# ANGLICAN CHURCH OF KENYA



# DIOCESE OF MASENO NORTH STRATEGIC PLAN 2025 - 2035



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Anglican Church of Kenya Diocese of Maseno North



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## ACK DIOCESE OF MASENO NORTH COMPASS

#### **Vision Statement**

An Empowered, Sustainable and Mission Oriented Diocese boldly proclaiming Christ

#### **Mission Statement**

To equip God's people for wholesome transformation

#### **Core Values**

- Faith in God
- Integrity
- Unity
- Professionalism
- Transparency and Accountability

#### Strategic Result Pillar Concept



## DIRA LA DIOYOSISI LA ANGLIKANA YA MASENO KASKAZINI

#### Kauli ya Mwono

Diosisi yenye uwezo wa kudumu na mwelekeo wa kijasiri wa kumtangaza Yesu.

#### Kauli ya Utendaji

Kuwawezesha watu wa Mungu kubadilika kikamilifu

#### Msingi wa Maadili

- Imani kwa Mungu
- Uadilifu
- Umoja
- Utaalamu
- Uwazi na Uwajibikaji

#### Nguzo ya Dhana ya kimkakati ya matokeo Msingi.



## DIOCESAN STRATEGIC WHOLESOME TRANSFORMATION STRUCTURE



## **KEY FLAGSHIP PROJECTS**

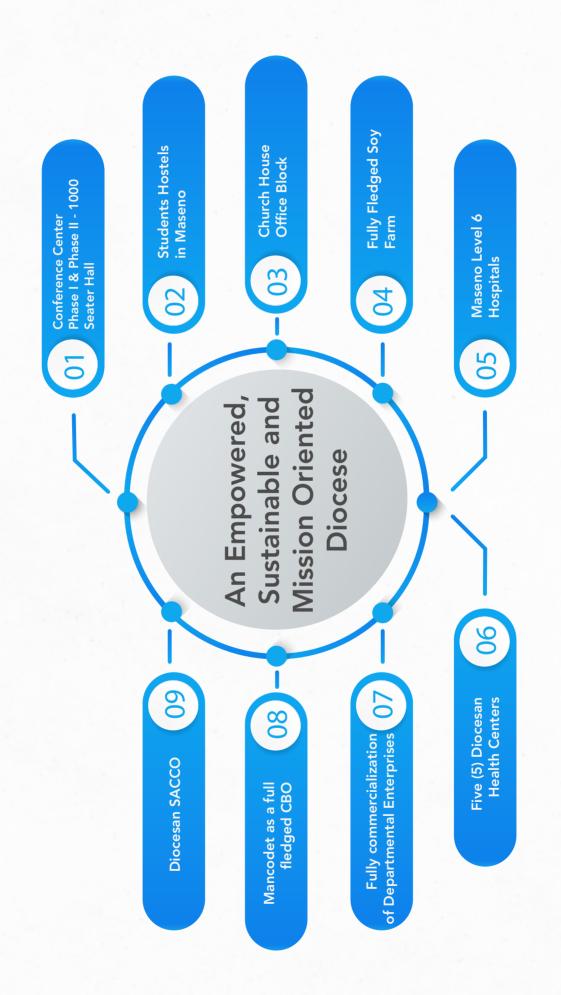
- i. Fully fledged Conference Facility Phase 1 to be complete by end 2025
- ii. 1000-Seater Hall To begin 2027

iii. Fully Fledged Hostels in Maseno – To begin 2030

- iv. Fully Fledged Level 5 Maseno Hospital By 2026
- v. Fully fledged five (5) Health Centers within the community
- vi. Commercial Official Block to begin 2029
- vii. Fully Commercialization of Church House To be completed 2028
- viii. Three (3) Phase Avocado farming (10 acres) to begin 2026
- ix. Registration of Mancodet as a social economic vehicle in the Diocese.
- x. Registration of a Diocesan SACCO as a Social Economic Driver
- xi. Registration and running of St. Phillips Theological College as a sustainable TVET
- xii. Fully commercialization of the MU Tailoring Enterprise and KAMA Enterprises.

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Baseline Year										
Registration of											
MANCODET											
Conference Center Phase 1											
Registration of the Diocesan SACCO											
Commercialization of Soy farm											
Registration f the Diocesan SACCO											
Fully Fledged Level 6 Hospital								1		-	
Fully Fledged five health Centers											
Conference Center Phase 2											
Fully Commercializa- tion of Church House											
Fully Fledged hostels in Maseno											
Commercial Ofiice Block											
Fully Commercializa- tion of Departmental Enterprises											

# KEY FLAGSHIP DIOCESAN PROGRAMMES AND PROJECTS IN CONTEXT



## **ABBREVIATIONS AND ACRONYMS**

ACK	Anglican Church of Kenya
CSR	Corporate Social Responsibility
FGDs	Focused Group Discussions
ICT	Information Communication Technology
КАМА	Kenya Anglican Men Association
LCC	Local Church Committee
MU	Mothers' Union
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
PCC	Parish Church Council
SPIC	Strategic Plan Implementation Committee
SPC	Strategic Planning Committee
MEAL	Monitoring Evaluation Advisory and Learning

## **MESSAGE FROM THE BISHOP**

Welcome to our Diocese; the Anglican Diocese of Maseno North. We are one of the Dioceses in the Anglican Church of Kenya with a rich Christian missionary heritage which can be traced back to 1901. The Diocese has grown over time and significant gains have been realized in the spiritual, physical, institutional and economic spheres of our Diocese. We are intentional in mission and evangelism which has given rise to the many churches that we have planted in the Diocese and this continues to be a key priority. However, just as Joshua, we recognize that in this season in our generation, there are still more lands to conquer and a new frontier in ministry. In our commitment and dedication to taking the Diocese to the next level, we have developed a decade road map that will become a reference document, a blue print and a management tool. This road map envisions an Empowered, Sustainable and Mission Oriented Diocese boldly proclaiming Christ. The plan ensures that the Diocese is self-sustaining, self-propagating, self-governing and self-managing.

We appreciate that the Strategic plan has been developed in a participatory and collaborative manner where the views, opinions, dreams and inspirations of every stakeholder has been listened to. This is therefore our vision as a Diocese and by God's grace we will make it a reality.

As I reflect on our ten (10) year journey that we are embarking now, the story of Nehemiah and his assignment on rebuilding the wall of Jerusalem provides a great reference point for us. Some of the key principles I would want us to borrow as we get into strategic implementation are;

- Nehemiah listened to his brothers and enquired about the Jewish remnant that had survived exile and the state of his city; Jerusalem. We will listen to all stakeholders because each of us in this Diocese is important and play a key role in our implementation journey. Your thoughts, suggestions, encouragement and feedback are important to us.
- 2. Though Nehemiah was not living in Jerusalem, he carried this burden to heart. The key priority areas are informed by our pain points and inspirations. We must carry the weight of each of these Strategic Result Pillars as expressed because each of them contributes to the desired end we have described.
- 3. Nehemiah recognized the great privilege of being in the palace. He sought help from the King as well as resources. Each one of us in endowed with resources which include time, availability as well as physical resources. As we get into implementation, we call each one of us to commit to this noble cause. Let us hold hands and work together; let us invite our friends where necessary so that our decade plan becomes a reality. In whatever area of privilege that the Lord has placed you, mobilize resources for this honorable cause.
- 4. Nehemiah recognized that the task was enormous and involved other people in this assignment. As we get into the implementation phase, we are calling on everyone to get involved in this journey. Neighborhood churches, local congregations, parishes, our social enterprises, community social economic vehicles and friends of the Diocese are all key players in this journey.
- 5. Despite opposition from very key persons in the land, Nehemiah was focused. As we execute the Strategic Plan, the internal and external environment could be turbulent, there could be opposition but the Lord of heaven will give us success.
- 6. Nehemiah set timelines, tracked and measured performance. As the assignment began, Nehemiah set clear timelines and in a record fifty-two (52) days, it was completed. We are therefore committed to the set timelines and will ensure that our progress is well tracked. We have a clear monitoring and evaluation framework to track progress.

At the end of the assignment, Ezra the priest brought the law before the whole assembly. In our Diocese, the great Diocese of Maseno North, God takes the center stage and every step is for his glory. He must remain at the center stage as we take this journey. May the Lord bless you all.

Thank you

Right Rev. Charles Kascan Asilutwa Diocesan Bishop ACK Diocese of Maseno North.

#### FOREWARD

We express our appreciation to our Bishop Rt. Rev Charles Kascan Asilutwa for his visionary and able leadership in the last eight (8) years. We have realized significant milestones and like Samuel took a stone and set it up between Mizpah and Shen. He named it Ebenezer, saying, "Thus far the LORD has helped us." (1 Sam 7:12) we are also affirming that this far the Lord has helped us. We celebrate our achievements with joy and look forward with a blessed hope in Christ that the next ten (10) years will be greater.

> We have committed to a vision of an Empowered, Sustainable and Mission Oriented Diocese boldly proclaiming Christ and our Strategic Result Pillars are clearly defined as follows: Spiritual Pillar, Human Capital Capacity Pillar, Institutional Capacity Pillar, Collaboration, Network and Partnerships Pillar; and Community Transformation Pillar.

The implementation phase is now with us and we must admit that the true worth of this document is on the extend of implementation. I therefore wish to call on all of us to effectively participate in our respective spheres. We have what it takes to begin the process and will keep on growing our capacity so that we enjoy continuous and never-ending improvement.

The journey of developing this Strategic Plan has been collaborative and participatory ensuring that all the stakeholders' thoughts and views are well captured. In this regard, we wish to therefore appreciate all the clergy and evangelists that took time to fill the questionnaires and also participate in the focused group discussions. We also recognize the immense contribution of the lay people that was brought by the select persons that also participated in the focused group discussions, key informant interviews and questionnaires.

We also appreciate the efforts by the Synod, Standing committee of the Synod, Board of Finance, Mothers' Union Department, Kenya Anglican Men' Association, Youth Ministry and Children Ministry. Your contribution has made this dream real and a reality.

Finally, we appreciate the role of the Principal Consultant Faith Kabiru of Equip Center of Management for your technical and professional input in developing this document.

Thank you

Canon Dr. Janet Wasiche Omyonga Vice Chair to Synod

### **EXECUTIVE SUMMARY**

ACK Diocese of Maseno North can be traced back to 1904 when Mr. Hugh Osborn Sacille who had started a CMS station in Vihiga in 1904 relocated to Maseno in 1906. From this humble beginning, the Diocese grew to give rise to two (2) Dioceses in 1970 upon sub division. These Dioceses are; Our Diocese - ACK Diocese of Maseno North and ACK Diocese of Maseno South.

However, it is important to note that fifty-five (55) years since the inception of the Diocese of Maseno North, there are still new frontiers to be conquered. To ensure that the Diocese is fully evangelized and sustainable ministry delivery, the 2025-2035 Strategic Plan has been developed. It is a road map towards a defined desired end. The goal of the Strategic plan is to provide a blue print and a reference document to all stakeholders with a clear strategic direction and a defined pathway on how to get there.

To make this a reality, the Diocese therefore embarked on a participatory and collaborative Strategic Planning Process. All the key stakeholders were involved through focused group discussions, questionnaires and key informant interviews. Literature was also reviewed; and trends analyzed, and critiqued. This process led to the development of the Diocesan strategic direction which has been defined in the vision statement as "an Empowered, Sustainable and Mission Oriented Diocese boldly proclaiming Christ. The pathway to realizing this has been outline in the mission statement as "To equip God's people for wholesome transformation. Guiding values that will be inculcated in every stakeholder to effectively implement the strategic plan are Faith in God, Integrity, Unity, Professionalism and; Transparency and Accountability

Environmental scanning was conducted using various models which include SWOT, PESTEL and Stakeholders analysis model. These models revealed the strengths, weaknesses, opportunities and threats of the Diocese. Stakeholders were also identified and functional relationships defined. This is because we recognize that stakeholders are key drivers in implementation. The external environment was also well outlined in context of the church and the expected response of the church highlighted. Out of this, five (5) Strategic Result Pillar have been identified as areas of priority in the next five (5) years. These are Spiritual Pillar, Human Capital Capacity Pillar, Institutional Capacity Pillar, Collaboration, Network and Partnerships Pillar and Community Transformation Pillar.

The Implementation and coordination framework has been comprehensively analyzed and realigned to allow for effective implementation. The monitoring, evaluation, advisory and learning framework has also been developed to track and measure performance.



Select members of Diocesan Kenya Anglican Men Association (KAMA)



Bishop with select members of mothers union

# **CHAPTER ONE**

### **INTRODUCTION**



This chapter looks at the background of ACK Maseno North Diocese in context of the Strategic Planning Process. It further gives the highlights of milestones realized since inception, challenges faced and the lessons learnt; rationale, assumptions and general organization of the strategic plan.

#### 1.2 Background Information

The history of the Anglican Church Diocese of Maseno North is traced back to the ACK Diocese of Maseno North which is a product of mission and evangelism. ACK Diocese of Maseno North It is traced to 1906, when Hugh Osborn Saville who had started Church Mission Society (CMS) mission 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 situated along Kisumu-Busia Road, 26 kilometers from Kisumu and approximately 400 Kilometers west of Nairobi. He was later joined by Rev J.J. Willies on 21st October 1906. Through their commitment and dedication, Mission and Evangelism work in the region began under the Omuseno tree (hence the name Emuseno and Maseno). The church was built at this spot and foundation stone laid in August 1908. This church was named ACK St. Paul's Maseno. From then, the work of the church continued to be felt within the church as well as in the community. The church became an agent of wholesome transformation. The church responded to different issues affecting the community which included poverty and sickness, advocacy and lobby for the rights of African majority, civic education, economic development and social welfare. One of the flagship projects that was established to meet the needs of the community was Maseno school of Nursing which began in 1935.

#### **1.3** The Birth of ACK Diocese of Maseno North.

ACK Diocese of Maseno North was divided in 1970 giving rise to the current ACK Diocese of Maseno North and ACK Diocese of Maseno South. Rt. Rev. Festo Olang' became the first bishop. However, later in the year he was elected the first African Archbishop of the Anglican Church. Rt. Rev James I Mundia was elected the second Bishop of the Diocese and served until 1993. During the same period, Rt. Rev. Isaack Namango. In 1995, the Rt. Rev. Simon M. Oketch was consecrated as the 3rd Bishop of the Diocese where he served till 2018. He was succeeded by the current Bishop Rt. Rev Charles Asilutwa who was concentrated and enthroned on 10th June 2018.

#### 1.4 Key Observations during the Planning Period.

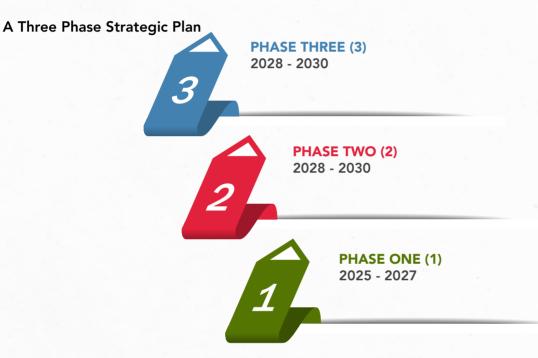
As the Diocese gets into the implementation, there are key observations that must be kept in mind:

- 1. The Diocese has a rich Christian heritage. There is need to document this history so that many generations to come can understand and appreciate the investment that has been done since 1902.
- 2. The Diocese has a large mission area and their central role of the church must be upheld. Therefore, mission and evangelism, pastoral care and outreach initiatives must be given attention.
- 3. Due to the large mission area, the Diocese must mobilize resources (physical, financial and human resources) to effectively engage in the core business of the church.
- 4. Capacity building is paramount for all the stakeholders. This will ensure that work is done effectively and efficiently; and that every stakeholder is engaging in an optimal manner.
- 5. There must be systems and structures that allow effective implementation of the Strategic Plan. This will call for appointment of a Strategic Planning Implementation Committee that will provide oversight.

#### 1.5 The Rationale for the 2025-2034 Strategic Plan.

The Diocese of ACK Diocese of Maseno North has grown and significant gains have been realized over time. However, there are still areas of growth and impact to be realized. The Diocese is now serving multiple generations and therefore a need to be strategic in the way the Diocese is run. This has led to the process of developing a strategic plan that will provide a clear Strategic direction in the next ten (10) years. To ensure tracking, the Strategic Plan is in three phases of (3) three years for the two (2) phases and (4) years for the last phase.

The goal is to define the strategic direction with clarity, outline the pathway of attaining the overral vision, define the Strategic Result Pillarss, key flagship projects and programmes. The strategic plan end result is to realize a fully evangelized Diocese with systems and structures put in place for sustainability. Every key stakeholder has been involved in the process of developing a Result based and Mission oriented Strategic Plan.



#### 1.6 Basic Assumption Made during the Strategic Planning Process

During the planning process, the following assumptions were made.

- 1. The internal operating environment will not significantly change. In the event of significant change, the Diocese of Maseno North will engage in intentional responsive initiatives.
- 2. Political, social and economic environment will be stable. In the event of instability, the church will be pro-active in developing appropriate responses and the Diocese will also take up the advocacy and lobby role.
- 3. Resources will be available to drive the implementation process. The Diocese will employ creative and collaborative techniques and ensure that resources are mobilized in a timely manner to drive the implementation.
- 4. The current systems and structures will be reviewed and aligned to support the new strategic direction.
- 5. Stakeholders will own the document and effectively implement at all levels.
- 6. Key implementers will have the capacity to effectively implement the strategic plan.
- 7. Periodic reviews would be done after every phase

#### **1.7** Methodology and Organization of the Strategic Plan

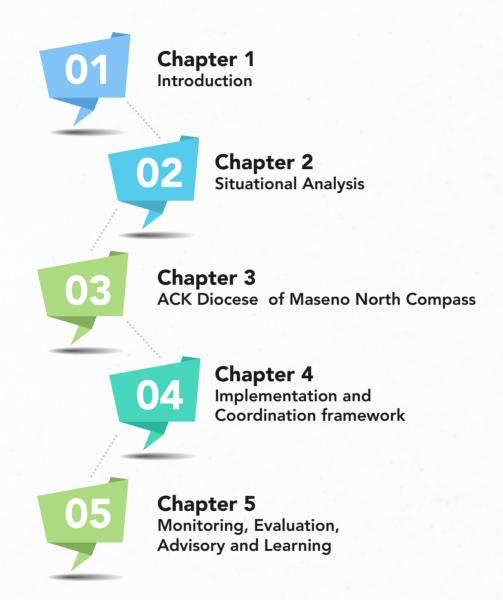
This strategic plan was developed in a collaborative and participatory manner. The (3) three houses were involved; the house of the Bishop, the house of Clergy and house of laity. This was through questionnaires and key informant interviews. Literature was also reviewed to reveal background information, operational information and trends. The information gathered has been critically analyzed by the strategic planning

committee and clear Strategic Result Pillars and strategies developed.

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

Chapter 1 – Introduction.

- Chapter 2 Situational Analysis.
- Chapter 3 ACK Diocese of Maseno North Compass
- Chapter 4 Implementation and Coordination framework.
- Chapter 5 Monitoring, Evaluation, Advisory and Learning.





Bishop and clergy during 2024 ordination ceremony



Construction of the conference centre underway

## **CHAPTER TWO**

## SITUATIONAL ANALYSIS

#### 2.1 Overview

This chapter looks at the internal and external environment, and its impact on strategy formulation. This is interrogated through patterns and trends, SWOT Analysis, Stakeholder's analysis and PESTEL analysis.

#### 2.2 Diocesan Internal Structure

#### **ACK Maseno North Ecosystem**

The following ecosystem shows how different players in ACK Diocese of Maseno North interact with each other and how they contribute to a thriving community.

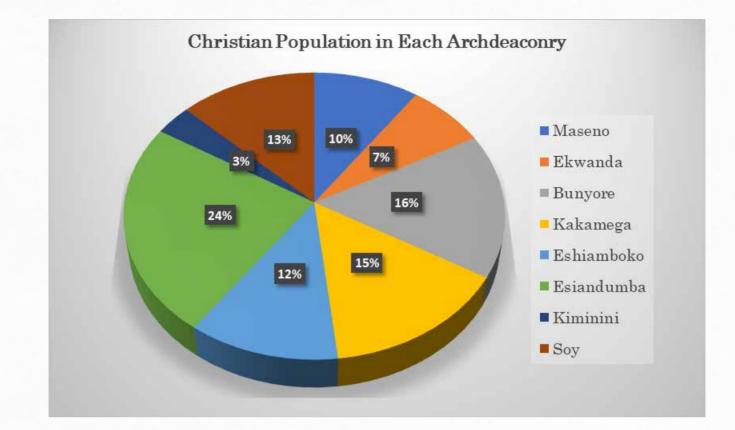


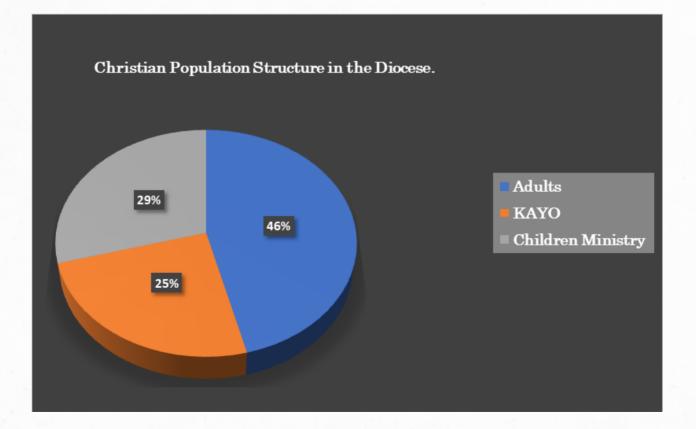
2024 - Diocesan Pastoral and Administrative Structure

List of Archdeaconries and list of Christian	Population per area as per 2024
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Archdeaconry	Adults	KAYO	Children Ministry	TOTAL
Maseno	1601	773	904	3278
Ekwanda	1320	496	641	2457
Bunyore	2773	1237	1423	5433
Kakamega	2283	1354	1298	4935
Eshiamboko	1706	728	1488	3922
Esiandumba	3492	2082	2404	7978
Kiminini	492	307	345	1144
Soy	1708	1282	1281	4271
Total	15375	8259	9784	33418







#### Projected Growth in the next ten (10) years

2024 as the Baseline					ACK Diocese of Maseno North by 2035			
Archdeaconry	Adults	Кауо	Children Ministry	Total	Adults	Кауо	Children Ministry	Total
Maseno	1601	773	904	3278	2401	1159	2981	6542
Ekwanda	1320	496	641	2457	1980	744	2352	5076
Bunyore	2773	1237	1423	5433	4159	1855	5087	11102
Kakamega	2283	1354	1298	4935	3424	2031	4440	9895
Eshiamboko	1706	728	1488	3922	2559	1092	3105	6756
Esiandumba	3492	2082	2404	7978	5238	3123	6799	15160
Kiminini	492	307	345	1144	738	460	968	2166
Soy	1708	1282	1281	4271	2562	1923	3523	8008
Total	15375	8259	9784	33418	23062	12388	29256	64707

#### Diocesan Congregation Structure – As outlined in the Archdeaconries.

Pastoral and Administrative Units	Number as at 2024	ACK Diocese of Maseno North by 2035
Archdeaconries	8	11
Deaneries	12	15
Parishes	64	94
Local Churches	212	

#### Financial Trends in last 6 years

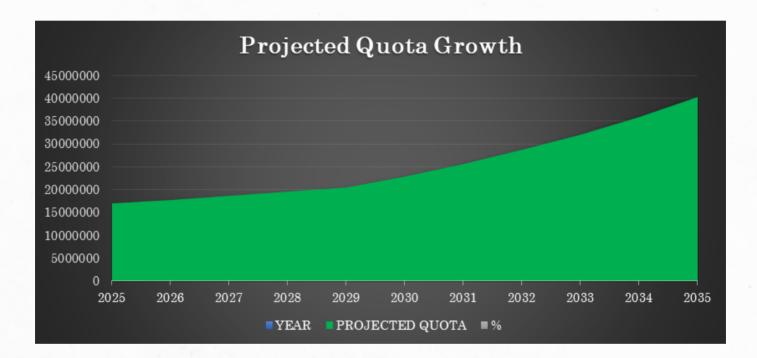
#### 2018 – 2023 Financial Trend

Year	Quota
2023	15,420,000
2022	14,500,000
2021	12,484,000
2020	11,852,000
2019	10,566,000
2018	9,849,000



#### Projected Quota Growth for the Next 10 years

Year	Projected Quota	%
2025	16,950,000	4.75
2026	17,750,000	4.73
2027	18,600,000	4.78
2028	19,480,000	4.71
2029	20,405,000	4.95
2030	22,853,600	5.07
2031	25,596,032	5.19
2032	28,667,555.8	5.31
2033	32,107,662.5	5.43
2034	35,960,582	5.55
2035	40,275,851.9	5.67



#### Projected Fundraiser Givings in the next ten (10) years

Year	Financial Resources from fundraisers
2025	25,000,000
2026	30,000,000
2027	35,000,000
2028	40,000,000
2029	45,000,000
2030	50,000,000
2031	55,000,000
2032	60,000,000
2033	65,000,000
2034	70,000,000
2035	75,000,000

#### **Observations**

- 1. ACK Diocese of Maseno North has a comprehensive ecosystem that delivers ministry to the congregation and community.
- 2. Children ministry and youth ministry is core and has a significant contribution to the total Christian population in the Diocese.
- 3. Wholesome programmes must be developed targeting each member of the congregation and community.
- 4. There is a positive growth trend in the givings and donations to the church.
- 5. Deliberate strategies must be put in place in order to realize the financial forecast.

#### 2.3 SWOT Analysis

The SWOT model analyzes the Strengths, Weaknesses, Opportunities and Threats. The goal is to reinforce strengths, respond to weaknesses and threats; and appropriately seize opportunities.

The following is the summary of the SWOT Analysis.

ACK Diocese of Maseno North					
Strengths	Weaknesses				
<ul> <li>i. Visionary leadership.</li> <li>ii. Rich mission historical legacy.</li> <li>iii. Established and Functional boards departments and committees.</li> <li>iv. Competent and trained clergy.</li> <li>v. Committed and dedicated congregation.</li> <li>vi. Visionary and able leadership.</li> <li>vii. Established economic development agency in the Diocese and regional level</li> <li>viii. Established episcopal and pastora programmes for the clergy and laity.</li> <li>ix. Committed professional and resource persons in the Diocese.</li> <li>x. Existing Governance and administrative structure.</li> <li>xii. Established resource generating projects that support mission.</li> <li>xiii. Established platforms of mission which include sponsored schools and Masence</li> </ul>	<ul> <li>i. Low level of training for church leadership.</li> <li>ii. Lack of adequate financial resources to support the anticipated growth and expansion.</li> <li>iii. Low levels of automation</li> <li>iv. Lack of clear communication and reporting systems.</li> <li>v. Lack of clear policies and procedures in key areas of ministry.</li> </ul>				
Mission Hospital. Opportunities	Threats				

<u>.</u>		1.	
i.	Large mission and evangelism area.	i.	Social cultural infiltration in the Christian
ii.	Receptive community		culture.
iii.	Growing population within urban areas.	ii.	Tribalism.
iv.	Technology as a driver efficiency and	iii.	Drugs and Substance abuse that threaten
	effectiveness; and of mission and		youth and family ministry.
	evangelism.	iv.	High unemployment rate.
v.	Existing land for expansion and development	v.	Harsh economic environment.
	by the Diocese and local churches.	vi.	Secularism
vi.	Young and vibrant population.	vii.	LGBTQ
vii.	Availability of Diocesan members living	viii.	Cult, Occult, false teaching (heresy) and
	outside the Diocese.		sects
viii.	High potential areas for mission and		
	evangelism in sponsored schools and		
	Maseno Mission Hospital.		
ix.	Existing training school for clergy and lay		
	people – St Phillip Theological College.		
x.	Available investment opportunities within		
	the Diocese and in the region.		
xi.	Varied and vibrant economic activities in the		
	region covered by the Diocese.		
xii.	Favorable climatic conditions.		

#### 2.4 Stakeholders Analysis

Stakeholders have a key role in effective implementation of the Strategic plan. This analysis helps in understanding of the stakeholders' expectations. The aim is to effectively and appropriately engage every stakeholder for effective ownership and participation.

	Stakeholder	Expectation by the Diocese	Expectation by the Stakeholder
1.	The bishop	<ul> <li>Vision bearer</li> <li>Provide direction, leadership and guidance</li> <li>Moral guardian in the Diocese</li> <li>Chief administrator in the Diocese</li> </ul>	<ul> <li>Support and feedback</li> </ul>
2.	The Clergy	<ul> <li>Provide leadership and direction at the parish level</li> <li>Provide moral authority in church and community.</li> <li>Coordinate resource mobilization initiatives.</li> <li>Mobilize the congregation and community for effective participation.</li> <li>Key business driver (spiritual and Physical and institutional growth.</li> <li>Communicate the Diocesan vision.</li> <li>Communicate the Diocesan policies.</li> <li>Implement the strategic plan at the parish and local church level.</li> </ul>	• Support and feedback

	Stakeholder	Expectation by the Diocese	Expectation by the Stakeholder
3.	Parishes Church Council (PCC)	<ul> <li>Collaborations in mission and evangelism initiatives.</li> <li>Collaboration in resource mobilization.</li> <li>Collaboration in administration of the parish.</li> <li>Stewards of the Resources at the Parish Level.</li> <li>Collaboration in acquiring and sustenance of the Resources at the Parish Level.</li> <li>Collaboration in spreading the work of God through customized programmes, activities and deeds.</li> </ul>	<ul> <li>Technical and professional support</li> <li>Provision of Human capital</li> <li>Leadership</li> <li>Guidance and Direction</li> <li>Conducive and enabling platform to effectively participate</li> <li>Feedback</li> </ul>
4.	Friends of the Diocese.	<ul> <li>Collaboration in sharing of Resources.</li> <li>Collaboration in sharing of information.</li> <li>Collaboration in sharing technical and professional support.</li> </ul>	<ul> <li>Conducive and enabling platform to effectively participate</li> <li>Feedback</li> </ul>
5.	Other Dioceses	<ul> <li>Collaboration in sharing best practices.</li> <li>Collaboration in sharing Human Resource.</li> <li>Collaboration in sharing information.</li> </ul>	<ul> <li>Conducive and enabling platform to effectively participate</li> <li>Feedback</li> </ul>
6.	Other Denomination	<ul> <li>Collaboration in sharing best practices.</li> <li>Collaboration in sharing information.</li> <li>Collaboration in Advocacy and Lobby.</li> <li>Collaboration in implementation of agreed projects.</li> <li>Provide a platform of ecumenism.</li> </ul>	<ul> <li>Conducive and inclusive platform to effectively participate</li> <li>Feedback</li> </ul>
7.	County and National Government	<ul> <li>Provision of legal framework and protection.</li> <li>Provide and maintain infrastructure both physical and institutional.</li> <li>Collaboration in consultation and technical issues and support.</li> <li>Collaboration in health and social services.</li> <li>Creates a conducive environment for the parish operations.</li> </ul>	<ul> <li>Conducive and inclusive platform to effectively participate</li> <li>Feedback</li> </ul>
8.	Learning Institutions	<ul> <li>Collaboration in offering education.</li> <li>Collaboration in training personnel.</li> <li>Collaboration in facilitating some of the parish activities and Programmes.</li> <li>Collaboration in propagating church ideals</li> <li>Provision a platform for evangelism.</li> </ul>	<ul> <li>Conducive and inclusive platform to effectively participate</li> <li>Feedback</li> </ul>
9.	Financial Institutions	<ul> <li>Provision banking facilities.</li> <li>Provision Credit and Financial advices.</li> <li>Provision support to the church through Corporate Social Responsibility (CSR).</li> </ul>	<ul> <li>Conducive and inclusive platform to effectively participate</li> <li>Feedback</li> </ul>

	Stakeholder	Expectation by the Diocese	Expectation by the Stakeholder
10.	Religious Organization	<ul> <li>Advocacy and Lobby.</li> <li>Provision a common front on contemporary issues.</li> </ul>	<ul> <li>Conducive and inclusive platform to effectively participate</li> <li>Feedback</li> </ul>
11.	Development Partners	<ul> <li>Collaboration in Implementation of agreed projects.</li> <li>Collaboration in resources mobilization.</li> <li>Collaboration in training and sponsorship.</li> </ul>	<ul> <li>Conducive and inclusive platform to effectively participate</li> <li>Feedback</li> </ul>
12.	Business Community	<ul> <li>Collaboration in supply of goods and services.</li> <li>Collaboration in offering technical and professional advice.</li> </ul>	<ul> <li>Conducive and inclusive platform to effectively participate</li> <li>Feedback</li> </ul>

#### 2.5 PESTEL Analysis

This section analyses the Political, Economic, Social, Technological, Ecological and Legal environment. There are emerging issues in each of these segments that the church should be concerned about and appropriately and timely respond. They are as outlined below.

Political Environment	Economic Environment	
<ul> <li>Increased democratic awareness.</li> </ul>	High inflation rates	
Diverse political views.	<ul> <li>Poverty levels on the rise</li> </ul>	
<ul> <li>Change of government policies and laws.</li> </ul>	<ul> <li>Increased financial and business risks.</li> </ul>	
<ul> <li>Politically instigated ethnic tensions.</li> </ul>	<ul> <li>Unsustainable debts and high interest rates.</li> </ul>	
<ul> <li>Political instability.</li> </ul>	<ul> <li>Turbulent business environment.</li> </ul>	
<b>Implications</b> Unstable political environment has a great effect on livelihood of the community served by the church. The church has a role in advocacy and lobby in matters arising from the political environment.	ImplicationsThe Diocese, congregation and community served by the church operates within an economic environment. Any major changes in the economic environment have a direct impact on the operations of the Diocese.The church must be intentional in building the economic capacity of the members and also help members access to information and opportunities.	
<ul> <li>Social Environment</li> <li>Breakdown of morals and values in the Society.</li> <li>Increased Crime, Drug and Substance Abuse and alcoholism</li> <li>Increased family breakdown and disintegration.</li> <li>LGBTQ groups in the community</li> <li>Infiltration of retrogressive cultural practices in the church.</li> </ul>	<ul> <li>Technological Environment</li> <li>Increased internet connectivity</li> <li>Increased use of mobile phones which expands communication channels.</li> <li>Enhanced communication through the use of electronic, mainstream and social platforms</li> <li>Integration of ICT in service delivery</li> <li>However, it is also worth noting that there are also some negative impacts of ICT. Some of these are</li> <li>Increased cyber crimes</li> </ul>	

Implications Services to the members of the congregation are provided within a given society. Social factors inform the kind of programmes and projects developed by the church. The church is the moral voice and voice of reason in the community. It must therefore never lose its credibility and must develop programmes that respond to social issues affecting the congregation and the community.	Implications Technology will either promote or impede the operations of any organization. The Diocese has a responsibility in ensuring that technology becomes a driver and not a barrier in achievement of her vision.
<ul> <li>Ecological Environment</li> <li>Pollution- Water, noise and air.</li> <li>Solid and clinical waste disposal and management</li> <li>Climate change affecting livelihoods.</li> <li>Effects of global warming and change of the ecosystem.</li> <li>Deforestation and its effects that include flooding, land and mud slides</li> <li>Unpredictable weather patterns</li> </ul>	<ul> <li>Legal Environment</li> <li>Increased need for litigations on claims of rights and freedoms.</li> <li>Introduction of alternative dispute resolution.</li> <li>Need for Statutory compliance and other legal demands.</li> <li>Taxation laws</li> </ul>
Implication Nature is unforgiving and every institution must seek to protect the environment. The Diocese must therefore be deliberate in sustainability of the environment. The Diocese must initiate environmental stewardship initiatives that promote environmental sustainability.	Implication The church operates within the laws of the land. In the pursuit of her vision, the Diocese must ensure adherence to the laws of the land. The Diocese must also be alert of changes in the laws that may promote or impede her mandate.



Bishop with Ordinands





Select students from the Diocesan colleges

# **CHAPTER THREE**



## ACK DIOCESE OF MASENO NORTH COMPASS

#### 3.1 Overview

This chapter focuses on fundamental statements that define the strategic direction of ACK Diocese of Maseno North. They include the Diocesan Vision Statement, Mission Statement, Core Values, Strategic Objectives and the Strategic Model.

#### 3.2 Vision Statement

An Empowered, Sustainable and Mission Oriented Diocese boldly proclaiming Christ.

#### 3.3 Mission Statement

To equip God's people for wholesome transformation.

#### 3.4 Core Values

- Faith in God
- Integrity
- Unity
- Professionalism
- Transparency and Accountability

#### 3.5 Strategic Result Pillars

- 1. Spiritual Pillar.
- 2. Human Capital Pillar.
- 3. Institutional Capacity Pillar.
  - a. Sound Governance and Operational Excellence
  - b. Financial Growth and Sustainability
  - c. Infrastructure
  - i. Institutional Infrastructure
  - ii. Physical Infrastructure
  - iii. Technological Infrastructure
  - iv. Ecological Infrastructure
- 4. Community Transformation Pillar





Transformation Pillar

#### 3.7 ACK Diocese of Maseno North – Strategic Framework.

#### **SPIRITUAL PILLAR**

- **1. Spiritual Nurture Initiatives**
- 2. Pastoral care and Support
- 3. Mission and Evangelism
- 4. Church Planting

#### HUMAN CAPITAL PILLAR

- 1. Training, Recruitment and Continous Training Programmes
- 2. Leadership Development
- 3. Exposure and Benchmarking
- 4. Staff Welfare
- 5. Staff Remuneration

#### To equip God's people for wholesome transformation

#### **INSTITUTIONAL CAPACITY PILLAR**

- 1. Operational Excellence and Governance
- 2. Infrastructural Development
- 3. Financial Growth and Sustainability

#### COMMUNITY TRANSFORMATION PILLAR

- 1. Community Resource Mapping
- 2. Community Development Initiatives
- 3. Climate Resilience Initiatives
- 4. Partnership building and strengthening

## **3.8 Summary of the Strategic Result Pillars - Operational Targets**

Strategic Result Pillar	Strategic Overall goal	Operational Target	Performance Indicators	Verifiable Indicators
1. Spiritual Pillar	Promote spiritual growth and nurture of the congregation and community for transformation and community impact	100% of initiatives executed 100% of the members reached 100% engagement and participation by members 100% adherence to the set targets	No. of members reached No. of areas reached No. of community outreach initiatives and % of community reached	Reports and Minutes
2. Human Capital Pillar	Build capacity of all clergy, church workers and stakeholders for optimal productivity	100% of initiatives executed 100% stakeholders reached	% of execution No. of stakeholders reached	Training schedules List of participants
3. Institutional Capacity Pillar	Strengthen the Diocesan capacity for effective	100% adherence and compliance	% of adherence	Reports, Minutes and
	and sustainable ministry	100% execution	% of execution	contractual
	delivery	100% adherence to the set infrastructural targets	% of adherence	- reports
4. Community Transformation Pillar	Build sustainable collaborations and partnerships for enhanced synergy. Build the capacity of the community for maximal productivity	100% Execution	% of initiatives executed % of community reached No. of collaborations and partnerships	Minutes and Reports

## **3.9 Implementation Matrix**

### STRATEGIC RESULT PILLAR 1: SPIRITUAL NURTURE, GROWTH AND DEVELOPMENT

Strategies	Initiatives	Timeline	Actors
1.1 Strengthen spiritual growth and development initiatives for transformation	<ul> <li>1.1.1 Audit and review existing spiritual growth and development initiatives in the Diocese for relevance and impact.</li> <li>1.1.2 Conduct spiritual needs assessment across all parishes, local churches and departments and develop appropriate spiritual growth initiatives.</li> <li>1.1.3 Develop Diocesan spiritual growth programmes at the Diocesan level that respond to the needs of the different members of the congregation and community.</li> <li>1.1.4 Develop a framework to guide the Diocese spiritual growth direction in all parishes and local churches.</li> <li>1.1.5 Organize spiritual awakening initiatives like revivals, keshas and worship experience both at the Diocese, parishes and local churches.</li> <li>1.1.6 Develop spiritual development initiatives that respond to the needs of clergy, evangelists and lay readers at the Diocesan and archdeaconry level.</li> </ul>	Continuous with scheduled annual review in Q4	Bishop

Strategies	Initiatives	Timeline	Actors
1.2 Strengthen Mission and Evangelism for impact	<ol> <li>1.2.1 Conduct spiritual mapping across the Diocese for the purpose of aligning mission and evangelism.</li> <li>1.2.2 Organize mission and evangelism initiatives in all the Diocesan Mission Areas.</li> <li>1.2.3 Institute and train a Diocesan mission and evangelism team.</li> <li>1.2.4 Identify areas of partnership and raise ministry partners on the area of mission and evangelism.</li> <li>1.2.5 Organize forums of wholesome mission including sports and medical camps across the Diocese.</li> <li>1.2.6 Integrate psychosocial support programmes in mission and evangelism which include emergency relief and psychological Counselling</li> <li>1.2.7 Strengthen the existing estate fellowships in every local church and mission area with clear mandate; and establish estate fellowships in areas parishes and local churches where not established.</li> <li>1.2.8 Recruit and train neighborhood churches leadership on key areas like leadership, Anglicanism and liturgy.</li> <li>1.2.9 Institute discipleship programmes and build systems that promote sustainable discipleship across all levels in the Diocese.</li> <li>1.2.10Use neighborhood fellowships for talent identification, development, placement and evangelism.</li> </ol>	Continuous with scheduled quarterly review	Mission and Evangelism coordinator
1.3 Develop Rapid church planting Initiative.	<ol> <li>1.3.1 Conduct a church planting mapping in the Diocese.</li> <li>1.3.2 Train the clergy and elders on sustainable church planting.</li> <li>1.3.3 Develop a systematic church planting initiative</li> <li>1.3.4 Mobilize resources (financial, material, equipment, machinery and information) for church planting.</li> <li>1.3.5 Develop a comprehensive discipleship programme in new churches.</li> </ol>	Continuous with scheduled quarterly review	Mission and Evangelism coordinator
1.1 Strengthen the capacity of the pastoral team for effective delivery.	<ol> <li>1.1.1 Develop capacity building programmes for clergy on areas of pastoral ministry.</li> <li>1.1.2 Develop pastoral programmes that reach out to the clergy, clergy spouses and clergy children.</li> <li>1.1.3 Mobilize resources to support facilitate pastoral care especially in the Diocesan Mission Areas.</li> <li>1.1.4 Build the capacity of the church volunteer workers for optimal productivity.</li> </ol>	Annually	Bishop

Strategies	Initiatives	Timeline	Actors
Strategies 1.2 Strengthen departments to effectively run spiritual development programmes. (MU, KAMA, Youth Ministry, Children Ministry and other established departments)	<ul> <li>1.2.1 Audit the existing departmental programmes for impact and relevance.</li> <li>1.2.2 Conduct needs assessment of the respective members in each department and develop appropriate and timely response programmes.</li> <li>1.2.3 Organize programmes that promote spiritual development of members including fellowships, prayer forums and bible study.</li> <li>1.2.4 Organize departmental members to effectively participate in the local church, parish and diocesan events.</li> <li>1.2.5 Organize platforms of trainings and retreats where departmental leaders can learn to effectively lead the team members.</li> <li>1.2.6 Strengthen the TEE programme by training the facilitators and creating awareness.</li> <li>Mothers Union Department</li> <li>Reach out to more women in training and enrollment. Increase the number of full members to 75% by preparation, training and support.</li> <li>KAYO</li> <li>Develop a comprehensive school ministry programme and initiatives in partnership with Education department and youth for Christ.</li> <li>Engage the youths on climate change response initiatives through the Green Anglican.</li> <li>Engage the youths in social economic programmes especially the table banking.</li> <li>Appoint youth pastors in each archdeaconry.</li> <li>Introduce bible vocational school</li> <li>Introduce teen services in each parish.</li> <li>Children Ministry.</li> <li>Empower teachers to deal with the modern child.</li> <li>Organize conferences and VBS for wholesome growth of the child.</li> <li>Acopt the new curriculum, train the teachers and track progress.</li> <li>Develop a clear framework on orientation, onboarding of</li> </ul>	Timeline Continuous with scheduled quarterly review – Q2	Actors Departmental leader
	<ul> <li>Sunday school teachers.</li> <li>Develop a vetting and child protection policy.</li> <li>Restructure and remodel the Sunday school for enhanced efficiency.</li> </ul>		
1.3 Strengthen department's human capital for effective delivery.	<ol> <li>1.3.1 Appoint and equip departmental coordinators at the Diocesan and Archdeaconry level.</li> <li>1.3.2 Develop and institutionalize training materials for each department including children ministry.</li> <li>1.3.3 Develop ministry framework for each department for effective delivery.</li> </ol>	Continuous with scheduled quarterly review – Q2	Departmental leaders.

#### STRATEGIC RESULT PILLAR 2: INSTITUTIONAL GROWTH AND DEVELOPMENT

Strategies	Initiatives	Timeline	Actors
2.1 Strengthen governance for informed and sound decision making.	<ul> <li>2.1.1 Review the current policies for relevance and effectiveness. These include</li> <li>Recruitment</li> <li>Placement</li> <li>Remuneration</li> <li>Discipline</li> <li>Performance Management and appraisal.</li> <li>2.1.2 Build the capacity of the synod members, standing committee of the synod members, Boards and Committees through training and exposure programmes.</li> <li>2.1.3 Develop mechanisms that ensure adhere to the church constitution in church elections both at the parish and local church level.</li> <li>2.1.4 Develop mechanisms to identify and utilize Identification of key resource persons in church (Professions, skills and training) to support the governance body of the church.</li> <li>2.1.5 Develop clear reporting and communication mechanisms that allow the Diocese to make informed decisions.</li> <li>2.1.6 Conduct scheduled risk and compliance assessment on key risk areas and develop appropriate mitigation and compliance measures.</li> <li>2.1.7 Organize scheduled and structured training, exposure and benchmarking initiatives for the Synod, standing committee of the synod, departmental leaders and committee.</li> <li>2.1.8 Conduct scheduled evaluation of key stakeholders to allow for peer evaluation and inform future governance improvement mechanisms.</li> <li>2.1.9 Adhere to scheduled external audits and implementation of the Auditors recommendations.</li> </ul>	Continuous with scheduled annual review in Q4	Bishop Vicars

Strategies	Initiatives	Timeline	Actors
2.2 Enhance efficiency and effectiveness to achieve seamless, harmonious and productive operations.	<ul> <li>2.2.1 Appoint a Diocesan Strategic Plan Implementation Committee with a clear term of reference and a clear reporting structure.</li> <li>2.2.2 Develop clear work plans for all implementers and especially the parishes and local churches.</li> <li>2.2.3 Develop clear training, orientation and onboarding procedure for all leaders.</li> <li>2.2.4 Develop a clear orientation framework for new members across the Diocese.</li> <li>2.2.5 Develop and update a comprehensive data base for the members of the congregation.</li> <li>2.2.6 Develop clear and comprehensive reporting and communication tools from the local church to parish and Diocesan level.</li> <li>2.2.7 Review the departmental Terms of Reference, composition and deliverable for enhanced efficiency.</li> </ul>	<ol> <li>Jan 2025</li> <li>Q4 with scheduled annual review.</li> <li>Q4 with scheduled annual review.</li> <li>2025 with scheduled annual review.</li> <li>2025 with scheduled annual review.</li> <li>Annually</li> <li>2025 with scheduled</li> </ol>	i. Departmental leaders ii. Vicar
Financial Sustainabilit	ι tγ		
2.3 Promote sustainable financial mobilization.	<ul> <li>2.3.1 Institute and empower a resource mobilization team with a clear term of reference and mandate.</li> <li>2.3.2 Identify and document best practices on resources mobilization for replication and scalability.</li> <li>2.3.3 Strengthen the "daily challenge initiative" and allow every member to participate regardless of their economic status.</li> </ul>	2025 Q1 with Continuous scheduled quarterly review - Q2	Board of Finance (BOF)
2.4 Promote prudent financial management practices.	<ul> <li>2.4.1 Develop mechanisms that give feedback through financial and project progress reports to the congregation.</li> <li>2.4.2 Develop a framework that promotes financial reporting mechanism across departments, PCC, Board and Committees</li> </ul>	Continuous with scheduled quarterly review.	
2.5 Mobilize and develop financial resource for increased return on investment	<ul> <li>2.5.1 Organize trainings and workshops forum for church leadership on financial stewardship.</li> <li>2.5.2 Organize scheduled fundraisers with clear targets and projects.</li> <li>2.5.3 Appoint an investment team that conducts feasibility studies that allows for investment on platforms that give a high return on investment for mission expansion.</li> <li>2.5.4 Conduct investment appraisals for all intended investment.</li> </ul>	Continuous with scheduled quarterly annual review – Q4	
2.6 Establish Income Generating Projects for expanded revenue stream	<ul> <li>2.6.1 Conduct investment appraisal of all the income generating projects.</li> <li>2.6.2 Conduct a feasibility for the all the projects before commission and implementation.</li> <li>2.6.3 Establish a clear business plan to ensure full commercialization of the tailoring project.</li> </ul>	Continuous with scheduled quarterly annual review – Q4	

Strategies	Initiatives	Timeline	Actors
2.7 Build adequate and appropriate infrastructure for safety, efficiency, effectiveness and productivity	<ul> <li>2.7.1 Institutional Infrastructure <ol> <li>Appoint a Diocesan enterprises manager with a clear term of reference.</li> <li>Strengthen and equip Heads of Department with time and resources and opportunities for resources mobilization to grow their respective departments.</li> <li>Develop a policy framework for a clear performance assessment and career development path.</li> <li>Identify talent and skill among the clergy for placement in the Diocesan enterprises.</li> <li>Equip the communication department to effectively carry out impact documentation and reporting.</li> </ol> </li> </ul>	2025 Continuous with scheduled quarterly review. 2025 with scheduled annual review Annually Annually	BOF
	<ul> <li>2.7.2 Physical Infrastructure.</li> <li>i. Fully fledged Conference Facility – Phase 1 Complete by 2025</li> <li>ii. 1000-Seater Hall – Beginning 2027</li> <li>iii. Fully Fledged Hostels in Maseno – Beginning 2030</li> <li>iv. Fully Fledged Level 5 Maseno Hospital – By 2026</li> <li>v. Fully fledged five (5) Health Centers within the community</li> <li>vi. Commercial Official Block – Beginning 2029</li> <li>vii. Fully Commercialization of Church House – By 2028</li> <li>viii. Three (3) Phase - Avocado farming (10 acres) beginning 2026</li> <li>ix. Registration of Mancodet as a social economic vehicle in the Diocese.</li> <li>x. Registration of a Diocesan SACCO as a Social Economic Driver</li> <li>xi. Registration and running of St. Phillips Theological College as a sustainable TVET.</li> <li>xii. Introduce the ushuhunda springs – a purifying and refilling water station.</li> <li>xiii. Fully commercialization of the MU Enterprises and KAMA Enterprises.</li> <li>Expand the product portifolio in the tailoring shop to include liturgical garments, uniforms and more fabrics.</li> <li>Update the current machines for enhanced efficiency.</li> <li>Expand the bee keeping and farming project</li> <li>Expand the rental houses projects.</li> </ul> 2.7.3 Technological Infrastructure <ul> <li>Automate the Diocesan management systems through a comprehensive ERP.</li> </ul> 2.7.4 Ecological Infrastructure <ul> <li>Install a water harvesting system in all Diocesan and church facilities.</li> <li>Appropriate landscaping of the Diocesan and church facility.</li> <li>Install solar system</li> </ul>		

#### STRATEGIC RESULT PILLAR 3: HUMAN CAPITAL DEVELOPMENT

Strategies	Activities	Tim	eline	Actors
3.1 Create an enabling environment for the clergy, evangelists, church workers and volunteers.	<ul> <li>3.1.1 Review the remuneration package for clergy and evangelists and introduce a retainer salary for each category. (Phase 1 – Clergy, Phase 2- Evangelists, Phase 3 – Church Workers)</li> <li>3.1.2 Develop social - economic programmes targeting clergy, evangelists and church workers. (Phase 1 – Clergy, Phase 2- Evangelists, Phase 3 – Church Workers)</li> <li>3.1.3 Expand the health insurance scheme for clergy, evangelists and church workers. (Phase 1 – Clergy, Phase 2- Evangelists, Phase 3 – Church Workers)</li> <li>3.1.3 Expand the health insurance scheme for clergy, Phase 2- Evangelists, Phase 3 – Church Workers.</li> <li>3.1.4 Monitor the Vicar, Curate and Evangelist - congregation work load for efficiency.</li> </ul>	i.	2027	
3.2 Strengthen the capacity of every stakeholder for optimal productivity	<ul> <li>3.2.1 Conduct training needs assessment for all the clergy and church workers.</li> <li>3.2.2 Organize programmes and initiatives that respond to the identified needs.</li> <li>3.2.3 Organize trainings on emerging and contemporary issues affecting members of the congregation.</li> <li>3.2.4 Organize team building retreats programmes for clergy and evangelists to promote cohesion and unity.</li> </ul>	ii. iii. iv. v.	Annually Continuous with scheduled review. Annually Annually	Bishop
3.3 Promote wholesome capacity of all departmental members	<ul> <li>3.3.1 Review the mandate and deliverables of departmental heads to align with the defined Diocesan direction.</li> <li>3.3.2 Build the capacity of departmental leaders through training, exposure and bench marking.</li> <li>3.3.3 Conduct scheduled departmental needs assessment and organize technical training appropriate for each department.</li> <li>3.3.4 Organize seminars and workshops appropriate for departmental members.</li> </ul>	i. ii.	Annual with scheduled review – Q4 Annual with scheduled review – Q4	Departmental leaders
3.4 Build the capacity of clergy and larger pastoral team for effective engagement	<ul> <li>3.4.1 Develop a comprehensive continuous and progressive training programme for all the clergy with a clear curriculum and framework.</li> <li>3.4.2 Organize professional courses for clergy for enhanced productivity. These to include: <ul> <li>Investment</li> <li>Human Resource Management</li> <li>Finance</li> </ul> </li> <li>3.4.3 Organize retreats, seminars and workshops for clergy, evangelists and lay readers.</li> <li>3.4.4 Organize benchmarking and exposure programmes for clergy,</li> </ul>	i. ii.	Annually Continuous with scheduled annual review - Q1	Bishop
3.5 Promote Human Resource Development for church workers	<ul> <li>3.5.1 Conduct skill set assessment and matching for the Diocesan and church workers.</li> <li>3.5.2 Organize training of church workers on technical and soft skills.</li> <li>3.5.3 Create platforms of mentorship and peer learning.</li> <li>3.5.4 Organize opportunities for multi-tasking and multi learning.</li> <li>3.5.5 Develop a comprehensive clergy welfare programme targeting clergy and their families.</li> <li>3.5.6 Raise partners to support clergy through sponsorships and scholarships.</li> <li>3.5.7 Develop a comprehensive counselling programme for clergy and their families.</li> </ul>	iii.	Minutes and Reports	Administrative Secretary

#### STRATEGIC RESULT PILLAR 5: COMMUNITY ENGAGEMENT, ADVOCACY AND LOBBY

Strategies	Initiatives	Timeline	Actors
5.1 Strengthen Community Engagement Initiatives	<ul> <li>5.1.1 Register MANCODET as a community Based Organization to serve as a social economic driver in the Diocese.</li> <li>5.1.2 Audit and review the MANCODET mandate, direction and programmes for impact and relevancy.</li> <li>5.1.3 Conduct community needs assessment and community resource mapping.</li> <li>5.1.4 Identify key community resources and create awareness on the key community resources.</li> <li>5.1.5 Develop programmes and projects that respond to the identified needs.</li> <li>5.1.6 Raise like-minded partners for the needs identified.</li> </ul>	2025 Q3 with Continuous scheduled quarterly review - Q2	Board of social services
5.2 Develop programmes of sustainable community development	<ul> <li>5.2.1 Develop programmes that respond to contemporary issues affecting the congregation and community served by the Diocese.</li> <li>Agriculture and food security.</li> <li>Climate resilience</li> <li>Environmental stewardship.</li> <li>5.2.2 Develop reporting and tracking mechanism on every established programme and project for adherence and results.</li> <li>5.2.3 Establish advocacy and lobby desks on areas of legal redress.</li> </ul>	Continuous with scheduled quarterly review.	Board of social services
6.1 Build a community of like-minded partners.	<ul> <li>6.1.1 Identify areas of partnerships within the Diocese.</li> <li>6.1.2 Identify like-minded partners in the identified areas.</li> <li>6.1.3 Institute a grant writing and partner relations office.</li> <li>6.1.4 Develop a comprehensive website with clear areas of partnerships.</li> </ul>	Continuous with scheduled quarterly evaluation.	

## Budgetary Allocation for each Strategic Result Pillar

	Strategic Result Pillar	Budget Components	Budgetary Allocation %
1	Spiritual Pillar	Episcopal care, Pastoral Care (Bishop, Clergy and church workers expenses) Mission and Evangelism, Church Planting, Discipleship	40
2	Human Capital Capacity Pillar.	Training Exposure programmes Seminars and workshops Benchmarking	13
3	Institutional Pillar	Systems Operations Infrastructure (Physical, Technological, Ecological, Institutional) Resource Mobilization, Professional fee	30
4.	Community Engagement, Advocacy and Lobby Pillar	Partnership relationship and management Community mobilization and engagement	17



Bishop with graduands from one of the Diocesan College



Church House

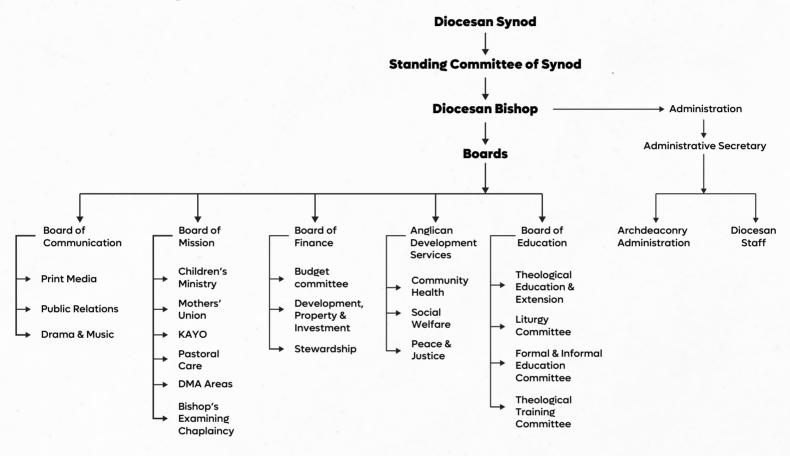
## **CHAPTER FOUR**



#### 4.1 Overview

To efficiently and effectively implement the strategic plan, there will be need for careful alignment of resources, systems, structures and activities so that they all support strategy. This chapter looks at how each of these areas will be organized to support effective implementation of the strategic plan.

#### **Current Diocesan Organizational Structure**



#### 4.2 Boards and Committees

The resolutions of the synod are implemented through boards created through the standing committee of the synod. These are:

- i. Board of Finance
- ii. Board of Mission
- iii. Board of Pastoral Work
- iv. Board of Education and Training
- v. Board of Social Services

With the anticipated growth, there will be need to add the following area in the general operations of the Diocese.

- Investment
- Mission, Evangelism and Church Planning
- Strategy Implementation, Monitoring and Evaluation.
- Human Resources growth and development.
- Community engagement, Advocacy and Lobby.
- Collaborations, Networks and Partnerships relations.

#### 4.3 Staff Establishment

Human resource is the most important resource in the organization. Below is the critical analysis of the Human Capital in Diocese.

Position	Current Establishment	Establishment in the next 5 years	Variance
Bishop	1	1	0
Vicar General	1	1	0
AS	1	1	0
Vicars	56	56	0
Curates	28	44	16
Deacons	8	8	0
Evangelists	235	252	17
Lay readers	326	379	53
Chaplains	39	64	25
Total	863	1003	140

#### 4.5 Risk Analysis and Mitigation Measures

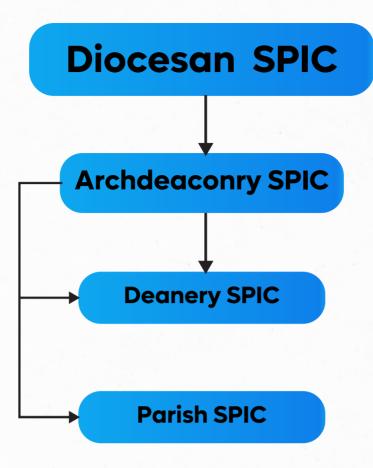
Risk	Category	Mitigation Measure
Heresy, False teachings, Cults and Occults	High	Equip the Clergy and Volunteer Pastoral Team with right doctrine.
Cultural Interference	High	Create awareness on harmful cultural practices, advocate and lobby for legal redress.
Change in legal environment	Low	Compliance
Changes In the Political Environment	High	Stakeholder engagement
Collection of Quota payment	Medium	Enhance Quota collection mechanisms Share best practices among the parishes
Liquidity Risk	High	Asset-liability matching
Change in regulatory framework	Medium	Compliance
Reputational	Medium	Change management/trainings Stakeholder interventions/engagements
Technological Risks	Medium	Increase Automation, upgrade and integration
Natural disasters	Medium	Operations continuity planning
Governance & Compliance Risk	High	Enhance Corporate governance programmes Audit and Monitoring & Evaluation

#### 4.6 Strategic Plan Implementation Teams

The strategic Plan has been organized in a collaborative and participatory manner; a practice that promotes ownership and effective participation. This practice must be carried into the implementation period.

There shall be Strategic Plan Implementation Committees (SPICs) which will continuously track the implementation of the Strategic Plan.

• The Strategic Plan Implementation Committees will be formed the Diocesan level, Archdeaconry, Deanery and Parish level.



#### **Diocesan SPIC**

- Diocesan SPIC will be headed by a chair, appointed by the Bishop.
- Will report to the respective Board in the governance structure
- Will receive reports from the Archdeaconry, Deanery and parish SPIC
- Will be expected to engage with the other established SPICs and provide appropriate, timely feedback and support.

#### Archdeaconry, Deanery and Parish SPIC

- Each will be headed by a chair appointed by the bishop
- The Archdeaconry SPIC will receive reports from the Deanery SPIC while the Deanery will receive reports from the parishes. The parishes will in turn receive reports from the local congregations.
- Will receive reports from the deaneries

#### Note

It is expected that the members will have the capacity to execute the assigned responsibility, undertake performance measurement and generate reports. Where they lack the capacity, the Diocese will be expected to invest in capacity building.

The SPICs are expected to strictly adhere to the strategic plan and any other documentation provided by the Diocese to support implementation.

#### Strategic Implementation Cycle





# **CHAPTER FIVE**

## MONITORING, EVALUATION, ADVISORY AND LEARNING

#### 5.1 Overview

This chapter outlines the nature of Monitoring, Evaluation, Advisory and Learning as key steps in tracking and measuring progress.

#### 5.2 Monitoring

Monitoring is the continuous collection and analysis of data to measure immediate results. It allows for analysis of activity against the plan. During this planning period, the following activities will be undertaken to track and measure progress report through;

- **i. Bishops visits to the parishes:** The Bishop will have scheduled visits to the parishes to observe, see and make judgments that inform daily decisions of those parishes.
- **ii. Reporting:** The Diocese will break down the deliverables from the strategic plan and task parishes to execute through annual workplans. They will then provide reports through the established SPCs.
- **iii.** Work plans: All parishes will be expected to draw their annual work-plans from the SP implementation matrix. This will provide the SPIC with a tracking reference.
- **iv. Performance appraisals:** Parishes will undergo annual appraisals based on the Strategic Result Pillars and appropriate feedback given to them.
- v. **Feedback forms:** Feedback forms will be given to the congregation and other stakeholders to ensure that stakeholder interests, opinions, suggestions and compliments are captured for use in the planning process and continuous improvement.
- **vi. Suggestion boxes:** For internal purposes, anonymous data will be collected through suggestion box and used to inform strategy. The suggestion box will be at the Diocesan office.

#### 5.3 Evaluation

Evaluation is the rigorous scientific analysis of data against major milestones or at the end of the strategic plan. In the planning period 2025/2035, evaluation will be undertaken through the following tools;

- i. Strategic Result Pillars (SRP) Scorecard: This will be developed informed by the identified Strategic Result Pillars.
- **ii. Quarterly reports:** For tracking purposes, all SPICs and departments will be expected to give quarterly reports that cumulatively will form the mid-term and terminal evaluation.
- **iii.** Implementation Matrix: The matrix has been developed using Strategic Result Pillars (SRPS)s and forms the basis for SP mid-term and end-term evaluation. Parishes and departments will draw their annual work plans from this matrix
- iv. Monitoring & Evaluation framework: The M&E plan is developed in the SP and will be used to evaluate the SRP outputs and outcomes. The Diocese will have annual M&E reports for the deliberation
- v. Annual Budgets: These are resource allocation and management tools used by the Finance department, Boards and Committees to monitor financial performance of Diocese.
- vi. Mid-term and End term review of the SP: This will be reports from independent external evaluators who will monitor and evaluate both the progress and achievements of the SP at the mid-term and end-term points.

#### 5.4 Review of the Strategic Plan

Mid-term review of the Strategic Plan is necessary to assess the status of implementation. This will enable Diocese undertake corrective action on areas that have not been achieved in good time. End term review is critical to determine the worth of the Strategic Plan.

#### 5.5 M&E Reporting Framework

There shall be clear communication and reporting structure that allows for proper reporting during the implementation process. The following reports will be expected;

- Parish SPC Reports
- Deanery Reports
- Archdeaconry Reports
- Departmental Reports
- Diocesan meeting and Reports

#### 5.6 Diocese by the Year 2035

- i. Fully Evangelized Diocese.
- ii. Excellent operations and ministry delivery
- iii. Sustainable Diocese
- iv. Adequate and Empowered Human Capital
- v. Sustainable and Transformed Congregation and Community.



Children ministry



Bishop with select Heads of Depatments

## ACK DIOCESE OF MASENO NORTH **STRATEGIC PLAN** 2025 - 2035

## **Vision Statement**

An Empowered, Sustainable and Mission Oriented Diocese boldly proclaiming Christ.