



**PRESBYTERIAN CHURCH
OF EAST AFRICA
DR ARTHUR PARISH**

**STRATEGIC
PLAN
2023-2028**

**Church Motto: Isaiah 60:3
The Church Where Everybody Is Valued.**

P.C.E.A DR. ARTHUR PARISH
STRATEGIC PLAN 2023-2028
APPROVAL AND SEAL



DATE

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DATE

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SEAL

ACKNOWLEDGEMENTS

Receive Christian greetings in Jesus name

We are in a very life changing moments of Dr. Arthur parish where history and the future of the church are set apart through the well thought idea of strategic plan.

Having come from past where our energies, strength, resources were not harnessed and concentrated and any results for our efforts were good for us, there is no any other better times for the strategic plan than now. Where we will have a partnered way of achieving measurable results and putting our every available resources, time, opportunities into rightful use as good and faithful stewards.

This is a huge milestone towards the future growth of the church for a systematic way of doing everything that has been developed, whereby results expected in every area of objectives are almost guaranteed towards the vision of the church. This is guided by the mission statement and kept in check through the core values of the organization.

We now have the manual script to run the engine. This is a progressive stimulus package to catapult our parish to greater height. My prayer to all key players i.e. Elders, deacons, group leaders and members at large is to adhere to the set guidelines of this document so that we live, work, serve to the spirit of it and I know by the grace of the lord come 2028 we shall realize major steps walking in the great glory of the later church.

Much appreciation to the various dedicated teams who have worked tirelessly to come out with the document within the set timeline led by our able patron and moderator Rev .Eliud Kirira.

God bless Dr. Arthur parish

Elder Laban Wambugu Kariuki

Session Clerk

PREFACE

Organizations are today facing a myriad of challenges in their pursuit of their visions. More often than not, the major cause is lack of alignment of organizational structures (management, physical and financial) with their vision and mission. This alignment like any other endeavor, doesn't just happen. It requires a serious and time consuming effort to develop a proper plan and to populate it with the best prepared resources available. This plan is the Strategic Plan. This document prepared by and for the church as an organization is the culmination of a long journey. The journey entailed analyzing the current state, defining the desired future, considering both internal and external factors that may aid or hinder the church from achieving its objectives. After considering alternative strategies, the best that were thought to offer the best chances to the church to achieve its goal were chosen. A clear implementation, evaluation and key performance indicators matrix was then drawn.

The strategic planning process started with the training of top leadership. It required the top-down development of an organization-wide culture, complete with the practices that are necessary to carry out the church's mission. The plan will help the church to understand the structure and the systems associated with the current performance and appropriately invest in the physical and human capital to effectively execute its core mission. This will be achieved through identifying and involvement of the available skills, physical facilities and application of modern technology, using the accepted practices.

The success of the plan requires commitment, leadership, resources, skills, practices, and tools. And all of this must be brought into an environment that recognizes the importance of strategic planning as a means of achieving the church's mission. We hope that you will find this plan to be a useful guide in achieving these goals. The plan reflects our belief that the church can benefit from a conscious, systematic approach to understanding how the leadership vision, values, skills, and motivations match up with their organizational and personal realities. Our hope is to help the church move out of states of drift and into confident action, which will result in progressive and sustainable change supported by all stakeholders.

Rev Eliud K. Kirira

Parish Minister

MESSAGE BY CHAIR – STRATEGIC PLANNING COMMITTEE

FOREWARD

This year marks an important milestone in our parish, we are coming up with 2023-2028 strategic plan for DR. ARTHUR PARISH. The development of this strategic plan has been necessitated by the need to take stock of the current situation at Dr. Arthur parish, identify its strengths and weaknesses, Opportunities and threats that either hinder or provide avenues toward the achievements of the core objectives of our parish. Furthermore, we seek to develop a five year blue-print that outlines the achievement targets while taking into account the current and foreseeable church challenges and priorities.

It is my desire, therefore, that in line with our strategic goal, we can collectively transform and elevate the parish to a higher level. I believe this is do-able! I therefore implore all stakeholders: Let's join hands and make it a live document.

With careful planning, organizing, directing, controlling, and constant evaluation, we believe we shall be able to rise to the horizon. The six strategic objectives: To create an environment that nurtures Spiritual growth and development; To implement programs for staffs, members, and community through empowerment and social responsibility; To develop programs and policies, to enhance resource mobilization, financial sustainability and Management; To develop plans, policies, and programs that have the effect to stimulate efficient management and governance; To develop plans, policies, and programs to address Infrastructural development needs; and To develop and adopt the usage of ICT and innovation in service delivery, will be our guiding posts for the next five years.

To this end, I believe we can collectively join hands to implement these strategies so that we can not only actualize our vision but also do it for the Glory of God.

I must salute the people who have been in the forefront in championing this strategic plan. These include our patron Reverend Eliud Kirira who came with a great team of Transformation Change Leadership (TCL) that drives to the strategic planning. Our strategic advisor Samwel Muiruri, who worked tirelessly to see this comes out well. The session members who the change wholeheartedly. Our LCCs, staffs, and the co-opted members. With tenacity we all worked as a team. As our slogan, I quote "A Church where everybody is valued" The Word of God encourages us in Hebrews 6:10 "For God is not unjust. He will not forget how hard you have worked for him and how you have shown your love to him by caring for other believers, as you still do."

It is my prayer that those who will come in future will be full of enthusiasm to do even better. I urge all stakeholders to be focused and determined in order to successfully implement the strategic plan.

Lastly, I would like to affirm that success is realized by going an extra mile' This calls for devotion and sacrifice from all, 'we all belong' It does not matter where we are, but the direction we are facing. **LONG LIVE DR. ARTHUR PARISH.**

Elder Esther Nduta Kifue

Chairperson Strategic Plan Committee

STRATEGIC PLANNING COMMITTEE

The following members were appointed by the Kirk session to help in development of the parish first strategic plan year 2023-2028. Special acknowledgement is hereby accorded to them, they include;

- ✚ Rev. Eliud K. Kirira - Patron,
- ✚ Elder Esther Kifue -Chairperson,
- ✚ Elder Joyce Mbugua -Secretary,
- ✚ Elder Daniel Kamau - Vice chairman
- ✚ Elder Joel Wahome - Vice secretary,
- ✚ Elder Anthony Ndung'u – Strategic Plan Coordinator
- ✚ All Elders - Parish session,
- ✚ Mr. Dennis M. Kathurima – Coopted Member (Children Ministry Coordinator),
- ✚ Mr. Moses Wainaina - ICT consultant (Youth Leader),
- ✚ Mr. Samwel Muiruri - Strategic plan advisor, Coordinator Presbyterian University of East Africa, Nakuru ODeL Teaching Center (CPA, Bcom, MBA)

EXECUTIVE SUMMARY

This Strategic Plan articulates the vision of “having a community based on ministry, creativity and inclusivity that interprets the gospel of Jesus Christ” The plan has been developed taking cognizance of the political, social, technological, legislative and environmental factors within and outside the center’s operating environment. It has further taken into consideration the strengths, weaknesses, opportunities and threats. The strategic issues identified in this document and which form the blueprint of the interventions for the current strategic period from July 2023 to June 2028, include among others;

PURPOSE OF THE STRATEGIC PLAN

This is the first strategic plan for our parish set to cover a period of five years. The need arose after the parish being in existence for a very long period of eighty-six (86) years since it was created but without a strategic plan. This has made it difficult to harmonize the parish session, LCCs and groups’ activities.

The purpose of this strategic plan is to unify all planned short term & long term activities within the parish, make them known to all stakeholders and align them to achieve the goal of helping the society know Jesus Christ & grow spiritually.

Having the parish develop this strategic plan document, with the help of our God we are optimistic it will assist in harmonizing all activities, enhancing resources prioritization to achieve the parish strategic objectives. The SP is going to be a guideline in implementing the set out activities within stipulated timeframe to avoid duplication of efforts and time wastage.

The purpose will be supported by our church laid down procedures, highly coordinated activities to avoid conflicts and offer clear means of doing monitoring & evaluation.

ABBREVIATIONS AND ACRONYMS

1. P.C.E.A – Presbyterian Church of East Africa
2. P.C.M.F – Presbyterian Church Men Fellowship
3. J.P.R.C – Justice Peace and Reconciliation Committees
4. L.C.C – Local Church Committee
5. WIFI - Wireless Fidelity
6. CCTV - Closed-Circuit Television
7. NEMA –National Environmental Management Authority
8. WARMA - Water Resources Management Authority
9. ICT – Information Communication Technology
10. CSR – Corporate Social Responsibility
11. C/education – Christian Education
12. H/board – Health Board
13. PESTEL – Political Economic Social Technology Ecological Legal and administrative factors
14. SWOT – Strength Weakness Opportunities Threats
15. MIS - Management Information System
16. P&P – Practice and Procedure
17. SMS – Short Message Service
18. OS - Operating System
19. KPI –Key Performance Index
20. LED – Light Emitting Diode
21. M&E –Monitoring and Evaluation
22. CMS- Church Missionary Society

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CHAPTER ONE

BACKGROUND INFORMATION

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BACKGROUND INFORMATION

HISTORY OF P.C.E.A DR ARTHUR PARISH

The history of P.C.E.A Dr. Arthur Parish begun in 1937 when Mr. Wallace Wamagata and Mr. Nehemiah Wachira met in Nakuru town and agreed to search for a place where they would be holding prayers in the town. Mr. Wamagata was from P.C.E.A Thogoto while Mr. Wachira was from P.C.E.A Nyeri. They identified people who had come from Kiambu and Nyeri so that they could join together and start holding prayers on Sundays at Mr. Wamagata's home. They started baptism classes in 19th December 1937. By then they called the church P.C.E.A Nakuru Town. In the same year 1937, the worshippers requested the then moderator of Elburgon Kirk session, Rev. Josiah Kang'ethe to come and officially open a place to worship in Nakuru Town, in which he did.

As time went by, the worshippers grew in number and they were forced to talk with the Anglican Church (CMS) brethren's to allow them to use their hall in the afternoon hours only.

After two years they got another place of worship in Kampi Somali where they relocated and worshipped there for seven years.

The number of membership continued to grow and they shifted again to Bondeni Primary School where they were given a classroom to worship in where they continued with baptismal classes. The first brethren to be confirmed was the late Elder Jason Wang'ombe. On 12th December 1946, a sub-committee of Kirk session of 12 Elders from Subukia and Elburgon, met in Nakuru under Rev. Ishmael Wango's chairmanship to discuss the creation and appointment of Rift Valley Presbytery. Kirk session proposed that a land be searched for building a church and be used as Rift Valley Presbytery Headquarters. In 1948, Rev. Phillip was posted in Nakuru as the first Reverend in Nakuru. During this time the church got its land. In 1953, the Church moved from Bondeni Primary School to Menengai Social Hall and Rev. John Kihenjo was ordained as a Priest.

On 5th December 1954, Rev Dougal the Secretary General of P.C.E.A was brought to Nakuru after proposal of the Moderator the Rt. Rev. Dr. Calderwood. Moderator of the Presbytery, Rev Phillip planted a tree on the church ground as a sign of commemoration. They were together with the Presbytery members, Rev John Kihenjo (Parish Minister), Justus Kuria, Hiram Mundia and Rev Edward N. Njoroge from Subukia.

In 1957 the Construction of the old church was started under the leadership of Rev. John Kihenjo, Mr Gilbert Thuo, Mr. Fredrick N. Ngoro, Mr. Wallace Wamagata, Mr. Jason Wangombe and Mr. Benjamin among others

Rev. DR.J.W. ARTHUR



The laying of the stone was done by Rt. Rev. R. MACPHERSON Moderator of P.C.E.A General Assembly in 19th April 1959 and the church was officially named Rev. Dr. J.W. Arthur Memorial Church in commemoration of Rev. Dr. Arthur, the first missionary to Thogoto from Scotland.



By then Rev. Dr. Arthur Memorial Church was under P.C.E.A Nakuru Parish in the Rift Valley Presbytery.

Many brethren's volunteered in church building without payment. They included masons like Mr. David Manga and Mr. Benjamin Kingori who used to assist in building the church after their working duties.

Many Europeans like Mr. Seya and Mr. Peter Erickson, assisted in laying building stones, sand and even paying for transportation of other building materials. Ladies also participated in the church building. They included the pioneers of Woman's Guild, like Elizabeth, Florence Maringa, Teresia Wangéra, Milkah Wamagata, Phillis Zakaria, Elizabeth Wakaridi, Esther Ngonyo, Elizabeth Njeri, Rakeri Musa, Janet Wamaitha, Lydia Wanjiru and Margaret Wambui among others.

The number of brethren's grew and they fellowshiped together in the Love of Jesus Christ. Later, an idea of building the Minister's house came up. Rev. John Kihenjo who was living in Elburgon supervised the process which took place between the years 1961-1962. The Minister moved to the house after its completion.

After a while, Rev. Kihenjo was transferred and Rev. E.N.S. Njoroge came and served for two years. He was transferred and replaced by Rev. Timothy Ngumba. During this period, some Elders were elected to assist in serving The Lord. They included Mr. Peter Karanja Kagia, Mr. Benjamin Kingori, Paul and Mr. David Mariga

PARISH SUB- DIVISION

In June 1977, this Parish was subdivided into three Parishes i.e.

- ✚ P.C.E.A Nakuru Parish
- ✚ P.C.E.A Njoro Parish
- ✚ P.C.E.A Gilgil Parish

In 1978, Nakuru Parish was subdivided again into new Parishes;

- ✚ P.C.E.A Nakuru West
- ✚ P.C.E.A Bahati
- ✚ P.C.E.A Dundori
- ✚ P.C.E.A Dr. Arthur

In 1988, the construction of the new church was started under Rev. John Mburu.

In 1989 the moderator of General Assembly of P.C.E.A Rt. Rev. George E. Wanjau laid the foundation stone.

In 1998 the New Rev. Dr. J. W. Arthur Memorial Church was dedicated by Rt. Rev. Dr. Jesse M. Kamau, Moderator of General Assembly of P.C.E.A on 5th July 1998.

In 4th May 2003, P.C.E.A Dr. Arthur Parish was sub divided into two, Dr. Arthur Parish and Crater Parish respectively which was done by The Rt. Rev. Dr. David M. Githii Moderator of the 17th General Assembly.

In 2021, Dr. Arthur was subdivided yet again;

✚ P.C.E.A Dr. Arthur Parish

✚ P.C.E.A Bethsaida Parish

Dr. Arthur Parish has two Congregations

✚ P.C.E.A Dr. Arthur

✚ P.C.E.A Macedonia

PCEA DR ARTHUR INAGURATION BY REV. DR. JULIUS GUANTAI 14TH NOV 2021



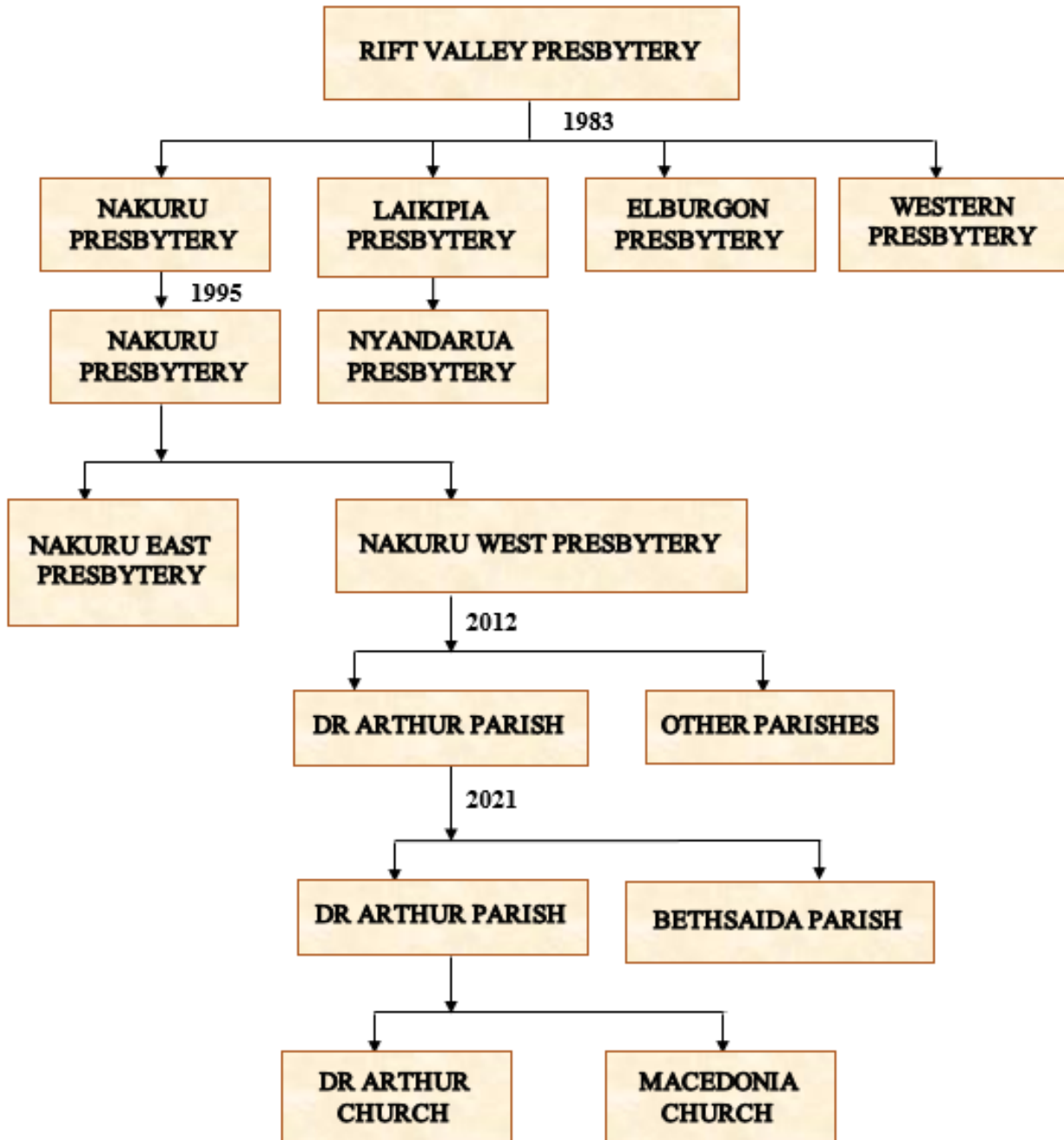
MINISTERS WHO HAVE SERVED IN P.C.E.A DR. ARTHUR PARISH

REV. PHILIP	1948	-	1952
↓			
REV. JOHN KIHENJO	1953	-	1963
↓			
REV. E.N.S NJOROGE	1963	-	1965
↓			
REV. TIMOTHY NGUMBA	1965	-	1969
↓			
REV. JACOB MUGO	1970	-	1975
↓			
REV. SAMWEL MWANIKI	1975	-	1980
↓			
REV. DIBON KIRATHI MURAYA	1980	-	1983
↓			
REV. STANLEY NDUGI	1983	-	Reliever
↓			
REV. STEPHEN NJUGUNA KARIUKI	1983	-	1987
↓			
REV. SAMWEL KANGACHA	1987	-	Reliever
↓			
REV. JOHN MBURU	1988	-	1998
↓			
REV. JAMES KABUE RIE	1998	-	1999
↓			
REV. FRANCIS MANYARA	2000	-	2000
↓			
REV. JONATHAN OLE LILAH	2000	-	2003
↓			
REV. A.R. MURANGA	2003	-	2004
↓			
REV. MICHAEL MUNDIA	2005	-	2009
↓			
REV. JAMES NJUE	2009	-	2011
↓			
REV. LLOYD KABAIYA	2011	-	2013
↓			
REV. GEORGE WAMANI	2014	-	2018
↓			
REV. BENSON WAMBARI	2019	-	2020
↓			
REV. JOHN KINYUA WAKONYU	2021	-	2021
↓			
REV. ELIUD K. KIRIRA	2022	-	DATE

PRESBYTERY ORGANOGRAM

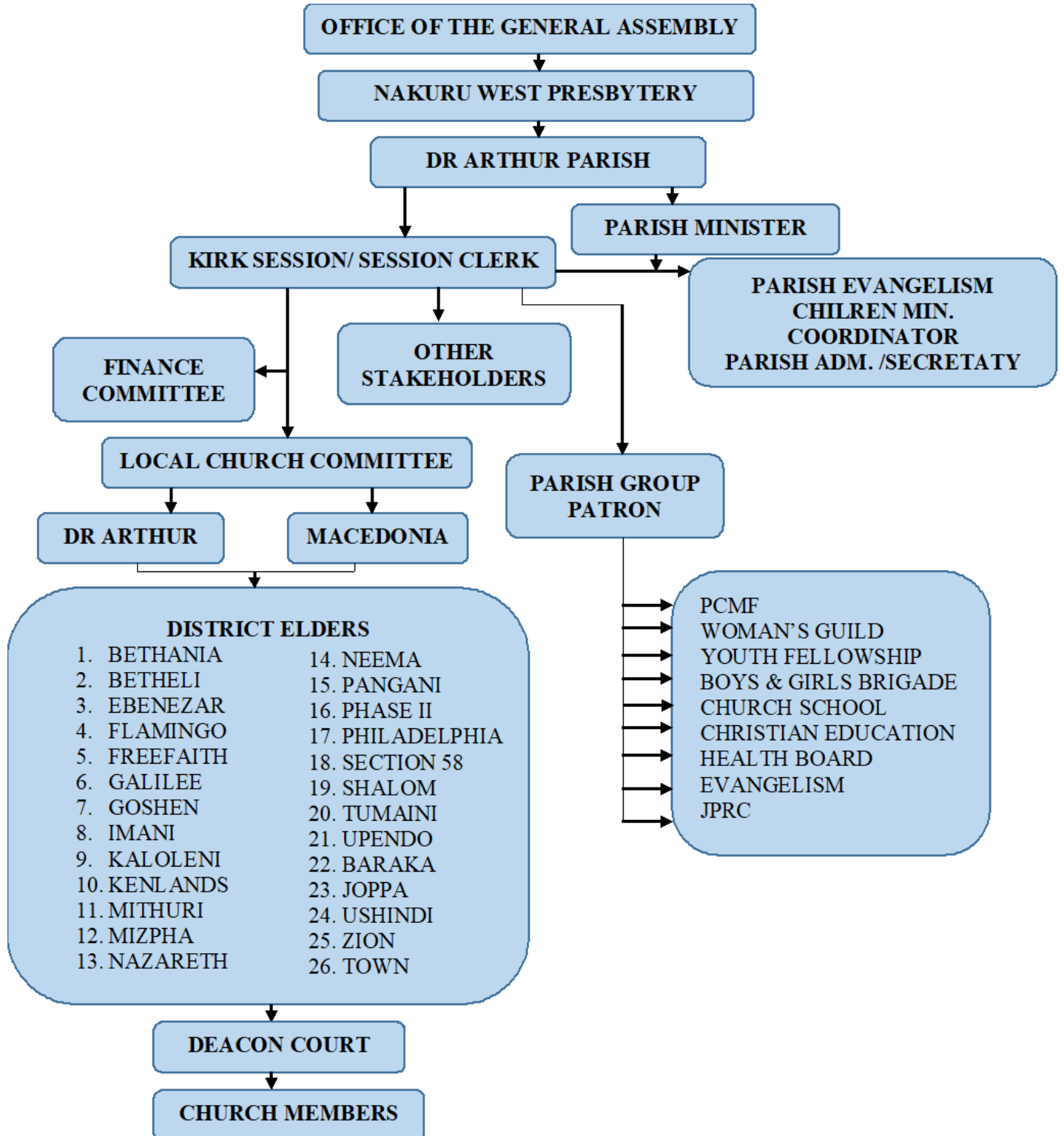
✚ SUBDIVISION OF PRESBYTERY

✚ SUBDIVISION OF PARISH



PRESBTRERIAN CHURCH OF EAST AFRICA

DR. ARTHUR PARISH ORGANOGRAM



LOCATION OF P.C.E.A DR ARTHUR PARISH

P.C.E.A Dr. Arthur is located in Nakuru County, Nakuru East Constituency, Flamingo Ward, along Flamingo Road on the way to Nakuru National Park as shown on the map below.



WEATHER AVERAGES

Nakuru has a temperate climate throughout the year, but temperatures fall significantly at night during the cold season of June to August. Nakuru City has subtropical highland climate.

In the month of;

<u>MONTH</u>	<u>HIGH</u>	<u>LOW</u>	<u>MONTH</u>	<u>HIGH</u>	<u>LOW</u>	<u>MONTH</u>	<u>HIGH</u>	<u>LOW</u>
Jan	28°C	11°C	May	25°C	13°C	Sept	26°C	11°C
Feb	29°C	11°C	June	25°C	12°C	Oct	26°C	11°C
Mar	29°C	12°C	July	24°C	12°C	Nov	25°C	12°C
April	26°C	13°C	Aug	25°C	12°C	Dec	26°C	11°C

The Church is supplied with NAWASSCO water and electricity by Kenya Power with a generator backup. The church is also connected to internet

Dr. Arthur Parish has two congregation namely; Dr. Arthur Church and Macedonia Church.

PCEA DR ARTHUR CONGREGATION



PCEA MACEDONIA CONGREGATION



GOVERNANCE AND MANAGEMENT

Governance- Dr. Arthur Parish has a well-defined management and governance structure that provides stewardship in all Parish matters in accordance with the P&P of PCEA.

The Parish management and governance has the following levels;

- Kirk Session- Parish Minister and all Elders
- Kirk Session Office- Session Clerk, Treasurer, Finance Chair and Pairing Elder/Co-Clerk

LOCAL CHURCH COMMITTEE (L.C.C)

LOCAL CHURCH COMMITTEE (LCC)	ALL GROUPS
<ul style="list-style-type: none"> ✚ L.C.C Chairperson ✚ L.C.C Secretary ✚ L.C.C Treasurer ✚ L.C.C Registrar ✚ Elders ✚ Group Patron ✚ Group Chairpersons, Secretaries, Treasurers ✚ Zones {Chairpersons & Secretaries (who should be Elders) Treasurers(Deacons)} 	<ul style="list-style-type: none"> ✚ PCMF ✚ Woman's Guild ✚ Youth Fellowship ✚ Boys and Girls Brigade ✚ Church School ✚ JPRC ✚ Christian Education ✚ Health Board ✚ Evangelism (Choir, Ushers, Praise Team) ✚ Other Stakeholders – These are periodical ad hoc committees appointed by Kirk Session when need arise e.g. Development Committee, Mission Committee, Induction Committee etc. Their terms come to an end after their assigned purpose

The Parish has 26 districts (22 in Dr. Arthur & 4 in Macedonia), which are divided into 5 zones as follows: -



Each District is headed by an Elder and has 4 deacons. From the deacons, leaders of groups are elected to lead the church groups at the Parish level and the congregational level.

Leaders are elected through secret ballot. The leaders should be full members of the church who partake in the Holy Communion and are of good conduct, born again Christians and good role models according to 1st Timothy 3:2-13 & 2nd Timothy 2:24

PCEA Dr. Arthur parish has two academies one in each congregation as shown in the pictorial below

DR. ARTHUR ACADEMY



MACEDONIA ACADEMY





CHAPTER TWO

SITUATIONAL ANALYSIS

CHAPTER TWO

SITUATIONAL ANALYSIS

Two main tools were used to analyze the internal and external factors affecting PCEA Dr. Arthur Parish. These are:

✚ **SWOT ANALYSIS**

✚ **PESTEL ANALYSIS**

SWOT Analysis

SWOT analysis is a framework for identifying and analyzing an organization's

S - Strengths

W- Weaknesses

O - Opportunities

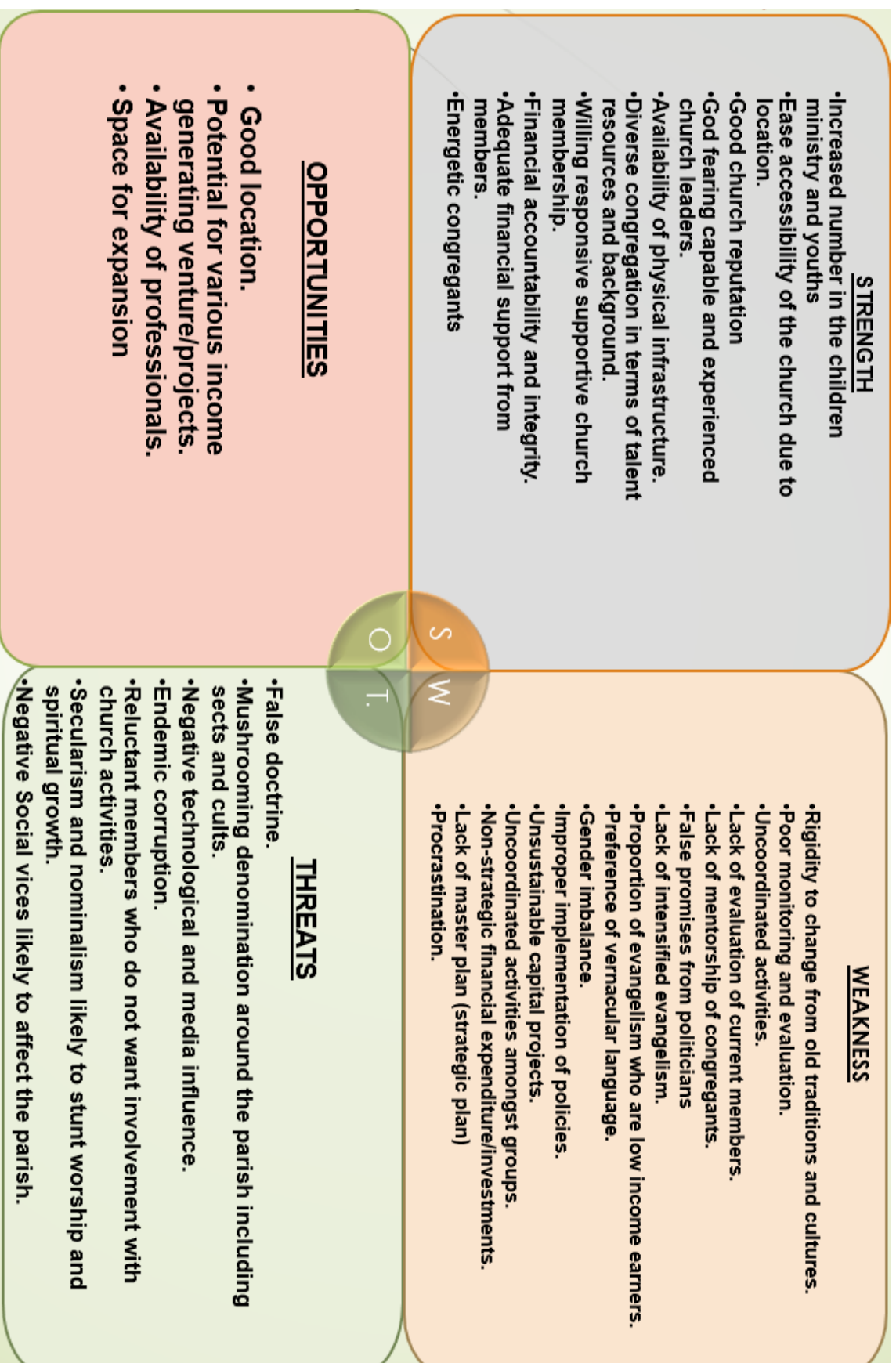
T - Threats

These words make up the SWOT acronym.

The primary goal of SWOT analysis is to increase awareness of the factors that go into making a PCEA DR ATHUR'S PARISH decisions or establishing a development strategy. To do this, SWOT analyzes the internal and external environment and the factors that can impact the viability of a decision.

SITUATIONAL ANALYSIS.

SWOT ANALYSIS.



PESTEL Analysis

PESTEL analysis is a framework used to assess the following factors

P - Political

E - Economic

S - Social

T - Technological

E - Ecological

L - Legal & Administrative

PESTEL provides contextual information about our parish, its brand positioning, growth targets, and risks to productivity.

PCEA Dr. Arthur Parish is operating in a highly dynamic environment with increasing challenges posed by major developments. These include political factors, economic trends, and socio-political dimensions, technological, ecological and legal changes. A summary of some of the major developments in the external environment that impacts on the Parish is provided below.

Political Factors

- Kenya has a stable political outlook, making expectations higher Endemic Corruption.
- Increased advocacy for human rights and freedoms raising occasional heightened tension or politically motivated violence, driven by the political class based on negative ethnicity.
- Global politics have instant effect on the communities and can cause divisive scenarios e.g. war in Russia and Ukraine

Response and Mitigation of Political Factors

- The Parish should be nonpartisan when addressing the politically diverse environment
- The Parish to publicly declare its strong voice against mismanagement of public funds, condemn corruption and other social and economic ills without fear or favor

Economic Factors

- Nakuru County is fast growing in infrastructure development
- Weakening Kenya Shilling resulting to high exchange rate
- High levels of unemployment
- Inequitable distribution of resources
- Favorable environment to grow business
- Dwindling resources for the Parish due to increased cost of living and social strains

Response and mitigation of Economic Factors

- Promoting biblical teachings on the stewardship of public funds and fair distribution of wealth opportunities
- Need to mentor youth in Parish by professionals, build their entrepreneurial skills, and provide opportunities for internships and transitioning them to gainful employment such as self-employment.
- Investing in projects that promote sustainability of the Parish.

Social Factors

- Increasing social stratification based on incomes and status within society as a result of capitalistic society. The gap of haves and have-nots becoming increasingly noticeable
- Modernization & Secularism which instigates nominalism and slump into spiritual lethargy
- Emergence of various forms of crimes within Kenya, region and globally e.g. Terrorism threats, drugs addictions, radicalization etc.
- Emerging of criminal groupings within the County suburbs e.g. 'confirm', that is retrogressive to the security within the vicinity.
- Strong emergence of cult and occultism which is also affecting churches
- Increase in moral decadence and depravation. Many young people are increasingly getting hooked into crime, drugs and other anti-social behaviors and vices
- Emerging social lifestyle diseases like cancer, hypertension, diabetes and other underlying conditions
- Dysfunctional families
- High poverty levels
- Negative ethnicity
- Effects of globalization and post-modernism such as same-sex relationships, secularism, materialism, hedonism and extreme feminism, among others.

Response and Mitigation of Social Factors

- Offer sound biblical teachings that will ground the church in fundamental Christian values
- Special focus to pastoring the families as a basic unit of the church
- Adopt modernized worship and service delivery that appeal to youth who are a key stakeholder of the church
- Offering guidance and counselling programmers
- Increased care for the individual Christians and families through District fellowships

-Investing in projects that promote sustainability of the Parish.

Technological Factors

- Growing use of ICT and mobile telephony
- Social media and digital revolution
- Increased propagation of undesirable internet content e.g. Pornography and interruption of services due to calls, others reading messages and charting during services.
- Equipment are rendered obsolete due to the fast-changing technology
- Demand to optimize on technology use like in Documents digitization & internal processes Automation
- Use of innovative technology like YouTube, Streaming and others can lead to improved evangelism

Response and Mitigation of Technological Factors

-Leveraging on ICT and social media platforms as a convenient medium of communication, discipleship, evangelism and pastoral outreach e.g. Facebook, twitter, WhatsApp etc.

-Emphasis on mobile telephony and online banking services to increase efficiency and easiness of cash transactions and giving among members

Ecological Factors

Stringent environmental laws by NEMA (National Environmental Management Authority) and WARMA (Water Resources Management Authority) e.g. noise pollution laws and their impact on church activities like Keshas and Poor waste disposal Statutory requirements of renewable energy e.g. wind and solar energy

Global warming and climate change

Response and Mitigation of Ecological Factors

The Parish should participate in environment conservation and take part in campaigns that sensitize green environment e.g. Tree planting & Professional landscaping

Legal & Administrative Factors

- **Stringent environmental legal regimes with rules, guidelines and regulations that affect the Church.**
- **Succession-Especially in polygamous families. [The Marriage act is likely to compromise the church values]**



CHAPTER THREE

STRATEGIC DIRECTION

CHAPTER THREE

STRATEGIC DIRECTION

This Strategic Plan has been developed to provide a strategic direction and guide the activities of Dr. Arthur parish for 5 years from July 2023 to June 2028.

VISION

A community based on ministry, creativity and inclusivity that interprets the gospel of Jesus Christ

MISSION

To lay out the word of God and stretch knowledge through training and empowerment towards achieving the goal. Mathew 28:19-20

CORE VALUES

The church will adopt the core values aimed at defining what makes the parish distinctive in “RADIANCE”. These values will be incorporated in the church activities to promote a unique process of implementation of S.P the parish core values are



✚ Responsibility.

We are trustworthy and answerable to God.

✚ Accessibility.

We are available and approachable.

✚ Discipline.

We are guided by a controlled form of behavior and biblical defined approach to management.

✚ Inclusivity.

In our church everybody is valued.

✚ Accountability.

We fulfill our duties and obligations and protect the church resources.

✚ Nobility.

We are honorably respectable, deliver with integrity, conviction and dignity.

✚ Christ Centered.

We are anchored in Jesus Christ.

✚ Ethical.

We are governed by moral principles.

Church Motto - ISAIAH 60:3

THE CHURCH WHERE EVERYBODY IS VALUED

PCEA LOGO





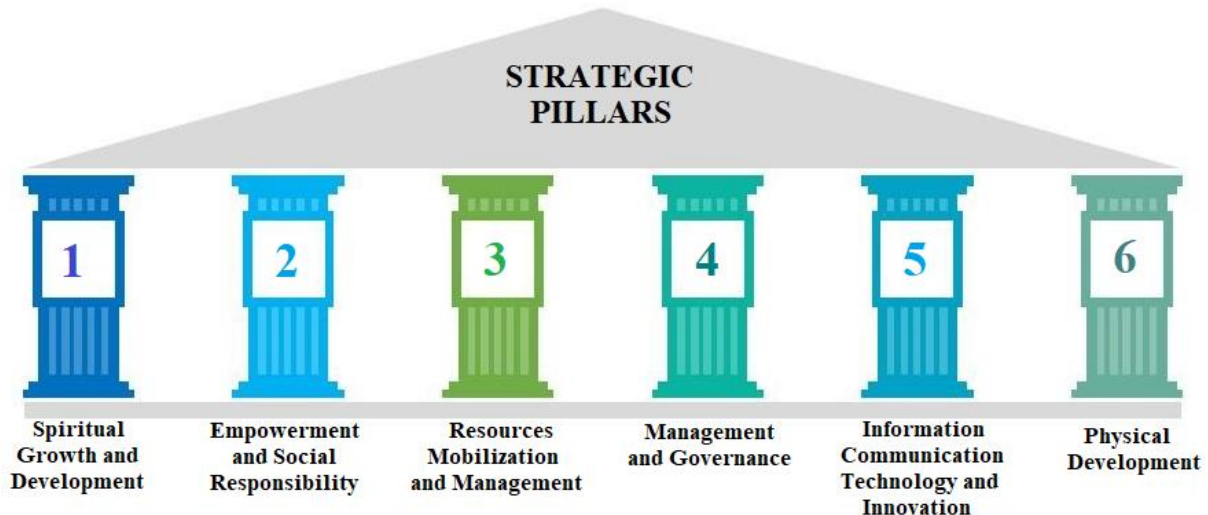
CHAPTER FOUR

STRATEGIC OBJECTIVES

CHAPTER FOUR

STRATEGIC OBJECTIVES

Dr. Arthur Parish has identified the following strategic objectives for the period from July 2023 to June 2028. Resources will be geared towards the enhancement of the objectives appropriate strategies and action plans have been formulated to address them.



Strategic Objective 1: To create an environment that enhances spiritual growth and development.

Ephesians 4:15 "Instead, speaking the truth in love, we will grow to become in every respect the mature body of him who is the head, that is, Christ."

Strategies:

- ✚ Promote spiritual nourishment programs
- ✚ Promoting Evangelism programs
- ✚ Pastoral programs
- ✚ Increase the number of church services and devotion time.

Strategic Objective 2: To design and implement programs for members, staff and community through empowerment and social responsibility.

1 Thessalonians 5:11 "Therefore encourage one another and build each other up, just as in fact you are doing."

Strategies:

Empowerment

- ✚ Capacity building for groups
- ✚ Motivational programs for church staff and for those on duty on Sunday.

-
- ✚ Develop a clear job description and evaluation process for church staff.
 - Social economic empowerment

Social responsibility

- Creating a guidance and counselling office.
- Partnering with donors to help the needy.
- Medical camps
- Talents & sports
- Support and scholarships
- Recreational activities

Strategic Objective 3: To develop programs and policies to enhance resource mobilization, financial sustainability and management.

2 Corinthians 8: 11 "Now finish the work, so that your eager willingness to do it may be matched by your completion of it, according to your means."

Strategies:

- ✚ Modernization of the church.
- ✚ Documentation of the physical resources of the church.
- ✚ Collective transformation in culture of giving.
- ✚ Promoting profitability of our income generating ventures.
- ✚ Applying for grants and seeking donations.
- ✚ Increase church membership

Management of Resources.

- ✚ Prepare proper books of accounts
- ✚ Develop a culture of decision making using budgets.
- ✚ Maintain transparent financial reporting to members and other stakeholders in the church.

Strategic Objective 4: To develop plans, policies and programs that are effective that stimulate efficient management and governance.

Exodus 39:43 "Moses inspected the work and saw that they had done it just as the LORD had commanded. So Moses blessed them."

Strategies:

Governance

- ✚ To ensure adherence of church practice and procedures.

Management

- ✚ Ensure the strategic vision, mission and co-values are clearly understood by all.
- ✚ Ensure that the church operations adhere to the country's Kenyan law.
- ✚ Implementation of strategic plan of 2023-2028.
- ✚ Revise Dr. Arthur parish policies and procedures that govern groups, staff and committees to fit our strategic plan.
- ✚ Ensure controls and review of the strategic plan.
- ✚ Ensure proper effective prioritization of project and activity of the church

Strategic Objective 5: To develop and adopt usage of information communication technology and innovation in service delivery.

Haggai 1:8 "Go up into the mountains and bring down timber and build my house, so that I may take pleasure in it and be honored," says the LORD."

Strategies:

- ✚ Digitize church services.
- ✚ Equip children /youth ministry with the necessary technology.
- ✚ Website and social media.
- ✚ WIFI/CCTV installation for administration purpose.
- ✚ Embrace current use of technology and digitize catechism classes and meetings.
- ✚ Equip the boardroom with the ideal technological gadgets.

Strategic Objective 6: To develop plans, policies and programs to address infrastructural development needs.

Romans 12: 2 "Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will."

Strategies:

- ✚ Redesign the current parish offices
- ✚ Build ministers manse
- ✚ Redesign the hall
- ✚ Create space for prayer room and choir practicing area.
- ✚ School complex
- ✚ Improve and modernize the current school set up.
- ✚ Water collection
- ✚ Alternate energy



CHAPTER FIVE

IMPLEMENTATION

CHAPTER FIVE

IMPLEMENTATION

The following tables gives the summary of the implementation function, showing the strategy, activities, actors, timeframe and output indicators.

STRATEGIC OBJECTIVE ONE:

TO CREATE AN ENVIRONMENT THAT ENHANCES SPIRITUAL GROWTH AND DEVELOPMENT

ACTIVITIES	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPOSIBILITY
Promote spiritual nourishment programs	<i>Bible Study lessons</i>		
	- Church school lessons	weekly	Children ministry coordinator & Patrons
	- Brigade lessons	Monthly	
	- Youth lessons.	Fortnightly	Youth patron / Youth pastor. Parish minister
	- The whole Church	Monthly	
	<i>Prayer programs</i>		
	- Morning devotion every Sunday.	Weekly	Mission board
	- Prayer breakfast	Monthly	
	- Prayer and fasting	Quarterly	
	<i>Formation of Bible trivia groups</i>		
- For Church School,	Monthly	Children ministry coordinator	
- For the Youth	Monthly	Youth patron	
- Have internal and external Presbyterian preachers preach on topical sermons.	Continuously	Mission board	
- Recruit youth pastor	in three years	Session	

Promoting Evangelism programs	<i>Mission</i>		
	- Internally through revivals, conventions, fellowships and keshas	Continuously	Mission board & deacons
	- External mission.	Annually	Mission board
	- Crusade- open air crusade	Semi annually	Mission board
	- Exchange programs with other churches	Annually	Parish minister
	<i>Reaching the less privileged</i>		
	- Prisons outreach		
	- Children homes outreach	Annually	Group patrons
	- Elderly homes outreach		
	- People abled differently outreach		
	- Start discipleship class for new believers	Monthly	Evangelist
	- Support Christian union in school using our evangelism truck in collaboration with institutions of higher learning to be done	Quarterly	Mission Board
	- Hold a Music extravaganza	Annually.	Mission board
	- Hold a worship experience.	Annually.	Mission board
- Having a carol Sunday	Annually.	Mission board	

Pastoral programs	<ul style="list-style-type: none"> - Pastoral programs for students who have finished class eight - Vocational Bible Study (VBS) to children ministry - Mentorship and team building for children ministry 	<p>Two weeks annually</p> <p>During school holiday</p> <p>Semi annually</p>	<p>Pastoral team</p> <p>Children ministry coordinator / Patron</p>
Increase the number of church services and devotion time.	<ul style="list-style-type: none"> - Three church service on Sundays (English, Kiswahili, and Kikuyu). 	<p>Within one year</p>	<p>Pastoral team</p>
Promote spiritual nourishment programs	<p><i>Powerful and vibrant district fellowships</i></p> <ul style="list-style-type: none"> - Growth in district members - Transform adherent members to full members of the church - Effective district programs to enable prayers, bible studies - Proper utilization of district resources to foster spiritual growth 	<p>Annual</p> <p>Annual</p> <p>Within six months</p> <p>Monthly</p>	<p>Elder</p> <p>Elder</p> <p>Elder</p> <p>Deacons</p>
	<p><i>Effective T.E.E programs</i></p> <ul style="list-style-type: none"> - Introduce all TEE programs in the parish - Growth in the number of learners - Learners graduation on regular basis 	<p>Within six months</p> <p>Annual</p> <p>Annual</p>	<p>T.E.E coordinator</p>

STRATEGIC OBJECTIVE TWO

TO DESIGN AND IMPLEMENT PROGRAMS FOR MEMBERS, STAFF AND COMMUNITY THROUGH EMPOWERMENT AND SOCIAL RESPONSIBILITY

ACTIVITIES	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY
<u>Empowerment</u> Capacity building for groups	<i>Training and team building-</i> To elders, deacons and group leaders	Semi Annually	Session office
	To Teachers of children ministry	Annually	Session office
Motivational programs for church staff , visitors and for those on duty on Sunday.	Church staff- Provide tea for church staff and those on duty	Continuously	Session office and L.C.C
	Staff retreat	Annually	Session office and L.C.C
	Provide uniforms for subordinate staff	Semi annually	L.C.C
	Provide visitors' card	Continuously	L.C.C
Develop a clear job description and evaluation process for church staff.	To have a human resource manual aligned with the Presbyterian Church guidelines on human resource.	Within one year	Session office and L.C.C
	Review of the human resources manual.	After three years	Session office and L.C.C
Social economic empowerment	Seminars for economic skills to church members	Annually	Session office
<u>Social responsibility</u> Creating a guidance and counselling office.	Recruiting a qualified counselor and having the counselor stationed in the church once per week.	Within one year	Session office

Partnering with donors to help the needy.	Getting donors to partner with the church through proposals.	Within five years	Session office
Medical camps	Having a medical camp in the church.	annually	Health board patron
Talents & sports	<ul style="list-style-type: none"> - Having a talent and sports day - Create a kitty to support needy secondary school students upon vetting by the Corporate social responsibility committee 	<p>Annually</p> <p>Within six months</p>	<p>Mission board</p> <p>Session office</p>
Supports and scholarships	<p>Form a CSR committee</p> <p>The CSR committee to coordinate donations both in cash and in kind.</p>	<p>Within six months</p> <p>continuously</p>	<p>Session office</p> <p>Session office</p>
Recreational activities	<ul style="list-style-type: none"> - Setting up a gym and make it affordable to church members. - Have recreational actives such as swimming, hiking and trips for every group. 	<p>Within one year</p> <p>annually</p>	<p>Youth patron</p> <p>Youth patron</p>

STRATEGIC OBJECTIVE THREE

TO DEVELOP PROGRAMS AND POLICIES TO ENHANCE RESOURCE MOBILIZATION, FINANCIAL SUSTAINABILITY AND MANAGEMENT.

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY
Modernization of the church.	- Painting the church in the next two years.	Within two years	L.C.C
	- Adjust on church acoustics	Within five years	L.C.C
	- Install modern lighting system In the church	Within five years	L.C.C
	- Repairs and maintenance of the church building and all facilities owned by the church.	Continuously	L.C.C
	- Purchase of new and modern church pews	Within five years.	L.C.C
	- Consult an interior designer to design the church vestry	Within five years.	L.C.C
	- Consult a landscaper to design the church compound and laying of cabro stones in and around the church	Within five years.	L.C.C
Documentation of the physical resources of the church.	- Assign a committee	Within one year	Session office
	- Document all the physical resources of the church	Within five years	Session office

Collective transformation in culture of giving.	Build on topical sermons in giving and have various speakers deliver the sermons	Quarterly	Mission board
	Encourage separate prayers for tithes and thanksgiving	Weekly	Parish minister
	Send appreciation SMS for every giving	weekly	Parish minister
Promoting profitability of our income generating ventures.	Marketing and Advertising the ventures.	Continuously	Session office and L.C.C
	Recruit professionals to support run specific generating ventures.	Within the five years	Session office and L.C.C
	Encourage synergistic relationship with other stakeholders to promote the ventures.	Continuously	Session office and L.C.C
Applying for grants and seeking donations.	Have a research development committee for donor funding.	Within one year	Session office
Increase church membership	Increase the number of services (English, Kiswahili, and Kikuyu).	Within one year	Pastoral team
<u>Management of Resources.</u> Prepare proper books of accounts	Assign or outsource qualified and competent accountants and auditors.	Within the five years.	Session office and L.C.C
Develop a culture of decision making using budgets.	Prepare a budget	Annually	Session office and L.C.C
Maintain transparent financial reporting to members and other stakeholders in the church.	Prepare and report on interim and final books of accounts.	Semi Annually and Annually	Session office and L.C.C

STRATEGIC OBJECTIVE FOUR

TO DEVELOP PLANS, POLICIES AND PROGRAMS THAT ARE EFFECTIVE THAT STIMULATE EFFICIENT MANAGEMENT AND GOVERNANCE.

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPOSIBILITY
<u>GOVERNANCE</u> To ensure adherence of church practice and procedures.	Make reference to Presbyterian Church guidelines when making decisions	Continuously	Session office
<u>MANAGEMENT</u> Ensure the strategic vision, mission and co-values are clearly understood by all.	To engage all leaders and members on the implementation of the strategic plan	continuously	Session office
Ensure that the church operations adhere to the country's Kenyan law.	Make reference to the specific Kenyan laws when making decisions	continuously	Session office
Implementation of strategic plan of 2023-2028.	As per strategic plan KPI for every objective.	continuously	Session office
Revise Dr. Arthur parish policies and procedures that govern groups, staff and committees to fit our strategic plan.	Review policies	After every two years	Session and L.C.C
Ensure controls and review of the strategic plan.	As per control matrix	Semi annually	Session office
Ensure proper effective prioritization of project and activity of the church.	Prioritize as per the strategic plan guidelines in the implementation matrix.	continuously	Session clerk and L.C.C

STRATEGIC OBJECTIVE FIVE TO DEVELOP AND ADOPT USAGE OF INFORMATION COMMUNICATION TECHNOLOGY AND INNOVATION IN SERVICE DELIVERY

ACTIVITY	KEY PERFORMANCCE INDICATORS	TIME FRAME	RESPONSIBILITY
Digitize church services.	- Four L.E.D daylight screens three inside the church and one outside for announcements.	Within two years	L.C.C
	- Purchase three lapel microphones.	Within one year	L.C.C
	- Upgrade the church speakers	Within two years	L.C.C
	- Buy a laptop with advances specifications and upgrade the live casting software.	Within six months	L.C.C
	- Purchase two digital cameras for social media	Within two years	L.C.C
Equip child ministry/youth with technology.	Well-equipped classrooms with TVs, projectors and speakers	Within two years	L.C.C
	Utilize the current church TVs by installing them in the classrooms	Within two years	L.C.C
Website and social media.	Improve our social media pages, install bulk SMS and website for the church.	Within six months	Session office
WIFI/CCTV installation for administration purpose.	Install WIFI and CCTV in both churches' facilities.	Within two years	L.C.C

Embrace current use of technology and digitize catechism classes and meetings.	The evangelist to offer virtual classes for the catechumens.	Within one year	Pastoral team
	Introduce virtual meetings for effective communication	Within one year	Session and L.C.C
Equip the boardroom with technology.	Install a Web OS screens in the boardrooms for presentation purposes	Within two years	Session and L.C.C
Management Information System (MIS)	<p>Install a system that will:-</p> <ul style="list-style-type: none"> - Capture all the details our members - Ease communication process through bulk SMS - Sending acknowledgement message upon receipt of contribution - Producing periodic financial reports on timely basis 	Within six months	Session

STRATEGIC OBJECTIVE SIX

TO DEVELOP PLANS, POLICIES AND PROGRAMS TO ADDRESS INFRASTRUCTURAL DEVELOPMENT NEEDS.

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY
Administrative offices Redesign the current minister's manse	Redesign to fit ultra-modern furnished offices for parish minister, session clerk, treasurer, LCC parish groups, a boardroom for the kirk session groups.	Within three years	Session office
Redesign the hall	Redesign to create a) multipurpose hall and b) Youth sanctuary in the hall within one year.	Within one year	L.C.C
Create space for power room and choir practicing area.	- Create a prayer room - Have a church choir practice areas	Within six months Within six months	L.C.C L.C.C
School complex Improve and modernize the current school set up.	- Build two classes- for junior secondary - Upgrade and modernize the existing classes.	Within five years Within five years	L.C.C L.C.C
Water collection	Build an underground water reservoir	Within five years	L.C.C
Alternate energy	Install solar energy system.	Within five years	L.C.C



CHAPTER SIX

MONITORING MATRIX (FRAMEWORK)

CHAPTER SIX

MONITORING AND EVALUATION MATRIX (FRAMEWORK)

In order to ensure that Dr. Arthur church is able to measure and track progress on the set Strategic objectives in this Strategic Plan, there is need to develop a monitoring and evaluation strategy. Work plans and performance, benchmarks appraisals will be developed and reviewed on quarterly basis. However, it will be important to ensure that parish session and the implementation committee understand what is expected of them and the standards thereof. Monitoring & Evaluation will be done systematically to ensure the plan implementation is on course and remains relevant to the needs of the parish.

Establish a Strategy Implementation Committee

It is proposed that a Strategy Implementation Committee is set up. The Committee's role will be to assess the achievement of the plan objectives. The session clerk will head this Committee whose role will include;

- ✚ Co-ordination of Plan implementation: - Establishment of clear reporting schedules and feedback mechanism on an ongoing basis requiring time and commitment of all.
- ✚ Clear definition of actions to be undertaken on specified monitoring results in terms of resources adjustments, change strategy or review of program activity.
- ✚ Monitoring implementation processes; - Continuous monitoring will be introduced at all levels in order to monitor inputs and activities with reference to the objectives using the specified indicators.
- ✚ Evaluation and impact assessment.
- ✚ They should develop ways outside strategic activities and add any other approach as need be to achieve the strategic objectives.
- ✚ Any other relevant duty that would facilitate effective plan implementation.

The Strategy Implementation Committee will meet at the beginning of the first quarter to review progress and generate reports.

The following tools and procedures will be standardized and adopted for M&E: -

- ✚ Use of logical framework in programs and project planning.
- ✚ Annual performance, benchmarking and appraisal.
- ✚ Annual work plans.
- ✚ Quarterly progress reports by the Committee
- ✚ Mid-term internal evaluation.
- ✚ Annual reports.
- ✚ Summative external/experts' evaluation.

The implementation committee will be reviewed annually by the session.

EVALUATION MATRIX

The following table gives the evaluation and control matrix showing the strategic activities, key performance indicators, timeframe, responsibility, actual achieved, variance and reasons

STRATEGIC OBJECTIVE ONE: TO CREATE AN ENVIRONMENT THAT ENHANCES SPIRITUAL GROWTH AND DEVELOPMENT

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY	ACTUAL ACHIEVED	VARIANCE & REASONS

STRATEGIC OBJECTIVE TWO: TO DESIGN AND IMPLEMENT PROGRAMS FOR MEMBERS, STAFF AND COMMUNITY THROUGH EMPOWERMENT AND SOCIAL RESPONSIBILITY

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY	ACTUAL ACHIEVED	VARIANCE & REASONS

STRATEGIC OBJECTIVE THREE: TO DEVELOP PROGRAMS AND POLICIES TO ENHANCE RESOURCE MOBILIZATION, FINANCIAL SUSTAINABILITY AND MANAGEMENT.

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY	ACTUAL ACHIEVED	VARIANCE & REASONS

STRATEGIC OBJECTIVE FOUR: TO DEVELOP PLANS, POLICIES AND PROGRAMS THAT ARE EFFECTIVE THAT STIMULATE EFFICIENT MANAGEMENT AND GOVERNANCE.

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY	ACTUAL ACHIEVED	VARIANCE & REASONS

STRATEGIC OBJECTIVE FIVE: TO DEVELOP AND ADOPT USAGE OF INFORMATION COMMUNICATION TECHNOLOGY AND INNOVATION IN SERVICE DELIVERY

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY	ACTUAL ACHIEVED	VARIANCE & REASONS

STRATEGIC OBJECTIVE SIX: TO DEVELOP PLANS, POLICIES AND PROGRAMS TO ADDRESS INFRASTRUCTURAL DEVELOPMENT NEEDS

ACTIVITY	KEY PERFORMANCE INDICATORS	TIME FRAME	RESPONSIBILITY	ACTUAL ACHIEVED	VARIANCE & REASONS

NB: During evaluation, this monitoring and evaluation matrix should be used. The table details of this matrix should be as per the implementation plan matrix in chapter five

APPENDIX I: FINANCIAL PROJECTIONS MATRIX

Proposed Expenditure 2023 -2028

OBJECTIVES	2023/24	2024/25	2025/26	2026/27	2028
	(Kshs)	(Kshs)	(Kshs)	(Kshs)	(Kshs)
STRATEGIC OBJECTIVE ONE:					
STRATEGIC OBJECTIVE TWO					
STRATEGIC OBJECTIVE THREE					
STRATEGIC OBJECTIVE FOUR					
STRATEGIC OBJECTIVE FIVE					
STRATEGIC OBJECTIVE SIX					
TOTAL					

APPENDIX II: Risk Identification and Mitigation Matrix

	Risk Mitigation Matrix					
	Financial	Managerial	Institutional	System	Regulatory	Political
Strategic Objective 1:	Medium	Medium	Medium	Medium	Low	Low
Strategic Objective 2:	High	Medium	Medium	Low	Low	Low
Strategic Objective 3:	Medium	Medium	Low	Low	Low	Low
Strategic Objective 4:	High	Medium	Medium	Medium	Low	Low
Strategic Objective 5:	High	Medium	Medium	High	Low	Low
Strategic Objective 6:	High	Medium	Medium	Medium	Low	Low

Key: risk Likelihood and Impact

	High
	Medium
	Low

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God bless Dr. Arthur parish.

