`

ANGLICAN CHURCH OF KENYA

DIOCESE OF MOMBASA



STRATEGIC PLAN (2025-2029)

A Transforming Diocese for holistic

`



The Rt. Rev. Dr. Alphonce Mwaro Baya
Diocesan Bishop

`

TABLE OF CONTENTS

Table Of Contents 3
FOREWORD 6
EXECUTIVE SUMMARY 7
ACRONYMS AND DEFINATIONS 8
Strategic Plan implementation committee 11
1.0 INTRODUCTION 12
1.1 Background Information 12
1.2 Management and Governance Structure 13
1.3 Strategic Planning Process 13
2.0: STRATEGIC DIRECTION 15
2.1 Strategic Plan Theme: 15
2.2 Vision Statement 15
2.3 Mission Statement 15
2.4 Core Values 15
2.7 SUSTAINABILITY- CURRENT PRIORITIES FOR ACKDOM 17
2.7.1 (A) Quality Management System 17
2.7.1 (B) Diocesan Quality Management system (QMS) 17
2.7.1 (C) Quality Manual 18
2.7.2 Socio-Economic Empowerment 18
2.7.3 Financial Sustainability 20
PROPERTY AND INVESTMENT 20
CHAPTER 3 22
3:0 STRATEGIC ANALYSIS (ENVIRONMENTAL SCANNING) 22
3.1 External (PESTLE) Analysis 22
3.1.1 Political Factors 22
3.1.2 Economic Factors 22
3.1.3 Social-Cultural Factors 23
3.1.4 Technological Factors 23
3.1.5 Ecological Factors 24
3.1.6 Legal/Regulatory Factors 24
3.2 Internal Analysis of implementation of previous plan 24

`

3.3 Stakeholder Analysis 24
3.4 SWOT Analysis 25
CHAPTER 4 28
4.0 OBJECTIVES AND STRATEGIES OF THE FIVE PILLARS 28
4.1 Mission Pillar 28
4.2: PILLAR 2: MARRIAGE AND FAMILY 29
4.3: Pillar 3 Social Transformation - Development 29
4.4: PILLAR FOUR: INSTITUTIONAL TRANSFORMATION 30
4.5: PILLAR FIVE: PROPERTY AND INVESTMENT 30
CHAPTER 5 31
5.0 : IMPLEMENTATION MATRIX FRAMEWORK 31
5.1 PILLAR 1: MISSION 31
5.2 Pillar 2 Marriage and family 35
OVERALL GOAL: 43
OUTCOME 43
5.3.1 Education 43
5.3.2 Health 43
5,3.3 Economic Empowerment 44
5.3.4 Water and sanitation 45
5.3.5 Climate Change and clean energy 45
5.3.6: Agriculture and Agribusiness: 47
5.3.7 Advocacy and Social action: 48
5.4 Pillar 4: Institutional Transformation. 50
5.4.1 Human Resource Management (Administration and Organizational Management) 51
5.4.2. Finance and Administration. 52
5.4.3: Governance 54
5.4.3 INFORMATION TECHNOLOGY. 55
PILLAR 5: Property and Investment 56
DIOCESE OF MOMBASA 60
5.2 Institutionalizing and Operationalizing Strategy 61
5.3: ASSUMPTIONS AND RISK ANALYSIS 62
CHAPter 6 63
6.0: CONTROL, MONITORING AND EVALUATION 63

`

6.1 Responsibility and Accountability 63
6.2 Performance Monitoring 63
6.3 Performance Evaluation 64
6.4 Conclusion 65

`

FOREWORD

To forward this strategic plan, I believe in the useful Christian strategies that are the product of a lot of discussions, reflection, and hard work .Christian organizations that are keen on gaining and sustaining support from stakeholders, must have solid and sound plans on which to anchor their operations. Such plans must be reviewed from time to time in light of prevailing circumstances in an ever-changing environment within which they operate. Only that way can the organizations be assured of their relevance and survival in an ever changing external and competitive arena.

Anglican Church of Kenya Diocese of Mombasa five year Strategic Plan (2025-2029) is anchored on that account and prayer. With the development of the strategic plan ACKDOM builds a robust and fruitful strategy on a foundation of guiding principles and beliefs. The leaders of the Diocese need to know what God has called them to do and where He is taking them. This is not something you discern in a vacuum. It requires the prayerful input of the clergy and the congregants.

In the same spirit, ACKDOM's Strategic Plan committee took time to scan the environment and conduct a situation strategic analysis. We appreciate the tremendous support of our members, congregants and other partners who have continued to make significant contributions towards ACKDOM's operations. I am glad to present this Strategic Plan on behalf of ACKDOM's leadership and the entire membership. ACKDOM needs your prayers as we move forward into a future full of uncertainties but at the same time full of great opportunities. As a Diocese of Mombasa we remain grounded in the Christian practice influenced by the life, teachings and Spirit of Jesus Christ.

Though ACKDOM has achieved remarkable success in the past five years, there is need to pursue and achieve further growth in line with Vision, Mission and Core Values. The Diocese recognizes tremendous opportunities in the midst of changing dynamics.

ACKDOM has to strengthen the implementation of key strategies under the five (5) identified pillars as described in this Strategic Plan in order to pursue the vision and mission.

We need collective effort and support from all our stakeholders within and outside the ACKDOM in order to realize the desired goal of bringing people to Christ.

`

EXECUTIVE SUMMARY

The ACKDOM's Bishop recognized the need for a strategic plan to enable the Diocese carry out the work of God as we enhance value to our stakeholders. This Strategic Plan helps us to be effective and focused in our ministry operations.

This Strategic Plan document has six (6) chapters outlined as:

Chapter one is the introduction; highlights the history of the ACK Diocese of Mombasa from the inception to present day; it describes the management and governance structure; it gives the operating structure/situation analysis and the planning process

Chapter two discuss Strategic Direction

Core values, Vision and the Mission statements of ACKDOM are discussed under Chapter two of this document.

Chapter Three Reviews Strategic Analysis

The strategic analysis informed the planning process and helped to understand the strategic position of ACKDOM. Chapter three discusses the strategic analysis (environmental scanning) and presents subheadings under; external, internal as well as stakeholder analysis.

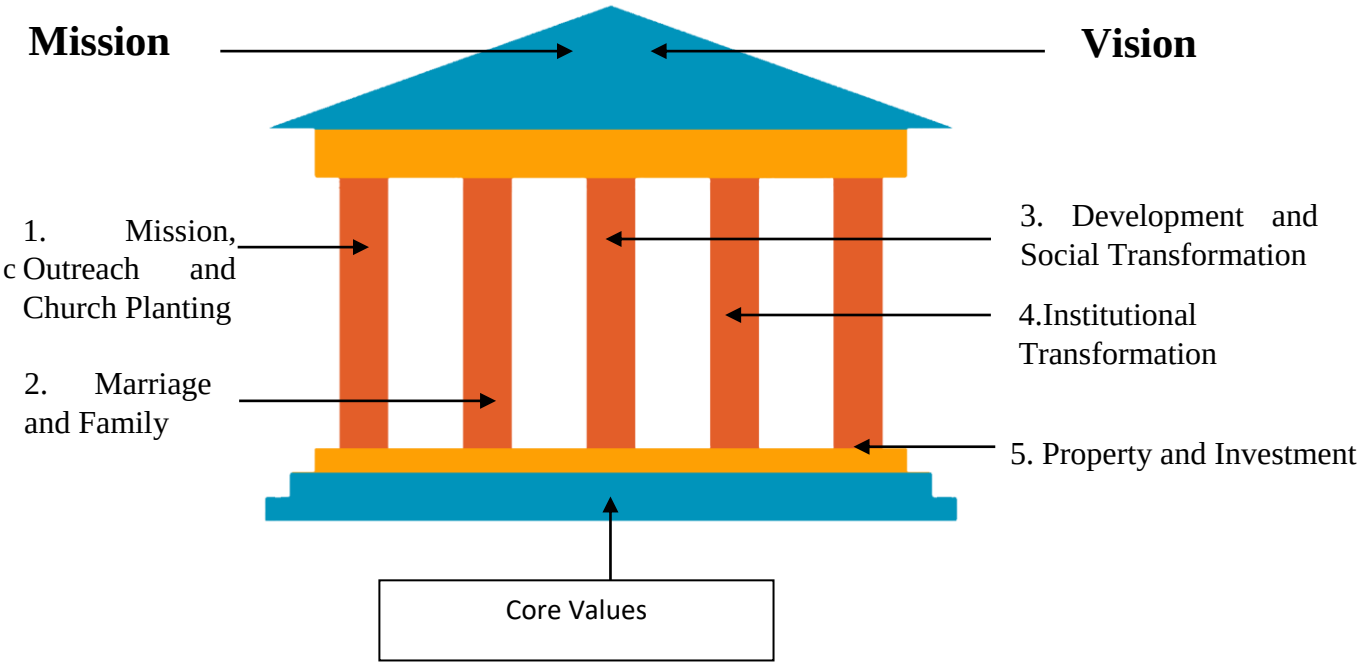
Chapter four reviews the issues raised in the previous chapters of this document with a view to setting up five pillars and objectives for the Plan starting 2025 summarized as follows

1. Mission pillar
2. Marriage and family
3. Development pillar
4. Institutional transformation pillar
5. Property and Investment

Chapter five is the Strategic plan implementation framework

Chapter six is the Control, Monitoring and Evaluation and the conclusion.

`


Mission
Vision
1. Mission, c Outreach and Church Planting
2. Marriage and Family
3. Development and Social Transformation
4.Institutional Transformation
5. Property and Investment
Core Values

`

ACRONYMS AND DEFINATIONS

ACK	Anglican Church of Kenya
ACKDOM	Anglican Church of Kenya Diocese of Mombasa
ADS Kenya `	Anglican Development Services Kenya
AGM	Annual General Meeting
AMF	Anglican Men's Fellowship
AWF	Anglican Women Fellowship
BOM	Board of Management
BOSS	Board of Social Services
CBD	Central Business Development
CBOs	Community Based organization
CTC	Christian Technical Institute
CWF	Christian women in Fellowship
DOM	Diocese of Mombasa
DMA	Diocese Mission Area
KAMA	Kenya Anglican Men Association
KAYO	Kenya Anglican Youth Organization
LGBTQ	Lesbian, Gay, Bisexual. Transgender and Queer or Questioning
MCDT	Mombasa Community Development Trust
MU	Mother's Union
NGOs	Non- Governmental organization
PESTLE	Political Economic, Social, Technological, Legal and Ecology
PCC	Parochial Parish Council
OCA	Organizational Capacity Assessment
ODF	Open Defecation Free
TEE	Theological by Extension
LR	Lay Reader
SOPs	Standard Operating Procedures
SP	Strategic Plan

`

SPIC	Strategic Plan Implementation Committee
SWOT	Strength Weaknesses Opportunities and Threats

`

STRATEGIC PLAN IMPLEMENTATION COMMITTEE



From extreme right, Our Lord Bishop Rt. Rev. Alphonce M. Baya. Mr. Robinson Ruwa, Registrar Conon Dr. Kiseu, Conon Josphat Murutu, Chairperson Youniter Mutsungah and Mr. Andronico Ochieng

`

1.0 INTRODUCTION

1.1 Background Information

The Anglican church was founded as The Diocese of Eastern Equatorial Africa (Uganda, Kenya, Tanzania) in 1884, with James Hannington as the first Bishop. However, Protestant missionary activity had been present in the area since 1844, when Johann Ludwig Krapf, landed in Mombasa.

The history of the Anglican Church of Kenya Diocese of Mombasa of the Anglican Church of Kenya dates back to1896 on sub-division of former Diocese of Eastern Equatorial Africa which covered Kenya, Tanganyika and Uganda.

It is from the Diocese of Mombasa that all the 38 Dioceses of the Anglican Church including one military episcopate were established. The Diocese covers the Mombasa, Kwale and part of Kilifi Counties. It covered the former coast province until 1993 when it was sub-divided into two namely Taita Taveta and Mombasa. In 2015 it was further split into two Malindi and Mombasa.

The Rt. Rev. Dr. Alphonse Mwaro Baya, the eighth Bishop, continues to head the Diocese.

Table 1: The Diocesan data 2024 to 2029

Variable	Number 2024	Number 2029
No. of sub-counties	12	14
No. of Archdeaconries	11	3
Deaneries	21	25
No. of parishes	82	93
No. of congregations	126	141
Chaplains	20	20
No. of clergy	150	200
Evangelists	8	15
Lay readers	305	345
No. of congregants	20000	25000
Current Asset Base	2.09B	3B
No. of boards	5	3

As ACKDOM commences the implementation of SP 2025 – 2029, the baseline data of 2024 and projection of 2029 is as shown in Table 1. **Annex 3** shows the geographical coverage of ACKDOM

The focus ACKDOM is both rural and urban ministries targeting all persons with different needs but with a simply quest for spiritual nourishment. In urban settings the focus is basically the working class, urban youth and professionals while in the rural the focus targeting low income peasant farmers. ACKDOM has established a strong mission directorate whose purpose is to identify gaps of unreached communities in the spread of Christianity and establishment of new Parishes. The current asset base of ACKDOM is Kshs.2.09B which is projected to increase to Kshs.3B by 2029.

ACKDOM has earned recognition and attracted several international visitors including King of England, Charles The III on 3rd November 2023.

Since its inception, ACKDOM has had several strategic plans but it was not until 2018 when the Diocesan Bishop put in place mechanisms of ownership, monitoring and evaluation committee (SPIC).

`

The first five-year Strategic Plan under the SPIC covered the period between 2018 and 2022, while the second 5-year plan covered the period will be between 2025 and 2029.

1.2 Management and Governance Structure

ACKDOM has a well-defined management and governance structure that promotes sound stewardship and accountability of financial and pastoral ministry

The ACKDOM is headed by the Bishop. The Diocese is divided into archdeaconries headed by an archdeacon, who is a priest. The archdeaconries are further subdivided Deanery, parishes and Local Churches.

The governance structure include:

- SYNOD which is the supreme governing organ of ACKDOM
- Archidiaconal Councils
- Deanery Councils
- Parochial Church Councils PCC
- Local Church Committees LCC

The management of ACKDOM's day-to-day operations is carried out under the supervision of the Bishop. The Bishop provides oversight to the Diocese through the Vicar General, Registrar and The Administrative secretary. Legal custody of ACKDOM's property is entrusted to the Church Commissioners of Kenya. The ACKDOM has an established legal advisory office for all legal related issues

1.3 Strategic Planning Process

In the writing of this strategic plan 2025 - 2029, several planning workshops were organized between the SPIC and the Archdeacons and Board chairpersons and other ACKDOM's top leadership which included The Diocesan Bishop, The Vicar General, The registrar, the Administrative secretary, besides and other Diocesans leaders of various departments.

The **first** step of the strategic planning process was to make a review the vision, mission statements and core values. Leaders decided to retain the 2018 – 2022 vision, mission and core values.

The **second** step was literature review and scanning of the environment and intensive strategic analysis using SWOT, PESTEL and Stakeholder Analysis.

The **third** step focused on strategic gap analysis to answer the question: Where are we compared to where we want to be. This part of the process looked at ACKDOM's vision – where do we want to be by 2029 – and compared it to where we are currently. The analysis was done in light of the strategic issues evident in various department and ministries.

The **fourth** step was grouping the strategic issues into thematic areas and developing both strategic objectives and corresponding strategies.

The **fifth** step involved the development of the implementation framework by the SPIC, management and ministry leaders in collaboration with the SPIC.

`



`

2.0 CHAPTER

2.0: STRATEGIC DIRECTION

This chapter sets out the ACKDOM long-term strategic direction and strategic intent. The strategic direction is articulated by the vision (the desired end state or result), mission statement (how the desired state will be pursued) and the core values that will guide the organizational operations during the next five years

The intent to strategize and maintain its position in the region is well reflected by the effort to remain relevant by welcoming new and initiating technologies and projects aimed at uplifting the status of the community. This chapter will discuss the sustainably plans of the Diocese.

2.1 Strategic Plan Theme:

The theme of this Plan is **'A transforming Diocese for holistic life'** and it intends to move ACKDOM from the current performance to a greater performance.

2.2 Vision Statement

A transforming Diocese for holistic life

2.3 Mission Statement

To empower God's people to transform Society through Christ for holistic life

2.4 Core Values

ACKDOM is committed to the following Core values

Community:

We are committed to work with and exist in a community where we encourage fellowship, uphold the family and embrace unity. We believe that it is our responsibility to impact them in a holistic manner. We will stand in solidarity with those who are marginalized in the society.

Integrity

We are committed to personal integrity and holiness by pursuing Christ-likeness in the ministry. We are committed to teaching and practicing sound Biblical doctrine, pursuing excellence and encouraging servant hood . We are committed to a culture of transparency and accountability to God, His Word, to one another and to the government.

Transformation

We are committed to facilitating deliberate discipleship and stewardship, encouraging servant leadership in all areas of ministry and advocating for sustained social action. **We are called to** preaching and teaching the word of God to the lost and to the lost. Our love for God and His calling shall be our driving force. The power and influence of the Holy Spirit is the key agent of transformation. We value, appreciate and recognize the diversity of gifts in the body of Christ.

`

Servant leadership

Servant leaders strengthen the weak and empower those entrusted to their care, and also show compassion towards the disadvantaged and the lost like it is in the bible. By doing so leaders will earn respect from employees, worshippers and the community at large. Servant leadership improves innovative efforts; and individuals develop skills and can advance professionally in a supportive spiritual environment.

Commitment

We are committed to the Bible that encourages us to hold ourselves responsible and find our Internal motivation so that we can commit our way to the LORD, trust in him, and he will act. As a Diocese we endeavor to Keep our promises and make promises we can keep.

Teamwork

We the ACKDOM submit to a common team for success in the spread of the gospel and the development of mankind. Teamwork is a cornerstone of every successful ministry. It allows team members to depend on each other, share ideas openly, and work collaboratively toward the success of the spread of the gospel.

Inclusiveness in accordance to Christian principles and values

The ACKDOM believes in the principles of Inclusion to promote equity, access and opportunity rights. The Diocese will be the place where anyone can come and feel welcome, regardless of background, lifestyle, beliefs, gender, sexuality or anything else. The gospel is for everyone and all are invited to meet Jesus at the cross.

Time Management

ACK is referred to as Church of Order. Wise time management is an exemplary pattern of Christian leadership towards the effectiveness of the work of God by using time as effectively as possible. Planning and avoiding getting trapped in many activities, discipline and priorities are paramount.

Embrace Technology

While technology does influence and change us over time, technology is a tool that God has given us to be used in ways that honor him and help us love our neighbor. It's true that certain pieces of technology are created for evil and can have an outsized influence on our lives.

Innovations and creativity

The world is moving from the Information Age to an Age of Creativity. Today, we have easy access to an abundance of information and technology including Artificial Intelligence AI that are useful tools in communication and ministry.

`

2.7 SUSTAINABILITY- CURRENT PRIORITIES FOR ACKDOM

2.7.1 (A) Quality Management System

In 2024; ACKDOM engaged a Consulting firm (World Renew) to conduct an Organizational Capacity Assessment (OCA) with the aim of supporting the diocesan leadership to identify gaps and opportunities for strengthening structures, systems and operations in the administration and management of the Diocese. And ultimately development and implementation of a robust Diocesan Quality Management system. The assessment sort to address resources required to fulfil the Diocesan Vision and Mission, improved productivity and provision of quality services to members and the community at large.

A four-day OCA workshop conducted between 10th and 13th June 2024 was attended by 43 participants drawn from different sections of the diocese including the Diocesan Bishop, Vicar General, Archdeacons, board representatives, department heads, coordinators, Internal audit team and other volunteers.

The process was facilitated World Renew and provided actionable interventions to address each gap identified with specific actions that needed to be undertaken within a given period of time. The seven organizational system areas that were reflected upon for the OCA process were; Governance, Administration, Human resource and management, Financial management, Organizational management, Program management and Project Performance Management.

An action plan matrix across the above seven sections of the diocesan organization management system was developed seeking to address identified gaps, enhance monitoring, evaluation, learning, and strengthen the diocese's resilience and mandate. See **Annex 4**

2.7.1 (B) Diocesan Quality Management system (QMS)

The Diocese of Mombasa through the top management lead by Bishop, Rt Rev Dr Alphonce Baya is committed to the establishment of a “Diocesan Quality Management System” that seeks to support the achievement of our strategic direction based on the Diocesan Strategic Plan.

Adoption of a quality management system is a strategic decision for an organization that will not only help to improve its overall performance but also provide a sound basis for sustainable church growth and other development initiatives.

Benefits a Diocesan Quality Management system.

- Ability for the Diocese to consistently provide services based on the Diocesan strategic Plan that meet members/ community needs.
- Facilitates opportunities to enhance members/ community satisfaction.
- Addresses risks and opportunities associated with the Diocesan Vision, Mission and set objectives.
- Ability for the Diocese to demonstrate conformity to quality management system requirements and compliance with the Diocesan Constitution, Policies, Regulations and applicable statutory and regulatory requirements.

`

To support this the Diocesan QMS implementation committee shall be tasked with documentation of a Quality Manual

2.7.1 (C) Quality Manual

A quality manual is a commitment of the Diocesan top management to implement a QMS that meets the needs of her members/ community based on the Diocesan Strategic Plan. It will consist of the Diocesan quality policy, Quality objectives and scope of the QMS and with a short policy statement guiding on how various activities within the management system shall be undertaken.

Picture Adult Terners Training for teachers

2.7.2 Socio-Economic Empowerment

THE MOMBASA COMMUNITY DEVELOPMENT PROGRAM (MCDT)

The ACKDOM in partnership with Five Talent Kenya (FTK) in 2022 launched a five year (2022 – 2027) Social Economic Development project called Mombasa Community Development Trust MCDT. This is a financial project which seeks to help all the 82 parishes and surrounding communities to form unique local Community Trust groups that fundamentally are used for savings and loans using a unique savings model called Accumulated Savings an Credit Association (ASCA). All groups are coordinated at parish level with the parish vicar as the patron.

This project provides financial literacy, business skills training alongside creation of a safe place to save and borrow environment. In doing so, MCDT aims at supporting communities to inculcate the culture of saving and borrowing in order to increase income and reduce the levels of poverty.

The vision of MCDT is having an economically and socially empowered community living dignified lives. In order to work towards its vision, MCDT's mission is to transform communities through economic empowerment.

`

The objectives of MCDT are,

1. Economic Empowerment which aims at improving the economic situation of households within the ACKDOM by promoting financial literacy, business skills, and access to financial resources.

2. Social Empowerment: To uplift the community socially by providing emotional and social support, promoting human rights, good governance, and addressing gender concerns.

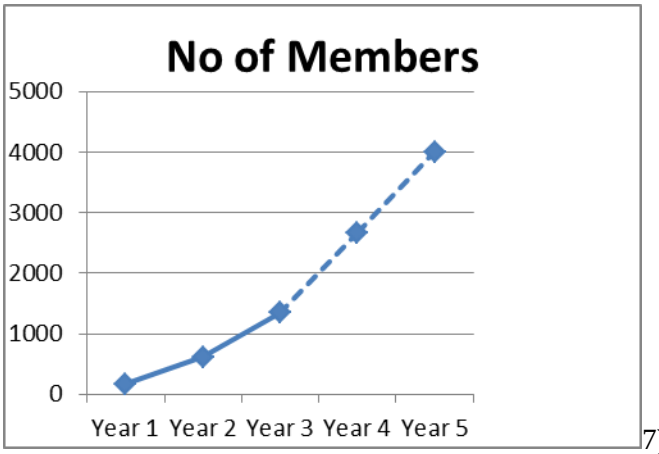
Project Year	No of Members	No of groups	Savings	Loans taken
Year 1	166	12	45,400	0
Year 2	612	37	583,230	44,000
Year 3	1344	82	2,168,345	805,200
Year 4	2672		21084173	
Year 5 (2027)	4,000	No targets	40,000,000	No target

3. Training and Capacity Building: To offer training programs that build business skills and capacity for members to enhance their economic opportunities.

4. Safe Savings and Borrowing: To create trust groups where members can save together in a secure environment and access cheap, convenient loans for business investment and personal growth.

5. Environmental Conservation: To ensure equitable access and responsible management of natural resources for sustainable community development.

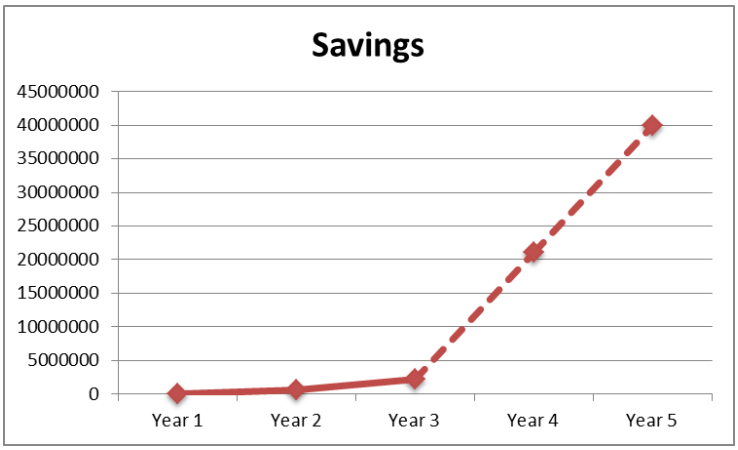
6. Professional Investment Advice: To provide professional advice on investment opportunities, helping members make informed decisions to grow their businesses.



7) Collaboration and Synergy: To form partnerships with other organizations for infrastructure development, resource pooling, and advocacy, enhancing the overall impact on community development.

`

In the past two years (2022 -2024), MCDT managed to establish 81groups with a membership of 1316 members and a saving of Ksh.1,853805.



The ACKDOM targets to increase membership of MCDT to 4,000 and accumulated savings of Kshs. 40 million by 2027 and to transit from a Savings and Loans project to a SACCO

Alongside savings and loans Association, MCDT established adult literacy classes for basic education in 6 (six) parishes in Kwale County.30 number of adults completed the basic course in 2024 and 270 (two hundred and seventy) are expected to complete by end of project 2027.

2.7.3 Financial Sustainability

PROPERTY AND INVESTMENT

The ACKDOM believes in sustainability in all projects. Currently the Diocese relies on the Quota payments (80%) from the parishes to run activities including salaries and government levies. After closing of CITC which was running at a loss for several years, the property was leased to a private investor for 40 years. The investor is going to do major Development which after the expiry of the lease will become Diocesan property.

St. Lukes Hospital in Kaloleni has had many challenges, the Diocese plans to sell the hospital to Kilifi County Government. The ACKDOM intends to renovate the staff houses and rent them out.

Ukumbusho building construction is ongoing and currently ACKDOM is serving a loan afterwhich a second loan will be taken to complete the second and third floor. Once completed and rented out ACKDOM hopes to reduce the quota burden.

Zungu plot in Kwale County, the Diocese is carrying out a survey so that a valuation is carried out on the land that squatters have occupied, subdivide the land to get tittle deeds, then sell the land to the squatters.

Kasemeni-Jirani land in Lunga Lunga which is 117 acres: 20 acres has been set aside for partnership between Misitu Milele (Forever Forests) and ACKDOM for a forestation project and the remaining 97 leased to ADS for cattle ranch project.

`

Through these activities the Diocese will improve its financial base are in order to remain relevant and ease the financial burdened for parishes.



Bishops Travels: Shimba Hills after a thanks giving service



`

CHAPTER 3

3:0 STRATEGIC ANALYSIS (ENVIRONMENTAL SCANNING)

Understanding ACKDOM's external and internal environments is important in charting our path going forward. Whereas the external and competitive environments have implications for us as a ACKDOM, in form of opportunities and threats, the internal environment help interpret our strengths and weaknesses. The external environment comprises of developments in the macro (remote) environment and the micro (immediate operating) environment.

3.1 External (PESTLE) Analysis

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

3.1.1 Political Factors

Kenya has two governance levels: National and County Governments. Over the years, the ACKDOM has enjoyed political goodwill and support from the leadership.

The political arena has witnessed that;

- Kenya has a stable political outlook, making expectations higher
- There is competitiveness and occasional power struggles between the different political levels or various organs – County versus National level; Senators versus Governors
- Population movement to County headquarters – seeking employment opportunities
- Civil rights – an increase in clamor for more space not only to be heard, but also direct from the youth Gen involvement in some of the national affairs
- Occasional heightened tension or politically motivated violence driven by the political class based on negative ethnicity

3.1.2 Economic Factors

- Depreciation or appreciation of the shilling poses a great challenge to the community and impacts on the church.
- Increase in taxes and introduction of new taxes
- Unity within the Parish
- Transparency and accountability
- Increased Parish attendance
- Christians empowered through Mombasa Community Development trust (MCDT

`

3.1.3 Social-Cultural Factors

The population of Kenya represents 0.60% of the world´s total population (According to KNBS 2019) which means that one person in every 168 people on the planet is a resident of Kenya. The increasing population growth rate, currently at 2.7%, impacts on both the supply and demand for resources and by extension ACKDOM's operations. Increasing population avails cheap and affordable labor which is instrumental in economic development. The same growth in population increases demand for services and products thus increase in the number of people requiring spiritual care. The high unemployment rates, currently at 25% according to Index Mundi.com, have pushed many Kenya citizens to live in challenging socio-economic lifestyles.

Key issues include:

- Effects of HIV & AIDS
- Outbreak of communicable diseases
- Effects of non-communicable chronic conditions
- Inequitable and unfair compensation at the work place
- Dysfunctional families
- High poverty levels
- Drug and substance abuse
- Negative ethnicity
- Effects of globalization and post-modernism such as same-sex relationships, secularism, materialism, hedonism and extreme feminism, among others.
- Corruption

3.1.4 Technological Factors

The rapid and continuing growth and development of technology, especially information and

Communication technologies (ICT), is beginning to have a major impact globally. This provides

ACKDOM with great opportunities. The effective use of new technologies offers ways in which the quality, effectiveness, and in particular, the flexibility of services can be improved. It also provides for major improvements in organizational administration by using intranet technologies to capture data, simplify processes and deliver support materials to the congregants. Access to and availability of new technologies including automation and other infrastructural investments is an added advantage. The technological arena is characterized by:

i. The opportunities related to money transfer. Use of enterprise resource tools adds value to the development of the Diocese. e.g. ERP in management like SAP, Navision, IDMS

ii. Use of social media as a tool of mobilization and communication

iii. The use of print media and literature

iv. A functioning of e-commerce

`

3.1.5 Ecological Factors

- Rampant tree cutting without planting
- Stringent environmental laws by NEMA and WARMA e.g. noise pollution laws and their impact on Parish activities like Keshas
- Statutory requirements of renewable energy
- Poor attitude towards environmental conservation by the average Kenyan

3.1.6 Legal/Regulatory Factors

- Compliance with ever changing employment regulations
- Relevant issues that pertain to health and safety regulations
- Awareness of product regulations
- Regulations against aspects of discrimination
- Awareness of patent infringements in the country

3.2 Internal Analysis of implementation of previous plan

The ACKDOM 2018-2022 Strategic Plan achieved success in several strategies. A Strategic Plan review was conducted by SPIC. These committees used the annual operational plans and ACKDOM's functional and departmental performance reports to review progress towards meeting the strategic goals and objectives. A high-level study of ACKDOM's vision, mission, core values, strategic objectives, key outputs, performance indicators and targets was undertaken to establish the strategies that had worked and those that had not. It is important to note and to appreciate that there are challenges that can impede the implementation of even the best strategic plans. The challenges of implementing some of the strategies were due to absence of a communication strategy, execution gaps, limited resources and inadequate alignment to the Strategic plan.

3.3 Stakeholder Analysis

The internal people and external teams and individuals who the ACKDOM will involve or affect are in the implementation of the SP. A stakeholder analysis was conducted before the implementation of the new SP 2025 – 2029 for maximizing potentials in terms of human resource, financial and in kind.

The process began by identifying all the individuals, groups, and organizations that can impact or are impacted by the church. This was followed by an analysis of all the stakeholders and in a workshop key questions were asked as follows

- What is expected from ACKDOM?
- What is expected from the stakeholder?
- How does the ACKDOM meet the expectations?

`

After analysis a priority list for engagement was made as shown in **Annex 1**

The ACKDOM Strategic Plan review was conducted by Archdeacons and SPIC. These committees received the following responses towards meeting the strategic goals and objectives. A high level study of vision, mission, core values, strategic objectives, key outputs, performance indicators and targets was undertaken to establish the strategies that had worked and those that had not. It is important to note and to appreciate that there are bottlenecks that can impede the implementation of even the best strategic plans. The challenges of implementing some of the strategies were due to absence of a communication strategy, execution gaps, limited resources and inadequate alignment to the collaboration. An understanding of who the stakeholders are and what relationships exist between them and ACKDOM is important because the satisfaction of their interests is key to the success of the Diocese in the achievement of strategic objectives.

There are a few instances where there are many variances between the stakeholder's expectations (both internal and external) and ACKDOM

3.4 SWOT Analysis

ACKDOM internal and external analysis revealed several strengths, opportunities and strategic gaps. Table 3 presents a detailed SWOT summary per ACKDOM areas of operation. This section presents a summary with the following highlights:

`

Table 3. ACKDOM SWOT Analysis

Strengths Weaknesses

• **Strengths**	• **Weaknesses**
• **Parish is well structured. Leadership and Governance structure that ensures smooth transition at critical levels** • **Parish services are orderly (Liturgy)** • **Clergy are well trained** • **Holistic ministry for children, youth and adults** • **Existing infrastructure** • **Good leadership and governance** • **Availability of pool of professionals** • **Diaspora links** • **. Availability of management tools (constitution, Finance policy, HR policy.** • **Good infrastructure within the Diocese jurisdiction (Parishes).** • **Mainstreaming of services**	• Limited financial resources • Dependency on external support • Administrative challenges • Aging infrastructure • Fear to embrace change • Inability to harness readily available resources • Disparities in urban rural enumeration of other allowances apart from salaries • Communication • No clear criteria for staffing • Embracing and use of modern technology • Lack of multimedia equipment for Radio and TV stations

`

Opportunities and Threats

Opportunities	Threats
• Good infrastructure within the Diocese jurisdiction (roads, electricity, internet and piped water, hospitals, schools). • Good relationship with the County and national government. • Goof relation between the Dioceses and the society living within the jurisdiction of the Diocese • The Diocese is geographically strategically placed (Port of Mombasa, Industries, tourist hotels) • Internet availability for life streaming of services • Many higher learning institutions within the Diocese jurisdiction • High population • Availability of Historical sites • The coastal line • Gospel to unreached people (Muslims and atheist) • Availability of land for agricultural productivity • Availability of land for tree planting (natural conservation) • Availability of sea for blue economy • Use of social media platforms eg FB for spreading the gospel • Use of partnerships like FTK ADS, resulting in the ability to improve members‟ economic wellbeing.	• Islamic culture • African traditionalists/witchcraft • Outlawed gang (Wakali wao,Wakali kwanza etc.) • Drug and substance abuse (availability of drugs). • LGBTQ • Modernization (copying of western lifestyle). • Technology influence (influence of TV and you-tube). • Political influence (dividing the Parish into different camps) • The negative influence by the social media • Not taken advantage of sourcing for financial support from external well-wishers eg Trust groups, stakeholders and partners • Underutilized opportunities to involve the diaspora in church development • Introduction of satanic and anti-Christian movements in church • Creation of oppressive legislation by the government • Corruption normalized at all levels • Unused vicarages

`

CHAPTER 4

4.0 OBJECTIVES AND STRATEGIES OF THE FIVE PILLARS

ACKDOM will address each of the strategic issues identified through internal analysis (PESTLE, SWOT and stakeholder analysis in part three above, by identifying a number of corporate strategic objectives. The strategic objectives below provide a link between the strategic issues listed above and the activities that ACKDOM will employ in order to attain the set vision and mission. Consequently, for the period 2025-2029, the ACKDOM will work towards achieving the set objectives through pursuing the identified strategies.

In order not to be caught in a cycle of ineffective response to emerging issues, a five-pillar implementation framework was developed. Marriage and family was added to the 2025 -2029 strategic plan.

(See table 2)

Table 2: Five Pillars

1. Mission
2. Marriage and family
3. Development and social transformation
4. Institutional transformation
5. Property and Investment

4.1 Mission Pillar

GOAL: To continually in calculate evangelistic and Christian stewardship culture

OUTCOME: To increase membership throughout the diocese from 20,000 to 25,000

Mission: To plant churches amongst unreached people groups. The pillar will focus on spreading God's Gospel by ensuring the following:

1. **Evangelism and Church planting**: To enhance evangelism and strategically plant churches. Strengthen and enhance evangelism through effectives methodologies
2. **Spiritual activities** of The Mothers Union, AWF, AMF, KAMA, KAYO and Children Department to mainstream their vision, mission and objectives of their respective ministries
3. **Media** (Television, radio, print media, and social media): To engage the media as a tool for outreach, information, education, entertainment, and holistic transformation

`

4.2: PILLAR 2: MARRIAGE AND FAMILY

GOAL: To build strong marriage and families founded and rooted in the doctrine of our Lord and Savior Jesus Christ and the church

OUTCOME: Reduced dysfunctional marriages and broken families

OBJECTIVE 1: To strengthen the family institution through effective ministry to married and single persons.

OBJECTIE 2: To raise a God fearing generation of children and preteens who know and can explain confidently their faith in Jesus Christ.

OBJECTIVE 3: To reduce the challenges faced by families caring for people with special needs

Building a strong family is to facilitate change and development in the family system. This involves improving the interactions between family members and addressing issues that disrupt the family dynamic union. The objective of family and marriage is to strengthen the family institution through effective ministry to married and single persons.

Objectives of Family

- Improve communication
- Resolve conflicts
- Enhance the overall functioning of the family unit

4.3: Pillar 3 Social Transformation - Development

Goal: To support Parishes and Parishioners empower themselves to

economically and spiritually to be able to support the Diocese work

OUTCOME: Diocesan ministry and growth wholesome and dignified living

This pillar intents to improve livelihood of individuals, families and groups among the parishioners through implementation of seven thematic areas namely;

1. **Education** : Learning Institutions: To raise a generation of God-fearing leaders with academic excellence and spiritual maturity
2. **Health and sanitation**: Endeavors to raise a healthy community by organizing medical camps, health talks within schools and churches
3. **Agriculture**; To initiate and grow profitable and sustainable investment that contributes financially to our vision and mission
4. **Economic component**
5. Water satisfaction
6. **Advocacy**, social action and good governance; to mobilize parishioners in articulating biblical response to matters and increase the influence of the church through action
7. **Climate change;** to mobilize parishioners in mitigation and response to matters climate change

`

4.4: PILLAR FOUR: INSTITUTIONAL TRANSFORMATION

GOAL: To establish result based management systems with effective monitoring systems throughout the Diocese, Parishes and Departments to ensure efficiency and effectiveness through the following thematic areas;

OUTCOME: Improved coordination between departments, parishes and entire diocese

i. Human Resource Management
ii. Organizational Development: To establish an efficient and effective governance and administration system that facilitates quick, smooth and robust service in all ACKDOM operations.
iii. Financial Management
iv. ICT and communication

4.5: PILLAR FIVE: PROPERTY AND INVESTMENT

Supplementary Revenue Streams for the ACKDOM To initiate and grow profitable and sustainable investment ventures that contributes financially to our vision and mission.

GOAL: To establish or manage effectively physical facilities and other forms of investments to serve stakeholders

OUTCOME: Reduced financial burden on stakeholders

1) This five-year strategic plan outlines the church's approach to maximizing its investments and property assets to support its mission and growth
2) By focusing on diversified investments, optimizing property use, and enhancing financial management, the church aims to secure long-term financial stability while fostering stronger community engagement.
3) Each strategic objective is paired with specific activities, results, and measurable targets to ensure effective implementation and progress tracking

`

CHAPTER 5

5.0 : IMPLEMENTATION MATRIX FRAMEWORK

5.1 PILLAR 1: MISSION

STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	STRATEGIC ACTIVITIES	TARGETS
Evangelism: To strengthen evangelism throughout the Diocese Strengthen Leadership capacity of the Board of Mission and its committees to fully fulfill their mandate	Retention and Increased membership of the Anglicans Vibrant churches Strengthen Leadership capacity of the Board of Mission and its committees to fully fulfill their mandate	Strategically plant churches in all clusters, and Establish indigenous and organic churches amongst unreached through evangelism	Increase membership from 20000 to 25000. 1000 per year
		Organize crusades and door to door in urban and rural areas	Quarterly, 20 per parish in 5 years
		Refresher courses for the Board members	All clergy attending Annually
		Organize at Revival weeks and Deliverance services in all parishes per year	One in every 6 months per parish
		Organize at least monthly Bible studies	All parishes to organize monthly
		Organize regular weekday fellowships and Prayer meetings	Weekly
		Conduct Home based churches	Weekly
		Regular pastoral visits	Weekly
		Organize meetings for church welfare	Quarterly welfare meeting
	15 Sustainable churches planted and developed to standard	Develop and implement a standard church planting policy whether organic or otherwise	One policy document developed
		Mobilize all departments (MU, KAMA, and KAYO) to fundraise and develop to standard, organic churches throughout the Diocese	To raise 1.5M Per church for 3 churches each year
		Parish congregation with capacity, to fundraise and plant at least one church in their area in five years.	5 churches established
	Well resourced mission	Mobilize members to give towards Diocesan mission	100% budget of 2M funded for mission

`

		Develop and run a program for mobilization by missionaries	82 Programs developed for each parish
		Missionaries recruited, trained and posted to all parishes	At least one Missioners in all 82 Parishes
	Enhanced chaplaincy ministry	Organize training and workshops for chaplaincy department in partnership with other organizations and institutions for in reach and outreach in Schools, Colleges, Hospitals, Barracks, Police stations and Ports	20 chaplains
	Well grounded Anglicans	Strengthen the uptake of catechism classes and its application .	All parishes
		Increase the number of members being baptized and confirmed	All parishes to ensure all children and adults are baptized
		Welcome new members to the congregations	All Parishes
	Enhanced Quality of Church services	Modernize church music equipment	All Parishes
		Post clergy/Evangelist in all churches	
		Continuously train clergy, Evangelist, Lay readers, choir directors, and praise and worship leaders	
		Quality sermons and time management	
		Provide and use liturgical books	
	More missioners joining the provincial and Diocesan team	Participation in Provincial/Diocesan Missions	Missioners in all Parishes
Media and ICT: To engage the media as a tool for outreach, information, education, entertainment, and holistic transformation	Well-Coordinated Communication activities for Information and education	Conduct refresher training for BOSS and Committee of Communication to fully fulfill their mandate	To be done during in 2025
	Enhanced Evangelism and Visibility	Establish and run both Radio and TV stations through electronic media committee	2025 Radio station. 2029 establish TV station
		In liaison with the Board of Mission and committee of Communication develop a comprehensive discipleship program for multi-media platforms	1 established in 2026

`

		Establish an effective resource mobilization mechanism to support media outreach and function	Effective resource mobilization strategy document deve;p[ed in 2026
		Maximize use of media as a platform for discipleship initiatives and mechanism for follow up for new converts	Starting 2025 to 2027
	Enhanced Professionalism	Employ a full time skilled and trained media manager	One officer employed in 2029
	Enhanced Reliability and quality of production	Tools and equipment bought for radio and TV media	One TV station established 2029
	Grounded members of the groups	Mainstream the vision, mission, core values and objectives of their respective ministries as core functions in all parishes	2025 Available documentation on mainstreaming of mission and mission
Kenya Anglican Youth Organization (KAYO) To attract, retain and equip high school leavers, ex-candidates, college and university students to be agents of transformation in their spheres of influence and Enhance creative outreach to the youth	Enhanced mentorship and continuity of leadership	Deliberately Incorporate the Youth in Boards of the Diocese	2025 Documentation to confirm the inclusion of youths on diocesan boards
		positions of the Parishes	
		Deliberately Incorporate the Youth in leadership	2025
	Enhanced mission to Youth	All Parish priests to be fully involved in youth churches and activities	2025
		Appoint and train KAYO archdeaconry coordinators with the call to serve the youth	2025 Report to confirm training and appointment of KAYO archdeaconry coordinators with the call to serve the youth
		Mainstream the KAYO Promise, Anthem, Motto, Vision, Mission and objectives as core functions throughout the year in all Parishes	2025 Written reports and availability of mainstreamed KAYO Promise, Anthem, Motto,

`

Children Ministry: To raise up Children and preteens(GFS, Boys Brigade) to know, love Jesus Christ, and confidently proclaim their faith in Jesus Christ	Children and preteens who confidently articulate their faith	All Clergy to be fully engaged in Children ministry services and activities	2025 Reports to confirm Clergy tare fully engaged in Children ministry services and activities
		Recruit and Train Sunday school teachers in every congregation	2025: Audit reports to confirm recruitment and trained Sunday School teachers in all congregation
		Developing Discipleship Good Shepherd DGS for age 3-6 across the diocese	2026
		Develop a program for transition between different age set	2026:A program Developed for transition between different age sets
		Form a diocesan children ministry curriculum development committee	2025: a diocesan children ministry curriculum developed by committee
		Develop and deploy a mentorship program for children across the Diocese	2025; A mentorship program developed for children
		Revise the Children Ministry curriculum to suit the current needs.	2026: A revised children ministry curriculum developed

`



Menza Mwenye

5.2 Pillar 2 Marriage and family

GOAL: To build strong marriage and families founded and rooted in the doctrine of our Lord and Savior Jesus Christ and the church

OUTCOME: Reduced dysfunctional marriages and broken families

`

Thematic Area	Strategic objectives	Strategic Outcomes	Strategic Activities	Targets/Output
Marriage and Family	OBJECTIVE 1: Develop and implement a comprehensive marriage and family programs family discipleship and mentorship	Minimized separations and divorce within the church	Develop standardized material for premarital counseling and train clergy	1. Yr 1 2025 one standardized tool developed. 2. All clergy trained on the same
		Team work within the family	Develop follow up programs for newly married couples	2025 Follow up tools developed
		Sustainable marriages	Train clergy in marital conflict resolution	All clergy trained or marital conflict resolution
		Increase participation of married couples in marriage enrichment programs and happier Marriages	Organize married couples retreats at Deanery and Diocesan levels	Two retreats (mid-year and end-year for clergy and for church members
		Increased number of church attendance by both men and women	Introduce a young couples fellowship	Young couples fellowship introduced in all parishes
		Increased participation of married couples in marriage enrichment programs	Advertisement of availability of couple counseling services	Year 1 and on-going for the 5 years: Reports on the numbers counselled
			Introduction of a family month across the Diocese	Annually: Family month introduced on the annual calendar

`

				celebrated
			Organize pastoral care program beyond the wedding day	From 2026 documented reports on pastoral care for newly married
			Develop and implement comprehensive marriage and family programs – family discipleship and mentorship to be core functions	2025 -2029: Comprehensive marriage and family programs introduced with discipleship and mentorship

`

Thematic Area	Strategic objectives	Strategic Outcomes	Strategic Activities	Targets/Output
Marriage and Family	Develop and implement comprehensive marriage and family programs family discipleship and mentorship to be core functions	Support for families to remain united	Develop an engaging and robust program for singles	Year 1, 2025 One document developed for angering singles
			Introduce a couple counseling Desk at the Diocese level to serve clergy	Year 1 2025, official launch of couple's desk
			Engage a professional counselor at the Diocese level	One professional counselor stationed at the Diocese
			Identify and Partner with other marriage counseling institutions for referrals	Counseling institution identified and referrals in to begin year 1 2025
Parenting	OBJECTIE 2: To raise a God fearing generation of children and preteens who know and can explain confidently their faith in Jesus Christ.	Responsible and God-fearing adults of tomorrow.	Family life seminars and courses for young couples	Yr 2 – Yr 5
			Organize Parenting Seminars at parish level targeting young parents	One seminar every six months per parish
			Develop and Implement Baby Dedication curriculum for young parents	One baby dedication curriculum developed

`

			Identify and equip all the key stakeholders (clergy, parents, leaders) to address emerging issues affecting the family	Working in progress for five years
			Design and implement a comprehensive parenting materials for parents of pre-teens and teens	One document developed for parents wiry preteen child.

kkIii

Thematic Area	**Strategic objectives**	**Strategic Outcomes**	**Strategic Activities**	**Targets/Output**
	child protection	Child protection policy	1. Sensitization of clergy and all congregates	1. ACK Child protection policy published
	Child Online Protection.	Reduce child trafficking	2. Provide parental controls on the misuse of internal sources and devices to restrict access to inappropriate content.	All Sunday school teachers equipped with skills on controls against online misuse for children Online Protection.
			2. Parents to monitor online activities of their children by regularly checking on their children's browsing history, social media accounts and online gaming and dating activities.	1. All parents sensitizes on checking browsing history 2. children taught on the disadvantages of communicating with unknown persons

`

			3. Parents to open up communication with their children about the risks of online activities and the importance of staying safe.	Year 1, 2025 and yearly. All parents sensitized on how to create rapport with their children

`

Thematic Area	Strategic objectives	Strategic Outcomes	Strategic Activities	Targets/Output
			.4, Educate children and adults about the dangers people find themselves in including but not limited to phishing attempts (tricking to get personal information and data), cyber bullying (online harassment), grooming and sexual exploitation (process used to gain trust and control of the child or vulnerable with a view to exploit the victim sexually, intimidate, forced labor, child/human trafficking, organ trafficking, radicalization among other evils.	
			5. Encourage people to use the toll-free help lines of 999 and 116, the Police and the Ministry of Gender, Children and Social Development for reporting of suspects and people involved in child abuse, child neglect and other exploitations.	Year 1 2025 All parents and children sensitized and the numbers displayed in churches and Sunday schools halls
			6. Pulpit reminder for Parents, guardians and adults to be role models by demonstrating responsible use of technology.	All 5 Yrs, including special Sundays; Youths, mothers. Fathers, and children services
Loss and Grief	To reduce the pain of death and to facilitate acceptance and healing	To accept the loss and return to normal life without the	Develop materials on loss and grief and train clergy. Engage a professional counselor/partner with other organization.	Year 2026 1. Materials developed 2. Partnership

`

		deceased	Family support counseling session by clergy	established 3. Counseling session ongoing
People with Special needs: The aged, PLWD, the homeless	1. To reduce the challenges faced by families caring for people with special needs 2. Improved Rights for the group	Self-supportive and productive parishioners	1. Census and needs assessment to establish the number of people living with disability in the ACKDOM 2. Partnership to mobilize for support	1.All parishes 2025 census conducted Midterm (2027) verification End term confirmation



Green Anglican Movement Annual Award 2024 Presented to the Bishop of The Diocese of Mombasa

`

5.3 PILLAR 3: DEVELOPMENT (SOCIAL TRANSFORMATION)

OVERALL GOAL:
To support Parishes and Parishioners empower themselves Socially, Economically and Politically

OUTCOME

5.3.1 Education

Strategic Objective: To strengthen education programs of the church at all levels Empowered learned children and transition from one level to the next

Strategic Outcome: Diocesan ministry and growth wholesome and dignified living

Strategic Objectives	Strategic Outcomes	Strategic initiatives	5-year Target
To strengthen education programs of the church at all levels Empower children to learn and transition them from one level to the next	Diocesan ministry and growth wholesome and dignified living	Ensure school chaplaincy of sponsored schools.	Yr 1 – Yr 5 100 % compliance
		Nominate competent Anglicans to head the Church sponsored schools and boards	1 nominated 2025
		Organize annual prize giving days for sponsored schools	All sponsored price giving days organized
		Encourage establishment of Early Child Development Education (ECDE) centres in parishes	42 parishes with ECDE established by 2029
		Promote establishment of Tertiary training institutions within the Churches.	10 tertiary training institutions established
		Improve governance and Management in church sponsored schools and boards by training ACK BOM	Half of members trained

5.3.2 Health

Strategic Objectives	**Strategic Outcomes**	**Strategic activities**	**Targets**

`

To improve the health status of the community	Reduced infections Reduced financial burden on congregants	Organize annual medical camps	1 medical camps per year organized at Archdeconary level 1 at Dioceses an level for 5 years
		Organize quarterly health talks in all Parishes	4 per parish per year.
		Promote enrollment to the Social Health Authority SHA among the Congregations	All ACKDOM members enrolled.
		Establish Health committee in all Parishes	All current parishes and in new parishes once established

5,3.3 Economic Empowerment

Strategic Objective	**Strategic outcomes**	**Strategic Activities**	**Targets**
To promote economic empowerment programs and Self-reliant parishioners	Strong entrepreneurship skills among the Congregation	Train parishes and clergy on the ASCA model	All current parishes and in new parishes once established
		Form MCDT groups for all parishes and the community	4000 members by 2027 Average of 50 members per parish by 2026
		Promote savings and loans association (ASCA), table banking and five talents	Kshs. 40M worth of Savings by 2027 82 parishes average savings per parish should be Kshs. 480,000/-

`

		Transformation from MCDT groups to SACCO	Transformed to 1 SACCO by 2027
		Promote employability skills and businesses among communities	30% of members establish businesses

5.3.4 Water and sanitation

Strategic Objective:	**Strategic Outcomes:**	**Strategic Activities**	**Targets**
To access clean Water and good Sanitation	Wholesome and dignified living leading to reduced illnesses	Promote clean water harvesting methods.	All churches and 30% of members. to construct gutters for water harvesting
		Support national government services and mark clean drinking water days	Annually clean drinking water day marked in ACKDOM
		Promote safe sanitation approaches such as Open Defecation Free (ODF)	All churches and all members to be ODF

5.3.5 Climate Change and clean energy

Strategies Objectives	**Strategic Outcome**	**Strategic Activities**	**Strategic Targets**
To mobilize Parishioners	Reduced carbon footprint in our spaces	Strengthen the Environmental committees in all archdeaconries	25% of churches using

`

in mitigation and response to matters Climate change and use of clean energy	Green Anglican throughout the ACKDOM	and parishes Transform church sources of energy to renewable green energy Partner with stakeholders to promote clean energy jikos	renewable sources of energy At least two partners
	Reduced water and land contamination	Clean up environment, garbage collection and recycling Train parishioners on importance of reducing pollution	All parishes participating in quarterly local regular clean-ups 100% compliance
	Increased water catchment Economic sustainability	Enhance Agro forestry programs across the Diocese Mark the national tree planting day Fix dates on the two seasons for tree planting Enhance tree and fruit nurseries across the diocese Identify land where trees will be grown across the Diocese Protect the trees planted	Grow two hundred thousand trees Annually Long and Short rains 100% compliance At least two hundred thousand trees seedlings 200000 trees planted

`

			90% survival rate
	Preservation of agricultural land	Adoption of Climate Smart farming Technologies	30% parishioners trained on new technologies
	Increased awareness	Speak up through our pulpits and public barazas	Quarterly Allocation of airtime on pulpits for climate action sensitization
	Heightened conservation awareness	Running two annual campaigns in our Parishes for the conservation of environment	Two Successful awareness campaigns per year

5.3.6: Agriculture and Agribusiness:

To initiate and grow profitable and sustainable investment that contribute financially to vision admission of the Diocese through Agribusiness

Strategic Objectives	**Strategic Outcome**	**Strategic Activities**	**Strategic Targets**
To grow enough food for own consumption To initiate and grow profitable and sustainable investment that contribute financially to vision and mission of the Diocese through Agribusiness	Food secure vicarages and churches Economically empowered parishioners and increased payment of tithe and towards other church activities	Train members of the church on both large scale and urban farming	Food secure for all members engaged in fainting for livelihood 20% of members engaging in agriculture as a business
		Develop green edible church compound	All church compounds adopted the program
		Turn the diocesan land lying fallow into production directly or through partnerships	50% of total acreage under cultivation
		Liaise with other stakeholders to facilitate uptake of agribusiness among members through MCDT	10 Memoranda Of Understanding signed with partners to support modern farming and agribusiness
		Encourage poultry and livestock farming among communities	80% of our local parishioners engaged in farming

`

		Connect our farmers to markets through MCDT and Partners	All Parishes enlisted on MCDT program

5.3.7 Advocacy and Social action:

Strategies Objectives	**Strategic Outcome**	**Strategic Activities**	**Strategic Targets**
ADVOCACY: To mobilize Parishioners in articulating Biblical response to matters of advocacy and Social Action.	Effective grass root transformation	Mobilize Parishes to be engaged in community transformation	Established committees in all Parishes through MCDT
	Holistic engagement with targeted communities	Entrench relief and development agency ADS and MCDT as vehicles for community transformation throughout the Diocese	Establishment of a functional Relief and Development Agency at Diocesan Level
	Pro-active engagement with National & county governments on emerging issues	Enhance Justice and Peace commission as a platform for carrying out Advocacy	A registered and functional Justice and Peace commission at the diocesan level
	Continuous and timely intervention	Identify and partner with like-minded organizations in articulating the voice of the vulnerable and disadvantaged members of the society	All 3-county government relevant departments and other Organizations identified and MOU established
	Timely and active engagement on current & emerging issues	Leverage on legal expertise in our Diocese to engage and interrogate relevant national and county legislation	Functioning team of engagement at the Diocese level
	Effective and engaged witnesses in all professional spheres	Establish a mechanism in our Parishes for mentoring, harnessing and maximizing leadership and professional capacity for the members of the Diocese in public and private sector	A successful mechanism in every Parish and at the Diocesan level

`

Strategic Objectives	Strategic Outcome	Strategic Activities	Strategic Targets
Social Action	Timely response to social issues Effective and responsive team	Establish an effective mechanism in responding to natural and national disasters Formation of rapid response team within 24 hours Form Health, Safety, Environment and Security committee in all parishes Install safety equipment in churches and institutions Conduct regular safety drills Mark safety point in all churches Recruit and train teams for emergency response in each Parish Mobilize resources towards initiating and running social action programmes	Formation of 1 skilled emergency response team in every deanery level at Archdeconary and at Diocesan level
	Increased awareness amongst our members	Carry out sensitization program on disaster management	At least one sensitization program per year- on disaster management
	Quick and effective rescue of the vulnerable Readily Available rescue and rehabilitation centre	Expand and scale up approach to rescue, rehabilitation and re-integration of the vulnerable and the drugs addicted members of the society Team of scouts formed at all levels Rehabilitation centre established at the Diocesan level	2025; Established linkages with rehabilitation centres Y1 By 2029
	A sustainable rescue, rehabilitation and reintegration programs	Identify and partner with at least two existing institutions for referrals	In 2026 one referral partner 2028 one referral partner on brought on board
		Identifying and Train counselors in our Parishes	

`



A family preppers to go to church on a sunny Sunday

5.4 Pillar 4: Institutional Transformation.

Thematic arrears.

Goal: To establish result-based management systems with effective monitoring systems throughout the Diocese, Parishes and Departments and other institutions to ensure efficiency and effectiveness in their operations.

OUTCOME: Improved coordination between departments, parishes, institutions and the entire Diocese.

`

5.4.1 Human Resource Management (Administration and Organizational Management)

Strategic objectives	**Strategic Outcome**	**Strategic Activities**	**Targets**
Better Management of man power	Professional standards achieved	• Engage the participation of Professionals at all levels according to their areas of specialty.	All the time
		• Recruit trained and competent clergy and staff	All the time
		• Develop Job descriptions (JD).	All the time
		• Carry out Annual Staff Appraisals	Annually
		• Maintain optimum/only required level of qualified staff.	All the time
		• Introduce an appreciation culture which will motivate staff in order to uplift their morale and retention.	Periodically
		• Review HR Policy document to align with church regulations and the law of the land.	2029
Human Resource Career Development.	Updated knowledge and skill sets.	• Periodic Capacity building.	Annually
		• Organized Refresher Courses.	Quarterly
		• Staff re-training for advancement.	All the time
Human Resource Records and Record keeping.	Improved information for better management decisions and Policy updates.	• Review Standard Operating Procedures (SOPs) on recruitment especially while recruiting.	2025 then Every 4 years
		• Introduce standard contract and employment letter formats,	2025
		• Keeping Personal Files under key and lock for protection of confidential information and data..	All the time
		• Introduce Movement Registers and Gate passes. Work tickets should be maintained in the institutions where there are motor vehicles	All the time from 2025
		• Revision and digitalization of Communication forms on promotion, disciplinary matters, separation letter formats, and other communication tools.	2025
Develop Performance Contract systems	Increased productivity in the workforce	• Create a template for the Performance Contract process.	2025
		• Do yearly staff appraisal and feedback according to a given template.	Annually

`

Introduce Mentorship	Better Succession Plan and preparedness.	• In-house training in all levels of leadership from departments to PCC and in Institutions also. • Allow and encourage multitasking where possible. Such should be made clear in the Job Description (JD).	• Annually • All the time

5.4.2. Finance and Administration.

Strategic objective	**Strategic Outcome**	**Strategic Activities and initiatives**	**Targets**
Finance Reports and Reporting	Improved information leading to better management decisions and protection of the church integrity.	• Financial Literacy trainings to clergy, staff and PCC members in all our Parishes.	Annually
		• Organizing of Capacity building workshops.	Quarterly
		• Organization of Refresher Courses covering all management spectrum.	Annually
		• Involve professional and those with financial intelligence.	All the time
		• Have an inclusive and thorough Budget in Parishes and at the Diocese with 10% provision of contingencies to avoid midterm demands that were unbudgeted. • Budget reviews can be made when absolutely necessary.	Annually
		• Periodic Finance Reports to be prepared and given to the respective stakeholders.	Periodic
		• Consolidate all Parish Accounts with a view getting the correct net worth of the whole diocese.	\
		• Develop a Uniform system of Accounting in all parishes and institutions for ease of integration and analysis in an organized Management Accounts production.	2025
		• Develop a Diocesan Financial Sustainability Plan to avoid Parish Quota dependency.	2025
		• To activate and empower the Mobilization Committee as a driver of alternative finances.	2025

`

Financial Controls.	Increased transparency and accountability.	• Strengthen Policies and procedures especially on cash management and reports.	2025
		• Introduce Internal Audit in Parishes, departments and institutions	Gradually from 2025
		• Making External Audit a must in all Parishes and Institutions. Those with financial constraints should be assisted by the Diocesan Internal Audit Team.	Annually: Reports to indicate type of support given
		• Develop data protection rules and enhance them appropriately.	2025; Rules developed
		• Monitor operations through systems and forensic audit for confirmation of compliance.	Monitoring reports annualy
Financial Growth In the Parishes	Increased income in all Parishes at 7% per year	• Christians to be more sensitized in Stewardship through giving tithe, offerings and other collections.	Increase by kshs. 87.9m (251.1m to 339m)
		• Parishes to have Income generating activities.	All parishes to have at least 1 IGA by end of 2025
Financial Growth in the Diocese	Increased income in the Diocese at 7% per year	Diocesan Board of Finance to increase Resource mobilization strategies.	Increase by kshs. 34.3m (122.7m to 157m)
Creation of Reserve Fund	Ability to sustain operations in long term basis and in cases of the unexpected needs	Parishes and institutions should have a savings culture and prudent use of funds.	10% savings yearly
		Parishes and Institutions should save for both short-term and long-term projects. This should be a budget item in all levels.	Saving of at least 10% on total monthly income
Develop strict budget discipline.	Systematic and organized spending	Spend only after authorization and according to the approved budget.	Documentation to confirm no spendings without

`

			authorization
		Apply Cost-cutting measures to avoid wastage.	Lists of cost cutting measures
		Develop a financial activities calendar.	An activity calendar developed in 2025

5.4.3: Governance

Objectives	OUTCOMES		
Vision/ Mission	Improved Governance	1. Sensitization of the entire Diocese on diocesan Vision and Mission statement. 2. Incorporation in all relevant merchandise and signage. 3. Display of Vision and Mission statement in all Parishes and ACK Diocese of Mombasa lead institutions.	Sensitization report written and Vision Mission and Core values displayed by 2025
Organizational structure		- Document and display the Diocesan Organogram across all Parishes and Church run institutions within the Diocese of Mombasa.	Organogram developed and displayed
Organizational structure		1. Restructure board to fit purpose. 2. Review of existing guidelines particularly at Parish level on leadership composition. 3. Sensitization on responsibilities of Parish level leadership roles.	All parishes
Board/ Council composition and Responsibilities.		4. Restructure board to fit purpose. 5. Review of existing guidelines particularly at Parish level on leadership composition. 6. Sensitization on responsibilities of Parish level leadership roles.	Guidelines reviewed 2025

`

Legal status		1. Sensitization of taxation regime across Parishes 2. Effect synod resolution on allowances with a clear policy document.	All parishes sensitized in tax. Synod resolution effected
Succession planning		- Development of a clear Succession Policy and Plan for use within the entire diocese.	A clear succession policy document developed
		Levels of responsibilities and authority have to be properly structured for better and effective management.	All the time
		Vetting during election of PCC members and proper induction should be observed during each Diocesan election year.	Vetting criteria check list developed and induction report written in 2025
		Develop Policy documents for all Boards and enforce them after induction.	Policy developed by 2025
		Disposal of Assets Procedure to be reviewed so that salvage prices are reasonable.	Revised disposal of Assets procedures 2025

5.4.3 INFORMATION TECHNOLOGY.

Strategic objective	**Strategic Outcome**	**Strategic Activities**	**Targets**
Enhancing use of Information technology in the Diocese, Parishes and	Efficient, effective, reliable and timely results through communication.	Update the Diocesan Website with all Policies and regulatory procedures. Enhance robust and modern branding.	Website updated by 2025
		The clergy and staff who are still computer illiterate should be trained and be given a deadline to do so.	All staff to be computer literate by 2025

`

Institutions		Encourage all parishes to embrace live streaming of their Sundays and other services.	Memoranda letters written to encourage streaming of services in 2025
		Online Feedback forms and other forms of communication should be digitalized.	Digitalized forms available by 2025
		Online meetings should be encouraged in the Parishes and in Diocesan Boards for their respective jurisdiction.	Reports written to confirm meetings held online
		Online Church members engagement meetings with their leaders should be initiated and adopted.	Online meeting starting 2025
Digital reports	Reduction of paper work and enhancing fast and accurate reports	Create IT department with proper Equipment's and tools.	IT department crated by 2026
		Educate leaders on the use of Information Technology. Ultimate aim is to have a paperless office to cut cost and preserve the environment	Monthly reports to show use of technology from 2025

PILLAR 5: Property and Investment

Goal

`

Outcome

STRATEGIO BJECTIVES	STRATEGIC OUTCOME/RESULTS	STRATEGIC ACTIVITIES	STRATEGIC TARGETS
5.1 Increase Diocesan Revenue through investment in projects	1) Diversified investment portfolio with a good annual return 2) Additional revenue streams of Diocesan and church activities	1) Investments committee to explore options 2) Research and select diversified investment portfolios (stocks, bonds etc)	Achieve 6% additional annual revenue from investments from approximately Kshs. 2B
5.2 Optimize church property utilization	1) Enhanced the utilization of church properties 2) Increased income for rentals or leased properties	1) Conduct a property audit to assess current usage 2) Develop a rental strategy for unused church properties	Increase property rental incomes by 30% within the Diocese
5.3 Develop new revenue-generating facilities	1) New Facilities generating revenue 2) Expanded church services and outreach	1) Identify potential locations for new facilities e.g conference centres, community halls etc 2) Conduct feasibility studies and secure funding	Establish at least four new revenues generating facilities within the Diocese
5.4 Increase asset value through property improvement	1) Increased property value 2) Improved facilities for congregational use	1) plan and implement renovation projects on existing properties 2) Ensure compliance with the local regulations and enhance property appeal	Increase Diocesan property value by 30% through renovations
5.5 Implement Comprehensive Lease Management	1) Consistent and fair leasing practices 2) Maximized rental income	1) Develop standardized lease agreements for all rented properties 2) Regularly review and renegotiate lease terms to ensure alignment with market rates	Establish and manage a lease with a 100% occupancy rate

`

5.6 Establish Fixed asset registers and valuation systems	1) Accurate records of all church assets 2) Up-to-date valuations for informed decision-making	1) Create and maintain a comprehensive fixed asset register 2) Conduct regular valuations of Church properties and other assets 3) Identify suitable valuers for use by all the churches	Completed and maintained fixed asset register for all properties
5.7 Save maintenance costs of the Diocese	1) Streamlined asset disposal 2) Reduced holding costs for non-essential assets	1) Formulate and adopt a policy for the disposal of non-performing or obsolete assets 2) Ensures transparent and efficient disposal processes	Achieve 100% compliance on disposal of non-essential assets.
5.8 Develop a master Business plan for investments and optimal utilization of Resources	1) A strategic business plan that aligns investments with the church mission 2) Optimal utilization of all Diocesan resources	1) Conduct a comprehensive analysis of Diocesan resources 2) Collaborate with financial and business experts to create a master plan 3) Implement the master plan to guide investment and resource use	1) Complete and implement the master business plan within two years 2) Achieve full integration of the master plan into church operations
5.9 Secure long-term financial stability through our investments	1) Sustainable funding for future projects 2) Projection against economic fluctuations	1) Establish an endowment fund 2) Engage with financial advisors for long term planning 3) Terminate all leases for billboard spaces on our property. 4) Erect billboards on strategic plots throughout the Diocese	Introduce endowment fund of 10% of the financial base within five years

`

5.10 Foster community engagement through church Property uses as CSR	1) Stronger Communities 2) Increased visibility and impact of the church in the community	1) Develop partnerships with Local organizations 2) Open facilities for community events classes and services	Host at Least 50 community events annually within the Diocese
5.11 Mitigate against risks on properties and investments	1) Minimized financial risks 2) Stable and predictable income streams	1) Create and enforce risk management policies 2) Regularly review and adjust the investment portfolio to minimize risks 3) Take insurance cover for all property and investment against risks e.g. Fire, Theft, Political unrest, etc 4) Do asset valuation for all the properties	100% compliance by all parishes Reports to confirm
5.12 Secure all church property and investment	1. Sustainable Diocese	1. Engage surveyors 2. Acquire title deeds for all property 3. Develop a check list of all the property 4. Maintain an inventory of all the property 5. Increase funding to the registrar's office 6. Identity and take for training a clergy with interest in law 7. Make use of the existing list of professionals in different churches	100% compliance by all parishes and reports to confirm. Registrars reports to confirm increase in funding of the office

`



Family time with the word of God

`

5.2 Institutionalizing and Operationalizing Strategy

The implementation matrix details the activities as derived from the key strategic pillars and

objectives. This framework provides the basis for drawing-up annual operating work plans. Each

function/department/parish will sign and commit themselves to achieve the stated objectives related to their function/department/parish within a given year. The annual workplan will be submitted to the Diocese along-side 1st quarterly work plans

These activities have been scheduled to facilitate budgeting and planning for the resources to ensure timely implementation. The performance indicators in the implementation matrix will help the owner of the activity monitor progress and for the final evaluation of the strategic impact of the activities plan is only dependent to the energy and commitment to implement it.

Strategy implementation is about change management and the action stage of the planning process. To ensure successful implementation of this plan, ACKDOM will expect

1. Formation of SPIC committee comprising at least five (5) members
2. An annual implementation workplan
3. A quarterly implementations workplan
4. A quarterly progress report submitted through the Deans to Archdeacons to the registrar's office
5. SPIC in collaboration with the Audit office will make quarterly reports and give feedback to the office of the registrar and the bishop

All players in the implementation of the SP must note:

i. The success of the strategies in this plan that would eventually lead to better performance, lies in implementation. The ACKDOM will continuously pursue this strategic plan as a roadmap for sustainability and success.
ii. ACKDOM management shall ensure effective institutionalization and operationalization during strategy implementation by ensuring mobilization of resources from the Parish.
iii. Institutionalization requires that the plan is acceptable in ACKDOM and all its parishes.
iv. The structure, culture, policies, staff and leadership style will be driven towards successful implementation of this plan. Where there are inconsistencies, internal adjustment will be necessary.
v. Operationalization requires that the strategic plan be broken into shorter time frames for implementation – immediate, short-term and long-term strategic initiatives. This will be done through extraction of annual work plans.
vi. Resources must be utilized for maximum returns. The base of both financial and human resources will require consolidation in order to sustain ACKDOM operations over the plan period.

`

5.3: ASSUMPTIONS AND RISK ANALYSIS

Risk assessments will deal with situations of uncertainty, and risk assessment assumptions are necessary to make in the face of epistemic uncertainty. The objectives of the strategic plan shall only be realized if the conditions in the internal and external environment do not change in ways that shall not be anticipated at the time of its preparation. At the same time there may be potential factors and risks, which if they occur, shall threaten the degree to which the planned objectives may be met. Whereas these factors and events can happen, it shall generally be assumed that they will not occur during the five years of the implementation of this plan.

Some of the risk factors include;

i. Insufficient resources to support the strategic objectives
ii. Unplanned and ineffective performance management
iii. Lengthy administrative bureaucracy
iv. Poor plan implementation and monitoring
v. High staff turnover
vi. ICT function strengthened to respond to Diocese and stakeholders' needs.
vii. Weak internal systems and structures
viii. Loss of all Diocesan Data

On a continuous basis, departments and functions are expected to identify and profile potential operational risks to facilitate documentation of the lessons learned. Contingency plan function recovery priorities may include off-site back up (secondary location) for Diocese most critical information for immediate recovery. In the event of a disaster or disruption of the office facilities/activities, then Diocese operations should progress based on the backed up data in a different location.

`

CHAPTER 6

6.0: CONTROL, MONITORING AND EVALUATION

This chapter outlines how ACKDOM will ensure timely strategy monitoring and evaluation.

6.1 Responsibility and Accountability

All stakeholders are responsible for the accurate implementation of the SP. The overall responsibility however, rests with ACKDOM Management, under the leadership of The Bishop.

A committee (SPIC) appointed by the Bishop for monitoring the strategic plan implementation will ensure:

i. Total quality assurance standards and a continuous improvement process.
ii. Culture of change and effective management of change.
iii. Maintain healthy relations with all the stakeholders, taking stock and sharing success stories.
iv. Review performance management, monitoring and evaluation mechanism.
v. Every parish has established a SPIC

The heads of departments and Archdeacons will be accountable for reports generated from the parishes and from the diocesan levels. The team will periodically receive reports, provide feedback, coordinate and supervise implementation of recommendations from the other stakeholders.

The Vicar and the PCC will be responsible for data generated from the parishes.

6.2 Performance Monitoring

The implementation matrix forms the basis for monitoring and evaluation.

At the beginning of each year, all the Parishes, Deaneries, Archdeaconries, and departments will set their performance targets as part of their annual work plans as derived from their strategic plans. The milestones of strategy monitoring and reporting will be:

i. prepare monitoring tools to be filled online every month by departmental heads and the parish vicars
ii. train clergy and PCC members on how to monitor implementation of activities
iii. The team will periodically receive reports, provide feedback, coordinate and supervise implementation of recommendations from the other stakeholders and give feedback to the bishop
iv. Every six months conduct field visit to the parishes to give feedback and to ensure true record of what is submitted to them

`

Table 6.1: Strategy Monitoring Tool

Strategic Objective	Strategy Activities	Timeline		Outcome	
		Planned	Actual status	Expected	Actual Status

6.3 Performance Evaluation

ACKDOM's Strategic Plan will be evaluated during and after implementation to ensure that it is feasible and has been executed to produce the intended results.

The evaluation of the annual plans remains critical during strategy implementation, to find out if the intended results have been realized. Performance evaluation shall be carried out at the end of the year. The agreed performance indicators and targets will be used as bench marks for year-end evaluations. The outcome of the annual evaluation will form a good basis for the plans for the following year.

Table 6.2: Performance Evaluation tool

Strategic Objective	**Strategy**	**Performance Indicator**	**Actual Status**	**Comments**

It is preferable for ACKDOM to observe the following evaluation mechanisms:

1. Half yearly Board/departmental work-plan implementation review and reporting
2. Annual performance evaluation and reporting
3. Impact Assessment after every two (2) years to inform the subsequent plan review and revision
4. Final plan evaluation by the fifth year of implementation

`

SAMPLE ANNUAL/QUARTERLY WORKPLAN TOOL

PILLAR	SUB-SECTION/THEMATIC AREA	ACTIVITY	EXPECTED RESULTS	PERIOD – DATES	PERSON RESPONSIBLE	TIMELINE DATE	EXPECTED RESULTS
Pillar 1							
Pillar 2							
Pillar 3							
Pillar 4							
Pillar 5							

6.4 Conclusion

Good strategic plans are not rigid: they are flexible and ought to be periodically reviewed and adjusted to reflect emerging realities. This strategic plan will be reviewed periodically to ensure it remains relevant and valuable to ACKDOM. All stakeholders are expected to understand what is expected of them and the role they should play. A strong performance management culture will be critical in getting everyone deliver according to expectations. Collective ownership, responsibility of and total commitment to this strategic plan remain integral. The resilience, support, interest and good-will from the bishop and the entire leadership of the ACKDOM almost guarantees excellent implementation of this plan.

`

ANNEXES

Annex 1: STAKEHOLDER ANALYSIS

Stakeholder	What is expected from the Diocese	What is expected from the stakeholder	How does the Diocese meet these expectation	Target within a given time frame
Bishop	Sustainability Clear direction based on Mission and vision, Support/ team work	Episcopal services Direction/support Cooperation/collaboration Networking Spiritual guidance	CEO Financing Ensuring payments of quotas Hold the parishes accountable	240 pastoral visits within five years.
Clergy	Empowerment/ capacity building of the congregation, commitment	Service delivery Spiritual nourishment Teaching theology	Support Provide resources Caring/ provide leadership	960 days
Synod	Implement the resolutions passed.	Guidance Policy	Through parishes Search them Effected here	4 times meeting within 5 years
KAMA, MU, Sunday School, PCC, KAYO	Guidance/ Support/ capacity building/ Advocacy/ mentorship	Support the Parish	Transformation of men, women and youth.	20 PCC meeting within 5 years
County Governments	Collaboration in faculties that are of interest to both parties	Good governance	Advocacy/networking /collaborations	Regularly
Political class	Moral guidance	Good representation	Advocacy/ lobbing	Regularly
Health Institutions	Chaplaincy	Access to health facility, good health care services	Advocacy	Regularly 520
Financial institutions	Work together in Business	Corporate social responsibility	Collaboration / networking	Regularly 5
County Governments	Oversight	Good governance	Advocacy/networking /collaborations	Regularly 2
Business Community	Spiritual guidance	Corporate social responsibility	Advocacy/networking /collaborations	Regularly 5
KPA	Spiritual guidance	Corporate social responsibility	Advocacy/networking /collaborations	

`

Annex 2 PESTLE ANALYSIS

Factor	Positive effects	Negative effect	Proposed solutions
Political	Good support from Politicians There is influence religious freedom and activities. The Diocese has enjoyed good political relationship with both the national and county government.	Political influence during PCC elections specially during Diocesan Bishop's elections. During the national electioneering period there are political influence of the congregants and clergy dividing the Parish to different political persuasions.	The Parish should not give the politicians platform to engage the congregants at the pulpit. The clergy and congregants should remain nonpartisan during the electioneering campaign period. Clergy should emphasize on unity and collaboration during the national electioneering and campaign period.
Economical	Unity within the Parish Transparency and accountability Increased Parish attendance Christians empowered through Mombasa Community Development trust (MCDT).	Cultural activities such as traditional wedding ceremonies High taxation by the government Inflation	Diversification of revenue streams through income generating actives (IGA). Implement outreach programs to support congregants facing financial challenges and the vulnerable.
Social	Strong community engagement and support of for religious activities. Growing congregation due to population increase or rural urban migration.	Aging congregation declining Parish membership in some parts of Mombasa Diocese. Changing society attitudes leading to decrease in Parish attendance.	Foster interfaith dialogue and community outreach initiative to promote understanding and inclusivity. Adopt programs to cater diverse demographics and preferences.
Technological	Communication made easier Easy financial tractions Makes worship lovely and attractive Has improved security (CCTV) Helps in data collection Helps in recording services for future reference.	Contributes to moral decay (phonography) Tere are many wrong versions of E- Bibles Has contributed to some not attending Parish. (sermon live streaming). Freedom of worship has been abused.	There should be legal awareness campaigns Parish to participate in public forums Parish to be empowered in legal knowledge/matters

`

Ecological	Embraced Green Anglican Movement (tree planting). High production of farm produce.	Deforestation Environmental degradation leads to pervert of communities including our congregants.	Congregants to be empowered to plant trees with targets.

Annex 3: Geographical coverage of ACKDOM

Annex 4: Organizational Capacity Assessment (OCA)

Number of Sub counties		**Number of Archdeaconries**	
20224	2029	2024	2029
Kwale- 4 (Matuga, Msambweni, LungaLunga, Kinango) **Kilifi - 2** (Kaloleni, Rabai). **Mombasa – 6** (Likoni, Changamwe, Mvita, Jomvu, Kisauni, Nyali) Total number of sub counties =12	**Kwale- 6** (Matuga, Msambweni, LungaLunga, Kinango, Shimba Hills, Samburu) **Kilifi – 2** (Kaloleni, Rabai). **Mombasa – 6** (Likoni, Changamwe, Mvita, Jomvu, Kisauni, Nyali) Total number of sub counties =14	**Kwale County - 3** (Matuga, Ukunda, Shimba Hills) **Kilifi County – 4** (Rabai, Mariakani, Kaloleni, Jimba) **Mombasa - 5** (Kisauni, Kilindini, Bamburi, Changamwe, Mikindani). Total number of Archdeaconries **12** (twelve)	**Kwale County - 3** (Matuga, Ukunda, Shimba Hills) **Kilifi County – 4** (Rabai, Mariakani, Kaloleni, Jimba) **Mombasa - 5** (Kisauni, Kilindini, Bamburi, Changamwe, Mikindani). Total number of Archdeaconries **12** (twelve)

	Vision/ Mission	- Vision and Mission not	4. Sensitization of the entire Diocese on	Augustine Owiti	All clergy &	**H**	31/ 12/ 202		

`

GOVERNANCE		well known.	diocesan Vision and Mission statement. 5. Incorporation in all relevant merchandise and signage. 6. Display of Vision and Mission statement in all Parishes and ACK Diocese of Mombasa lead institutions.	AS. Parish Vicar	Audit team. Registrar & AS (Vicars & HOD)	**H** **H**	4 Immediate Immediate		
	Organizational structure	- Lack of documented organogram across the Diocese.	- Document and display the Diocesan Organogram across all Parishes and Church run institutions within the Diocese of Mombasa.	Augustine Owiti	AS & Registrar (Vicars & HOD)	**H**	31/12/2024		
	Board/ Council composition and Responsibilities.	- Board/Council committees overlap. - Lack of alignment to set rules governing board composition and elections.	7. Restructure board to fit purpose. 8. Review of existing guidelines particularly at Parish level on leadership composition. 9. Sensitization on	Winfred Gitao. .,, Augustine Owiti	AS & Registrar ‘’ Archdeacons & Audit	**L** **H**	30/09/2025 On-going.		

`

			responsibilities of Parish level leadership roles.		team				
	Legal status	- Parishes not made aware on mandatory tax obligations.	3. Sensitization of taxation regime across Parishes 4. Effect synod resolution on allowances with a clear policy document.	Finance Director.	Legal / Audit team. Board of Finance	**H** **H**	31/ 12/ 2024 31/ 12/ 2024		
	Succession planning	- Lack of clear succession plan at Parish level. - No defined succession Policy in the Diocese	- Development of a clear Succession Policy and Plan for use within the entire diocese.	Augustine Owiti	SP Committee	M	31/ 03/ 2025		
	Operational Policies, Procedures and systems	- Lack of awareness and adherence to existing policies.	1. Create awareness within staff through frequent reminders. 2. Training and reviews of the documents at archdeacon levels and follow ups. 3. Training and reviews of the	AS Registrar. VG AS AS	Gladys Gunga Audit team Archdeacons Alvin	**H** **H** **H** **H**	**Immediate** **Done** **31/ 12/ 2024**	Follow up Foll	

`

ADMINISTRATION			documents at Parish level and follow up. 4. Create awareness within councils. Have an on-board scope or process during induction/ handling over. 5. Make the documents easily available and accessibility.		Kubasu Alvin Kubasu		**31/12/2024** **Done**	ow up	
		- Lack of review and update of policies timelines	- Document is not conclusive with revision status and signatures. There after new status made available & accessible.	Registrar.	AS	**H**	**31/12/2024**		
		- Missing policies, procedures and systems.	- Develop data protection policy.	Registrar	Winfred Gitao	**H**	**31/12/2024**		
	Travel Policy and procedure	- Lack awareness	- Develop and awareness and adherence framework.	Registrar	Elijah Gakuru.	**H**	**31/12/2024**		
	Procurement.	- Procurement and disposal policy not conclusive.	1. Customize and tailor make the provincial one. 2. Frequently review and	AS AS	Audit team. Alvin Kubasu	**H** **H**	**31/12/2024** **31/**		

`

			update the policy document.				**12/ 2024**		
	Fixed Asset control.	- Lack of customised fixed asset Register	- Design and approve a policy manual for the fixed assets and their disposal.	Priscilla Moira.	Elijah Gakuru.	**H**	**31/ 12/ 2024**		
	Information systems.	- Dissemination of information is limited to letters, emails & WhatsApp	- Revive the Diocesan Website to enhance communication.	AS	K. Ofumbi	**H**	**Immediate**		
	Branding/ Marketing.	- Lack of branding policy.	- Develop a policy and share with all Parishes - Have all stationery head with a Diocesan logo at the Parish level - Develop a burners	Saul Masegh e	Communicatio n team.	**M**	**31/ 03/ 2025**		
	Job descriptions	- No JD's for interns & Consultants	1. Develop JD as appropriate for interns & consultants 2. Review existing JD's update and sign	Brenda Achieng	AS/ Parish Vicars	**H**	31/ 12/ 2024		
	Recruitmen t	- Un updated HR Manual that does not reflect exit	- Revise HR manual and incorporate proposals	Brenda Achieng	HRH Team	**H**	31/ 12/ 202		

`

		interviews & career development	around exit interviews & career development milestone				4		
HUMAN RESOURCE MANAGEMENT	Staffing levels	- Lack of staffing plan	- Develop staffing plan and align it to the organization structure and strategic plan - Need assessment within the Diocese and Parishes	AS/ Parish Vicars	AS/ Parish Vicars	**M**	31/ 03/ 2025		
	Personnel policies.	- No stakeholder participation	1. Revised HR Manual. 2. Carry out Public participation before presentation to synod	AS/ Parish Vicars/ Brenda Achieng.	Access to members for public participation	**H**	31/ 12/ 2024		
	Training	- Lack of training calendar.	- Develop a training curriculum for the Diocese.	AS	External support (Consultant)	**M**	31/ 03/ 2025		
	Time managemen	- Lack of policy in time	- Develop Policy on time &	AS/ Vicars	External	**L**	31/ 09/		

`

	t	management	system on time management, consider installation of bio-metrics.		support (Expert)		2025		
	Staff salaries and benefits policy	- Inconsistencies in staff salaries & benefits	1. Streamline salaries, allowances & benefits across the diocese. 2. Enforce taxation of allowances & benefits	Finance Director	To be addressed under finance by BOF	**H**	**31/12/2024**		
	Staff performance Management	- Non-existent Performance management & Appraisal tool	1. Develop a performance management policy & appraisal tool. 2. Training staff/clergy on Performance Management.	Brenda Achieng /AS/ Augustine	Vicars and HOD	M	31/03/2025		
	Documentation	- Record keeping is poor	- Develop policy on record management, digitalize documents. - Create a Master list of all controlled documents	AS/Registrar	HRM /Audit team	**L**	31/09/2024		

`

	Volunteers and interns	- Lack of contracts	- Develop Contracts for Volunteers, Interns & Consultants	Winnie Gitao	contract Template	**H**	31/12/2024		
FINANCIAL MANAGEMENT									
	Financial Systems	- Lack of awareness on how the systems work	1. Develop a financial integrated system. 2. Conduct a capacity building to the stakeholders on the system	Finance Director	System Developer /BOF	**L**	30/09/2025		
		- Lack of uniformity	- Introduction of uniform templates	Alvin Kubasu	None	**H**	Immediate		
		- No frequent reviews & Update	- Annual Reviews	Alvin Kubasu	None	**H**	31/12/2024		
	Financial policies and procedures	- Lack of awareness	- Capacity building on areas needing controls	Alvin Kubasu	None	**H**	31/12/2024		
		- Lack of consistency in adherence	- Follow up after the capacity building is done	Registrar	Audit Team	**H**	31/03/2025		
		- No frequent reviews & Update	- Reviewed Annually	Registrar	Audit Team	**M**	31/12/2025		
	Internal	- Lack of	- Capacity	Alvin	Audit	**H**	31/		

`

	Controls	awareness	building on areas needing controls	Kubasu	Team		12/ 2024		
		- Segregation of duties within the parish.	- Empowerment of the Boards & Councils.	Registrar	None	**H**	31/ 03/ 2025		
		- Adherence of the budget and other controls	- Capacity building of the Boards & Councils.	Alvin Kubasu	Audit Team	**H**	31/ 12/ 2024		
		- No time bound reviews & Update	- Reviewed Annually	Alvin Kubasu	Audit Team	**H**	31/ 12/ 2024		
	Fraud, Corruption & money laundering.	- Lack of policy	- Develop policy	Registrar	BOF/ Audit team	**M**	30/ 03/ 2025		
	Financial documentation	- Lack of Awareness/ Knowledge	- Introduction of templates and empowerment from parish level	Alvin Kubasu	Audit team	**H**	31/ 12/ 2024		
		- Lack of proper filling and record keeping	- Frequent follow ups after templates are issued	Alvin Kubasu	Audit team	**H**	31/ 12/ 2024		
		- Skills/ Competence gap.	- Empowerment programs	Registrar	Audit team	**H**	31/ 12/ 2024		
	Budgeting	- Lack of adherence	- Enforcement & Audit follow up	Registrar	Alvin Kubasu	**H**	31/ 12/ 202		

`

		- Timing					4		
	Financial Reporting	- No awareness/ Knowledge	- Introduction of templates and empowerment from PCC level	Registrar	Audit team	**H**	31/ 12/ 2024		
		- Inconsistency in using the diocesan templates	- Frequency follow ups after empowerment	Registrar	Audit team	**H**	30/ 11/ 2024		
		- Reviews and updates frequency.	- Reviewed Annually	Alvin Kubasu	Audit team	**H**	31/ 12/ 2024		
	Audit	- No standard as per policy and regulations	- Appointment of qualified and licensed auditors	As	Board of Finance	**H**	30/ 11/ 2024		
		- Inconsistence adherence	- Empowerment programs	Registrar	Audit Team	**H**	30/ 12/ 2024		
		- Lacks cohesion amongst departments	- Capacity building for relevant personnel	Registrar	Audit team	**H**	30/ 120 2024		
		- Lack of follow ups to ensure compliancy.	- Annual audit reviews	Internal Auditor	Audit team	**H**	30/ 11/ 2024		
	Cost Sharing	- No policy	- Develop the policy	Registrar	Board of Finance	**L**	30/ 10/ 2025		
	Financial Sustainabili	- Fund raising policy	- Develop the policy	Registrar	Board of	**H**	30/ 11/		

`

	ty.				Finance		2024		
ORGANIZATIONAL MANAGEMENT.	Strategic Planning	- 2 years without a strategic plan. - Lack of budget, M&E - Framing of indicators for measurement - Low uptake & poor packaging of the SP for usage across the Diocese - Insufficient research & contextual analysis of Diocesan Data to inform the development of the SP - Voluntary basis for members of SP secretariat causes stagnation	1. Accelerate the development of the current SP 2. Ensure it is a complete SP with a budget and M & E 3. Develop an abridged version in both English & Swahili 4. Sensitize parishioners about the SP 5. Conduct comprehensive research for data to inform SP development. 6. Follow up the secretariat for timely working	Y. Mutsunga. Y. Mutsunga Y. Mutsunga Y. Mutsunga Registrar. Registrar.	None None None Archdeacons and area deans	**H** **H** **M** **H** **H** **H**	30/10/2024 30/10/2024 July 2025 30/11/2024 Ongoing Ongoing		

`

	Resource Mobilization	- Lack of resource Mobilization management. - Lack of business plan in the Diocese.	1. Develop a resource mobilization management. 2. Develop a business plan for the Diocese	Registrar	Jerad Mzee / PIC team.	**M**	31/ 03/ 2025		
	Operational plan Developme nt (Work plan)	- Lack of an annual Diocesan work plan - Follow up at the parish level	- Develop a Diocesan annual work plan. - Develop a parish level annual work plan	Registrar Vicars	(AS & Registrar Archdeacons/ Audit team.	**H** **H**	30/ 10/ 2024 30/ 11/ 2024		
	Communic ation Strategy	- Irrational tensions that affects perceptions hence lack of confidence in communicatio	1. Conduct team building activities across the Diocese 2. Document Risks 3. Conduct OCA at	Registrar	Internal support (Archdeacons)	**H** **H**	30/ 09/ 2025		

`

		n.	All levels from Parish to Diocese yearly 4. Outline how the Diocese communicates its messages, values, goals, and initiatives to both internal and external audiences*		Saul Masegh e (BOSS team)		31/ 12/ 2024		
	Change Management	- Lack of an existing written policy on Change management.	- Develop policies on change management - Training	AS	Internal support (Registrar and MS team)	**M**	31/ 03/ 2025		
	Knowledge Management	- Lack of proper structures for knowledge collection. - Lack of guiding principles on knowledge sharing.	1. Develop a proper structures & guidelines for collecting and sharing knowledge 2. Develop guiding principles on Knowledge sharing	Saul Masegh e (BOSS team) Saul Masegh e	Internal support (Registrar and MS team) Internal Support (Registrar & AS)	**M** **M**	31/ 03/ 2025 31/ 03/ 2025		

`

	Stakeholder Involvement	- Lack of clear stakeholders engagement policies	- Develop a stakeholder engagement policies covering partnerships, children and safe guarding needs for the Diocese	AS	Registrar & AS	**H**	31/12/2024		
	Internal Communication	- No mechanism for internal communication.	1. Have a feedback mechanism. 2. Put in place a cohesive work environment, improve productivity, and keep employees informed and engaged.	AS	Registrar & AS	**H**	31/12/2024		
	Decision Making	- Moderate level of involvement and feeling of being involved in decision making.	1. Have a refresher of capacity building for persons responsible e.g. workshops. 2. Have a focal point person for feedback mechanism 3. Have guidelines and systems to address risks and ensure that they are implemented.	AS	Registrar & AS	**M**	30/12/2025		
	Donor compliance	-	-	-	-	-	-		

`

PROGRAM MANAGEMENT	.								
	Sub-grant Management.	-	-	-	-	-	-		
	Technical reporting.	-	-	-	-	-	-		
	Referrals	- Have a clear referral structures in place. Have agreements with Government and NGOs	1. Map out possible stakeholders. 2. Establish relationship and formalize agreement with relevant organizations including Government. 3. Establish contacts for key focal points for referral.	Registrar. Registrar	legal team Communication officer	M M	31/03/2025 31/03/2025		
		- Lack of elaborate follow up process/plan for people who have been referred to various service/ products providers	- Develop elaborate follow up system for people referred to other organizations and government departments.	Registrar	Clergy & HODs	M	31/03/2025		
	Community involvemen	- No documented participatory	- Train on participatory methods for	Registrar/ James	ADS Pwani	**M**	31/03/202		

`

	t.	process for engaging congregants and community for planning and decision making.	engaging people.	Munga	team		5		
	Culture and gender	- Don't do gender analysis/ lack of tools for analysis.	- Train clergy/ coordinators on gender analysis tools and culture.	Registrar/ James Munga	ADS Pwani team	M	31/ 03/ 2025		
		- No gender specialist.	- Have a gender focal point to attend gender needs in the Diocese.	Mission Director	External (Gender consultant)	**H**	31/ 12/ 2024		
		- No consideration to people with disabilities both for access to church facilities, church services, project benefits and employment.	- Develop policies/ guidelines for inclusion..	Registrar	ADS Pwani	M	31/ 03/ 2025		
	Project implementation status	- No plan approved and budgeted work plans - No M&E	- Develop a detailed work plan and budget for the plans.	Registrar Registra	Finance Director	**M** **M**	31/ 03/ 2025		

`

		system in place to track the projects activities	- For all the work plans develop M&E systems for follow up and learning.	r	Audit team		31/ 03/ 2025		
	Field Oversight	- No procedures and processes to oversight.	- Develop work plans	Registrar	Internal support (Archdeacons)	**H**	31/ 12/ 2024		
		- No work plans in place	- Have oversight system in place - Formulation of policy to support oversight activities	Registrar Registrar	Area deans	**H** **H**	31/ 12/ 2024 31/ 12/ 2024		
	Field Oversight	- Departmental/ Parish work plans not aligned to strategic plan	- Ensure that work plans are aligned to the diocesan strategic plan	Departmental heads &Vicars	Audit team & Archdeacons	**H**	31/ 08/ 2024		
		- Project/Activities review meetings not conducted at departmental levels	- Put in place plans for conducting periodic reviews for reflection and learning for improved project performance	Heads of departments/ Vicars	Internal Audit team	**H**	31/ 12/ 2024		
		- Compliance	1. Train relevant	Registra	ADS/	**H**	Ong		

`

PROJECT PERFORMANCE **MANAGEMENT**		issues. Reports are not delivered on time due to skills gaps to do report at departmental levels	people on report writing	r	HRM / Audit team		oing		
			2. Review Reporting template	Registrar	ADS/ HRM / Audit team	**H**	31/ 12/ 2024		
			3. The Diocese to support less resourced parishes to raise funds for audit as part of reporting process	Finance Director	Internal {BOF)	**H**	Annually		
	Standards	- Lack of a standard curriculum for Sunday School, KAMA/MU, Jumuiya - Lack of adherence to existing standards for example; Liturgy. - Lack of familiarity with procedures and standards by many - No documented standards for distribution of	1. Discuss, document and share standards.	Departmental heads and Vicars	Audit team	**H**	31/ 12/ 2024		
			2. Ensure adherence to liturgy and other existing worship standards. Impromptu visits/checks	Richard Otieno	Vicars	**H**	31/ 12/ 2024		
			3. Ensure familiarity with existing standards	Registrar	Audit team	**H**	31/ 12/ 2024		

`

		materials/ foods to the needy.	4. Develop standards	Douglas Ojuan'g	HOD / Audit team	**H**	OPEN		
	Quality Assurance	- Lack of a Quality policy to guide Services - No Quality Management System: Quality planning, Quality control, Quality assurance, and quality improvement	- Develop a quality policy for worship services and other areas. - Put in place a QMS that includes Quality Planning, Quality Control, Quality Assurance and Quality Improvement	Registrar Augustine Owiti	HOD /l Audit team Audit team	**H** M	31/ 12/ 2024 30/ 03/ 2025		
	Supervision	No clear documented supervisory process in place	1. Put in place a detailed supervisory plan	Registrar	HODs/ Archdeacons & Area Deans	**H**	31/ 12/ 2024		
			2. Train supervisors and supervisees	Registrar	HODs/ Archdeacons & Area Deans	**H**	31/ 12/ 2024		
			3. Document a supervisory	Registra	HODs/	**H**	31/ 12/		

`

			process	r	Archdeacons & Area Deans		2024		
	Monitoring & Evaluation	- There is no well-defined M & E plans - No indicators tracking plan for all departments - No review meetings & lessons not reflected in subsequent plans - Data tracking process in place for Sunday School children, but not all departments trained on data collection	1. Train all department key people on M & E 2. Develop a well-defined M & E plan 3. Involve staff in reviewing and include lessons in subsequent plans 4. Share information with relevant stakeholders	Registrar	External (M&E expert) Internal (Audit team)	**H**	31/12/2024		
	Complaint handling Mechanism	- There is a reporting system in place but no elaborate complaint handling mechanism.	- Establish complaint handling mechanism and develop a complaint form. - Establish a Diocesan complaint handling committee. - Sensitize people	Registrar Registrar Registrar	VG/ Audit team VG VG/ Audit team	**H** **H** **H**	31/12/2024 31/12/2024 31/12/		

`

			on the established complaint and committee.				2024		
	Risk management	- No risk assessment mechanism in place.	- Develop a risk assessment matrix	Augustine	Audit team	**M**	**31/03/2025**		
		- No risk mitigation measures in place	- Establish, document and put in place risk mitigation measures.	Augustine	Audit team	**M**	**31/03/2025**		

