

**ANGLICAN CHURCH OF KENYA
DIOCESE OF MASENO NORTH**

**STRATEGIC PLAN
2020-2024**

Theme:

A Prosperous God-Fearing Diocese (Proverbs 9:10)



The Rt. Rev. Charles Kascan Asilutwa
BISHOP, DIOCESE OF MASENO NORTH

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Vision, Mission and Values

After a deep reflection and consultative process, the Diocese developed and adopted the following principles to guide its implementation for the next five years. The mission, vision and theme statement is based on the mandate, functions, expectations and aspirations of both internal and external stakeholders of the Diocese

Our Vision

A strong, vibrant, self-sustaining diocese proclaiming Christ

Our Mission Statement

To build a spiritually-sound, stable and self-reliant Diocese, empowered by the Word of God to love Him and engage the world faithfully, pointing it to Jesus Christ.

Our Theme

A Prosperous God-Fearing Diocese (Proverbs 9:10)

TABLE OF CONTENTS

TABLE OF CONTENTS	i
ABBREVIATIONS AND ACRONYMS.....	iii
FOREWORD.....	v
ACKNOWLEDGEMENT.....	vii
EXECUTIVE SUMMARY.....	ix
CHAPTER ONE	1
INTRODUCTION.....	1
BACKGROUND.....	1
1.1.1 Administrative Boundaries.....	2
1.1.2 Population coverage.....	4
1.2 KEY ACHIEVEMENTS.....	4
1.3 THE PROCESS OF DEVELOPING THE STRATEGIC PLAN.....	5
CHAPTER TWO	7
SITUATIONAL ANALYSIS.....	7
2.1 Introduction.....	7
2.2 THE SWOT Analysis.....	7
2.2 THE PESTEL Analysis.....	10
2.3: STAKEHOLDER ANALYSIS.....	14
2.3.1: Primary Stakeholders.....	14
2.3.2: Secondary Stakeholders.....	16
CHAPTER THREE	18
STRATEGIC MODEL/Framework.....	18
3.0 Introduction.....	18
3.1 Vision, Mission and Values.....	18
3.2 Strategic Pillars, Objectives and Strategies Initiatives.....	19
Table 3.1: Strategic pillars, Goal, Objectives and issues.....	20

CHAPTER FOUR..... 23
IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING.23
4.0 Introduction..... 23
4.1 Structure of the Diocese..... 23
4.2 Monitoring, evaluation and reporting..... 24
4.3: Key Success Factors..... 25
ANNEX 1: IMPLEMENTATION MATRIX..... 28
ANNEX 2: STRATEGIC PLAN IMPLEMENTATION COMMITTEE..... 46
ANNEX 3 : PARISHES IN THE DIOCESE OF MASENO NORTH..... 47



ACK Diocese of Maseno North Administrative Office, Kakamega

ABBREVIATIONS AND ACRONYMS

- ACK – Anglican Church of Kenya
CMS – Church Mission Society
CBD – Central Business District
FGD – Focus Group Discussion
GOV – Government
KAMA – Kenya Anglican Men Association
KAYO – Kenya Anglican Youth Association
MU – Mothers’ Union
NIV – New International Version
PESTEL – Political, Economic, Social, Technological, Environmental and Legal Issues
REV. – Reverend
RT. REV – Right Reverend
SPSC – Strategic Plan Steering Committee
SACCO – Saving and Credit Cooperative Organization
SWOT – Strength, Weaknesses, Opportunities and Threats
TORs – Terms of Reference
TVET – Technical and Vocational Training

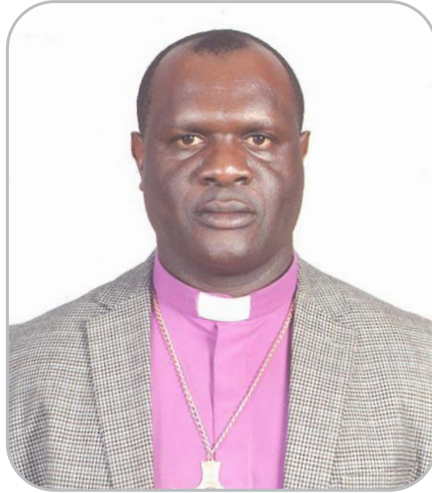


Christ Church Cathedral



ACK Church Plaza

FOREWORD



First and foremost, I would like to sincerely thank the Almighty God for enabling us to develop this important document and I am pleased to share with you the 2020-2024 ACK Diocese of Maseno North Strategic Plan. The Diocese is undergoing a lot of transformation and transition towards an unstoppable drive and passion to serve Jesus Christ. The diocese has also faced numerous challenges over the years; both internal and external. In spite of the challenges, the Diocese has made some notable achievements in the areas of spiritual growth, infrastructure development, capacity building of the clergy and income generation.

Over the past months, we have listened and engaged our key stakeholders: congregations, clergy, lay leaders/readers, parishioners, staff, strategic partners and the general community. Your thoughtful feedback and input has been invaluable to this process and inspired the positive change we seek to create through the implementation of this plan.

This strategic plan, will provide a road-map for addressing the challenges by aligning the unique gifts and resources God has given us in the diocese as we take advantage of emerging opportunities. The strategic plan also encourages us to systematically envisage a desired future and translate the vision into strategic goals and respective objectives that set the foundation for our working together. The document clarifies the communication of priorities among us all and further provides improved

cooperation among those pursuing the strategic objectives. Lastly, this document offers more effective management and control of strategic initiatives in our Diocese.

As we seek to implement this plan we will continue to depend on your deep commitment and unique gifts to align our ministry as a Diocese to serve Christ's mission faithfully and effectively. I would like to specifically thank the Strategic Plan Steering Committee, especially the Task force for their leadership and commitment throughout the development of this plan. I look forward to working together with all of you and sharing our success over the next five years.



The Rt. Rev. Charles Kascan Asilutwa
BISHOP, DIOCESE OF MASENO NORTH



***Children Ministry Camp December 2019 @ Esalwa Secondary School
in Esilandumba Archdeconary***

ACKNOWLEDGEMENT



The unveiling of the ACK Diocese of Maseno North 2020-2024 Strategic Plan, makes an important milestone in the growth and the development of the Diocese.

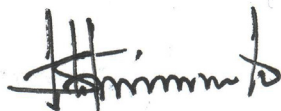
This strategic plan is a culmination of the tireless efforts of several stakeholders whom I sincerely appreciate. I wish to thank the Almighty God for His favour, wisdom and guidance in the development of the strategic plan. I would like to thank our Lord Bishop, The Rt Rev Charles K Asilutwa, for his leadership, commitment, fatherly guidance and personal support during the entire process. I thank the strategic plan steering committee for being at the forefront in the development process of the plan as well as their selfless service and commitment. Special thanks go to the following Taskforce members; Dr Janet Omyonga, Dr Josephat Otwelo, Floice Adoyo, Ven Joseph Emonyi, The Very Rev James Mwaura and Rev Moses Wesa who reviewed and refined the whole document.

My appreciation goes to the members of the Diocesan Synod and the Standing Committee, the Heads of Departments, Archdeaconry councils, Deanery councils, and Parish Councils, who participated fully, giving immense input throughout the entire plan preparation process.

The input of the external Consultants, Dr Hazel Miseda and Strategic Management Firm Ltd through the lead Consultant Edward Omung'ala is much appreciated. I cannot forget the valuable input from all Stakeholders who took time to fill and return questionnaires; participate in interviews

and Focus Group Discussions (FGD) whose input generated valuable information that was used to formulate the strategies in this Strategic Plan.

I pray and trust that, with God's guidance and support from all stakeholders, we shall be able to accomplish whatever has been outlined in this wonderful document.



The VEN. Melkzadek Alex Ondumbu
Administrative Secretary
DIOCESE OF MASENO NORTH



Mothers Union Project at All Souls Parish (Murrum)

EXECUTIVE SUMMARY

This strategic plan has been formulated to determine the strategic direction of the Diocese of Maseno North in the next 5 years (2020-2024). The purpose of this plan is to facilitate coordination and development in the Diocese.

The aspiration of the faithful of the Anglican Church of Kenya, Diocese of Maseno North is to see the kingdom of God expanded. In this respect, we have to get involved in the Great Commission as given by our Lord Jesus Christ before He ascended into heaven (as recorded in Mathew 28:19-20). The skills in doing this have to be sharpened and the resources to get it done have to be mobilized. There is no doubt much has been achieved since the inception of the Diocese. However, much more still needs to be done, bearing in mind the fact that God still calls us to be involved in Kingdom affairs. There is no time we can say we have arrived; we are here for a reason; we have to allow God to continue shaping our ministry and directing us towards that which is at His level

The main objective of the strategic plan is to provide a standardized guide to doing business in the Diocese, as the Diocese strives to move away from doing business as usual. There is need to develop and implement strategies that will maximize on the limited resources while still focusing on priority areas and the mandate of the Diocese. We all are supposed to be good stewards of the God-given resources and it is hoped that this strategic plan will foster a culture of good stewardship as well as accountability

The situation analysis carried out in the Diocese highlighted a number of weaknesses and threats while at the same time demonstrating strengths and opportunities. This information was utilized in the formulation of strategies, in order of prioritization, to address gaps while at the same time building upon the strengths and existing opportunities. At the centre of the strategic plan is spiritual growth and development which is the core mandate of the church, in response to the great commission. The other pillars respond to spiritual growth in one way or the other.

During the development of the strategic plan, all stakeholders were involved all the way to the parishes, bearing in mind that these are the

major implementers as well as beneficiaries of the activities in the strategic plan. Monitoring and evaluation aspects have been incorporated in the strategic plan to ensure that implementation is monitored and evaluated on regular basis.

One of the initial activities after the launch of the document will be widespread dissemination to ensure that all stakeholders have ample information on the activities that will be implemented. In addition, the stakeholders will be oriented on the reporting modalities to ensure that reports reach the strategic plan implementation committee (SPIC).

A lot of advocacy will have to be done at all levels to improve buy-in in the strategic plan. At the same time, intensive resource mobilization will go hand in hand with the implementation of the strategic plan to ensure we have an adequate resource base for uninterrupted implementation



Bishop and some members of the Taskforce

CHAPTER ONE INTRODUCTION

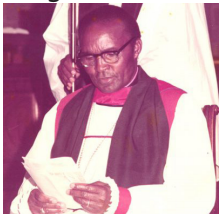



1.1 BACKGROUND

The history of the Anglican Church of Kenya dates back to 1844 when the first missionary from the Church Missionary Society (CMS), Dr. Johann Ludwig Krapf arrived in Mombasa. He then moved 30 miles to the west to start a church at Rabai. He was joined, two years later, by Rev. Johann Rebman. In 1884, the Diocese of Eastern Equatorial Africa was created and it included Uganda, Kenya and Tanganyika with James Hannington as the first Bishop. In 1898, the diocese was split into two, with the new diocese of Mombasa governing Kenya and northern Tanzania while the other diocese later became the Church of Uganda); northern Tanzania was separated from the diocese in 1927.

Mr. Hugh Osborn Saville, who had started a CMS station at Vihiga in 1904 relocated to Maseno where he established a Mission station on 14th January 1906. His relocation to Maseno would later lead to the growth of Christianity in the region. He was joined by the Rev. JJ Willies on 21st October 1906. Through their efforts, evangelism work started under the Omuseno tree (hence the name Emuseno and Maseno). The church was built at this spot and foundation stone laid in August 1908 and named St. Paul's Maseno.

On 8th May 1909, the first candidates for baptism (catechumens) were admitted and baptized on 30th January 1910 by Rev. Willis. On 3rd January 1912, the Rt. Rev. R. Tucker confirmed fifteen people who had been baptized by Rev. Willis. One of the priests whose work will not be forgotten is Archdeacon Ven. Walter Edward Owen of Kavirondo. He was appalled by the level of poverty and sickness of the people he interacted with and therefore spearheaded the expansion of the dispensary, which had been started in 1908 at the same place, with funds granted by the Red Cross for the Kavirondo members of the army carrier corps. He championed the rights of the African majority through the Kavirondo taxpayer's welfare Association whose aim was to teach civic education and aiding economic development. He fought for the African liberty progress and social welfare. The Maseno School of nursing was started in 1935 with enrollment of assistant enrolled midwives.

The History of Maseno cannot be complete without mentioning The

NAME OF BISHOP	PROFILE
<p>The Most Rev Festo Olang'</p> 	<ul style="list-style-type: none"> • Enthroned Bishop of Maseno in 1960. Upon Sub-division of Maseno, he transited to the sea of Maseno North on 1st January 1970 where he served for only eight months. • He was elected as the first African Archbishop of the Province of Kenya in August 1970 and Died on Tuesday 3rd, Feb 2004 at 95.
<p>The Rt. Rev James Israel Mundia</p> 	<ul style="list-style-type: none"> • Was consecrated and enthroned as the second Bishop of the Diocese of Maseno North on 2nd October 1970 • He served the Diocese for a period of 23 years • Retired on 28th February 1993 • He died in February, 1997.
<p>Bishop Simon Mutingole Oketch</p> 	<ul style="list-style-type: none"> • He was consecrated and enthroned as the third Bishop of the Diocese of Maseno North on 17th December 1995 • He served for 25 years. • He retired on 30th June 2018.
<p>The Rt. Rev Charles Kascan Asilutwa</p> 	<ul style="list-style-type: none"> • He was consecrated and enthroned on 10th June 2018. • He is the current Bishop of the Diocese.

1.1.1 Administrative Boundaries

The Anglican Church of Kenya (ACK) Diocese of Maseno North operates in Vihiga (entire County) and parts of Kakamega County (Lurambi, Ikolomani, Shinyalu, Malava, Navakholo, Lugari, Likuyani), Maseno Township

(Eluhobe, Esianganyi), Siaya County (part of Gem) and Bungoma County (Tongaren). The headquarters of the Diocese is in Kakamega County, Kakamega town, along Webuye - Kakamega- Kisumu - Road.

sketch map of the diocese



1.1.2 Population coverage

The Diocese serves a total population of approximately 39,000 with 16% men, 30% women, 34% youth (age 13-24) and 20% children (12 years and below)

1.2 KEY ACHIEVEMENTS

Nambale, Mumias and Butere Dioceses were carved from the larger Maseno North Diocese in 1992. Since that time, the Diocese has experienced tremendous growth in terms of population, infrastructure and church expansion as detailed below.

Church expansion

- The parishes have increased from 22 to 54 and 3 Sub Parishes
- Archdeaconries have increased from 2 to 8 and deaneries from 4 to 16
- Currently the total number of local churches stands at 207

Infrastructure

- The number of ACK public sponsored schools have increased to 24 secondary schools and 52 primary schools
- Founded 6 Technical and Vocational Educational Training (TVET) institutions (Maseno, Nzalwa, Nzoia, Lugari, Mautuma and Soy)
- Establishment of 4 academies (ACK Bishop Oketch School, Sunrise Maseno, All Saints Mushililie Educational Center, Good Shepherd Maseno, St John Lurambi)
- Building of permanent church buildings, vicarages, boreholes
- Construction of church plaza, MU hostels,
- Arch Bishop Festo Olang Conference Center (under construction)

Capacity building

- Supporting priests to go for further studies. Twelve of these have graduated with degrees in Divinity and 55 with Diploma. Six are in undergraduate Divinity, 3 are doing Masters.
- Leadership trainings- are done at all levels of the church (MU, KAMA, KAYO, Mission, Children Ministry, Music, Clergy)
- Stewardship seminars at Archdeaconry level
- Conferences for various departments

Economic empowerment

- Empowering Christian through farmers' field schools at Maseno, Eshiamboko, Esiandumba and Ekwanda, courtesy of Just Earth organization
- Five talents initiative at Esiandumba, Kakamega and Ekwanda assisting communities to adopt the culture of savings
- Anglican Development Services (ADS) empowering communities in improved livelihood through better farming methods, environmental conservation (tree planting), table banking, assisting needy children to access education

Collaboration with institutions and organizations

- Partnering with Compassion International in selected centers e.g St Peter's Maraba, All Saints Mushililie, St. Andrews Mwiyege, St Paul's Wandeché, St Paul's Maseno, St Andrew's Em'mutsa, Munjiti and Eluhobe on economic empowerment for caregivers and assisting needy children in wholistic development including access to education.
- Supporting orphan program in All Saint's Mushililie.
- Maseno Hospital in partnership with Port Florence hospital to improve the provision of health services

1.3 THE PROCESS OF DEVELOPING THE STRATEGIC PLAN.

The Strategic Plan development process involved a multifaceted approach that started with conceptualization during the consecration and enthronement of The Rt Rev Charles K. Asilutwa as the Bishop of the Diocese of Maseno North. During his charge, he expressed the need for the diocese to adopt a more evidence-based approach to growth and development of the Diocese.

The next step was to form a Strategic Plan Steering Committee (SPSC) to oversee the development of the Strategic Plan. Members were drawn from the members of the Synod and departmental heads. Consultants were identified to guide the process.

A situation analysis was conducted through key informant interviews, Focus Group Discussions, desk review of key documents and observation. Key stakeholders were identified and defined. Key issues identified were classified through SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) framework

The draft plan was developed with input from the key stakeholders. The taskforce reviewed and refined the whole document including the implementation plan. The draft plan was shared with the members of the Standing Committee of Synod for buy-in and input. The taskforce compiled all inputs from the stakeholders and produced the final document, which was shared during the Standing Committee of Synod for concurrence before the launch.



St. Pauls Memorial Church Maseno under Construction

CHAPTER TWO SITUATIONAL ANALYSIS

2.1 Introduction

In undertaking situational analysis, three major tools were applied as follows:

1. SWOT analysis focusing on the internal environment
2. PESTEL focusing on the external environment
3. Stakeholders Analysis

2.2 THE SWOT Analysis

The Diocese's environment calls for analysis of the various strengths, weaknesses, opportunities and threats (SWOT) affecting it. The SWOT Analysis is one tool that helps institutions to step back and make an honest assessment of their situation. It focusses on those elements of church life that are most significant to a particular point in time, not attempting to say what should be done in the future, but identifying the reality of the present.

Table 2.1: SWOT Analysis

STRENGTHS	WEAKNESSES
Characteristics of the Diocese that may give it an advantage over others and that can be leveraged on to create and sustain a successful future state.	Characteristics of the Diocese that can be a disadvantage (barriers) as related to others and may need to be removed or minimized if the Diocese is to develop successfully
<ul style="list-style-type: none"> • Strong, competent and visionary leadership at Diocesan level • Well-defined organizational structure, right from the diocese, to the local churches • Goodwill from the clergy, laity and the governing synod • Diocesan offices located in the CBD of Kakamega town and easily accessible • Well established Cathedral that is located in Kakamega town 	<ul style="list-style-type: none"> • Inadequate participation by members in church activities • Little focus on inclusivity leading to some groups feeling left out e.g. singles • Tendency of Youth moving to other churches • Limited access to comprehensive business plans for revenue generation • Lack of structured mentorship, benchmarking and exchange programs for the clergy

<ul style="list-style-type: none"> • Strategically located Parishes with strong grass roots presence • Youthful and growing population • Diocese presence in several counties (Kakamega, Vihiga, Kisumu, Siaya, Bungoma) giving a diverse ethnic population, inclusivity and sharing of resources • Availability of willing partners (Five talents, Just Earth, Compassion International, CHAK, Port Florence Hospital) • Availability of land for development and expansion • Political and social goodwill • Availability of technical experts in various fields, who are willing to volunteer their services • Increased catchment for the church because of devolution (which has increased workforce) • Having several services in the church to cater for the various groups e.g. youth 	<ul style="list-style-type: none"> • Limited access to internet especially in the rural areas that hinders regular social networking • Inefficient communication and information flow especially to the grassroots • Limited space for worship (small church buildings) in some regions • Lack of modern churches in some areas • Inadequate housing for the Clergy • Insufficient policy guidelines like policies, TORs, Code of Conducts and Procedural documents • Weak systems and strategies for recruitment, retention and follow up of new members • Limited structured visits by Diocesan Boards and departments to the grassroots • Inadequate social and welfare programs for the needy (orphans, homeless, widows/ widowers) • Limited assets for economic empowerment • Limited resources for mission work • Long distance to church in some areas (especially in settlement scheme) • Gap between the young people and adults affecting attendance especially in the rural areas. The youth prefer their own service
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OPPORTUNITIES Opportunities are a combination of favorable circumstances or conditions that could be taken advantage of for the Diocese to succeed	THREATS Threats are signs of danger that are likely to negatively affect the wellbeing of the Diocese
<ul style="list-style-type: none"> • The expansive catchment area of the Diocese that attracts members from different social and cultural backgrounds. • Rapid increase of the population both in rural and urban areas • Cost saving through utilization of technical experts in various fields e.g. architecture, engineers, doctors • Potential for infrastructure and institutional development • Central location of the Cathedral and the Diocesan office creates potential for hosting or coordination of various events • Innovative approaches to Ministry (audiovisual presentations during sermons, Christian films for Sunday School, clergy office days open to the public) • Proximity to tertiary institutions: MMUST, Maseno University, Bukura Agricultural College and Kaimosi University College and Sigalagala Polytechnic • Availability of land that can be used for development of facilities that can increase income generation 	<ul style="list-style-type: none"> • Rapid changes in the ecclesiastical environment (changing approaches to ministry) • Political parties fueling tension among members • Increasing focus on materialism that has gripped the society • Growing concerns of insecurity where churches have become targets by terrorists. • Increasing incidences of thuggery • Increase in secularism and atheism • Emerging sects, cults and occults • Most couples seem to be comfortable staying without solemnizing their marriages • Personal, family and social conflicts affecting church attendance • Boundary conflicts • Poverty • Technological advancement that has led to weakened moral values, especially through social media platforms and digital television.

<ul style="list-style-type: none"> • Anglican sponsored schools that can be equipped to host Conferences and rallies • Willingness of members to conduct funds drives • Opportunity for resource mobilization because of the multi-county coverage • Large number of staff working in the devolved County governments • A well refurbished county Stadium (Bukhungu) that can be hired for Diocesan events and activities 	<ul style="list-style-type: none"> • There is a growing number of the population that don't treat Sunday as Church day • Escalating corruption in the country • High rate of unemployment among youth. This leads them to idle around, lose hope and engage in crime and drug taking.
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2.2 THE PESTEL Analysis

The PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) framework is an analytical tool used to identify key drivers of change in the strategic environment. PESTEL analysis includes Political, Economic, Social, Technological, Legal, and Environmental factors. The church operates in a dynamic environment hence the need to anticipate certain changes and effectively plan on how to address them. The table below is a summary of some of the PESTEL concerns;

Table 2.2: External environmental issues

ITEMS	Positive to the Diocese	Negative to the Diocese
POLITICAL	<ul style="list-style-type: none"> • The Diocese presents a credible voice of reason. • In some cases, the wider church has been forced to provide direction within the political discourse of the nation. 	<ul style="list-style-type: none"> • Global politics have instant effect on communities and can cause divisive scenarios. • Politicized Ethnic Diversity- most of the communities in Kenya and region have their own diverse political orientations and inclinations.

ECONOMIC	<ul style="list-style-type: none"> • Devolution has contributed into people investing back home and working closer hence promoting the membership • Emergence of various online financial borrowing platforms that are accessible 	<ul style="list-style-type: none"> • Politically instigated tension • High level of unemployment leading to social imbalances, loss of economic income and general poverty • Low giving and tithing through Parishes and local churches leaves the Diocese with little income to run the ministry • New banking Act (small scale businesses are shut out of access to loan facilities for lack of security) thus affecting economic empowerment
SOCIAL	<ul style="list-style-type: none"> • More people are moving into the Counties due to opportunities created by devolution • The entertainment industry in Kenya has been very robust and with it has emerged the culture of celebrities who have a lot of influence on the youth. Such influential youth will require orientation into the church 	<ul style="list-style-type: none"> • Increasing social stratification based on incomes and status within society, as a result of capitalistic society. The gap between the haves and have-nots is becoming increasingly noticeable. • Secularism contributing to spiritual lethargy. • Increasing community engagement in Betting and Gambling. • Church hopping • Increase of divorce and separation leading to increase in single parenting

		<ul style="list-style-type: none"> • Emergence of various forms of crimes within Kenya, region and globally e.g. Terrorism threats, drugs addictions, radicalization etc. • Strong emergence of cult and occultism e.g. Illuminati which is also affecting church growth • Increase in moral decadence and depravation. Many young people are increasing getting hooked into crime, drugs and other anti-social behaviors and vices • Congregations that disengage during the week and only engage on Sundays. • Emerging lifestyle diseases like cancer and hypertension, with associated high cost of medications
TECHNOLOGICAL	<ul style="list-style-type: none"> • Use of technology has permeated many operations within the church and community hence the need to address emerging issues. 	<ul style="list-style-type: none"> • Exposure to internet has heightened some ungodly behavior like lies, pornography, drug abuse • Interruption of church services due to calls, reading messages and chatting during services.

	<ul style="list-style-type: none"> • Use of innovative technology like YouTube, Streaming and others can lead to improved evangelism • Need to optimize on technology use like in Documents digitization & internal processes Automation 	
ENVIRONMENTAL	<ul style="list-style-type: none"> • Good rainfall that can be harvested for use in the Parishes 	<ul style="list-style-type: none"> • Lack of/inadequate waste management systems especially in the urban areas leading to both water and air pollution and environmental degradation • The climatic changes that are not only unpredictable but are associated with widespread destruction. e.g. floods, drought.

LEGAL	<ul style="list-style-type: none"> Ensuring that we abide by the environmental legal requirements during construction and related activities 	<ul style="list-style-type: none"> Enactment of various Parliamentary Acts have affected church values e.g. Marriage Act and the proposed sexual reproductive health bill. Succession Act: Is likely to bring conflict in polygamous families. Taxation: The church income is likely to be taxed including increased taxes on wines, marriage certificates etc. Lack of proper vetting of Churches before registration and even follow up.
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2.3: STAKEHOLDER ANALYSIS

A stakeholder analysis is a process of identifying people and teams who will be affected or involved in the project before the project begins and grouping them according to their levels of participation, interest, and influence in the project; and determining how best to involve and communicate with them.

The following is a breakdown of our stakeholders as a Diocese and their key roles or areas of engagement in relation to this strategic plan

2.3.1: Primary Stakeholders

These are stakeholders who will be directly affected by this strategic plan and will play a crucial role in its implementation.

Table 2.3: Primary stakeholders

Stakeholder	Key Role / Engagement
Diocesan Bishop	<ul style="list-style-type: none"> • Overall leadership in the management, implementation and supervision of strategic plan. • Resource mobilization for successful implementation • Spiritual oversight • Symbol of unity
Strategic Plan Steering Committee	<ul style="list-style-type: none"> • Oversight in implementation of the plan • Oversee the monitoring and evaluation component • Address emerging challenges to implementation
Diocesan Synod	<ul style="list-style-type: none"> • Formulate relevant policies to facilitate smooth implementation of the plan • Monitoring and Evaluation of the plan • Review of progress reports continuously.
Diocesan Administrative Secretary	<ul style="list-style-type: none"> • Directly in charge of the strategic plan to ensure clergy and departments are on course in the implementation process • Compilation and presentation of progress reports
Clergy	<ul style="list-style-type: none"> • Leadership in implementation of the Strategic Plan at parish level. • Offer spiritual and pastoral care. • Preparation of progress reports
Missions Coordinator	<ul style="list-style-type: none"> • Coordinate mission work in the Diocese • Organize mission outreaches in the parishes • Support implementation of activities of KAMA, MU, Youth and Children ministry in the strategic plan

ACK Cathedral Church	<ul style="list-style-type: none"> • Setting and maintaining standards of operation and worship in the Diocese. • Leading from the front, centre of worship, • Strongly supports mission work within the Diocese • Overseeing the implementation of major diocesan events
ADS	<ul style="list-style-type: none"> • Support implementation of economic empowerment activities

2.3.2: Secondary Stakeholders

These are stakeholders that are not directly involved in the implementation of the strategic plan but whose partnership and facilitation will enable realization of the plan.

Table 2.4: Secondary stakeholders

Stakeholder	Key Role / Engagement
Government, both National and County	<ul style="list-style-type: none"> • Advocacy and Legislative engagements • Development partnership • Empowerment of communities
The wider Anglican community both locally and internationally	<ul style="list-style-type: none"> • Partners in ministry • Advocacy for upholding religious doctrine and ethics • Support for socio-economic empowerment
Ecumenical movements	<ul style="list-style-type: none"> • Interfaith fellowship and engagements • Partners in lobby and advocacy
Sponsored schools	<ul style="list-style-type: none"> • Partners in ministry engagement through discipleship • Chaplaincy
Partners in Mission <ul style="list-style-type: none"> • Five talents • Just Earth • Compassion International • CHAK • Port Florence Hospital 	<ul style="list-style-type: none"> • Partners in the economic empowerment and service delivery



ACK Bishop Oketch School

CHAPTER THREE

STRATEGIC MODEL/Framework

3.0 Introduction

The strategic direction of the Diocese is informed by the situation analysis. It focuses on the vision, mission, core values and key result areas and their corresponding goals and strategic objectives and strategies. The development of mission and vision statement is based on the mandate, functions, expectations and aspirations of both internal and external stakeholders of the Diocese

3.1 Vision, Mission and Values

After a deep reflection and consultative process, the Diocese developed and adopted the following principles to guide its implementation for the next five years.

3.1.1 Our Vision

A strong, vibrant, self-sustaining diocese proclaiming Christ

3.1.2 Our Mission Statement

To build a spiritually-sound, stable and self-reliant Diocese, empowered by the Word of God to love Him and engage the world faithfully, pointing it to Jesus Christ.

3.1.3 Our Theme

A God-fearing, enlightened and prosperous Diocese
(Proverbs 9:10)

3.1.4 Our Core Values

Commitment

We shall demonstrate commitment to propagation of the gospel of Jesus Christ and the Anglican Church belief system and demonstrate Christian values in daily activities.

God fearing (Spiritual Transformation)

We shall be guided by strong Christian values in carrying out our mandate as outlined in the bible and always uphold Christian ideals

Stewardship

We shall be good stewards of, and be accountable for, the human and material resources that God has entrusted to our care.

Justice and equity

We shall endeavor to do what is right at all times, both in the eyes of God and humanity.

Inclusion

We shall treat people with dignity, respect and sensitivity towards religious, gender, class, educational and cultural differences.

3.2 Strategic Pillars, Objectives and Strategies Initiatives

After careful situation analysis we have come up with the following priority areas of focus in this Strategic Plan

3.2.1 Spiritual growth and development pillar

- Mission and evangelism, discipleship
- Liturgy and worship
- Church infrastructure development (churches, vicarages, etc.)
- Family life support programs

3.2.2 Economic, infrastructure and investment pillar

- Income generating activities at community level – (finances, employment opportunities)
- Infrastructure for income generation (e.g. church plaza, hostels, conference center)

3.2.3 Social welfare and information, Communication & technology pillar

- Social support
- Education
- Health
- Environmental issues
- Peace and justice
- ICT development

3.2.4 Leadership and Good governance pillar

- Policies, guidelines and code of conducts at all levels of leadership and offices
- Build capacity of leaders and workers in the diocese

Table 3.1: Strategic pillars, Goal, Objectives and issues

Pillar	Goal	Outcome	Strategic Issue	Specific Objectives
4.1 Spiritual growth and development	GOAL: Christian lives transformed spiritually	Increased spiritual growth and development	Mission and evangelism, discipleship Liturgy and worship	<ul style="list-style-type: none"> • To reach out to the unreached population with the message of Christ • To ensure delivery of quality church services • To enhance sound teaching of doctrine in local congregations and leaders • To recognize different abilities and encourage exchange of ideas
			Church infrastructure development	To expand and upgrade existing church facilities
			Family life support programs	To facilitate stability and spiritual growth in families

4.2 Economic, infrastructure and investment	GOAL: Financial sustainability to grow a vibrant church	Improved Economic, Infrastructure and Investment agenda	Income generating activities at community level	To improve livelihood of communities through income generating activities
			Infrastructure for income generation (e.g. church plaza)	To enhance financial stability of the diocese through income generation
4.3: Social welfare and information technology	GOAL 1: Promote holistic education, quality health outcomes and stewardship of the environment	Improved Social welfare and information, communication and technology	Social support	To strengthen the support systems for the needy and vulnerable population
			Education	To influence and safeguard spiritual nurturing in schools and institutions of learning. To facilitate academic excellence through improved management of ACK sponsored and owned schools
			Health	To promote healthy living through improved health seeking behavior and health service delivery

			Environmental conservation	To promote environmental conservation activities
			Peace and justice	To promote advocacy for a peaceful and just society
	GOAL 2: Utilizing ICT in propagation of the gospel		ICT development	To enhance social networking in mission evangelism
4.4: Leadership and governance	GOAL: Ensuring good stewardship of God given resources	Enhanced leadership and good governance	Policies, guidelines and codes of conduct at all levels of leadership and offices	To enhance effective and efficient leadership at all levels
			Capacity building of clergy and other church workers	Build capacity of leaders and workers in the diocese

CHAPTER FOUR

IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING

4.0 Introduction

This chapter provides the framework that will enable the diocese to execute its mandate along the identified strategic objectives and strategies. It spells out the structure of the Diocese, as well as other key operation areas including staff establishment, resource mobilization, risk management and monitoring & evaluation. The chapter also provides highlights of Key success factors.

4.1 Structure of the Diocese

The implementation of this Plan will depend on full commitment and strong visionary and innovative leadership, at all levels of the institution's operations. The Diocesan Synod and the Standing Committee, the Heads of Departments, Archdeaconry Councils, Deanery Councils, and Parish Councils will have full responsibility in ensuring that the plan is actualized. They will, collectively and individually engage tenets of good governance and management in order to meet the set targets. They will also continue addressing structural issues, capacity building gaps and pursue the appropriate budgetary support for effective implementation of the plan.

4.1.1 The Diocesan Synod

The highest decision making organ/body in the Diocese and meets biennially.

4.1.2 The Standing Committee

The executive body that operates on behalf of the synod. Members of the committee are elected at each ordinary session of synod.

4.1.3 The Heads of Departments (Secretariat)

Every department has a leader as follows:

KAMA (Kenya Anglican Men Assosiation) Held by a coordinator

MU (Mothers Union) Headed by a president

Sunday School (Children Ministry Director)

KAYO (Kenya Anglican Youth Organization. Headed by Diocesan Youth Organizer.

Education-Headed by Education Secretary.

Mission-Headed by mission Coordinator.

Music- Headed by Music Coordinator

4.2 Monitoring, evaluation and reporting

Monitoring, evaluation and reporting is a continuous process of collecting and analyzing data, to compare how well the interventions are being implemented against expected results (achievement of outputs and progress towards outcomes) within the Strategic Plan implementation period.

The objectives of Monitoring, Evaluation and Reporting include:

- To guide the planning, coordination, and implementation of the interventions
- To assess the effectiveness of the interventions
- To identify areas for program improvement
- To ensure accountability

The Strategic Plan Implementation Committee (SPIC) will ensure coordination with other committees and stakeholders. The process is participatory involving all stakeholders and even external evaluators. Meetings will be held once every quarter where progress towards achievement of the various strategic objectives including evaluation of outputs of the various activities will be done. It is important to ensure that everybody involved in the Plan implementation understands his/her part in the implementation process. This will involve establishing standard formats for data collection and reporting; developing clear instructions on documents to be prepared, periods to be covered, and details of information to be supplied and setting frequency/schedule for compiling and submitting data.

For successful implementation of this strategic plan, the right monitoring and evaluation tools will be put in place. The mechanism for monitoring and evaluation will include:

Activity reports

Activity reports shall be written after each activity and forwarded to the immediate supervisors

Monthly reports

The supervisors will compile the monthly reports and submit to the Parish priests. The parish priests will compile these reports and submit them to the departmental heads

Quarterly performance reports

The departmental heads will compile all the reports from the Parishes and submit to the Strategic Plan Implementation Committee (SPIC) focal person. Those responsible for various tasks will be required to submit quarterly performance reports and explain any variances from the expected and agreed targets. The reports should be submitted by the second week following the end of the quarter.

Bi annual strategic plan review:

In view of the dynamic environment in which the church operates, the SPIC will be holding a biannual review of the plan to assess the progress, challenges and lessons learnt

Annual validation exercise

Will be carried out at Archdeaconry level of the implementation of the strategic plan to the parish level and sharing of the outcomes with the respective Parishes.

Midterm review.

This will be undertaken by the external team

End term evaluation.

Shall be undertaken by the external team

5.3: Key Success Factors

The diocese will work together with stakeholders to ensure successful implementation of this Strategic Plan. Success in the implementation will depend on a number of factors including:

Ownership by the Synod, other organs of the Diocese and Parishioners.

During the development of this strategic plan, all key stakeholders were actively engaged in terms of highlighting gaps that needed to be addressed as well as proposing activities to address these gaps. Their engagement helped to facilitate ownership.

Formation of a Strategic Plan Implementation Committee.

A Strategic Plan Implementation Committee has already been appointed to oversee and drive the process of implementation of this Strategic Plan. The committee will ensure progress reports are submitted by the departmental heads and analysis done to track progress of implementation.

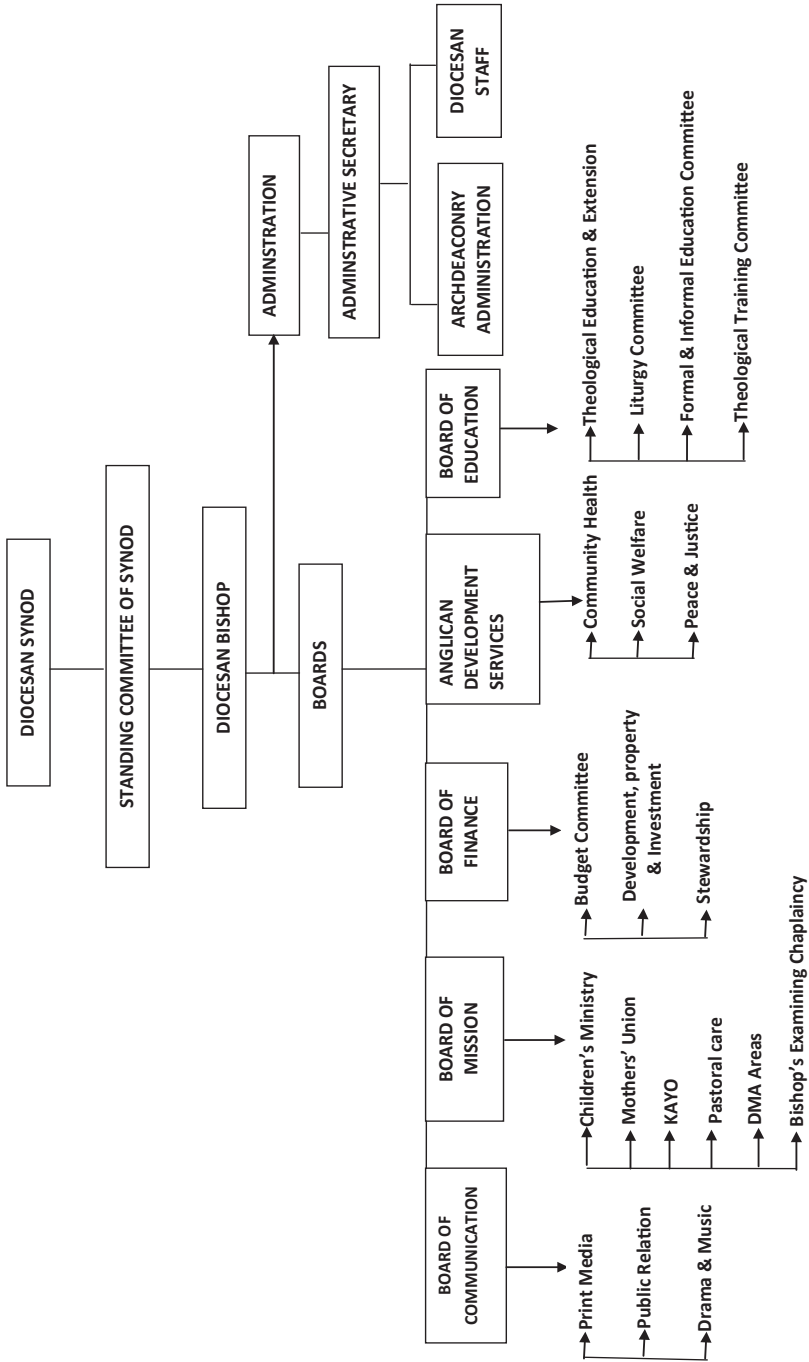
Dissemination of the Strategic Plan

The Strategic Plan will be disseminated widely to the Diocese membership to build consensus and get support for implementation. Apart from targeted dissemination meetings that will be planned after the launch, the governance structures will also be required to utilize all available forums to share information on the Strategic Plan. This approach will help the Diocese to promote and develop its fundamental programs.

Effective Information & Communication Systems

Information sharing is critical in the success of the Plan. The whole process of plan implementation will require collection of data, research, analysis, storage and dissemination of information to the Parishioners. Communication channels will be established and strengthened to enhance flow of information to all those who will be involved in every stage of implementation.

Figure 5.1: Organization Structure of the Diocese



ANNEX 1: IMPLEMENTATION MATRIX

FOCUS AREA 1: SPIRITUAL GROWTH AND DEVELOPMENT					
OVERALL GOAL: CHRISTIAN LIVES TRANSFORMED SPIRITUALLY					
OBJECTIVE AREA: MISSION AND EVANGELISM, DISCIPLESHIP					
OBJECTIVES: TO REACH OUT TO THE UNREACHED POPULATION WITH THE MESSAGE OF CHRIST					
ACTIVITY	EXPECTED OUTCOME	KEY PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME
Establish a new church in needy areas	20 New churches established	Number of new churches established	Staff Finances Copies of order of service	Missions Coordinator Parishes	2025 (4 per year)
Utilize the MU conference platform to conduct door to door evangelism and hold a crusade within the locality	5 crusades held during MU Conferences	Number of crusades held	Staff Finances Public address system	MU	2025 (1 per year)
Conduct regular overnight prayers (Keshu) and prayer sessions	700 Overnight prayers and prayer sessions held in the local churches	Number of overnight prayers and prayer sessions held in each church	Staff	Missions coordinator Parish Priests	Annually 1 event in each parish monthly)
Conduct mission outreaches and door to door evangelism to unreached communities in the villages and market places	60 mission outreaches held in unreached communities in the villages and market places	Number of mission outreaches held in unreached communities in the villages and market places	Staff Finances	Missions coordinator	Annually (1 per parish annually)

Identify and train a pool of missionaries for mission work	600 missionaries identified and trained for missionary work	Number of missionaries identified and trained for missionary work	Staff Finances	Missions coordinator	2021 (10 per parish)
Conduct an annual children's outreach and discipleship program	5 annual children's outreach and discipleship activities held	Number of children's outreach and discipleship activities held	Staff Finances	Missions coordinator Children ministry	Annually
Establish/ re-activate small groups (cell groups) as a platform for discipleship	1000 Cell groups established as a platform for discipleship	Number of Cell groups established as a platform for discipleship	Staff	Missions coordinator Parishes	2022
Recruit and train a team of Ushers in the local churches to provide bold and boundless hospitality and welcome as well as getting feedback from congregants	1000 ushers recruited and trained to provide bold and boundless hospitality and welcome as well as getting feedback from congregants	Number of ushers recruited and trained to provide bold and boundless hospitality and welcome as well as getting feedback from congregants	Staff Finances	Parishes	2022
OBJECTIVE AREA: LITURGY AND WORSHIP					
OBJECTIVE 1: TO ENHANCE THE QUALITY OF CHURCH SERVICES					
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME
Have a variety of services to cater for the different needs of the congregation (as need arises) -language -timing and time allocation -disability -age	Services organized in response to the various congregation needs.	Number of services organized to meet the various congregation needs Number of churches holding mid-week services.	Staff	Cathedral Dean Parish Priests	2025

-during the week													
Conduct healing, anointing and cleansing services in the parishes	300 Healing, anointing and cleansing services conducted in the parishes	Number of healing, anointing and cleansing services in the parishes conducted in the parishes								Parish priests	Annually (5 per parish)		
Print order of service for use by the congregation	210 Churches have copies of order of service available for use by the congregation	Number of churches that have copies of order of service	Finances Staff							Cathedral Dean Parish Priests	2025		
Develop order of service guides for special services (ground breaking for houses, blessing of new house, etc)	Order of service guides available for special services <ul style="list-style-type: none"> • Ground breaking • Blessing of a home and new house • Memorial service • Graduation 	Number of order of service guides available for special services	Staff Finances							Cathedral Dean (chair of liturgy) and liturgy committee	2021		
Acquire and utilize audiovisual equipment to project the hymns and order of service	30 churches have audiovisual equipment to project hymns and order of service	Number of churches with audiovisual equipment to project hymns and order of service	Finances staff							Cathedral Dean Parish Priests	2023		
Avail liturgy material for sale on Sundays and other special church events in the church	Liturgy materials available for sale during church events	Number of church events where the materials are available	Materials for sale Staff							Bookshop manager Parish focal person	Annually		
Procure music equipment and train people to use them	Music equipment procured and in use	Number of churches that have procured music equipment	Finances Staff							Parish councils Missions coordinator	2025		
Encourage use of drama and other	200 churches utilizing drama	Number of churches with staff trained to use the equipment Number of churches utilizing	Staff							Music department	2025		

special presentations during church services	and special presentations during services	drama and special presentations during services	Parish Priests	
Use of guest speakers with special talents during parish events and diocesan conferences	300 parish events and diocesan conferences where guest speakers were utilized	Number of parish events and diocesan conferences where guest speakers were utilized	Parishes All departments	Annually (5 per parish per year)
Establish a diocesan choir	Diocese has diocesan choir	Diocesan choir available and functional	Music department	2021
OBJECTIVE 2: TO ENHANCE SOUND TEACHING OF DOCTRINE TO LOCAL CONGREGATIONS AND CHURCH LEADERS				
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE
Orientation of clergy and worship leaders in the liturgy (How to lead services)	1000 Clergy and worship leaders oriented in the liturgy	Number of clergy and worship leaders oriented in the liturgy	Finances Staff	Cathedral Dean Parish priests Annually (5 per church)
Establish/ revive TEE at church level in all parishes	60 parishes have active TEE classes	Number of churches with active TEE classes	Staff TEE Manuals Finances	TEE coordinator Parish Priests Annually (1 per parish)
Conduct orientations sessions on prayer and meditation (to participate in chain of prayer sessions)	60 parishes have orientation sessions on prayer and meditation	Number of parishes holding orientation sessions on prayer and meditation	Staff Finances	Parish Priests Annually (1 per parish)
Train Bible study Coordinators to facilitate standardized and structured Bible studies	1000 Bible study coordinators trained on the standardized and structured bible studies	Number of bible study coordinators trained on the standardized and structured bible studies	Finances Staff Bible study guides	Missions Coordinator Parish priests 2022
Establish standardized and structured bible study sessions (developed at diocesan level)	200 churches have established standardized and structured Bible study	Number of churches with established standardized and structured Bible study sessions	Standardized Bible study guides	Bible study Coordinators Parish priests Annually

					Staff		
	sessions						
OBJECTIVE 3: TO RECOGNIZE DIFFERENT ABILITIES AND ENCOURAGE EXCHANGE OF IDEAS							
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME		
Organize for exchange programs for departments and parishes for learning and motivation	100 exchange programs held for departments and parishes for learning and motivation	Number of exchange programs held for departments and parishes for learning and motivation	Staff Finances	All	Annually		
Encourage exchange of pulpit (inviting speakers from within and other congregations)	300 churches practicing exchange of pulpit	Number of churches practicing exchange of pulpit	Finances Staff	All parishes	Annually (5 per parish)		
Encourage competition in all departments and parishes for recognition of special talents	200 competitions held for departments and parishes for recognition of special talents	Number of competitions held for departments and parishes for recognition of special talents	Staff Finances Trophies	All parishes All departments	Annually (3 per parish)		
OBJECTIVE AREA: CHURCH INFRASTRUCTURE DEVELOPMENT							
OBJECTIVE: TO EXPAND AND UPGRADE EXISTING CHURCH FACILITIES							
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME		
Construct permanent churches in the parishes to accommodate the increasing congregation	30 permanent churches constructed in the parishes	Number of permanent churches constructed in the parishes	Staff Finances Professionals	Development and investment committee Parish Councils	2025		
Refurbish Diocesan office, Bishop's Bourne and walk ways	Diocesan office, Bishop's Bourne and walkways refurbished	Diocesan office, Bishop's Bourne and walkways refurbished	Staff Finances Professionals	Administrative Secretary	2022		
Build/refurbish houses for the	60 clergy houses	Number of clergy houses	Staff	Development and	2025		

clergy	built/refurbished	built/refurbished	Finances Professionals	investment committee Parish Councils	
Construct modern wash rooms at the Cathedral and local churches	60 local churches with modern washrooms constructed.	Number of local churches with modern washrooms constructed	Staff Finance Professions	Development and investment committee Parish Councils	2025
Expand parking area at the Cathedral to accommodate more vehicles	Parking area expanded	Parking area expanded	Staff Finance Professionals	Parish Council Parish development committee	2023
OBJECTIVE AREA: FAMILY LIFE SUPPORT PROGRAMS					
OBJECTIVE: TO FACILITATE STABILITY AND SPIRITUAL GROWTH IN FAMILIES					
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME
Sensitize couples on the importance of solemnizing their marriages	240 couples solemnizing their marriages	Number of couples solemnizing their marriage	Staff Finances	KAMA MU Parish Priests	Annually (4 per parish)
Training of young couples and newly married families on parenting and spiritual nourishment	300 young couples and newly married families trained on parenting and spiritual nourishment	Number of young couples and newly married families trained on parenting and spiritual nourishment	Staff Finances	KAMA MU KAYO Parish priests Mission coordinator	Annually (15 per parish)
Utilize various forums to create awareness to congregants about the existence and mandate of KAMA, MU, KAYO, Brigade	18,000 congregants have information on the mandate of MU, KAMA, KAYO and Brigade	Number of congregants with information on the mandate of KAMA, MU and KAYO and Brigade	Staff Finances	KAMA MU KAYO	Annually (300 per parish)
Conduct recruitment of new members	800 new members recruited in KAMA, MU, KAYO and Brigade	Number of new members recruited in KAMA, MU, KAYO and Brigade	Staff Finances	KAMA MU KAYO	Annually 80 per archdeaconry

Conduct spiritual nourishment sessions for families (rallies, special family Sundays, retreats, etc)	300 spiritual sessions conducted for families	Number of spiritual sessions conducted for families	Staff Finances	Children ministry (brigade) KAMA MU KAYO Children ministry Parish priests	Annually (5 per parish)
Organize chain of prayer sessions for families	Active chain of prayer sessions for families	Active chain of prayer sessions for families	Staff	MU KAMA Parish Priests Lay readers Evangelists	Annually
Conduct orientation sessions for parents and guardians on their role as prime spiritual champions of their children	11,000 Parents and guardians aware of their role as prime champions of their children	Number of parents and guardians oriented in their role as prime champions of their children	Staff Finances	Children ministry MU KAMA Parish Priest	Annually (180 per parish)
FOCUS AREA 2: ECONOMIC, INFRASTRUCTURE AND INVESTMENT					
OVERALL GOAL: FINANCIAL SUSTAINABILITY TO GROW A VIBRANT CHURCH					
OBJECTIVE AREA: INCOME GENERATING ACTIVITIES AT COMMUNITY LEVEL					
OBJECTIVE: TO IMPROVE LIVELIHOOD OF COMMUNITIES THROUGH INCOME GENERATING ACTIVITIES					
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME
Training of farmers in and practicing good farming practices	200 Farmers trained on good farming practices	Number of farmers trained in and practicing good farming practices	Staff Finances	ADS Just Earth Parishes	2025 (40 per year)
Encouraging financial saving in the parishes (trust groups)	60 trust groups practicing financial saving culture.	Number of trust groups practicing financial saving	Staff Finances	Parishes Five Talents Just Earth	2025 (12 per year)

						Compassion International	
OBJECTIVE AREA: INFRASTRUCTURE FOR INCOME GENERATION							
OBJECTIVE: TO ENHANCE FINANCIAL STABILITY OF THE DIOCESE THROUGH INCOME GENERATION							
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME		
Identify and engage professionals and specialists to offer technical support to church projects as a cost cutting measure (lawyers, doctors and nurses, engineers, architects, surveyors, economists, teachers, ICT experts, Agriculture, etc)	Data base of professionals and specialists identified and offering technical support	Number of professionals identified and offering services	Staff	Development committee MU KAMA KAYO Parish priests	2021		
Purchase a 51-seater bus for mission work	Bus available for mission work	Bus available and in use for mission work	Finances Staff	KAMA	2020		
Construct additional rooms in the hostel and a canteen	200 Additional rooms and canteen constructed	Number of additional rooms constructed	Staff Finances	MU (KAYO to assist) St Phillips College	2025		
Refurbish tents and chairs to generate income	Functional tents and chairs	Functional tents and chairs	Staff Finances	KAYO	2021		
Purchase land for future development (churches, hostels, parishes, hospital, schools, etc)	Land available for future developments	Land purchased for future development	Staff Finances	KAMA Development Committee	2022		
Print T-shirts for sale	2000 T-shirts printed and on sale	Number of T-shirts printed and on sale	Finances Staff	Children Ministry	2022		

Sale of MU, KAYO and KAMA materials during special Church events (conferences, Bishop's services, etc)	Special church events where MU, KAYO and KAMA materials on sale	Number special church events where MU, KAYO and KAMA materials sold	MU, KAYO and KAMA materials staff	KAMA MU KAYO	Annually
Encourage Parishes to initiate their own specific IGA	60 parishes have IGAs	Number of parishes with IGAs	Staff Finances	Parishes Archdeacons Dev. Committee	2025
Upgrade the Maseno Mission Hospital to a teaching and referral institution	Maseno Mission Hospital upgraded	Maseno Mission Hospital upgraded	Staff Finances Professionals	Development and investment committee	2025
Review and revise management policies for Maseno Hospital to improve income generation	Management policies reviewed and reversed	Management policies reviewed and revised	Staff Finances Professionals	Hospital board of management Development and investment committee	2021
Establish health facilities to serve communities in the parishes	5 health facilities established	Number of health facilities established	Staff Finances Professionals	Development and investment committee	2025
Construction of conference center in Kakamega town	Conference center constructed and in use	Conference center constructed and in use	Staff Finances Professionals	Development and investment committee	2025
Rebrand and redesign the church plaza to raise its market demand and increase the revenue base	Church plaza rebranded and redesigned	Church plaza rebranded and redesigned	Staff Finances Professionals	Development and investment committee	2021
Construct modern public toilet and a canteen at the church plaza grounds	Modern public toilet and canteen constructed and Operational	Modern public toilet and canteen constructed and Operational canteen at the church plaza	Staff Finances Professionals	KAYO Development and investment committee Bookshop manager	2022

Establish a tailoring center	Tailoring center established	Tailoring center established	Staff Finances Professionals	MU	2021
Establish a beehive project	Beehive project established	Beehive project established	Staff Finances Professionals	MU	2022
Launch a campaign for the 50 th anniversary celebrations to improve the image of the diocese	Campaign for the 50 th anniversary celebration to improve the image of the diocese launched	Campaign for the 50 th anniversary celebration to improve the image of the diocese launched	Staff Finances	Administrative Secretary Departmental heads Missions coordinator Music coordinator	2021
Conduct training of young people on farming specifically tree farming for income generation	Young people trained on farming techniques specifically tree farming for income	Number of young people trained on farming techniques specifically tree farming for income	Staff Finances Professionals	KAYO	2025
Renovation of rental rooms at St Phillips Theological college to improve on income generation	Renovated rental rooms to improve income generation	Renovated rental rooms to improve income generation	Staff Finances Professionals	St Phillips Development and investment committee	2023
Landscaping of St Phillips Theological College grounds to accommodate functions like weddings for income generation	Landscaping done	Landscaping done	Staff Finances Professionals	St Phillips Development and investment committee	2021
Market St Phillips College as a venue for conferences and workshops	College hosting conferences and workshops	College hosting conferences and workshops	Staff	St Phillips	2021

FOCUS AREA 3: SOCIAL WELFARE AND INFORMATION TECHNOLOGY

SOCIAL WELFARE GOAL: UPHOLDING THE SOCIAL SUPPORT STRUCTURES FOR THE BETTERMENT OF HUMANITY						
OBJECTIVE AREA: SOCIAL SUPPORT						
OBJECTIVE: TO STRENGTHEN THE SUPPORT SYSTEMS FOR THE NEEDY AND VULNERABLE POPULATION						
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME	
Identify and support needy persons or groups in the communities (widows, widowers, OVCs, elderly, ailing)	600 needy persons or groups identified and supported in various ways	Number of needy persons or groups identified and supported in various ways	Finances Staff	KAMA MU Parish Priests ADS	Annually (10 per parish)	
Establish child care centers for orphans and vulnerable children	3 child care centers established	Number of child care centres established	Staff Finances	Social Welfare Committee MU	2025	
To assist families in times of adversity (displaced for whatever reason e.g. fire, clashes, gender-based violence, bereavement, etc)	Families assisted in times of adversity	Number of families assisted in times of adversity	Staff Finances	Social Welfare Committee Parish Priests Peace and Justice committee	Annually	
Organize for counselling sessions for victims of abuse, disaster, grief, abandonment, ailing, etc.	Counselling sessions conducted for victims of abuse, disaster, grief, abandonment, ailing, etc.	Number of victims of abuse, disaster, grief, abandonment, ailing, etc. receiving counselling sessions	Staff Finances	Parish Priests MU KAMA Social Welfare	Annually	
OBJECTIVE AREA: EDUCATION						
OBJECTIVE 1: TO INFLUENCE AND SAFEGUARD SPIRITUAL NURTURING IN SCHOOLS AND INSTITUTIONS OF LEARNING						
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME	
Identify and train clergy in	25 clergy trained in	Number of clergy trained in	Staff	Education board	2025	

chaplainship <ul style="list-style-type: none"> 1-year program 1-day orientation 	Chaplainship	Chaplainship	Chaplainship	Finances		(5 per year)
Establish and maintain qualified chaplaincy services in all the ACK sponsored schools and institutions	Qualified chaplaincy services established	Qualified chaplaincy services established	Qualified chaplaincy services established	Staff Finances	Education board	2021
Conduct mentorship sessions in schools (focusing on discipline, talent search and career development)	All ACK schools conducting mentorship sessions	All ACK schools conducting mentorship sessions	Number of schools conducting mentorship sessions	Staff Finances	KAYO Guidance and counselling teachers Chaplains	Annually (2 per year)
Induction service for new students in supported institutions and churches	All ACK Schools Institutions and churches holding induction services for new students	All ACK Schools Institutions and churches holding induction services for new students	Number of institutions and churches holding induction services for new students	Staff Finances	Chaplains Parish Priests	Annually
Conduct annual symposia for head teachers to share experiences and best practices	5 Annual symposia held to share experiences and best practices	5 Annual symposia held to share experiences and best practices	Annual symposia held to share experiences and best practices	Staff Finances	Education board	Annually
OBJECTIVE 2: TO FACILITATE ACADEMIC EXCELLENCE THROUGH IMPROVED MANAGEMENT OF ACK SPONSORED AND OWNED SCHOOLS						
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME	
Induction of Principals and Head Teachers in ACK sponsored institutions	Principals and head teachers inducted	Number of principals and head teachers inducted	Staff	Bishop Parish Vicar Education secretary	Annually	
Establishment of Boards of management in ACK sponsored institutions	Boards of management established	Number of Boards of management established	Staff	Bishop Education secretary	2025	
Upgrade and expand the church	The church funded education	The church funded education	Staff	Board of Education	2025	

funded education institutions (St. Philip's Theological College, Bishop Oketch and St. Philip Sunrise Academies, Soy Vocational Training Centre)	institutions upgraded and expanded	institutions upgraded and expanded	Finances	
OBJECTIVE AREA: HEALTH				
OBJECTIVE: TO PROMOTE HEALTHY LIVING THROUGH IMPROVED HEALTH SEEKING BEHAVIOR AND HEALTH SERVICE DELIVERY				
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE
Sensitization of community members on healthy lifestyle.	Community members sensitized in healthy lifestyle	Number of community members sensitized on healthy life style	Staff Finances Professionals	KAYO MU KAMA Children Ministry Parishes
				Annually
OBJECTIVE AREA: ENVIRONMENTAL ISSUES				
OBJECTIVE: TO PROMOTE ENVIRONMENTAL CONSERVATION ACTIVITIES				
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE
Conduct sensitization sessions for communities on clean environment and environmental conservation (soil, water and forest)	Communities in 60 parishes sensitized	Number of communities sensitized on clean environment and environmental conservation	Staff Finances	All departments ADS
Establish tree nurseries in the parishes	60 parishes have tree nurseries	Number of parishes with tree nurseries	Staff Finances Professionals	All departments
				2022

Organize tree planting activities at the community level	Tree planting activities organized at community level	Number of tree planting activities organized at the community level	Finances Staff Seedlings	All departments especially KAYO and ADS	Annually
Organize environment cleaning activities at community level	Environment cleaning activities	Number of environment cleaning activities organized	Finances Staff Cleaning tools and supplies	All departments	Annually
OBJECTIVE AREA: PEACE AND JUSTICE					
OBJECTIVE: TO PROMOTE ADVOCACY FOR A PEACEFUL AND JUST SOCIETY					
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME
Conduct sensitization for communities on human rights	Human rights sensitization sessions conducted	Number of human rights sensitization sessions conducted	Staff Finances Professionals	KAMA MU KAYO Children ministry	Annually
Sensitize victims of injustice to speak out and actively participate in the process of arbitration	Victims of injustice sensitized to speak out and actively participate in the arbitration process	Number of victims of injustice sensitized to speak out and actively participate in the arbitration process	Staff Finances	KAMA MU KAYO Children ministry Peace and Justice Committee	Annually
Hold advocacy meetings with local and county administration to campaign against mechanisms that perpetuate social injustices	Advocacy meetings held	Number of advocacy meetings held with local and county administration to campaign against mechanisms that perpetuate social injustices	Staff Finances	Peace and Justice Committee Committee Parish Priests Archdeacons	Annually
Fostering good neighborliness by	Churches following NEMA	Number of churches following	Staff	Parish Council	Annually

minimizing disruption during church events (consult NEMA for permission)	guidelines	NEMA guidelines in planning and implementation of church events			
ICT GOAL: UTILIZING ICT IN PROPAGATION OF THE GOSPEL					
OBJECTIVE AREA: ICT DEVELOPMENT					
OBJECTIVE: TO ENHANCE SOCIAL NETWORKING IN MISSION EVANGELISM					
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME
Establish a data base for recorded (video and audio) diocesan events and presentations by key speakers	Data base for recorded diocesan events and presentations by key speakers established	Data base for recorded diocesan events and presentations by key speakers established	Staff Finances Professionals	Administrative secretary All departmental heads Parishes	2020
Establish an online library for training materials, key historical documents, motivational books and, bible study guides and commentaries.	Online library established	Online library established	Staff Finances Professionals	Administrative secretary	2020
Conduct training and mentorship for those interested in media	Staff trained and mentored in media	Number of staff trained and mentored in media	Staff Finances Professionals	Administrative secretary	2021
Re-design and update the diocesan website	Diocesan website re-designed and updated	Diocesan website re-designed and updated	Staff Finances Professionals	Administrative secretary	2020
Utilize electronic media (email, WhatsApp groups, Facebook, SMS) to improve	Electronic media utilized to improve communication across the diocese	Electronic media utilized to improve communication across the diocese	Staff	Administrative secretary	2020

communication across the Diocese										
Utilize electronic media as a platform for outreach and discipleship	Electronic media utilized as a platform for outreach and discipleship	Electronic media utilized as a platform for outreach and discipleship	Electronic media utilized as a platform for outreach and discipleship	Staff Finances	Missions coordinator KAMA MU KAYO	Annually				
FOCUS AREA 4: LEADERSHIP AND GOVERNANCE										
OVERALL GOAL: ENSURING GOOD STEWARDSHIP OF GOD GIVEN RESOURCES										
OBJECTIVE AREA: POLICIES, GUIDELINES AND CODE OF CONDUCTS AT ALL LEVELS OF LEADERSHIP AND OFFICES										
OBJECTIVE: TO ENHANCE EFFECTIVE AND EFFICIENT LEADERSHIP AT ALL LEVELS										
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME					
Disseminate the Human Resource policy guidelines developed by the Province to parishes	Human resource policy guidelines disseminated and in use	Number of parishes with human resource guidelines and using them	Staff Finances	Board of Finance	2021					
Develop and disseminate finance policy guidelines	Finance policy guidelines available and in use	Finance policy guidelines available and in use	Staff Finances	Board of Finance	2022					
Conduct leadership and governance trainings for clergy and church leaders	1800 leaders trained in leadership and governance	Number of leaders trained in leadership and governance	Staff Finances Professionals	Education committee	Annually (30 per parish council)					
Hold at least 24 major leadership trainings	24 major leadership trainings held	Number of major leadership trainings held	Staff Finances Professionals	Administrative secretary Education board	2025					
Conduct complete induction of all members in various committees and departments in	Induction of all members in various committees and departments in the	Induction of all members in various committees and departments in the Diocese	Staff Finances	Administrative secretary	2021					

the Diocese	Diocese conducted	conducted				
OBJECTIVE AREA: CAPACITY BUILDING						
OBJECTIVE: TO EQUIP CHURCH LEADERS AND WORKERS WITH KNOWLEDGE AND SKILLS FOR MINISTRY						
ACTIVITY	EXPECTED OUTCOME	PERFORMANCE INDICATOR	RESOURCES NEEDED	PERSONS RESPONSIBLE	TIME FRAME	
Encourage clergy to pursue further studies at higher levels	Clergy pursuing further studies	Number of clergy pursuing further studies	Finances Staff	Bishop Board of education Board of mission Principal St Phillips	Annually	
Organize short-term reciprocal missions abroad for the clergy	Clergy exposed to short-term reciprocal missions abroad	Number of clergy exposed to short-term reciprocal missions abroad	Finances Staff	Bishop	2025	
Train additional Sunday school teachers using the existing Sunday school curriculum	Xxx Sunday school teachers trained on existing Sunday school curriculum	Number of Sunday school teachers using existing Sunday school curriculum	Staff Finances	Children ministry	Annually	
Encourage Sunday school teachers to be innovative and cost effective while teaching children in Sunday school (drama, flip charts, poems, maps, etc.)	Sunday school teachers using cost effective innovations while teaching children in Sunday school	Number of Sunday school teachers using cost effective innovations while teaching children in Sunday school	Staff Finances	Children ministry	Annually	
Orientation of Sunday School teachers on discipleship of children with special needs	Sunday school teachers oriented on discipleship of children with special needs	Number of Sunday school teachers oriented on discipleship of children with special needs	Staff Finances	Missions coordinator Children ministry	2021	
Conduct music and drama workshops to improve the quality of music and drama (Disseminate	4 music and drama workshops held	Number of music and drama workshops held	Staff Finances	Music department	Annually (4 per year)	

music and drama guidelines during these workshops). Compose contemporary Gospel music	Contemporary Gospel songs composed	Number of contemporary Gospel songs composed	Staff Finances Professionals	Music Department	Annually
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ANNEX 2: STRATEGIC PLAN IMPLEMENTATION COMMITTEE

For effective and efficient implementation of this Strategic Plan, a competent team shall be formulated bringing together representatives drawn from different professions and academic backgrounds representing all facets of the Diocese. This committee shall have a maximum of thirteen (13) members but may further co-opt individuals on need basis.

Below is the list of members:

1. Mr. Dick Maungu
2. Ven. Alex Ondumbu
3. Dr. Jane Nyongesa
4. Ven. Joseph Emonyi
5. Dr. Janet Omyonga
6. Chanc. Maria Ouya
7. Mrs. Grace Anupi
8. Lc. Dinah Nyangweso
9. Lc. Jane Muhando
10. Rev. Moses Wesa
11. Rev. Laban Otiato
12. Dr. Josephat Otwele
13. Floice Adoyo

ANNEX 3 : PARISHES IN THE DIOCESE OF MASENO NORTH


ARCHDEACONRY	PARISH/SUB-PARISH
KAKAMEGA	Kakamega, Lurambi, Maraba, All Souls, Kimanget, Maragoli, Cheptul Sub-Parish, Kerongo, Nametsa Sub-Parish
MASENO	Maseno, Emmutsa, Eluhobe
BUNYORE	Bunyore, Ebwali, Emukasa, Ebusiratsi, Echichibulu, St. Pauls Wandecche, Ebussamba, All Saints Esabalu, Emakunda
ESIANDUMBA	Esiandumba, Esusyubi, Esihoola, Munjiti, Luanda, Nyahera Sub-Parish, Ebukoolo, Mwichio, Embali, Mundabala
ESHIAMBOKO	Eshiamboko, Mwiyinga, Shisango, Esumeyia, St Lukes Ejinja, All Saints Mushililie, Eshikomari
SOY	Soy, Chekalini, Lugari, Mautuma, Sango Sub Parish, St. Mathews Roberts, Lumakanda, Lugulu
KIMININI	Kiminini, Shikulu, Nzoia, Maliki, St Marks Nzoia
EKWAMBA	Ekwanda, St. Mathews Emusoli, Khwiliba, Emmaloba, St. Andrews Esibembe



The newly acquired KAMA bus



ACK Maseno Mission Hospital



*Kakamega,
Lurambi, Maraba,
All Souls, Maragoli, Nametsa Sub-
Parish, Kimanget, Maragoli, Cheptul Sub-
Parish, Kerongo, Nametsa Sub-Parish, Ekwanda,
St. Mathews Emusoli, Khwiliba, Emmaloba, St. Andrews
Esibembe, Maseno, Emmutsa, Eluhobe, Bunyore, Ebwali,
Emukasa, Ebusiratsi, Echichibulu, St. Pauls Wandeché,
Ebussamba, All Saints Esabalu, Emakunda, Eshiamboke, Mwiya,
Shisango, Esumeyia, St. Lukes Ejinja, All Saints Mushililie, Eshikomari,
Esiandumba, Esusyubi, Esihoola, Munjiti, Luanda, Nyahera Sub-
Parish, Ebukoolo, Mwichio, Embali, Mundabala, Soy, Chekalini, Lugari,
Mautuma, Sango Sub Parish, St. Mathews Roberts, Lumakanda, Lugulu,
Kiminini, Shikulu, Nzoia, Maliki and St. Marks Nzoia*

ACK Maseno North Parishes



Proposed

**ACK ARCH BISHOP OLANG'
CONFERENCE CENTRE**

Proposed

Arch. Bishop Festo Olang' Conference Centre

To cost Kshs. 500,000,000

To Support: Paybill 247247

Account: 100004