



PRAISE CHAPEL KENYA

STRATEGIC PLAN 2025 - 2029

DECEMBER 08, 2024
PRAISE CHAPEL KENYA
98856 – 80100 Mombasa, Kenya

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ACRONYMS

BQ - Bill of Quantities
CBO - Community Based Organization
GOK - Government of Kenya
HBC - Home Bible Campus
KRAs - Key Result Areas
KPIs - Key Performance Indicators
M&E - Monitoring and Evaluation
MCT - Ministry Coordinating Team
PC - Praise Chapel
SP - Strategic Plan





Foreword

BY BISHOP

I take this opportunity to thank God and place on record my appreciation for PC's growth from 2007 when we started the Ministry to date when we can look back and a firm God's faithfulness. Over the years, the Church has tremendously grown both numerically and spiritually.

It is observable that the Ministry has registered major achievements such as undertaking structural developments and improvements on the main sanctuary, equipping and modernization of the Church Sound Equipment, and opening of church branches such as Voi. The major highlight of our achievements was the acquisition of land ownership docs (Lease of Title) for the land in Kizingo which ushers/propels the church into its next major front of now planning for construction of a permanent sanctuary. The past period has also had its fair share of challenges which by the grace of God we have been navigating through and I anticipate that this SP will consolidate our efforts to address emerging challenges, take advantage of opportunities in order to accomplish its mission.

The importance of envisioning, and planning cannot be underestimated because it is both biblical and human. The story of Nehemiah's calling and experiences in rebuilding of the Walls of Jerusalem as recorded in the Book of Nehemiah illustrates the importance of planning and mobilizing in order to achieve grand visions.

I recognize and wish to emphasize the importance of teamwork in Ministry taking into account that while the vision of Transformed people driven by purpose and excellence into loving God and people for the Ministry may be individual it requires collective ownership and responsibility for it to be realized. While I acknowledge that the first SP was the blueprint that has taken the Ministry from inception to where it is today, taking into account that the last SP covered the period from 2012, a lot remains to be done necessitating a review and development of a new SP. I am delighted to note that the process of developing the SP under the guidance of the Technical Team was inclusive and participatory and the outcome is widely owned and hence its implementation should be achieved with relative ease. Following this inclusive approach, the team correctly identified the thematic issues that need to be addressed in the next plan period. As the vision carrier, I continually guided the team on the importance/necessity of developing stretch yet practical and implementable strategies.

The Plan revolves around five (5) thematic areas with clear broad objectives i.e. enhancing evangelism and discipleship; strengthening outreach programs and missions; revitalizing church ministries/departments to enhance their effectiveness enhancing Church Funding and Resource Mobilization; and building Institutional capacity.

I express confidence into the future trusting God for grace to implement what the Church is committing itself to through this PI an recognizing that "We can make our plans, but the LORD determines our steps" Proverbs 16:9



1.1. Praise Chapel's Journey

Praise Chapel has been in existence since the 17th December 2007 when the first service was held. This took place in a hired hall owned by the Star of the Sea Girls with approximately 100 worshippers attending the service. At this time, Bishop Tee Nalo the vision bearer set up a team to help with coordinating the ministry matters. This ministry was later officially launched in February 2008. PC is registered under the Societies Act of Kenya (Cap 108) and is in compliance with all statutory requirements. In the conduct of its affairs, the church is guided by a duly registered constitution that is operationalized through policies, procedures, plans and a supporting organization structure. The main church plants that were established under the previous Strategic Plan (SP) included PC Voi, PC Doti, PC Sigomere and PC Busia .

Various ministries were also formed during this time amongst them being the Men's ministry, Women ministry, Eagles ministry, Youth ministry, Sunday school ministry, and the Missions ministry. These ministries have touched the lives of our men, women, young adults, youths, children and the communities around in a special way.

The Ministry is looking forward to serve God in this new strategic planning period with passion and shall continue to do His will of proclaiming the gospel of the Kingdom to everyone to the ends of the earth.

The Church is positioning ourselves to serve God in a greater way in this strategic planning period 2024-2028. It is anticipated that other church branches will be established in other suitable locations during this Strategic Plan period.

1.2. Imperative/ Rationale for Strategic Plan

This Strategic Plan outlines a vision for Praise Chapel which intends to improve on the delivery of its mandate i.e. spreading the Gospel of Christ as per the Great Commission in Matthew 28:16-20. Specifically, it was important to develop this Strategic Plan to provide a clear picture of the future of the church and the roadmap for getting the Ministry to its desired destination. This SP seeks to help Praise Chapel re-define and align its objectives and purpose. It encourages a visionary approach to the management of the affairs of the Church by providing a conceptual framework that helps in focused programming of Church activities.

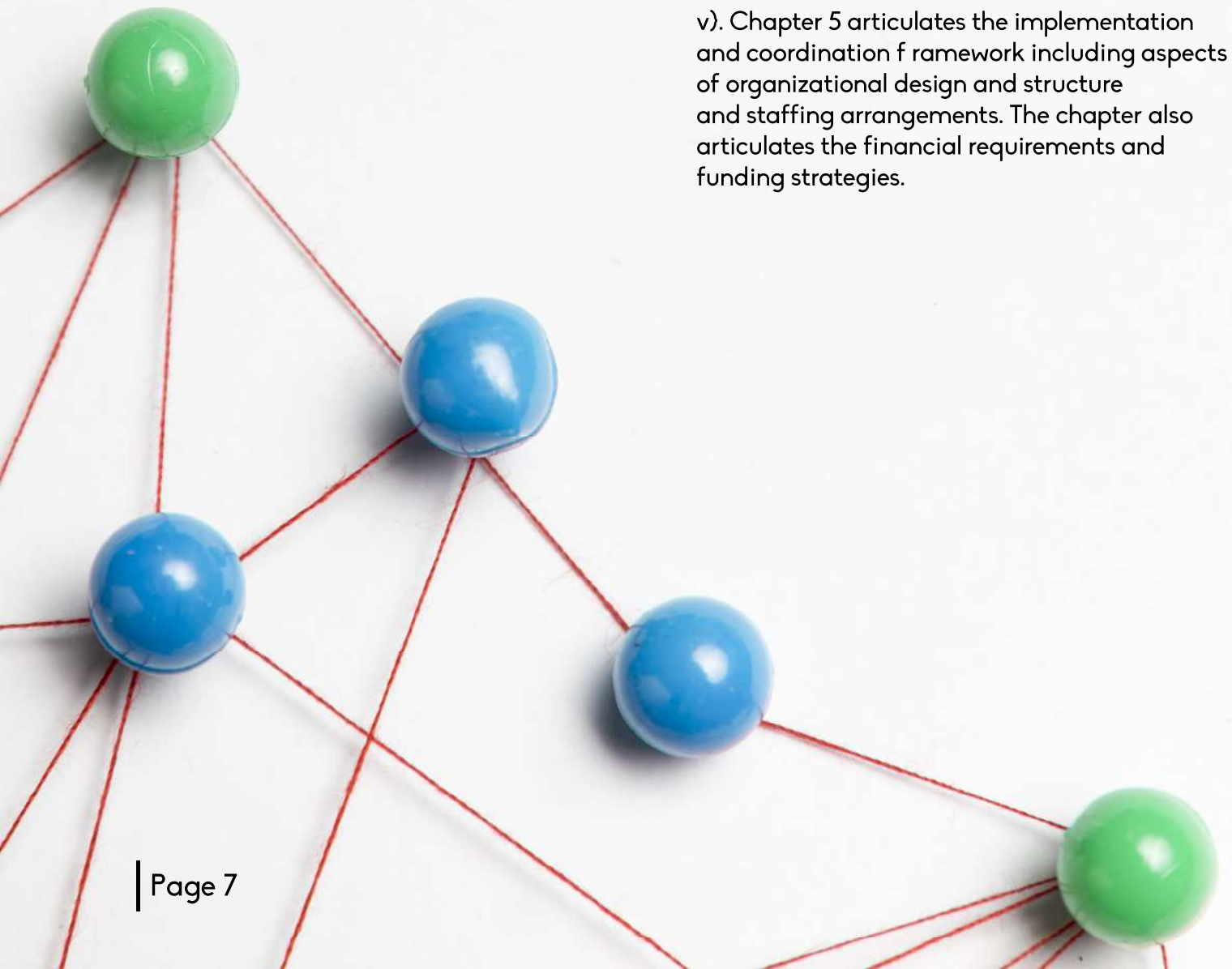
The Plan identifies clear thematic areas and articulates goals and key strategies on how to attain the Mission and Vision. Strategic planning involves setting goals (strategic objectives commitments based on key result areas), determining actions to achieve the goals (strategies and actions), and mobilizing resources to execute the actions (budgetary estimates and allocations). It involves not just stating what must be done, but how, by whom, and with what resources. Emphasis has been made on clear, proactive, and well thought out strategies to steer the Ministry towards achieving its objectives, attaining high levels of performance, and realizing its vision.

This SP has taken into account all these tenets of good strategic planning for corporate success.

1.3. Executive Summary

The Strategic Plan is divided into the following chapters:

- i). Chapter 1 provides the introduction and background information including the imperative for development of the Strategic Plan as an enabler for corporate/church success.
- ii). Chapter 2 provides the strategic model and direction for the Church covering the Mission, Vision, Core Values, and Church Mantra.
- iii). Chapter 3 outlines the situational analyses/ SWOT as well as articulating the achievements in the previous plan and lessons learnt from the same. The chapter also includes a stakeholder analyses.
- iv). Chapter 4 provides the strategic issues/themes, goals and objectives as well as strategies/key initiatives to be undertaken within the Plan period. The chapter also incorporates key performance indicators and outcomes as well as outlining responsibilities and timelines.
- v). Chapter 5 articulates the implementation and coordination framework including aspects of organizational design and structure and staffing arrangements. The chapter also articulates the financial requirements and funding strategies.



CHAPTER 2 : SITUATIONAL ANALYSIS / SWOT AND STAKEHOLDER ANALYSIS.



2.1. Institutional Review

A high level end term review of the current SP 2012/2013 was undertaken and incorporated under this new Strategic Planning process. Major Achievements were identified/documentated, as summarized here below;

- i. Structural developments and improvements on the main sanctuary
- ii. Equipping and modernization of the Church Sound Equipment
- iii. Opening of church branches such as Voi
- iv. Strengthening of pastoral bench and other church workers
- v. Evangelism and spiritual growth/maturity
- vi. Church numerical growth from an estimated 200 regular members to about 400 members.
- vii. Improved Governance Structures, Policies and Accountability frameworks
- viii. Acquisition of land in diverse locations for appropriation and use in future.
- ix. The most recent and perhaps most significant development is the acquisition of land ownership docs (Lease of Title) for the land in Kizingo. This ushers/propels the church into its next major front of now planning for construction of an permanent sanctuary. Pending aspects were identified for continuation or incorporation in next plan.

2.2 Challenges

- i. Financial constraints related to the financial performance of the economy;
- ii. Covid 19 pandemic that made ph ysical church attendance challenging; and
- iii. Changing perceptions and persecution of the Church

2.3. Lessons Learned

- i. Manage the transition of members out of church as part of the challenges that are faced by ministries.
- ii. Overreliance on regular church streams such as offerings and tithes and the need for diversification.
- iii. Equipping and discipling church members as a recurring need and continuous process.
- iv. Leveraging on technology to deliver church services and programs as an area of huge potential that can be tapped.
- v. Coexistence with other churches and ministries as a key enabler for harmony, and unity.



2.3. SWOT Analysis

As part of the process of developing this Strategic plan, an analysis of the current and potential critical environmental factors that may affect the Ministry's capacity to attain its mission was conducted.

A SWOT analysis was undertaken using the old Strategic Plan SWOT Report resulting in the identification of the following issues

Strengths

- a) Sense of ownership by the congregation
- b) Human Resource knowledgeability within the congregation
- c) Praise Chapel Facility positioning
- d) Strong Sunday School
- e) Vibrant Ministry
- f) Convenient and Strategic location of the Church
- g) Good Governance Structures
- h) Financial ability
- i) Loving culture as demonstrated through Missions and Benevolence

- e) Vibrant Ministry
- f) Convenient and Strategic location of the Church
- g) Good Governance Structures
- h) Financial ability
- i) Loving culture as demonstrated through Missions and Benevolence
- j) Sound doctrine
- k) Notable media presence
- l) Good reputation/Brand
- m) Organized calendar of events
- n) Strong Praise and Worship Ministry
- o) Strong Pastoral team
- p) Unity among Church members
- q) Spirit of excellence
- r) Committed and willing Church workers

Weaknesses

- a) Unavailability of members for midweek church services
- b) Not reaching out to the neighbourhood
- c) Weak Discipleship
- d) Passive Evangelism
- e) Inconsistency – programs, activities, processes etc.
- f) Weak commitment amongst members
- g) Temporal bonding largely centred around events
- h) Weak Onboarding and follow-up Programs for new Members
- i) Lack of Mentorship Programs
- j) Limited Income-generating activities/investments
- k) Lack of discipleship classes
- l) Old/Outdated sound system needs an upgrading for quality evangelism.
- m) Nascent Children's Ministry requiring more resourcing e.g. professional teachers and a structured Gospel curriculum.
- n) Few outreach programmes and missions.
- o) Lack of overnight prayers has now been addressed
- p) Underutilization of energetic youth
- q) Poor communication of church programs and involvement of congregation in the development of church
- r) Inadequate time for Prayers/Worship

Opportunities

- a) Availability of Institutions to reach out to
- b) Facilities within the Church and at our disposal
- c) Existing and Potential Mission Centres
- d) Technological opportunities – Use of Internet, Print, Electronic, and social media
- e) Maximizing Praise Radio
- f) Investments for the Church for Income Generation
- g) Language – Use of Kiswahili (as a second national language) for wider reach
- h) Discipleship through Home-Bible Churches. HBCs as complementary to ministry and spiritual growth
- i) Youthful Membership
- j) Diversity and inclusivity
- k) The young population readily available in the social media space
- l) Younger group of boys and girls who can be mentored under the DOP and Men's Ministry
- m) Evangelizing around the area
- n) Tapping into the power of talent and giftings
- o) Partnerships and collaboration with universities or colleges within our vicinity to tap into students' body.
- p) Potential for Youth Hub in church for the increasing number of young people within Mombasa County.
- q) Developments in Kizingo thus making it a hub.
- r) Huge online followers (church) and can be translated to be another branch all together.

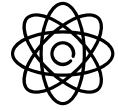
Threats

- a) Islam and its infiltration
- b) Emergence of Cults and their Doctrine
- c) Attrition of members to other churches/ministries
- d) Reducing physical attendance of services
- e) Generational Gap/Disconnect
- f) Extensive moral decay and the "modern lifestyle"
- g) Restrictions due to Government Policies and Regulations
- h) Tough economic times affecting members.

Name of stakeholder	Role	Stakeholder expectations from the Church	The Church's expectation from the stakeholder
Staff	Implementation and execution of church mandate.	Conducive working environment, favourable terms and conditions of engagement. Clear policies. Training and capacity building.	Competency and capacity to deliver on their expected roles and church mandate. Commitment, loyalty, and faithfulness. Moral probity, ethics, and integrity.
Church Members	Recipients of and participants to church services and programs.	To be taught the undiluted Word of God. Transparency and accountability. Social sensitivity, understanding, and benevolence. Spiritual and pastoral care.	Commitment, loyalty, and faithfulness – including in church giving, offerings, and tithing. Active participation and support for church programs and activities.
Other Churches	Collaboration in evangelism.	Collaboration in areas of mutual interest. Respect for each other's territory and space.	Teamwork in ministry. Independence within the space of interdependence.
Government	Policy and general oversight	Adherence to Government policy and regulations including the Code of Conduct for Churches in Kenya. Self-regulation and control	Respect for the freedom of religion and worship. Public security.
Public	Potential pool of members and recipients of church services and programs	Support for community programs and initiatives. Respect for privacy and adherence to NEMA Regulations on noise pollution. Good co-existence with neighbours.	Enlisting into church program and membership.
Donors/Partners	Collaborators and supporters in delivery of church mandate and programs	Clear programs and activities for potential support. Specific project proposals. Transparency and accountability.	Funding and in-kind support for church programs, as appropriate. Participation in community initiatives

3.1. Strategic Model and Direction

A detailed analysis was conducted on the Mission and Vision Statements as well as Core values in order to make adjustments as appropriate taking into account the ever-changing environment. The following was adopted as the strategic model for PC under the Plan Period;



Values

Values are described as the basic guiding principles and commitments that will guide and inspire P.C.

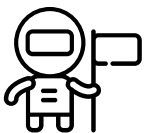


Vision

"Transformed people driven by purpose and excellence into loving God and people"

Kenya's leadership, staff, and members conduct, behaviour, and relationship. Following deliberations and proposals by all members, P.C. Kenya's Core Values were agreed to as follows:

- * **Love** – Put God first and see yourself and others through God's eyes (1 Corinthians 13).
- * **Integrity** – We value a life lived in consistency with Godly character.
- * **Passion** – Understanding who we are, pursuing God with everything we have.
- * **Excellence** – Striving to be outstanding in everything we do.
- * **Humility** – esteeming others as better than self.



Mission

"Transforming People to love God supremely, love people passionately, find purpose, and make excellence a lifestyle through evangelism and discipleship."

The Church Mantra/Slogan "Let Everything that has Breathe Praise the Lord" is retained. The Church logo is to be re-designed.

3.2. Strategic Issues/Thematic Areas

Five (5) Strategic Issues/Thematic Areas were identified as follows;

- i). Evangelism/Discipleship
- ii). Outreach/Missions
- iii). Ministry/Departmental Programs and Activities
- iv). Church Funding/Resource Mobilization
- v). Institutional Capacity

3.3. Key Strategic Goals/Objectives

Based on the Strategic Issues/Thematic Areas above, the following Strategic Goals/Objectives were developed:

- i). Enhance Evangelism and Discipleship;
- ii). Strengthen Outreach programs and Missions;
- iii). Re-vitalize church ministries/departments to enhance their effectiveness;
- iv). Enhance Church Funding and Resource Mobilization; and
- v). Build Institutional Capacity.

3.4. Strategic Initiatives/Activities

3.4.1. Strategic Objective 1: Enhance Evangelism and Discipleship

As disciples following Jesus' model of meeting felt needs to open the door to sharing who He is, we see the locations and communities wherever our members happen to be as our designated mission fields. Through discipleship, we shall aim to help our members understand that they are the church between Sundays.

Noting that the Great Commission doesn't stop at a single good deed or the planting of a "seed", we shall invest in longer-term relationships with members of our communities and be deeply concerned not only with their welfare in this life but also their assurance of eternal life.

Strategies/Initiatives

- i. Equip Members with the Word for effective evangelism in their spheres of influence.
- ii. Encourage street and door-to-door evangelism.
- iii. Provide structured discipleship classes and promote the use of online discipleship tools (Thematic Bible Studies, Spiritual Assessment, Teacher Training, class on how to study the Bible etc.)
- iv. Enhance use of Home Bible Campuses (HBCs) as a channel for spiritual outreach and growth.
- v. Use social media platforms and diversify content for evangelism.
- vi. Teaching of the Word through Book-by-Book Bible teachings.
- vii. Increase available programs under the PC School of Ministry banner.
- viii. Mobilize the Church to the place of Prayer and build a lifestyle of prayer.

3.4.2. Strategic Objective 2: Strengthen Outreach programs and Missions

As followers of Christ, we are at our core a sent or simply a missionary people. We will seek to understand the type of people who live in our city and will minister in contextually appropriate ways to reach local people in our community through worship (gathering), groups (growing together in smaller communities), and missions (engaging people outside our church).

Strategies/Initiatives

- i). Improve member mobilization and reach-out strategies to encourage greater participation in community outreaches.
- ii). Partner with local groups, community leaders, and organizations to harness collaborations to advance the Great Commission.
- iii). Encourage a culture of giving and donations towards community outreach programs.
- iv). Set an annual calendar of events for community outreach and assign each ministry/department to take initiative in one community service.
- v). Provide training on missions and teach different ways of outreach through courses like Kairos.
- vi). Organize community outreach activities for all church members.
- vii). Creating awareness and showcase outreach results/outcomes.



3.4.3. Strategic Objective 3: Re-vitalize church ministries/departments to enhance their effectiveness

We believe that our members' gifts and passions are a vital part of the church's vision and shall set our members up for success in living up to their biblical standing as key parts of the church "body", charged with fulfilling the Great Commission. To empower our members to become the "hands and feet" of Christ in the communities where our congregations are planted, we shall develop and invest in programs and ministries that are geared around tapping into and releasing the latent potential of our members to win over the community for Christ.

Strategies/Initiatives

- i. Revamp Ministry leadership structures and composition.
- ii. Develop an annual calendar of events for ministries/departments' programs and activities with budgets and timescales.
- iii. Undertake programmes and activities that enhance family bonds and member interaction such as "get-togethers(tea/lunch times)", retreats, team building activities such as family fun day.
- iv. Conduct quarterly progress review meetings at Ministry/Departmental level to track the implementation of Ministry Programs.
- v. Develop a Young Professionals' Forum that would provide more seasonal trainings for the youth on life and business skills.
- vi. Provide Economic Empowerment Forums.
- vii. Conduct monthly or bi-monthly fellowships at the Ministry/Departmental level.



3.4.4. Strategic Objective 4: Enhance Church Funding and Resource Mobilization

Limited resources have often been cited as barriers to many possibilities. However, limitations often reveal opportunities when we ask God for eyes to see what has always been there but we've never noticed before. We believe that each limitation we meet in our endeavour to pursue PC's God-given mission must be met with God-driven passion to transform obstacles into opportunities for breakthrough innovation.

Strategies/Initiatives

- i). Spiritual teaching series on the importance of giving
- ii). Opening a Development Fund Initiative
- iii). Diversify income generating activities e.g. through the monetization of content on digital platforms such as the PC YouTube Channel.
- iv). Implement appropriate cost control and expenditure measures.
- v). Liquidation of physical assets such as land to maintain appropriate cashflows.
- vi). Optimize the use of existing facilities for income generation.
- vii). Improve transparency and accountability by showcasing the visible benefits of giving to the members.
- viii). Communicate the needs of the church by sharing the vision and plans for the future development of the church.

3.4.5. Strategic Objective 5: Build Institutional Capacity

Institutional capacity refers to the range of supporting systems and infrastructure that keeps PC running. These are the basic facilities, programs, and organizational systems needed to keep the church running day by day. We will seek to establish a culture of teamwork and compatibility among our pastors, staff, leaders and members that seeks and finds the right people for each role and equips them to accomplish the roles of ministry for which they have been given responsibility.

Strategies/Initiatives

- i.) Initiate processes for building of the modern Praise Chapel Sanctuary in Kizingo constituting a Task Team to come up with Designs/Drawings and BQs/Cost Estimates).
- ii.) Undertake Organizational Structure and Staff Establishment Reviews to address emerging gaps.
- iii.) Undertake focused trainings and leadership development programs.
- iv.) Conduct capacity assessments of all ministries/departments and align them to the church's strategic goals.
- v.) Build systems and empower/equip Ministries/Departments with resources (human, financial, physical etc.).
- vi.) Increase the transition of new Praise Chapel Members to service in a Ministry/Department.
- vii.) Improve onboarding and follow-up procedures and programs for new Members.
- viii.) Modernize media and sound equipment.
- ix.) Enhance effectiveness of the Pastoral team by attaining appropriate pastor: member ratios and capacity development.

The details on the Strategic Objectives, their Key Performance Indicators (KPI's) and Outcomes are indicated in the Implementation Matrix under Table 2 below

S/No.	Strategic Objective	Strategies/Initiatives	Key Performance Indicators (KPI s)	Outcome
1.	Enhance Evangelism and Discipleship.	Equip Members with the Word for effective evangelism in their spheres of influence.	No. of members graduating from discipleship classes. % of our members involved in regular corporate prayer No. of new members joining Praise Chapel % of parents/families who have a "family devotion" at least once a week.	Fulfillment of the Great Commission. Numerical and Spiritual Growth.
		Encourage street and door-to-door evangelism.	No. of street/door-door visits conducted. No. of persons reached.	
		Provide structured discipleship classes and promote the use of online discipleship tools.	No. of discipleship trainee cohorts. No. of discipleship tools and resources developed	
		Enhance use of HBCs as a channel for spiritual outreach and growth.	No. of HBCs established/ strengthened HBC enrollment and average attendance.	
		Use social media platforms and diversify content for evangelism.	No. of persons reached and engaged. No. of new programs.	
		Teaching of the Word through Book-by-Book Bible teachings.	No. of sessions/teachings conducted.	
		Increase available programs under the PC School of Ministry banner.	No. of new programs launched as part of the PC School of Ministry banner.	
2.	Strengthen Outreach programs and Missions.	Improve member mobilization and reach-out to encourage greater participation in community outreaches.	No. of members participating in community outreaches.	Increased number of members

		Partner with local groups, community leaders, and organizations to harness collaborations to advance the Great Commission.	No. of partnerships established.	Church growth Effective and better coordinated missions/ outreach programs
		Encourage a culture of giving and donations towards community outreach programs.	Amount of funds raised.	
		Set an annual calendar of events for community outreach and assign each ministry/department to take initiative in one community service.	Community Outreach Annual Calendar of events	
		Provide training on missions and teach different ways of outreach through courses like Kairos.	No. of training programs. No. of members trained.	
		Organize community outreach activities for all church members.	No. of community outreach activities.	
		Creating awareness and showcase outreach results/outcomes.	Periodic/Annual Reports Campaign programs Level of awareness amongst members.	
3.	Re-vitalize church ministries/departments to enhance their effectiveness	Revamp Ministry leadership structures and composition.	No. of Ministries reorganized New membership of committees.	Effective and efficient ministries /departments
		Develop an annual calendar of events for ministries/ departments' programs and activities with budgets and timescales.	Annual calendar of events	Enhanced responsibility/ accountability in ministries/departments
		Undertake programmes and activities that enhance family bonds and member interaction such as "get-togethers- (tea/lunch times)", retreats, team building activities such as family fun day.	No. of programs/ activities	
		Conduct quarterly progress review meetings at Departmental level to track the implementation of Ministry Programs.	Quarterly performance reports.	

4.		Develop a Young Professionals' Forum that would provide more seasonal trainings for the youth on life and business skills.	Forum established No. of training programs No. of youth covered	
		Provide Economic Empowerment Forums.	No. of forums hosted. No. of members covered.	
		Conduct monthly or bimonthly fellowships at the Departmental level.	No. of fellowships conducted.	
	Enhance Church Funding and Resource Mobilization.	Spiritual teaching series on giving.	No. of sermons/teachings on giving.	Increased giving, offerings, and donations
		Opening a Development Fund Initiative.	Development Fund.	Multiple revenue streams.
		Diversify income generating activities (IGAs) e.g. through the monetization of content on digital platforms such as the PC YouTube Channel.	No. of new income streams % of additional revenue raised via new income streams.	Financial stability.
		Implement appropriate cost control and expenditure measures.	Budget performance reports. Programs within budget ceilings.	Prudent use of resources.
		Liquidation of physical assets such as land to maintain appropriate cashflows.	Amount of revenue generated. Liquidity ratios/ capitalization.	
		Optimize the use of existing facilities for income generation.	No. of facilities rented out. Revenue generated.	
		Improve transparency and accountability by showcasing the visible benefits of giving to the members.	Audit reports Financial Statements Annual reports	
Communicate the needs of the church by sharing the vision and plans for the future development of the church.	Strategic plan Specific initiatives.			

5.	Build Institutional Capacity.	Initiate processes for building of the modern Praise Chapel Sanctuary in Kizingo.	Project roadmap Task team Designs/drawings Bill of Quantities/Cost Estimates.	Enhanced institutional capacity. Clear/fit-for-purpose structure and staff establishment.
		Undertake Organizational Structure and Staff Establishment Reviews to address emerging gaps.	Reviewed organizational structure Reviewed/rationalized staff establishment.	Efficiency and effectiveness in church mandate.
		Undertake focused trainings and leadership development programs.	No. of trainings provided. No. of staff and members trained.	
		Conduct capacity assessments of all ministries /departments and align them to the church's strategic goals.	Capacity Assessment Reports.	Financial stability.
		Build systems and empower/equip Ministries/ Departments with resources (human, financial, physical etc.).		
		Increase the transition of new Praise Chapel Members to service in a Ministry/Department.	No. of members serving in different ministries.	Prudent use of resources.
		Improve onboarding and follow-up procedures and programs for new Members.	No. of new members onboarded.	
		Improve transparency and accountability by showcasing the visible benefits of giving to the members.	Audit reports Financial Statements Annual reports	
		Modernize media and sound equipment.	Media and Sound equipment purchased.	
		Enhance effectiveness of the Pastoral team by attaining appropriate pastor: member ratios and capacity development.	Pastor: Member ratios.	
	Enhance church members welfare programs, benevolence, medicare.	No. of initiatives. No. of members supported.		
	Review and develop policies and procedures manuals, as appropriate.	No. of policies reviewed No. of new policies developed.		

GOVERNANCE, IMPLEMENTATION AND COORDINATION FRAMEWORK



This chapter provides information on the Governance structures that PC will apply to ensure implementation of the aspirations as contained in the strategic plan. As such, it stipulates the roles of various church organs in coordinating implementation of the strategy, the type of resources required i.e., human resource capacity, financial resource requirements and resource mobilization, and proposed realignment of the organization structure to enable PC deliver on its mandate more effectively and efficiently. It also captures the risks that may impede PC on its journey of implementation of this strategic plan and proposes mitigation measures.

To facilitate adequate implementation of this Strategic Plan, the implementation matrix appended herein as Annex 1 will form the basis for development of annual workplans for PC and its church branches. During the plan period, all heads of Ministry departments will be required to develop their departmental workplans from the strategic plan, which will then be compiled to form the PC annual workplan.

The annual workplan will then be submitted to the Bishop for ratification and oversight. Upon approval, the annual workplans will form the basis for development of Ministry team's programmes and activities and facilitate completion of individual staff appraisals forms with clear targets against which performance will be evaluated.

4.1. Ministry Coordinating Team (MCT)

The Ministry Coordinating Team's (MCT) role in implementation of this strategic plan will be to provide general oversight and advice to the Bishop in the execution of the strategic plan. MCT will meet on a quarterly basis to review implementation of this Strategic Plan through an analysis of Quarterly Ministry/Departmental Progress Reports (Appendix 1).

4.2. Bishop

Charged with the overall responsibility of ensuring that the Church's teachings remain true to Scripture as per the PC mandate, the Bishop will provide oversight in implementation of the key pillars of the Plan.

4.3. Pastors

Charged with the responsibility of supporting the Bishop in the discharge of mandates of the Ministry.

4.4. Ministry/Departmental Heads

Charged with the responsibility of leading specific Ministries/Departments of the Church under the general guidance of the Bishop and designated MCT Members.

4.5. Church Members

The Apostle Paul in 1st Corinthians 12:12-27 describes the Church as "the body of Christ" put together by God and made up of individual members just as the human body is one but made up of many individual parts. We believe that each member of our Church, makes up a unique and individual part of the whole body and that "if one member suffers, all the members suffer with it; if one member is honored, all the members rejoice with it" (1 Cor. 12:26). Each member of our Church, therefore, has to perform his/her function – whether as an "eye," an "ear," or a "hand – or the whole body will suffer the deprivation of the spiritual gifts and abilities that God has given to each of us to help one another. Church members are expected to walk in discipleship to Christ, actively participate in church programs, give, serve, minister, evangelize, and seek to be a blessing to others.



ACCOUNTABILITY, MONITORING & EVALUATION (M&E) AND REPORTING

5.1. Continuous M&E

Monitoring and Evaluation (M&E) is an important management tool that Praise Chapel will use to ensure that implementation of this Strategic Plan is on course throughout the plan period. Monitoring and Evaluation of this Plan will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback.

As such, M&E will be used to measure accomplishments and detect any deviation, and where there is need for adjustment, appropriate and timely action will be taken. The M&E process will also take into account emerging issues, and changes in the environment that may affect this Plan.

The M&E process will be spearheaded by the Bishop in consultation with the Ministry Coordinating Team (MCT). The output indicators contained in the implementation matrix appended herein (Table 2) will be used to measure performance.

To ensure implementation is on track, the Bishop will schedule progress review meetings as follows:

- a) Monthly and Quarterly Review Meetings;
- b) Annual Performance Review Meetings to evaluate progress made and launch annual work plan for the following year.
- c) Ministry/Departmental Heads will prepare progress reports using the data collection template presented in Appendix 1 for Quarterly Progress Reporting and submit them to the Bishop's Office.

5.2. Mid-Term Review

PC will conduct a mid-term review of this Strategic Plan 2024–2028 to examine the progress towards achieving the set targets. The review will be conducted by a technical team under the leadership of the Bishop and MCT. The review will be undertaken in the third year of implementation of this Strategic Plan.

The recommendations emanating from the mid-term review will facilitate improvements to the Strategic Plan implementation process.

5.3. End-Term Review

End-term review will be conducted at the end of the Strategic Plan period. The process will be undertaken by a technical team under the leadership of the Bishop and MCT. The end term review will take stock of the achievements, challenges, lessons learnt, emerging issues and recommendation which will inform the next cycle of the strategic planning for PC.

5.4. Ad-Hoc Reviews

Extreme turbulence in the operating environment may bring about unforeseen changes which may affect implementation of programmes and activities as contained in the implementation matrix. Therefore, for this strategic Plan to remain as agile as possible, it provides room for ad hoc review to respond to the changes that may bring about adverse effects to PC operations. To this end, the MCT may recommend an ad hoc review of this strategic plan to be conducted in case of significant and unexplained variance between the planned and achieved performance targets as a result of the unforeseen changes. Such variances will be identified through the regular quarterly and annual reports and regular environmental scanning.

5.5. Assumptions and Risks

The Key Assumptions that influenced the development of this Plan are as follows:

- i). Growth in church membership numbers
- ii). Spiritual growth
- iii). Sufficient resources will be available to support the planned programs and activities



5.6 Risk Mitigation

Unlike in the past when risks or risk management was frowned upon by many ministers of the Word, recent developments in the operating environment such as terrorist attacks have necessitated a mindset shift amongst many pastors who now view their members, visitors, buildings and resources as being a sacred trust from God hence require utmost care. In fact, many pastors now view risk management as a form of faithful stewardship.

A risk is any eventuality or occurrence that is likely to affect operations of PC hence impede implementation this Strategic Plan. It is worth noting that risk management has historical underpinnings in the Bible. For instance, King David took precautions to avoid being killed by Saul; the wise men in a dream were told to take a safer way home so that they do not expose the location of Baby Jesus. This is a clear testament that PC needs to identify ways of safeguarding life and assets even as it advances the Great Commission. Although a thorough risk management for the church would require a comprehensive risk management framework, this section highlights some of the risks PC is likely to face during this plan period and proposes mitigation strategies albeit in brief. The possible risks that may affect PC and its affiliates include the following:

Major Risk	Mitigation Strategy
Lack of growth in church membership numbers	a. Reach-out programs such as evangelism and invites to the unchurched b. Community Engagements for church visibility and brand awareness.
Absence of spiritual growth.	a. Enhance spiritual nourishment and teachings. b. Sensitize and promote active membership.
Insufficient resources to implement the proposed strategies.	a. Diversify income streams. b. Prioritize program implementation. c. Cost-control measures.
Terrorism.	a. Enhanced security and surveillance systems.
Public condemnation arising from cultic activities.	a. Adherence to strict teaching and interpretation of the Word of God b. Intolerance and outright condemnation of wrong doctrine

APPENDICES

Appendix 1: Quarterly Ministry/Departmental Reporting Template

Name of Department/ Ministry:

Contact Person(s)/Primary Responsibility:

Reporting Period (Quarter and Year):

Strategic Objective	What's Working? (Celebrate)	What's Broken? (Obstacles)	What's Unclear? (Clarity)	What's Missing? (Needs)
Enhance Evangelism and Discipleship.				
Strengthen Outreach programs and Missions.				
Re-vitalize church ministries/departments to enhance their effectiveness				
Enhance Church Funding and Resource Mobilization.				
Build Institutional Capacity.				

Appendix 2: Ministry Annual Action Planning Template

Ministry: Youth	Theme for this Action Plan: Reaching out for Christ through Praise Radio and the Praise Chapel YouTube Channel.		
Name of Point Person/Lead: Dr. Banda			
Vision, Mission, and Near-Term Objectives			
<p>Vision: How do we envision our Ministry this year in line with the strategic objectives identified in the Strategic Plan?</p> <p>In line with our vision statement which is to be "Rooted in Christ to Reach out for Christ", this year, we shall aim to use social media platforms such as Praise Radio and the Praise Chapel YouTube Channel to diversify the content that the Church uses for evangelism.</p>			
<p>Mission: Why we exist?</p> <p>The Youth Ministry is a platform for the energetic and vibrant group of young people between the ages of 18 to 25. Through fun-filled activities and foundational Bible study they are rooted in Christ to reach out for Christ.</p>			
<p>Context: What is the gap between our current reality and our vision? What critical issues need addressing first?</p> <ul style="list-style-type: none"> - declining physical attendance of youth fellowship with an increase in uptake of digital content by our members; - subscriptions to our YouTube Channel are not increasing at the pace we would like in order to improve the reach of our message; 			
<p>Objective(s): What is our desired end-goal?</p> <p>- Increase the reach of our message to reach out for Christ through the diversification of content on Praise Radio and the Praise Chapel Kenya YouTube Channel.</p>			
Strategies – what specific activities will we undertake?	Expected Output/ Outcome	Date	Who's Responsible (Name and Contacts)
Run a survey to ask youth members what type of content they'd like to see on Praise Radio and the Praise Chapel Kenya YouTube channel	- Survey Report - New YT Playlist	06/08/25 04/09/25	Paula (0721776588)

Appendix 3: Ministry Strategy Identification Template

Write your desired outcome or change here _____

What specific activities will we undertake? Come up with several tasks and list them in descending logical order (what needs to happen first, second, third, etc.) Steps to reach it:

5. _____
4. _____
3. _____
2. _____
1. _____

Upon achieving this change, what will we see? What sign(s) will indicate that we have achieved the desired change?

Notes

1. Write your desired outcome or change at the top.
2. Write your present-day reality at the bottom.
3. Write the first one or two steps/actions you know you need to take towards the outcome.
4. At step #5, write what needs to be in place or happening immediately before the desired outcome is reached. Work backwards. What should step #4 be—in order to reach #5? As you work from the bottom up and from the top down, fill in the middle steps. This process helps you to think about all steps/ actions involved to accomplish your outcome.