

GOSPEL PREACHERS CHURCH (GPC),  
KARIBARIBI SUB LOCATION, THIKA LOCATION  
KIAMBU COUNTY.

# GPC Strategic Plan

2015 - 2020

			01/04/15

GOSPEL PREACHERS CHURCH (GPC), P.O. BOX 898, 001000,  
KARIBARIBI SUB LOCATION, THIKA COUNTY, KENYA

## EXECUTIVE SUMMARY

This strategic plan has identified four strategic priorities areas that Gospel Preachers Church (GPC) would like to focus on in the near future (Next 5 years). The Plan forces GPC to make choices around these core priorities in 2015 - 2020 and are:

1. Priority Area 1: Optimize use of church grounds;
2. Priority Area 2: Provide structure to existing community outreach programs;
3. Priority Area 3: Church's Financial Growth and Visibility;
4. Priority Area 4: Set up a Teaching evangelical Institute.

Furthermore, the strategic Plan aims to rally the entire church around a single plan for execution and provides a broad outline on where resources should be allocated. Most of all, the strategic Plan provides the church with a proactive plan for the future that everyone can follow and believe in. This strategic plan is organized into four sections, which are defined by chapter. They are the following:

- Chapter one: covers the introductory aspects of Gospel Preachers Church (GPC).
- Chapter two: gives a contextual overview of the environmental framework of GPC.
- Chapter three: details the strategic priorities and explains the balanced scorecard approach.
- Chapter four: discusses how the strategy is intended to be funded, and raises the assumptions and risks to be considered during the 5 yr strategic plan implementation period.

Gospel Preachers Church is committed to the work of God and the implementation of this Strategic Plan. For we (GPC) know that we have a divine calling to profess and evangelize for the Kingdom of God. We recognize that *"We are Christ's ambassadors; God is making his appeal through us. We speak for Christ when we plead, Come back to God!. For God made Christ, who never sinned, to be the offering for our sin, so that we could be made right with God through Christ."* 2 Corinthians 5:20-21.

Recognizing the reality that foresight is never as clear as hindsight, the strategic Plan is GPC's best effort in envisioning the path it believes God wants it to take. As Christ Ambassadors, we as a church, commit to implementing this strategic plan passionately and diligently.

CHAIRMAN  
GOSPEL PREACHERS CHURCH

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## CHAPTER ONE: INTRODUCTION

### 1.1Background of GPC

Gospel Preachers Church is located in Kiambu County, Thika location, Karibaribi Sub-location and is a member of the Evangelical Alliance of Kenya (EAK). It was started in 1994 by the founding elders of the Church, Mr. and Mrs. Murimi. The Church was initially hosted in the compound of the founding elders, who established the church in direct obedience to God's Word. From these humble beginnings, the church existed as a makeshift structure and ran one service a week on Sundays. As the numbers of congregants grew, the structure was enlarged and was able to introduce mid week prayer and worship services.

As God's favour continued to abound, in 1996, GPC received funding from Samaritan Purse towards purchase of a one acre plot in Karibaribi. The Church moved to its own one acre plot in 1997 in a temporary structure made of timber and iron sheets. In 1999, Gospel Preachers Church was officially registered. By this time, the church had grown in terms of numbers, and owned its own musical instruments and public address system as well as a permanent stone house for the Pastor. GPC has had two different Pastors and the current pastor has been with the church for the last 15 years. It has also had a very vibrant Sunday school run by volunteer teachers as well as an equally vibrant worship team comprising of youth. The church has engaged in numerous evangelical and outreach crusades culminating in the planting of a second church in Gitutha sub-location, Limuru Location, Kiambu County where it owns a quarter acre plot.

GPC can be described as a middle sized church with a congregation of up to 150 people, serving more than three missions/programs. The focus of the programs is on activities (such as those listed below) and also reaches out to the local community. The congregation's sense of belonging comes from joining the programs as well as from worship. Operational decisions are made by the committee of elders (plus the Pastor) and the focus is also extended to include the wider mission activities and engagement with the local community. Leadership is centered on the Pastor and there are a significant number of volunteers. The role of the Pastor is that of Shepherd to the congregation with a coordinating role. GPC has concentrated on five core program/mission areas:

- Widows and orphans program

Under this program, the church has paid school fees for orphans, provides Sunday school facility for the children, supported single family homes with foodstuffs, clothes and met their pressing financial needs. The church also supports Karibaribi Future Hope Children's Orphanage.

- Youth program

The church has engaged the youth in the worship ministry, build a recreational basket ball facility and provided a TV for access to Christian movies. It holds worship services and keshas where the youth are able to attend and enhance their spiritual growth. It has also involved the youth in evangelical missions.

- Community needs program

The church has been engaged in providing clothes and foodstuffs to the needy within the surrounding community, visitations to the sick, elderly and new mothers. It also holds Christmas and Easter celebrations in the church where it provides meals and treats to the surrounding community.

- Spiritual Growth Ministry

The Pastor has been keen on family ministry and has made numerous visitations to the homes of families in the area in addition to the Sunday church services, weekly prayer meetings and monthly keshas. In addition, the Pastor is often called upon to participate and officiate in funeral services, weddings and other family occasions of congregants. The Pastor occasionally preaches on radio (one of the kikuyu stations), is often invited to be a guest speaker at other churches, and also invites other Pastors to the church as well. One of the elders Mrs. Murimi, has been a guest speaker at Mt Kenya University's, (Thika branch) Christian union meetings, amongst other functions.

- Endo Sisters East Africa Support Groups Program

The church has noted that a number of young girls seem to experience very painful monthly cycles. Specifically, one of the church's members suffers from Endometriosis which is also associated with painful and very heavy menstruation. Given the lack of information on the disease, the church thought it necessary to start awareness training and formed Endo (derived from endometriosis) support groups to assist sufferers with

information as well as direct them to medical facilities for diagnosis and treatment. This program also has a biblical foundation as it is based on the woman with the issue of blood as in fact some biblical researchers believe that she too suffered from endometriosis (Mathew 9:20-22). It is indeed a very isolating disease that causes sufferers to be in pain and discomfort for a long time as we see from the story. It is for this reason that the support groups are based on Christian counseling and are intended to give women hope of God's goodness and power, in addition to sharing experiences and linking sufferers to medical experts on the disease. The Program primarily aims to target university girls who are at the age where symptoms of the disease have started to manifest. These girls are also at an age where they are looking for life partners to start families and obtaining an early diagnosis is critical as the disease is one of the major causes of infertility amongst women.

## 1.2 The Goal of Gospel Preachers Church

GPC aims to be an effective and healthy church<sup>1</sup> that remains to be continuously relevant to the needs of the society. In this respect, GPC has purposed to achieve the following eight attributes in keeping with the essential qualities of 21<sup>st</sup> Century healthy churches. These are: Empowering leadership; Gift-Oriented Ministry; Passionate Spirituality; Functional Structures; Inspiring Worship Services; Holistic Small Groups; Need Oriented Evangelism; and Loving Relationships. The overall goal of Gospel Preachers Church is to foster an environment that enables the congregation to achieve a closer personal relationship with Christ through worship experiences that invoke the presence of the Lord. This outcome is encompassed in the following scriptural verses

*“But the time is coming, indeed it is here now!, when true worshippers will worship the Father in Spirit and in truth. The Father is looking for those who will worship him that way. For God is spirit, so those who worship him must worship him in spirit and in truth.” John 4: 23-24.*

Through this, GPC aims to:

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<sup>1</sup> Christian Shwarz, author of Natural Church Development: A guide to eight essential qualities of a healthy church

- ✓ Craft services, events and activities that first honour God and powerfully bring people into his presence.
- ✓ Attract, nurture and grow new church members who have a yearning to build a closer relationship to Christ.
- ✓ Provide a consistent environment for praise and worship that will enable the congregation to have a spirit led experience in church.
- ✓ Run programs that are a testimony to the heart and love of God for his people.

### 1.3 Vision Statement

GPC's vision statement is **a fellowship founded on God's love that seeks to demonstrate the goodness and faithfulness of the Lord Jesus Christ to all for his glory.**

Gospel Preachers Church aims to be a church that not only provides spiritual nourishment but meets physical needs and is a solace and refuge for people wishing to experience God's everlasting love. This vision statement is based on Philippians 1:1-6

*“Paul and Timothy, bondservants of Jesus Christ, to all the saints in Christ Jesus who are in Philippi, with the bishops and deacons: Grace to you and peace from God our Father and the Lord Jesus Christ. I thank my God upon every remembrance of you, always in every prayer of mine making request for you all with joy, for your fellowship in the gospel from the first day until now, being confident of this very thing, that he who has begun a good work in you will complete it until the day of Jesus Christ”.*

### 1.4 The Mission Statement

The mission statement of GPC is **GPC exists to preach the undiluted Gospel of our Lord Jesus Christ the Son of God, His virgin birth, His death on the cross, His burial in the grave, His resurrection on the third day, His ascension to heaven and his imminent return to earth.**

Gospel Preachers church purposes to be a church that preaches the undiluted Gospel of our Lord Jesus Christ the son of God in accordance with his word in the holy Bible. The mission statement is based on Mathew 28:19-20 which instructs every born again believer to

*“Therefore go and make disciples of all nations, baptizing them in the name of the Father, the Son and the Holy Spirit and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age”.*

## **1.5 The Core Values of GPC**

Underpinning GPC’s vision and mission are its basic values which guide what GPC does and how it does it. GPC seeks to be truthful, honest and committed in all it does. These are illustrated as follows:

- Truth: The church is based on the absolute truth in accordance with the holy Bible. In this respect the church believes in:
  - The Trinity: The Father, the Son and the Holy Spirit
  - God’s people are called to share the good news of Jesus Christ
  - The eternal truth of God never changes: it is the same yesterday, today and forever.
- Honesty: The church’s actions will be driven on principles of honesty and integrity. The church will aim to work in goodwill and accountability to its congregants and community. In this respect, the church is accountable:
  - For who we are, our actions, and our words (Be genuine)
  - To our congregants, beneficiaries, partners, donors and wider stakeholders (Be open)
  - In encouraging trust (Model confidentiality)
- Committed: The church will ensure that it diligently sticks to the Bible as the sole reference on the word of God. In this respect, the church is committed to:
  - To supporting God’s people to the extent possible
  - To excellence in all that we do
  - To enhancing worth and dignity of God’s people

## **1.6 The Purpose of the strategic Plan**

*“The wisdom of the prudent is to give thought to their ways”* Proverbs 14:8. Based on this scripture, the purpose of this strategic Plan is:

- Enhance GPC’s spiritual Growth and Development opportunities.

- Ensure economic growth and financial responsibility ;
- Enhance the church's visibility to all members, stakeholders and partners as well as communicate its strategic priorities across East Africa.
- Improve relations and programs effectiveness and outreach.
- Identify from a Biblical and practical way, GPC's strengths and challenges.
- Provide a mandate and clear guidelines for the Church's development over 2015 – 2020.
- Provides a framework for action and implementation on the key priorities of the church.

## **CHAPTER TWO: GPC CHURCH ENVIRONMENTAL FRAMEWORK**

### **2.1 Environmental Scan**

An environmental scan typically consists of a review and analysis of the current social, economic, technological, political and philosophical environments in order to determine key trends that an organization needs to consider when developing its vision and strategy towards achieving its vision and mission. Below are the findings and emerging trends from the environmental scan undertaken by Gospel Preachers Church.

#### **2.1.1 Social Environment**

GPC is located in an upcountry area that is full of coffee estates. These coffee estates hire many farm hands and workers. These workers form a majority of the congregation of GPC. Most of them are low level workers, with minimal education, and largely coming from very poor backgrounds. Their social needs are really basic needs and they place very high reliance on the church to meet their physical needs. Many of them come from disjointed and single parent homes. Their participation in the church is largely determined by their work hours on the coffee estates and other social responsibilities like fetching water and cooking. There is a large group of orphans and widows in the area largely due to diseases such as cancer and HIV. Given that the community is so needy, there is need that the ministry of GPC should largely focus on expressing and demonstrating God's love. Hence, the programs identified in this strategic Plan comprising of: targeting widows and orphans; focus on the youth and; community assistance through donations of clothes and home visitations; etc is critical in reaching the congregants and attracting members to the church.

#### **2.1.2 Technological Environment**

Telecommunications has become increasingly necessary. There is increased use of cell phones, computers/lap tops, tablets, televisions, websites, e-mail, use of social networking sites such as Facebook, Skype and LinkedIn. Technology is contributing significantly to time management,

lower commuting costs, increased interactions with a larger number of people, and providing employment for young people who are able to keep up with the ever changing technology. There is therefore a real need to have a computer hub where the youth can learn how to use computers, access their emails and visit social sites and surf the net. There is also need in addition to TVs for news, to have a DVD player so the youth can watch Christian films, have bible study and be able to socially interact with each other.

### **2.1.3 Economic Environment**

The difficult economic environment in the country has made it very difficult for new businesses to thrive, for increase in new foreign investments and for old businesses to expand resulting in large numbers of unemployment. Also of importance, is the negative impact of global warming on the natural environment resulting in droughts, fires and other natural disasters that increase economic cost of doing business. This is particularly seen with the availability of limited jobs in knowledge based sectors such as information technology, legal work, quantity surveying, engineering, architectural, marketing, accounting. On the other hand, blue collar jobs such as those in farming and other resource sectors such as quarry mining are on the decline. In particular, within Kiambu County, a lot of land formerly used for coffee farming, has now been converted into real estate housing projects which has been found to be a more lucrative use of the land. This has resulted in a lot of unemployment for many youth and women who are often used as cheap farm labour. Also, the national need to address government deficits and project debt e.g. construction of Thika Highway and rural electrification projects could compromise the viability of any public services, social programs and public sector jobs currently available to the residents of the area. For GPC, there is the real risk that congregants may migrate at any time due to retrenchment/ work unavailability and general better living prospects.

### **2.1.4 Political Environment**

Since the inception of the County governments in 2013, it was expected that the county governments would aid in the development of rural areas through provision of health services, schools, community centers, roads, etc. However, these county governments have come with increased fees and taxes for their citizens. Trust in elected officials is continually undermined by scandals of politicians swindling money or in their personal lives weakening public confidence

in government generally. Fears of insecurity (muggings, abductions and murders) are also rampant within the county though at a different magnitude from those counties in the north which are often plagued by insecurity caused by terrorists. In addition, the cost of living continues to outpace earning power of the citizens resulting in a lot of unrest and dissatisfaction amongst citizens of the county.

### **2.1.5 Philosophical Environment**

Global Studies show, that the role of the church in people's lives is steadily declining. According to a survey conducted in Kenyan, 60% of the Christians are catholic and the other 40% are Protestants, evangelicals, Baptists and other mainline ones such as Seventh Dayers and Jehovahs Witnesses. Other religions are Islam, Hinduism and to some very limited extent Baha'ism and Buddism.

Even those who call themselves Christians do not necessarily uphold traditional Christian beliefs. USA Today reported on a survey that found 52% of American Christians believe that eternal life is not exclusively for those who accept Jesus Christ as their Savior. Further, another survey showed that people were not necessarily against Christian theology but the way people do church.<sup>2</sup> They found the following reasons why church attendance was low:

- a. There is no value in attending (74%)
- b. Churches have too many problems (61%)
- c. People do not have the time (48%)
- d. People are simply not interested (42%)
- e. Churches ask for money too frequently (40%)
- f. Church services are usually boring (36%)
- g. Christian churches hold no relevance for the way people live (34%)
- h. People do not believe in God or are unsure that he exists (12%)

From this survey, it seems there are many similarities that might also apply to GPC's local context. There is therefore a lot more effort required in drawing and keeping believers in church

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<sup>2</sup> James White, *Rethinking the Church*, (Grand Rapids: Baker Books, 1997, 2003), 24. The survey was performed by the Barna Research Group, Glendale, Calif

particularly the youth who are so impressionable and with the economy being the way it is. However, in adhering to the eight qualities of a healthy church, GPC believes it can mitigate most of the challenges captioned above.

## 2.2 SWOT Analysis

The aim of a SWOT Analysis is to identify key internal and external factors that are important to GPC's achievement of its missions and vision. These are described as:

- i. Internal Factors: The strengths and weaknesses internal to GPC.
- ii. External Factors: The opportunities and threats presented by external environment of GPC.

### 2.2.1 SWOT Analysis Table

STRENGTHS (S)	WEAKNESSES (W)
<ol style="list-style-type: none"> <li>1. GPC operate from its own premises.</li> <li>2. GPC has planted a church in Limuru, Kiambu County on own premises.</li> <li>3. Congregation comprises of people from the area (Home grown).</li> <li>4. Have a strong vision, mission and 5 year strategic plan.</li> <li>5. Have housing for Pastor that is owned by GPC.</li> <li>6. Open, accepting of people searching for God.</li> <li>7. Supports Karibaribi Future Hope children's home provides general community with clothes and foodstuffs.</li> <li>8. Recreational facility for youth (Basket ball court).</li> <li>9. Have a vibrant Sunday school ministry for the children.</li> <li>10. Have been in existence for over 20 years.</li> </ol>	<ol style="list-style-type: none"> <li>1. Have only one full time employee who is the Pastor and the rest are on volunteer basis.</li> <li>2. Lack of adequate and steady funding for the Church's growth and programs.</li> <li>3. The congregants are low level farm workers who have little earnings and time to help grow the church and its programs.</li> <li>4. Lack of internet presence and visibility in the community.</li> <li>5. Lack of succession planning, training, mentoring.</li> <li>6. Lack of adequate recreational facilities to attract youth.</li> <li>7. Lack of enough volunteers to assist in unpaid ministry/program work.</li> </ol>
OPPORTUNITIES (O)	THREATS (T)

<ol style="list-style-type: none"> <li>1. GPC is located in an area that is fast growing in terms of population.</li> <li>2. Developing a teaching Institute to serve the surrounding local pastors and community.</li> <li>3. To partner with an organization or consultants working in the same program areas as those done by GPC.</li> <li>4. To affiliate with an international church for greater ministry effect.</li> <li>5. Community looking towards church for economic support due to poverty and low government support.</li> </ol>	<ol style="list-style-type: none"> <li>1. New people/institutions coming to the area may bring outside influence that is not necessarily positive.</li> <li>2. Government tightening of church regulations and general oversight compliance procedures particularly if they are in favour of big churches.</li> <li>3. Difficulty in church planting due to lack of resources, negative societal attitude to churches, oversight management challenges, etc.</li> <li>4. Large number of small churches within small geographical area all trying to corner the same market.</li> </ol>
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## CHAPTER THREE: STRATEGIC APPROACH AND STRATEGIC PRIORITIES

### 3.1. The Balanced Score card Approach

The approach that has been adopted in the drafting of this strategic plan is the Balanced Scorecard Approach.<sup>3</sup> The Balanced Scorecard is both a management system and change framework. It is particularly useful for organizations that have strategic alliances or many stakeholder interests and involvement to ensure that it more fully integrates member/partner roles and responsibilities for strategy implementation. The Balanced Scorecard approach is favored as it achieves the following:

- Translates the strategy to operational terms;
- Aligns the church to the strategy;
- Make strategy an everyday concern for the church;
- Make strategy a continual process; and
- Mobilize change through focused leadership.

The heart of the balanced scorecard is a framework of four major categories or perspectives for strategy implementation. These are namely: the financial perspective, the stakeholder

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<sup>3</sup> Kaplan, R.S. and Norton, D.P. 1996. *The Balanced Scorecard*. Boston: Harvard Business School Press.

perspective, the internal business perspective and the learning and organizational growth/development perspective. The perspectives ask the following questions:

- a. **Mission Perspective:** In achieving GPC's vision, it addresses the question, what critical issues should it focus on?
- b. **Financial Perspective:** If GPC achieves successes, how will it look to its financial donors?
- c. **Stakeholder Perspective:** To achieve GPC's mission, how must it be perceived by its members, partners and donors?
- d. **Internal Business Process Perspective:** To satisfy GPC's members, partners, donors and mission, what business processes must it excel at?
- e. **Learning and Growth Perspective:** To achieve GPC's mission, how must our congregants learn and improve?

Specifically, the Balanced Scorecard implementation process follows the following methodology:

- Clarify and translate vision and strategy;
- Communicate and link strategic objectives and measures;
- Plan, set targets and align strategic initiatives; and
- Enhance strategic feedback and learning.

Organizations using the balanced scorecard approach do not have to rely on short-term financial measures as the sole indicators of an organization's performance. The scorecard has three other measures or perspectives that separately and in combination, contribute to linking long-term strategic objectives with short-term actions. Used this way, the balanced scorecard addresses a serious deficiency in traditional management systems. This is their inability to link an organization's long-term strategy with its short-term actions.

## **3.2 The Strategy**

A strategy is the process that determines how an organization will accomplish its mission. For GPC, the strategy is a biblical strategic tool that provides guidance for the operational and strategic decisions that affect the daily direction of the church. For GPC, having a strategy in place is important because it:

- Helps the church accomplish both the biblical mission and vision that God has set.
- Helps everyone understand why the church focuses on particular programs and how they align to the church's mission and vision.
- Properly invests the time, talents and treasures of God's people into one common direction.
- Provides a spiritual road map to the congregants in terms of what areas they can serve in within the church as part of their acts of service.
- Further, GPC recognizes that:
  - Strategic planning makes a difference in the church's overall effectiveness.
  - Strategic planning helps a church to understand who it is, where it is going, and how it will get there.
  - Strategic planning is the key to long-term survival of the church. To survive, churches must change and adapt their ministry methods, using strategic planning as their vehicle.

## **3.3 Strategic Priority Areas**

There are four strategic priority areas that will be focused on by GPC. These are:

5. Priority Area 1: Optimize use of church grounds;
6. Priority Area 2: Provide structure to existing community outreach programs;
7. Priority Area 3: Church's Financial Growth and Visibility.
8. Priority Area 4: Set up a Teaching evangelical Institute.

### **3.3.1 GPC's Specific Goals, Objectives and Activities**

In relation to GPC's overall strategy, the strategic priority areas are categorized in accordance with the four balanced scorecard perspectives. These strategic priority areas (Key result areas)

also contain the specific objectives, goals and associated activities. They are described as follows:

### **Strategic Priority Area 1: Optimize use of church grounds (Internal Business Perspective)**

**Specific Goal:** To utilize and maximize the use of the grounds of the church in the most optimal and cost effective manner towards services and programs that help congregants succeed in all walks of life.

#### **Scriptural Text:**

*“For I know the plans that I have for you, says the Lord. They are plans for good and not for evil, to give you a future and a hope.”* Jeremiah 29:11.

#### **Specific Objectives**

- Build a permanent church structure that will also cater for the evangelical institute.
- Construct a borehole on the church grounds to ensure sustainability of water supply.
- Build a perimeter wall for church in order to enhance the security of the church.

#### **Activities**

- Develop a master plan for the new structure and seek resources for its development.
- Plan out the process of borehole drilling and seek resources for its development.
- Source for cheaper materials for all construction inclusive of the church and perimeter wall.

### **Strategic Priority Area 2: Provide Structure to Existing Community Outreach programs (Stakeholder Perspective)**

**Specific Goal:** To meet the material and spiritual needs of the people within the community and, to consciously address the special needs of children and youth who are the future of the church.

#### **Scriptural Text:**

*“For I was hungry, and you fed me. I was thirsty, and you gave me a drink. I was a stranger, and you invited me into your home. I was naked, and you gave me clothing. I was sick and you cared for me. I was in prison, and you visited me.”* Mathew 25: 35-36.

#### **Specific objectives**

The Five Programs for GPC are the following:

- **Spiritual Growth Program:** Create forums for continuous spiritual nourishment of the congregation to ensure that they continue to grow in the Word of God.
- **Community Outreach Program:** Actively spread the Gospel of Jesus Christ by taking the hope and healing of the church through community outreach targeted at meeting physical needs and spiritual needs.
- **Widows and Orphans Program:** Minister to vulnerable groups such as widows and orphans.
- **Youth program:** Formalize the youth program and social outreach activities.
- **Endo Sisters East Africa Support Group:** Conduct training awareness and set-up a support Groups based on Christian counseling for women suffering from endometriosis across East Africa.

### **Activities**

- Ensure that adequate opportunities and forums are created to provide congregants for opportunities for growth in their walk with the Lord. These include Bible study Forums, Keshas, Praise and Worship, Prayer days, collective fasting, etc in addition to the main church service held on Sundays.
- Provide set structures for the programs in terms of developing program guidelines, ascertaining scope, monitoring and evaluating implementation processes.
- Develop food banks, shelter and clothes distribution networks to the extent possible.
- Provide encouragement and counseling services, prayer hotlines and visitation to the sick and elderly who are home bound or hospitalized.
- Ministering specifically to the needs of orphaned children and widows.
- Incorporating interesting activities for the youth that they like to engage in such as sports facilities, computer training facilities, video watching sessions, music ministry and bible study discussion sessions.
- Outsource the awareness training and management of the Endo Sisters East Africa Support Group to DMR Consultants who have knowledge on endometriosis as well as experience in training.

- DMR Consultants is also tasked with partnering with appropriate personnel with medical backgrounds, medical institutions such as Kenya Obstetrical and Gynecological Society, as well as Christian counselors on the program.
- DMR Consultants also have the mandate to help source for funding from donors and well wishers for the said program on behalf of the church.

### **Strategic Priority Area 3: Church's Financial growth and Visibility (Financial Perspective)**

**Specific Goal:** To generate and manage finances optimally and effectively with the objective of fulfilling the spiritual priority that God has given us to live a sacrificial life and manage the resources he has entrusted us with well.

#### **Scriptural Text:**

*“If your gift is serving others, serve them well. If you are a teacher, teach well. If your gift is to encourage others, be encouraging. If it is giving, give generously. If God has given you leadership ability, take the responsibility seriously. And if you have a gift for showing kindness to others, do it gladly”.* Romans 12:7-8.

#### **Specific Objectives**

- Broaden congregants understanding of the spirituality of stewardship as central to the Christian faith inclusive of the gifts of time, talents and treasures.
- Determine the required inputs in terms of decisions, efforts, and the finance required to progress from the current status to the desired status.
- Design strategies for Resource Mobilization that also takes into consideration the concerns relating to self development projects and sustainability.
- Approach key donors with similar community outreach programs for financial support.
- Seek partnerships with existing churches or church networks for program work.
- Establish a website for GPC that will be used as a fundraising marketing tool that is accessible by the world.

#### **Activities**

- Approach and encourage partners and donors to create a basket fund for individual programs which can enable programs to run effectively over multiple years.

- Solicit funding beyond traditional church donors and extend it to organizations that have either similar programs or existing Community Social Responsibility (CSR) Programs.
- Develop a Teaching strategy that aims at revenue generation through a well-targeted and regulated commercially viable evangelical institute based on the in-house capacity of GPC.
- Ensure visibility of GPC through development of an informative website and development of comprehensive communication tool such as the GPC Strategic Plan.
- Identify a resource person to write proposals to different donors and churches seeking financial support.

#### **Strategic Priority Area 4: Set up a Teaching evangelical Institute (*Learning and Growth perspective*)**

**Specific goal:** To set up an evangelical institute for local pastors, church elders, and others within the community offering seminars, workshops, forums and refresher courses by 2020. The Institute aims to instill in the hearts and minds of participants the desire to love the Bible, be regular readers of the Bible and live by the Bible's teachings.

#### **Scriptural Text:**

*"Work hard so that you can present yourself to God and receive his approval. Be a good worker, one who does not need to be ashamed and who correctly explains the word of truth."* 2 Timothy 2:15

#### **Specific objectives**

- Enhance Bible literacy and challenge congregants/community to develop a reliance on the Holy Spirit and the Bible.
- Build the capacity of local pastors by offering refresher courses in order to maintain innovation and consistency in instruction.
- Establish youth workshops to help them in their Christian growth.
- Establish prayer forums for women that provide guidance on prayer over their families.

#### **Activities**

- Identify resource personnel that can be used at the evangelical institute for teaching.
- Develop the scope of topics and issues that will be discussed or that require youth and women being given guidance on.

- Develop set courses that local pastors can take as refresher courses. Seek affiliation with one of the Christian organizations offering such courses to enhance credibility of training.
- Identify topical Christian seminar topical that will be of benefit to the congregants/community.
- Within GPC, identify someone to take the lead in managing this process.

### **3.4 Guidelines for Implementation of the Strategic Plan**

It is envisioned that this strategic Plan will be implemented over the next five years running from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2020. A strategic Planning Coordinator together with the Church's board will be tasked with spearheading the strategic Plan implementation process. However, this strategic Plan is a living document in the sense that it is not inflexible and unchanging where circumstances may require it to be. During the implementation process of the strategy, should it come to pass that something is no longer implementable due to unforeseen circumstances or change in circumstances, then the strategy can be amended as needed through the Church's Board.

Secondly, within the four strategic priority areas, the church may call for extra emphasis on the implementation of one or the other of the priorities particularly as determined by funding availability. This means then that the church maintains the flexibility of not implementing all the four priorities co-currently.

The fact that the strategy does not focus on all the church ministries (actual or potential) does not mean that they or it is an unimportant activity or that the said activity will no longer be a core activity. On the contrary, some of the activities such as church planting are spiritually discerned through fasting, prayers, consultation and research and can only be acted on as and when directed by the Holy Spirit.

Finally, the Strategic Plan is not “cast in stone”, but would continuously be subjected to the Sovereign direction of our Lord Jesus Christ as well as ongoing evaluation so that it can be adjusted as required to achieve success.

## **CHAPTER FOUR: FUNDING THE STRATEGY**

### **4.1 Operational Strategies for Resource Mobilization**

Listed below are several strategies that GPC is considering for resource mobilization from donors and well wishers. They are the following<sup>4</sup> three strategies:

#### **i. Full Cost Recovery Strategy**

Under this strategy, GPC manages its programs and services so that it financially breaks even, providing as much service as the finances on hand allow. GPC also operates in an economical, efficient and effective manner that tends to stretch the resources at hand. Examples of stretching initiatives include: increasing staff workloads, increasing use of part-time or volunteer staff, reducing non essential recurring expenditure such as some kinds of supplies. The beauty of this strategy is that GPC remains within budget, with the little or much that it has.

#### **ii. Usage Maximization Strategy**

Under this strategy, GPC works to serve the highest number of beneficiaries of its services. This strategy involves a serious outreach drive to increase visibility of GPC beyond Kiambu county or country (Kenya) to create awareness on support services, as well as to obtain donor support for running programs. The launch of a new strategic plan

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<sup>4</sup> Kotler, Philip. Strategic Marketing for Nonprofit organizations.

can be rallied to obtain new partner interest. Also, the Endo Sisters East Africa Support Group Program which targets women across East Africa is a serious outreach initiative aimed at supporting women across East Africa. The beauty of this strategy, in addition to helping many women, is that it can be used to position GPC as a funding recipient for program activities by various organizations, churches and donors.

### **iii. Usage targeting Strategy**

Under this strategy, GPC provides services in a manner that encourages serving a specific type of beneficiary. This strategy is used to address unmet needs of specific populations or to cover the costs associated with providing services for these specific populations. The beauty of this overall strategy is that it attracts donors who focus on such program areas which consequently enhances funding for these programs. Good examples are the Widows and Orphans Program as well as the Youth Program.

## **4.2 Risks and Assumptions**

The ability of GPC to coordinate the implementation of the proposed activities may, on the one hand, be affected by external uncertainties over Partner/Donor policies relating to funding support. The risk of donor-dependence poses a serious threat to the integrity of the Church as a whole, especially considering that by itself, GPC lacks the capacity to fund its activities.

Secondly, the degree and quality of cooperation and collaboration among its congregants, and their willingness to take an active part in its program work, may also pose a risk to GPC.

Thirdly, the continued lack of capacity at the GPC office, to carry out the critical functions of coordination and management of the planned activities, will pose an equally serious risk to the integrity of the collective work of the Church. However, outsourcing the management of the Endo sisters program East Africa is a good and workable alternative.

Fourthly, while the Church may undertake some initiative towards enhancing internally generated funds, the fact remains that it would have to depend on external sources of funding to keep it in existence and to enable it more effectively coordinate and manage the work of the Church.

Finally, this strategic plan assumes that the political environment within the county will not change to an extent that obviates the need for the work and role of churches such as GPC within the community. It assumes that the legitimacy of its Programs aimed at meeting the spiritual and material needs of the wider community; will continue to be much needed functions.

## **APPENDIX**

**BALANCED SCORECARD TEMPLATE (ACTION PLAN FOR PERFORMANCE MEASUREMENT)**

Perspective	Party/ies Responsible	Operating Objectives	Key Performance Indicators	Targets (key Result areas)	Activities/Initiatives	Time Frame (Yr 1)	Expenses (Yr 1)
Learning & Growth perspective							
Internal Business Process Perspective							
Stakeholders Perspective							
Financial Perspective							