areas of convergence as mandated in the individual objectives. This Strategic Plan seeks to harmonize all the departmental activities and initiatives to enjoy the benefit of synergy and avoid duplication.



3.3.5 Organization structure- Governance and Sustainability themes



The church is headed by the Vicar and governed under the guidance of the PCC. As entailed in the vision and the dynamics of growth, we anticipate increased numbers of congregants with diverse spiritual and social needs. Consequently, the increased numbers will stretch the existing infrastructural facilities. The Governance structures and leadership, therefore, must be efficient and effective and act as tools of empowerment and facilitation of ministry for the church to pursue its mission. In order to achieve these, a comprehensive policies and procedures manual will be developed. The manual will give clarity and direction on decision-making, expectations and accountability.

3.3.6 Physical infrastructure- Spiritual and Sustainability themes

A Master Plan for infrastructural development is an urgent prerequisite to align projected physical church growth and her strategic priorities.

The church's core mission is the Great Commission. St. Marks's endeavours to develop adequate and appropriate infrastructure to support the vision of a growing and vibrant church. The critical area of focus is the facilities for children, teens and youth ministries. The projected numerical church growth as a result of ministry pillars' approach will attract need for a more spacious sanctuary that includes parent & baby room, guests/visitors hosting room, and regular meeting rooms.



Other key developments that will be prioritised in the master plan will include but not limited to youth centre, children playground, parking space, modern music systems, modern information communication technology equipment, Sunday School visual aids, modern stand-by generator, among others.

To successfully accomplish this, revenue generation and resource mobilization will be a key driver for the ministry's envisaged numerical growth and sustainability.

3.4 The Strategic Objectives

The four (4) strategic themes and six (6) strategic issues are addressed through fifteen (15) strategic objectives which are further broken down into actionable strategies as shown hereunder:

3.4.1 Spiritual Growth and Maturity

Strategic Issue 1.1- Church culture and Identity:

Strategic Objective 1: To create and nurture a transformational faith-filled parish community that enjoys a growing sense of belonging, and is welcoming and receptive to new members, visitors and guests

The Strategies:

- Apply a change management programme to promote the desired culture that is underpinned by our vision, mission and core values.
- Sensitise congregants on the desired culture
- Benchmark with other churches in terms of variety of programs that will support the desired culture (services, outreach, live-streaming).

Strategic Objective 2: To raise disciples committed to supporting others for the service of God and His people

The Strategies:

- Conduct special services (like healing and revival services) and deliver thematic sermons on contemporary issues
- Participate in regular visitations to the sick, bereaved and other needy members
- Develop and implement structured pre-marital and post-marital counselling programmes & content for individuals and groups
- Provide counselling support on various life issues facing the congregation

Strategic Objective 3: To creatively encourage more music involvement and active participation by church members for a vibrant and edifying worship experience

The Strategies:

- Improve the quality of worship service: choir for all services, music, songs, liturgy, readings, sermons
- Adopt thematic sermons and teaching series
- Introduce an Annual Family Thanksgiving Sunday
- Establish an intercessory prayer ministry

Strategic Objective 4: To holistically reach out with the gospel of Christ beyond St. Mark's borders

The Strategies:

- Adopt a corporate approach to missions and evangelism
- Identify targeted missions outreach driven by skills, talents and resources within the various departments
- Identify church planting opportunities
- Plan and coordinate training and capacity building for Missioners
- Develop Annual Missions Calendar and mobilize congregation to plug into mission work and include it in the church's master calendar for visibility

Strategic Objective 5: To spiritually grow, mature and multiply believers through small group fellowships

The Strategies:

- Strengthen cell groups for personalised pastoral and social care
- Develop standardised content for cell groups
- Identify and train group leaders
- Create opportunities for members of cell groups to serve in church programmes

Strategic Issue 1.2 - Communication:

Strategic Objective 6: To adopt strategic and proactive communication practices for the wholesome growth of the church

The Strategies:

- Develop and implement the communication and branding strategy
- Develop Brand identifiers for the church
- Develop an organizational Master Calendar of all activities to leverage on synergy
- Establish effective regular communication on finances and project updates
- Enhance the use of social media, website and other technology
- Develop consistent standards of reviewing, monitoring and accessing vital Parish information
- Conduct Annual surveys to get feedback from congregants

Strategic Issue 1.3- Children, Teens and Youth:

Strategic Objective 7: To embed Godly principles on Children and establish a strong foundation in the word of God

The Strategies:

- Support Professional Sunday, mentorship programs and seminars
- Continuously build capacity of Sunday School teachers and establish ways of recognising their service
- Provide adequate facilities for Sunday School services including children playground, Sunday School visual aids and modern music system
- Explore possibility of a Watoto choir and drama
- Promote robust Vocational Bible Study (VBS) over the holidays
- Incorporate a graduation ceremony from Sunday School to Teens
- Conduct regular Parenting Seminars

Strategic Objective 8: To empower the Teens with Godly values which will help them to commit to following Christ and to influence their generation

The Strategies:

- Promote robust teens Bible Study, prayer, topical sermons and expositions including Vocational Bible Study (VBS) over the holidays
- Nurture Teens in leadership including involvement in small groups, missions, and Community Social Justice
- Increase support for mentorship programs for the Teens as agents of transformation
- Enhance engagement of Teens in activities such as concerts, events, drama, camps, and sports and explore possibility of a teens band
- Incorporate a graduation ceremony from Teens church to Youth ministry
- Continuously build capacity of Teens teachers and establish ways of recognising their service

Strategic Objective 9: To lead the Youth to the saving knowledge of Christ through discipleship and to empower them with relevant skills to tackle contemporary issues under the banner of Christ

The Strategies:

- Provide a Youth Pastor
- Support internships and industrial attachments for the Youth
- Develop a structure for peer mentorship

Strategic Objective 10: To empower and equip the Youth spiritually and holistically to influence their generation for Christ

The Strategies:

- Develop mentorship programs for Youths as agents of transformation
- Equip and support Youth for targeted outreach missions such as street children, weekend challenge, school ministry
- Facilitate spiritual growth and participation through discipleship

3.4.2 Institutional Sustainability

Strategic Issue 2.1- Human capital:

Strategic Objective 11: To enhance human resource base of the church for holistic ministry

The Strategies:

- Identify and empower Champions for Ministry Pillars of the Church
- Develop capacity building and training programme for discipleship, leadership and stewardship
- Develop a structured induction programme for new members
- Formulate appropriate policies and systems for efficient service delivery

Strategic Issue 2.2- Physical infrastructure:

Strategic Objective 12: To expand facilities and physical infrastructure to adequately support ministry and generate revenue for church

The Strategies:

- Complete the Staff Housing Project
- Develop a Master Plan for the church's physical infrastructural development needs
- Develop and implement a plan for more spacious sanctuary to support the anticipated numerical growth and transformation of the church
- Put up a modern centre for Youth, Teens and Children
- Upgrade ICT infrastructure to support the church's ministry
- Develop a Campsite to provide the youth the spaces and opportunities to explore their gifts and talents
- Develop other church properties such as on School Lane and General Mathenge road

Strategic Objective 13: To mobilise sufficient resources to support all the church's services and programmes and promote her financial health

The Strategies:

- Create resource mobilization structures
- Diversify the sources of revenue generation streams
- Adopt a culture of giving and tithing faithfully to God

3.4.3 Governance structures

Strategic Issue 3.1- Organization structures:

Strategic Objective 14: To enhance the governance and administrative structures of the church

The Strategies:

- Review and develop structures and systems to promote transparency, accountability and efficiency
- Design and implement leadership development programs for increased efficiency and effectiveness of the ministries
- Strengthen stewardship and financial management through integrated planning, budgeting, and reporting

3.4.4 Social Action and Welfare

Strategic Issue 4.1- Church culture:

Strategic Objective 15: To infuse biblical sense of community belonging for mutual support

The Strategies:

- Create mechanisms where congregants respond to each other's needs
- Establish a database of professionals/experts/talents and introduce regular Professional Sundays to address various social, welfare and knowledge gap issues
- Conduct coordinated Social Impact activities to create awareness and positively influence the community for Christ
- Promote participation in physical activities and competitions such as sports, concerts, drama, camps, among others

Chapter Four

IMPLEMENTATION

Preamble

The ACK St. Mark's, Westlands Strategic Plan will be implemented over a five-year period, 2020-2024. It provides a roadmap and reference point for transformation of the church towards the realisation of her vision of a growing vibrant home church centred on Christ.

The overall responsibility of implementing the strategy rests with the Vicar and the Parochial Church Council. It is expected that the successful implementation of the Strategic Plan will position St. Mark's as a growing, vibrant and relevant church in the dynamic society. It will be necessary to establish a Strategic Plan Implementation Team (SPIT) to work with responsible persons to ensure stipulated deliverables are financed on schedule; receive periodic reports on progress and provide feedback.

A good degree of flexibility will be exercised in the roll out of actions some of which would require timelines to be redefined as dictated by available resources, necessity and changing circumstances.

The other factors for the success in the implementation of this Strategic Plan will include, but not limited to:

1. Full ownership by the congregation

Concerted efforts will be required of the church leadership to indulge the congregation using various forms of information and communication channels, including use of ICT, so as to get clear understanding around the issues and proposed interventions.

2. Strengthened church governance structures

The governance structures and systems of the church would have to be reviewed, aligned and capacity of the leadership enhanced to ensure that appropriate policies, procedures and manuals are in place to bring clarity, accountability and transparency on all actions and deeds in the church. Some of the policy gaps have been identified and earmarked under deliverables.

3. Sustainability of the church in terms of human capital and financial health

As St. Marks's endeavours to answer to the core mission, which is the Great Commission, availability of modern infrastructure and facilities will be critical to support the anticipated growth in numbers. To successfully accomplish this, revenue generation and resource mobilization will be a key driver for ministry's envisaged numerical growth and sustainability. Towards this end, it is proposed that a dedicated Resource Mobilization Team (RMT) be established.



Chapter Five

MONITORING AND EVALUATION

Preamble

All the key milestones and strategic plan activities will be monitored to ensure that implementation of the strategic plan is tracked and progress made reported. For successful monitoring and implementation of this strategic plan, a suitable Monitoring and Evaluation (M&E) framework will be developed. This framework will enable the church to measure the extent to which set targets have been achieved.

5.1 Monitoring and evaluation structure

An M&E leadership structure will be instituted with a key mandate of providing oversight and coordination of the strategic plan roll out and tracking. The key areas of focus will include;

- Establishment of a strategic plan implementation and monitoring and evaluation committee charged with the responsibility of providing oversight of implementation and monitoring and evaluation of the strategic plan
- Appointment of the chairperson for the implementation and M&E committee and have him/her sit in the governance organ of the church (PCC)
- The strategic planning committee to hold periodic meetings to review the status of the strategic plan implementation
- The M&E implementation committee to audit and provide annual strategic plan status reports
- The head of pillars to share annual status report regarding the key milestones and deliverables in their pillars

5.2 Communication and reporting

Strategic plan implementation committee in conjunction with the church's communication committee will be responsible for communication and reporting of the strategic plan implementation issues. The head of pillars and departmental heads will be responsible for reporting to the strategic plan implementation committee on the matters pertaining to their strategic deliverables. Reporting will be made on the following frequencies;

a. Semiannual reports

These reports will be made to show the strategic plan implementation status report. The report will be prepared by the implementation and M&E committee and will be ratified by the PCC. In case of any deviations, necessary mitigations will be advised and adopted.

b. Annual reporting

There will be an annual strategic plan implementation annual report that will be prepared by the strategy implementation and M&E committee. This report will provide the details of the achievements made, key challenges and lessons learnt. The head of pillars and departments in their annual reporting will also report on progress made in achieving their strategic deliverables.

5.3 Types of evaluations

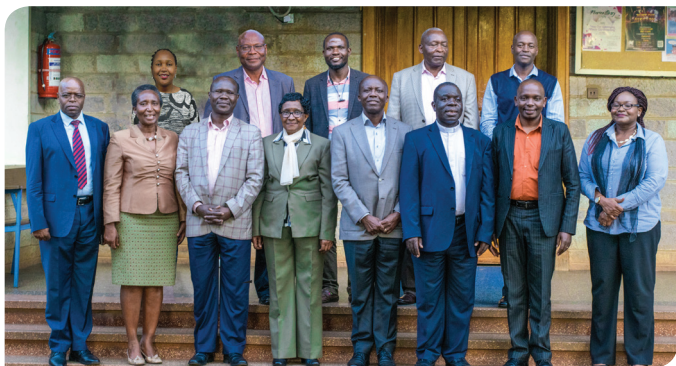
Both internal and external evaluations will be done;

a. Internal evaluations

The strategy implementation and M&E committee will coordinate internal evaluations which will be conducted at different levels. The heads of pillars and departments will carry out their own evaluations guided by standardized templates.

b. External evaluation

Two main external reviews including midterm and terminal evaluation will be conducted by an external evaluator. Midterm evaluation will happen in 2022 while end term evaluation will be conducted in 2024.



Strategic Plan Committee members

Pictorial





www.stmarkschurchwestlands.org
Waiyaki Way, 14407- 00800 Westlands
Nairobi, Kenya
+254 20 4447287 | +254 727 582 688