



PARKLANDS BAPTIST CHURCH

Arise and Shine
Isaiah 60:1



STRATEGIC PLAN 2022-2026

"Accelerated Growth through Kingdom Impact"

VISION

The gospel of the Kingdom of God proclaimed to every person, godly leaders raised and communities influenced positively.

MISSION

To fulfill the Great Commission by making disciples of all nations, baptizing them in the Name of the Father, Son and Holy Spirit, raising them to maturity through discipleship and teaching, preparing them for effective ministry to others.

CORE VALUES

Compassion

Holiness

Regard for Family

Inclusivity and Respect for Diversity

Service to Members and Community

Transparency and Accountability

FOREWORD

Greetings in the Name of our Lord Jesus Christ. Members and Congregants, I am pleased to present to you Parklands Baptist Church (PBC) fourth Strategic Plan 2022-2026. This Strategic Plan outlines a five-year blueprint for PBC and its church plants for the five-year period commencing January 2022. Although this Strategic Plan comes at a time when the Covid-19 pandemic has ravaged many economies globally, we at PBC are grateful that our Lord God has been with us through it all. We are alive to the fact that our members and congregants have been affected greatly and many have lost their sources of livelihoods, but who is like our God? We continue to put our complete trust in Him that we will emerge victorious from this pandemic.

I must note that this Strategic Plan 2022-2026 was developed through extensive consultations with both internal and external stakeholders with the Church Council and the Pastoral Team providing the requisite guidance leading to the crystallization of our Vision *“The gospel of the Kingdom of God proclaimed to every person, godly leaders raised and communities influenced positively.”*

Revolving around the theme *“Accelerated Growth through Kingdom Impact”*, this New Strategic Plan envisages positioning PBC and its’ church plants to serve God in an even greater way by continuing to propel its purpose of glorifying God by obeying the Ten Commandments and advancing the Great Commission in ways unfathomable to mankind. During this plan period therefore, PBC will continue to acknowledge the absolute Sovereignty of the God-head - Father, Son and Holy Spirit over all things. Further, we will continue to affirm that Jesus Christ is the vine, we are the branches. As we abide in Him, and He in us, we bear much fruit; for without Him we can do nothing. Joh 15:5 NKJV. As the PBC Leadership therefore, we commit ourselves to guiding the church in acknowledging the sovereignty of God and providing the requisite spiritual covering to members and congregants by submitting ourselves to God’s delegated Authority in the Church.

Having its anchorage on the Holy Scriptures, the Polity of the Southern Baptist Convention, the Church Constitution and the Vision 2040, this Strategic Plan is a framework that will guide PBC in its operations, prioritization and allocation of resources to programmes and activities that will facilitate effective and efficient service delivery in advancing the Great Commission in line with Kingdom Principles. As such, through this Strategic framework revolving around seven (7) Strategic Pillars, PBC will continue to do the will of God of proclaiming the gospel of the Kingdom to everyone to the ends of the earth. We are therefore marching forward, against all odds with utmost resolve and complete faith that the LORD has gone before us and He will level the mountains for us (Isaiah 45:2).

On behalf of PBC's leadership, I want to assure you of our commitment to full implementation of this new Strategic Plan 2022-2026.

I therefore call upon our members, congregants, visitors, partners and all our other stakeholders to walk with us in this journey as we explore new opportunities and frontiers to advance the Great Commission in line with Kingdom principles. Indeed, the time has come for you to *“Arise and shine for your light has come and the glory of the Lord is risen upon you” (Isaiah 60:1).*

Rev. Ambrose Nyangao

SENIOR PASTOR

PREFACE

Since its relocation to Westlands twenty years ago, the Lord has been good and has really blessed Parklands Baptist Church. By the grace of God and implementation of various five-year Strategic Plans since the year 2006, PBC has experienced tremendous growth to approximately 10,000 members and congregants currently. In development of this new strategic plan 2022-2026, a critical analysis of the operating environment and various church documents and reports was undertaken. This Strategic framework is therefore a culmination of a comprehensive analysis of the achievements, challenges and lessons learnt from implementation of the previous realigned Strategic Plan 2019-2020.

This Strategic Plan 2022-2026 not only presents our road map for the five-year period but is also an internalization of the Great Commandment ever given to mankind by our Lord Jesus Christ of making disciples of all nations, baptizing them in the Name of the Father, Son and Holy Spirit. It is therefore an embodiment of our collective promise to our God and to you (our members and congregants) on the kind of spiritual guidance and nourishment you should expect from PBC in total humility and obedience to our Lord Jesus Christ.

Through the strategic thinking of the Pastoral Team guided by a professional and the conviction of the Holy Spirit, the situational analysis revealed some critical areas that needed amendment or review for PBC to continue fulfilling its purpose of advancing the Great Commission. Of importance, there was need to revise the church vision, mission and core values for clarity as well as the need to refocus the strategic pillars to enable PBC effectively and efficiently deliver on its mandate in line with Kingdom principles. During this plan period therefore, PBCs' programmes and activities will revolve around seven (7) Strategic Pillars namely God & Spiritual Cover; Membership & Leadership Development; Transformative Missions; Infrastructure Development; Investment and Resource Mobilization, Organizational Capacity; and Excellent Service Delivery.

To ensure full implementation of this Strategic Plan 2022-2026, an elaborate implementation and coordination framework has been outlined. In addition, the implementation matrix appended herein will be translated into annual workplans and cascaded to staff in all Ministries and support departments of PBC and its' church plants. Further, an elaborate monitoring and evaluation framework has been put in place to track progress of this strategic plan over the five-year period.

I wish to take this opportunity to express our sincere gratitude to the Strategic Plan Committee, the Church Council, the Pastors and Deacons Board and all those who were involved in development of this new strategic framework. Our gratitude is also due to all the members and congregants who took their time to participate in the focus group discussion held in the month of October, 2021 at the Main sanctuary. You deserve a pat on the back for having contributed immensely to crafting the strategic direction for PBC for the next five years. May the *“Lord Bless you and Keep you, the Lord make his face shine upon you and be gracious to you; the Lord turn his face toward you and give you peace”* Numbers 6:24-26.

I look forward to seeing amazing results emanating from full implementation of this Strategic Plan 2022-2026.

Rev. Simon Mwangi

ASSOCIATE PASTOR

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EXECUTIVE SUMMARY

PBC 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 will be under the purview of this Strategic framework include PBC North Gate and PBC East Gate as well as others that will be established during this plan period.

To fulfill its vision and Mission, PBC has developed and implemented five-year strategic plans since the year 2006. This Strategic Plan 2022-2026 is therefore the fourth for the Church. To ensure effective and efficient execution of its mandate of advancing the Great Commission, there was need to review the church vision, mission and core values. This translated to the overarching intent of PBC being spelt out as: -

Vision

The gospel of the Kingdom of God proclaimed to every person, godly leaders raised and communities influenced positively.

Mission

To fulfill the Great Commission by making disciples of all nations, baptizing them in the Name of the Father, Son and Holy Spirit, raising them to maturity through discipleship and teaching, preparing them for effective ministry to others.

Core values

Compassion

Holiness

Regard for family

Inclusivity and respect for diversity

Service to Members and Community

Transparency and Accountability

With its' anchorage on the Holy scriptures, the polity of the Southern Baptist convention, the church constitution and the Vision 2040, this new strategic framework has been developed to guide PBC in its operations, allocation and prioritization of resources to programmes and activities thus facilitate effective and efficient service delivery in advancing the great commission.

It is worth noting that the process for development of this new strategic plan 2022-2026 involved a comprehensive analysis of key church policies, documents and reports. It also adopted a participatory approach involving both internal and external stakeholders to ensure ownership and buy-in of this strategic framework. A strategic plan steering committee comprising of members from all ministries and support departments was constituted at the onset to steer the development of this framework. To adequately involve members and congregants, a systematic sampling method was used where every seventh (7th) attendee on one particular Sunday was selected to join the focus group discussion to deliberate on the strategic direction for PBC.

A situational analysis of PBCs' internal and external operating environment was undertaken through a comprehensive SWOT, PESTEL and Stakeholder analysis. In addition, an end-term review of the retired realigned strategic plan 2019-2020 was conducted. This enabled the church to take stock of the achievements, challenges and lessons learnt during implementation of the retired strategic plan 2019-2020. During the period under review, PBC had envisaged to implement twenty-seven (27) strategic objectives through eighty-eight (88) initiatives. However, by conclusion of the plan period, the church had managed to implement a total of 36.75 initiatives translating to a total overall performance of 41.76% for the plan period. This situational analysis formed the basis for crafting the strategic direction for the next five years (2022-2026).

During this plan period therefore, PBC will focus on implementing programmes and activities revolving around seven (7) strategic pillars and thirty-four (34) strategic objectives as follows: -

S/No.	Strategic Pillar	Strategic Objective
1.	God and spiritual cover	To uphold acknowledgment of the sovereignty of God in all matters of the church
		To build a lifestyle of Prayer at all levels of the Church (complete dependence & trust upon God)
		To foster a Lifestyle of Worship both individually and corporately
		To establish Ministry to those with Special Needs
		To nurture unity of the Spirit
		To harness partnerships and collaborations with strategic partners to advance the Great Commission
2.	Membership and Leadership Development	To set a firm foundation for the believers' growth in their new-found faith in Christ
		To disciple all believers in their faith and knowledge of Christ leading to maturity
		To increase membership of PBC and its church plants to 7,000
		To ensure provision of materials and other resources and training that will support the discipleship ministry
		To foster a vibrant children's Ministry
		To foster a vibrant youth Ministry
		To enhance the house group Ministry
		To provide wholistic support to members and congregants in all PBC churches
		To foster a vibrant family ministry
		To enable members to engage in effective ministry service as they deploy their time, talent and treasures.
		To provide the marketplace with leaders equipped with kingdom principles.
		To Enhance Transformational Growth and Development for Leaders and Members in service.
		To co-ordinate an efficient Bible-based leadership for different PBC church units, programs and operations.
		To strengthen partnerships and collaborations
3.	Transformative Missions	To proclaim the gospel locally, regionally and globally
		To build capacity for the Great commission
		To strengthen partnerships and collaborations for missions

S/No.	Strategic Pillar	Strategic Objective
4.	Infrastructure Development	To develop infrastructure that meets the spiritual, social and physical needs of the congregation
		To transform communities, through the development of physical infrastructure.
		To establish churches and ministry facilities, as guided by the PBC's spiritual vision.
		To enhance the experience and quality of services in the spread of the gospel of Jesus Christ through online and physical platforms.
5.	Investments and Resource Mobilization	To broaden PBC's resource channels
		To enhance financial management
6.	Organizational Capacity	To enhance governance and organizational structure
		To strengthen engagement through organizational alignment of people, processes and platforms.
		To foster a good working environment for PBC staff and volunteers
7.	Excellent Service Delivery	To develop efficient and effective systems, procedures and process that facilitates quick, smooth and robust services.
		To provide safety and security for PBC congregation, assets, staff and visitors.

For each of the strategic objectives, strategies to be pursued were formulated and are contained in chapter three of this strategic plan. The respective activities for each strategy were generated and are contained in the implementation matrix appended herein as Annex 1.

Chapter four presents the implementation and coordination framework. 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 PBC deliver on its mandate more effectively and efficiently. It also captures the risks that may impede PBC on its journey of implementation of this strategic plan and proposes mitigation measures.

Chapter five captures the Monitoring and Evaluation (M&E) framework which details how M&E will be used to measure accomplishments and detect any deviation from the intended direction. Particularly, it spells out the various levels of monitoring and evaluation of the strategic plan such as at the Executive Committee level, various delivery units (PDB, BoT and Church Council) level and departmental level. Moreover, it provides information on the linkage between the strategic plan and staff performance, review points and presents the monitoring and evaluation tools as well as indicators for measuring performance.

ABBREVIATIONS AND ACRONYMS

AHP	Africa House of Prayer
AIDS	Acquired Immune Deficiency Syndrome
ASC	Administration and Staff Committee
BoT	Board of Trustees
BSF	Bible Study Fellowship
CAK	Communications Authority of Kenya
Covid-19	Corona Virus Disease (2019)
EABL	East African Breweries Limited
ExCo	Executive Committee
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IFA	Intercessors for Africa
KES	Kenya Shilling
KHP	Kenya House of Prayer
KNBS	Kenya National Bureau of Statistics
KRA	Key Result Area
MILD	Ministry Identification and Leadership Development
NACADA	National Campaign Against Drug Abuse Authority
NACC	National Aids Control Council
NEMA	National Environment Management Authority
PBC	Parklands Baptist Church
PDB	Pastors and Deacons Board
STI	Sexually Transmitted Infections
SID	Society for International Development
UNDP	United Nations Development Programme
UPG	Unreached People Group
USD	United States Dollar
VBS	Vacation Bible School
YP	Young Professionals



CHAPTER ONE

INTRODUCTION

1.1 Background

Parklands Baptist Church (PBC) was inaugurated in 1976 with a membership of 45. The southern Baptist Missionaries who had started the work in the country in 1956 wanted to start work among the Asians living in the Parklands area of the City of Nairobi. With the initial efforts in 1969 not very promising, they decided to start an English-speaking congregation among the residents of Parklands.

PBC 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 will be under the purview of this Strategic framework include PBC North Gate and PBC East Gate as well as others that may be established during this plan period.

The first location of the Church was at the junction of Ojijo Road and Chiromo lane near the Parklands Sports Club. The church was situated on a small acreage and it did well for more than 20 years. The membership grew from 45 to more than 800 attendants. The church was pastored mostly by missionaries for the first ten years. It was thereafter that Kenyan nationals were engaged into the leadership.

Due to the enlargement of the ministry, it was imperative that the church relocates and by God's grace a ten-acre plot of land in Westlands was allocated to the Church. Subsequently, a new sanctuary was constructed from 1993-2000. This is the present location of PBC. In the year 2000, the church relocated from Ojijo Road and came to Rhapta/Sports Road (currently known as Prof. Saitoti Avenue) Westlands. The current sanctuary was dedicated on 16th April 2000. We

did not start a new church as such, and that is why we retained our name Parklands Baptist Church.

In the past twenty years since the church relocated to Westlands, God has really blessed PBC with the membership having grown to approximately 10,000 members and congregants. The church has also been reaching many more people in recent times through the PBC livestream platform. Throughout this time, more leaders have been raised; more pastors and deacons have been ordained; missions locally and internationally have been accomplished; international partnerships have been entered into; the children, the youth, men and women have been spiritually mentored, taught and baptized and a branch on Mombasa Road started (2010) and has grown tremendously. This congregation moved to the Church's own premises in Embakasi in July 2014 and is now known as PBC Eastgate. The church has also planted a new church called PBC Northgate which is also growing in an amazing way. PBC has also established missions in Murang'a, Ilchamus and Endo. PBC's mission work in Turkana through the partnerships with Wheaton Bible Church, USA and World Relief has also continued to grow. The Lord God continues to be glorified. PBC is thankful to God for the other partnerships for instance with Houston First Baptist Church, Tokyo Baptist and the Somerset Hill Baptists which have added tremendous Kingdom value to its work.

Although outbreak of the Covid-19 pandemic may have punctuated PBC's exponential growth albeit temporarily, we are hopeful and have faith that we will emerge victorious in the Name of our Lord Jesus Christ. We are looking forward to serve God in this new strategic planning period with passion and all we can say is that the LORD tarrying, we shall continue to do His will of proclaiming the gospel of the Kingdom to everyone to the ends of the earth. We are positioning ourselves to serve God in a greater way in this strategic planning period 2022-2026.

1.2 Purpose of the church

The purpose of PBC is to glorify God by fulfilling the Great Commission in obedience to the Great Commandment. The ultimate goal is to reach every person with the Gospel of Jesus Christ and make disciples of all Nations.

1.3 Anchorage of the PBC Strategic Plan (2022-2026)

This Strategic Plan 2022-2026 anchors on the foundation of the following key documents: -

1.3.1 The Word of God

PBC bases its beliefs on the authority of the **Holy Scriptures** in the bible, made up of the Old and New Testament. PBC believes in the triune God (Elohim) revealed to us through our Lord Jesus Christ. God is revealed to us as God the Father, God the Son, and God the Holy Spirit. This is the oneness of God that we believe in. The trinity is involved in the redemption of Man. God is the Source and the Upholder of the universe. All things begin and end with Him.

God is Spirit and is to be compared with no one else. God is omnipresent, omniscient, and omnipotent. God is unchanging and self-existent. From everlasting to everlasting God is. God has revealed Himself through His covenant name of Jehovah—I AM WHO I AM.

[Gen 1:1-3,26,27; John 1:1-4; John 10:30; Heb 1:1-3; Isa 45:5-6; Mal 3:6; Psa 90:1-2; Exo 3:14, Matt. 28:19, 1Peter 1:2]

1.3.2 Polity of the Southern Baptist Convention and the Constitution

PBC follows statements in the document called the **Baptist Faith and Message**. Final authority being from 2 Timothy 3:16 – 17 which says *“All scripture is inspired by God and is profitable for teaching, reproof, correction and training in righteousness, so that the man of God may be fully equipped ready for every good work”*

Parklands Baptist Church is registered under the Societies Act of Kenya (Cap 108) and is in compliance with all statutory requirements. In the conduct of its corporate affairs, it is guided by a duly registered Constitution anchored on the Holy Scriptures and the Polity of the Southern Baptist Convention. The operations of the church are guided by its Constitution that is operationalized through policies, procedures and five-year strategic plans.

1.3.3 The Vision 2040

PBC celebrated 40 years of existence in 2016 with the theme “*#crossing over*”, in reference to the Israelites crossing into Canaan, the Promised Land, after 40 years in the wilderness. This was a significant moment for the church, because it was at this time that the Vision 2040 was birthed. To facilitate adequate implementation and attainment of the goals and objectives set out in this long-term Agenda, five-year strategic plans are developed. The Vision 2040 has seven (7) Strategic Pillars which this strategic plan 2022-2026 aligns with albeit with slight amendments.

1.4 Rationale/Justification for Development of the Strategic Plan 2022-2026

To achieve its mission, PBC developed strategic plans covering set periods from 2006 to 2010, and from 2011 to 2015. The second one was reviewed in 2013 and rebranded as the „Refocused Strategic Plan 2013-2015, in line with the alignments done to the strategic objectives and key result areas (KRAs). This was followed by the 2016-2020 Strategic Plan. Such plans have provided strategic directions over the years during which the Church has undergone major transformation and evolution processes in terms of growth, spiritual maturity and policy influence. The Church also formulated the Vision 2040, a long-term strategy, to guide its strategic direction for the next 22 years.

Parkland Baptist Church conducted a mid-term evaluation of the 2016-2020 strategic plan to ascertain the achievements, progress and results that were made from 2016 to 2018. The evaluation was to provide PBC staff, leadership, members and other stakeholders with information on the progress attained in the process of implementation of the strategic plan. The Church also carried out a baseline survey for Vision 2040 which informed a refocused strategic plan for the period 2019-2020. This document dubbed “Realigned Strategic Plan 2019-2020” has since retired hence the need to develop a new strategic framework to guide PBC in its operations, allocation and prioritization of resources to programmes and activities thus facilitate effective and efficient service delivery in advancing the Great Commission.

1.5 Methodology and Approach for Development of the New Strategic Plan 2022-2026

In development of this new Strategic Plan 2022-2026, a comprehensive review of the retired Strategic Plan dubbed “Realigned Strategic Plan 2019-2020” was done. The objectives of the analysis were twofold. First, to take stock of the implementation status of the plan, success areas, challenges faced and lessons learnt during the implementation period. Second, to identify initiatives and programmes which were not completed but were important to be carried forward to this planning cycle. A comprehensive analysis of key church policies, documents and reports was also conducted. Further, a Strategic Plan Steering Committee comprising of Pastors and representatives from all Ministries, Deacons and Administration departments of the church was constituted to steer the process of developing this new strategic framework (Annex4). The process adopted a participatory approach involving both internal and external stakeholders to ensure ownership and buy-in of this Strategic Plan. To facilitate generation of a robust strategic framework and ensure views from would be implementers were captured, the church organized a strategic planning retreat for two days (one night) where all organs of PBC and Church plants were involved (Appendix 5 and 6). The flow of activities throughout the entire development

process is herewith appended as Annex 7. To adequately involve members and congregants, a systematic sampling method was used where every seventh (7th) attendee on one Sunday (31st October 2021) was selected to join the focus group discussion to deliberate on the strategic direction for PBC.



CHAPTER TWO

SITUATIONAL ANALYSIS

This chapter presents an analysis of the internal and external environment in which PBC operates, stakeholder analysis as well the end term review of the realigned strategic plan 2019-2020 capturing the achievements, challenges and lessons learnt during implementation of the retired strategic plan.

2.1 PBCs' Operating Environment

2.1.1 SWOT Analysis

Achievement of this strategic plan objectives will largely depend on how PBC capitalizes on its strengths, exploits the existing opportunities, manages weaknesses inherent in the church while mitigating factors that might threaten execution of planned programmes and activities. A SWOT analysis therefore enables the church identify what it does well, addressing what is lacking i.e., not ignoring the 'elephant in the room'. Weaknesses are negative factors that detract your strengths or qualities that may prevent PBC from accomplishing its mission. Opportunities and threats are outside the control of the church. As such, an opportunity is anything external that could help PBC while a threat is anything that might harm it. The outcome of the SWOT analysis conducted which will inform strategies to be applied in this planning period 2022-2026 is as captured in table 2.1 below: -

Table 2.1: SWOT Analysis for PBC

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Strategic position- PBC's location makes it accessible to many people within Nairobi• Committed and consistent church leadership• Experienced top leadership (Senior pastor and Associate Pastor)	<ul style="list-style-type: none">• Organizational politics which may curtail execution of PBC's mandate• Personal interests override the ability to follow Job Descriptions and reporting lines• Aged church constitution	<ul style="list-style-type: none">• The virtual space provides an opportunity to reach many people globally• Many volunteers with diverse expertise who are willing to support PBC in various areas• Located in a very accessible area	<ul style="list-style-type: none">• Permissiveness of social vices and ills such as LGBT• Westlands area is prone to terrorism attacks• Political uncertainty

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Sound bible-based doctrines and teachings • Well equipped with modern facilities and equipment • Clarity of vision- the long term agenda i.e. Vision 2040 which provides overall strategic direction • Strong member care department which gives members a sense of belonging • Quarterly business meetings provide an opportunity for members to participate in church business • The annual theme vision book brings the church together and provides guidance on focus areas on monthly basis and creates a platform for spiritual growth for members and congregants • Open door policy- members and congregants can reach the leadership anytime • The senior Pastor is a brand in Africa and the world • Highly educated members who contribute to the vision of the church • Vibrant worship Ministry • Praying church-leadership and members committed to prayer • Strong fellowship and bible study 	<ul style="list-style-type: none"> • Inability of security personnel to identify weapons during security checks • Porous communication and information flow • Weak spiritual growth among members/congregants • Lack of a performance management framework • Lack of accountability • Misalignment between church staff and volunteers' roles resulting into friction • Lack of teamwork-the volunteer workforce not being recognized yet they are key contributors to decisions and execution of organizational goals • Silo working between church groups which may hinder execution of PBC's mandate • Red tape and bureaucracy which results to a lot of time wasting and leads to strife • Inability to identify and harness talent among congregants hence PBC finally loses them to other churches • Lack of adherence to core values of the church • Inconsistencies in decision making hence 	<ul style="list-style-type: none"> • Strong PBC brand presents an opportunity for the church to tap from various platforms such as running a PBC magazine, journal, Periodicals etc. • The large number of the unchurched in Nairobi and the unreached across the country provides an opportunity for numerous openings for missions • The gates model provides opportunities for more church plants in Nairobi • Large congregation provides significant human resource from diverse fields in government and the private sector to support church growth • Various social media platforms present an opportunity to reach many congregants at any given time. • Opportunity to start a media school to train and equip the youth on media • Diverse congregation of 21 nationalities presents an opportunity to advance the great commission both 	<ul style="list-style-type: none"> • Other pandemics and epidemics that might affect operations of PBC in the near future • Negative media towards the church and generalization due to some 'rouge pastors' in the society. • Embracing of cultural gods and cultural beliefs that are against biblical teachings • Insecurity e.g. intercommunity clashes affects the impact of ministry in mission stations • Mushrooming of churches not based on biblical doctrines continue to cast doubt on the church organization in general • The Islamic agenda which seems to be taking shape globally directing aggression to people of other faiths • Rapid Technological advancement and opening up

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The five-fold ministry which is wholistic for Christian growth, for development and for cohesion among the membership • Agility- PBC is able to adapt fast to the changes in the operating environment e.g. the case for covid-19 where the church switched swiftly to online platforms • Established mission stations with committed missionaries • Very able and willing volunteers willing to give their time and resources at every level • Safe and secure learning environment for children • A multi-cultural and multi-national congregation committed to the wellbeing of PBC 	<p>portraying that grace is selectively applied which breeds a culture of partiality</p> <ul style="list-style-type: none"> • Poor conflict management mechanisms • Procrastination and time indiscipline • Lack of a succession planning framework • Weak or no orientation for staff and weak handing over procedures regarding documents for teams and individual staff • Loyalties that override our loyalty to Christ • Inadequate budget to carry out programmes and activities • Lack of strategy developed for the last two years • Inability to track members exit 	<p>locally and internationally</p> <ul style="list-style-type: none"> • Opportunity to partner with theologically inclined institutions of higher learning to offer training programmes to PBC volunteers to equip them to serve better • Expressway presents an opportunity for people to attend PBC services during layovers • The high percentage of children and young people presents an opportunity for inculcation of kingdom principles and values at a young age 	<p>of the digital space have made church systems more prone to hacking and cyber crime</p> <ul style="list-style-type: none"> • Sensational media coverage continues to taint the church institution • Increase in secularization especially among the youth as the most acceptable way of life • Instability in the institution of marriage • High unemployment rates leading to overdependence on the benevolence kitty • Increased apathy to the gospel among the people • Compromise on biblical values • Natural and manmade disasters • Parking of Public Service Vehicles (PSVs) near the church presents a security threat

2.1.2 PESTEL Analysis

The PESTEL analysis is used as a tool to situational analysis of the external environment where an organization operates. It helps in identifying changes and trends among the external elements with a key objective of analyzing an organizations' general environment. PESTEL is an acronym that stands for Political, Economic, Socio-cultural, Technological, Environmental and Legal factors in the macro environment that may affect execution of PBC's mandate in this planning period. To this end, an analysis of these factors was undertaken to enable PBC craft a strategy that responds to the church's external environment.

2.1.2.1 Political Factors

This Strategic Plan 2022-2026 comes at a time when the Country is just getting into a general election. Political alignments and realignments are therefore inevitable even among congregants and members of the church. Borrowing from experiences from past elections, the electioneering period has always created or caused disunity among members of the society and the Church. There are also other instances in the past where differences in political opinions among groups have led to political wars and tribal clashes. It is our prayer that the country will continue experiencing political stability. However, in the event of political chaos, this may cause internally displaced populations and increase the number of members and congregants in need of psychosocial support. PBC therefore has a critical role to play by intensifying its efforts at building *koinonia* among the congregants and members and championing for a cohesive society at both the national and local levels. Of importance, PBC will not become active in the political process or support candidates or discussions of political issues from the pulpit. In addition, changes in government policies especially directly affecting the church may increase environmental uncertainty. PBC will therefore continue to study the trends in the country's political landscape to keep abreast with any changes and respond to them accordingly.

2.1.2.2 Economic Factors

The Economic survey report (2021) reports that the Real Gross Domestic Product (GDP) is estimated to have contracted by 0.3% in the year 2020 due to the Covid-19 pandemic. The contraction was spread across all sectors of the economy but was more dismal in accommodation and food services activities, education, professional and administrative service activities. This led to massive loss of livelihoods amongst the members and congregants of PBC thus increasing the number of needy cases almost one hundredfold. Notable effects of loss of livelihoods have been increase in mental health cases, increase in family strife, higher divorce rates and abuse in relationships and marriages thus increasing the number of congregants in need of not only material support but also in dire need of psychosocial support and counselling. During this plan period therefore, PBC will continue to implement programmes and activities to support members and congregants through streamlined benevolence for them to have a sense of belonging.

It is also worth noting that besides the covid-19 pandemic having ravaged many households, the increasing taxes and runaway inflation rates in the country seem to have escalated the problem. PBC will therefore continue to implement interventions that address the economic empowerment of its members and congregants in a bid to equip them with necessary financial literacy skills to help them navigate through these tough economic times.

Further, the high rates of unemployment especially among the youth is likely to drive them to social ills such as gambling, drug addiction and illicit sex. In this plan period therefore, PBC will implement interventions targeted at the youth such as tailor-made mentorship programmes and capacity building, counseling among others to address these social ills and grow a youth church in line with biblical doctrines.

2.1.2.3 Socio-Cultural Factors

The socio-cultural environment refers to trends and developments in attitudes, culture, tastes, customs and traditions. The critical socio-cultural variables

include culture, habits, beliefs and values, population growth, Age composition, geography, ethnicity, household and family structure, employment and wealth and social class. According to the Kenya Population Household Census of 2019, Kenya's population is dominated by young people with those below 15 years making for 39% of the population. This implies that during this plan period, this cohort of young people will have entered adulthood hence considered young adults. Youth unemployment rate has also been on the increase and currently stands at 17.6% up from 11.4% in the year 2015/16 when the Basic Labour Force Survey was conducted by the Kenya National Bureau of Statistics (KNBS). High unemployment levels amongst the youth is likely to drive them to social ills such as gambling, alcohol and drug and substance abuse among others. It is therefore incumbent upon PBC to identify and implement programmes that can equip the young generation with kingdom principles that will not only enable them embrace personal values but also spiritual integrity. Tailor-made counselling services and treatment will also be paramount to those youth already engaged in some of these vices to realign them to kingdom principles.

The Covid-19 containment measures since the virus was first reported in Kenya in March 2020 seemed to have had major negative effects on Kenyans in urban areas such as Nairobi especially women and children. For instances, during these lockdowns, there was an increase in incidences of gender-based violence because many people were forced to stay at home thereby creating a situation where perpetrators and victims of gender-based violence spent more time together. This contributed to more broken families and increase in mental health cases among church members, congregants and the general population in Nairobi. Although these containment measures have since been relaxed, the consequences of these incidences have far reaching implications hence PBC will continue to intensify psychosocial support programmes and counselling services to restore the mental health of affected members and congregants as well as reach out to the wider community in which it operates.

Moreover, recently, the world and the society in general seems to be permissive to vices such as lesbian, gay, bisexual and transgender (LGBT) that were previously unheard of and are unbiblical. For instance, spirited campaigns by groups that advance sexual rights appear to have prioritized reduction of stigma and discrimination for lesbian, gay, bisexual and transgender persons. These moves have emboldened their recruitment drives. For instance, a 2018 report by the National Aids Control Council (NACC) noted that Nairobi County hosted 57% of gay men in Kenya. Researchers also found that members of the gay community in Kenya preferred to transact through online networks, and also used known ‘workstations’ in the city. Additionally, groups that seek to advance reproductive rights have also been very active, giving heavy prominence to the need to decriminalize abortion and provide such services in public hospitals on an ‘on-demand’ basis. PBC will therefore, increasingly deal with congregants who come from a background that holds that the pursuit of pleasure - prominently the gratification of every shade of sexual desire - is a good and proper aim of human life which must not be constrained by social norms, moral limitations or religious beliefs. This will therefore call for PBC to intensify outreach programmes, discipline and counseling.

Further, it is worth mentioning that there are current trends in the Kenyan population not only in Nairobi but the entire Nation where people are relenting to worshipping ‘traditional gods’ or the ‘gods of their fathers’ which poses a threat to Christianity and adherence to kingdom principles. It will therefore be paramount for PBC to devise strategies to enable it recapture its role in shaping culture through spreading the life-giving message of Jesus Christ.

2.1.2.4 Technological Factors

These are variables that relate to the existence, availability and development of technology, level of innovation, automation, technological change and the amount of technological awareness among the PBC congregation and the wider operational space (market place). PBC appreciates that the technological landscape has changed rapidly and continue to change at a faster rate in the

years to come. It is notable that the ability of PBC to embrace technological changes in this environment enhanced its agility hence the transition from in person services to the virtual space during the covid-19 containment period was almost seamless. Therefore, in this planning period, PBC will continue to keep in pace with technological changes and explore other avenues to advance the great commission for instance email marketing of the church, its programmes and activities, installation of church management software and automation of its various administrative tasks such as procurement, finance, security among others. Although advancement in technology brings with it enormous opportunities, it presents challenges almost in equal measure. For instance, it makes the church systems more prone to cyber-attacks. PCB will therefore put in place mitigation measures to counter the technological risks presented by the changing technological environment.

2.1.2.5 Environmental Factors

In the recent past, environmental issues have grown and continue to grow globally because now more than ever, the sustainability of planet earth seems to be in jeopardy. For instance, clean air, resource availability, and bio-diversity are all decreasing at an alarming rate. Therefore, a new strategy is needed to inflict urgency of environmental protection that can relate to any person's principles no matter their walk of life. Many researchers and scholars seem to agree that Christianity has a critical role to play in promoting environmental conservation. This view is well supported in the Bible in Genesis 1:28 After God created man and woman, the first thing He said to them was *“Be fruitful and increase in number; fill the earth and subdue it. Rule over the fish in the sea and the birds in the sky and over every living creature that moves on the ground”*. Hence many Theologians believe that ‘subdue’ means to take control in order to protect, thus supports the need to protect the environment. In the book of Genesis 2: 15; *“The Lord God took the man and put him in the Garden of Eden to work it and take care of it.”* This implies that as a church we have an obligation

to take care of the environment we live in for future generations. In this planning period therefore, PBC will explore ways to integrate environmental conservation into its doctrines and beliefs and teachings to support the sustainable development agenda.

2.1.2.6 Legal Factors

Article 32 (1, 2) of the Constitution of Kenya 2010 recognizes that *“Every person has the right to freedom of conscience, religion, thought, belief and opinion; Every person has the right, either individually or in community with others in public or in private to manifest any religion or belief through worship, teaching or observance including observance of a day of worship.”* This being the Supreme law of the land, the legal environment has remained quite stable over the years. However, it is worth noting that there are some sections of the Kenyan population that have abused the freedom of worship which has in the recent past resulted to ‘rogue pastors’ preying on their ‘sheep’ through indoctrination of worldly pleasures, using vulgar language at the pulpit and financial impropriety that have made the State to rethink its position on regulation of churches in Kenya. For instance, in February 2019, a Member of Parliament introduced a motion in the National Assembly to increase accountability and financial transparency among religious institutions. Although the motion did not pass at that particular time, continuation of the ‘rogue’ pastors behavior are likely to trigger a changes of laws governing churches in the coming years. Nonetheless, PBC has endeavored to comply with all existing legal requirements in line with the Kingdom principles it upholds.

Additionally, there have been attempts recently to introduce laws that decriminalize gay marriages and campaigns to allow such people to be recognized as ‘normal’ members of society. PBC has made its stand clear as this is against biblical teachings and commandments given to us by the Most High God. The church will continue appealing to such groups through intensified outreach programmes in an attempt to bring them into the fold of God. Further, during this planning period, PBC will continually monitor any changes in the legal

landscape and provide feedback and guidance to the state organs. The church will also endeavor to participate in forums with bodies that shape policies and laws to continually inculcate Kingdom principles in policy and law making in the country.

2.1.3 Stakeholder Analysis

Stakeholder analysis refers to the review and consideration of the impact stakeholders have in the organization. It is therefore imperative for PBC to understand the interests of each stakeholder group so as to strategize on how to address them as it implements programmes and activities in this planning period. The stakeholder analysis is contained in table 2.2 below: -

Table 2.2: Stakeholder Analysis for PBC

Stakeholder Group	Stakeholder Expectations from PBC	PBC's expectations from Stakeholder
Members/ Congregants	<ul style="list-style-type: none"> • Spiritual and pastoral care • Transparency and accountability • Moral and spiritual guidance • Safe place to worship 	<ul style="list-style-type: none"> • Participation in PBC programmes to advance the great commission • Commitment to tithing and offerings to support the mission of the church • Uphold kingdom principles and spiritual values • Commitment to consistent prayer and fasting and meditation for the church and its leaders
PBC Staff/ Employees	<ul style="list-style-type: none"> • An enabling working environment • Provision of the requisite working tools and equipment • Policy on reward and sanctions • Clear terms and conditions of engagement • Staff welfare programmes 	<ul style="list-style-type: none"> • Commitment to continuous improvement • Transparency and accountability • Adherence to Kingdom principles and values • Reliability

Stakeholder Group	Stakeholder Expectations from PBC	PBC's expectations from Stakeholder
	<ul style="list-style-type: none"> • Training and capacity building • Adequate compensation scheme 	
Government	<ul style="list-style-type: none"> • Compliance to the Constitution and all legal requirements • Participate in peace and security initiatives • Alignment of church goals to national goals and policies 	<ul style="list-style-type: none"> • Freedom of worship • Regard for church needs • Provision of necessary infrastructure and amenities such as roads and water • Internal security
Media/ Press	<ul style="list-style-type: none"> • Timely communication on programmes and activities that require coverage • Provision of reliable and credible information 	<ul style="list-style-type: none"> • Good working relationship • Provision of factual information • Avoidance of sensational coverage
Suppliers/service providers	<ul style="list-style-type: none"> • Timely payment for goods and services • Proper contract management 	<ul style="list-style-type: none"> • Quality service delivery • Value for money • Good relations
Surrounding Community	<ul style="list-style-type: none"> • Good coexistence with neighbours • Avoidance of loud music during keshas 	<ul style="list-style-type: none"> • Support in PBC programmes and activities • Good relations
Leadership (PDB, BoT, Church Council)	<ul style="list-style-type: none"> • Adherence to Kingdom principles and spiritual values • Effective and efficient execution of PBC programmes and activities • Uphold PBC core values • Safeguard the image and PBC brand 	<ul style="list-style-type: none"> • Good governance and leadership • Ownership of the PBC Strategic Plan and support for programmes contained herein • Collaboration with other likeminded churches to advance the Kingdom agenda • Solicit for resource to support PBC programmes and activities • Stewardship for resources
Development partners and Donors	<ul style="list-style-type: none"> • Adequate communication and feedback mechanisms • Adoption of best practices in project management 	<ul style="list-style-type: none"> • Financial and non-financial support • Capacity building programmes

Stakeholder Group	Stakeholder Expectations from PBC	PBC's expectations from Stakeholder
	<ul style="list-style-type: none"> • Transparency and accountability 	

2.2 Review of PBCs' Performance under the Realigned Strategic Plan 2019-2020

This section reviews PBC's performance in implementing the realigned Strategic Plan 2019-2020 based on seven strategic pillars. During the period under review, PBC had envisaged to implement twenty-seven (27) strategic objectives through eighty-eight (88) initiatives. However, by conclusion of the plan period, the church had managed to implement a total of 36.75 initiatives translating to a total overall performance of 41.76% for the plan period under review as presented in table 2.3 below.

Table 2.3 Review of PBCs' Performance under the Realigned Strategic Plan 2019-2020

Strategic Objective	Total Number of Initiatives	No. of Initiatives implemented	% of initiatives implemented	Remarks
To uphold acknowledgement of the sovereignty of God in all matters of the church and foster spiritual cover of the strategic pillars by the end of 2020.	3	2	66.67%	<ul style="list-style-type: none"> Periodic meetings with children, youth and adult ministries not realized.
To foster increased spiritual discipline amongst staff members and leaders at all levels by the end of 2020.	3	2	66.67%	<ul style="list-style-type: none"> The BS programme under PDB waned due to commitment issues and outbreak of covid-19 Weekly staff devotions lost momentum due to lack of discipline and team effort
To raise godly leaders consistently applying Kingdom principles in the conduct of the affairs of the church by the end of 2020.	2	1.5	75%	<ul style="list-style-type: none"> More intention on our Leadership Development pipeline will rid PBC of recycling leaders. To increase the number of forums in the next planning period
To have the over 10,000 congregants in all PBC churches actively engaged by the end of 2020.	4	3	75%	<ul style="list-style-type: none"> Strengthening prayer at HG level will galvanize our HG Ministry Encourage members to join house groups through pulpit announcements Ease of access of information on how & where to plug-in will yield even better results. To improve access to information in the next planning period
To establish a sense of belonging through effective response to congregational needs that consistently meets expectations by the end of 2020.	4	3	75%	<ul style="list-style-type: none"> The relegation of retreats needs to be reconsidered. Retreats created opportunities for openness & vulnerabilities, making us stronger together.

Strategic Objective	Total Number of Initiatives	No. of Initiatives implemented	% of initiatives implemented	Remarks
				<ul style="list-style-type: none"> There is need to grow our Call Centre to attend to more people. Debrief sessions for Pastors and Counselors would be very helpful.
To increase frequency of, and strengthen delivery of, ministry identification, leadership training and development by the end of 2020.	8	3	37.5%	<ul style="list-style-type: none"> Development of a communication strategy will aid synchronization of the church communication. Covid19 onset made it difficult to execute these programs as earlier envisaged. More effort on Discipleship, Coaching & Mentorship is needed. Being intentional on our leadership development will multiply leaders among us, even for the Church Plants. The church to deliberately engage & support the Youth as they serve. Bureaucracies have been a great challenge when it comes to leadership retention hence there is need for it to be addressed in the next planning cycle Re-introducing the Internship Program will benefit both the mentored and the Church.
To establish an effective volunteer service program with clearly articulated guidelines by end of 2020.	3	1	33.33%	<ul style="list-style-type: none"> PBC must be intentional to engage all in the church as far as Discipleship is concerned The church to dedicate more resources towards capacity building.

Strategic Objective	Total Number of Initiatives	No. of Initiatives implemented	% of initiatives implemented	Remarks
To promote wholesome personal development and a congregation with improved economic empowerment by the end of 2020.	2	0.5	25%	<ul style="list-style-type: none"> The Welfare Kitty amongst the Ushers is something worth looking at & making it big scale. Formation of investment forums not realized to be considered in the next planning period
To deepen the spiritual growth in the congregation and realize changes in congregation knowledge, attitude and practice by the end of 2020.	4	2	50%	<ul style="list-style-type: none"> Covid19 disrupted implementation of these initiatives though the migration to the online platform was a major milestone The church to focus more on initiatives to customize its programs to meet the needs of the differently abled members and congregants in the next planning cycle.
To establish a wholistic Magnification lifestyle among the congregation and realize growth in the discipline of prayer by the end of 2020.	3	2	75%	<ul style="list-style-type: none"> Prayer services and vigils encouraged throughout the period and prayer engagements devolved to house groups To be more intentional about prayer in the next planning cycle Proper skill & knowledge are paramount for us to give God the best & serve His people well. To be enhanced in the next planning period
To generate increased resources for missions by the end of 2020.	2	1	50%	<ul style="list-style-type: none"> Timely alerts of Missions will aid in effective communication & better mobilization of both people & other resources.
To undertake market research, survey and intelligence and increase	2	0	0%	<ul style="list-style-type: none"> Not realized

Strategic Objective	Total Number of Initiatives	No. of Initiatives implemented	% of initiatives implemented	Remarks
demonstration of evidence-driven mission engagements from 2019.				<ul style="list-style-type: none"> The church to be more intentional about this area in the next planning period
To build capacity for the Great Commission through sensitization of the congregation and tailored training by the end of 2020.	2	0.5	25%	<ul style="list-style-type: none"> Silo working amongst staff hampered collaboration There is need to encourage team work and collaborations amongst staff to effectively advance the Great Commission
To proclaim the gospel locally, regionally and globally using appropriately tailored platforms by the end of 2020.	5	2	40%	<ul style="list-style-type: none"> Many opportunities await PBC in East Africa PBC to be more intentional about this in the next planning cycle
Increased presence of PBC in mission field communities through development interventions and Kingdom-influence advocacy by 2020.	1	0	0%	<ul style="list-style-type: none"> Not realized To be pursued in the next planning period
To increase the presence of PBC in the community through Kingdom influence by the end of 2020.	1	0.75	75%	<ul style="list-style-type: none"> Review our Church planting model for greater effectiveness
To develop infrastructure that meets the spiritual transformation, social and physical needs of the congregation up to 2020, and accommodates growth beyond 2020.	2	1	50%	<ul style="list-style-type: none"> Capacity enhancement of personnel is needed for PBC to optimize the equipment available in all Campuses
To spread the gospel of Jesus Christ using ICT, television and radio with evidence of transformed lives by the end of 2020	2	1.75	75%	<ul style="list-style-type: none"> Website upgrade is of urgency The launch of Parkie Radio (www.parkieradio.parklandsbaptist.org) is a step in the right direction.

Strategic Objective	Total Number of Initiatives	No. of Initiatives implemented	% of initiatives implemented	Remarks
				<ul style="list-style-type: none"> • Proper personnel & awareness campaigns are necessary for its growth
To transform communities, where the gospel is proclaimed by PBC, through the development of physical infrastructure by the end of 2020.	3	1	33.33%	<ul style="list-style-type: none"> • Supported the construction of the Turkana classrooms, missionaries' huts and Illchamus through coordination with clerk of works
To intensify usage of platforms engaging the congregation and increase the level of resources mobilized by the end of 2020.	4	2	50%	<ul style="list-style-type: none"> • Regular updates on the usage of resources to through the bulletin and/or online will enhance our stewardship, build confidence amongst the membership & draw in other partners as convicted by the Spirit of God. • Better presentations of our accounts will yield better understanding & therefore engagement by members – it should not be a preserve of a chosen few.
To increase financial resources for Kingdom expansion by establishing new mobilization avenues by the end of 2020.	4	2	50%	<ul style="list-style-type: none"> • Global Leadership Summit, Movement Day Africa among others have offered great opportunities of growth for both Staff & Volunteers. This interface must be deliberately engaged as we seek to build a culture of excellence. • PBC must endeavor to keep the discipline of tithing to the Body of Christ till our Lord Jesus returns
To enhance PBC governance and organizational structure by the end of 2020.	7	1	14.28%	<ul style="list-style-type: none"> • Not realized • To be pursued in the next planning period

Strategic Objective	Total Number of Initiatives	No. of Initiatives implemented	% of initiatives implemented	Remarks
To develop, successfully adopt and implement a comprehensive change management program beginning from 2019.	5	0	0%	<ul style="list-style-type: none"> Not realized To be pursued in the next planning period
Enhanced organizational performance, growth and sustainability by the end of 2020.	1	0	0%	<ul style="list-style-type: none"> Covid-19 delayed development of the new strategic plan
Improvement in timely management decision-making and learning by the end of 2020.	5	1	20%	<ul style="list-style-type: none"> PBC has many ways of receiving feedback. However, the reception of that feedback & how it is engaged to inform better decision-making & planning is wanting.
To improve satisfaction among all stakeholders by the end of 2020.	5	2	40%	<ul style="list-style-type: none"> There is a big need to synchronize all Church activities to facilitate wise stewardship of resources. The current Procurement process is tedious & divorced from Ministry needs. It has many a time cost PBC more time, money & contributed to unhealthy working relationships & environment. There is need to explore ways of making the procurement process efficient in the next planning period
To improve satisfaction regarding safety and security at PBC among all stakeholders by the end of 2020.	1	0.75	75%	<ul style="list-style-type: none"> Overall, the security and safety for both campuses was improved. To be enhanced in the next planning period
Total	88	36.75	41.76%	<ul style="list-style-type: none"> There is need to address the shortcomings identified under the SWOT analysis for better performance

2.3 Challenges faced during implementation of the Realigned Strategic Plan 2019-2020

- Unawareness of the Church's Vision & Mission amongst staff, members and congregants
- Low awareness and adherence to the Church Core values
- Lack of prayer and trust
- Poor communication and a porous management system
- Silo working amongst teams and departments which greatly hampered service delivery
- Power plays because of vested interests
- Partiality resulting to favoritism in decision making leading to injustices
- Incompetence among administrative Staff & administrative systems that encourage bare minimums, frustrating ministry
- Poor management of resources including time
- Uncalled for Bureaucracies, creating bottlenecks that cause friction & waste of time
- A requisitioning process that is quite subjective
- A procurement process that is open to manipulation and is detached from the Church's core mandate.
- Lack of a reward system amongst Staff
- Due to the pandemic some of the programs did not take place as it had been planned.
- Inadequate user-friendly online content especially for children
- Inadequate volunteers especially for the children ministry
- Lack of pre-qualified service providers made the procuring process especially for installation of security systems long.
- There were no sessions to educate leaders about the strategic plan. Some leaders were not even aware that there is an existing strategic plan

- The strategic plan was developed purely by the administration and a consultant hence the pastoral team was unaware of its contents which greatly hampered its implementation
- Friction between volunteers and staff, and between Ministry staff and Support services staff has continued to hamper ministry delivery
- Inconsistency in applying policies has also contributed to conflicts

2.4. Lessons Learnt during implementation of the Realigned Strategic Plan 2019-2020

- The vision & mission of the Church should be constantly repeated to inform daily decision making
- The Church Values should be embodied in the daily life of the Church and execution of its mission
- Continue to inculcate a culture of corporate prayer
- Build trust across boards, departments & ministries – it gets a lot done faster and with less resources
- Incultation of a good culture in line with Kingdom principles and proper change management as well as emphasis on interdependence of departments will greatly aid service delivery and eradicate the bad spirit of silo working
- Synchronization of the administrative element of the Church to support, enable & enrich ministry should be engaged as a matter of urgency.
- The HoDs ought to have the final decision about envisaged ministry engagements and take responsibility thereof.
- Chains of command need to be very clear across PBC
- Staff & Volunteer Interface at PBC needs to be relooked and enriched for maximum yields of this invaluable relationship
- Discipline & how to handle indiscipline should be looked into.
- Proper management of resources will greatly reduce inefficiencies and avoid wastage of God given resources

- Need to create user friendly content for online users especially for the children ministry
- There is need to train more volunteers especially for the children ministry
- The Church should consider having a pre-qualified supplier list so as to shorten the procurement process.
- A strategic plan development and implementation should be shepherd led to ensure its success
- Wide involvement of all stakeholders during development of the strategic plan is key to facilitate great buy-in thus aid implementation
- Use of professional volunteers to develop the strategic plan as opposed to an external consultant. This will save the church money and create a sense of ownership by the members
- Development and implementation of a clear volunteer engagement policy is key to reduce friction and aid advancement of the Great Commission in line with Kingdom principles
- Consistent and unbiased application of laid down church policies will reduce conflicts between and among employees hence improve service delivery.
- Due to the rapid changing operating environment flexibility and swift adaptability to change is paramount hence the need to have agile strategic plans.



CHAPTER THREE

STRATEGIC MODEL

This chapter presents the vision, mission, core values and focus areas also referred to as Strategic Pillars or Key Results Areas (KRA's) for PBC for the period 2022-2026. It also presents the strategic objectives under each pillar as well as the accompanying strategies- the “how” and methods by which PBC will accomplish the intended objectives.

3.1 Church Vision

The gospel of the Kingdom of God proclaimed to every person, godly leaders raised and communities influenced positively.

3.2 Church Mission

To fulfill the Great Commission by making disciples of all nations, baptizing them in the Name of the Father, Son and Holy Spirit, raising them to maturity through discipleship and teaching, preparing them for effective ministry to others.

3.3 Core Values

As PBC and its church plants endeavor to realize the vision and fulfill the mission, it will be guided by the following six (6) core values with the acronym ‘CHRIST’

1. Compassion

“Finally, all of you, be like-minded, be sympathetic, love one another, be compassionate and humble”. 1st Peter 3:8

2. Holiness

“But just as he who called you is holy, so be holy in all you do; for it is written: “Be holy, because I am holy.” 2nd Corinthians 7:1

3. Regard for family

“For this reason, I bow my knees to the Father of our Lord Jesus Christ, from whom the whole family in heaven and earth is named, that He would grant you,

according to the riches of His glory, to be strengthened with might through His spirit in the inner man.” Ephesians 3:14-16.

4. Inclusivity and Respect for Diversity

“After this I looked up, and there before me was a great multitude that no one could count, from every nation, tribe, people and language, standing before the throne and before the Lamb. They were wearing white robes and were holding palm branches in their hands. And they cried out in a loud voice: ‘Salvation belongs to our God, who sits on the throne, and to the Lamb’. Revelation 7:9-10.

5. Service to Members and Community

“For even the Son of Man did not come to be served, but to serve, and to give His life as a ransom for many”. Mark 10:45.

“We proclaim Him, admonishing and teaching everyone with all wisdom, so that we may present everyone perfect in Christ”. Colossians 1:28.

6. Transparency and Accountability

“Therefore, having put away falsehood, let each one of you speak the truth with his neighbour, for we are members one of another”. Ephesian 4:25

“And no creature is hidden from his sight, but all are naked and exposed to the eyes of him to whom we must give account”. Hebrews 4:13

3.4 PBC’s Tagline

“Arise and shine for your light has come and the glory of the Lord is risen upon you” (Isaiah 60:1).

3.5 Key Result Areas/Strategic Pillars, Strategic Objectives and Strategies

Through the situational analysis presented in chapter two, a number of issues were noted for instance the need to revise the church vision, mission and core values for clarity as well as the need to refocus the strategic pillars to enable PBC effectively and efficiently deliver on its mandate in line with Kingdom principles. During this plan period therefore, PBCs’ programmes and activities will revolve around seven (7) strategic pillars namely God & Spiritual Cover; Membership &

Leadership Development; Transformative Missions; Infrastructure Development; Investment and Resource Mobilization, Organizational Capacity; and Excellent Service Delivery.

3.5.1 Key Result Area (KRA)/ Strategic Pillar 1: God and Spiritual Cover

PBC acknowledges the absolute Sovereignty of the God-head - Father, Son and Holy Spirit over all things. As members of the Body of Christ which He is Lord of and overall, PBC is submitted to His Lordship as Head over His Church. As the scripture says, *“God put all things under His feet, and gave Him to be head over all things to the church, which is His body, the fullness of Him who fills all in all”* Eph 1:22-23 NKJV. Further, PBC acknowledges and affirms that Jesus Christ is the vine, we are the branches. As we abide in Him, and He in us, we bear much fruit; for without Him we can do nothing. Joh 15:5 NKJV

We believe in the Lord our God, and we shall be established; we believe in His prophets, and we shall prosper.”2Ch 20:20 NKJV. Through this strategic pillar therefore, the Senior and Associate Pastor will guide the church in acknowledging the sovereignty of God and provide the requisite spiritual covering to members and congregants by submitting themselves to God’s delegated Authority in the Church. This Key Result Area will be actualized through six (6) strategic objectives and twenty-four (24) strategies as presented in table 3.1 below.

Table 3.1: God and Spiritual Cover

S/No.	Strategic Objectives	Strategies
1.	To uphold acknowledgment of the sovereignty of God in all matters of the church	Enhance affirmation of the sovereignty of God among members, congregants and others
		Magnify the Lord through all seasons of the church, His praise continually being on our lips
		Ascribe to the Lord the glory due His Name
		Foster sound doctrinal teachings across PBC and all affiliates
		Provide the blessing cover to all other strategic pillars of the church

S/No.	Strategic Objectives	Strategies
		Perpetuate wholesome God-honouring Prayer, Service and Worship
2.	To build a lifestyle of Prayer at all levels of the Church (complete dependence & trust upon God)	Enhance general leadership on Prayer organization for the Church and its church plants Mobilize the Church to the place of Prayer for as we draw near to God in Prayer, Service & Worship, He will draw near to us Strengthen the discipline of Prayer at all Levels of Leadership Devolve Prayer engagement to Departments & Ministries
3.	To foster a Lifestyle of Worship both individually and corporately	Cultivate an attitude of surrender to the Lordship of Jesus Christ Nurture a desire for more and more of God, seeking first His Kingdom and His righteousness Endeavour to offer time, treasures and talents to God and His work Worship the Lord in spirit & truth in the splendour of His holiness Elevate the threshold of Prayer, Service and Worship across PBC Harness every gifting for God's Service
4.	To establish Ministry to those with Special Needs	Sensitize PBC and its affiliates concerning those with Special Needs & Special Ministries available Create an environment of Unconditional Positive Regard for those with Special Needs Create Leadership opportunities Enhance provisions for those with Special Needs
5.	To nurture unity of the Spirit	Enrich Corporate Worship experience Harness the power of Corporate Prayer
6.	To harness partnerships and collaborations with strategic partners to advance the Great Commission	Establish platforms for collaborations Strengthen existing partnership relationships

3.5.2 Membership and Leadership Development

This pillar entails the growth of the PBC members through the four departments (Maturity, MILD and Member Care) to become wholesome persons (spiritually, emotionally, economically, socially and physically). As the church engages this pillar, compelled by the Love of Christ in fellowship, PBC will nurture God-honouring, authentic relationships that spur everyone onto love and good works that God prepared for every believer in Jesus Christ before the foundations of the world were laid. As such, the wholistic growth & development of the individual believer is of the essence to PBC and all its affiliates. This strategic pillar will be realized through implementation of fourteen (14) strategic objectives and fifty-eight (58) strategies as presented in table 3.2 below

Table 3.2: Membership and Leadership Development

S/No.	Strategic Objectives	Strategies
1.	To set a firm foundation for the believers' growth in their new-found faith in Christ	Provide opportunities for all to respond to the gospel of the kingdom
		Teach new believers the foundation of the Christian faith
2.	To disciple all believers in their faith and knowledge of Christ leading to maturity	Teach believers the Word of God
		Enhance Bible study and weekly fellowships
		Enhance spiritual/maturity through discipleship classes
		Equip believers for works of service
3.	To increase membership of PBC and its church plants to 7,000	Run consistent membership recruitment campaigns
		Convert congregants on the virtual platform to members
		Enhance Membership Classes
		Clean up and maintain an up-to-date Register of Members
4.	To actively engage new members in discipleship, fellowship and ministry	Facilitate the teaching and induction of new members into church membership
		Improve involvement of ratified members
5.	To ensure provision of materials and other resources and training that will support the discipleship ministry	Provide doctrinally sound materials for discipleship ministry
		Train and equip believers for effective discipleship

S/No.	Strategic Objectives	Strategies
6.	To foster a vibrant children's Ministry	Increase children in the precious Treasure ministry to 3,000.
		Enhance children's holistic health and well-being.
		Strengthen ministry identification, leadership training and development among the children
		Enhance spiritual growth among the children in line with biblical doctrines
		Establish a holistic life style of prayer and worship among the children.
7.	To foster a vibrant youth Ministry	Build a communal ministry for all young people
		Support a church culture where every young person can serve their talents and gifts.
		Promote holistic development of young people
8.	To enhance the house group Ministry	Increase number of house groups to 500
		Increase house-group membership to 3,000
		Build Capacity of 130 house group leaders
		Mobilize house groups to form one Satellite Church
9.	To provide wholistic support to members and congregants in all PBC churches	Improve visitation to members and congregants
		Improve welcoming and hosting of visitors
		Enhance response to members' and congregants' needs
		Promote wellness of members and congregants
		Build capacity of members and congregants for financial stability
		Outreach to the needy and vulnerable
10.	To foster a vibrant family ministry	Provide support to differently abled members and congregants
		Raise Families to have the mind of Christ through spiritual disciplines
		Build capacity of family ministers and leaders
		Enhance family-oriented activities
		Pursue lifestyle Evangelism in the homes, neighborhood, workplace/marketplace and schools.
		Establish a sense of belonging through effective response to congregational needs that consistently meets expectations
		Develop income empowerment strategies to help families recover post Covid.

S/No.	Strategic Objectives	Strategies
		Develop fast feedback collection and quick response to concerns.
11.	To enable members to engage in effective ministry service as they deploy their time, talent and treasures.	Enhance an effective Ministry Identification and Deployment Process.
		Streamline the Plug-In process
		Enhance capacity building and orientation programs
		Develop and Improve the Ministry Training Curriculum
12.	To provide the marketplace with leaders equipped with kingdom principles.	Engage with members to use their skills and expertise for Kingdom Service.
		Encourage and Equip members with resources for Marketplace Outreach.
		Provide Economic Empowerment Forums for members.
		Engage in Outreach Forums with the Community, City and the Continent.
13.	To Enhance Transformational Growth and Development for Leaders and Members in service.	Establish Longer-Term Mentorship and Coaching Programs for Transformative growth.
		Train members on Peer Mentorship.
		Establish Feedback and Follow Up Mechanism to gauge growth or impact.
		Develop PBC Bible-Based Mentoring 101 Curriculum
14.	To raise godly leaders in line with Kingdom principles	Enable structured and continuous capacity building.
		Establish a Kingdom Leadership School
		Carry out relevant Need-Based Leadership Trainings to deal with emerging Leadership Issues.
		Establish Leadership Cohort Programs for Church Ministry and the Marketplace.
		Create networks with special interest groups and organizations to support PBC programmes and activities

3.5.3 Transformative Missions

The goal of transformative missions as described by the biblical vision of the Kingdom of God has many facets. Particularly, it means transforming lives by taking the gospel to their doorstep as well as reaching out to people and striving to bring peace among individuals, races, and nations by overcoming prejudices, fears, and preconceived ideas about others. It also encompasses sharing basic resources like food, water, the means of healing, and knowledge. It also implies working for a greater participation of people in the decisions which affect their lives, making possible an equal receiving from others and giving of themselves. Further, it means growing up in Christ in all things as a body of people dependent upon the work of the Holy Spirit and upon each other. The aim of this strategic pillar therefore is to increase presence and positive influence of PBC in all circles of society locally, regionally and globally. This will be actualized through implementation of three (3) strategic objectives and fifteen (15) strategies as presented in table 3.3 below.

Table 3.3: Transformative Missions & Outreach

S/No.	Strategic Objectives	Strategies
1.	To proclaim the gospel locally, regionally and globally	Strengthen the customized mission evangelism arms within the outreach pillars in PBC
		Enhance social justice programs
		Enhance regional and global outreach and evangelism.
		Strengthen PBC Church Plants
		Grow local church plants in the mission stations
		Influence the community through social responsibility, social action and advocacy
		Proclaim the gospel to 5,000,000 young people
2.	To build capacity for the Great commission	Strengthen market and mission focused research
		Strengthen prayer mapping and mission intelligence processing and reporting to guide engagement in new mission frontiers.
		Mobilize the congregation to engage in Missions
		Enhance visibility of mission work.
		Enhance capacity of members and congregants to participate in missions.

S/No.	Strategic Objectives	Strategies
		To Grow the next Level of Missionaries
3.	To strengthen partnerships and collaborations	Build faithful partnerships and collaborations for missions
		Grow partnerships in missions with like-minded organizations with priority to the unreached people groups

3.5.4 Infrastructure Development

Infrastructure is a key prerequisite for the smooth functioning and systematic running of the Lord's Ministry. Physical infrastructure (buildings and inherent systems) represents God's sanctuary where believers come to seek solace and gives them a sense of belonging. This pillar entails state of the art physical infrastructure and cutting-edge technology that meets the spiritual, social and physical needs of the congregation that accommodates growth and demonstrates Christ's excellence. During this plan period, this key result area will be actualized through implementation of four (4) strategic objectives and twelve (12) strategies as presented in table 3.4 below

Table 3.4: Infrastructure Development

S/No.	Strategic Objectives	Strategies
1.	To develop infrastructure that meets the spiritual, social and physical needs of the congregation	Develop facilities and multi-use facilities for children, youth and adults
		Optimize the existing spaces to ensure suitable room for various ministries and business development needs
		Establish effective property maintenance systems and processes to ensure standards are maintained
2.	To transform communities, through the development of physical infrastructure.	Develop infrastructure at community level for expansion of the gospel such as schools, clinics, guest houses and churches.
		Develop infrastructure in the mission field for the empowerment of communities
3.	To establish churches and ministry facilities, as guided by the PBC's spiritual vision.	Provide oversight of the Church plants' settlement and ministry facilities
		Liaise with PDB to develop the Northgate, Eastgate & South Gate Infrastructure, funding & support Program

S/No.	Strategic Objectives	Strategies
4.	To enhance the experience and quality of services in the spread of the gospel of Jesus Christ through online and physical platforms.	Enhance operational excellence to support departments achieve their goals and objectives
		Tap into the emerging technologies with improved maximization use of media assets.
		Maintain online presence in local and international media
		Equip the church with required resources to expand the reach through radio and TV

3.5.5 Investments and Resource Mobilization

One of the key challenges experienced during implementation of the retired realigned Strategic Plan 2019-2020 was PBCs' overdependence on tithes and offerings. While these have sufficiently supported PBCs' ministry, some programmes failed to be implemented due to budget constraints. It is therefore imperative to explore other avenues of resources to facilitate effective execution of planned programmes and activities. It is also imperative for PBC to invest in more income generating activities not only to broaden the resource channels but also enhance financial sustainability of the church. This will be actualized through implementation of two (2) strategic objectives and nine (9) strategies as presented in table 3.5 below

Table 3.5: Investments and Resource Mobilization

S/No.	Strategic Objectives	Strategies
1.	To broaden PBC's resource channels	Nurture congregation in giving principle
		Institute a Resource Mobilization framework for the Church
		Design business propositions that attract resources
		Establish and enhance business partnerships
		Optimize the use of existing facilities for income generation
		Establish a research and benchmarking practice to ensure best in class services and products
2.	To enhance financial management	Ensure compliance and transparency in auditing and reporting of financials

S/No.	Strategic Objectives	Strategies
		Empower leaders, staff and communities in optimal use of finances (literacy improvement, health centre, healthcare, food security and guest houses)
		Optimize resource utilization by prioritizing high value strategic projects/initiatives to ensure effective delivery.

3.5.6 Organizational Capacity

Organizational capacity is focused on developing or enhancing systems and structures needed to function effectively to advance the Great Commission in line with kingdom principles. To this end, during this plan period, PBC will implement three (3) strategic objectives and fourteen (14) strategies as outlined in table 3.6 below

Table 3.6: Organizational Capacity

S/No.	Strategic Objectives	Strategies
1.	To enhance governance and organizational structure	Develop Appropriate policies and procedures that support collaborative and agile working
		Create a central repository for all information to achieve document control, in order to provide a single source of data.
		Implement organizational restructuring, introducing different contract types that allow the engagement of a variety of talent in different capacities.
		Enhance the performance management process
2.	To strengthen engagement through organizational alignment of people, processes and platforms.	Enhance the management of human resource at PBC and its church plants.
		Enhance Employee engagement to improve morale, increase work participation hence work outcomes
		Streamline the recruitment process by creating transparent, clear and objective processes that guide hiring decisions.
		Strengthen Volunteer engagement to improve ministry outcomes by leveraging on their talents to reach more people.

S/No.	Strategic Objectives	Strategies
3.	To foster a good working environment for PBC staff and volunteers	Spearhead organizational culture change in line with kingdom principles
		Improve succession planning for PBC and its church plants
		Provide requisite work implements and tools.
		Encourage communication and collaboration between and among departments
		Align the compensation and benefits structure to address current organizational strategic needs
		Increase learning outcomes through in-house and outsourced learning solutions.

3.5.7 Excellent Service Delivery

PBC considers every person walking through the doors of its churches as a gift God has entrusted to it hence it is the responsibility of the church to serve them, love them and minister to them. Provision of excellent service is therefore paramount to propel the church towards fulfillment of its mission. As the Bible records in the Colossians 3:23, “Whatever you do, work at it with all your heart, as working for the Lord, not for human masters”. To actualize this strategic pillar, PBC and its affiliates will implement two (2) strategic objectives and ten (10) strategies as presented in table 3.7 below.

Table 3.7: Excellent Service Delivery

S/No.	Strategic Objectives	Strategies
1.	To develop efficient and effective systems, procedures and process that facilitates quick, smooth and robust services.	Enhance stakeholder satisfaction
		Enhance operational efficiency
		Streamline PBC Communication to stakeholders
		Improve volunteer engagement
		Leverage on ICT to attain organizational efficiency
		Improve the procurement process
2.	To provide safety and security for PBC congregation, assets, staff and visitors.	Enhance safety and security of staff, members, congregants and visitors
		Ensure compliance with the data privacy and protection policy
		Enhance fire emergency response plans
		Improve PBC Risk Management



CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter provides information on how PBC will ensure it implements the aspirations as contained in the strategic model for the plan period. 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 PBC deliver on its mandate more effectively and efficiently. It also captures the risks that may impede PBC 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 PBC and its church plants. 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 PBC annual workplan. The annual workplan will then be submitted to the Pastors and Deacons Board for ratification. 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 Role of Various Church Organs in Implementation of the Strategic Plan

4.1.1 The Pastors and Deacons Board (PDB)

Charged with the overall responsibility of ensuring that the Church's teachings remain true to Scripture as per the PBC Constitution, PDB will provide oversight in implementation of three key pillars namely, God and spiritual cover, Membership and leadership development and Transformative missions.

Particularly, PDB will meet on a quarterly basis to review implementation of this Plan through a thorough analysis of quarterly Ministry reports on these three pillars. During the quarterly meetings, PDB will also take note of the challenges that may have been encountered in implementation of the Strategic Pillars (Key Result Areas) under its purview and recommend mitigation measures or any corrective action that might be required.

4.1.2 The Board of Trustees (BOT)

As enshrined in the PBC Constitution, the Board of Trustees (BOT) role in implementation of this strategic plan will be twofold. First, BOT will closely monitor the changes in the legal operating environment and ensure the Church is in compliance with the requisite legal provisions. Secondly, PBC being a congregational church, it will be the responsibility of BOT in consultation with the church through Annual General Meetings (AGM's) and other forums to acquire church assets both movable and immovable, facilitate an efficient procurement process and formulation and implementation of sound financial management procedures and processes. In a nutshell, during this plan period, BOT will champion implementation of infrastructure development and Investment & Resource Mobilization Strategic Pillars to ensure that PBC and its church plants have the necessary infrastructure and financial resources to facilitate execution of the plan.

To effectively undertake this role, BOT will meet on a quarterly basis to review implementation of this two Strategic Pillars through a thorough analysis of quarterly departmental reports emanating from the annual workplan. During the quarterly meetings, BOT will also take note of the challenges that may have been encountered in implementation of the two Strategic Pillars (Key Result Areas) and recommend mitigation measures or any corrective action that might be required.

4.1.3 The Church Council

As provided for in the Church Constitution, the Church Council will be responsible for establishment of a comprehensive governance and organizational structure as well as facilitate overall implementation of this strategic plan through coordination of consolidation of annual workplans and quarterly and annual reports from all departments to gauge overall implementation of this Strategic Plan 2022-2026. Moreover, the Church Council will champion implementation of the Organizational Capacity and Excellent Service Delivery Pillars during this plan period.

To effectively undertake this role, the Church Council will meet on a quarterly basis to review implementation of this two Strategic Pillars through a thorough analysis of quarterly departmental reports emanating from the annual workplan. During the quarterly meetings, the Church Council will also take note of the challenges that may have been encountered in implementation of the two Strategic Pillars (Key Result Areas) and recommend mitigation measures or any corrective action that might be required.

4.1.4 The Executive Committee (EXCO)

This forum will be organized twice in a calendar year (preferably at the middle and end of the year) and will incorporate the Moderator, Senior Pastor, Chair PDB, Chair BOT and the Treasurer. Given that each entity (church organ) will have been responsible for Strategic Pillars under their purview, it will be imperative for the leadership of these church organs to have a common understanding on the status of implementation of the Strategic Plan on a semi-annual and annual basis. To this end, this Committee will meet at the middle and end of the year to review PBC's and its church plants' performance for the period and form a common understanding on the general direction for each Strategic Pillar in the following period. The Church Council, being the overall coordinating arm of this strategic plan will be responsible for presenting the consolidated reports from all departments to guide decision making. This will

facilitate organization-wide learning and aid greatly the implementation process of the Strategic Plan 2022-2026.

4.2 Resource Requirements and Mobilization

To facilitate adequate implementation of this Strategic Plan 2022-2026 both financial and non-financial resources will be required.

4.2.1 Financial Resource Requirements and Mobilization Initiatives

The projected financial requirements for the plan period are estimated to be Kshs 1,366,397,000 against a total income of Kshs 1,265,049,200 by the end of the year 2026 as depicted in table 4.1 below: -

Table 4.1: PBC's Projected Funding (Kshs) in '000

Source	Calendar Year					Cumulative
	2022	2023	2024	2025	2026	
Tithes & Offerings	248,000	250480	252984.80	255514.60	258069.80	1,265,049.20
Other sources e.g., IGU's	89,837	4,735	1,111.20	4,540.60 (surplus)	10,206.20	101,347,800
Total	337,837	255,215	254,096	250,974	268,276	1,366,397

Table 4.1 above implies that the church will need to raise additional funds to implement programmes and activities as detailed in the implementation matrix (Annex 1). PBC will therefore need to enhance its resource mobilization initiatives which will reduce the church's overdependence on tithes and offerings. To mobilize additional resources, PBC will design business propositions to attract resources as will be enshrined in the resource mobilization strategy, optimize the

use of existing facilities for income generation, commercialize the drinking water plant as well as institute additional Income Generating Units (IGU's) during the plan period.

4.2.2 Human Resource Requirements

4.2.2.1 Current staffing

PBC Westland's campus has been operating with a total number of staff of fifty-seven (57). However, a recent Human resource audit revealed over-staffing and overlap of roles in a number of areas/departments, which will require rationalization during this plan period. The staff requirement for the period will therefore come to forty-six (46) excluding volunteer staff. The strategic changes that PBC will need to make are captured in the following section under aligning the organization structure to the new strategic plan 2022-2026.

4.2.2.2 Aligning the Organization structure to the New Strategic Plan 2022-2026

A recent Human Resource Audit conducted from 13th July to 12th October 2021 brought to surface glaring inadequacies in the PBC organization structure. To ensure adequate implementation of the strategic pillars and strategic objectives, during this plan period, it is imperative that the organization structure is evaluated so that it is aligned to the changes in the operating environment to improve service delivery. Table 4.1 below highlights the required changes that should be made and presents the strategic reasoning for each.

Table 4.1: Alignment of the Organization Structure to the New Strategic Plan 2022-2026

Old Version	Strategic Shift/Change required	Strategic Reasoning
Head of support services	Abolish office/role	This role duplicates the administrator and facilities Officers' function hence there is need to streamline the two roles and abolish the duplicating function/role .
Operations/Admin Pastor	Hire an Operations /Admin Pastors	PBC being a faith-based organization, the Operations Pastor will tie together the strategy and operational aspects of the organization through the pastoral eye as a string that connects all operational aspects to the core of the business, which is ministry work. The strategic development work that is not continuous but a one of (sort of) can be handled in liaison with volunteers who are trained experts in Strategy development.
Clerk of works	Abolish	The facilities officer will oversee all projects in PBC and oversee critical church functions such as security, grounds, vehicles/drivers among others that touch on management of all church facilities.
Secretary	Rename to executive Personal Assistant	One trained and seasoned Executive Assistant to be hired to act as the Personal Assistant to the Senior and Associate Pastor. This will smooth handling of these two offices for kingdom impact.
All other offices/Roles	No change	Can be relouked during the mid-term review of the Strategic Plan

4.3 Risk Management

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 PBC 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 PBC 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 PBC is likely to face during this plan period and proposes mitigation strategies albeit in brief. The possible risks that may affect PBC and its affiliates include the following: -

4.3.1 Strategic Risks

These are occurrences that may affect attainment of the strategic objectives or factors that may hinder PBC's ability to execute this strategic plan. This may emanate from PBC's failure to adequately respond to changes in the operating environment, weak implementation of church decisions with regard to the strategic objectives and improper decisions which could impair attainment of PBC's vision, mission and objectives as outlined in this Strategic Plan.

4.3.2 Liquidity Risk

This may occur due to PBC and its church plants not receiving the budgeted income in form of tithes and offerings, the loss of a major donor, money just going missing from the church safe, projects running over budget which may result in

interruption of cash flow thus hinder implementation of planned programmes and activities. This also implies that PBC and its church plants may fail to meet their financial obligations as and when they fall due.

4.3.3 Operational Risks

Operational risks refer to risks emanating from people, processes and technology at PBC and its church plants. This may be due to various reasons such as competences of PBC staff (knowledge base), financial and IT processes as well as arrangements put in place for ensuring business continuity in case of a disaster. In a nutshell, these are risks that if they were to occur, they are likely to stop PBC and its church plants from functioning such as fire damaging the church sanctuary, theft of large amounts of money from church coffers, vandalism among others.

4.3.4 Legal and Regulatory Risks

Legal risks are those that may arise from possible litigation in the course of fulfilling PBCs mission and vision such as issues on health and safety of congregants e.g., a child being stolen from the Sunday school, a congregant of member slipping on the floor and breaking their legs among others. Regulatory risks are those that relate to or are as a result of PBC's failure to comply with statutory requirements or government directives from time to time with regard to places of worship or conduct of churches of Ministers of the Word.

4.3.5 Reputational Risk

This is a risk exposure that may affect how PBC and its church plants are perceived by the community. For instance, adverse reports about PBC or its leadership in the local press or conflicts between two senior church members finding their way into the local media can greatly taint the image hence the reputation of PBC and its church plants.

4.3.6 Political Risks

These refer to risks that relate to the changes in the political environment in the country for instance during political campaigns/ general elections which may cause church members or its leadership to take opposing sides on the political divide thus creating tension which may lead to improper decisions being made

against kingdom principles thus hinder implementation of this strategic plan. Table 4.1 below presents a summary of risks that PBC and its church plants may face during this plan period and proposed mitigation measures

Table 4.3: Anticipated Risks and proposed Mitigation Strategies

Type of Risk	Anticipated Risks	Risk Impact (H, M,L)	Mitigation strategies
Strategic Risks	Likely failure to monitor changes in the operating environment leading to rigid strategic plans	H	<ul style="list-style-type: none"> Regular environmental scanning Have flexible/ agile strategic Plans
	Weak implementation of church decisions by PBC staff	H	<ul style="list-style-type: none"> Improve communication channels Close follow up of implementation of church decisions
	Improper decisions due to self interest	H	<ul style="list-style-type: none"> Ensure church decisions are made by a committee as enshrined in the PBC Constitution Establish a code of conduct for church leadership
	Likely lose of focus on the church Vision and Mission	H	<ul style="list-style-type: none"> Conduct regular shepherd forums Prominently display the church Vision and Mission with clear visible fonts in the sanctuary and meeting halls Make the Vision and Mission a daily mantra for PBC leadership and staff
Liquidity Risk	Likely failure to receive budgeted income inform of tithes and offerings	H	<ul style="list-style-type: none"> Encourage members and congregants to give through regular pulpit announcements Teach members and congregants the importance of giving
	Likely lose of a major donor or partner especially for mission stations	M	<ul style="list-style-type: none"> Ensure regular update of donors on progress of funded projects Prepare timely and comprehensive reports on funded projects
	Heavy borrowing to finance projects	H	<ul style="list-style-type: none"> Ensure projects are undertaken when there is

Type of Risk	Anticipated Risks	Risk Impact (H, M,L)	Mitigation strategies
			<p>adequate capital to fund them</p> <ul style="list-style-type: none"> • Encourage members to volunteer their skills • Encourage members to give in kind/material form towards supporting church projects • Build strong partnerships
	Likely lose of money or unexplained expenditure	H	<ul style="list-style-type: none"> • Automate financial systems • Inculcate a culture of transparency and accountability among church leadership and staff
Operational Risks	Low capacity of staff to interpret PBC's strategic direction	H	<ul style="list-style-type: none"> • Retrain and upskill staff to equip them with the requisite skills • Encourage staff to love their jobs through regular mentorship programmes
	Inadequate working equipment and tools	H	<ul style="list-style-type: none"> • Provide staff with necessary tools and equipment
	Cyber-attacks on the church website and online platforms	H	<ul style="list-style-type: none"> • Install firewall and cyber security systems
	Theft of large amounts of money from church coffers	H	<ul style="list-style-type: none"> • Automate financial systems • Enhance financial system security • Inculcate a culture of transparency and accountability among church leadership and staff
	Fire outbreak	H	<ul style="list-style-type: none"> • Increase smoke detectors • Conduct regular fire drills on members, congregants and staff
	Vandalism of church property and equipment	H	<ul style="list-style-type: none"> • Ensure all equipment and property have Unique Identifiers • Petition Westlands administration to remove the PSV stage from near the church entrance
	Weak succession planning	H	<ul style="list-style-type: none"> • Review the PBC Constitution

Type of Risk	Anticipated Risks	Risk Impact (H, M,L)	Mitigation strategies
			<ul style="list-style-type: none"> Review HR manuals and Policies
Legal and Regulatory Risks	Personal injury while at church premises	H	<ul style="list-style-type: none"> Exercise reasonable care to prevent injury to visitors, members and staff while at church premises
	Theft of children from Sunday school	H	<ul style="list-style-type: none"> Streamline dropping and picking of children by parents/ guardians
	Negligent selection of church workers	H	<ul style="list-style-type: none"> Streamline the recruitment process
	Likely failure to comply with legal requirements	H	<ul style="list-style-type: none"> Ensure compliance with legal provisions and government directives from time to time Regular audit of PBC activities to ensure compliance
Reputational Risks	Negligent hiring or retention	H	<ul style="list-style-type: none"> Streamline the recruitment process Investigate issues the slightest issues of misconduct
	Adverse reports about church leadership	H	<ul style="list-style-type: none"> Inculcate kingdom principles amongst leaders and staff Improve conflict and dispute resolution mechanisms Develop a communication strategy
Political Risks	Likely involvement of the church in politics or political campaigns	H	<ul style="list-style-type: none"> Maintain the sanctity of the pulpit Maintaining political neutrality
	Political instability /uncertainty	H	<ul style="list-style-type: none"> Intensify corporate prayer fasting for the nation of Kenya Encourage members and congregants to preach the cohesive gospel and the importance of coexisting with one another
	Members/congregants taking opposing sides of the political divide	H	<ul style="list-style-type: none"> Increase efforts to promote koinonia amongst congregants and members to build a cohesive society



CHAPTER FIVE

MONITORING AND EVALUATION

5.0 Overview

Monitoring and Evaluation (M&E) is an important management tool that PBC will use to ensure that implementation of this Strategic Plan is on course throughout the plan period. Monitoring and Evaluation of this strategic 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 undertaken by the Executive Committee of the Church spearheaded by the Church Council. The output indicators contained in the implementation matrix appended herein (Annex 1) will be used to measure performance.

5.1 Monitoring & Evaluation at the Executive Committee Level

The Executive Committee (ExCo) will closely monitor implementation of this Strategic Plan by analyzing and reviewing performance semi-annually and annually. During the Annual review meetings, the ExCo will receive and review progress reports from the Church Council through the Moderator indicating overall progress made on the Strategic Pillars and strategic objectives. The nature and scope of reporting will include but not limited to the following:

- a) Progress made against targets of the Strategic Plan 2022-2026;
- b) Causes of any deviations;
- c) Areas of difficulties and suggested solutions to problems that may adversely affect implementation for the Strategic Plan; and
- d) Suggested or corrective measures taken to mitigate the challenges encountered.

5.2 Monitoring & Evaluation at Delivery Unit Level (PDB, BoT, Church Council)

Monitoring at this level will entail the three church organs (herein referred to as Delivery Units) taking stock of implementation progress of the Strategic Pillars under their jurisdiction. Each Delivery Unit will be guided by the implementation matrix which will be translated into annual workplans. The delivery units will therefore monitor implementation of activities under their respective strategic pillars on a quarterly basis through quarterly progress reports.

5.3 Monitoring & Evaluation at Departmental Level (All Ministries and Support Departments)-Leaders

To ensure effective and efficient implementation of this Strategic Plan, all Pastors/Heads of Ministries/Departments will be required to take stock of progress of implementation of their respective activities as contained in the implementation matrix. Monitoring at this leaders' level will involve routine data collection and analysis on progress of implementation of activities and strategies on a monthly and quarterly basis. Departmental Heads/ Leaders will monitor projects/programmes and activities within their respective jurisdictions and subsequently submit quarterly and annual M&E reports to their respective Delivery Units.

5.4 Mid-Term Review

PBC will conduct a mid-term review of this Strategic Plan 2022-2026 to examine the progress towards achieving the set targets. The review will be conducted by a volunteer technical team under the leadership of the Church Council. 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.

5.5 End- Term Review

End-term review will be conducted at the end of the Strategic Plan period. The process will be undertaken by a volunteer team of professionals under the leadership of the Church Council. 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 PBC.

5.6 Ad hoc Review

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 PBC operations. To this end, the Executive Committee (ExCo) 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.

5.7 Linkage between the Strategic Plan and Staff Performance Management

The implementation matrix appended herein (Annex 1) will be integrated with the Performance Management System to enhance realization of set targets. All church organs/ Delivery Units and Departmental Heads of Ministries and support departments will be required to draw their activities and programmes from the implementation matrix and generate annual workplans (Annex 8) and cascade to individuals in their respective teams through annual staff appraisal forms. This linkage will ensure commitment of all staff to the realization of the objectives of the Strategic Plan 2022-2026.

5.8 Monitoring & Evaluation Tools

PBC will use the following tools to monitor and evaluate implementation of this Strategic Plan

- a) Annual Implementation Matrix review
- b) Annual Workplans
- c) Annual Budget and Expenditure review
- d) Committee Meeting reports (ExCo, PDB, BoT & Church Council)
- e) Annual staff performance Appraisal
- f) Quarterly and Annual Reports

5.9 Indicators for Measuring Performance

At the end of the plan period, performance will be measured using the monitoring and Evaluation framework appended here in as Annex 3.

ANNEX 1: IMPLEMENTATION MATRIX

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
God and Spiritual Cover	To uphold acknowledgment of the sovereignty of God in all matters of the church	Enhance affirmation of the sovereignty of God among members, congregants and others	Develop a Theme Vision Book Annually	Theme Vision Book Developed	Annual Theme Vision Book	5	1	1	1	1	1	0	0	0	0	0	Senior Pastor
			Conduct two Weekly Pulpit Declarations in line with the Theme Vision/Sermons	Pulpit Declarations made	No. of Declarations made	520	104	104	104	104	104	0	0	0	0	0	Senior Pastor
			Preach & Teach two Weekly Sermons	Sermons preached/taught	No. of Sermons	520	104	104	104	104	104	0	0	0	0	0	Senior Pastor
			Release one Weekly Themed Clips	Themed Clips released	No. of Themed Clips	260	52	52	52	52	52	0	0	0	0	0	Media Manager
			Conduct Gospel-centred Wedding Services	Gospel-Centred Wedding services conducted	% Gospel-centred Wedding Services conducted	100%	100 %	100 %	100 %	100 %	100 %	300	300	300	300	300	Senior Pastor
			Conduct Gospel-centred Funeral services	Gospel-centred Funeral Services conducted	% Gospel-centred Funeral services conducted	100%	100	100	100	100	100	150	150	150	150	150	Magnification Pastor
			Conduct two weekly God-centred Corporate Services	Corporate Services conducted	No. of God-centred Services conducted	520	104	104	104	104	104	120	120	150	150	150	Magnification Pastor
			Organize two weekly Corporate Prayer Services	Corporate Prayer Services organized	No. of corporate Prayer Services organized	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor
			Organize two Weekly Praise & Worship Sessions	Praise Worship Sessions organized	No. of Praise & Worship Sessions organized	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor
			Lead God-focused Prayers 2(Pastoral Prayer)	Pastoral Prayers led	No. of Pastoral Prayers led	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor
		Ascribe to the Lord the glory due His Name	Weekly selection of theologically/doctrinally sound songs	Theologically/doctrinally sound songs	No. of Song Lists selected	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
			nally sound Song Lists	selected for corporate worship														
			Host 4 Worship Experiences	Worship Experiences hosted	No. of Worship experiences hosted	20	4	4	4	4	4	250	250	300	300	300	Magnification Pastor	
			Host Annual Revival Season Celebrations/Experience	Annual Revival Season Experience hosted	No. of Revival Seasons hosted	5	1	1	1	1	1	6,000	6,000	6,000	6,000	6,000	Associate Pastor	
			Host Monthly Testimony Wednesday Prayer Service	Testimony Wednesday Prayer Service hosted	No. of Testimony Wednesday Prayer Services Hosted	260	52	52	52	52	52	0	0	0	0	0	Magnification Pastor	
		Foster sound doctrinal teachings across PBC and all affiliates	Preach / Teach two Weekly Biblically sound Sermons	Weekly Biblically sound Sermons preached/taught	No. of Biblically sound Sermons preached/taught	520	104	104	104	104	104	0	0	0	0	0	Senior Pastor	
			Read Scripture Publicly twice weekly	Scripture read publicly	No. of times Scripture publicly read	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor	
			Conduct two weekly Gospel-centred Corporate Services	Gospel-centred Corporate Services conducted	No. of Gospel-centred Corporate Services conducted	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor	
			Hold two Weekly Service Brief/Debrief Sessions	Weekly Service Brief/Debrief Sessions held	No. of Service Brief/Debrief Sessions held	520	104	104	104	104	104	0	0	0	0	0	Chair PDB	
		Provide the blessing cover to all other strategic pillars of the church	Command/Release two Weekly Benediction	Weekly Benedictions Commanded/Released	No. of Benedictions commanded/released	520	104	104	104	104	104	0	0	0	0	0	Senior Pastor	
			Conduct two Weekly Corporate Prayer Services	Weekly Prayer Services conducted	No. of weekly Prayer Services conducted	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Perpetuate wholesome God-honouring Prayer, Service and Worship	Host Biannual Shepherd Forums	Biannual Shepherd Forums hosted	No. of biannual Shepherd Forums hosted	10	2	2	2	2	2	150	150	150	150	150	Senior Pastor	
			Engage two Discipleship Programs annually	Discipleship Programs engaged	No. of Discipleship Programs/people engaged	10	2	2	2	2	2	100	100	100	100	100	Magnification Pastor	
			Engage three Weekly Fellowships Rehearsals	Weekly fellowship rehearsals engaged	No. of weekly fellowship rehearsals engaged	780	156	156	156	156	156	50	50	50	50	50	Magnification Pastor	
			Vet two Weekly Song Lists	Weekly song lists vetted	No. of weekly song lists vetted	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor	
			Conduct two Ushers Recruitment/Training	Ushers Training/Recruitment Conducted	No. of Ushers Recruitment/Trainings Conducted	10	2	2	2	2	2	200	200	200	250	250	Magnification Pastor	
			Conduct 4 Worship Team Trainings annually	Worship Team Trainings Conducted	No. of Worship Team Trainings conducted	20	4	4	4	4	4	200	200	200	250	250	Magnification Pastor	
			Prepare two Weekly Devotional Flow of Services	Weekly Devotional Flow of Services prepared	No. of Devotional Flow of Services prepared	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor	
			Prepare Annual Corporate Prayer Church Calendar (Synchronize all Church Prayer Activity / Engagement)	Annual Corporate Prayer Church Calendar prepared	No. of Annual Corporate Prayer Church Calendars prepared	5	1	1	1	1	1	0	0	0	0	0	Magnification Pastor	
			Engage one Weekly Pastoral Team Meeting	Weekly Pastoral Team Meeting engaged	No. of weekly Pastoral Team Meetings engaged	260	52	52	52	52	52	0	0	0	0	0	Associate Pastor	
	To build a lifestyle of Prayer at all levels of the Church (complete dependence & trust upon God)	Enhance general leadership on Prayer organization for the Church and its affiliates																

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility									
							Y1		Y2		Y3		Y4		Y5		Y1		Y2		Y3		Y4		Y5	
	Mobilize the Church to the place of Prayer for as we draw near to God in Prayer, Service & Worship. He will draw near to us		Host two weekly Prayer Services /Convocations - Early Bird PS - Evening Prayer Service	Weekly Prayer Services hosted	No. of Weekly Prayer Services hosted	520	104	104	104	104	104	0	0	0	0	0	0	0	0	0	0	Magnification Pastor				
			Conduct a weekly Midnight Oil Prayer Service	The Midnight Oil Prayer Service conducted	No. of Midnight Oil Prayer Service conducted	234	26	52	52	52	52	30	60	60	60	60	60	60	60	60	Magnification Pastor					
			Conduct biannual Prayer Trainings in liaison with HGs	Biannual Prayer Trainings conducted	No. of biannual Prayer Trainings conducted	10	2	2	2	2	2	200	200	200	200	200	200	200	200	Magnification Pastor & HG Pastors						
			Coordinate Quarterly Corporate Prayer & Fasting Seasons for the Church	Quarterly Corporate Prayer & Fasting seasons coordinated	No. of Quarterly Corporate Prayer & Fasting Seasons coordinated	20	4	4	4	4	4	150	150	200	200	200	200	200	Magnification Pastor							
			Host bimonthly Prayer Vigils	Bimonthly	No. of Prayer Vigils hosted	30	6	6	6	6	6	240	240	240	240	240	240	240	Magnification Pastor							
			Engage in two city & nationwide Prayer Initiatives/Movements	City & Nationwide Prayer Initiatives/Movements engaged in	No. of City & Nationwide Prayer Initiatives/Movements engaged in.	10	2	2	2	2	2	100	100	150	150	150	150	Magnification Pastor								
	Strengthen the discipline of Prayer at all Levels of Leadership		Hold Quarterly Leaders' Prayer Breakfasts	Quarterly Leaders' Prayer Breakfasts held	No. of Leaders' Prayer Breakfasts held.	20	4	4	4	4	4	80	100	120	140	160	Magnification Pastor									
			Hold Biannual Leaders Half-day of Prayer	Biannual Leaders' Half-days of Prayer held	No. of Leaders Half-days of Prayer held	10	2	2	2	2	2	100	100	100	150	150	Magnification Pastor									
			Conduct 3 Prayer Trainings	Prayer Trainings conducted	No. of Prayer Trainings conducted	15	3	3	3	3	3	120	120	150	150	150	Magnification Pastor									
	Devolve Prayer engagement to Departments & Ministries		Engage two Prayer Walks/Drives in	Prayer Walk/Drives engaged in	No. of Prayer Walks/Drive	10	2	2	2	2	2	50	50	60	60	60	Magnification & House Group Pastors									

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
To foster a Lifestyle of Worship both individually and corporately	Cultivate an attitude of surrender to the Lordship of Jesus Christ	Nurture a desire for more and more of God, seeking first His Kingdom and His righteousness	liaison with House Groups	liaison with House Groups	s engaged in liaison with House Groups												
			Host 4 Worship Experiences	Worship experiences hosted	No. of Worship Experiences hosted	20	2	2	2	2	2	0	0	0	0		Magnification Pastor
			Engage 3 Targeted Bible Study Programs	Targeted Bible Study Programs engaged	No. of Targeted Bible Study Programs engaged	15	3	3	3	3	3	90	90	90	120	150	Magnification Pastor
		Endeavour to offer time, treasures and talents to God and His work	Host 4 Worship Experiences	Worship Experiences hosted	No. of Worship Experiences hosted	20	4	4	4	4	4	0	0	0	0	0	Magnification Pastor
			Share one Weekly Devotion Online	Weekly Devotion shared Online	No. of Weekly Devotions shared online	260	52	52	52	52	52	0	0	0	0	0	Magnification Pastor
			Hold one Weekly Virtual Prayer Session for Services	Weekly Prayer Session held virtually	No. of weekly Prayer Sessions held virtually	260	52	52	52	52	52	0	0	0	0	0	Magnification Pastor
			Facilitate 3 Weekly Offertory Sessions	Weekly Offertory Sessions facilitated	No. of weekly Offertory Sessions facilitated	780	156	156	156	156	156	0	0	0	0	0	Magnification Pastor
			Conduct two Departmental Plug-in open-days	Departmental plug-in open days conducted	No. of Plug-in open days conducted	15	2	2	2	2	2	75	75	90	90	90	Magnification Pastor
			Coordinate 3 Respective Training Programs	Respective Training Programs coordinated	No. of respective Training Programs coordinated	15	3	3	3	3	3	150	150	180	180	180	Magnification Pastor
			Engage 3 respective Discipleship Programs	Respective Discipleship Programs engaged	No. of respective Discipleship Programs engaged	15	3	3	3	3	3	0	0	0	0	0	Magnification Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Worship the Lord in spirit & truth in the splendour of His holiness		Facilitate 2 weekly Corporate Worship Services	Weekly corporate Worship Services facilitated	No. of Corporate Services facilitated	520	104	104	104	104	104	120	120	150	150	150	Magnification Pastor	
			Conduct Weekly Intercessory Sessions for the weekly services	Weekly Intercessory Sessions for Services conducted	No. of Intercessory Sessions conducted	260	52	52	52	52	52	0	0	0	0	0	Magnification Pastor	
	Elevate the threshold of Prayer, Service and Worship across PBC	Engage one annual Discipleship Program	Annual Discipleship Program engaged	No. of Discipleship Programs engaged	5	1	1	1	1	1	50	50	50	50	60	60	Magnification Pastor	
		Hold two Teambuilding Fellowship Sessions	Teambuilding Fellowship Sessions held	No. of Teambuilding Fellowship Sessions hosted	10	2	2	2	2	2	50	50	50	60	60	60	Magnification Pastor	
		Facilitate two Annual exchange Programs	Annual Exchange Programs facilitated	No. of Exchange Programs facilitated	10	2	2	2	2	2	50	50	50	50	50	50	Magnification Pastor	
		Coordinate two respective Seasons of Corporate Prayer & Fasting	Respective seasons of Corporate Prayer & Fasting coordinated	No. of respective seasons of corporate Prayer & Fasting coordinated	10	2	2	2	2	2	0	0	0	0	0	0	Magnification Pastor	
		Engage one Joint Worship Experience	Joint Worship Experience engaged	No. of Joint Worship Experiences engaged	5	1	1	1	1	1	150	200	250	300	300	300	Magnification Pastor	
	Execute one Live Recording Project/album	Live Recording Project/Album executed	No. of Live Recording Projects/Albums executed	5	1	1	1	1	1	250	250	250	300	300	300	Magnification Pastor		
		Engage 5 partnerships with other like-minded Churches/Gospel Ministers annually	Partnerships with other like-minded Churches/Gospel ministers engaged annually	No. of partnerships with other like-minded Churches/Go spel ministers	25	5	5	5	5	5	200	250	300	350	400	Magnification Pastor		

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Harness every gifting for God's Service				engaged annually													
			Host two Departmental Plug-in open-days	Departmental plug-in open days hosted	No. of Plug-in open days hosted	15	2	2	2	2	2	75	75	90	90	90	Magnification Pastor	
			Conduct two Workshops	Workshops Conducted	No. of Workshops conducted	10	2	2	2	2	2	80	80	100	100	120	Magnification Pastor	
			Conduct two Auditions/Trainings	Auditions/Trainings Conducted	No. of Auditions/Trainings conducted	10	2	2	2	2	2	80	90	100	100	120	Magnification Pastor	
			Coordinate one Mentorship/Coaching Program	Mentorship/Coaching Program coordinated	No. of Mentorship/Coaching Programs coordinated	5	1	1	1	1	1	30	30	50	50	50	Magnification Pastor	
	To establish Ministry to those with Special Needs	Sensitize PBC and its affiliates concerning those with Special Needs & Special Ministries available	Facilitate two Awareness Initiatives/Drives	Awareness Initiatives/Drives facilitated	No. of awareness initiatives/dri ves facilitated	10	2	2	2	2	2	50	50	60	60	60	Magnification Pastor	
			Conduct two Staff/Volunteer Trainings	Staff/Volunteer Trainings conducted	No. of Staff/Volunteer Trainings Conducted	10	2	2	2	2	2	100	100	120	120	120	Magnification Pastor	
			Develop a Special Needs Church Policy/Ministry Guide	Special Needs Church Policy/Ministry Guide developed	Special Needs Church Policy/Ministry Guide	1	1	0	0	0	0	50	0	0	0	0	Magnification/ Member-care Pastors	
			Engage two Partnerships with Disabled Persons Organizations for support	Support Partnerships with Disabled Persons Organizations engaged	No. of support partnerships with Disabled Persons Organizations engaged	10	2	2	2	2	2	80	80	100	100	120	Magnification/ Member-care Pastors	
			Create Leadership opportunities	Develop one targeted Leadership Development Program in liaison with MILD	Leadership Development Program developed in liaison with MILD	No. of Targeted Leadership Development Programs developed in liaison with MILD	8	1	1	2	2	2	100	100	150	150	150	Magnification Pastor/ MILD Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
			Designate one Leadership position for those with Special Needs	Leadership Position designated	No. of Designated Leadership Positions for those with Special Needs	5	1	1	1	1	1	0	0	0	0	0	Moderator/ Magnification Pastor
			Engage two Discipleship Programs	Discipleship Programs engaged	No. of Discipleship Programs engaged	10	2	2	2	2	2	80	80	80	100	100	Magnification Pastor
			Provide weekly two Designated Areas for those with Special Needs	Designated Areas for those with Special Needs provided	No. of Designated Areas for those with Special Needs provided	6	2	1	1	1	1	0	0	0	0	0	Chair BoT/ Magnification Pastor
		Enhance provisions for those with Special Needs	Facilitate four Special Presentations by those with Special Needs during Corporate Services	Special Presentations by those with Special Needs facilitated	No. of Special presentations by those with Special Needs facilitated	20	4	4	4	4	4	0	0	0	0	0	Magnification Pastor
			Facilitate 4 Fellowships for those with Special Needs	Fellowships for those with Special Needs facilitated	No. of Fellowships of those with Special Needs facilitated	38	4	6	8	10	10	80	100	120	140	140	Magnification/ Member-care Pastors
			Support 3 Outreach Programs to those with Special Needs	Outreach Programs to those with Special Needs facilitated	No. of Outreach Programs to those with Special Needs supported	18	3	3	4	4	4	90	90	120	120	120	Missions/ Magnification Pastors
	Conduct two Targeted Trainings for those with Special Needs	Targeted Trainings for those with Special Needs conducted	No. of Targeted Trainings for those with Special Needs conducted	10	2	2	3	3	3	80	80	100	100	100	Magnification/ Member-care Pastors		

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
To nurture unity of the Spirit	Enrich Corporate Worship experience		Conduct two Bible Study Programs	Bible Studies Programs conducted	No. of Bible Study Programs conducted	10	2	2	3	3	3	80	80	100	100	100	Magnification Pastor	
			Monthly share Holy Communion Ordinance in 3 Services	Holy Communion Shared	No. of times Holy Communion is shared	180	36	36	36	36	36	150	150	150	150	150	Magnification Pastor	
			Bi-monthly Scripture Dramatization in Corporate Services	Scripture Dramatized in Corporate Services	No. of Corporate Services Scripture is Dramatized	30	6	6	6	6	6	30	30	30	30	30	Magnification Pastor	
	Harness the power of Corporate Prayer		Engage 2 Weekly Pastoral Prayer Sessions	Pastoral Prayer Sessions engaged	No. of Pastoral Prayer Sessions engaged	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor	
			Conduct 2 Weekly Corporate Prayer Services	Weekly corporate Prayer Services conducted	No. of Corporate Prayer services conducted	520	104	104	104	104	104	0	0	0	0	0	Magnification Pastor	
			Sign one MoU every year with partners outlining areas of engagement	MOUs with partners Signed	No of MoUs signed	5	1	1	1	1	1	20	20	20	20	20	PDB Liaison Officer	
To harness partnerships and collaborations with strategic partners to advance the Great Commission	Establish platforms for collaborations	Develop 10 proposals yearly and send to potential partners to support PBC programs	Proposals developed and sent to potential partners	No of proposals developed and sent to partners	50	10	10	10	10	10	100	100	100	100	100	PDB Liaison Officer		
		Hold yearly appreciation dinners for local partners	Yearly appreciation dinners held	No of dinners organized	5	1	1	1	1	1	300	300	300	300	300	PDB Liaison Officer		
		Get scholarships for two students from partner universities per year to study abroad	2 students received their scholarships to study abroad	No of scholarships gotten	10	2	2	2	2	2	500	500	500	500	500	PDB Liaison Officer		
	Strengthen existing		Monthly communication with Partners	Communication to partners done monthly	No of emails sent in a year	60	12	12	12	12	12	0	0	0	0	0	PDB Liaison Officer	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		partnership relationships	Organize quarterly online meetings with partners	Online quarterly meetings held	No of meetings held	20	4	4	4	4	4	0	0	0	0	0	PDB Liaison Officer	
			Plan one visit to our international partners once in two years	Visits to international partners organized	No of visits organized	3	1	-	1	-	1	700	0	700	0	700	PDB Liaison Officer	
			Host two visits of our international partners yearly	Visits of international partners hosted	No of international partners' visits hosted	10	2	2	2	2	2	300	300	300	300	300	PDB Liaison Officer	
			Organize one exchange program every two years for our young people to one of our partner churches	Exchange programs organized	No of exchange programs organized	3	1		1		1	500	0	500	0	500	PDB Liaison Officer in conjunction with the Youth Pastor	
Sub-Total												13,430	12,660	14,240	13,740	14,800		
Membership and Leadership Development	To set a firm foundation for the believers' growth in their new-found faith in Christ	Provide opportunities for all to respond to the gospel of the kingdom	Conduct altar calls after every service	Altar calls made	No. of altar calls made	1,125	225	225	225	225	225	0	0	0	0	0	Maturity Pastor	
			Follow up all responses to the altar calls and plug in	Responses followed up	% of responders followed up	100%	100	100	100	100	100	10	11	12	13	15	Maturity Pastor	
				Responders plugged in	% of responders plugged in	100%	100	100	100	100	100	0	0	0	0	0	Maturity Pastor	
			Teach Faith Foundation Classes	Faith Foundation Classes taught	No. of classes taught	20	4	4	4	4	4	40	40	40	40	40	Maturity Pastor	
			Teach Baptism Classes	Baptism classes taught	No. Baptism classes taught	20	4	4	4	4	4	20	20	20	20	20	Maturity Pastor	
			Hold Baptism Services	Baptism services held	No. Baptism services held	30	6	6	6	6	6	300	300	300	300	300	Maturity Pastor	
			Hold doctrine classes	Doctrine classes held	No. of doctrine classes held	20	4	4	4	4	4	60	60	60	60	60	Maturity Pastor	
			Engage in Expository preaching	Expository preaching engaged	No. of expository	120	24	24	24	24	24	0	0	0	0	0	Maturity Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5	
			Prepare and distribute yearly Bible reading plans to facilitate memorization of scriptures		sermons preached													
				Bible reading plans prepared and distributed	No. of Bible Reading Plans prepared and distributed	32000	5000	6000	6500	7000	7500	10	10.5	11	11.5	12	Maturity Pastor	
				Weekly Bible studies held	No. of weekly Bible studies held	800	100	150	200	250	300	20	20	30	30	40	Maturity Pastor	
		Enhance Bible study and weekly fellowships	Launch new Bible study groups	New Bible study groups launched	No. of new Bible studies launched	220	70	50	50	50	10	10	10	10	10	Maturity Pastor		
			Train Bible study leaders	Bible study leaders trained	No. of Bible study leaders trained	500	100	100	100	100	50	50	50	50	50	Maturity Pastor		
			Hold discipleship classes	Discipleship classes held	No. of discipleship classes held	20	4	4	4	4	60	60	60	60	60	Maturity Pastor		
		Enhance spiritual growth/ maturity through discipleship classes	Engage in focused discipleship programs	Focused discipleship programs engaged	No. of focused discipleship program held	200	40	40	40	40	120	120	120	120	120	Maturity Pastor		
			Train/mentor believers on ministry engagement	Believers trained/mentor ed in ministry engagement	No. of training/mentor orship sessions held	20	4	4	4	4	40	40	40	40	40	Maturity Pastor		
			Expose believers to practical ministry opportunities	Believers exposed to practical ministry opportunities	% of believers exposed to practical ministry opportunities	80%	80%	80%	80%	80%	80	80	80	80	80	Maturity Pastor		
		To increase membership of PBC and its church plants to 7,000	Run consistent membership recruitment campaigns	Create awareness about membership through ministry leaders	Awareness about membership created	No. of awareness meetings held with ministry leaders	20	4	4	4	4	40	40	40	40	40	Maturity Pastor	
				Use all PBC platforms to recruit members from the congregation	All PBC platforms used to recruit members from the congregation	% of members recruitment	50%	50%	50%	50%	50%	30	30	30	30	30	Maturity Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
To actively engage new members in discipleship, fellowship and ministry	Convert congregants on the virtual platform to members		Create awareness in the virtual platform on the available membership options	Awareness created in the virtual platform	No. Posters and videos posted	40	8	8	8	8	5	5	5	5	5	5	Maturity Pastor	
			Engage the congregants in the virtual platform on their membership status	Congregants engaged on the virtual platform	% of congregants engaged	20%	20%	20%	20%	20%	5	5	5	5	5	Maturity Pastor		
		Enhance membership classes	Hold hybrid membership classes	Hybrid membership classes held	No. of classes held	30	6	6	6	6	60	60	60	60	60	Maturity Pastor		
			Train and equip facilitators for membership classes	Facilitators trained and equipped	No. of training sessions held	15	3	3	3	3	30	30	30	30	30	Maturity Pastor		
	Clean up the PBC membership register	Acquire and maintain an integrated database system	Integrated and maintained database system	Data system	100%	100 %	0	0	0	0	200	0	0	0	0	Maturity Pastor		
		Develop and review tools for data collection	Tools for data collection developed	% of Tools developed	100	100	0	0	0	0	100	0	0	0	0	Maturity Pastor		
	To ensure provision of materials and other resources and training that will support the	Facilitate the teaching and induction of new members into church membership	Plug in new members into the membership process	New members plugged into the membership process	% of new members plugged	100%	100 %	100 %	100 %	100 %	0	0	0	0	0	0	Maturity Pastor	
			Hold induction meetings for new members	Induction meetings for new members held	No. of induction meetings held	30	6	6	6	6	30	30	30	30	30	Maturity Pastor		
		Improve involvement of ratified members	Organize connection meetings for ratified members with various ministries	Connection meetings for ratified members organized	No. Connection meetings organized	120	24	24	24	24	240	240	240	240	240	240	Maturity Pastor	
			Follow up ratified members to ascertain their involvement	Ratified members followed up	% of ratified members followed up	100%	100 %	100 %	100 %	100 %	40	40	40	40	40	40	Maturity Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
discipleship ministry			Procure doctrinally sound materials for discipleship	Doctrinally sound materials for discipleship procured	No. of materials procured	5000	1000	1000	1000	1000	1000	1500	1500	1500	1500	1500	Maturity Pastor
			Operationalize the PBC Resource center and bookshop	PBC Resource Center and bookshop operationalized	% of operationalization of Resource Center and Bookshop	100%	50%	50%	0	0	0	1350	1100	600	600	600	Maturity Pastor
			Avail doctrinally sound materials for sale to members at the bookshop	Doctrinally sound materials availed for sale at the bookshop	No. of books available for sale	3,950	500	750	800	900	1000	500	750	800	900	1000	Maturity Pastor
			Hold annual discipleship conference	Annual Discipleship conferences held	No. of discipleship conferences held	15	3	3	3	3	3	450	450	450	450	450	Maturity Pastor
			Hold focused training on discipleship for various groups and ministries	Focused Training on discipleship for various groups held	No. of trainings held	40	8	8	8	8	8	80	80	80	80	80	Maturity Pastor
			Engage the Africa Agenda by holding Trainings in African Countries	Trainings held in African Countries	No. of trainings held	2	0	1	0	1	0	0	300	0	300	0	Maturity Pastor
			Conduct Weekly Sunday school services	Sunday school services conducted	48 Sunday school services held 10% increase in growth.	240	48	48	48	48	48	600	620	640	660	680	Children's Pastor
			Organize Children dedication services	Child dedication organized	No. of dedication services held	30	6	6	6	6	6	60	80	100	120	140	Children's Pastor
			Organize candidates' prayer meetings	Candidates' prayer meetings conducted	No. candidate prayer meetings held	10	2	2	2	2	2	40	60	80	100	120	Children's Pastor
			Organize Monthly Children visitation and counselling.	Children visitation and counselling organized	No. children visitation and counselling	360	72	72	72	72	72	200	220	240	260	280	Children's Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y4	Y5
					counselling held.													
			Organize Quarterly Boys and girl's outings	Boys and girl's outings conducted	No. boys and girls' outings held	15	3	3	3	3	3	300	320	340	360	380	Children's Pastor	
			Organize divorce care programs	Divorced care programmes organized	No. of divorce care programmes organized	15	3	3	3	3	3	50	50	50	50	50	Children's Pastor	
			Conduct Quarterly teacher's trainings	Organized Teacher's trainings conducted	No. of Teachers trainings held	20	4	4	4	4	4	150	170	190	210	230	Children's Pastor	
			Organize quarterly parents seminars	Parents seminars Conducted	No. of parent's seminars held	20	4	4	4	4	4	200	220	240	260	280	Children's Pastor	
			Organize Weekly Boys and girl's mentorship programs	Boys and girl's mentorship programs conducted	No. of boys and girls mentorship program held	230	46	46	46	46	46	400	420	440	460	480	Children's Pastor	
	Enhance spiritual growth among the children in line with biblical doctrines			Organize quarterly teacher's fellowship	Teacher's fellowship conducted	No. of fellowships held	20	4	4	4	4	4	80	100	120	140	160	Children's Pastor
				Conduct Yearly Vacation bible school	Vacation bible school conducted	No. of vacation bible school held	5	1	1	1	1	1	1,000	1,200	1,400	1,600	1,800	Children's Pastor
				Organize Yearly Bible clubs	Bible clubs organized	No. of Bible club organized	5	1	1	1	1	1	150	170	190	210	230	Children's Pastor
				Organize Yearly Africa children's prayer day.	Africa children's prayer day organized	No. Africa children's prayer day held	5	1	1	1	1	1	200	220	240	260	280	Children's Pastor
				Organize Yearly Easter and Christmas worship experiences.	Easter and Christmas worship experiences organized	No. of Worship experiences held	10	2	2	2	2	2	200	220	240	260	280	Children's Pastor
				Launch two Life to Life small groups monthly	Life to life small groups	No. of groups launched	120	24	24	24	24	24	240	240	240	240	240	Youth Pastor
To foster a vibrant youth Ministry	Build a communal ministry for all young people																	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Conduct four pastoral visits in young people's homes monthly.	Pastoral visits conducted	No. of pastoral visits conducted	240	48	48	48	48	48	240	240	240	240	240	Youth Pastor
			Conduct three School of Worship trainings and commissioning annually	School of Worship trainings and commissioning conducted	No. of school of Worship trainings and commissioning conducted	15	3	3	3	3	3	100	100	100	100	100	Youth Pastor
		Support a church culture where every young person can serve their talents and gifts.	Conduct two business and entrepreneurship development hubs every year	Business and entrepreneurship development hubs conducted	No. of Business and entrepreneurship development hubs conducted	10	2	2	2	2	2	200	200	200	200	200	Youth Pastor
			Operationalize a school of Worship Fund (Care fund)	School of Worship Fund operationalized	% School of worship fund operationalized	100%	20%	20%	30%	15%	15%	500	500	500	500	500	Youth Pastor
		Promote holistic development of young people	Develop a criteria to facilitate disbursement of the funds from the care fund	Disbursement criteria developed	% of criteria developed	100%	100 %	0	0	0	0	0	0	0	0	0	Youth Pastor
			Provide scholarships and financial support to youth leaders through the School of Worship fund (Care Fund)	Scholarship and financial support provided	% of youth supported by the fund	80%	10%	15%	15%	20%	20%	0	0	0	0	0	Youth Pastor
			Conduct six retreats and camps yearly	Retreats and camps conducted	No. of retreats and camps conducted	30	6	6	6	6	6	3000	3000	3000	3000	3000	Youth Pastor
			Conduct weekly Bible studies and devotions	Bible studies and devotions conducted	No. of Bible studies and devotions	1440	288	288	288	288	288	0	0	0	0	0	Youth Pastor
			Conduct School & College outreach Programs	School & College outreach Programs conducted	No. of School & College outreach	60	12	12	12	12	12	150	150	150	150	150	Youth Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
To enhance the house group Ministry	To enhance the house group Ministry	Increase number of house groups to 500			programs conducted													
			Conduct monthly prayer and fasting activity in House group	Prayer and fasting conducted	No of prayer and fasting sessions	45	9	9	9	9	9	10	15	20	25	30	House Group Pastor	
			Undertake monthly house-group recruitment drives	House group recruitment drives undertaken	No of recruitment drives undertaken	45	9	9	9	9	9	10	15	20	25	30	House Group Pastor	
			Weekly visits by house group Leaders	Visits by house group leaders made	No. of visits made	590	108	113	118	123	128	216	226	236	246	256	House Group Pastor	
			Establish Diaspora House Groups monthly	Diaspora House groups established	No of Diaspora house groups established	45	9	9	9	9	9	200	220	240	260	280	House Group Pastor	
			Conduct Benchmarking annually to Churches in other nations.	Benchmarking conducted	No. of benchmarking conducted	20	4	5	6	7	8	300	350	380	400	420	House Group Pastor	
			Organize prayer hikes and retreats	Members engaged in Prayer hikes and retreats	No. of House group prayer Hikes & retreats	60	12	12	12	12	12	20	25	30	35	40	House Group Pastor	
		Increase house-group membership to 3,000	Plug congregants to house-group daily	Congregants plugged in housegroups	No. of numbers connected	1,825	365	365	365	365	365	50	60	70	80	90	House Group Pastor	
			Engage House group members in prayer and fasting	House group members engaged in prayer and fasting	Proportion of Numbers engaged	100%	100 %	100 %	100 %	100 %	100 %	30	15	20	25	30	House Group Pastor	
			Undertake weekly visits to Members (by House group Leaders)	visits by Leaders undertaken	No of visits done	504	108	108	108	108	108	216	216	216	216	216	House Group Pastor	
		Build Capacity of 130 house group leaders	Conduct quarterly trainings to equip house-group leaders	Trainings conducted	No of Trainings conducted	20	4	4	4	4	4	30	30	30	30	30	House Group Pastor	
			Train and equip the most gifted leaders for long term engagements	Trainings conducted	No. of Trainings conducted	30	4	5	6	7	8	200	200	200	200	200	House Group Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
			Establish monthly Mentorship programs.	Mentorship programs established	No of Programs established	45	9	9	9	9	9	20	20	20	20	House Group Pastor	
		Mobilize house groups to form one Satellite Church	Combine various house groups to pray and fellowship forming a Satellite Church Plant	Satellite Church plant formed	% of Satellite Church plant formed	100%	10%	20%	20%	25%	25%	500	500	500	500	House Group Pastor	
			Intentional quarterly training & equipping of members for this course.	Trainings conducted	No of trainings conducted	20	4	4	4	4	4	100	100	100	100	House Group Pastor	
	To provide wholistic support to members and congregants in all PBC churches	Improve visitation to members and congregants	Weekly visitations to members (to celebrate and comfort)	Visitations made	No. of visitations made	1,000	192	196	200	204	208	576	588	600	612	624	Member Care Pastor
			Facilitate weekly transport to members supporting the bereaved	Transport facilitated	% of transport facilitated	100%	100	100	100	100	100	1800	2100	2400	2700	3000	Member Care Pastor
			Undertake weekly Fikia Mshiriki (inactive members) programs	Fikia Mshiriki programs undertaken	No. of fikia mshiriki programs undertaken	260	52	52	52	52	52	60	65	70	75	80	Member Care Pastor
		Improve welcoming and hosting of visitors	Receive visitors at the Karibu Center weekly	Visitors received	No. of Sundays visitors are attended to	260	52	52	52	52	52	120	120	120	120	120	Member Care Pastor
			Conduct Monthly Visitors Forum	Forums conducted	No. of forums conducted	45	9	9	9	9	9	60	62	64	66	68	Member Care Pastor
			Avail information to visitors and congregants every Sunday	No of Sundays inform is availed	No. of Sundays information is availed	260	52	52	52	52	52	25	25	25	25	25	Member Care Pastor
			Hold Koinonias	Koinonias held	No. of Koinonias held	8	1	1	2	2	2	250	300	500	600	650	Member Care Pastor
	Enhance response to members' and		Organize Team building activities	Outdoor activities organized	No of Outdoor activities organized	20	4	4	4	4	4	200	200	200	200	200	Member Care Pastor
			Carry out Monthly Parkie Fariji Awareness program	Awareness programs carried out	No. Awareness programs	60	12	12	12	12	12	0	0	0	0	0	0

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
	congregants' needs		Provide members exempted from Parkie Fariji a one off Financial Support	Members supported	% of exempted members supported	100%	100	100	100	100	100	1000	1000	1000	1000	Member Care Pastor	
			Create initiatives to provide Financial Support to vulnerable families e.g. (Shelter in the storm , share love etc)	Initiatives created	No. of Initiatives created	5	1	1	1	1	1	1350	1500	1350	1425	1500	Member Care Pastor
			Collect data of members' needs	Data collected	Proportion of data collected	100%	100 %	100 %	100 %	100 %	15	15	15	15	15	Member Care Pastor	
			Undertake donation drive campaigns amongst members and congregants	Donation drives undertaken	No. of donation drives undertaken	10	2	2	2	2	2	0	0	0	0	0	Member Care Pastor
			Provide clothes donations and house hold items to needy members and to ministries engaging in community outreaches	Needy members and congregants supported	%, of needy members and congregants supported	100%	20%	20%	20%	20%	20%	120	120	120	120	120	Member Care Pastor
		Promote wellness of members and congregants		Organize weekly Counseling services for congregants/ members in need	Counseling sessions organized	% of people counseled	100%	100 %	100 %	100 %	100 %	220	360	360	360	360	Member Care Pastor
				Conduct Monthly Counseling Supervision sessions for counselors	Counseling supervision session held	No. of sessions held	60	12	12	12	12	12	60	60	60	60	Member Care Pastor
				Conduct Monthly Supervision sessions for PDB	Supervision sessions held	No. of sessions held	60	12	12	12	12	12	120	120	120	120	Member Care Pastor
				Hold Annual Medical camp	Medical camps held	No. of medical camps held	10	2	2	2	2	2	180	180	180	180	Member Care Pastor
				Conduct Quarterly Wellness talks on Nutrition	Wellness talks conducted	No. of sessions	15	3	3	3	3	3	60	60	60	60	Member Care Pastor
		Conduct Quarterly Psycho-education	Psycho education	No. of sessions	15	3	3	3	3	3	60	60	60	60	60	Member Care Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
				sessions conducted													
			Conduct Monthly Fitness and hikes	Fitness and hikes activities conducted	No. of hikes and fitness sessions	10	2	2	2	2	2	120	180	240	300	360	Member Care Pastor
			Offer daily medical services to congregants and community	Medical services offered	Proportion of patients attended to	100%	100	100	100	100	2000	180	180	180	180	180	Member Care Pastor
		Build capacity of members and congregants for financial stability	Conduct Monthly Vocational Training	Vocational Training Conducted	No. of people trained	200	20	30	40	50	60	250	350	450	550	650	Member Care Pastor
			Conduct Financial Stewardship Forum sessions	Financial Stewardship Forum sessions conducted	No. of forums held	60	12	12	12	12	12	84	84	84	84	84	Member Care Pastor
		Outreach to the needy and vulnerable	Conduct outreaches to the Refugees and needy locals in our community with food and clothing	The outreaches conducted	No. of outreaches conducted	50	10	10	10	10	10	2000	2000	2000	2000	2000	Member Care Pastor
			Do Home Visits to vulnerable groups (children's homes, rescue centers, Home of the aged)	Homes for the vulnerable visited	No. of homes visited	100	20	20	20	20	20	100	100	100	100	100	Member Care Pastor
		Provide support to differently abled members and congregants	Conduct sign language lessons to Congregants so they can communicate with the deaf in the congregation	Sign language lessons conducted	No. of lessons held	120	24	24	24	24	24	40	40	40	40	40	Member Care Pastor
			Conduct Sports and outdoor activities for the differently abled in the congregation	Sports and Outdoor events held	No. of events held	5	1	1	1	1	1	60	60	60	60	60	Member Care Pastor
	To foster a vibrant family ministry	Raise Families to have the mind of Christ through spiritual disciplines	Host Anointing Services annually	Anointing Service hosted	No. of Anointing Service hosted	5	1	1	1	1	1	300	300	300	300	300	Family Pastor
			Host Worship Experience for women	Worship experience hosted for women	No. Worship experiences hosted for women	10	2	2	2	2	2	0	0	0	0	0	Family Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
			Conduct Prayer breakfast monthly	Prayer Breakfasts Conducted	No. of Prayer Breakfasts conducted	60	12	12	12	12	12	0	0	0	0	0	Family Pastor	
			Host Overnight Kesha for men	Overnight Kesha for men hosted	No. of overnight keshas for men hosted	30	6	6	6	6	6	120	130	140	150	160	Family Pastor	
			Organize Hikes	Number of Hikes organized	No. of Hikes organized	20	4	4	4	4	4	200	210	215	220	225	Family Pastor	
			Conduct Freedom in Christ Studies	Freedom in Christ Bible studies conducted	No. of studies conducted	15	3	3	3	3	3	100	110	120	130	140	Family Pastor	
			Conduct Women of Impact Bible studies	WOI Bible studies conducted	No. of seasons conducted	25	5	5	5	5	5	200	210	220	230	240	Family Pastor	
			Conduct Men of Purpose studies	Men of purpose conducted	No. of seasons conducted	20	4	4	4	4	4	100	110	120	130	140	Family Pastor	
			Conduct Home Builders Bible studies	Home builders studies conducted	No. of seasons conducted	20	4	4	4	4	4	100	110	120	130	140	Family Pastor	
			Coordinate Tamati study for older men and Women	Tamati series coordinate	No. of studies coordinated	20	4	4	4	4	4	100	110	120	130	140	Family Pastor	
		Build capacity of family ministers and leaders	Host family ministry leaders prayer	Family ministry leaders prayers hosted	No. of family ministry prayers hosted	60	12	12	12	12	12	100	150	200	250	300	Family Pastor	
			Organize quarterly training sessions for family ministry leaders	Training sessions for family ministry leaders conducted	No. of training sessions organized	20	4	4	4	4	4	150	150	150	150	150	Family Pastor	
			Conduct debrief sessions for all Family leaders and volunteers	Debrief sessions for leaders and volunteers conducted	No. of debrief sessions conducted	20	4	4	4	4	4	50	75	100	125	90	Family Pastor	
			Conduct Family Counseling training course for leaders	Family counseling conducted	No. of family counseling	10	2	2	2	2	2	300	350	350	350	350	Family Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
	Enhance family-oriented programmes			course conducted	courses conducted													
			Host Valentine Dinner for Couples and Adult Singles	Valentine Dinner Hosted	No. of Valentine Dinners Hosted	5	1	1	1	1	1	200	250	300	350	400		Family Pastor
			Host Annual Dinner for Woman	Annual Dinner for Women Hosted	No. of Annual Dinners Hosted	5	1	1	1	1	1	150	200	250	300	350		Family Pastor
			Facilitate Premarital Counseling Classes (PMCC)	Premarital Counseling Classes facilitated	No. of Premarital Counseling classes facilitated	20	4	4	4	4	4	100	150	200	250	300		Family Pastor
			Conduct love and logic disciplining programs	Love and logic disciplining programs conducted	No. of programs conducted	20	4	4	4	4	4	100	150	200	250	300		Family Pastor
			Conduct Pre-Marriage course for dating couples	Pre-Marriage course conducted	No. of Pre-Marriage courses conducted	20	4	4	4	4	4	100	150	200	250	300		Family Pastor
			Conduct the dating course for adult singles	Dating course Conducted	No. of Dating Courses conducted	20	4	4	4	4	4	100	150	200	250	300		Family Pastor
			Facilitate The Marriage course	Marriage course facilitated	No. of Marriage courses conducted	20	4	4	4	4	4	50	60	70	80	90		Family Pastor
			Host the waiting for children classes	Waiting for children classes hosted	No. of waiting for children classes conducted	10	2	2	2	2	2	50	100	150	200	250		Family Pastor
			Host Age related Parenting Classes	Age related parenting classes hosted	No. of Age-related parenting classes hosted	20	4	4	4	4	4	100	150	200	25	300		Family Pastor
			Conduct Parenting teens classes and Talks	Parenting teens classes/talks conducted	No. of Parenting teens	20	4	4	4	4	4	100	150	200	250	300		Family Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Conduct Single Parenting studies/talks	Conducting Single Parenting studies/talks	classes/talks conducted	20	4	4	4	4	4	150	200	250	300	3505	Family Pastor
			Conduct Family leadership Marriage foundation classes	Family leaders Marriage Foundation classes conducted	No. of Marriage Foundation classes conducted	20	4	4	4	4	4	100	150	200	250	300	Family Pastor
			Conduct one Family Assembly annually	Family Assembly Conducted	No. of Family Assemblies conducted	5	1	1	1	1	1	150	200	250	300	350	Family Pastor
			Organize Domestic Violence and abuse forums	Domestic Violence Abuse forums organized	No. of sessions organized	20	4	4	4	4	4	100	150	200	250	200	Family Pastor
			Facilitate Divorce Care sessions	Divorce Care sessions facilitated	No. of Divorce Care Sessions Facilitated	20	4	4	4	4	4	100	150	200	250	300	Family Pastor
			Facilitate Grief Share sessions	Grief share session Facilitated	Grief Share Sessions Facilitated	20	4	4	4	4	4	100	150	200	250	300	Family Pastor
			Host support Programs For Parents of special children	Support programs for parents of special children hosted	No. of programs hosted	20	4	4	4	4	4	50	100	150	200	250	Family Pastor
			Conduct wellness clinics for Golden Girls and Diamond Boys	Wellness clinics conducted	No. of Wellness clinics conducted	10	2	2	2	2	2	100	150	200	250	300	Family Pastor
			Conduct family evangelism Training sessions	Family Evangelism sessions conducted	No. of Family evangelism sessions conducted	5	1	1	1	1	1	50	100	150	200	250	Family Pastor
			Conduct home to home and neighborhood outreaches	Home to home and neighborhood outreaches conducted	No. of Home to home and neighborhood outreaches conducted	20	4	4	4	4	4	50	75	100	125	150	Family Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Conduct outreach to local Rehabilitation centers	Outreach to local rehabilitation centers conducted	No. of outreaches to local rehabilitation centers conducted	15	3	3	3	3	3	100	150	200	250	300	Family Pastor
			Conduct friendship evangelism sports in selected neighborhoods	Friendship evangelism sports in selected neighborhoods conducted	No. of friendship sports in selected neighborhoods d Conducted	20	4	4	4	4	4	50	100	150	200	250	Family Pastor
			Conduct schools evangelism outreaches in PBC Neighborhood	Schools evangelism outreaches in PBC neighborhood conducted	No. of schools evangelism outreaches conducted	20	4	4	4	4	4	50	75	100	125	150	Family Pastor
		Establish a sense of belonging through effective response to congregational needs that consistently meets expectations	Host SHE Conference	SHE conference Host	No. of conferences hosted	5	1	1	1	1	1	150	200	250	300	350	Family Pastor
			Host Men's Conference	Men's Conference Hosted	No. of conferences hosted	5	1	1	1	1	1	150	200	250	300	350	Family Pastor
			Host ARK conference	ARK Conference Hosted	No. of conferences hosted	5	1	1	1	1	1	150	200	250	300	350	Family Pastor
			Conduct Forums for Men	Men's Forums conducted	No. of Forums conducted	20	4	4	4	4	4	50	75	100	125	150	Family Pastor
		Develop income empowerment strategies to help families recover post Covid.	Host financial talks/ forums for families	Financial talks / forum's hosted	No. of financial talks/ Forums hosted	20	4	4	4	4	4	100	150	200	250	300	Family Pastor
			Organize business training forums for families	Business forums organized	No. of business forums organized	20	4	4	4	4	4	150	200	250	300	350	Family Pastor
		Develop fast feedback collection and quick response to concerns.	Conduct weekly debrief for teams	Weekly debrief conducted for teams	No. of weekly debriefs for teams	240	48	48	48	48	48	50	75	100	125	150	Family Pastor
			Host volunteer lunches	Volunteer lunches hosted	No. of volunteer lunches hosted.	60	12	12	12	12	12	100	120	140	150	160	Family Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
To enable members to engage in effective ministry service as they deploy their time, talent and treasures.		Enhance an effective Ministry Identification and Deployment Process.	Install Instant messaging systems	Instant messaging systems installed	No. of instant messaging systems	5	1	1	1	1	1	200	200	200	200	200	Family Pastor
			Conduct Shape Classes	Shape Classes conducted	No. of Shape Classes conducted	40	8	8	8	8	8	250	0	250	0	250	M.I.L.L.D Pastor
	Streamline the Plug-In process	Conduct Purpose Classes	Conduct Purpose Classes	Purpose Classes Conducted	No. of Purpose Classes conducted	15	3	3	4	4	4	150	150	200	200	200	M.I.L.L.D Pastor
			Develop a Plug In Strategy	Plug In Strategy developed	% of Plug In Strategy developed	100	1	0	1	0	1	50	0	50	0	50	M.I.L.L.D Pastor
		Enhance capacity building and orientation programs	Follow up of members plugging into ministry	Members plugging into ministry followed up	No. of members plugging into ministry followed up	2500	300	400	500	500	700	50	50	50	60	60	M.I.L.L.D Pastor
			Conduct Ministry Training and Orientation Workshops	Ministry Training and Orientation Workshops conducted	No. of Ministry Training and Orientation Workshops conducted	100	20	20	20	20	20	800	800	800	800	800	M.I.L.L.D Pastor
	Develop and Improve the Ministry Training Curriculum	Conduct need-based Ministry Training	Conduct need-based Ministry Training	Need-based Ministry Training Conducted	No. of Need-based Ministry Training Conducted	40	8	8	8	8	8	400	400	400	400	400	M.I.L.L.D Pastor
			Outline and prepare new Courses for Ministry Equipping	New Courses for the Ministry Equipping Outlined and Prepared	No. of new Courses for the Ministry Equipping Outlined and Prepared	100	20	20	20	20	20	200	200	200	200	200	M.I.L.L.D Pastor
		Revise the existing Ministry Training Curricula	Revise the existing Ministry Training Curricula	Existing Ministry Training Curricula Revised	No. of Existing Ministry Training Curricula Revised	15	3	3	3	3	3	90	90	90	90	90	M.I.L.L.D Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
To provide the marketplace with leaders equipped with kingdom principles.	Engage with members to use their skills and expertise for Kingdom Service.	Mobilize Volunteer Experts for Church Engagement	Mobilize Volunteer Experts for Church Engagement	Volunteer Experts for Church Engagement Mobilized	No. of Volunteer Experts for Church Engagement Mobilized	200	20	0	20	20	20	100	100	100	100	100	M.I.L.D Pastor
			Form new Marketplace Ministry Forums.	New Marketplace Ministry Forums Formed.	No. New Marketplace Ministry Forums Formed	6	2	1	1	1	1	100	50	50	50	50	M.I.L.D Pastor
			Develop a Strategy for the Market Place Forums	Strategy for Marketplace Forums developed.	% of Strategy for Marketplace Forums developed	100	40	30	30	0	0	60	60	60	0	0	M.I.L.D Pastor
		Encourage and Equip members with resources for Marketplace Outreach.	Conduct Equipping Workshops on Marketplace Outreach	Equipping Workshops on Marketplace outreach conducted	No. of Equipping Workshops on Marketplace Outreach conducted	20	3	3	4	5	5	250	250	250	250	250	M.I.L.D Pastor
			Commission members for the Marketplace Outreach	Members commissioned for the Marketplace Outreach	No. of Members commissioned for the Marketplace Outreach	300	30	30	60	80	100	50	100	100	150	200	M.I.L.D Pastor
Provide Economic Empowerment Forums for members.	Engage in Outreach Forums with the Community, City and the Continent.	Conduct Business Empowerment Forums	Conduct Business Empowerment Forums	Business Empowerment Forums Conducted	No. of Business Empowerment Forums Conducted	20	3	3	4	5	5	250	250	250	300	300	M.I.L.D Pastor
			Conduct Specialized Trainings for Marketplace Teams	Specialized Trainings for Marketplace Teams Conducted	No. of Specialized Trainings for Marketplace Teams Conducted	25	4	4	5	5	7	100	100	200	200	250	M.I.L.D Pastor
		Carry out Community, City outreach programs	Community, City Outreach Programs carried out	No. of Community, City, Outreach Programs carried out	20	3	3	4	5	5	5	300	300	400	500	500	M.I.L.D Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
	To Enhance Transformational Growth and Development for Leaders and Members in service.	Establish Longer-Term Mentorship and Coaching Programs for Transformative growth.	Conduct Forums with Leaders in the Marketplace Sector	Forums with Leaders in the Marketplace Sector conducted	No. of Forums with Leaders in the Marketplace Sector conducted	12	2	2	2	3	3	100	100	100	150	150	M.I.L.D Pastor
			Develop Mentorship Courses for Personal growth and Ministry	Mentorship Courses for Personal growth and Ministry Developed	No. of Mentorship Courses for Personal growth and Ministry Developed	60	12	12	12	12	12	200	200	200	200	200	M.I.L.D Pastor
			Carry out Mentorship Training for members	Mentorship Training for members carried out	No. of Mentorship Training for members carried out	60	12	12	12	12	12	250	250	250	250	250	M.I.L.D Pastor
	Train members on Peer Mentorship.	Train Church Ministry Leaders and Members on Peer Mentorship	Church Ministry Leaders and Members trained on Peer Mentorship	No. of Church Ministry Leaders and Members trained on Peer Mentorship	200	30	30	40	50	50	50	50	50	50	50	M.I.L.D Pastor	
		Conduct Training of Trainers Program for Mentorship	Training of Trainers Program for Mentorship conducted	No. of Training of Trainers Program for Mentorship conducted	12	2	2	2	3	3	100	100	200	200	200	M.I.L.D Pastor	
	Establish Feedback and Follow Up Mechanism to gauge growth or impact.	Create a Feedback Systems to gauge impact	Feedback Systems Created	No. of Feedback Systems Created	3	1	0	1	0	1	60	0	60	0	60	60	M.I.L.D Pastor
		Follow up Members after Mentorship Training.	Members followed up after Mentorship Trainings	No. of members followed up after Mentorship Trainings	2000	300	300	400	500	500	30	30	30	50	50	50	M.I.L.D Pastor
	Develop PBC Bible-Based	Develop a Bible-Based Mentoring Curriculum.	Bible-Based Mentoring	% of Progress in Developing	100	50	50	0	0	0	150	150	0	0	0	M.I.L.D Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Mentoring 101 Curriculum		Curriculum Developed	the Bible-Based Mentoring Curriculum													
			Develop Online Courses for Mentoring Training	Online Courses for Mentoring Training Developed	No. of Online Courses for Mentoring Training Developed	25	5	5	5	5	5	150	150	150	200	200	M.I.L.D Pastor	
			Conduct capacity building programs for serving and potential leaders	Capacity building programs for serving and potential leaders conducted	No. of Capacity building programs for serving and potential leaders conducted	25	5	5	5	5	5	150	150	200	200	200	M.I.L.D Pastor	
	To raise godly leaders in line with Kingdom principles	Enable structured and continuous capacity building.	Partner with different church teams for trainings	Partnered with different church teams for trainings	No. of church teams partnered with for trainings	30	10	15	15	20	20	90	90	120	120	150	M.I.L.D Pastor	
			Engage in Benchmarking consultations for a Christian Leadership Academy	Engaged in Benchmarking consultations for a Christian Leadership Academy	No. of Benchmarking consultations engagements for a Christian Leadership Academy	10	3	2	2	2	1	300	200	200	200	100	M.I.L.D Pastor	
			Establish a Kingdom Leadership School	Set Up Courses for the Online Platform	Courses for the Online Platform Set Up	No. of Courses for the Online Platform Set Up	300	50	50	100	100	100	300	300	300	400	500	M.I.L.D Pastor
				Pursue Accreditation Process for the Leadership School	Accreditation Process for the Leadership School pursued	% of Progress in Pursuing the Accreditation Process for the Leadership School	50	10	10	10	10	10	100	100	200	300	500	M.I.L.D Pastor
				Engage in consultations for a	Engaged in Consultations	% of Progress of	50	10	10	10	10	10	100	100	100	100	100	M.I.L.D Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Carry out relevant Need-Based Leadership Trainings to deal with emerging Leadership Issues.	Physical Training Centre	for a Physical Training Centre	the Consultation Engagement for the Physical Training Centre													
			Conduct a need gap analysis for Capacity Building	Need Gap Analysis for Capacity Building conducted	No. of Need Gap Analysis for Capacity Building Conducted	10	2	2	2	2	2	10	10	10	10	10	M.I.L.D Pastor	
			Conduct Need-Based Leadership Trainings	Need-Based Leadership trainings conducted	No. of need-based leadership trainings conducted	10	2	2	2	2	2	150	150	150	150	150	M.I.L.D Pastor	
			Establish areas for volunteer leadership engagement	Areas of volunteer leadership engagement established	No. of areas of volunteer leadership engagement established	10	2	2	2	2	2	10	10	10	10	10	M.I.L.D Pastor	
			Conduct intensive leadership cohort programs	Intensive Leadership Cohort programs conducted	No. of leadership cohort programs conducted	10	2	2	2	2	2	250	250	250	250	250	M.I.L.D Pastor	
Sub-Total												35,862	37,917.5	40,498	43,468.5	49,825		
Transformative Missions	To proclaim the gospel locally, regionally and globally	Strengthen the customized mission evangelism arms within the outreach pillars in PBC	Conduct Weekly Outreach Programs to various Groups, e.g., Police, Prison, Refugees, etc.	Outreach Programs to various Groups conducted	No. of Outreach Programs to various Groups conducted	780	156	156	156	156	156	100	100	100	100	100	Missions Pastor	
			Organize Monthly Sports Outreach Programs	Monthly Sports Outreach Programs organized	No. of Sport Outreach Programs organized	60	12	12	12	12	12	400	400	400	400	400	Missions Pastor	
			Conduct Monthly outreach Programs to Vulnerable Groups	Monthly outreach Programs to Vulnerable	No. of outreach programs to Vulnerable	60	12	12	12	12	12	500	500	500	500	500	Missions Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
			Organize 2 Relief & Emergency Outreach Programs annually	Groups conducted	Groups conducted													
				Relief and Emergency Outreach programs organized	No. of Relief & Emergency Outreach Programs organized	10	2	2	2	2	2	150	150	150	150	150	Missions Pastor	
				Quarterly Performing Arts Outreach programs held	No. of Performing Arts Outreach Programs held	20	4	4	4	4	4	200	200	200	200	200	Missions Pastor	
				Quarterly Medical outreach programs organized	No. of Quarterly Medical outreach Programs organized	20	4	4	4	4	4	100	100	100	100	100	Missions Pastor	
				Awareness Programs for lawyers to volunteer to provide services to refugees	No. of awareness programs for lawyers to volunteer to provide services to refugees conducted	15	3	3	3	3	3	0	0	0	0	0	Missions Pastor	
				Weekly Bible Studies held for refugees	No. of Bible Studies held for Refugees	260	52	52	52	52	52	150	150	180	180	200	Missions Pastor	
				Weekly Feeding Programs for Refugees	No. of Feeding Programs for Refugees organized	260	52	52	52	52	52	250	300	350	400	450	Missions Pastor	
				Weekly Counseling Sessions for Refugees	No. of Counseling Sessions for Refugees conducted	260	52	52	52	52	52	150	150	200	200	250	Missions Pastor	
				Customized African Regional Fellowships for Internationals	No. of customized African Regional Fellowships for	15	3	3	3	3	3	60	60	70	70	70	Missions Pastor	
				Enhance regional and global outreach and evangelism.	Conduct 3 Customized African Regional Fellowships for the Internationals in PBC													

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
				in PBC conducted	Internationals in PBC conducted													
			Organize Annual African Regional Cultural Festivals for the Internationals in PBC	Annual African Regional Cultural Festivals for internationals in PBC organized	No. of African Regional Cultural Festivals for internationals in PBC organized	5	1	1	1	1	1	200	200	200	200	200	Missions Pastor	
			Conduct 2 International Services	International Services conducted	No. of International Services conducted	10	2	2	2	2	2	200	200	200	200	200	Missions Pastor	
			Conduct capacity building programs for PBC Plants Leaders	Capacity building programs for PBC plants leaders conducted	No. of capacity building programs for PBC Plants Leaders conducted	12	3	3	2	2	2	200	200	150	150	150	Missions Pastor	
			Establish Missions Departments in the PBC Plants	Missions Departments in PBC Plants established	% of Missions Departments in PBC Plants established	100%	20	20	20	20	20	250	250	300	350	400	Missions Pastor	
			Equip PBC plants with the requisite Missions personnel	PBC Plants equipped with the requisite Missions personnel	No. of requisite personnel in the PBC Plants	28	4	4	6	6	8	200	250	300	350	400	Missions Pastor	
			Procure working tools & equipment for the PBC Plants	Working tools & equipment for PBC Plants procured	% of working tools & equipment procured	100%	20	20	20	20	20	5000	5000	4500	4000	3500	Missions Pastor	
			Finalize operationalization of PBC East-gate Plant	PBC East-gate operationalization finalized	% of PBC operationalization	100%	50	50	0	0	0	5000	5000	0	0	0	Missions Pastor	
			Initiate operationalization of PBC Northgate Plant	Operationalization of PBC Northgate Initiated	% of PBC Northgate operationalization	100%	70	15	15	0	0	5000	5000	6000	0	0	Missions Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Grow local Church plants in the Mission Stations	Initiate Programs to mobilize PBC South Gate Congregation	Programs to mobilize PBC South Gate Congregation	No. of programs initiated to mobilized PBC Southgate Congregation	28	4	4	6	6	8	200	200	400	400	600	Missions Pastor
			Conduct capacity building programs to enhance capacity of mission station leaders (Turkana, Endo, Ilchamus, etc.)	Capacity building programs conducted	No. of capacity building programs conducted	20	4	4	4	4	4	100	100	100	200	300	Missions Pastor
			Organize outreach Programs through the Mission Stations	Outreach programs organized through the Mission Stations	No. of outreach programs organized through the Mission Stations	32	4	6	6	8	8	100	200	300	400	500	Missions Pastor
	Influence the community through social responsibility, social action and advocacy	Conduct donation drives quarterly to encourage members and congregants to give items that can be donated to the needy	Quarterly donation drive conducted	No. of donation drives conducted	20	4	4	4	4	4	0	0	0	0	0	0	Missions Pastor
			Trees planted and nurtured	No. of trees planted and nurtured	500,000	100,000	100,000	100,000	100,000	100,000	100,000	100	100	100	100	100	Missions Pastor
			Sensitization forums on environmental stewardship organized	No. of sensitization forums organized	10	2	2	2	2	2	2	0	0	0	0	0	Missions Pastor
	Proclaim the gospel to 5,000,000 young people	Conduct three school outreaches every month	School outreaches conducted	No. of School outreaches conducted	60	12	12	12	12	12	720	720	720	720	720	720	Youth Pastor
			Parkie Youth online campus launched	% of Parkie Youth online campus launched	100%	10%	20%	30%	40%	0	250	250	250	250	250	250	Youth Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	To build capacity for the Great commission		Conduct outreaches every four months in partnership with local churches and organizations	Outreaches conducted	No. of outreaches conducted	15	3	3	3	3	3	200	200	200	200	200	Youth Pastor
			Conduct international missions and exchange programs twice a year in partnership with international organizations and churches abroad.	International missions and exchange programs conducted	No. of International missions and exchange programs conducted	10	2	2	2	2	2	500	500	500	500	500	Youth Pastor
			Conduct two annual tournaments in towns outside Nairobi	Tournaments conducted in towns outside Nairobi	No. of tournaments conducted	10	2	2	2	2	2	50	50	50	50	50	Youth Pastor
			Conduct two Life skills clinics for young sportspersons	Life skills clinics conducted	No. of life skills clinics conducted	10	2	2	2	2	2	50	50	50	50	50	Youth Pastor
			Conduct surveys on mission trends and emerging issues.	Surveys on mission trends conducted	No. of Surveys on mission trends conducted	2	0	1	0	1	0	0	500	0	500	0	Missions Pastor
			Implement survey findings	Survey findings implemented	% of Survey findings implemented	100%	0	0	100 %	0	100 %	0	0	500	0	500	Missions Pastor
		Strengthen prayer mapping and mission intelligence processing and reporting to guide engagement in new mission frontiers.	Conduct monthly payer breakfasts	Prayer breakfasts conducted	No. of prayer breakfasts conducted	60	12	12	12	12	12	0	0	0	0	0	Missions Pastor
			Organize prayer drives and walks	Prayer drives and walks organized	No. of Prayer drives and walks organized	60	12	12	12	12	12	0	0	0	0	0	Missions Pastor
		Mobilize the congregation to engage in Missions	Conduct Awareness Initiatives through the pulpit, small groups, bulletin, etc.	Awareness Initiatives Conducted	No. of awareness initiatives conducted	80	16	16	16	16	16	1000	1000	1000	1200	1200	Missions Pastor
			Generate visibility content to enhance visibility of Mission work, e.g., Video	Visibility Content Generated	No. of Visibility content generated	35	7	7	7	7	7	250	250	300	300	400	Missions Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5	
			Productions and Virtual Magazines															
			Organize Mission Focused Forums, workshops, exhibitions, etc.	Mission focused Forums organized	No. of focused Forums organized	30	6	6	6	6	6	800	800	900	900	1000		Missions Pastor
			Organize Inter-department collaboration forums	Inter-department collaboration forums organized	No. of inter-department collaboration forums organized	250	50	50	50	50	50	400	400	500	500	600		Missions Pastor
		Enhance visibility of mission work.	Produce visibility content such as video clips	Video clips1 produced	No. of video clips produced	15	3	3	3	3	3	120	120	120	120	120		Missions Pastor
			Produce quarterly missions magazine	Missions magazine produced	No. of Missions magazine produced	20	4	4	4	4	4	200	200	200	200	200		Missions Pastor
		Enhance capacity of members and congregants to participate in missions.	Conduct training programs for members and congregants	Training programs for members and congregants conducted	No. of Training programs conducted	20	4	4	4	4	4	150	150	150	150	150		Missions Pastor
			Undertake awareness campaigns to notify members and congregants on available missions' opportunities	Awareness campaigns undertaken	No. of Awareness campaigns undertaken	20	4	4	4	4	4	0	0	0	0	0		Missions Pastor
		Enhance capacity building for the great commission among the children.	Organize Outreach to children's homes	Outreach programs to children's homes conducted	No. of Outreach programs to children's homes organized.	10	2	2	2	2	2	100	120	140	160	180		Children's Pastor
			Organize outreach to our mission stations	Outreach to mission stations organized	No of outreach to our mission stations organized	10	2	2	2	2	2	250	270	290	310	330		Children's Pastor
		Grow the next Level of Missionaries		Organize plug in workshops for the Young Adults to engage in Missions	Plug in workshops organized	No. of plug-in workshops organized	20	4	4	4	4	4	200	200	200	200	200	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility		
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
	To strengthen partnerships and collaborations	Build faithful partnerships and collaborations for missions	Conduct training programs to equip young people to participate in missions	Training programmes conducted	No. of training programmes conducted	10	2	2	2	2	2	150	150	150	150	150	Missions Pastor		
			Organize short term missions to engage young adults	Short term missions organized	No. of short-term missions organized	10	2	2	2	2	2	300	300	300	300	300	Missions Pastor		
			Organize commissioning programs to release the YPs into the mission field	Commissioning programs organized	No. of commissioning programs organized	5	1	1	1	1	1	0	0	0	0	0	Missions Pastor		
			Develop a partnership engagement	Partnership engagement strategy developed	% of Partnership engagement strategy developed	100%	100 %	0	0	0	0	0	0	0	0	0	Missions Pastor		
			Implement the Strategy	Partnership strategy implemented	% of Partnership strategy implemented	100%	0%	20%	30%	40%	10%	0	0	0	0	0	Missions Pastor		
		Grow partnerships in missions with like-minded organizations with priority to the unreached people groups	Produce Online Partnership Content for the growth of our partnership base	Online Partnership Content produced	No. of Online Partnership Content produced	15	3	3	3	3	3	100	100	100	200	200	Missions Pastor		
			Record Mission Stations Video Clips/ Documentaries	Mission Stations video clips/ documentaries recorded	No. of Mission Station Videos/ Documentaries recorded	15	3	3	3	3	3	300	300	300	400	400	Missions Pastor		
		Sub-Total											69,700	25,440	21,720	16,010	16,470		
		Infrastructure Development	To develop infrastructure that meets the spiritual, social and physical needs of the congregation	Develop facilities and multi-use facilities for children, youth and adults	Review the Church Masterplan	Church master plan reviewed	% of Master plan reviewed	100%	50%	100 %	0	0	0	300	300	0	0	0	BOT Chair
					Assess the present use of facilities to identify gaps in use	Assessment done & Gaps identified	% of assessment done	100%	100 %	0	0	0	0	0	0	0	0	0	BOT Chair
Construct facilities and multi-use facilities for children, youth and adults	Facilities constructed for children, youth and adults				% completion of facilities for children, youth and adults	100%	30%	40%	30%	0	0	18000	25000	10000	0	0	BOT Chair		

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility					
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5		
	Optimize the existing spaces to ensure suitable room for various ministries and business development needs		adults, E.g. Youth auditorium		youth and adults														
			Upgrade existing facilities (Pavilion, Restaurant & Grounds)	Facilities upgraded	% of facilities upgraded	100%	100 %	0	0	0	0	2950 0	0	0	0	0	BOT Chair		
			Develop new facilities for BD (Commercial kitchen, Pavilion ablation block, Gate house)	Facilities developed	% completion of facilities developed for BD	100%	100 %	100 %	100 %	100 %	1100 0	1100 0	1100 0	1100 0	1100 0	1100 0	BOT Chair		
			Develop a property maintenance policy	Maintenance Policy developed	% of maintenance policy developed	100%	100 %	0	0	0	0	0	0	0	0	0	BOT Chair		
			Develop preventive annual maintenance plan for long term solutions	Preventive maintenance plan developed	No. of Preventive maintenance plans developed	5	1	1	1	1	1	1000 0	1000 0	1000 0	1000 0	1000 0	BOT Chair		
	To transform communities, through the development of physical infrastructure.	Develop infrastructure at community level for expansion of the gospel such as schools, clinics, guest houses and churches.		Develop routine annual maintenance plan	Routine maintenance plans developed	No. of Routine maintenance plans developed	5	1	1	1	1	0	0	0	0	0	BOT Chair		
				Implement relevant Service level agreements (SLA)	SLAs implemented	% of agreements implemented	100%	100 %	100 %	100 %	100 %	250	250	250	250	250	250	BOT Chair	
				Craft the PBC Missions Infrastructure strategy	Missions' infrastructure strategy crafted	% of Missions infrastructure strategy crafted	100%	100 %	0	0	0	0	0	500	0	0	0	BOT Chair	
				Construct ministry facilities in the mission stations (Endo classrooms, Completion of Turkana huts & classrooms)	Mission station facilities constructed	% Completion of projects	100%	20%	20%	20%	20%	20%	4000	2000	2000	2000	2000	2000	BOT Chair
				Conduct needs analysis of missionary communities in all 4 Mission stations	Needs analysis conducted	Number of needs analysis conducted	3	1		1		1	500	0	500	0	500	0	BOT Chair

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
To establish churches and ministry facilities, as guided by the PBC's spiritual vision.	empowerment of communities	Provide oversight of the Church plants' settlement and ministry facilities	Implement empowerment projects/programmes in the communities	Empowerment projects implemented	% implementation of needs analysis report	100%	20%	20%	20%	20%	20%	0	0	0	0	0	BOT Chair	
			Identify suitable land for church plants and facilities	Suitable land identified for church plant/ministry facilities	Number of Parcel of land identified	3 parcels of land	1	1	0	1	0	0	0	0	0	0	BOT Chair	
			Engage relevant professionals (Lawyer, Valuer, Financial adviser, quantity surveyor, engineer)	Professionals engaged	Number of professionals engaged	5	5	5	5	5	500	500	500	500	500	BOT Chair		
	Liaise with PDB to develop the Northgate, Eastgate & South Gate Infrastructure, funding & support Program	Identify and commission fundraising and support committees		Committees commissioned	Number of committees commissioned	3 Committees commissioned	2	1	0	0	0	0	0	0	0	0	BOT Chair	
			Increase resources mobilized for the Church plants	Resources raised	Target Amount raised	150m	20m	30m	50m	30m	20m	0	0	0	0	0	BOT Chair	
			Improve internet connectivity	Internet connectivity improved	Internet speed	60 Mbits	2	2	2	2	2	280	280	280	280	280	Head ICT	
	To enhance the experience and quality of services in the spread of the gospel of Jesus Christ through online and physical platforms.	Enhance operational excellence to support departments achieve their goals and objectives	Increase the department and ministry activities filmed	Filmed Department and ministry activities	Number of Department and ministry activities filmed	160	32	32	32	32	32	320	320	320	320	320	Media Manager	
			Increase subscriptions on the digital platforms (YouTube, Facebook, IG & Twitter)	Subscription on the digital platforms increased	Number of total subscriptions	27,000	15	18	21	24	27	100	100	100	100	100	Media Manager	
		Tap into the emerging technologies with improved maximization use of media assets.	Film and edit various media outputs	Media outputs filmed and edited	No. of media outputs filmed and edited	3,500	0.7	0.7	0.7	0.7	0.7	10	10	10	10	10	Media Manager	
			Avail the PBC message on the digital spaces	PBC messages availed on digital places	No. of PBC messages availed in digital places	100%	0.7	0.7	0.7	0.7	0.7	10	10	10	10	10	Media Manager	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
		Maintain online presence in local and international media	Develop Media Partnerships	Media partnerships developed	Number of local and international media partnerships.	2	1	0	1	0	0	250	250	250	250	250	Media Manager
			Create different digital platforms to engage online congregants	Digital platforms created	Increased No. of digital platforms created.	100%	0.7	0.7	0.7	0.7	0.7	10	10	10	10	10	Media manager
		Equip the church with required resources to expand the reach through radio and TV	Procure more cameras	Cameras procured	No. of cameras procured	5	5	0	0	0	0	5000	0	0	0	0	BOT Chair
			Training staff and volunteers to keep them abreast with Media technological matters	Media staff and volunteers trained	No. of team members trained	125	25	25	25	25	25	100	100	100	100	100	Media Manager
			Operationalize a PBC radio Station	Radio Station operationalized	% of Radio station operationalized	100	50%	50%	0	0	0	20000	10000	5000	5000	5000	Media Manager
			Procure audio PA systems	Audio PA systems procured	No. of PA systems procured	2	1	0	1	0	0	300	0	300	0	0	BOT Chair
Sub-Total			Procure more LED screens	LED screens procured	No. of LED screens procured	3	1	0	1	0	1	500	0	500	0	500	BOT Chair
			Conduct teachings on giving	Teachings on giving conducted	Number of teachings on giving	20		4	4	4	4	100,930	60,630	41,130	29,830	30,830	Chair BOT/PDB
			Organize forums to entrench the culture of giving amongst congregants and members	Forums organized	No. of forums organized	10	2	2	2	2	2	0	0	0	0	0	BOT Chair
			Expand the giving channels to online payments via card and other internet money transfers	Giving channel expanded	No. of extra giving channels	2	2	0	0	0	0	500	500	0	0	0	BOT Chair
			Develop a Resource Mobilization policy	Resource Mobilization Policy developed	% of Resource mobilization policy developed	100%	100%	0	0	0	0	50	0	0	0	0	BOT Chair
			Institute a Resource Mobilization Framework for the Church														

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
			Develop a Resource Mobilization strategy	Resource Mobilization strategy developed	% of Resource mobilization strategy developed	100%	100 %	0	0	0	0	0	50	0	0	0	BOT Chair
			Implement the Resource Mobilization Strategy	Resource Mobilization strategy implemented	% of Resource Mobilization strategy implemented	100%	0	20%	20%	20%	40%	0	20	20	0	0	BOT Chair
		Design business propositions that attract resources	Establish a business development Office	Business development office established	% of Business development office established	100%	20%	80%	0	0	0	1000	2000	3000	3000	3000	BOT Chair
			Develop a Business Development (BD) product catalogue	BD catalogue developed	% of BD catalogue developed	100%	100 %	0	0	0	0	200	0	0	0	0	BOT Chair
	Establish and enhance business partnerships	Develop a marketing strategy	Marketing strategy developed	% of marketing strategy documents developed	100%	100 %	0	0	0	0	750	750	750	750	750	BOT Chair	
		Implement the marketing strategy	Marketing strategy implemented	% of Marketing strategy implemented	100%	0	20%	20%	40%	40%	0	20	20	40	40	BOT Chair	
		Develop a Partnerships Strategy	Partnership strategy developed	% of partnership strategy developed	100%	100 %	0	0	0	0	0	0	0	0	0	BOT Chair	
		Implement the partnership strategy	Partnership strategy implemented	% of Partnership strategy implemented	100%	0	20%	25%	25%	30%	0	50	50	50	75	BOT Chair	
		Optimize the use of existing facilities for income generation	Undertake quarterly informative campaigns to increase the non-ministry activities to raise financial resources	Informative campaigns undertaken	No. of Informative campaigns undertaken	20	4	4	4	4	4	50	50	50	50	50	BOT Chair
			Review lease requirements to facilitate accessibility of church facilities by	Lease requirements reviewed	% of Lease requirements reviewed	100%	50%	50%	0	0	0	0	0	0	0	0	BOT Chair

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5	
	Establish sustainable financing e.g. new project areas in existing land assets of the church		members and congregants															
			Implement the approved PwC Report on the Business vehicle	PwC report on Business Vehicle implemented	% Implementation of approved PwC recommendations	100%	30%	50%	10%	10%	0	0	0	0	0	0	0	BOT Chair
			Conduct research on potential investments biannually	Research on potential conducted	No. of Research conducted	3	1	0	1	0	1	500	0	500	0	500	0	BOT Chair
			Develop a PBC investment strategy	Investment Strategy developed	% of Investment Strategy developed	100%	50%	50%	0	0	0	0	0	0	0	0	0	BOT Chair
			Implement the investment strategy	Investment strategy implemented	% of Investment strategy implemented	100%	0	0	30%	30%	40%	0	0	5000	5000	0		
	Establish a research and benchmarking practice to ensure best in class services and products		Conduct bi-annual benchmarking exercises	Benchmarking exercise conducted	Number of benchmarking exercises conducted	10	2	2	2	2	2	120	120	120	120	120	120	BOT Chair
			Implement benchmarking findings	Benchmarking findings implemented	% implementation of findings	100%	0	50	0	50	0	500	500	500	500	500	500	BOT Chair
			Conduct annual audits of financial statements	Annual audits conducted	No. of annual audits conducted	5	1	1	1	1	1	1500	1500	1500	1500	1500	1500	BOT Chair
			Review financials quarterly	Financial reviews	Number of reviews	20	4	4	4	4	4	100	100	100	100	100	100	BOT Chair
			Train communities on financial literacy	Trainings conducted	No. of trainings conducted	5	1	1	1	1	1	200	200	200	200	200	200	BOT Chair
To enhance financial management		Empower leaders, staff and communities in optimal use of finances (literacy improvement, health centre, healthcare, food security and guest houses)	Train PBC staff and leaders on prudent financial management	PBC staff and leaders trained	% of PBC leaders and staff trained	100%	80%	0	20%	0	0	0	0	0	0	0	BOT Chair	
			Develop PBC financial procedures manual	PBC financial procedures manual developed	% of PBC financial procedures manual developed	100%	70%	30%	0	0	0	0	0	0	0	0	0	BOT Chair

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
			Monitor and evaluate projects in the communities	Projects in communities monitored and evaluated	No. of projects monitored and evaluated	20	4	4	4	4	4	0	0	0	0	0	BOT Chair	
			Organize stakeholder forums	Stakeholder forums organized	Number of stakeholder forums	3	1	0	1		1	200	0	200	0	200		
			Conduct a needs analysis to identify priority areas	Needs analysis conducted	No. of needs analysis conducted	5	1	1	1	1	1	0	0	0	0	0		
Sub-Total												5,720	5,810	12,010	11,310	7,035		
Organizational Capacity	To enhance governance and organizational structure	Develop Appropriate policies and procedures that support collaborative and agile working	Review the PBC Constitution	PBC constitution reviewed	% of PBC constitution reviewed	100%	100 %	0	0	0	0	100	0	0	0	0	Church Council	
			Review HR Policies and procedures manuals	HR Policies and procedures manuals reviewed	No. of Policies reviewed	12	12	0	0	0	0	200	0	0	0	0		
			Implement reviewed HR Policies	Reviewed HR policies implemented	% of reviewed HR policies implemented	100%	0	20%	20%	20%	40%	0	0	0	0	0		
		Create a central repository for all information to achieve document control in order to provide a single source of data.	Procure/develop an integrated information management system	Integrated Information management system developed/procured	% of Information management system developed/pr	100%	100 %	0	0	0	0	1,500	0	0	0	0	ASC/ Church Council	
			Sensitize staff and leaders on the integrated information management system	Staff and leaders sensitized	% of staff and leaders sensitized	100%	0	100 %	0	0	0	250	0	0	0	0		
			Review the organization structure as proposed	Organization structure reviewed	% of organization structure reviewed	100%	100 %	0	0	0	0	0	0	0	0	0		
		Implement organizational restructuring, introducing different contract types that allow the engagement	Implement the reviewed	Reviewed organization	% of Reviewed organization	100%	20%	20%	30%	30%	10%	250	250	450	450	200	ASC/ Church Council	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5	
To strengthen engagement through organizational alignment of people, processes and platforms.	of a variety of talent in different capacities. Enhance the performance management process.		organization structure	structure implemented	structure implemented													
			Sensitize staff and leaders on new Strategic Plan 2022-2026	Leaders and staff sensitized on new Strategic Plan	% of leaders and staff sensitized	100%	100 %	0	0	0	0	0	0	0	0	0	0	ASC/ Church Council
			Develop annual work plans from the Strategic Plan implementation matrix	Annual work plans developed	No. of annual workplans developed	5	1	1	1	1	1	0	0	0	0	0	0	ASC/ Church Council
			Review the staff performance appraisal forms	Staff appraisal form reviewed	% of Staff appraisal form reviewed	100%	100 %	0	0	0	0	0	0	0	0	0	0	ASC/ Church Council
			Review the quarterly performance reporting tool	Quarterly performance reporting tool reviewed	% of quarterly performance reporting tool reviewed	100%	100 %	0	0	0	0	0	0	0	0	0	0	ASC/ Church Council
		Enhance the management of human resource at PBC and its affiliates.	Undertake staff performance appraisals	Staff performance appraisals undertaken	No. of staff appraisals undertaken annually	10	2	2	2	2	2	0	0	0	0	0	0	ASC/ Church Council
			Sensitize staff and leaders on reviewed policies, procedures and other requisite documents	Staff and leaders sensitized	% of staff and leaders sensitized	100%	60%	40%	0	0	0	0	0	0	0	0	0	ASC/ Church Council
			Organize talk sessions for staff and leaders emphasizing on imperatives of team work	Talk sessions for staff and leaders organized	No. of Talk sessions for staff and leaders organized	20	4	4	4	4	4	20	20	20	25	25	25	ASC/ Church Council
			Conduct monthly departmental debrief sessions	Monthly departmental debrief sessions conducted	No. of Monthly departmental debrief sessions conducted	420	84	84	84	84	84	0	0	0	0	0	0	HODs
			Conduct employee satisfaction survey	Employee satisfaction	No. of Employee satisfaction	2	0	1	0	1	0	0	300	0	350	0	0	ASC/ Church Council

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility				
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5	
	improve morale, increase work participation hence work outcomes			survey conducted	surveys conducted													
			Implement recommendations emanating from the surveys	Recommendations from the surveys implemented	% of Recommendations from the surveys implemented	100%	0	0	100 %	0	100 %	0	0	500	0	500	ASC/ Church Council	
			Organize team building and bonding sessions for staff and leaders	Team building and bonding sessions organized	Team building and bonding sessions organized	5	1	1	1	1	1	500	500	500	500	500	ASC/ Church Council	
			Introduce employee welfare and wellness programs	Employee welfare and wellness programs introduced	No. of Employee welfare and wellness programs introduced	2	0	1	0	1	0	0	250	0	250	0	ASC/ Church Council	
	Streamline the recruitment process by creating transparent, clear and objective processes that guide hiring decisions.		Review the recruitment procedures	Recruitment procedures reviewed	% of Recruitment procedures reviewed	100%	100 %	0	0	0	0	0	0	0	0	0	ASC/ Church Council	
			Implement the reviewed recruitment procedures	Reviewed recruitment procedures implemented	% of Reviewed recruitment procedures implemented	100%	0	100 %	100 %	100 %	100 %	0	0	0	0	0	0	ASC/ Church Council
			Conduct engagement campaigns to all active church members to encourage them to volunteer in line with their expertise	Engagement campaigns conducted	No. of Engagement campaigns conducted	40	8	8	8	8	8	0	0	0	0	0	0	PDB
			Create and continually update database for volunteers	Volunteers database created	% of Volunteers database created	100%	100 %	100 %	100 %	100 %	100 %	0	0	0	0	0	0	PDB
	Spearhead organizational culture change in line with kingdom principles		Undertake organizational culture assessment	Organizational culture assessment undertaken	% of Organizational culture assessment undertaken	100%	100 %	0	0	0	0	0	0	0	0	0	ASC/ Church Council	
			Implement organizational	Organizational culture report recommendations	% of Organizational culture report recommendations	100%	0	50%	50%	0	0	0	300	300	0	0	0	ASC/ Church Council

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target					Budget (Kshs in '000)					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Improve succession planning for PBC and its church plants	culture report recommendations	ons implemented	report recommendations implemented												
			Conduct a Training Needs Assessment annually	Training Needs Assessment conducted	No. of Training Needs Assessment conducted	5	1	1	1	1	1	0	0	0	0	0	ASC/ Church Council
			Implement the Training needs assessment reports	Training Needs Assessment report implemented	% of Training Needs Assessment report implemented	100%	100 %	100 %	100 %	100 %	100 %	200	200	250	250	300	ASC/ Church Council
			Initiate a mentorship and coaching program for all key positions	Mentorship and coaching program for all key positions initiated	No. of Mentorship and coaching program for all key positions initiated	60	12	12	12	12	12	0	0	0	0	0	ASC/ Church Council
			Recruit a Lead Pastor	Lead pastor recruited	Lead pastor in office	1	1	0	0	0	0	50	0	0	0	0	ASC/ Church Council
			Conduct an employee work environment satisfaction survey	Employee work environment survey conducted	No. of survey conducted	2	0	1	0	1	0	0	200	0	250	0	ASC/ Church Council
			Implement recommendations from the survey	Recommendations from the survey implemented	% of Recommendations from the survey implemented	100%	0	0	100 %	0	100 %	0	0	150	0	200	ASC/ Church Council
			Organize monthly briefing and debriefing sessions for departments	Monthly briefing and debriefing sessions for departments organized	No. of Monthly briefing and debriefing sessions for departments organized	420	84	84	84	84	84	0	0	0	0	0	HODs
			Organize quarterly meetings for leaders and all staff to report progress and enhance synergy and teamwork	Quarterly meetings for leaders and staff organized	No. of Quarterly meetings for leaders and staff organized	20	4	4	4	4	4	0	0	0	0	0	ASC/ Church Council
	To foster a good working environment for PBC staff and volunteers	Provide requisite work implements and tools.															

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
	Align the compensation and benefits structure to address current organizational strategic needs	Develop a new compensation structure that takes care of all cash and non-cash benefits of all jobs Implement the new compensation structure Develop a reward and recognition policy Implement the reward and recognition policy Implement the 27 th Day payroll Identify in-house and outsourced learning avenues/ partners Organize training with likeminded partners to reduce training costs	New compensation structure developed	% of New compensation structure developed	100%	100 %	0	0	0	0	0	0	0	0	0	ASC/ Church Council	
			New compensation structure implemented	% of New compensation structure implemented	100%	0	20%	20%	20%	40%	0	0	0	0	0	0	ASC/ Church Council
			Reward and recognition policy developed	% of Reward and recognition policy developed	100%	100 %	0	0	0	0	0	0	0	0	0	0	ASC/ Church Council
			Reward and recognition policy implemented	% of Reward and recognition policy implemented	100%	0	20%	20%	20%	40%	0	0	0	0	0	0	ASC/ Church Council
			27 th day payroll implemented	% of 27 th Day payroll implemented	100%	100 %	100 %	100 %	100 %	100 %	100,015	110,017	121,018	133,120	146,431	Head of Human Resource	
			In-house and outsourced learning avenues/ partners identified	No. of In-house and outsourced learning avenues/ partners identified	10	2	2	2	2	2	2	0	0	0	0	0	ASC/ Church Council
Sub-Total	To develop efficient and effective systems, procedures and process that facilitates quick, smooth	Enhance stakeholder satisfaction	Trainings with likeminded partners organized	No. of Trainings with likeminded partners organized	10	2	2	2	2	2	100	100	100	100	100	ASC/ Church Council	
			Stakeholder Satisfaction Surveys conducted	No. of stakeholder satisfaction surveys conducted	2	0	1	0	1	0	103,185	112,137	123,288	135,295	148,256	Operations Pastor	
			Recommendations implemented	% of Recommendations implemented	100%	0	0	50%	0	50%	500	500	500	500	500	Operations Pastor	

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility		
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4
and robust services.	Enhance operational efficiency		Develop operational procedures and processes	Operational procedures developed	Number of operational procedures	6	6	0	0	0	0	50	0	0	0	Operations Pastor
			Conduct training to stakeholders on operational procedures and processes	Trainings conducted	Number of trainings	2	2	2	2	50	50			50	Operations Pastor	
		Develop a service charter	Develop a service charter	Service charter developed	% of Service charter developed	100%	100	0	0	0	0	0	0	0	0	Operations Pastor
			Implement relevant Service level agreements (SLA)	SLAs implemented	% of agreements implemented	100%	100	100	100	100	100	0	0	0	0	Operations Pastor
		Develop a maintenance plan for PBC vehicles annually	Develop a maintenance plan for PBC vehicles annually	Maintenance plan for vehicles developed	No. of Maintenance plan for vehicles developed	5	1	1	1	1	0	0	0	0	0	Operations Pastor
			Streamline PBC Communication to stakeholders	Develop a Communication Policy	Communication Policy developed	Communication Policy	1	1	0	0	0	0	0	0	0	0
	Develop a communication strategy	Communication strategy developed		% of Communication Strategy developed	100	100	0	0	0	0	0	0	0	0	Operations Pastor	
	Implement the communication strategy	Communication strategy implemented		% of Communication strategy implemented	100%	0	20%	20%	60%	0	0	50	150	0	Operations Pastor	
	Optimize operation of call centre system	Call centre system optimized		% Optimization of call centre system	100%	100	100	100	100	100	0	0	0	0	Operations Pastor	
	Improve volunteer engagement		Develop a volunteer engagement strategy	Volunteer engagement strategy developed	% of Volunteer engagement strategy developed	100%	100	0	0	0	0	0	0	0	0	Operations Pastor
Implement the volunteer engagement strategy			Volunteer engagement strategy implemented	% of Volunteer engagement strategy implemented	100%	100	0	0	0	0	0	0	0	0	Operations Pastor	
	Leverage on ICT to attain		Procure the Enterprise Resource	ERP system procured	ERP system implemented	100%	100	0	0	0	0	2,500	0	0	0	Operations Pastor

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility					
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5		
		organizational efficiency	Planning (ERP) System																
			Operationalize the Human Resource, finance and procurement modules in the ERP system	Modules operationalized	No. of modules operationalized	3	1	2	0	0	0	0	0	0	0	0	Head of ICT		
			Train PBC leaders and staff on the ERP system	PBC leaders and staff trained	% of leaders and staff trained	100%	20%	80%	0	0	0	0	0	0	0	0	Operations Pastor		
			Develop annual procurement plans	Annual procurement plans developed	Number of procurement plans	5	1	1	1	1	0	0	0	0	0	0	Operations Pastor		
			Implement the annual procurement plans	Annual procurement plans implemented	% of Annual procurement plans implemented	100%	100 %	100 %	100 %	100 %	0	0	0	0	0	0	Operations Pastor		
		Enhance safety and security of staff, members, congregants and visitors	To provide safety and security for PBC congregation, assets, staff and visitors.	Enhance safety and security of staff, members, congregants and visitors	Sensitize Users on existing policy & processes	Users sensitized on procurement policy & processes	Number of sensitizations	10	2	2	2	2	10	10	10	10	10	Operations Pastor	
					Prequalify suppliers of goods/services annually	Suppliers prequalified	List of prequalified suppliers	5	1	1	1	1	0	0	0	0	0	0	Operations Pastor
					Install under vehicle surveillance system	Under vehicle surveillance system installed	Number of systems installed	1	1				3500	0	0	0	0	0	Operations Pastor
					Conduct daily surveillance around the ingress	Surveillance conducted	Number of surveillances conducted	1825	365	365	36	365	365	0	0	0	0	0	Operations Pastor
					Develop a data protection and privacy policy	Data protection and privacy policy developed	% of Data protection and privacy policy developed	100%	50%	50%	0	0	0	0	0	0	0	0	Operations Pastor
Enhance fire emergency response plans		Enhance fire emergency response plans	Implement the Data protection and privacy policy	Data protection and privacy policy implemented	% of Data protection and privacy policy implemented	100%	0	0	50%	50%	0	0	100	100	0	Operations Pastor			
			Install fire emergency hydrant system	Fire emergency hydrant	Number of fire systems installed	1	1	0	0	0	0	1200	0	0	0	0	Operations Pastor		

Strategic Pillar/Key Result Area	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5 year target	Target		Budget (Kshs in '000)					Responsibility			
							Y1	Y2	Y3	Y4	Y5	Y1	Y2		Y3	Y4	Y5
			Conduct emergency trainings with various stakeholders	system installed Emergency trainings conducted	Number of emergency trainings	5	1	1	1	1	0	0	0	0	0	Operations Pastor	
		Improve PBC Risk Management	Develop and integrated Risk management framework	Integrated risk management framework developed	% of Integrated risk management framework developed	100%	60%	40%	0	0	0	1200	0	0	0	Operations Pastor	
			Implement the risk management framework	Risk management framework implemented	% of Risk management framework implemented	100%	0	0	50%	50%		0	0	500	500	500	Operations Pastor
Sub-Total												9,010	620	1,210	1,320	1,060	
GRAND TOTAL												337,837	255,215	254,096	250,974	268,276	

ANNEX 2: SUMMARY OF FINANCIAL RESOURCE REQUIREMENTS

S/No.	Strategic Pillar/Key Result Area (KRA)	Budget in Kshs ('000)					Cumulative Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
1.	God and Spiritual Cover	13,430	12,660	14,240	13,740	14,800	68,870
2.	Membership and Leadership development	35,862	37,917.5	40,498	43,468.5	49,825	207,571
3.	Transformative Missions & Outreach	69,700	25,440	21,720	16,010	16,470	149,340
4.	Infrastructure development	100,930	60,630	41,130	29,830	30,830	263,350
5.	Investments and resource mobilization	5,720	5,810	12,010	11,310	7,035	41,885
6.	Organizational capacity	103,185	112,137	123,288	135,295	148,256	622,161
7.	Excellent service delivery	9,010	620	1,210	1,320	1,060	13,220
	Grand TOTAL	337,837	255,215	254,096	250,974	268,276	1,366,397

ANNEX 3: MONITORING AND EVALUATION FRAMEWORK

Strategic Pillar/Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-term period Target	End-term Period Target
God and Spiritual Cover	Enhanced affirmation of the sovereignty of God among members and congregants	% of activities implemented to enhance affirmation of the sovereignty of God	66.67%	80%	100%
	Increased membership	No. of members	4,600	6,280	7,000
Membership and Leadership development	Godly leaders raised	No. of godly leaders raised	-	150	200
	Church plants fully operationalized	Eastgate and Northgate fully operationalized	-	80%	100%
Transformative Missions	Communities influenced positively	% of activities implemented to preach the gospel locally, regionally and globally	33.33%	70%	100%
	State of the art infrastructure and cutting-edge technology that meets the spiritual, social and physical needs of members and congregants in place	% of infrastructure set up at PBC and its church plants	-	60%	100%
Infrastructure development	PBCs' resource channels broadened	% of infrastructure set up at PBC Mission stations	-	70%	100%
	Investments and resource mobilization	% of activities implemented to broaden resource channels	-	70%	100%
Organizational capacity	Financial management at PBC and church plants enhanced	% of activities implemented to enhance financial management	-	70%	100%
	Enhanced organizational structure and governance	% of activities implemented to enhance organizational structure and governance	14.28%	70%	100%

Strategic Pillar/Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	
				Mid-term period Target	End-term Period Target
	Good working environment	% of activities implemented to strengthen staff engagement and good working environment	6.67%	70%	100%
Excellent service delivery	Enhanced stakeholder satisfaction	Stakeholder satisfaction index	-	70%	90%

ANNEX 4: STRATEGIC PLAN STEERING COMMITTEE

S/NO.	NAME	MINISTRY/ DEPARTMENT
1.	Dr. Ruth Kimaiga	Chairperson
2.	Mrs. Faith Ouko	Moderator
3.	Deacon Mukusa	PDB Liaison
4.	Pastor Reagan Akaliche	Magnification
5.	Pastor Susan Wanjira	Children Ministry
6.	Pastor Edith Kirimi	Member Care
7.	Pastor David Kiniti	Maturity
8.	Pastor Andrew Machina	House group
9.	Pastor Phelista Muthoni	Family Ministry
10.	Pastor Maxie Njuguna	Youth Ministry
11.	Pastor Victor Kimani	Missions
12.	Flora Wekesa	M.I.L. D
13.	Trezah Nyaga	Administration
14.	Joel Atuti	Security
15.	Archie Malowa	Media
16.	Arnold Muoki	HR Consultant
17.	Sheila Mwende	Head of support services- Secretary to the committee

ANNEX 5: STRATEGIC PLAN RETREAT PROGRAMME

DATE: 17TH -18TH DECEMBER 2021

VENUE: BRACKENHURST HOTEL, LIMURU

TIME	ACTIVITY	FACILITATOR
DAY 1 17th December 2021		
8.30 am - 9.00am	Arrival and Registration	SP Secretary
9.00 am - 9.05 am	Opening prayer	Rev. Simon Mwangi
9.05 am- 9.20 am	Word of encouragement	Rev. Simon Mwangi
9.20 am - 9.30am	Opening Remarks	Moderator
9.30 am – 10.00am	Theme Exposition	Rev. Ambrose Nyangao
10.00 am - 10.30am	Tea Break	
10.30 am – 10.45 am	Presentation of Chapter one of the Zero Draft Strategic Plan 2022-2026	Chair SP Committee
10.45 am-11.00 am	Plenary for Chapter one	Moderator
11.00 am-11.15 am	Presentation of Chapter two of the Zero Draft Strategic Plan 2022-2026	Chair SP Committee
11.15 am-11.30am	Plenary for chapter two	Moderator
11.30 am - 12.05 pm	Presentation on Strategic Model-Chapter three	Chair SP Committee
12.05am- 1.20 pm	Plenary for Strategic Model	Pastor Reagan
1.20 pm- 2.00 pm	Lunch Break	
2.00 pm- 2.30 pm	Presentation of the Implementation and Coordination Framework -Chapter four	Chair SP Committee
2.30pm-3.00pm	Plenary for Chapter four	Deacon Mukusa
3.00pm-3.30pm	Presentation of the Monitoring and Evaluation Framework -Chapter five	Chair SP Committee

3.30pm- 4.30pm	Plenary for Chapter five	Pastor Edith
4.30 -5.00pm	Coffee Break	
5.00pm-7.00 pm	Presentation of Implementation matrix- Strategic pillar one	Chair SP Committee
7.00 am-8.00 pm	Dinner	
8.00pm-10.00pm	Plenary on Strategic Pillar one- Matrix	Moderator
TIME	ACTIVITY	FACILITATOR
DAY 2 18th December 2021		
8.00 am - 8.30am	Arrival and Registration	Strategic Plan Secretary
8.30 am - 8.35 am	Opening prayer	Rev. Simon Mwangi
8.35 am - 9.05am	Presentation of Implementation matrix- Strategic pillar two	Chair SP Committee
9.05 am – 10.00am	Plenary on Strategic Pillar two- Matrix	Pastor Reagan
10.00 am - 10.30am	Tea Break	
10.30 am – 10.45 am	Presentation of Implementation matrix- Strategic pillar three	Chair SP Committee
10.45 am-11.30 am	Plenary on Strategic Pillar three- Matrix	Moderator
11.30 am-12.00	Presentation of Implementation matrix- Strategic pillar four & five	Chair SP Committee
12.00-12.30pm	Plenary on Strategic Pillar four and five- Matrix	Pastor Susan
12.30pm -12.50 pm	Presentation of Implementation matrix- Strategic pillar six & seven	Chair SP Committee
12.50pm- 1.10 pm	Plenary on Strategic Pillar six and seven- Matrix	Pastor Maxie
1.10pm-1.20pm	Closing Remarks	Rev. Ambrose Nyangao
1.20 pm- 2.00 pm	Lunch Break and Departure	

ANNEX 6: STRATEGIC PLAN RETREAT PARTICIPANTS

S/NO.	NAME	MINISTRY/ DEPARTMENT
1.	Rev. Ambrose Nyangao	Senior Pastor
2.	Rev. Simon Mwangi	Associate Pastor
3.	Dr. Ruth Kimaiga	Chairperson
4.	Mrs. Faith Ouko	Moderator
5.	Mrs. Beatrice Mukusa	Chair, Board of Trustees
6.	Deacon Mukusa	PDB Liaison
7.	Pastor Reagan Akaliche	Magnification
8.	Pastor Edith Kirimi	Member Care
9.	Pastor Wachira	PBC Northgate
10.	Pastor Andrew Machina	House group
11.	Pastor Phelista Muthoni	Family Ministry
12.	Pastor Maxie Njuguna	Youth Ministry
13.	Flora Wekesa	M.I.L. D
14.	Joyce Shirekuli	Children Ministry
15.	Dcn. Dr. Richard Wambugu	PDB
16.	Dcn. Samuel Wambugu	PDB
17.	Dcn. Patrick Mbogo	PDB
18.	Dcn. Nathan Kyalo	PDB
19.	Dcn. Justus Sang	PDB
20.	Edgar Makona	I.M.E Chair
21.	Trezah Nyaga	Administration
22.	Archie Malowa	Media
23.	Arnold Muoki	HR Consultant
24.	Sheila Mwende	Head of support services- Secretary to the committee

ANNEX 7: STRATEGIC PLAN 2022-2026 ROADMAP

DATES	KEY MILESTONE/ ACTIVITY
16 th October 2021	Strategic Plan 2022-2026 overview/Outline: During shepherd's forum at the Main sanctuary
16 th October 2021	Constitution of the Strategic Plan Steering Committee
19 th October 2021	Strategic Plan Steering Committee 1 st Meeting: <ul style="list-style-type: none"> • Climate setting; • End term Review tool • SWOT Analysis
21 st October 2021	Strategic Plan Steering Committee 2 nd Meeting: <ul style="list-style-type: none"> • PESTEL Analysis • Stakeholder analysis
23 rd October 2021	Strategic Direction <ul style="list-style-type: none"> • Vision • Mission • Core values • Key Result Areas
31 st October 2021	Stakeholders Consultative meeting (focus group discussion with sampled church members and other stakeholders)
3 rd November 2021	Strategic Direction Consultation meeting: - <ul style="list-style-type: none"> • Children Ministry • Youth Ministry • M.I.L.D
4 th November 2021	Strategic Direction Consultation meeting: - <ul style="list-style-type: none"> • Member Care • Missions • Family Ministry
5 th November 2021	Strategic Direction Consultation meeting: - <ul style="list-style-type: none"> • Magnification • Maturity Support Services/cross cutting functions (Admin, Security, Media, Finance, Procurement)
10 th November 2021	Implementation Matrix
23 rd November 2021	Implementation Matrix presentations from Ministries and departments
24 th November- 5 th December 2021	Development of the Zero draft of the New Strategic Plan 2022-2026
11 th December 2021	Presentation of the Zero Draft to the Church Council
17 th - 18 th December 2021	Retreat at Brackenhurst, Limuru to deliberate on the zero Draft of 2022-2026 Strategic Plan

DATES	KEY MILESTONE/ ACTIVITY
By 22 nd January 2022	Submission of views on the zero draft of the Strategic Plan 2022-2026 from internal stakeholders
23 rd January -4 th February 2022	Incorporation of internal stakeholders and generation of the Interim Draft of the Strategic Plan 2022-2026
5 th February 2022	Uploading of the Interim Draft of the Strategic Plan in the Church website for input by all stakeholders
20 th February 2022	Stakeholders' validation meeting
21 st Feb- 25 th February 2022	Incorporation of stakeholders Views in the interim Draft of the Strategic Plan 2022-2026 and production of the Final Report
April 2022	Launch of Strategic Plan 2022-2026

ANNEX 8: WORKPLAN TEMPLATE/FORMAT

MINISTRY/ DEPARTMENT:

S/No.	Strategic Objective	Activities	Approved Budget	Resp. Person	Means of Verification	TIME LINES (mark with an X the quarter activity will be done)											
						1 st Q			2 nd Q			3 rd Q			4 th Q		
						J	F	M	A	M	J	J	A	S	O	N	D
1.					e.g., Reports, video clips, testimonies etc.				X	X	X	X			X	X	
2.																	
3.																	
4.																	

NOTE

- The strategic objectives and activities should be captured as they appear in the Strategic Plan (2022-2026).
- Departmental workplans and the consolidated Church workplan will use this template/format
- Strategic objectives and activities to also reflect in individual staff performance appraisal forms

ANNEX 9: REPORTING TEMPLATE/FORMAT

PARKLANDS BAPTIST CHURCH QUARTERLY MINISTRY/DEPARTMENTAL REPORT

Name of Department/ Ministry:

Contact Person(s)/Primary Responsibility:.....

Reporting Period: (Quarter and Year).....

- 1. Operational context/ENVIRONMENTAL CONDITIONS during the reporting period** - describe how the context in which you implemented changed during the quarter- (globally, institutionally, environmentally, technology wide, socially, politically). How did the ministry respond to the changes in this context; how did the changes affect the ministry activities - did they enable or disenable.
- 2. Report Achievements towards Strategic Objectives** (Report on progress of achievement of strategic objectives of the ministry) – How is the Ministry helping the church to progressively realize the Strategic Objectives? **Note: how the activities you have implemented are facilitating you to achieve strategic objectives in the Pillars. (in Narrative form)**
- 3. Report on Progress on interventions or Activities Implemented using the table below. Strategic Pillars, Strategic Objectives, Strategies and activities should be captured as they appear in the Strategic Plan 2022-2026.**

No	Pillar(s) and Strategic Objective(s)	Strategies	Activities	Report on activities implemented and achievements Description of activities implemented, highlighting successes paying special attention to: <ul style="list-style-type: none"> - The output indicators in the Strategic Plan (2022-2026) - Reach of the intervention (numbers, different groups of people reached, consider breaking down how many female and male reached - Dates and locations of the activity - Which other stakeholders did you partner with? - e.g., other ministries in the church, other institutions or individuals 	Report on variances: Please explain any deviations from the plan; <ul style="list-style-type: none"> - What was the initial target - Explain any variations from less or more of the target - If below target what measure are being taken to keep on track
1.					
2					

4. Challenges, risks, and lessons learned

- a) *What challenges did the ministry face in delivering its activities; what impact did these challenges have, how did the ministry address the challenges;*
- b) *What are some of the risks the ministry faces; if not addressed will impact on the church's ability to achieve its key result areas, how is the ministry working to mitigate these risks; and what support will the ministry need to mitigate these risks further.*
- c) *What are some of the lessons learnt during the quarter?*
- d) *What recommendations would you propose for the next quarter in light of the successes, lessons, learnt, challenges and risks faced?*

5. Please share a case study of an individual and or group whose life has been transformed by the ministry activities in the last quarter. *(stories, quotes, pictures, video clips)*

	Prepared by:	Reviewed by:	Approved by:
Name			
Position			
Date			
Signature			

ANNEX 10: STAKEHOLDERS' VALIDATION MEETING PROGRAMME

STRATEGIC PLAN 2022-2026

STAKEHOLDERS VALIDATION MEETING PROGRAMME

DATE: 20TH FEBRUARY 2022

VENUE: MAIN SANCTUARY

TIME	ACTIVITY	FACILITATOR
12.30 pm – 12.35pm	Opening Prayer and Online Registration	Moderator
12.35pm – 12.40pm	Theme Exposition	Rev. Ambrose Nyangao
12.40pm- 12.50pm	Presentation of the Strategic Plan 2022-2026 (All chapters)	Chair, Strategic Plan Committee
12.50 pm– 1.10pm	Comments from stakeholders on New Strategic Plan 2022-2026 (Plenary)	Pastor Reagan Akaliche
1.10pm – 1.12pm	Way forward	Chair, Strategic Plan Committee
1.12pm-1.15pm	Closing Remarks and Closing Prayer	Rev. Simon Mwangi
1.15pm	Departure	

