



ANGLICAN CHURCH OF KENYA
DIOCESE OF NAIROBI

STRATEGIC PLAN 2026-2030

Destined to Prosper: A Divine Mandate for Renewal

"God of Heaven will give us success." (Nehemiah 2:20)





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2026

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MESSAGE FROM THE BISHOP

“Commit to the Lord whatever you do, and He will establish your plans.” — Proverbs 16:3

Beloved brothers and sisters in Christ,

With profound gratitude to Almighty God, I am pleased to present to you the Strategic Plan for the Anglican Church of Kenya (ACK) Diocese of Nairobi for 2026–2030. This plan represents more than a management framework; it is a bold statement of faith, hope, and purpose. It is our collective response to God’s call to serve faithfully, to grow spiritually, and to transform society through the light of Christ.

Having reflected since my consecration and enthronement as Bishop of this great Diocese, I am deeply grateful for the opportunity to witness the faith, diversity, and resilience of our people. I am continually reminded of the sacred charge entrusted to me to shepherd God’s people with diligence, integrity, and vision, while nurturing a Christ-centered Diocese that listens, learns, and leads with compassion. The same spirit that guided my episcopal charge continues to inspire this Strategic Plan, a spirit grounded in renewal, collaboration, and faithful stewardship of the resources and gifts God has placed in our care.

This plan is not merely the work of committees or consultants; it is a living testimony of faith, collaboration, and shared purpose. It was birthed through prayer, dialogue, and unity among all arms of our Diocese. Clergy and laity, youth and women, Diocesan departments, boards, and institutions all came together, each offering their wisdom, gifts, and dedication to God’s mission. In this collective effort, we have witnessed the truth of Scripture: *“As each part does its work, the whole body grows and builds itself up in love”* (Ephesians 4:16).

The result is not just a document, but a reflection of who we are and what God is calling us to become, a vibrant, mission-driven, and Christ-centered Diocese that seeks to serve with excellence and compassion. Our Vision, Mission, Core Values, and Strategic Pillars now stand as the guiding compass for the next five years. They remind us that effective ministry must be both spiritually grounded and strategically directed, embracing evangelism, good governance, wholistic transformation, and sustainable growth.

Through this plan, we are invited to renew our identity as a living, dynamic, and responsive Church, one that proclaims Christ not only in word but through tangible acts of love, justice, and service. Let this plan inspire every parish, archdeaconry, department, and institution to take ownership and make it their own. As Scripture reminds us, *“Whatever you do, work at it with all your heart, as working for the Lord, not for men”* (Colossians 3:23).

I urge all leaders, clergy, and members of our Diocese to embrace and diligently implement this plan wholeheartedly. Its success will depend not on intention alone but on consistent action, unity, and prayer. My office, together with the Diocesan Secretariat and the Synod, is fully committed to offering the necessary support, coordination, and oversight to ensure that this vision becomes a reality.



I also wish to express my heartfelt appreciation to all who contributed to the development of this Strategic Plan, the Lead Consultant and the Expert who led and guided the process professionally, the Standing Committee of Synod, the Strategic Planning Committee, Diocesan staff, clergy, lay leaders, and all stakeholders from our parishes, archdeaconries, departments, and institutions. Your dedication, wisdom, and prayerful participation have been instrumental in shaping a plan that truly reflects the heart and mission of this Diocese. You have demonstrated that *“many are the plans in a person’s heart, but it is the Lord’s purpose that prevails”* (Proverbs 19:21).

As we embark on this journey, let us move forward with faith and courage, knowing that *“The Lord will fulfill His purpose for us”* (Psalm 138:8). The journey ahead will require prayer, sacrifice, and perseverance, but we walk it together, clergy and laity, young and old, men and women, united by one faith, one Lord, and one mission.

May this Strategic Plan inspire a renewed spirit of purpose, love, and accountability within our Diocese. And may the grace of God empower us to serve diligently, trusting that *“He who began a good work in us will bring it to completion until the day of Christ Jesus”* (Philippians 1:6).

To God be the glory, now and forever.

Rt. Rev. Jonathan Kabiru

Bishop, ACK Diocese of Nairobi

MESSAGE FROM THE CHAIRPERSON, STRATEGY DEVELOPMENT COMMITTEE & TREASURER



With gratitude to God and deep appreciation to all who participated, I am honored to present the Strategic Plan of the Anglican Church of Kenya, Diocese of Nairobi, for the period 2026–2030. Guided by our Vision — *“A Christ-centered Diocese sustainably transforming society”* — and our Mission — *“To promote wholistic growth and development of the Church through dynamic ministry”* — this plan defines our shared pathway to spiritual renewal, institutional excellence, and social transformation.

The process of developing this plan was marked by prayer, dialogue, and collaboration across the Diocese. Clergy and laity, departments and institutions, youth and elders all contributed their insight and faith, ensuring that the outcome reflects both our unity of purpose and diversity of gifts. What has emerged is not just a planning document but a living framework that connects our spiritual calling with strategic direction.

At its core, the plan is built upon six strategic pillars: Mission, Evangelism and Spiritual Growth; Welfare, Health and Well-being of Clergy and Laity; Governance, Leadership and Policy Development; Education, Research, Training and Advocacy; Information, Technology and Communication; and Resource Mobilization and Development. Together, these pillars call us to strengthen ministry, enhance accountability, and embrace innovation as we serve God’s people in a changing world.

Implementation now becomes our collective responsibility. The true measure of this plan will be in how faithfully we live it out—in worship, in service, and in stewardship. As we move forward, let us work with one heart and one purpose, trusting that God, who has begun this good work among us, will bring it to fulfillment.

Lay Canon Dr. Norman Kiambi

Chairperson, Strategy Development Committee & Treasurer

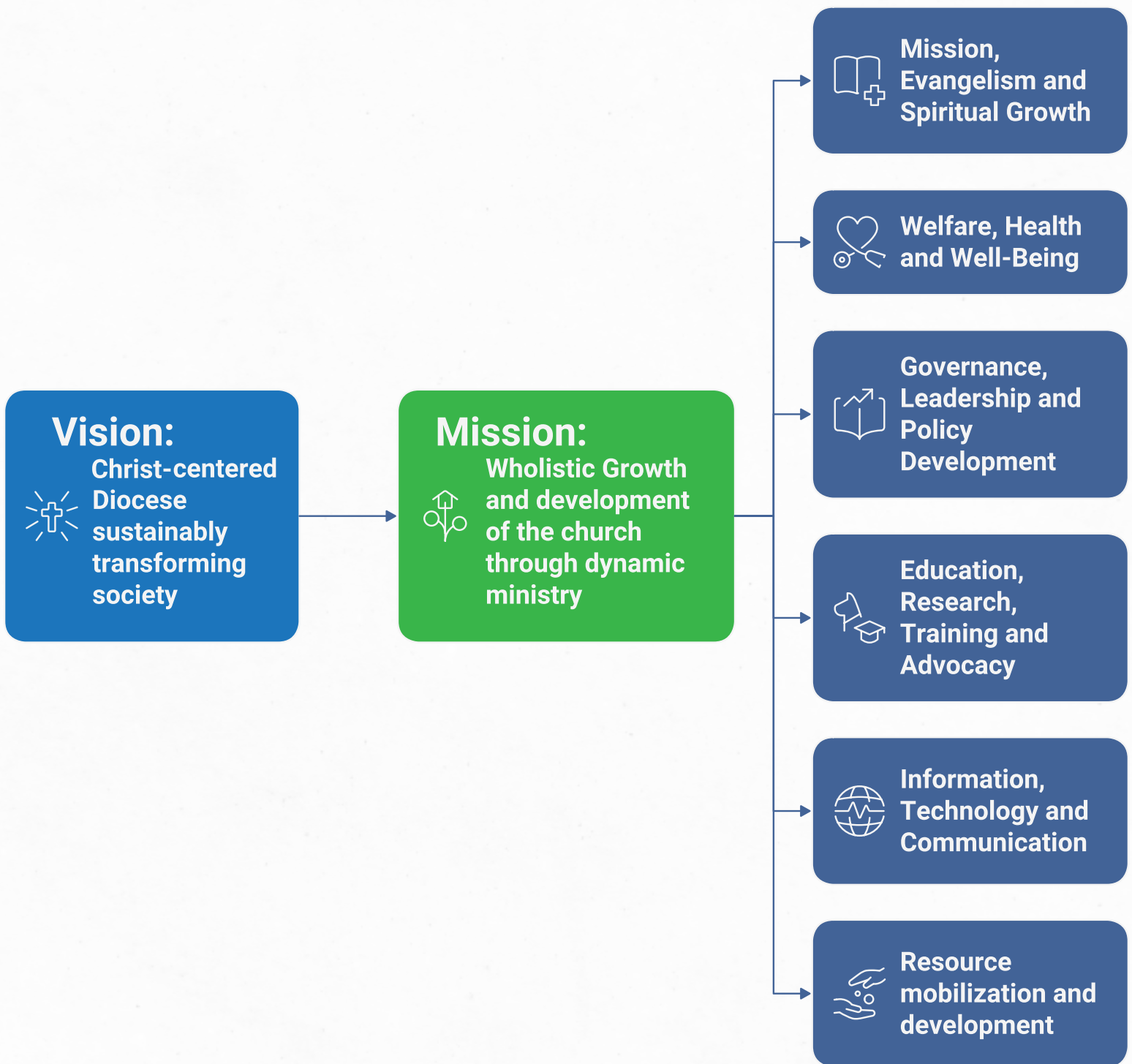
ACK Diocese of Nairobi

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ACK DIOCESE OF NAIROBI COMPASS



CORE VALUES



F – Faith (Christ-Centered & Gospel-Driven)



U – Unity (Inclusivity & Collaboration)



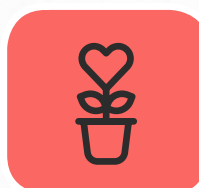
S – Stewardship (Accountability & Excellence)



I – Integrity (Trustworthiness & Transparency)



O – Obedience (Faithfulness, Discipleship & Mission Focus)



N – Nurture (Compassion, Fairness & Innovation)

KEY FLAGSHIP PROJECTS

1. Plant 3 Strategic Churches in Underserved Areas
2. Children-, youth-, and teen-centered strategies and initiatives
3. A Competitive Diocesan SACCO for financial empowerment
4. A Rehabilitation and Psychosocial Wellness Center
5. A Leadership Academy and School of Ministry
6. Centers of Excellence
7. A KES 1 billion flagship diocesan income-generating project/programme to ensure financial sustainability
8. Technological innovations to enhance mission and ministry effectiveness
9. Diocesan ERP
10. Strategic, Sustainable, and Impactful Institutions



ABBREVIATIONS

| | |
|--------|--|
| ACK | Anglican Church of Kenya |
| AD | Archdeaconry |
| AEE | African Enterprise Evangelism |
| AI | Artificial Intelligence |
| CCK | Church Commissioners of Kenya |
| CMS | Church Missionary Society |
| CSR | Corporate Social Responsibility |
| ERP | Enterprise Resource Planning |
| ETE | End-Term Evaluation |
| FGD | Focus Group Discussion |
| GBV | Gender-Based Violence |
| HR | Human Resources |
| ICT | Information and Communication Technology |
| KAMA | Kenya Anglican Men's Association |
| KAYO | Kenya Anglican Youth Organization |
| KPI | Key Performance Indicator |
| M&E | Monitoring and Evaluation |
| MEL | Monitoring, Evaluation, and Learning |
| MEAL | Monitoring, Evaluation, Advisory and Learning |
| MELR | Monitoring, Evaluation, Learning, and Reporting |
| MoE | Ministry of Education |
| MoH | Ministry of Health |
| MoU | Memorandum of Understanding |
| MoV | Means of Verification |
| MTR | Mid-Term Review |
| NDYM | Nairobi Diocese Youth Ministry |
| NGO | Non-Governmental Organization |
| PESTEL | Political, Economic, Social, Technological, Environmental, and Legal |
| PLWDs | Persons Living with Disabilities |
| RIM | Records and Information Management |
| ROPES | Rites of Passage Experiences (Programme) |
| RPGs | Reflective Practice Groups |
| SACCO | Savings and Credit Cooperative Organization |
| SCOS | Standing Committee of the Synod |
| SIC | Strategic Implementation Committee |
| SMART | Specific, Measurable, Achievable, Relevant, and Time-bound |
| SOP | Standard Operating Procedure |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats |
| TEE | Theological Education by Extension |
| UN | United Nations |

CHAPTER ONE

BACKGROUND INFORMATION

1.1 Overview

This chapter examines the background of the ACK Diocese of Nairobi within the context of the Strategic Planning Process. It highlights the milestones realized over the past two decades, the institutional and operational challenges encountered, and the lessons learnt from previous planning periods. It further outlines the rationale for developing the 2026–2030 Strategic Plan, the key assumptions underpinning its practical implementation, and the general organization of the Plan.

1.2 History of the ACK Diocese of Nairobi

The history of the Anglican Church of Kenya dates back to 1844 when Dr. Johann Ludwig Krapf, the first missionary from the Church Missionary Society (CMS), arrived in Mombasa. Rev. Johann Rebmann later joined him in 1846, and together they established CMS stations along the Kenyan coast. Their work eventually led to the formation of the Diocese of Eastern Equatorial Africa in 1884, which covered Uganda, Kenya, and Tanganyika, with James Hannington as its first bishop. A milestone was reached in 1955 when the first African bishops, Festo Olang' and Obadiah Kariuki, were consecrated in Uganda by the Archbishop of Canterbury. In 1960, the Anglican Province of East Africa was established, comprising Kenya and Tanganyika, with L.J. Beecher serving as the first Archbishop.

In 1964, the Diocese of Nairobi was established as a separate entity from the Diocese of Mombasa. Six years later, in 1970, Festo Olang' was elected the first African Archbishop of the Anglican Church of Kenya. In 1974, Imani House, which served as the headquarters of both the ACK and the Diocese of Nairobi, was opened. Archbishop Olang was succeeded in 1980 by the Most Rev. Dr. Manasses Kuria, who later retired in 1994.

In 1996, the Most Rev. Dr. David Gitari was elected the third Archbishop of the Church. During his leadership, in September 2002, the Diocese of Nairobi was divided into two: the All-Saints' Cathedral Diocese under Archbishop Gitari and the Nairobi Diocese, where Bishop Peter Njoka became the first Diocesan bishop. Bishop Njoka served until his retirement in July 2010, after which the Rt. Rev Joel Waweru succeeded as the second Bishop of the Diocese of Nairobi. Following the end of his tenure, the Rt. Rev. Jonathan Kabiru was elected and consecrated as the third Bishop of the Diocese on 16th March 2025. The comprehensive history of the Diocese of Nairobi will be captured in the Diocesan History book.

1.3 Key Milestones achieved between 2002 and 2025.

Over the past two decades, the **ACK Diocese of Nairobi** has experienced remarkable growth and transformation across various spheres of ministry and administration. This progress has taken place under the dedicated leadership of the retired Bishops, **Rt. Rev. Peter Njoka** and **Rt. Rev. Joel Waweru**, and continues to flourish under the visionary guidance of the current Bishop, **Rt. Rev. Jonathan Kabiru**.

1.3.1 Expansion and Outreach

The Diocese of Nairobi experienced significant growth in size and scope, expanding from 34 to 77 parishes and from 7 to 11 archdeaconries between 2002 and 2025. This growth strengthened administration, pastoral care, and mission outreach across all regions. Membership also grew substantially, reflected in increased congregational participation, spiritual renewal, and active engagement in ministry and community life.

1.3.2 Clergy Development

The number of clergy increased from 50 to 148, supported by higher entry-level qualifications compared to earlier years. The Diocese invested heavily in capacity-building initiatives, including advanced theological studies, leadership training, and international exposure programs. The Diocese invested KES 226 million in international and local clergy development trips (Local: KES 21 million, International: KES 205 million), reflecting a strong commitment to leadership growth and ministry excellence.

Enhanced terms of service were introduced, along with improved clergy welfare, adoption of online ministry platforms, and recruitment of full-time departmental coordinators; all aimed at ensuring effective and sustainable ministry.

1.3.3 Infrastructure and Investments

The Diocese has made remarkable progress in infrastructure development and property acquisition. It planted and consecrated new Churches, expanded modern Church facilities, and acquired key parcels of land, including the Karen property (valued at KES 50 million), Mothers' Union Land in Ruai (KES 150 million), KAMA Land in Ruai (KES 80 million), and Sunday School properties in Ruai, Dalale, and Mua Hills (KES 35 million). The **Muthangari property** was acquired at a cost of **KES 350 million**, with funds from the **Imani House**, valued at KES 200 million, accounting for a significant portion of the purchase. Since the proceeds were insufficient to cover the full cost, the Diocese supplemented the funds to complete the acquisition. The **Umoja** and **Amboseli properties** are valued at **KES 20 million** and **KES 50 million**, respectively. Additional key assets include Adonai, valued at KES 10 million; the Diocesan Bookshop, KES 10 million; St. John's High School, KES 10 million; CITC, KES 100 million; Maridadi, KES 50 million; and St. John's Community Center, KES 350 million. Thirty-three (33) parochial schools were established to strengthen Christian education and discipleship. The current total parish property portfolio is now valued at approximately KES 6.911 billion.

1.3.4 Ministry Growth

The Diocese has established strong departmental structures that have enhanced the effectiveness of its ministry. The youth ministry was rebranded from KAYO to NDYM (Nairobi Diocese Youth Ministry) to better align with contemporary mission needs. Outreach programs were expanded, and departmental festivals were introduced to foster spiritual growth, participation, and unity among members. These initiatives have revitalized Diocesan ministries, deepened discipleship, and encouraged active engagement across all age groups.

1.3.5 Financial and Governance Reforms

A significant financial reform was achieved as the Diocese transitioned from a quota-based system to a 10% tithing model, resulting in substantial improvements in mission support and financial sustainability. Leadership and governance were strengthened through seamless episcopal transitions, the promulgation of the Diocesan Constitution, and the creation of additional archdeaconries. These developments have enhanced accountability, transparency, and administrative efficiency across the Diocese.

1.3.6 Transition

The transition following the retirement of the Rt. Rev. Joel Waweru and the consecration and enthronement of the Rt. Rev. Jonathan Kabiru ushered in a new season of renewal and shared purpose across the Diocese. This period was marked by a surge of enthusiasm and commitment among all stakeholders, united by a shared vision to build a Christ-centered Diocese that transforms society through the Gospel of Christ. Under this renewed leadership, the Diocese introduced six strategic pillars, which now form the foundation of this Strategic Plan, guiding its mission, growth, and impact in the years ahead.

1.4 Review of the Past Strategic Plan

The ACK Diocese of Nairobi's 2014–2023 Strategic Plan, themed *“Renewal for Transformation,”* was a comprehensive framework designed to position the Diocese for relevance and effectiveness in a rapidly changing environment. The Strategic Plan was anchored in seven strategic pillars: Spiritual, Technology, Social, Infrastructure, Education, Governance, and Economic. The plan reflected a wholistic approach to ministry, service delivery, and institutional growth. It aimed to strengthen evangelism and discipleship, enhance governance, diversify income streams, adopt ICT, and address emerging social needs. Despite its ambitious design, the implementation of the plan faced significant challenges. The strategy was not fully cascaded to the parish level, limiting ownership and practical implementation across the Diocese. It further lacked a clear implementation structure, and a robust monitoring and evaluation framework hindered the ability to track progress, measure impact, and make timely adjustments. These gaps weakened accountability, resource allocation, and the sustainability of interventions.

1.5 Key Institutional Challenges During the Implementation of the Previous Strategic Plan

Despite notable achievements realized during the implementation of the previous Strategic Plan, the Diocese encountered several institutional challenges that hindered optimal performance and sustainability. These included:

1.5.1 Absence of a Clear Implementation and Coordination Framework

The lack of a well-defined structure to guide and coordinate the execution of strategic initiatives led to fragmented efforts and inconsistencies across departments and parishes.

1.5.2 Ineffective Monitoring and Evaluation (M&E) Framework

The Diocese faced limitations in tracking, measuring, and reporting progress due to an underdeveloped monitoring and evaluation (M&E) system. This affected timely decision-making, performance assessment, and accountability.

1.5.3 Lack of a Comprehensive Investment Strategy

The absence of a transparent investment framework undermined the Diocese's ability to build and sustain long-term financial stability, limiting opportunities for growth and diversification of income sources.

1.6 Lessons Learnt during the strategic evaluation of the last Strategic Plan

From the challenges and experiences encountered during the implementation of the previous Strategic Plan, the Diocese has drawn several critical lessons to inform the development and execution of future strategies. These lessons underscore the importance of institutional strengthening, inclusivity, and visionary leadership.

1.6.1 Collaborative and Participatory Planning

The Diocese recognizes the need for a more inclusive and participatory strategic planning process that ensures ownership, alignment, and shared responsibility among all stakeholders — clergy, laity, and partners.

1.6.2 Policy and Operational Frameworks

The formulation of comprehensive policies and standard operating procedures (SOPs) is essential to guide effective, consistent, and transparent Diocesan operations.

1.6.3 Institutional Systems Strengthening

Robust systems must be established across all key functional areas to enhance operational efficiency, accountability, and service delivery.

1.6.4 Implementation and Coordination Framework

The Diocese has learned the value of developing a clear, streamlined framework to facilitate coordinated and seamless Resource Mobilization and Development execution.

1.6.5 Monitoring, Evaluation, Learning, and Reporting (MELR)

A comprehensive MELR framework is critical for tracking progress, measuring impact, promoting learning, and informing evidence-based decision-making.

1.6.6 Land and Human Resource Management

The need for clear, strategic approaches to land use, asset management, and human resource development is vital to institutional sustainability and the optimal use of available resources.

1.6.7 Mission Reinvention and Youth Engagement

The Diocese must renew its mission strategies to prioritize youth and teen engagement, harness modern media, and foster intergenerational ministry approaches that resonate with contemporary society.

1.6.8 Consultative and Vision-Driven Leadership

Effective leadership should remain consultative, professional, inclusive, and grounded in a shared Diocesan vision that is cascaded across all parishes and institutions.

1.6.9 Diversified Resource Mobilization

There is a clear need to diversify income sources and leverage the congregation's talents while maintaining strong principles of stewardship, accountability, and transparency.

1.6.10 Capacity Building and Innovation

Continuous empowerment of clergy and laity, adoption of modern human resource practices, and pursuit of innovative ministry approaches are indispensable for sustaining growth and relevance in a dynamic environment.

1.7 Rationale for a New Strategic Plan

The conclusion of the 2014–2023 Strategic Plan marks a pivotal moment in the journey of the Diocese of Nairobi. As we reflect on the milestones achieved and the lessons learned, it becomes clear that a renewed vision is both necessary and timely. The 2026–2030 Strategic Plan has therefore been developed to build upon the strong legacy of the past, bridge institutional and operational gaps, and chart a transformative path for the future. Anchored in faith, innovation, and collective purpose, this plan seeks to reposition the Diocese for greater impact, sustainable growth, and a deeper expression of Christ-centered ministry in a rapidly changing world.

The ACK Diocese of Nairobi covers Nairobi County and parts of Kiambu, Machakos, and Kajiado Counties. This is mainly a rapidly evolving cosmopolitan area. The Diocese must adapt to changing social, political, technological, and cultural dynamics to remain relevant and effective in ministry. The 2026–2030 Strategic Plan will therefore provide a participatory and unifying roadmap that strengthens systems and policies, enhances accountability and sustainability, revitalizes evangelism and discipleship, adopts technology as a driver of mission, effectiveness, and efficiency, and equips the Diocese to serve both current and future generations with impact and resilience.

This Strategic Plan adopts the ACK Diocese of Nairobi Secretariat Budget for Corporate level Implementation processes but captures a Diocese-wide Strategy formulation. The Six Pillars, revenue generation and budgetary allocations reflects that the implementation matrix adopted gives a guideline for all the Diocesan Levels beginning with the Diocesan level, departmental level, archdeaconry level and finally the parish level. These all-encompassing stakeholders approach also implies that the departments and the Parishes will be required to align their strategic plans with the Diocesan strategic plan for uniformity of policy application and unity of purpose in the Churches' mission work.

1.8 Strategic Planning Assumptions for Effective Implementation (2026–2030)

1.8.1 Governance and Institutional Framework

A clear **implementation structure and coordination framework** will be established to ensure consistency, accountability, and ownership of the Strategic Plan across all levels of the Diocese. Leadership will remain consultative, professional, and inclusive, ensuring alignment with a shared vision.

1.8.2 Monitoring, Evaluation, and Learning (MELR)

A robust **monitoring and evaluation mechanism** will be in place to track, measure, and report progress, enabling evidence-based adjustments and accountability. Regular feedback loops will facilitate continuous learning and improvement throughout the implementation period.

1.8.3 Resources and Financial Sustainability

Adequate financial, human, and material resources will be mobilized and made available to support planned priorities and programs. The economic environment will remain stable enough to sustain livelihoods, encourage congregational giving, and support long-term investments.

1.8.4 Stakeholder Engagement and Ownership

Clergy, laity, youth, and partners will actively participate in and own the Strategic Plan, ensuring shared responsibility for implementation. Partnerships and networks will be leveraged to strengthen delivery capacity and expand the impact of Diocesan initiatives.

1.8.5 Socio-Cultural and Technological Environment

The Diocese will adapt to Nairobi's evolving social, political, and cultural dynamics while remaining rooted in

its Anglican identity. Technology will be adopted as a **driver of mission, efficiency, and effectiveness**, enhancing evangelism, discipleship, administration, and communication.

1.8.6 Human Capital and Leadership Development

Clergy and laity will be continuously empowered through modern HR practices, training, and capacity-building initiatives. Congregational talents and volunteerism will be structured and harnessed to complement professional ministry and expand the reach of programs.

1.8.7 Land and Infrastructure

Land and physical assets will be protected, well-managed, and strategically utilized to support ministry, mission, and sustainability. Innovative solutions will be adopted to address limited physical space in urban centers, including multipurpose and vertical developments.

1.9 Methodology and Organization of the Strategic Plan

The formulation of this Strategic Plan was based on a collaborative and participatory methodology to ensure inclusivity, institutional ownership, and contextual relevance. Data collection employed a mixed-methods approach, incorporating questionnaires and key informant interviews with clergy, their spouses, and Parish Church Councils. Focus group discussions (FGDs) were conducted with departmental and institutional heads, the Standing Committee of the Synod, Strategic Pillar Leads, and the Executive Committee. Further insights were obtained through structured feedback during fellowships and consultative forums convened by the bishop with various constituencies, including the Mothers' Union, KAMA, Youth, Sunday School, Lay Readers, and the Church leadership through the Leaders' Summit. To complement the primary data, a comprehensive literature review was conducted to provide contextual background, operational benchmarks, and an analysis of emerging trends. The Strategic Planning Committee synthesized and subjected all data to critical analysis, leading to the articulation of well-defined Strategic Result Pillars and actionable strategies that form the foundation of this Plan.

The Strategic Plan is structured into five (5) chapters as follows:

Chapter 1: Introduction

Chapter 2: Situational Analysis

Chapter 3: Fundamental Statements

Chapter 4: Implementation and Coordination Framework

Chapter 5: Monitoring, Evaluation, Advisory, and Learning and Sustainability

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Overview

This chapter analyzes the Diocese’s internal and external environment through a critical examination of key internal drivers, the SWOT, stakeholder, and PESTEL frameworks. This provides the contextual foundation for strategic choices that ensure relevance, sustainability, and impact.

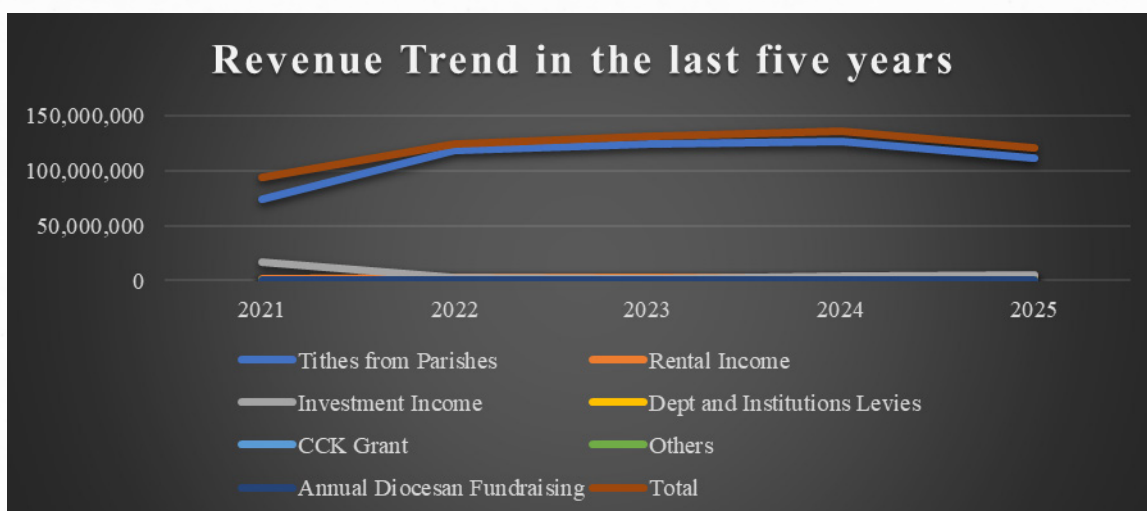
2.2 Internal Analysis

Financial growth is a vital pillar of the Church’s wholistic development, enabling it to fulfill its spiritual mandate and social mission with sustainability and excellence. Analyzing the Diocesan Secretariat’s five-year financial trend provides valuable insights into patterns of stewardship, strengths, and emerging challenges. Informing wiser decisions for future planning and resource mobilization.

A financially enlightened and growth-oriented Church is thus empowered to steward God’s resources faithfully, expand its ministry impact, and secure a legacy of transformation for generations to come.

Diocesan Secretariat Financial Trend in the last five (5) – Income

| | ACTUALS | | | | 9mths Actuals & 3mths projection |
|------------------------------|-------------------|--------------------|--------------------|--------------------|----------------------------------|
| INCOME | 2021 | 2022 | 2023 | 2024 | 2025 |
| Tithes from Parishes | 73,765,657 | 117,889,818 | 124,828,692 | 126,981,041 | 111,085,714 |
| Rental Income | 2,318,800 | 2,465,000 | 2,691,500 | 2,651,000 | 2,724,000 |
| Investment Income | 16,631,829 | 2,295,124 | 1,817,409 | 4,238,987 | 5,300,000 |
| Dept and Institutions Levies | 745,000 | 730,000 | 880,000 | 880,000 | 880,000 |
| CCK Grant | 400,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Others | 33,000 | 157,000 | 20,000 | 28,150 | 65,000 |
| Annual Diocesan Fundraising | - | - | - | - | - |
| Total | 93,894,286 | 124,537,412 | 131,237,601 | 135,779,178 | 121,054,714 |



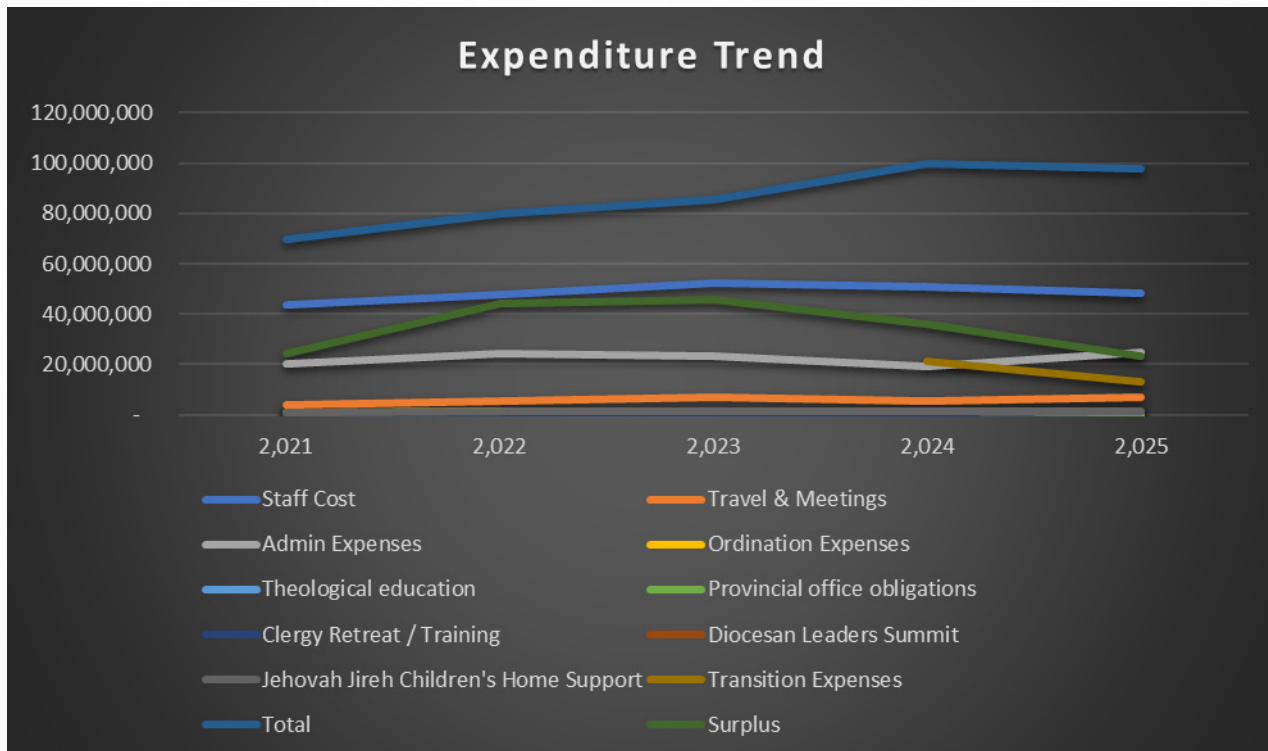
Observations

- The Diocesan secretariat has been receiving a 10% contribution from the parishes to support the execution of its mandate.
- The 10% was adjusted to 14% to support the purchase of the new office in Muthangari
- However, this was reverted to 10% in July 2025 following the full repayment of the Muthangari office loan.

Diocesan Secretariat Expenditure Trend in the last (5) years

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Staff Cost | 43,698,712 | 47,901,565 | 52,217,799 | 50,947,751 | 48,292,391 |
| Travel & Meetings | 3,681,466 | 5,643,894 | 7,048,515 | 5,218,503 | 6,987,944 |
| Admin Expenses | 20,248,829 | 24,147,163 | 23,183,556 | 19,381,145 | 24,692,512 |
| Ordination Expenses | 808,260 | 1,179,577 | 1,115,180 | 996,643 | 236,250 |
| Theological education | 209,167 | - | - | 164,000 | - |
| Provincial office obligations | 70,000 | 50,000 | 50,000 | 40,000 | 70,000 |
| Clergy Retreat / Training | - | - | 623,300 | 659,100 | 1,141,425 |
| Diocesan Leaders' Summit | | | | | 2,261,200 |
| Jehovah Jireh Children's Home Support | 1,000,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Transition Expenses | | | | 21,381,885 | 13,052,581 |
| Total | 69,716,434 | 80,122,199 | 85,438,350 | 99,989,027 | 97,934,303 |
| Surplus | 24,177,852 | 44,415,213 | 45,799,251 | 35,790,151 | 23,120,411 |

Expenditure Trend



Observations

- The contribution from the parishes caters for the running of the Diocese, but the surplus is not sufficient for investment for mission.
- There is a need to rethink resource mobilization so that the Diocese can support and grow mission sustainably.

2.3 SWOT Analysis

The SWOT Analysis provides a comprehensive assessment of the internal and external factors that shape the Diocese's capacity to achieve its mission and vision. By examining **its Strengths, Weaknesses, Opportunities, and Threats, the Diocese of Nairobi can identify what it can leverage, where it needs improvement**, the external opportunities it can harness, and the challenges it must mitigate.

| Strengths | Weaknesses |
|--|---|
| 1. Long-established and recognizable Anglican identity with strong heritage and values. | 1. Resource constraints – limited finances for large-scale programs, especially when compared to needs. |
| 2. Large and diverse membership – a significant population within Nairobi and its environs offers influence, mission area, and growth potential. | 2. Overdependence on clergy – limited involvement of lay professionals in leadership and administration. |
| 3. Established Diocesan departments and ministries (Like NDYM, Mothers' Union, KAMA, children's Ministry). | 3. Fragmented communication – inconsistent information flow between parishes, Diocesan leadership, and congregants. |
| 4. Established institutions – schools, institutions, and community programs under the Diocese's umbrella give visibility and credibility. | 4. Generational gaps – younger members sometimes feel disconnected from traditional forms of worship and governance. |
| 5. Wide distribution of parishes (77) and archdeaconries (11), enhancing accessibility and administration. | 5. Infrastructure challenges – some parishes and Diocesan offices lack modern facilities and technology. |
| 6. Substantial and growing clergy capacity (over 150 clergy) | 6. Limited data-driven planning – reliance on tradition over evidence-based strategic decision-making. |
| 7. Experienced leadership – clergy and lay leaders with pastoral, administrative, and community expertise. | 7. Lack of clear policies – absence of standardized guidelines for administration, governance, and program implementation. |
| 8. Strategic location – Nairobi, as a capital city, offers access to resources, networks, and visibility both nationally and internationally. | 8. Lack of a monitoring and evaluation framework – weak systems to track performance, accountability, and impact. |
| 9. Community trust – Churches are respected as moral guides and social support systems. | 9. Generational gaps – younger members sometimes feel disconnected from traditional forms of worship and governance. |
| 10. Goodwill from congregants – strong loyalty, support, and commitment from members toward the Diocese's mission. | 10. Inadequate policies and standard operating procedures to guide effective and efficient execution of strategic priorities. |

| | |
|--|--|
| 11. Extensive network of parishes – wide presence across Nairobi and beyond enables outreach and impact. | 11. Governance challenges, including leadership disputes, irregular dismissals, ongoing court cases, and weak coordination among parishes and schools. |
| 12. Large pool of professionals – availability of skilled congregants who can contribute expertise in governance, management, and development. | 12. Project inefficiencies and resource wastage due to weak follow-up and accountability mechanisms. |
| 13. Active participation in the global Anglican Communion provides networking and collaboration opportunities. | 13. Underutilization of clergy skills and talents. |
| | 14. Slow adaptation to demographic changes within the Diocese's catchment areas. |
| | 15. Operational constraints such as limited physical space in urban centers. |
| | 16. Limited youth and teen engagement. |
| | 17. Increasing influence of Pentecostalism, impacting membership and identity. |
| | 18. Persistent land management challenges, closure of Trinity College, and unresolved land disputes. |
| | 19. Weak data collection and management systems, limiting evidence-based decision-making. |

| Opportunities | Threats |
|---|--|
| 1. Urban growth and diversity – Nairobi's growing population presents an opportunity for evangelism, discipleship, and community outreach. | 1. Secularization and religious competition – the rise of secular culture and the proliferation of other religious movements may dilute their influence. |
| 2. Technology adoption – digital platforms for worship, evangelism, and administration can enhance reach and efficiency. | 2. Economic instability – financial hardships among congregants can lead to reduced tithing and offerings. |
| 3. Youth, Teens, and Children engagement – This is the Church of tomorrow and must be given attention. They provide a large mission area. The young people bring innovation, energy, and leadership potential when they are involved effectively. | 3. Political interference – the risk of the Church being used for political agendas, thereby undermining its credibility. |
| 4. Partnerships – opportunities to collaborate with NGOs, government, and the private sector on education, healthcare, and social justice. | 4. Social issues, including crime, corruption, and moral decay in society, pose challenges to ministry effectiveness. |
| 5. Social challenges, such as poverty, unemployment, and inequality, provide an opportunity for impactful mission work. | 5. Generational shifts – younger generations may drift away if the Church does not adapt to their spiritual and social needs. |
| 6. Global Church networks – connections with international partners can provide financial, educational, and spiritual support. | 6. Global crises – pandemics, climate change, and global economic shocks can disrupt ministry activities. |

2.4 Stakeholder Analysis

The Diocese of Nairobi engages with a wide range of internal and external stakeholders. Understanding their interests, influence, and expectations is crucial for strategic planning and a sustainable mission. The stakeholder matrix below summarizes the key groups, their interests, levels of influence, the role of the Church, and recommended engagement approaches.

| Stakeholder | Interests / Expectations | Level of Influence | Role of the Church | Engagement / Strategic Approach |
|---|--|-----------------------|---|---|
| Bishop | Spiritual Leadership | High | Support and appropriate feedback | Capacity development and a sound governance structure |
| Clergy and pastoral team | Spiritual leadership, resources, welfare, and professional growth | High | Provide spiritual guidance, implement Diocesan policies | Support clergy welfare, ongoing formation, and collaborative leadership forums |
| Parish Councils | Inclusion in decision-making, recognition, and leadership training | Medium-High | Governance, mobilization, administration | Strengthen training, improve communication, and shared responsibility |
| Congregants / Parishioners | Spiritual growth, worship, education, and social services | High | Sustain Church through participation and giving | Enhance pastoral care, transparency in finances, and feedback platforms |
| Youth & Children | Relevant worship, mentorship, education, and empowerment | Growing (Future High) | Future leaders, energy for innovation | Develop youth-centered ministries, mentorship, and integrate technology |
| Kenya Government (National & County) | Compliance with laws, partnerships in social programs | High | Model compliance, collaborate in service delivery | Maintain political neutrality, strengthen partnerships, and comply with regulations |
| Ecumenical & Interfaith Partners | Unity, peacebuilding, advocacy, humanitarian action | Medium | Promote Christian unity & interfaith dialogue | Participate in joint initiatives, ecumenical councils, and advocacy |
| Donors & Development Partners | Accountability, transparency, measurable impact | Medium-High | Implement funded projects with integrity | Strengthen financial systems, impact reporting, and trust-based relationships |
| Private Sector & Business Community | CSR, ethical partnerships, education, and healthcare | Medium | Promote ethical business, seek partnerships | Develop investment collaborations, encourage CSR support |
| Civil Society & NGOs | Advocacy, humanitarian programs, and community development | Medium | Collaborator in social mission | Build alliances on poverty alleviation, climate justice, and social services |

| Stakeholder | Interests / Expectations | Level of Influence | Role of the Church | Engagement / Strategic Approach |
|--|---|------------------------------|---|--|
| Media (Traditional & Digital) | Access to information, credible reporting | High | Evangelism, communication, shaping perception | Develop a proactive media strategy, invest in digital evangelism |
| Educational Institutions | Quality education, moral formation, and governance support | High | Nurture faith and values in learners | Invest in Christian education, enhance governance, and integrate faith |
| Healthcare Institutions | Infrastructure, professional support, and ethical standards | High | Provide compassionate, ethical care | Strengthen healthcare services, compliance, and funding partnerships |
| Marginalized & Vulnerable Communities | Pastoral care, humanitarian Aid, justice advocacy | Low (but central to mission) | Serve the poor and vulnerable | Prioritize outreach, integrate justice in mission, mobilize resources |

2.5 PESTEL Analysis

The Diocese of Nairobi operates within a dynamic and multifaceted environment shaped by political, economic, social, technological, environmental, and legal factors. A thorough understanding of these external influences is crucial in guiding the Diocese's mission, ensuring its sustainability, and maintaining its relevance in society. This section presents a **PESTEL Analysis**, examining each factor, its implications for the Diocese, the role of the Church's response, and the strategic recommendations for effective engagement.

Political Factors

- i. Government relations – The Diocese benefits from Kenya's constitutional recognition of freedom of worship but must navigate regulations affecting religious institutions.
- ii. Policy influence – The Church often plays a role in civic education, governance advocacy, and peacebuilding initiatives.
- iii. Risk of political interference – Politicians may attempt to use the Church for endorsements or influence, risking credibility.
- iv. Decentralization & county government – Provides opportunities for partnerships in social programs (education, health, poverty reduction).

Implications for the Church: Regulations and political engagement can either empower or limit ministry. If the Church becomes partisan, it risks losing credibility and unity.

Role of the Church: Remain a neutral moral authority, promote peacebuilding and civic education, and collaborate with county and national governments for social development.

Strategic Recommendation: Establish clear guidelines on political neutrality, strengthen advocacy capacity, and pursue structured partnerships with the government on healthcare, education, and poverty alleviation.

Economic Factors

- i. Economic inequality – Nairobi has high disparities between the wealthy and the poor populations, creating pastoral and social challenges.
- ii. Unemployment – High youth unemployment affects livelihoods, tithing, and community engagement.
- iii. Funding challenges – Heavy reliance on offerings and tithes, which fluctuate with the economy.
- iv. Opportunity for income diversification – Investments, partnerships, and projects (schools, health institutions) can strengthen financial sustainability.
- v. Inflation and cost of living – Affects both clergy support and congregants' ability to contribute financially.

Implications for the Church: *Reduced financial support from members increases pressure on the Diocese to provide social assistance and maintain its operations.*

Role of the Church: *Promote stewardship and economic empowerment of members through training and social programs.*

Strategic Recommendation: *Diversify Diocesan income sources through investments and sustainable projects, establish youth vocational programs, and enhance transparent financial systems to build trust.*

Social Factors

- i. Growing urban population – Offers mission and evangelization opportunities but also brings social pressures (crime, slums, inequality).
- ii. Youth dynamics – Large youth population with energy, but at risk of disconnection if not engaged effectively.
- iii. Family and Moral Shifts – Changing family structures and values significantly influence Christian formation and pastoral priorities.
- iv. Trust in the Church – The Diocese is seen as a moral authority, but scandals or mismanagement could erode trust.
- v. Community needs – Health, education, and poverty alleviation are expected roles of the Church in society.

Implications for the Church: *Urbanization and shifting values require innovative ministry approaches. Youth disengagement poses a significant risk to leadership succession.*

Role of the Church: *Act as a community anchor by offering moral guidance, social services, and strong family and youth ministries.*

Strategic Recommendation: *Develop youth-centered ministries, expand outreach to informal settlements, and strengthen family-focused programs, including counseling, marriage preparation, and parenting support.*

Technological Factors

- i. Digital evangelism – social media and online platforms expand reach, especially among young people and the diaspora.
- ii. Church administration tools – Technology can improve financial accountability, communication, and data management.
- iii. Digital divide – Some congregants (especially older members and rural areas) may lack access or skills for digital engagement.
- iv. Cybersecurity concerns – As financial and communication systems go online, the risk of data breaches increases.

Implications for the Church: Failure to adapt could lead to the isolation of youth and reduced engagement. Misuse of technology or data breaches could damage credibility.

Role of the Church: Embrace digital platforms for evangelism, administration, and training while ensuring inclusivity for all members.

Strategic Recommendation: Invest in ICT infrastructure and training, establish Diocesan-level online evangelism initiatives, create parish ICT hubs, and implement cybersecurity protocols.

Environmental Factors

- i. Climate change – Impacts livelihoods (primarily rural congregants), increasing poverty, and migration to urban areas.
- ii. Creation care – Growing expectation for Churches to model and teach environmental stewardship.
- iii. Urban environmental challenges – Waste management, pollution, and poor housing in Nairobi's informal settlements demand advocacy and outreach.
- iv. Green initiatives – Opportunities for the Diocese to champion tree planting, conservation, and sustainable practices.

Implications for the Church: Environmental degradation worsens poverty, displacement, and vulnerability among members.

Role of the Church: Serve as a steward of creation and a community advocate for sustainable practices.

Strategic Recommendation: Incorporate environmental education into catechesis, launch Diocesan tree-planting and renewable energy projects, and advocate for climate justice policies.

Legal Factors

- i. Regulation of religious institutions – Government oversight on registration, finances, and activities of churches.
- ii. Employment laws – Affect clergy and lay staff contracts, benefits, and compliance.
- iii. Education and health regulations – Influence Church-run schools and hospitals.
- iv. Safeguarding policies – Legal and ethical expectations to protect children, vulnerable adults, and staff from abuse.
- v. Taxation environment – Non-profit and charitable status influence financial planning, but regulations are subject to change.

Implications for the Church: Stricter compliance requirements raise accountability demands; non-compliance risks penalties or the closure of institutions.

Role of the Church: Model integrity, transparency, and safeguarding of the vulnerable.

Strategic Recommendation: Develop strong governance frameworks, conduct compliance audits, train clergy and staff on safeguarding and legal requirements, and establish legal advisory teams to anticipate regulatory changes.

CHAPTER THREE

ACK DIOCESE OF NAIROBI COMPASS

3.1 Overview

This chapter outlines the Diocese of Nairobi's strategic direction for 2026–2030, defining its vision, mission, and core values as the guiding compass for all ministries and institutions. It seeks to unify, inspire, and empower the Diocesan community to transform lives and society to the glory of God.

3.2 Fundamental Statements

3.2.1 Vision

A Christ-centered Diocese sustainably transforming society.

3.2.2 Mission

To promote wholistic growth and development of the Church through dynamic ministry.

3.2.3 Core Values

F – Faith (Christ-Centered & Gospel-Driven)

We anchor every ministry in Jesus Christ and the Gospel—living out our faith through prayer, obedience, and trust in God's transforming power.

U – Unity (Inclusivity & Collaboration)

We embrace oneness in Christ, celebrate diversity, and work together in love and mutual respect to fulfill our shared mission.

S – Stewardship (Accountability & Excellence)

We faithfully manage God's gifts with integrity, excellence, and transparency, ensuring sustainability and growth in every area of ministry.

I – Integrity (Trustworthiness & Transparency)

We uphold truth, honesty, and moral uprightness, reflecting the character of Christ and earning trust through ethical service.

O – Obedience (Faithfulness, Discipleship & Mission Focus)

We walk in faithful discipleship, obeying God's call and dedicating ourselves to His mission with purpose and passion.

N – Nurture (Compassion, Fairness & Innovation)

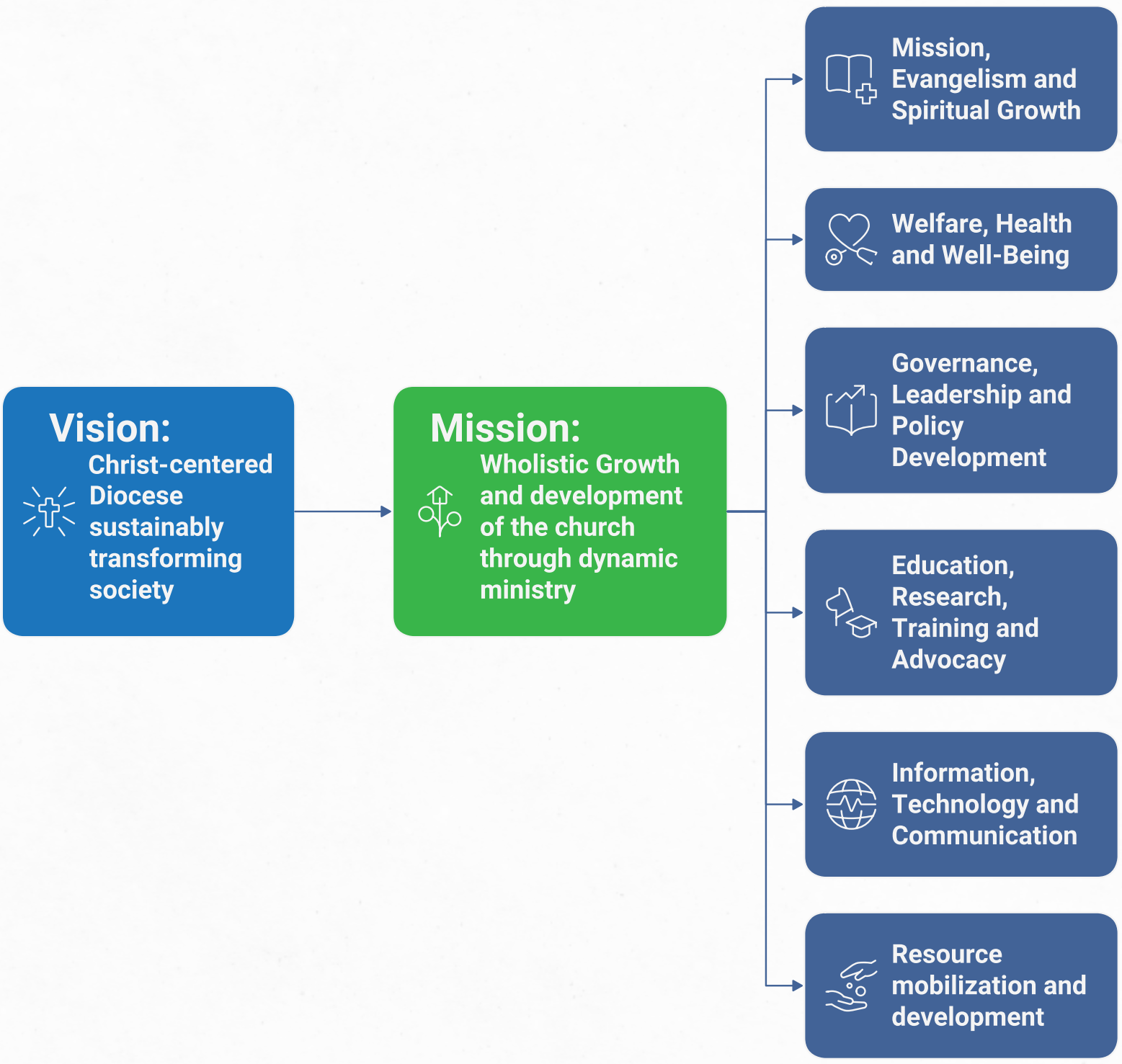
We cultivate a caring and creative community where people are supported, empowered, and inspired to grow in their faith in Christ.

3.3 Strategic Pillars

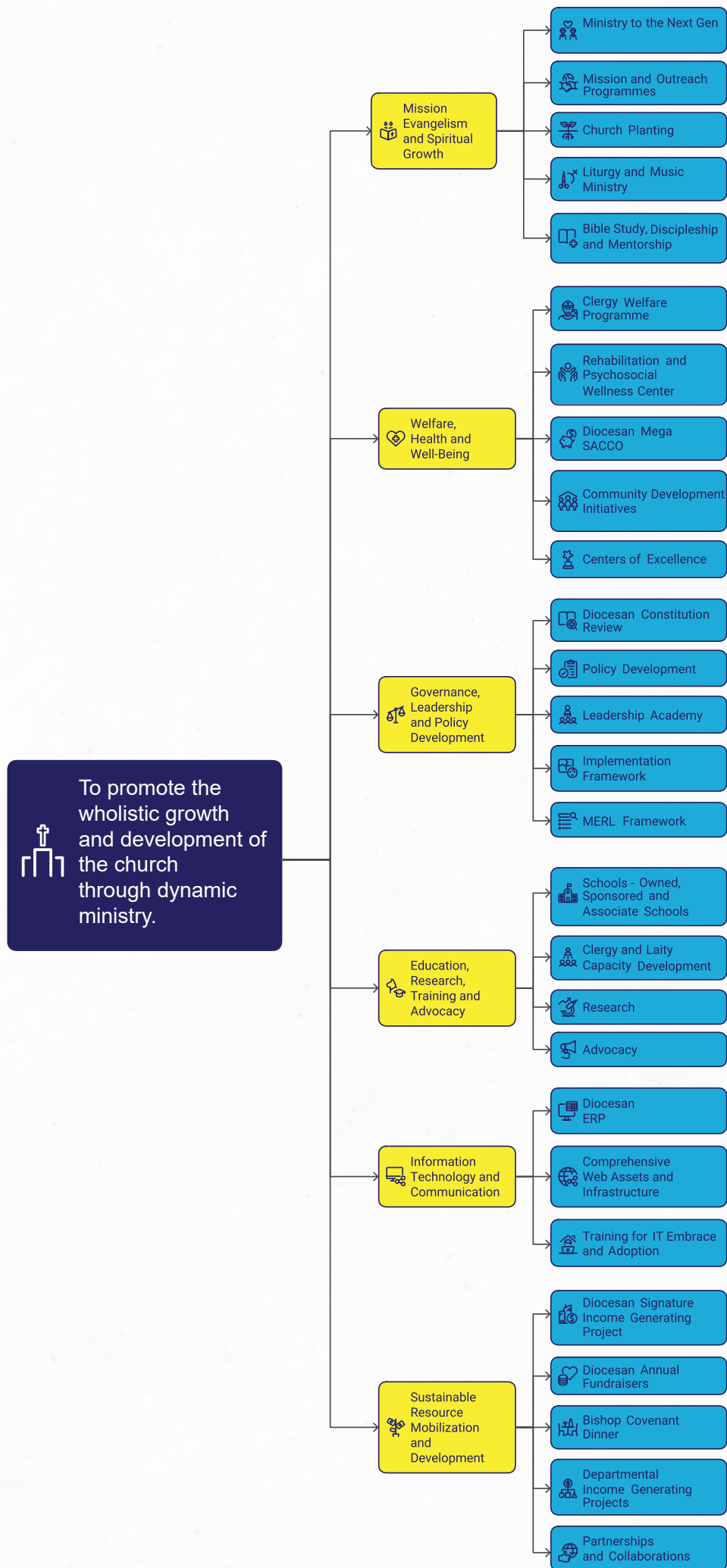
1. Mission, Evangelism, and Spiritual Growth
2. Welfare, Health, and Well-Being of Clergy and Laity
3. Governance, Leadership, and Policy Development
4. Education, Research, Training, and Advocacy
5. Information, Technology, and Communication
6. Resource Mobilization and Development

Strategic Pillars in Context





3.4 Strategic Model



3.5 Corporate Implementation Matrix (2026–2030)

Strategic Pillar 1: Mission, Evangelism, and Spiritual Growth

Strategic Objective:

To advance the mission of the Church through dynamic evangelism, discipleship, and digital engagement that nurture wholistic spiritual growth and expand the Diocesan footprint.

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|--|--|--|---|
| 1.1 Implement a Comprehensive Mission and Evangelism Framework | <p>1.1.1 Develop and roll out a unified framework integrating evangelism, discipleship, Church planting, and outreach.</p> <p>1.1.2 Equip parishes with standardized tools, training, and mission calendars for measurable impact.</p> | Mission Department; Archdeacons; Parish Mission Teams | An integrated and measurable Diocesan evangelism strategy is operational across all parishes. | <p>1.1.1 2026 Q1</p> <p>1.1.2 Annually</p> |
| 1.2 Expand the Diocesan Presence through Strategic Church Planting | <p>1.2.1 Identify and establish three (3) new congregations in key urban corridors and underserved areas.</p> <p>1.2.2 Develop and implement a Diocesan Church Planting Policy ensuring sustainability and accountability.</p> | Department of Mission; Bishop's Office; Archdeacons | Expanded network of new and sustainable congregations in strategic mission areas. | <p>1.2.1 2027,2028,2030</p> <p>1.2.2 2026 Q1 with biennial scheduled review</p> |
| 1.3 Empower and Equip the Next Generation for Impact | <p>1.3.1 Institutionalize children's, teens', and youth ministries as integral components of parish life through effective policy direction, leadership structures, resource allocation, and consistent programming.</p> <p>1.3.2 Establish a Diocesan Child Protection and Safeguarding Framework that provides enforceable policies, accountable leadership structures, continuous training, and community awareness mechanisms to effectively prevent and respond to all forms of child abuse and neglect.</p> <p>1.3.3 Establish structured mentorship and coaching pathways that guide teens and youths through wholistic formation, leadership development, and life skills training — anchored in Christian values and Diocesan priorities.</p> <p>1.3.4 Design and implement structured discipleship, mentorship, and leadership programs for children, teens, and youth.</p> <p>1.3.5 Build the capacity of next-gen workers through training, seminars, workshops, and exposure programmes</p> <p>1.3.6 Establish a coordinated Diocesan mentorship framework with clear pathways that develops spiritually mature, morally upright, and socially responsible teens and youths across all archdeacons.</p> <p>1.3.7 Organize annual Diocesan youth and teens conferences for spiritual and leadership growth.</p> | Youth Department; Christian Education; Children's Ministry | Empowered and actively engaged youth, teens, and children participating in parish and Diocesan programmes. | <p>1.3.1 2026 with scheduled and structured annual review</p> <p>1.3.2 2026 Q1 with scheduled bi-annual review</p> <p>1.3.3 2026 Q2 with scheduled bi-annual review</p> <p>1.3.4 Annually</p> <p>1.3.5 Annually</p> <p>1.3.6 Annually</p> <p>1.3.7 Annually</p> |

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|--|--|---|---|
| 1.4 Standardize and Strengthen Worship, Liturgy, and Music Ministry | 1.4.1 Develop and enforce standardized liturgical and worship guidelines. 1.4.2 Train clergy, choirs, and worship teams to promote excellence and Anglican identity. | Liturgy and Music Task Forces; Archdeacons; Parish Choir Leaders | Consistent, vibrant, and contextually relevant Anglican worship across all parishes. | 2026 Q3 with structured annual review Annually |
| 1.5 Digitize Evangelism and Enhance Faith Engagement through Technology | 1.5.1 Develop a Diocesan Digital Evangelism Platform integrating social media, livestreaming, and podcasts. 1.5.2 Recruit and train digital ministry teams in every archdeaconry for online outreach. | ICT Department; Communications Office; Mission Department | Enhanced digital presence and evangelistic reach through coordinated online ministry. | 2026 Q4 with structured annual review Annually |
| 1.6 Foster Wholistic Spiritual Growth and Life-Stage Integration | 1.6.1 Design and implement mentorship, counseling, and discipleship programs for all life stages. 1.6.2 Institutionalize life-stage ministries to strengthen intergenerational faith formation. | Family Life Departments; Christian Education; Archdeacons | Wholistic and continuous spiritual growth across all age groups and life stages. | Annually 2026 with structured biennial review |
| 1.7 Institutionalize a Sustainable Diocesan Mission Fund for Evangelism and Outreach | 1.7.1 Create a transparent and accountable financial mechanism to support mission and evangelism. 1.7.2 Develop governance structures, fundraising strategies, and annual giving campaigns. | Finance Board; Development Office; Mission Fund Committee | Sustainable funding and accountability for all mission and evangelism initiatives. | 2026 with a structured annual review |

Strategic Pillar 2: Welfare, Health, and Well-being of Clergy and Laity

Strategic Objective:

To promote the welfare, health, and wholistic well-being of clergy and laity through integrated policies, wellness programs, empowerment initiatives, and sustainable social protection systems.

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|---|--|---|---|
| 2.1 Develop and Implement an Integrated Diocesan Welfare and Retirement Policy Framework | 2.1.1 Harmonize and modernize all clergy and laity welfare documents into a single, inclusive framework. 2.1.2 Ensure fairness, sustainability, and dignity in service and retirement through structured welfare systems and benefit management. | Standing Committee of Synod; Human Resource Department; Finance Board | A unified and modern Diocesan Welfare and Retirement Policy Framework operationalized across all departments. | 2026 |
| 2.2 Integrate Mental Health, Wellness, and Pastoral Care into Ministry Practice | 2.2.1 Establish Diocesan and parish-level wellness programs, counseling centers, and pastoral support systems. 2.2.2 Conduct mental health awareness and clergy wellness training sessions. | Mental Health & Wellness Department; Clergy Fellowship; Lay Counsellors | Improved emotional and spiritual resilience among clergy, laity, and families. | 2026 Q3 with a structured annual review Annually |
| 2.3 Establish and Institutionalize a Psycho-Social and Spiritual Wellness Support System | 2.3.1 Develop and implement a formal wellness and spiritual care system addressing mental health, renewal, and peer supervision. 2.3.2 Provide structured counseling, pastoral care, and wellness programs for clergy, spouses, lay workers, and retirees. | Wellness and Counseling Department; Clergy Fellowship; Lay Ministry Office | An institutionalized psychosocial and spiritual wellness system supporting clergy, laity, and families. | Annually |

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|--|---|--|--------------------------------------|
| 2.4 Formulate and Roll Out a Comprehensive Diocesan Health and Empowerment Strategy | 2.4.1 Develop a coordinated approach to health and wellness, integrating physical, mental, and spiritual well-being. 2.4.2 Conduct feasibility studies for a Diocesan Health Facility, Rehabilitation Centre, and Diocesan SACCO. | Health Board; Development Office; Finance Department | A comprehensive Diocesan Health and Empowerment Strategy guiding wholistic wellness and empowerment programs. | 2026 Q2 2026 Q2 |
| 2.5 Strengthen Financial Security and Social Protection Mechanisms for Clergy and Church Workers | 2.5.1 Strengthen and expand Diocesan welfare funds, insurance schemes, and retirement benefit programmes for clergy and laity by leveraging digital platforms to enhance accessibility, transparency, and efficiency. 2.5.2 Establish and operationalize technology-driven financial management systems with digital reporting, data analytics, and online accountability tools to ensure transparent governance and long-term economic stability of all Diocesan welfare programmes. | Finance Board; Human Resource Department; Welfare Committee | Financially secure and socially protected clergy and Church workers across the Diocese. | 2026 2026 |
| 2.6 Develop a Diocesan Health and Rehabilitation Program/facility to Enhance Access to Wholistic Care | 2.6.1 Conduct feasibility and operational studies for the establishment of a Diocesan health institution. 2.6.2 Provide accessible healthcare, rehabilitation, and mental health services to clergy, laity, and the community. | Health Board; Development Office; Standing Committee of Synod | Operational Diocesan Health and Rehabilitation Centre delivers accessible and wholistic health services. | 2026 Q3 2027 Q1 |
| 2.7 Establish a Diocesan SACCO as a platform for financial empowerment | 2.7.1 Establish a Diocesan SACCO 2.7.2 Promote savings, credit access, financial literacy, and community-based empowerment through cooperative models. | Finance Board; Cooperative Society Committee; Diocesan Treasurer | A unified and financially robust Diocesan SACCO promoting financial empowerment and inclusion. | 2026 Q3 |
| 2.8 Mainstream Wellness, Counseling, and Family Life Ministries in All Parishes | 2.8.1 Integrate counseling, marital enrichment, grief recovery, and family life programs in parish ministry. 2.8.2 Strengthen Christian family foundations and promote emotional resilience within congregations. | Family Life Ministry; Parish Leadership; Archdeacons | Enhanced parish-level wellness and family life ministries supporting wholistic community well-being. | 2026 with a structured annual review |
| 2.9 Institutionalize Continuous Capacity Building for Clergy and Laity on Wellness and Financial Stewardship | 2.9.1 Conduct continuous training on personal wellness, stress management, and financial stewardship, and other arising issues. 2.9.2 Equip clergy and lay leaders to model balanced living and responsible resource management. | Training and Capacity Building Department; Human Resource Office; Clergy Fellowship | Empowered clergy and laity demonstrating healthy lifestyles and sound financial management practices. | Annually |
| 2.10 Institutionalize Support and Engagement Mechanisms for Retired Clergy and Lay Staff | 2.10.1 Create Diocesan structures to track and support retired clergy and lay staff. 2.10.2 Facilitate welfare visits, mentorship, and annual fellowship events for continued engagement. | Welfare Department; Retirees Committee; Clergy Association | Active and well-supported retired clergy and lay staff are connected through Diocesan mentorship and welfare programs. | 2026, with a scheduled annual review |

Strategic Pillar 3: Governance, Leadership, and Policy Development

Strategic Objective:

To strengthen Diocesan governance, leadership, and policy frameworks that ensure accountability, succession, inclusivity, and effective mission delivery across all levels of the Diocese.

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|---|--|---|---|
| 3.1 Establish a Diocesan Governance, Leadership Academy | Develop and operationalize a Leadership Academy. Offer accredited courses integrating leadership, theology, and pastoral care. Partner with theological colleges and leadership institutes for certification and continuous learning. | Standing Committee of Synod; HR Department; Education & Training Directorate; Bishop's Office | A functional Leadership Academy and School of Ministry producing Spirit-led, ethical, and skilled leaders across the Diocese. | 2026 Annually 2027 |
| 3.2 Undertake a Comprehensive Diocesan Constitutional Review Process | Initiate a participatory review of the Diocesan Constitution. Appoint a Constitution Review Task Force for consultation and drafting. Align governance structures with current legal and missional realities. | Standing Committee of Synod; Legal Affairs Board; Constitution Review Task Force | A modern, inclusive, and mission-responsive Constitution providing transparent governance and operational frameworks. | 2026 |
| 3.3 Realign Diocesan Organizational Structures for Mission Effectiveness | Conduct a structural review to strengthen coordination and accountability. Eliminate overlaps and enhance synergy among Diocesan departments. Align all administrative organs with the Diocesan strategic vision. | Standing Committee of Synod; HR and Administration Department | A responsive, efficient, and mission-driven Diocesan structure that enhances operational effectiveness. | 2026, with a scheduled biennial review |
| 3.4 Institutionalize Leadership Succession Planning and Talent Development | Develop a structured succession and mentorship framework for clergy and laity. Identify emerging leaders and provide continuous formation through the Leadership Academy and School of Ministry. | HR Department; Leadership Academy; Archdeacons | A sustainable leadership pipeline ensures organizational stability and continuity. | 2026 with scheduled annual review Annually |
| 3.5 Strengthen Policy Development, Compliance, and Implementation Frameworks | Develop and adopt a Diocesan Policy Manual, including governance, finance, Human Resources Management, and administration. Establish a Policy Compliance Unit to monitor and report adherence across Diocesan institutions. | Policy and Governance Committee; HR Department; Finance Board | Consistent and transparent policy application promoting institutional accountability and excellence. | 2026 with scheduled annual review Annually |
| 3.6 Promote Ethical Leadership, Transparency, and Accountability | Develop and implement a Diocesan Code of Conduct and Ethics for clergy, laity, and staff. Introduce governance scorecards, leadership appraisals, and ethics training workshops. | Bishop's Office; Ethics & Integrity Committee; Leadership Academy | A culture of integrity, transparency, and accountability across all Diocesan leadership levels. | 2026 with scheduled biennial review Annually |
| 3.7 Institutionalize Continuous Leadership and Governance Development Programs | Conduct ongoing governance and leadership training through the Leadership Academy and School of Ministry Conduct annual leadership summits for Church leaders in every parish. | Education & Training Directorate; HR Department; Archdeacons | Competent, visionary, and Spirit-led leaders equipped to drive the Diocesan mission effectively. | Annually Annually |

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|---|--|--|--|-----------------------------------|
| 3.8 Institutionalize Data-Driven Governance and Decision-Making Systems | Establish an integrated Diocesan Management Information System for planning and reporting. Create a Data and Research Unit to generate evidence-based insights for decision-making. | ICT Department; Research & Innovation Directorate; Administration Office | Improved governance efficiency and strategic planning through data-driven decision-making. | 2026 with scheduled annual review |
| 3.9 Strengthen Youth and Gender Inclusion in Governance and Leadership | Develop and implement inclusion policies ensuring youth and women's representation in decision-making. Provide mentorship and leadership training tailored for youth and women. | Gender and Youth Department; Standing Committee of Synod | Enhanced youth and gender participation in Diocesan governance and leadership roles. | Annually 2026 with annual review |
| 3.10 Establish a Governance Review and Evaluation Mechanism | Develop and institutionalize governance performance review tools. Conduct annual governance evaluations and use findings for continuous improvement. | Governance and Policy Evaluation Committee; Audit Board | Regularly reviewed and improved governance systems, ensuring accountability, transparency, and performance excellence. | Annually |

Strategic Pillar 4: Education, Training, Research, and Advocacy

Strategic Objective:

To promote excellence in education, build capacity through structured training, and strengthen Diocesan influence through research, innovation, and advocacy for transformative impact in Church and society.

| Priority Area | Strategies | Key Actions | Responsibilities / Lead Office | Expected Outcomes | Timeline |
|------------------------------|--------------------------|--|--|---|---------------|
| Priority 1: Education | Education System Renewal | <ol style="list-style-type: none"> 1. Re-establish the Department of Education and appoint a director 2. Establish Diocesan Education Committee 3. Empower the re-established Department of Education with mandate and operational budget. 4. Execute Comprehensive Education Audit of all ACK Diocese Institutions. 5. Develop and ratify Diocesan Education Policy. 6. Develop Standardized Staff Terms of Service. 7. Create Model Governance Charter for School Boards. 8. Establish a Register of Church-owned/sponsored/associate schools 9. Ensure compliance with MoE standards 10. Revamp vocational & technical training | Bishop's Office; Education Committee; | <ul style="list-style-type: none"> - Report on re-establishment of Dept and Appointment letter of the Director Appointment letters of members -TOR -Approved annual budgets Audit report Approved policy Approved Terms of Service Approved Board Charter Operational and updated Register Compliance reports Progress reports | YEAR 1 |

| Priority Area | Strategies | Key Actions | Responsibilities / Lead Office | Expected Outcomes | Timeline |
|------------------------------|--------------------------------|--|---|---|---------------|
| Priority 1: Education | Continuous Christian Education | <ol style="list-style-type: none"> 1. Establish Curriculum Taskforce. 2. Develop a Continuous Christian Education curriculum 3. Begin development of CCE Curriculum framework. | Director of Education; CCE Taskforce | Minutes and appointment letters of the Task Force Operational curriculum Report | YEAR 1 |
| | System Integration | <ol style="list-style-type: none"> 1. Launch "ACK Diocese of Nairobi Schools Group". 2. Implement common quality assurance benchmarks. 3. Establish centralized professional development. 4. Create shared branding and procurement systems. | Director of Education; ACK Schools Group Management | Minutes/report Implementation report Implementation report Report on Systems development | YEAR 2 |
| | CCE Development | <ol style="list-style-type: none"> 1. Complete ECD and Lower Primary CCE Curriculum. 2. Begin Upper Primary/Secondary CCE development. | CCE Taskforce; Education Department | Report/ Approved curriculum Implementation report | |
| | CCE Rollout | <ol style="list-style-type: none"> 1. Pilot CCE Curriculum in select schools. 2. Train teachers on CCE implementation. 3. Complete Youth CCE Curriculum. | Director of Education; CCE Taskforce | Report Training report Approved curriculum | YEAR 3 |
| | Financial Sustainability | <ol style="list-style-type: none"> 1. Establish ACK Diocese of Nairobi Education Endowment Fund. 2. Develop bursary program framework. 3. Create teacher development grant system. | Finance Committee; Education Department | Implementation report Operationalization report Report on operationalization | |
| | Excellence Culture | <ol style="list-style-type: none"> 1. Institute annual "ACK Nairobi Education Excellence Awards". 2. Implement system-wide best practice sharing. 3. Expand CCE to all schools. | Education Department; Awards Committee | Implementation report Report Implementation status reports | |
| | Educational Pathways | <ol style="list-style-type: none"> 1. Forge articulation agreements with ACK secondary schools and St. Paul's University. 2. Create vocational education pathways. | Director of Education; Partnership Office | Signed MOUs Status report | YEAR 4 |
| | Community Integration | <ol style="list-style-type: none"> 1. Pilot Parish-School Integration Models. 2. Expand Education Endowment Fund impact. 3. System-wide CCE evaluation and refinement. | Education Department; Parish Councils | Report Status report M&E reports | |
| | Continuous initiatives | <ul style="list-style-type: none"> • Maintain Department of Education operations. • Ongoing teacher professional development. • Continuous CCE curriculum updating. • Annual Excellence Awards. • Endowment fund management. | Director of Education; Various Committees | Progress reports Training reports Annual reports on reviews Implementation reports | |

| Priority Area | Strategies | Key Actions | Responsibilities / Lead Office | Expected Outcomes | Timeline |
|--|--------------------------|---|---|--|---------------|
| Priority 2: Research & Innovation | Institutional Foundation | <ol style="list-style-type: none"> 1. Establish Research & Innovation Unit. 2. Appoint Director with public policy experience & Relevant expertise. 3. Create Diocesan research agenda and focus areas. | Bishop's Office; Research Director; Diocesan Council | <p>TOR Report on establishment Appointment letter</p> <p>TOR</p> | YEAR 1 |
| | Foundation Building | <ol style="list-style-type: none"> 1. Create Research Policy & Ethics Framework. 2. Establish a centralized Diocesan resource center and digital archive. 3. Develop protocols for data collection and management | Research & Innovation Unit; IT Department; Legal Advisors | <p>Approved policy</p> <p>Resourced and Operational Centre</p> <p>Approved budget</p> <p>Approved protocols</p> | |
| | Research Foundation | <ol style="list-style-type: none"> 1. Conduct inaugural "Nairobi Diocese Social Landscape Study". 2. Establish baseline data for key diocesan metrics. 3. Begin basic research methodology training for clergy and staff. | Research & Innovation Unit; Training Department | <p>Study report</p> <p>Report</p> <p>Training reports</p> | YEAR 2 |
| | Innovation Pilots | <ol style="list-style-type: none"> 1. Launch small-scale innovation grants for parishes. 2. Pilot new community engagement models based on research findings | Research & Innovation Unit; Finance Department | <p>Number of successful grant proposals</p> <p>No. of models mounted</p> | |
| | Applied Research | <ol style="list-style-type: none"> 1. Conduct targeted studies on ministry effectiveness. 2. Publish and disseminate research findings internally. 3. Develop case studies of successful parish models. | Research & Innovation Unit; Communications Team | <p>No. of studies conducted</p> <p>No. of publications</p> <p>No. of case studies</p> | YEAR 3 |
| | Knowledge Management | <ol style="list-style-type: none"> 1. Launch digital repository for research and best practices. 2. Integrate research findings into training curricula. | Research & Innovation Unit; Training Department; IT Department | <p>Operational repository report</p> <p>No. of Reports on integration</p> | |
| | Knowledge Hub | <ol style="list-style-type: none"> 1. Launch "ACK Nairobi Centre for Faith and Society". 2. Begin publishing research papers and policy briefs. 3. Host academic seminars and public lectures. | Research & Innovation Unit; Centre Director; Publications Team | <p>Report</p> <p>No. of publications and policy briefs</p> <p>No. of seminars and lectures</p> | YEAR 4 |
| | Sustainable Models | <ol style="list-style-type: none"> 1. Research and develop models for social enterprise and impact investment. 2. Support parish-based innovation through incubation. | Research & Innovation Unit; Entrepreneurship Experts; Finance Committee | <p>No. of models developed</p> <p>Reports</p> | |
| | System Integration | <ol style="list-style-type: none"> 1. Integrate research findings into CCE and SoM curricula. 2. Establish a culture of data-informed decision-making across the Diocese. 3. Use diocesan media studio to share research insights. | Research & Innovation Unit; Education Department; Training Department | <p>Integration report</p> <p>Reports on use of evidence/ data</p> <p>No. of episodes/ dissemination features</p> | YEAR 5 |
| | Impact Assessment | <ol style="list-style-type: none"> 1. Conduct comprehensive evaluation of research and innovation impact. 2. Develop sustainability plan for the Research & Innovation Unit. 3. Establish legacy documentation and knowledge transfer protocols. | Research & Innovation Unit; Evaluation Experts | <p>Evaluation report</p> <p>Approved and operational plan</p> <p>Reports</p> | |

| Priority Area | Strategies | Key Actions | Responsibilities / Lead Office | Expected Outcomes | Timeline |
|---|--------------------------|---|---|---|---------------|
| Priority 2: Research & Innovation | Continuous initiatives | <ul style="list-style-type: none"> Ongoing social landscape monitoring. Regular research agenda review and updates. Continuous research capacity building. Management of innovation grants and projects. Maintenance of digital research repository. | Research & Innovation Unit; Various Committees | Monitoring reports Reports No. of sessions Periodical Reports Reports | YEAR 5 |
| Priority 3: Training & Capacity Building | Institutional Foundation | <ol style="list-style-type: none"> Officially launch Diocesan Training Department (DTD). Appoint Training Coordinator. Design "ACK Nairobi School of Ministry (SoM)" structure. Conduct Diocesan Training Needs Assessment. | Coordinator of Training; Training Committee | Report Appointment letter Approved structure TNA report | YEAR 1 |
| | Curriculum Development | <ol style="list-style-type: none"> Define SoM core schools (Theology, Lay Leadership, Administration, Community Transformation). Begin curriculum framework development. | SoM Design Team; Training Department | Report Status reports | |
| | Program Development | <ol style="list-style-type: none"> Develop SoM Core Curriculum Modules (modular, stackable). Create Certificate in Parish Management program. Establish Diocesan Faculty of Trainers. | SoM Curriculum Team; Training Department | No. of modules Approved program Report | YEAR 2 |
| | Partnership Building | <ol style="list-style-type: none"> Formalize accreditation agreements with St. Paul's University. Establish partnerships with KIM/ TVET authorities. | Partnership Office; Training Department | Signed MOU No. of signed MOUs | |
| | Program Launch | <ol style="list-style-type: none"> Pilot first SoM certificate programs. Implement Training of Trainers (ToT) program. Launch Digital Ministry and Resource Mobilization courses. | SoM Administration; Training Department | Report Implementation report Report | YEAR 3 |
| | Skill Gap Addressing | <ol style="list-style-type: none"> Develop Mental Health First Aid training. Create Strategic Communications curriculum. | Training Department; Subject Matter Experts | Report Status report | |
| | System Integration | <ol style="list-style-type: none"> Implement Mandatory Continuing Ministerial Education (CME). Launch Diocesan Digital Learning Platform. Expand course offerings based on Year 1-3 feedback. | Training Department; IT Department; Bishop's Office | Implementation report Report Status report | YEAR 4 |
| | Advanced Training | <ol style="list-style-type: none"> Develop advanced leadership programs. Create specialized training for PCC Treasurers and Administrators. | SoM Advanced Programs Team; Finance Department | Approved programs Approved training programs | |
| | Applied Learning | <ol style="list-style-type: none"> Institute Applied Learning Projects as capstone requirements. Scale successful programs Diocese-wide. Establish SoM alumni network. | Training Department; Evaluation Team; Alumni Office | Status reports Progress reports Operational network | YEAR 5 |

| Priority Area | Strategies | Key Actions | Responsibilities / Lead Office | Expected Outcomes | Timeline |
|---|--------------------------|---|--|---|---------------|
| Priority 3: Training & Capacity Building | Continuous initiatives | <ul style="list-style-type: none"> • Ongoing Training Needs Assessments. • Regular curriculum updates. • Continuous faculty development. • Digital platform maintenance and content updates. • CME requirement administration. | Training Department; Various Committees | <p>TNA reports</p> <p>Status reports</p> | YEAR 5 |
| Priority 4: Advocacy & Outreach | Institutional Foundation | <ol style="list-style-type: none"> 1. Establish Diocesan Advocacy & Outreach Directorate. 2. Appoint Director with public policy and communications experience. 3. Create Advocacy & Policy Unit and Media/Public Engagement Unit. | Bishop's Office; Advocacy Director; Diocesan Council | <p>Status report</p> <p>Appointment letter</p> <p>Status report</p> <p>Approved budgets</p> | YEAR 1 |
| | Foundation Building | <ol style="list-style-type: none"> 1. Develop Diocesan Advocacy Strategy (5-year focus issues). 2. Establish Social Media and Public Engagement Guidelines. 3. Build core media and communications capacity. | Advocacy & Outreach Directorate; Communications Team; Legal Department | <p>Approved DAS Strategy</p> <p>Approved Guidelines Report</p> | |
| | Advocacy Planning | <ol style="list-style-type: none"> 1. Analyze research data to finalize advocacy priorities. 2. Develop policy brief templates and messaging. 3. Train advocacy personnel on safety, messaging, and methods. | Advocacy & Policy Unit; Research & Innovation Unit | <p>Report</p> <p>No. of templates</p> <p>Training report</p> | YEAR 2 |
| | Coalition Building | <ol style="list-style-type: none"> 1. Map and initiate contact with potential advocacy partners. 2. Begin forming issue-based coalitions. | Advocacy & Outreach Directorate; Partnership Office | <p>Partners register continuously updated</p> <p>Progress report</p> | |
| | Campaign Launch | <ol style="list-style-type: none"> 1. Launch "End Teen Drug Abuse in Our Estates" campaign. 2. Begin "Mental Health in the Pew" public awareness initiative. 3. Professionalize and scale the PATHWAYS Mentorship Programme. | Advocacy & Policy Unit; Youth Department; Health Ministry | <p>Report</p> <p>Implementation report</p> <p>Status reports on scaling</p> | YEAR 3 |
| | Coalition Building | <ol style="list-style-type: none"> 1. Formally launch "Nairobi Interfaith Policy Consortium". 2. Establish structured partnerships for joint advocacy campaigns. | Advocacy Director; Ecumenical Relations Office | <p>Report</p> <p>Approved framework</p> | |
| | Media & Messaging | <ol style="list-style-type: none"> 1. Launch a regular diocesan podcast/vlog on social issues. 2. Ramp up production of targeted advocacy content (op-eds, documentaries). 3. Host town-hall forums on key issues. | Media/Public Engagement Unit; Advocacy & Policy Unit | <p>No. of podcasts</p> <p>No. of documentaries</p> <p>No. of forums</p> | YEAR 4 |
| | Grassroots Mobilization | <ol style="list-style-type: none"> 1. Train parish-level advocacy champions. 2. Support parish-based community outreach and service projects. | Advocacy & Outreach Directorate; Training Department | <p>Training reports</p> <p>Reports</p> | |
| | System Integration | <ol style="list-style-type: none"> 1. Integrate advocacy and outreach modules into the CCE curriculum. 2. Offer SoM courses on Advocacy and Christian Social Responsibility. 3. Fully utilize diocesan media studio for advocacy and outreach content. | Advocacy & Outreach Directorate; Education Department; Training Department | <p>Report on integration</p> <p>No. of courses approved</p> <p>Progress reports</p> | YEAR 5 |

| Priority Area | Strategies | Key Actions | Responsibilities / Lead Office | Expected Outcomes | Timeline |
|---------------------------------|------------------------|--|---|--|----------|
| Priority 4: Advocacy & Outreach | Impact Assessment | <ol style="list-style-type: none"> 1. Conduct comprehensive evaluation of advocacy campaign impacts. 2. Develop sustainability plan for advocacy initiatives. 3. Document legacy, stories of change, and best practices. | Advocacy & Outreach Directorate; Research & Innovation Unit; Documentation Team | No. of evaluation reports Approved plan No. of documentaries | YEAR 5 |
| | Continuous initiatives | <ol style="list-style-type: none"> 1. Ongoing policy monitoring and engagement. 2. Continuous coalition relationship management. 3. Regular media monitoring and proactive response. 4. Annual impact reporting and public accountability sessions. 5. Maintenance of public engagement platforms and content calendar. | Advocacy & Outreach Directorate; Various Units and Committees | No. of reports | |

Strategic Pillar 5: Information, Technology, and Communication

Strategic Objective:

To strengthen the Diocese's communication, digital engagement, and technology capacity through modern, ethical, and integrated systems that enhance evangelism, governance, and institutional visibility.

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|--|---|---|--|
| 5.1 Establish the Directorate of Communication and Corporate Affairs | Create a centralized Directorate to oversee communication, media, branding, and corporate engagement. Develop clear communication policies ensuring consistency, credibility, and alignment with Diocesan values. | Standing Committee of Synod; Communications Office; Bishop's Office | A professional Directorate coordinating all Diocesan communication, media, and corporate affairs with excellence. | 2026 2026 Q1 with scheduled biennial review 2026 Q1 with scheduled biennial review |
| 5.2 Develop and Implement a Diocesan Communication and Media Policy | Formulate a policy guiding communication standards, public relations, media ethics, and crisis communication. Establish guidelines for branding, media statements, and internal communication protocols. | Directorate of Communication; Legal Affairs Board; ICT Department | A standardized, transparent communication framework that ensures integrity and coherence in Diocesan messaging. | 2026 Q1 with scheduled biennial review |
| 5.3 Deploy a Diocesan Media and Digital Outreach Unit | Establish a fully equipped media unit responsible for livestreaming, podcasting, and digital content creation. Build capacity among parish media teams to enhance storytelling, digital worship, and online outreach. | Communications Office; ICT Department; Mission Department | A vibrant digital presence effectively reaching online audiences and supporting digital evangelism. | 2026 Q1 with scheduled annual review |

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|--|--|--|--|
| 5.4 Develop and Maintain an Integrated Diocesan Digital Platform | Create a centralized website and intranet integrating parishes, departments, and ministries. Provide online access to Diocesan news, mission updates, archives, and live-streamed events. | ICT Department; Directorate of Communication; Administration Office | A unified digital ecosystem enhancing collaboration, accessibility, and visibility across the Diocese. | 2026 Q1 with scheduled annual review |
| 5.5 Enhance Capacity for Digital Evangelism and Online Ministry | Train clergy, lay leaders, and youth in digital ministry, social media engagement, and online discipleship. Develop digital evangelism campaigns targeting youth, professionals, and unreached online communities. | Mission Department; ICT Unit; Youth Ministry | Increased evangelism reaches and active faith engagement through digital tools and platforms. | 2026 Q1 with scheduled biennial review |
| 5.6 Develop and Pilot Ethical Artificial Intelligence (AI) Applications | Formulate Diocesan AI ethics and application policies to guide responsible technology use. Implement AI tools for sermon preparation, content management, and administrative automation. | ICT Department; AI Ethics Committee; Research & Innovation Directorate | Responsible and ethical integration of AI to enhance Diocesan operations and digital ministry effectiveness. | 2026 Q3 with scheduled biennial review |
| 5.7 Establish an Integrated Diocesan Records and Information Management Hub | Digitize Diocesan archives, records, and documents for long-term preservation and accessibility. Deploy secure data storage systems, ensuring confidentiality and compliance with data protection laws. | ICT Department; Records Office; Administration Department | Secure and efficient digital records management supporting transparency and institutional continuity. | 2026 Q3 with scheduled biennial review |
| 5.8 Strengthen ICT Infrastructure Across Parishes and Institutions | Upgrade ICT infrastructure, including internet access, equipment, and systems in parishes and Diocesan offices. Implement ICT maintenance and support systems for reliable service delivery. | ICT Department; Archdeacons; Finance Board | Improved technological capacity supporting administration, communication, and worship. | Annually |
| 5.9 Promote Digital Literacy and Capacity Building in Communication | Train clergy, laity, and parish administrators in ICT use, media production, and digital storytelling. Establish Diocesan ICT literacy standards and certification programs. | ICT Department; Training & Capacity Building; Communications Directorate | Digitally competent clergy and staff effectively use technology for ministry and mission. | Annually |
| 5.10 Institutionalize Communication, Branding, and Corporate Engagement Programs | Develop Diocesan branding materials and annual media plans aligned with strategic priorities. Organize regular media briefings, newsletters, and outreach events to enhance public visibility. | Directorate of Communication; Corporate Affairs Office; Bishop's Office | A credible, visible, and positively branded Diocese effectively engaging the public and stakeholders. | 2026 Q2 with scheduled annual review |

Strategic Pillar 6: Resource Mobilization and Development

Strategic Objective:

To establish sustainable, transparent, and innovative resource mobilization and investment systems that enhance Diocesan financial independence, growth, and long-term impact.

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|---|--|--|--|---------------------------------------|
| 6.1 Institutionalize the Diocesan Resource Mobilization Framework | <ul style="list-style-type: none"> Develop and operationalize a structured framework for Diocesan resource mobilization. Empower clergy and lay leaders as resource ambassadors. Implement parish-level resource teams to enhance ownership and mission giving. | Standing Committee of Synod; Development Office; Finance Board | A sustainable and coordinated resource mobilization system anchored at the parish and Diocesan levels. | 2026 Q1 with scheduled annual review |
| 6.2 Develop and Implement a Comprehensive Resource Mobilization Policy | <ul style="list-style-type: none"> Formulate a policy to guide fundraising, donor engagement, and accountability. Align policy with ethical standards, transparency, and biblical stewardship principles. | Development Office; Legal Affairs; Finance Board | A unified policy ensuring responsible and transparent financial stewardship. | Annually |
| 6.3 Institutionalize Annual Diocesan Fundraising and Thanksgiving Campaigns under the Bishop's Initiatives. | <ul style="list-style-type: none"> Organize annual events celebrating generosity and raising funds for Diocesan priorities. Strengthen relationships with corporate partners, individuals, and Church institutions. | Bishop's Office; Resource Mobilization Committee; Corporate Affairs Office | Increased donor engagement, visibility, and consistent financial support for Diocesan initiatives. | Annually |
| 6.4 Develop a Diocesan Investment and Enterprise Strategy | <ul style="list-style-type: none"> Create an investment policy guiding Diocesan ventures in real estate, education, and enterprise. Engage professional advisors to ensure compliance, profitability, and ethical alignment. | Finance Board; Investment Committee; Development Office | A financially self-sustaining Diocese generating income through strategic and ethical investments. | 2026 with a scheduled biennial review |
| 6.5 Establish the Diocesan Investment and Enterprise Board | <ul style="list-style-type: none"> Constitute a professional board to oversee Diocesan investment initiatives and enterprises. Ensure governance, accountability, and regular performance reporting. | Standing Committee of Synod; Finance Board; Bishop's Office | Strengthened governance and accountability in Diocesan investments and enterprises. | Annual |
| 6.6 Develop Strategic Partnerships for Resource Development | <ul style="list-style-type: none"> Build partnerships with corporates, NGOs, and donors for joint projects and funding. Leverage Diocesan reputation to attract investment, grants, and sponsorships. | Development Office; Corporate Affairs; Research and Innovation Directorate | Increased resource base and collaborative opportunities for sustainable growth. | Annually |
| 6.7 Enhance Financial Stewardship and Accountability Systems | <ul style="list-style-type: none"> Strengthen financial reporting, auditing, and transparency mechanisms. Train clergy and parish treasurers in financial management and accountability. | Finance Board; Internal Audit Office; HR and Training Department | Improved financial integrity, accountability, and trust within the Diocese. | Annually |
| 6.8 Build Capacity for Resource Mobilization and Fundraising | <ul style="list-style-type: none"> Train clergy and lay leaders in fundraising, proposal writing, and partnership development. Equip parish teams with tools for local resource mobilization and donor care. | Training and Capacity Building Department; Development Office | Skilled personnel capable of leading sustainable fundraising initiatives. | Annually |

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|--|---|--|--|
| 6.9 Promote a Culture of Generosity and Stewardship Across the Diocese | <p>Conduct teaching and discipleship programs on biblical giving and stewardship.</p> <p>Integrate stewardship themes into sermons, training, and Church programs.</p> | Christian Education Department; Mission and Evangelism Department | A giving culture rooted in faith, gratitude, and shared responsibility. | Annually |
| 6.10 Establish a Central Diocesan Development Fund (DDF) | <p>Create a dedicated fund to pool and invest resources for Diocesan capital projects.</p> <p>Ensure transparency through audits and stakeholder reporting.</p> | Finance Board; Development Office; Investment Committee | A centralized, well-managed fund sustaining long-term Diocesan priorities. | 2026, with a scheduled biennial review |

Cross-Cutting Issues in All the Pillars

Strategic Objective:

To effectively support the implementation of all Strategic Pillars through enhanced governance, collaboration, communication, and learning systems.

Interdependence and Collaboration of Strategic Pillars

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|--|---|--|---------------------------|
| 1. Establish an Integrated Strategic Implementation and Coordination Framework | <p>i. Form a Diocesan Strategic Coordination Committee (DSCC) to oversee and harmonize implementation across all pillars.</p> <p>ii. Develop an annual joint work plan linking pillar objectives and shared initiatives.</p> <p>iii. Establish clear reporting lines and communication channels between pillars and departments.</p> | Standing Committee of Synod; Bishop's Office; Diocesan Secretary | A unified framework that enhances synergy, accountability, and coherence in Diocesan programs. | 2026 |
| 2. Promote Collaborative Planning and Resource Sharing | <p>i. Conduct annual strategic retreats bringing together all pillar leaders and departmental heads.</p> <p>ii. Introduce a shared resource pool (human, financial, and technological) for cross-pillar initiatives.</p> <p>iii. Encourage co-hosted Diocesan events and joint outreach programs.</p> | HR & Administration Department; Finance Board; Planning Committee | Optimized use of Diocesan resources and strengthened teamwork among departments and parishes. | 2026–2027 (annual review) |

| Strategy | Key Actions | Lead Responsibility | Expected Outcomes | Timeline |
|--|---|--|---|---------------------------|
| 3. Institutionalize a Learning and Knowledge-Sharing Culture | <ul style="list-style-type: none"> i. Establish an online knowledge hub for sharing best practices, reports, and innovations from all pillars. ii. Conduct quarterly learning forums for reflection, mentorship, and improvement. iii. Document and disseminate success stories and lessons learned. | Education & Training Directorate; ICT Department; Diocesan Communications Office | A culture of continuous learning and knowledge transfer, promoting innovation and excellence in ministry. | 2026 (launch), continuous |
| 4. Develop a Joint Monitoring and Evaluation (M&E) System | <ul style="list-style-type: none"> i. Harmonize data collection and performance indicators across all pillars. ii. Introduce digital dashboards for real-time tracking of progress and impact. iii. Conduct integrated bi-annual progress reviews and reports. | Monitoring, Evaluation, Advisory & Learning (MEAL) Unit; Diocesan Secretariat | Reliable data-driven decision-making and improved accountability across the Diocese. | 2026 |
| 5. Strengthen Partnerships and Ecumenical Collaboration | <ul style="list-style-type: none"> i. Engage other Dioceses, ecumenical bodies, and faith-based organizations in shared programs. ii. Establish memoranda of understanding (MOUs) for joint training, missions, and community service. iii. Encourage inter-Diocesan mentorship and exchange programs. | Bishop's Office; Partnerships & Ecumenical Relations Committee | Enhanced visibility, impact, and unity in mission across the Diocese and beyond. | 2026–2028 |

Departments and Institutions

The ACK Diocese of Nairobi recognizes its departments and institutions as vital engines for delivering the mission, governance, and wholistic transformation. Each department serves as a strategic arm for ministry coordination, discipleship, and capacity building, while institutions function as centers of learning, service, and community impact. In addition to their social and spiritual roles, these institutions also operate as income-generating entities, contributing to the financial sustainability and economic empowerment of the Diocese. Operating under a unified framework of governance, accountability, and shared mission, these departments and institutions translate the Diocesan Vision and Mission into practical action across all sectors of Church life.

Departments Implementation Matrix

| Strategic Focus Area | Initiatives / Key Activities | Key Stakeholders | Timeline |
|---|--|--|--|
| 7.1 Strengthen Governance for Impact and Sustainability | <p>7.1.1 Strengthen departmental structures, mandates, and activities to ensure that their mission, strategy, and operations fully reflect the Diocesan Vision and Mission.</p> <p>7.1.2 Enhance governance, leadership, and operational coherence across all Diocesan departments and ministries, ensuring alignment with the Diocesan Vision, Mission, and Strategic Pillars for sustainable, impactful, and accountable ministry.</p> <p>7.1.3 Conduct sustainability reviews for each departmental project and programme to assess funding, income generation, and long-term viability.</p> <p>7.1.4 Support departments to develop five-year strategic and operational plans aligned with the Diocesan Strategic Plan.</p> <p>7.1.5 Develop a Diocesan-wide investment model promoting joint resource mobilization and investment ventures under the Diocese.</p> <p>7.1.6 Institute mechanisms to ensure that all departmental work plans, budgets, and priorities align with Diocesan Vision and Strategic Pillars.</p> <p>7.1.7 Develop a policy that integrates departmental reporting cycles into the Diocesan annual planning calendar.</p> <p>7.1.8 Develop and implement performance tracking systems linked to the Diocesan Monitoring, Evaluation, Learning, and Reporting (MELR) framework.</p> <p>7.1.9 Strengthen the reporting mechanism to ensure quarterly performance reports are submitted to the Standing Committee of the Synod (SCOS).</p> | Departmental Committees, Diocesan Secretariat, SCOS, Finance Board | <p>2026 with structured biennial review</p> <p>Biennial</p> <p>Annually</p> <p>2026</p> <p>2026</p> <p>2026 with structured annual review</p> <p>Annually</p> <p>Quarterly</p> |

Institutions Implementation Matrix

| Strategic Focus Area | Initiatives / Key Activities | Key Collaborators / Stakeholders | Timeline |
|-------------------------------------|---|---|----------|
| 7.2.1 Strategic Direction of Impact | <p>7.2.1 Conduct a comprehensive institutional review and categorization.</p> <p>7.2.2 Institute a Sustainability Review Team to engage institutions for strategic insights and direction, evaluating income generation projects, funding sources, and business planning approaches for sustainability.</p> <p>7.2.3 Review and categorize each institution based on its strategic focus—education, economic empowerment, or community outreach—to ensure alignment with the Diocesan Mission and Strategic Pillars.</p> <p>7.2.4 Remodel institutions for relevance, impact, and sustainability based on review findings, ensuring alignment with current needs and Diocesan priorities.</p> | Diocesan Secretariat, Institutional Boards, Review Team, SCOS | |

| Strategic Focus Area | Initiatives / Key Activities | Key Collaborators / Stakeholders | Timeline |
|---|---|---|--------------------------------------|
| 7.2.2 Governance and Sustainability | <p>Institutional Strengthening and Governance – Establish Boards of Management with clear charters and accountability lines; develop a Board evaluation mechanism.</p> <p>Business and Financial Sustainability – Evaluate, remodel, and develop strategic business plans with diversified income streams; create an Investment and Enterprise Support Unit within the Diocese.</p> <p>Integration and Alignment – Develop mechanisms to ensure that institutional missions, budgets, and plans are aligned with the Diocesan Vision and Strategic Pillars.</p> <p>Performance Tracking – Develop and operationalize performance tracking and reporting mechanisms for SCOS intervention and support.</p> | Institutional Boards, Diocesan Finance Board, Investment Committee, SCOS | 2026 with a structured annual review |
| 7.2.3 Capacity Building and Development | <p>Capacity Development – Develop programs and initiatives to strengthen leadership, management, and financial governance skills within institutions.</p> <p>Resource Mobilization and Partnerships – Build structured collaboration mechanisms with government, development partners, and the private sector for joint programs, enterprise support, and sustainability initiatives.</p> | Human Resource Unit, Institutional Heads, Development Partners, Government Agencies, Private Sector | Annually |

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

The implementation and coordination framework of the **ACK Diocese of Nairobi Strategic Plan (2026–2030)** provides the operational roadmap for translating strategic intentions into measurable results. It defines how the Diocese will organize its structures, allocate resources, manage risks, and monitor progress to ensure that the plan's objectives are achieved efficiently and sustainably.

4.2 ACK Diocese of Nairobi - Organizational framework

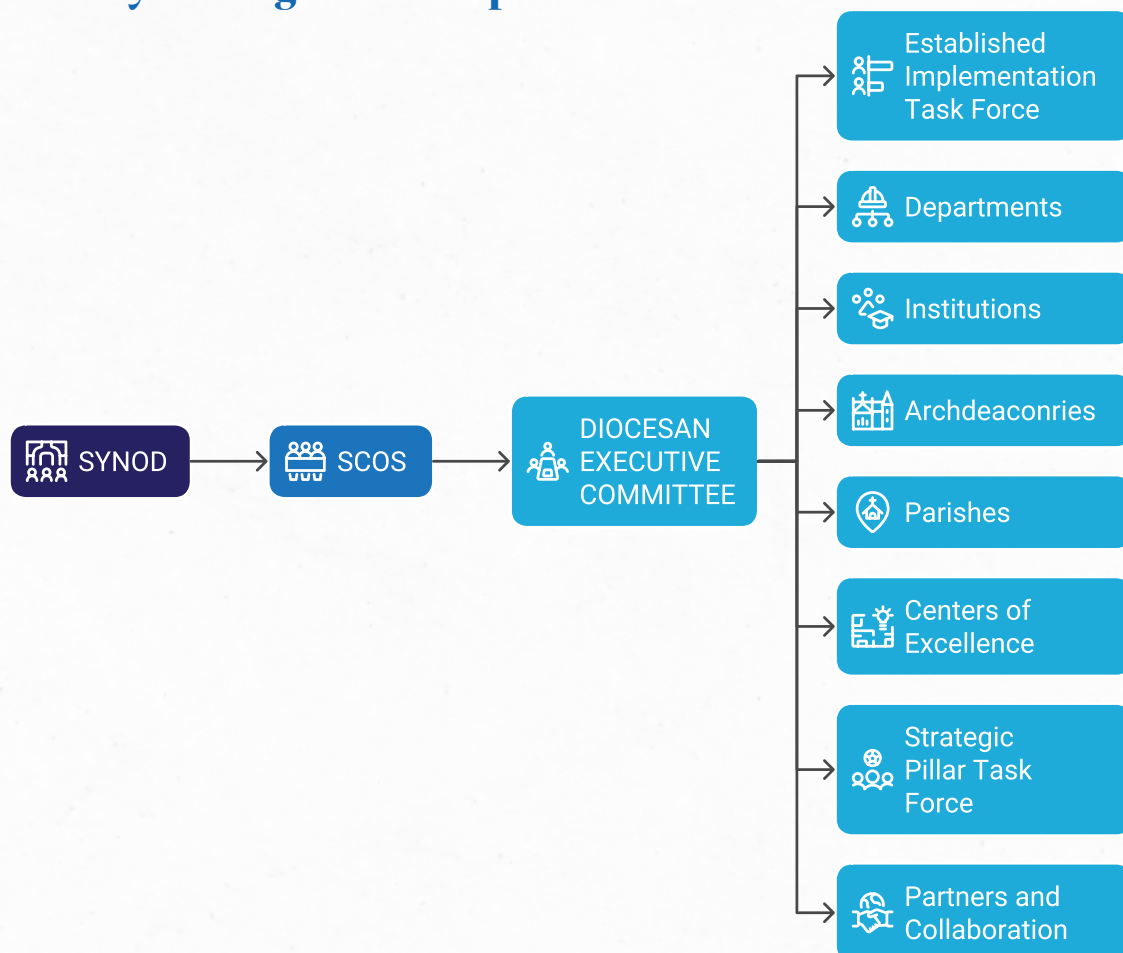
ACK Diocese of Nairobi Ecosystem

The Diocesan ecosystem is designed to facilitate efficient communication, coordination, and accountability. It comprises:

- **The Bishop's Office** – providing spiritual and administrative leadership.
- **The Diocesan Secretariat** – offering operational, legal, and policy support.
- **Boards and Committees** – providing specialized oversight in finance, governance, ICT, education, welfare, and mission.
- **Directorates/Departments and Institutions** – implementing strategic pillars and delivering core ministry programs.
- **Archdeaconries and Parishes** – serving as the primary units of ministry execution and community engagement.

This ecosystem functions through shared leadership, ensuring that decision-making is both decentralized and aligned with Diocesan goals.

4.3 Key Strategic Plan Implementers

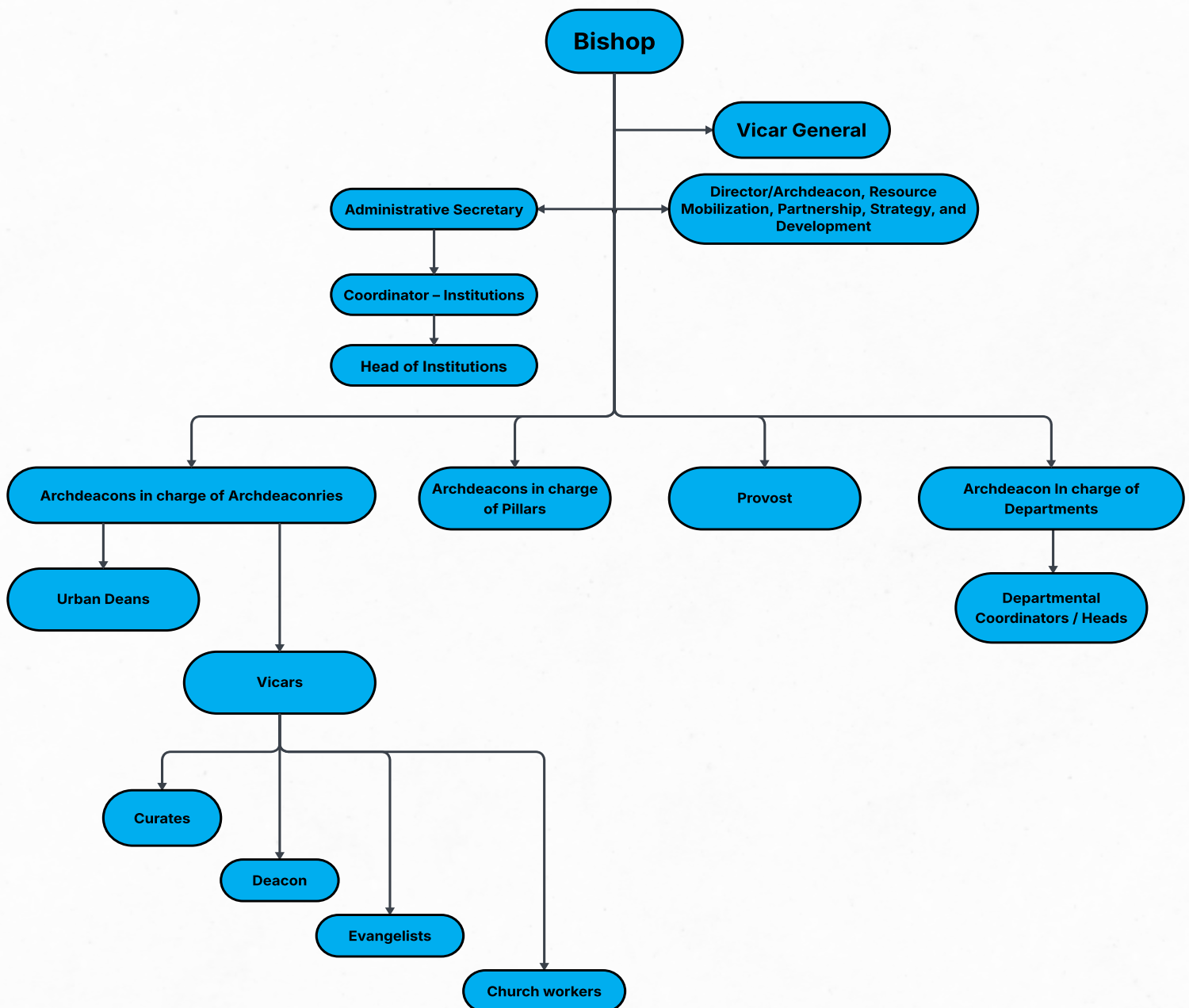


Pastoral Structure

The structure of the ACK Diocese of Nairobi is led by the Diocesan Secretariat, which consists of the Executive Committee elected from the larger Synod. Others in the structure include the Standing Committee of the Synod, various Boards, Diocesan Departments, Institutions, Archdeaconries, Parishes, and Local Congregations. Together, these stakeholders ensure effective governance, coordination, and delivery of pastoral care and mission work across the Diocese. The following are the projections for the planning period:

| | Baseline Year – 2025 | Mid Term – 2028 | End Term – 2030 |
|-----------------------|----------------------|-----------------|-----------------|
| No. of local Churches | 60 | 65 | 70 |
| No. of Parishes | 77 | 80 | 82 |
| No. of Archdeaconries | 11 | 12 | 13 |

4.4 Organizational Structure



4.5 Staff Establishment

The staff establishment defines the structure, capacity, and roles required to deliver the Diocese's mission effectively. It ensures that human resources are strategically aligned with Diocesan priorities through clear staffing frameworks, competency development, and robust performance management systems. This section presents the current staffing levels, identifies existing gaps, and outlines strategies to build and sustain a skilled, motivated, and mission-driven workforce dedicated to impactful ministry and service.

Current Establishment

| Staff | Baseline (2025) | 2030 |
|---|-----------------|------|
| Bishop | 1 | 1 |
| Administrative Staff | | |
| Vicar General | 1 | 1 |
| Administrative Secretary | 1 | 1 |
| Archdeacon – Head of Departments | 1 | 1 |
| Bishop's Chaplain | 1 | 1 |
| Personal Assistant – Bishop | 1 | 1 |
| Finance Manager | 1 | 1 |
| Accountant | 1 | 2 |
| Human Resource Manager | 1 | 1 |
| Departmental Staff | | |
| 1. KAMA | 1 | 3 |
| 2. Mothers' Union | 2 | 5 |
| 3. NDYM | 1 | 2 |
| 4. Children's Ministry | 2 | 3 |
| TEE and Lay Training | 1 | 1 |
| Archdeacons in charge of Archdeaconries | 11 | 13 |
| Archdeacons in charge of the Department and Pillars | 5 | 7 |
| Vicars | 61 | 82 |
| Curates | 59 | 70 |
| Diocesan Evangelists | 12 | 40 |
| Youth Workers | 30 | 50 |
| Children Workers | 10 | 80 |
| Lay readers | 550 | 650 |
| Attached Clergy | 10 | 20 |

4.6 Financial Requirement

Financial resources are a key driver of the Diocese's Strategic Plan. Adequate and well-allocated funding across all pillars will ensure effective implementation, sustainability, and measurable impact through strengthened revenue generation, partnerships, and accountable stewardship. The following is the projected revenue.

Diocesan Secretariat Projected Revenue

| | 2026 | 2027 | 2028 | 2029 | 2030 |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Tithes from Parishes | 98,400,000 | 104,304,000 | 110,562,240 | 117,195,974 | 124,227,733 |
| Rental Income | 2,751,240 | 2,751,240 | 3,026,364 | 3,329,000 | 3,661,900 |
| Investment Income | 7,500,000 | 8,250,000 | 9,075,000 | 9,982,500 | 10,980,750 |
| Dept & institutions Levies | 1,130,000 | 1,243,000 | 1,367,300 | 1,504,030 | 1,654,433 |
| CCK Grant | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Others | 300,000 | 330,000 | 363,000 | 399,300 | 439,230 |
| Annual Diocesan Fundraising | 50,000,000 | 100,000,000 | 110,000,000 | 121,000,000 | 133,100,000 |
| TOTALS | 161,081,240 | 217,878,240 | 235,393,904 | 254,410,804 | 273,409,613 |

Diocesan Pillars Budget

| Strategic Pillars | Expected Budget per pillar in Kenya Shillings | | | | | |
|---|---|--------------------|--------------------|--------------------|--------------------|----------------------|
| | 2026 | 2027 | 2028 | 2029 | 2030 | TOTAL |
| Mission, Evangelism, and Spiritual Growth | 18,510,000 | 18,510,000 | 18,510,000 | 18,510,000 | 18,510,000 | 92,550,000 |
| Welfare, Health, and Well-Being of Clergy and Laity | 4,545,000 | 4,545,000 | 8,545,000 | 4,545,000 | 3,720,000 | 25,900,000 |
| Governance, Leadership, and Policy Development | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 16,000,000 |
| Education, Research, Training, and Advocacy | 38,700,000 | 38,700,000 | 38,700,000 | 38,700,000 | 38,700,000 | 193,500,000 |
| Information, Technology, and Communication | 16,400,000 | 3,500,000 | 2,700,000 | 2,300,000 | 1,100,000 | 26,000,000 |
| Resource Mobilization and Development | 150,000,000 | 155,000,000 | 160,000,000 | 165,000,000 | 170,000,000 | 800,000,000 |
| TOTAL | 231,355,000 | 223,455,000 | 231,655,000 | 232,255,000 | 235,230,000 | 1,153,950,000 |

4.7 Risk Assessment and Mitigation

This presents an overview of the key risks, their likelihood and impact, and mitigation actions identified in the 2026–2030 strategic plan. It provides a concise reference for decision-makers, departmental heads, and parish leaders.

| Risk Category | Likelihood | Impact | Implications for Strategic Plan Implementation and Sustainability | Summary of Mitigation Strategies | Lead Responsibility |
|---------------------------|-------------|--------|---|---|---|
| Governance and Leadership | Medium-High | High | Leadership disputes or weak governance could delay implementation, create institutional instability, and erode stakeholder trust. | Strengthen governance structures, enforce the Diocesan constitution, build leadership capacity, and establish conflict management mechanisms. | Bishop's Office; SCOS; Governance Pillar |
| Financial Sustainability | High | High | Limited income diversity and weak accountability may undermine long-term financial stability and restrict project funding. | Diversify income sources (investments, SACCO, projects), strengthen transparency, and enforce financial controls and audits. | Finance Board; Treasury; Resource Mobilization Pillar |

| Risk Category | Likelihood | Impact | Implications for Strategic Plan Implementation and Sustainability | Summary of Mitigation Strategies | Lead Responsibility |
|----------------------------------|-------------------|---------------|--|--|--|
| Compliance and Legal | Medium | High | Non-compliance can lead to legal disputes, reputational damage, and financial loss, ultimately impacting strategic continuity. | Establish a Legal Advisory Unit, conduct compliance audits, update safeguarding and HR policies, and maintain comprehensive legal records. | Legal Office; HR; Bishop's Office |
| Institutional Capacity | High | Medium-High | Inadequate capacity may slow down implementation, reduce service quality, and weaken organizational performance. | Recruit qualified personnel, digitize core systems, strengthen SOPs, and expand capacity-building programs. | Diocesan Secretary; HR; ICT; M&E Units |
| Technological and Cybersecurity | Medium | High | Cyber threats or weak ICT systems may disrupt data integrity and communication, affecting operational efficiency. | Implement an ICT governance framework, conduct cybersecurity audits, ensure data protection compliance, and provide training to parishes on ICT. | ICT Directorate; AI Ethics Committee; Communications |
| Political and External Influence | Medium | High | Political interference may compromise the Diocese's neutrality, unity, and credibility, hindering partnerships. | Uphold political neutrality, sensitize clergy on political ethics, and maintain structured engagement with the government. | Bishop's Office; Advocacy; Governance Pillar |
| Economic and Environmental | Medium | High | Economic volatility and environmental degradation could reduce giving, impact investments, and threaten parish resilience. | Invest in sustainable ventures, promote creation-care initiatives, and support parishes in their efforts to adapt to climate and economic changes. | Finance Board; Environmental Desk |
| Social and Cultural | High | High | Secularization and social shifts may reduce Church attendance and youth engagement, weakening the impact of the mission. | Strengthen youth and family ministries, mentorship programs, and enhance digital evangelism to reach broader audiences. | Mission & Evangelism; NDYM; Christian Education |
| Communication and Reputational | Medium | High | Poor communication or crisis mismanagement could damage the Diocese's image and reduce stakeholder confidence. | Establish a Communication Directorate, develop crisis communication protocols, and proactively engage the media. | Communications Office; Bishop's Office |

| Risk Category | Likelihood | Impact | Implications for Strategic Plan Implementation and Sustainability | Summary of Mitigation Strategies | Lead Responsibility |
|---------------------------------|------------|--------|---|---|--|
| Monitoring and Evaluation (M&E) | Medium | Medium | Weak M&E systems may limit progress tracking, learning, and evidence-based decision-making, reducing impact. | Allocate 5% of the budget to M&E, train parish focal persons, and conduct regular reviews and evaluations. | M&E Unit; SIC; SCOS |
| Human Resource and Welfare | Medium | High | Low morale or inadequate welfare could reduce clergy effectiveness and retention, affecting service delivery. | Enhance clergy welfare and psychosocial support, conduct regular HR policy reviews, and foster continuous professional development. | HR Office; Welfare Committee; Pastoral Affairs |
| Project Implementation | Medium | High | Weak project management and accountability gaps can lead to cost overruns, delays, and reduced impact. | Strengthen project management frameworks, define accountability lines, and ensure quarterly progress reviews. | SIC; Finance & Development Boards |
| Partnership and Donor Relations | Low-Medium | High | Weak partner confidence or poor coordination could reduce funding and collaborative opportunities. | Establish MoUs with partners, ensure financial transparency, and conduct annual partner review meetings. | Development Office; Finance Board; Bishop's Office |
| Health and Safety | Medium | Medium | Health emergencies (e.g., pandemics) could disrupt worship, operations, and mission activities. | Develop Diocesan health response protocols, promote digital worship platforms, and strengthen parish wellness teams. | Health Ministry; ICT Directorate; Bishop's Office |

4.8 Implementation Framework

The framework emphasizes **collaborative leadership, accountability, and inclusivity**, ensuring that every Diocesan department, institution, archdeaconry, and parish contributes meaningfully to the realization of the vision — “A Christ-centered Diocese sustainably transforming society.”

Annual work plans, financial projections, institutional capacity development, and continuous monitoring and evaluation will guide implementation. The Diocesan Bishop provides overall oversight, supported by the **Standing Committee of the Synod (SCOS)** and the **Strategic Implementation Committee (SIC)**. **The SIC, led by the archdeaconry, is responsible for strategy, leadership, and governance, and** coordinates pillar leads and departmental heads.

CHAPTER FIVE

MONITORING, EVALUATION, ADVISORY, AND LEARNING AND SUSTAINABILITY

5.1 Introduction

Monitoring and Evaluation (M&E) plays a pivotal role in the effective implementation of the Diocese of Nairobi's Strategic Plan (2026–2030). It ensures that progress is systematically tracked, key lessons are captured, and accountability is reinforced across all levels of the Diocese. This framework equips stakeholders with practical tools to monitor outcomes, inform evidence-based decision-making, and translate strategic objectives into measurable impact within parishes, Diocesan institutions, and the broader community.

5.2 Structure and Responsibilities

1. Diocesan Bishop and Standing Committee of Synod (SCOS): Provide overall oversight, accountability, and policy direction.
2. Strategic Implementation Committee (SIC): Coordinate M&E at the Diocesan level, consolidate reports, and prepare progress briefs for leadership.
3. Departments & Institutions: Track program implementation, collect data, and submit quarterly reports to SIC.
4. Parishes & Archdeaconries: Maintain activity registers, monitor parish-level programs, and provide reports upwards to departments.
5. M&E Officer/Team: Provide technical support, manage the central M&E database, and ensure data quality and analysis.

Roles and Responsibilities

| Level / Structure | Key Roles and Responsibilities | Reporting Frequency | Reporting To / Accountability |
|--|---|---------------------------|--|
| Diocesan Bishop and Standing Committee of Synod (SCOS) | Provide overall strategic oversight and accountability for the implementation of the Strategic Plan. Approve Diocesan M&E policies, annual performance reports, and evaluation findings. Ensure strategic decisions are guided by evidence and performance outcomes. | Annual & Mid-term Reviews | Synod |
| Strategic Implementation Committee (SIC) | Coordinate all M&E activities at the Diocesan level. Consolidate quarterly and annual progress reports from departments and institutions. Prepare M&E briefs and submit to the Bishop and SCOS for review and decision-making. Facilitate mid-term and end-term evaluations. | Quarterly & annually | Bishop & SCOS |
| Departments and Institutions | Track program and project implementation against planned outputs and outcomes. Collect and analyze performance data. Submit quarterly reports to the Strategic Implementation Committee (SIC). Use data for adaptive management and continuous improvement. | Quarterly | Strategic Implementation Committee (SIC) |

| Level / Structure | Key Roles and Responsibilities | Reporting Frequency | Reporting To / Accountability |
|-----------------------------|---|---------------------|--|
| Parishes and Archdeaconries | Maintain activity registers and implementation records for all parish and archdeaconry programs. Monitor and document progress, challenges, and success stories. Provide regular reports and updates to respective departments or archdeaconry coordinators. | Monthly & Quarterly | Departmental Coordinators / Archdeacons |
| M&E Officer / Team | Provide technical leadership and coordination for all M&E processes. Manage the Diocesan central M&E database and reporting system. Ensure data quality assurance, verification, and analysis. Build the capacity of departments, archdeaconries, and parishes in M&E practices. | Continuous | Strategic Implementation Committee (SIC) & Bishop's Office |

5.3 Monitoring and Evaluation Committee

The Monitoring and Evaluation (M&E) Committee plays a central role in overseeing the successful implementation of the Diocese's Strategic Plan. It ensures performance aligns with strategic objectives, promotes learning, and reinforces accountability at all levels. The Key role of the committee will be:

1. Provide strategic oversight for all M&E activities aligned with the Diocese's Strategic Plan.
2. Ensure M&E practices are consistent with Diocesan values, policies, and global best practices.
3. Approve M&E plans, tools, and indicators proposed by technical teams.
4. Coordinate M&E efforts across departments, institutions, parishes, and archdeaconries.
5. Facilitate alignment of data collection, reporting timelines, and evaluation processes.
6. Act as the link between implementation teams and the Diocesan Bishop, Standing Committee of Synod (SCOS), and Strategic Implementation Committee (SIC).
7. Review regular performance reports and assess progress against targets and strategic outcomes.
8. Monitor key performance indicators (KPIs) for each strategic pillar.
9. Identify and escalate issues that may hinder implementation or affect quality.
10. Promote a culture of reflection, learning, and continuous improvement across the Diocese.
11. Facilitate the documentation and dissemination of success stories, lessons learned, and case studies.
12. Recommend strategy adjustments based on evidence from M&E reports and reviews.
13. Identify M&E capacity gaps within departments, parishes, and other units.
14. Oversee or facilitate training sessions on data collection, analysis, and reporting.
15. Support the institutionalization of M&E systems, including digital tools and templates.
16. Ensure timely consolidation of reports from departments and parishes for review by the SIC and SCOS.
17. Validate the quality and accuracy of M&E data and ensure reporting transparency.
18. Support external accountability efforts, including reporting to development partners and government agencies.
19. Guide and oversee the Mid-Term Review (MTR) and End-Term Evaluation (ETE) processes.
20. Support the engagement of independent evaluators and ensure the integrity of evaluation findings.
21. Ensure that recommendations from evaluations are incorporated into future strategic plans and annual work plans.

5.4 Tools and Mechanisms

1. Results Framework: Each Strategic Pillar will have clear outcomes, outputs, indicators, and annual targets.
2. Performance Indicators: SMART (Specific, Measurable, Achievable, Relevant, Time-bound) indicators will be used to track progress.
3. Reporting Tools: Standardized reporting templates for parishes, departments, and institutions.
4. Digital Systems: Adoption of ICT platforms for data collection, analysis, and dissemination.
5. Scorecards & Dashboards: Visual tools to track progress and communicate results to stakeholders.

5.5 Reporting and Review Cycles

1. Monthly: Parish and department-level activity reports.
2. Quarterly: Consolidated progress reports submitted to the SIC and shared with SCOS.
3. Bi-Annual: Mid-year review meetings to reflect on progress and challenges.
4. Annual: Comprehensive progress review, with parish and Diocesan-level validation forums.
5. Mid-Term Review (Year 3): Independent assessment to adjust strategies and priorities.
6. End-Term Evaluation (Year 5): Comprehensive evaluation of achievements, challenges, and lessons to inform the next Strategic Plan.

5.6 Learning and Adaptation

1. Establish learning forums (clergy retreats, leaders' summits, youth forums) to share progress and best practices.
2. Encourage cross-parish learning exchanges to replicate successful models.
3. Document case studies of impactful programs for Diocesan and wider Anglican Communion sharing.

5.7 Accountability Framework

1. Internal Accountability: Regular feedback mechanisms to parishes and congregations on progress and use of resources.
2. External Accountability: Transparent reporting to partners, government agencies, and stakeholders.
3. Stewardship Values: All reporting and evaluations will uphold the Diocese's values of integrity, transparency, and responsibility.

5.8 Risks and Mitigation in M&E

Low data quality: Mitigate through training and digital tools.

Limited resources for M&E: Budget allocation of at least 5% of program costs to M&E.

Weak parish compliance: Strengthen through clear guidelines, capacity building, and feedback mechanisms.

5.9 Monitoring and Evaluation Matrix

This Monitoring and Evaluation (M&E) Matrix summarizes key indicators, data sources, review frequency, and responsible offices for tracking the implementation of the Strategic Plan (2026–2030). It serves as a practical guide for evidence-based monitoring, accountability, and learning across all Diocesan strategic pillars.

MONITORING, EVALUATION, ADVISORY & LEARNING (MEAL) LOGFRAME 2026–2030

| Strategic Pillar | Strategic Objective / Outcomes | Key Indicators (KPIs) | Means of Verification / Data Sources | Responsible Entity |
|---|---|--|--|--|
| Mission, Evangelism, and Spiritual Growth | Advance the mission of the Church through evangelism, discipleship, and digital engagement. | % of parishes implementing the Mission & Evangelism Framework No. of new congregations planted No. of youth and children in discipleship programs across the Diocese. % Increase in digital engagement (views, followers, shares) No. of active digital ministry teams | Parish and Archdeaconry reports Mission Department annual reports Social media analytics Training attendance records | Mission Department; Youth Department; ICT & Communications |
| Welfare, Health, and Well-being of Clergy and Laity | Promote the welfare, health, and wholistic well-being of clergy and laity. | % of clergy and laity covered by welfare/insurance schemes No. of wellness and mental health sessions conducted No. of beneficiaries accessing counseling and health services No. of active SACCO members % Of parishes implementing family wellness programs | Welfare and HR reports SACCO performance records Counseling and Health Centre logs Annual welfare review report | HR Department; Health Board; Welfare Committee |
| Governance, Leadership, and Policy Development | Strengthen governance, leadership, and policy frameworks. | Leadership Academy established and operational Number of leaders trained and certified annually Number of policies reviewed or developed % Compliance with Diocesan policy manual % Representation of youth and women in leadership | Leadership Academy records Policy and compliance reports Governance review reports Synod meeting minutes | Bishop's Office; HR Dept; Policy & Governance Committee |
| Education, Training, Research, and Advocacy | Promote excellence in education and strengthen influence through research and advocacy. | Education Department re-established and staffed Number of schools under active Diocesan oversight Number of research and advocacy publications Number of clergy and laypersons trained annually Number of partnerships/MoUs with academic institutions | Education Department annual report Research & Advocacy Directorate reports CPD training records MOUs and partnership agreements | Directorate of Education; Research & Advocacy; HR Dept |
| 5. Information, Technology, and Communication | Strengthen communication, digital engagement, and technology capacity. | Directorate of Communication operational % Of parishes connected to Diocesan ICT systems Number of digital evangelism materials produced Number of AI applications piloted % Improvement in online visibility | ICT Department reports Digital analytics dashboards Parish connectivity survey Annual IT audit reports | ICT Department; Communication Directorate |

| Strategic Pillar | Strategic Objective / Outcomes | Key Indicators (KPIs) | Means of Verification / Data Sources | Responsible Entity |
|---|---|---|---|---|
| 6. Resource Mobilization and Development | Establish sustainable, transparent, and innovative systems for resource mobilization. | % Increase in internally generated income Number of annual fundraising and stewardship events Number of active investment projects Number of partnerships and donors retained Annual growth rate of Diocesan Development Fund (DDF) | Finance & Audit reports Development Office records Investment Board reports DDF financial statements | Finance Board; Development Office; Investment Committee |
| Cross-Cutting / Coordination, Learning, M&E | Strengthen implementation, coordination, learning, and accountability across all pillars. | DSCC established and functional Directorate established Number of joint pillar planning and review meetings % of programs using harmonized M&E tools Number of quarterly M&E reports produced % of lessons integrated into next cycle planning | MEAL Unit reports Strategic Coordination Committee minutes Learning & Knowledge Hub analytics | MEAL Unit; Diocesan Secretariat; Bishop's Office |

5.10 Sustainability in M&E

To ensure the Strategic Plan delivers long-term impact, sustainability principles are embedded in both design and implementation:

1. Financial Sustainability – Diversification of income streams, robust stewardship, and investment in self-sustaining projects.
2. Institutional Sustainability – Strengthening governance, leadership, and policies to ensure continuity beyond individual leaders or planning cycles.
3. Human Capital Sustainability – Balancing between performance and care to ensure rest is taken appropriately, continuous capacity building for clergy, laity, and youth to ensure availability of skilled and motivated human resources.
4. Environmental Sustainability – Integration of creation care initiatives (tree planting, renewable energy, eco-friendly buildings) into Diocesan and parish activities.
5. Social & Mission Sustainability – Deepening discipleship, intergenerational ministry, and community outreach to ensure the Church remains relevant to changing societal needs.

The Diocese will allocate a minimum of 5% of annual program budgets to M&E and sustainability efforts, ensuring that lessons are documented, results are communicated, and resources are managed responsibly.

APPENDIX 1

STANDING COMMITTEE OF SYNOD (SCOS) – 2026

1. The Rt. Rev. Jonathan Kabiru – Bishop Chair
2. Rev. Canon John Maina – Vice Chair
3. Ven. Canon Dr. Peter Maina – Vicar General
4. Ven. Canon Geoffrey Okapisi – Administrative Secretary
5. Mr. Gichira Kibara – Diocesan Chancellor
6. Lay Canon Dr. Norman Kiambi – Treasurer
7. Lay Canon Peter Kinuthia – Finance Chair
8. Rev. Mourice Omondi – Clerical Secretary
9. Mrs. Veronica Marenye – Lay Secretary
10. Ven. Canon Joshua Omungo
11. Ven. Canon Samuel Thubi
12. Ven. Canon Charles Chege
13. Ven. Canon Paul Kariuki
14. Ven. Canon Festus Madere
15. Ven. Canon David Gichore
16. Ven. Dr. Lydia Mwaniki
17. Ven. Dr. Simon Oriedo
18. Very Rev. Canon Samuel Githaiga
19. Ven. Catherine Njogu
20. Ven. Charles Nyingi
21. Ven. Isaac Gathira
22. Ven. Evanson Kamundia
23. Ven. John Anzanya
24. Ven. Elijah Gachunga
25. Lay Canon Francis Wambogo
26. Rev. Canon Philip Mbuthia
27. Mrs. Esther Thaiya
28. Rev. Jack Morris Wachira
29. Rev. Mercy Maina
30. Rev. Joseph Munene
31. Eng. Winnie Cherotich
32. Mr. Jacktone Omoke
33. Mr. John Mwambili

APPENDIX 2

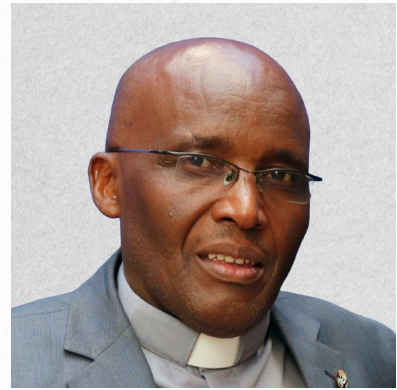
DIOCESAN STRATEGIC PLAN COMMITTEE – 2025



The Rt. Rev. Jonathan Kabiru
Diocesan Bishop



Lay Canon Dr. Norman Kiambi
Chairman SPC / Diocesan Treasurer



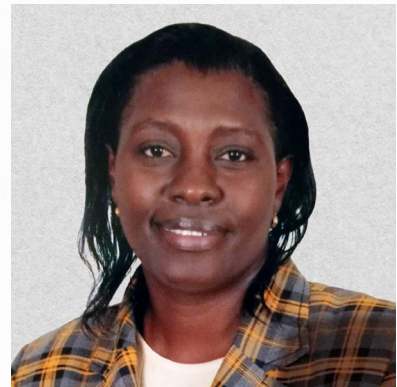
Ven. Canon John Maina
Vice Chair of Synod & Vicar General



Ven. Canon Geoffrey Okapisi
Administrative Secretary



Ven. Maurice Omondi
Clerical Secretary to the Synod



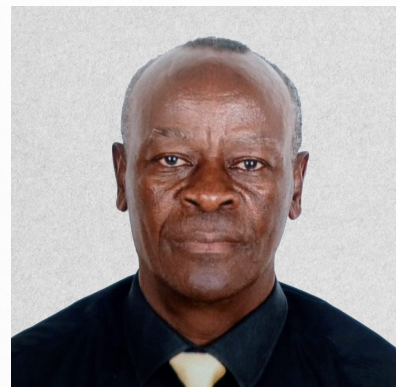
Mrs. Veronica Marenye
Lay Secretary to the Synod



Ven. Canon Festus Madere
Archdeacon in Charge of Governance



Mr. Gichira Kibara
Diocesan Chancellor



Lay Canon Peter Kinuthia
Chair of the Board of Finance



Ven. Canon Dr. Peter Maina
Member



Rev. Hosea Pala
Member



Samuel Munyiri
Member



Dr. Stephen Njoka Nyaga
Member

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ANGLICAN CHURCH OF KENYA
DIOCESE OF NAIROBI

STRATEGIC PLAN

2026-2030
