



# VOSH CHURCH

## *Strategic Road Map*

**2020-2024**



## **LIST OF ABBREVIATIONS & ACRONYMS**

AdT	-	Advocacy Taskforce
AWL	-	Assembly Women's Leader
BS	-	Bible School
DoF	-	Director of Finance
FBO	-	Faith Based Organization
GS	-	General Secretary
ICE	-	International Council of Elders
ICT	-	Information and Communication Technology
IGA	-	Income Generating Activity
M&C	-	Mission and Convention
M&EL	-	Monitoring Evaluation and Learning
M&ICT	-	Media and Information Community and Technology
MHQ	-	Mission Headquarters
NCC	-	National Children's Chair
NCE	-	National Council of Elders
NGO	-	Non-Governmental Organization
NLC	-	National Lands Chair
NWL	-	National Women's Leader
NYC	-	National Youth Chair
OVC	-	Orphaned and Vulnerable Children
PLWH	-	Persons Living with HIV
RB	-	Regional Bishop
RCC	-	Regional Children's Chair
RLC	-	Regional Lands Chair
RM	-	Resource Mobilization
RMT	-	Resource Mobilization Team
RWL	-	Regional Women's Leader
RYC	-	Regional Youth Chair
SDGs	-	Sustainable Development Goals
ST	-	SACCO Team
T&CME	-	Training & Continuous Missions Education

VOSH-I	-	Voice of Salvation and Healing International
WEF	-	Women Empowerment Fund
YEF	-	Youth Empowerment Fund

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## FROM THE ARCHBISHOP'S DESK

I greet you all in the name of Jesus Christ. On behalf of Voice of Salvation and Healing Church International, I am yet again privileged to present the Second Strategic plan that will guide our operations from 2020 to 2024. The strategic plan will allow us to carry out our mission by deliberately prioritizing the development pillars while focusing on the thematic pillars of the church.

We shall focus on training and education to build capacity and competency of our leaders, teachers and members at various levels; develop and strengthen congregational groups – women, youth, children and men; harness technology to improve communication, evangelism and outreach as well as feedback; increase involvement of the clergy in chaplaincy and members outreach missions in schools, prisons, colleges, universities and marketplaces; strengthen our conventions team to organize and mobilize mega conventions; and enhance capacity of the church for strong governance, leadership and management systems that support delivery of the entire church's mission.

As we forge into the new dispensation, we intend to enhance integration of members of the church into the various ministry groups absorbing newborns into the membership and active ministry, teaching new believers' classes, organizing baptismal classes and witnessing classes for mature members.

Key activities that we envisage in the new strategic period will include: Evangelizing through conventions and crusades; establishment of permanent sanctuaries for members including special units for children and youth ministries; develop a VOSH standard curriculum for instruction in the Sunday school, revamping the bible school- the details of which will be clearer in its own strategic plan; investment in human resource and capital resources management; renewal of the youth, women, and children ministries; establishment of special resource mobilization unit to steer resource planning and fundraising to enable VOSH evangelize sustainably; acquire land holdings for the church's future expansion and investment across all regions; address cultural diversity in the rapidly expanding church; and expanding the church's visibility through various media.

As we light our path into the next strategic direction, we also celebrate the gains and successes witnessed in our first generation strategic plan which included: Formalized employment processes and systemized church's human resources management; an established data base for evangelical personnel and a prudent payment processes which has enabled our SACCO to form and is thriving; strengthened and re-organized conventions, purchased critical equipment and hosted successful mega conventions; structured resource planning and investment, constructed the multi-million Javan Hostels- which are almost ready for use; structured ministries in the church- youth, women, children, missions, conventions & resource, land & investment etc. all which have evidence of growth; processed land parcels donated and bought earlier by the church and opened new areas for ministry e.g. Sotik, Kitale and Voi. Above the strategic plan enhanced integration of members of the church into various ministry groups and absorption of newborns into the membership and active ministry, all resulting from the 'new thinking and culture' planted by the just ended strategic plan (2015-2019).

I pray that the launch of the second strategic plan-2020-2024 with our current experience will guide VOSH Church International spiritually, physically, mentally and materially. That it will help the church to move forward in accomplishing our mission by reaching out to lost souls, seeing transformed lives through the power of the gospel and raising funds to accomplish the strategies envisioned. May God bless you, as you use this guiding tool to walk through our vision's path. I thank all of you who enabled this document to see the light of day. This strategic plan will be implemented on a budget of **Kshs. 584,904,000 million.**

We praise God!

**Archbishop Dr. Winnie Owiti**  
**Chairman/Chief Executive Officer**

## FROM THE GENERAL SECRETARY

Dear VOSH Church members I thank the Almighty God for yet another milestone in the history of our beloved church. This document now in our hands forms the second five-year strategic plan for our church (2020-2024).

We praise God's name and appreciate beyond measure the opportunity to serve Him in our generation and to be part of the great miracles He is doing in our time. VOSH church's presence in Kenya and the larger East Africa region is a blessing to communities. The church has grown in congregational numbers and churches planted across its regions. Today the congregation has grown from about 32,000 to about 63,344 over the last 5 decades.

The church has achieved its expansion objectives and achievements through consistent leadership and clearly defined ministry approach re-structured in the first-ever strategic plan implemented from 2015 to 2019 which reorganized the entire church, restating its vision and mission as well redefining its values to what can be seen today. The Church commences its 2<sup>nd</sup> generation strategic plan in 2020 with high hopes for a great success when its period expires in 2024.

I highly appreciate the support from our Archbishop Dr. Winnie Owiti for her judicious leadership, commitment and dedication to the strategic planning process as evidenced by her presence in all the consultative meetings when she provided the 'bigger picture' inspiration to members of the SP taskforce.

Special thanks to the National Council of Elders who dedicated their time and allowed resources for this process to take-off, provided the much needed wise counsel and insight as well as leadership to ensure that it worked. The mission headquarter staff for coordination and organizing logistics and creating time in their daily schedule to fill in documents and provide data for the strategic planning process.

I heartily thank the members of the Strategic Planning Task-force for investing their valuable time, skills and prayers throughout the tedious and sometimes mind-sapping planning process. This team provided insights and future thinking around enriching the church's ministry structure: Children & Youth, Women of Faith, Missions & Conventions, Education and Capacity Building (*Bible School/Academies*), Resource Mobilization, Media & ICT and Governance, Leadership & Management.

I thank the consultants, Dr. George Onyango, Mary Violet Ondiek and CPA Paul Maher of HelpHeal Foundation for sharing their experience and using their skills in navigating the process of strategic planning. The consultants demonstrated unmatched patience dedicating time for consultative and feedback meetings as well the back and forth processes involved in reviewing our quantitative and qualitative data, collating and drafting the plan. We appreciate so much the support towards VOSH clarifying its next strategic direction.

Last but not least, appreciation goes to those people who ensured this process was successful in many more and subtle ways - logistics, meals, those who fasted and prayed for success.

I want to assure all our church members that this document is a good product that if followed and implemented prayerfully then our church will be a strong and credible force for bringing of the Gospel to the nations of the world. This will need commitment and support packaged in the spirit of unity. As Paul wrote to the Corinthian church, let us be "*steadfast, immovable, always abiding in the word of the Lord*" (1 Corinthians 15:58).

Thank You All, and God Bless You!

**Bishop Barack Oriawo**  
**General Secretary**

## EXECUTIVE SUMMARY

VOSH is stepping into its second Strategic Plan 2020-2024 with a zoomed focus on congregational expansion through spirited evangelism and ministry growth through chartered developments within the church.

The strategic plan espouses the same vision 'A people transformed by the gospel of Jesus Christ and the power of the Holy Spirit' achievable through our mission of 'being a prophetic voice proclaiming the full gospel of Jesus Christ; disciple; equip and commission saints to serve a cross the world. We continue to hold dear to our core ethos of humility, care, holiness, integrity, justice, unity and prayer.

The strategic plan outlines key goals and their results:

<b>Strategic Theme1: CHILDREN AND YOUTH MINISTRY</b>	
Goal:	To equip children and youth with capacity to interact, nurture and embrace VOSH doctrines as agents of transformation and attraction of peers towards the Gospel
Strategic Result:	Enriched worship experiences through topical teaching and preaching and establishment of Godly relationships and emphasis on meaning and significance of the gospel
<b>Strategic Theme 2: WOMEN OF FAITH</b>	
Goal:	To renew the women ministry expanding opportunities for participation in spiritual and socio-economic growth
Strategic Result:	<i>Improved social, economic and spiritual confidence among women in the church.</i>
<b>Strategic Theme 3: MISSION AND CONVENTION</b>	
Goal:	To promote worship that is authentically VOSH and responds to the diverse needs of the congregations, equipping ministers and congregants to grow and attain maturity in the faith through systematic and consistent trainings and discipleship
Strategic Result:	Numerical evidence of growth in the congregation and number of churches across all regions
<b>Strategic Theme 4: EDUCATION AND TRAINING</b>	
Goal:	To facilitate robust and systematic training for ministers and implement competency based curriculum for learners at basic education levels
Strategic Result:	Ministers evangelizing in a relatable manner and VOSH schools facilitating preparation of young students for societal responsibilities
<b>Strategic Theme5:GOVERNANCE, LEADERSHIP AND MANAGEMENT</b>	
Goal:	To develop and strengthen versatile institutional systems and structures that will deliver the mandate of VOSH
Strategic Result:	Enhanced Leadership, Programmatic and operational Capacity of VOSH

The strategic plan process employed the use of PESTLE and SWOT analyses in conducting self-evaluation and environmental scanning and determining sources and hindrances to the ministry's growth. The process drew the participation of representatives of Administration/Mission headquarters, Convention and Resource and Land & Development teams, and other departments in the church including, Women of Faith, Children's Ministry, Youth ministry, Media and ICT, missions and the Bible School.

The pioneer strategic plan of 2015 - 2019 saw the opening of 3 churches in Voi, Kitale and Sotik and another one in the southern region – Chebasis which further contributed to the growth of the church population-new converts reaching over 3,000 people. We also expanded school based ministry by deliberately having VOSH point-persons in learning institutions and expanded Social Media evangelism.

The church managed to formalize most of its land donations by acquiring 82 land title deeds between 2015 and 2019 and constructing 381 permanent churches including the Tudor Community Centre in the last 4 years. This reduced the previously high numbers of churches on rental leases to 214 churches.

We also saw the formation of the *Njia-Moja-Kazi-Moja* SACCO which had over 200 members as at 2019 and managed to do valuation for 22 registered parcels of land. Capacity-wise, VOSH established a structured administrative function with clear roles, recruited and deployed competent staff in areas of need and developed a centralised reward and motivation system for church personnel and volunteers.

In this Strategy Period, VOSH church will consolidate its work around 7 key pillars: Missions and Convention, Children, Youth, Women of Faith, Education and training, Land and Development and Resource mobilization as well as the pillar that coordinates all aspects of the strategy- that is -Governance, leadership and Management.

We are cognisant to the fact that internal and external aspects may influence the delivery of this strategic plan and therefore have laid necessary measures along with new structure for more effective and efficient delivery that will ensure the implementation does not berth before its time.

The measures include; Enhancing spiritual maturity of the congregation to practice their faith and influence the society at large towards Christ's Kingdom, paying keen attention on Children, Teens and Youth programs as sectors that have indicated highest potential for growth and strategic points of intervention for eventual growth of the VOSH, expanding opportunities for women in the church to interact, support more involvement of men in the church and meet unique needs of women in challenging situations including widows and singles developing capacities of regions to address emerging issues on all round ministry agenda, expanding the bible school and initiation of academy schools to absorb VOSH younger generation, strengthening the resource mobilization strategy into a strong formidable fundraising wing as well as the treasury converging resources and redistributing it to the church's needs and lastly strengthening capacity of Ministry and Governance and Management systems to be able to deliver the vision of VOSH.

Key on the expected results in the next 5 years are; enhanced integration of members of the church into the various ministry groups and absorption of newborns into the membership and active ministry, harnessing of technology to improve communication, Evangelism & Outreach in major operations within the support areas of the mission headquarters and increased involvement of members in missions to Schools, prisons, colleges, Universities etc.

This strategic plan will be achieved collaboratively, the church structures will have to work together to attain the desires espoused within it. A strategic plan implementation steering committee will conduct period monitoring meetings and activities to track the progress and advise the church on areas that require urgent action.

**Dr Winnie Julia Owiti**  
**Presiding Bishop -Kenya**  
**Presiding Archbishop Kenya, Uganda & Tanzania**



## **1.0 INTRODUCTION**

### **1.1 WHO WE ARE - ABOUT VOSH**

Voice of Salvation and Healing Church International (VOSH-I) is an indigenous Bible Centered Pentecostal Church officially registered by the Government of Kenya, Uganda and Tanzania and has branches in Rwanda, Burundi and South Sudan. VOSH was founded in 1956 by Archbishop Dr. Silas Owiti together with a team of great men and women of God who were raised in the fiery Pentecostal Revivals of the nineteen fifties in Kenya.

### **1.2 INSTITUTIONAL OBJECTIVES OF THE CHURCH**

1. To preach the Gospel of our Lord Jesus Christ as commanded in the Holy Scriptures
2. To encourage and mentor believers to be witnesses of our Lord Jesus Christ.
3. To train, license, and ordain church ministers, evangelists, youth pastors, pastor overseers, Bishops and Elders for the furtherance of the Word of God in the church and across the world.
4. To foster relationships, fraternal love and affection with other Churches, Ministries and Organizations with similar objectives both locally and internationally.
5. To strengthen fraternal love between the Church and the Government of the day as recorded in the Scriptures.
6. To establish and operationalize a suitable organizational structure for management and supervision of the Church.
7. To establish local churches subject to the supervision of the Church and wherever the local people accept the Gospel message.
8. To build and administer schools, colleges, social welfare institutions and to train persons for purpose of missionary work and for aforesaid institutions.
9. To organize seminars, crusades, media programs and distribute religious material for furtherance of the Kingdom.
10. To support the needy through spiritual nourishment and seed projects.
11. To acquire, hold, dispose of or otherwise deal with property, movable or immovable for the achievement of the objectives of the Church.
12. To raise and use funds to facilitate the implementation of church activities that address the stated objectives
13. To deal with any activities, operations and businesses that may be deemed necessary and Biblical for the accomplishment of the objectives of the Church.

### **1.3 AFFILIATES OF VOSH**

VOSH works in partnership and collaboration with a number of other churches and agencies to support its ministry. This also provides the church with opportunity for ministry engagement in a wider context. Some of the organizations that VOSH works in partnership and/or collaboration with are:

- Evangelical Alliance of Kenya
- Kenya Congress of Pentecost
- Osborn Foundation
- Kisumu Clergy Fellowship

## 2.0 AS WE OPERATE TODAY—MINISTRY STRUCTURE

The church is implementing its ministry work through departments that are structured to meet the various needs of the diverse groups within the church. The structure was adopted to facilitate smooth operations and sharing of responsibilities across the church. Below is a summary of the departments and their roles.

#	Department	Key Function/ Role
1	<b>Mission Headquarters</b>	<ul style="list-style-type: none"> <li>Plays overall coordination role of the entire church</li> <li>Is the seat of the Archbishop</li> <li>Plays the administrative role, ensuring the church's plans are executed and reporting is timely and accurate to inform decision making</li> </ul>
2	<b>Missions</b>	<ul style="list-style-type: none"> <li>Coordinate evangelistic work in the VOSH churches</li> <li>Promote welfare of the mission staff</li> <li>Preach the full gospel to everyone across the world</li> </ul>
3	<b>Convention and Resource</b>	<ul style="list-style-type: none"> <li>Plans, organizes and coordinates the VOSH annual convention</li> <li>Coordinates mobilization of resources, assigns responsibilities, allocate funds to implement the identified activities to ensure success of the convention</li> <li>Supports other departments with strategies to fundraise for their stated objective (s)</li> </ul>
4	<b>Youth</b>	<ul style="list-style-type: none"> <li>Leads the youth ministry</li> <li>Organizes and coordinates the youth events e.g. convention, camps, community work, seminars, elections &amp; fund raiser</li> <li>Directs and executes youth forums</li> </ul>
5	<b>Children</b>	<ul style="list-style-type: none"> <li>Oversees Children's ministry</li> <li>Building foundation blocks for the future church</li> <li>Fund raiser for children's church structure</li> <li>Directs and executes the Sunday schools (develop and implement the curriculum )</li> <li>Organizes children's events e.g. Children's convention/ fun day/ camps</li> </ul>
6	<b>Women of Faith</b>	<ul style="list-style-type: none"> <li>Contributes to spiritual nurture of women in the church</li> <li>Plans, organizes, and coordinates women of faith activities e.g. seminars/ conferences/ prayer camps, fundraiser, and visitations.</li> <li>Plans for women's development agenda e.g. build hostel/purchase bus or van</li> <li>Supports widows' self- empowerment e.g. training on IGA and social participation and fund raise to support education of vulnerable children</li> <li>Establishes revolving fund schemes for establishing small businesses</li> </ul>
7	<b>Land and Investment</b>	<ul style="list-style-type: none"> <li>Facilitates registration of church's land parcels</li> <li>Facilitate development of land resources within the auspices of the church</li> </ul>
8	<b>Media and ICT</b>	<ul style="list-style-type: none"> <li>Supports digitization of church and ministry processes</li> <li>Supports the administrative functions of the church to operate optimally</li> <li>Coordinates and catalyzes the church's presence of the World Wide Web (online presence).</li> <li>Manages media engagement both with traditional and new media</li> </ul>
9	<b>Bible school/Ebenezer Children's Home</b>	<ul style="list-style-type: none"> <li><b>Bible school</b> Provides training for the church's ministers</li> <li><b>Bible school</b> Facilitates refresher courses for the church's ministers</li> <li><b>Ebenezer Academy</b> provides an opportunity for resource constrained families to educate children as well as provide quality education for all</li> <li><b>Ebenezer</b> as an orphanage provides shelter and education services for OVC as well as boarding facility</li> </ul>

## 2.1 GOVERNANCE AND MANAGEMENT STRUCTURES

### Governance Structure

The highest decision making organ for the church is the General Meeting which is held at least once a year (the Annual General Meeting). From this evolve the following governance structure of VOSH which is at four levels:

- **International Council of Elders** that is made up of all Presiding Bishops from the countries where VOSH has a presence (currently Kenya, Tanzania and Uganda), all National Secretary Generals, all National Treasurers, and All National Women Leaders. The responsibility of the Council is to oversee and harmonize the implementation of Church policies internationally wherever VOSH churches operate.
- **National Council of Elders** is the highest governance and decision making organ in each country where VOSH has a presence. The Council is made up of the Presiding Bishop, the Assistant Presiding Bishop, the Secretary General, and the Assistant Secretary General, the Treasurer, the National Council of Bishops (all Bishops from all Regions), the National Women leader, and the National Youth Leader. The Council is responsible for formulation of policies that guide the ministry at the national level, strategic guidance of the ministry, and ensuring good stewardship and prudent management of resources entrusted to the Church.
- **Executive Council (Mission Board)** is charged with the responsibility of the general administration, management and direction of all spiritual, business matters, and other affairs of the Church on behalf of the National Council of Elders. The Executive Council is made up of the Presiding Bishop (who is the Chair), the Assistant Presiding Bishop (who is the Assistant Chair), the Secretary General and the National Treasurer.
- **National Council of Ministers** is responsible for facilitating and implementing policies formulated by the National Council of Elders. The Council is made up of all members of the National Council of Elders, Pastor Overseers, and Pastors of churches that have more than 50 people, Regional Women Leaders, Regional Youth Leaders, Representative of Evangelists, and Elders from Regions, Representative of Retirees, and Assembly Secretaries/Treasurers.

In addition the Church has a Board of Trustees which is vested with the responsibility of holding the Church property in Trust in line with the Provisions of the Society's Act.

The Presiding Bishop is also the Executive Officer of the Church and heads the ministries and operations of the Church in the country.

## 3.0 THE WORLD AROUND US

### 3.1 The Operating Environment

Several dimensions define the Macro Environment within which SEP operates and PESTEL analysis which outlines the Political, Economic, Socio-Cultural, Technological, Ecological and Legal/Regulatory dynamics was used to gain insights.

#### 3.1.1 Political Environment

The church uses the authority bestowed on it by God to preach freedom and to educate the people for them to be able to enjoy the gift of life. Freedom is the end of development. It concerns removing obstacles that prevent people from enjoying themselves. These obstacles include poverty, poor economic opportunities, intolerance, and neglect of public services. Churches constitute those groups that advocate removal of these obstacles to development. Political freedoms are themselves effective in promoting economic development because they are intertwined with enabling people to make appropriate choices to improve their conditions.

The year 2018 marked the beginning of the second cycle of the devolved system of government structures which has seen youth and Health related matters shift and are being managed at the county level, though Primary, Secondary and Higher education remain under the control of the central government. Through County commissioners and area chiefs, the central government has retained its presence at the local level, even with devolution.

#### 3.1.2 Economics

According to the economic survey of 2017, Kenya's Gross Domestic Product (GDP) expanded by 5.8% against a 2.9% expansion of the global economy, 2.1% expansion in the advanced economies and 1.5 % expansion of the USA in 2016, the USA figure dropping from the 2.6% recorded in 2015. The Kenya's national government total expenditure on the social sector was expected to increase by 23.3% to Ksh.495.5 Billion in 2016/2017 with development expenditure for youth empowerment and development expected to increase by 25.7 %.

The current USA administration had proposed a 28.7% cut in funding to the USAID and much as this was not approved by congress earlier; an executive order has made it possible to be executed across the world.

Kenya is among a few countries in Africa that have been upgraded by the IMF to emerging markets status with donors in the process venturing more into Development as opposed to philanthropy Aid. There are positive indicators of a growing economy with evidence of an expanding middle class in the country.

The economic Survey of 2017 shows that waged employment experienced a decelerated growth from 4.5% in 2015 to 3.1 % in 2016 while employment in the informal sector grew by 5.9% between 2015 and 2016. Most youth remain idle and in their quest for survival, they engage in unethical practices, take up criminal activities and have provided fertile ground for radicalization and violent extremism.

The emergence of cage fishing within the lake is revolutionizing fish farming in Lake Victoria and creating jobs and investment opportunities but strategies to engage larger numbers of young people is yet to be seen.

#### 3.1.3 Socio- Cultural

Kenyans have continued to subject their traditional social norms to severe tests as a result of pressure from the developed world. The influence that communities used to exert on individuals is diminishing at alarming rates. People are becoming more individualistic and society becoming more and more permissive.

Concerning basic education, the Kenya government has over the last decade or more embarked on an ambitious program of providing free access. While funding to schools from the exchequer experience delays, the intentions are clear and Kenya is fast moving into the realm of providing universal free basic education to its population. According to UNICEF, net Primary School enrollment ratios in Kenya stood at 83% and 87% for boys and girls respectively between 2011 and 2016 though the secondary school figures remain dismal at 38% and 46% for boys and girls respectively. There are a wide range of initiatives including scholarships and bursaries and shifting focus from boarding to day schools all in an effort by the government to bring the cost of education down and improve access.

The society still celebrates University education at the expense of the skills oriented middle level Artisan, Certificate and Diploma training yet there is rising unemployment among the university graduates.

The devolution of health services was met by serious turbulence countrywide but this was more out of Human Resource considerations. The level of equipping of the local health centers and hospitals has seen a lot of improvement and these facilities now offer great potential for referral of specialized or advanced medical attention. The expansion and dynamism of the NHIF fund is making provision of universal health care a tangible pursuit by government.

#### **3.1.4. Technology**

Thanks to advances in Technology, information is at the fingertips of every Kenyan. There are more than 90FM Radio stations and 15 local TV stations. The dynamics change drastically when one considers information availability through the internet. The communications authority of Kenya puts the mobile penetration rate at 88.1 % with 37.8 million subscribers by the end of September 2015. The average youth, even those outside parental care have mobile phone handsets placing the internet in their palms.

The long hot sunny days typical in the lake region have for a long time been viewed as an inconvenience to the booming small-scale open-air traders and business. Tapping of solar energy is however gaining currency and more homes are now at a minimum able to run on clean solar powered light during the nights. Opportunities also abound for investment in solar energy as the carbon Monoxide emitting kerosene lamps slowly become extinct.

#### **3.1.5 Ecological**

One of the major pastimes for children and youth out in our areas of operation include; small time businesses, watching videos and football among others. Schooling takes a major chunk of youth's time while agriculture is a family responsibility, albeit it is done as an obligation rather than a source of income.

#### **3.1.6 Legal/Regulatory environment**

CBOs operate under the Ministry responsible for social development. Groups are registered according to their coverage and objectives. The department demands annual reporting from functional CBOs. The department supports those CBOs by offering technical assistance through its staff.

It has also been observed that the Department of Immigration Services stopped issuing work permits to Charitable/Non-Profit organizations registered outside the NGO Act by demanding that such organizations must obtain prior clearance from the NGO Board, notwithstanding the fact that they may not be registered as NGOs.

Chapter Five (5) of the Constitution contains the Bill of Rights, which offers protection for the safeguards of the individual rights and freedoms for every Kenyan. These include the right to association, movement, secure protection of the law, religion and conscience, and the right to life. The Constitution however does not have the rights of children expressly spelt out or guaranteed.

The Kenyan constitution provides for freedom of association, freedom of conscience, religion, belief, opinion, and access to information as these are guaranteed in Articles 32, 35 and 36 of the Constitution of Kenya. The Registrar of Societies is mandated to register and regulate all societies including churches under the Societies Act Cap 108 of the Laws of Kenya. This registration of religious organizations is the legitimate foundation and sustainable development of these organizations.

## 4.0 OUR PAST PERFORMANCE

VOSH has been implementing its pioneer strategic plan for the last 5 years. Below are highlights of achievements in the period under review. This section is presented in two parts. The first is qualitative and second is growth in the congregation numbers.

### 4.1 Qualitative Growth

<p><b>Mission and training</b></p> <ol style="list-style-type: none"> <li>1. Established satellite classes in Kisumu west</li> <li>2. Opened 3 churches in Voi, Kitale and Sotik- Opened a church in the southern region- Chebasis from the missions conducted</li> <li>3. Registered bible school with ministry of Higher Education</li> <li>4. Established three (3) regular training classes –(e.g. psychology, social work and theology)</li> <li>5. Deployment of Pastors in Voi, Kitale and Sotik</li> <li>6. Improved infrastructure at the bible school including, Library furnishing-with metal book shelves, PA system, chairs and piped water.</li> <li>7. Increased number of congregation from mission activities</li> <li>8. Supported and led prayer meeting across regions.</li> </ol>	<p><b>Convention and resource</b></p> <ol style="list-style-type: none"> <li>1. Formed and structured the convention team into working-groups under convention department (20 WG)</li> <li>2. Created structures for resource mobilisation and financial management related to the convention</li> <li>3. Hired a dome tent accommodating 10,000 people</li> <li>4. Growth of the church population (new converts, on record reaching over 3,000 people for the last 5yrs)</li> <li>5. Bought PA system, 20 smaller pyramid tents, 100 mattresses, chairs and departmental uniforms(<i>ushers, security, catering etc.</i>),</li> <li>6. Contributed to the purchase of a car for Mission HQ and Nyando,</li> <li>7. Contributed in raising funds to assist the church's other projects e.g. <i>Javan hostels and Homa-Bay church–Buruburu church- Nairobi</i></li> <li>8. Supported raising of funds for construction of churches in Ng'ong'a and Awendo</li> <li>9. Attained fundraising target of 7million annually and surpassed this to 8 million in 2019</li> <li>10. Produced digital recordings of convention for continuous evangelism among the faithful and beyond. This captured even people who did not manage to attend the convention.</li> <li>11. Supported development of Administrative offices at the mission headquarters</li> </ol>
<p><b>Youth</b></p> <ol style="list-style-type: none"> <li>1. Maintained new year convention (so far reaching 1865 as at 2018 Registered members)</li> <li>2. Runs and maintains VOSH youth Facebook page for adverts and announcements</li> <li>3. Prepare youth to be involved in the</li> </ol>	<p><b>MEDIA AND ICT</b></p> <ol style="list-style-type: none"> <li>1. Setting-up of the department (it is now 1 ½ years old)</li> <li>2. Set up of church database (<i>still on-going</i>)</li> <li>3. Developed and managed a Bulk SMS platform for VOSH</li> <li>4. Social media evangelism through Facebook(50k</li> </ol>

<p>church leadership</p> <ol style="list-style-type: none"> <li>4. Expanded school based ministry by deliberately having VOSH point-persons in learning institutions e.g., Kenyatta University, Onjiko high school etc.</li> <li>5. Developed a Database for the youth in church</li> <li>6. Conducted convention and periodic meetings for the youth e.g. vigils/keshas and prayer meetings</li> <li>7. Established a youth friendly space for church purposes in Nairobi</li> <li>8. Successful collaboration with other unions e.g. Nyanza Evangelical Team.</li> </ol>	<p>views so far)</p> <ol style="list-style-type: none"> <li>5. VOSH website *(work on-going)</li> <li>6. Acquired Media and ICT equipment e.g. camera, laptop etc.</li> <li>7. Created revenue streams through productions e.g. DVDs, CDs ( <i>completed production of AGM-2018</i>)</li> <li>8. Established working relationship with regional leaders to distribute productions</li> <li>9. Established collaboration with media houses for advertisements</li> <li>10. Assisted mission department to produce sermons, conduct online preaching and follow-up of new converts.</li> </ol>
<p><b>Land and investment</b></p> <ol style="list-style-type: none"> <li>1. Majority of church leaders sensitized on land ownership and investment</li> <li>2. Most of the Church land donations have been formalized</li> <li>3. 82 Land title deeds have been acquired between 2015 and 2019</li> <li>4. 381 Permanent churches constructed in the last 4 years</li> <li>5. 214 churches are on rental leases. This is reduction from our previous numbers.</li> <li>6. Valuation conducted for registered parcels(22 land parcels).</li> <li>7. Formation of <b><i>Njia Moja-Kazi Moja</i></b> SACCO with over 200 members as at 2019</li> <li>8. Tudor community centre was established</li> <li>9. Development of the pioneer land policy</li> <li>10. 12 parcels of land have agreements signed</li> <li>11. Rented 95 parcels for church activities</li> <li>12. Rented churches numbering 214 across three years</li> <li>13. 1250 semi-permanent buildings housing churches spread across Kenya.</li> </ol>	<p><b>Women of faith</b></p> <ol style="list-style-type: none"> <li>1. Supported the spreading the Gospel to women through action</li> <li>2. Women empowerment to support their families' e.g. catering services, chairs for hire etc.)</li> <li>3. Sensitization of women on good stewardship</li> <li>4. Support (spiritual and moral)for widows and orphans within the church</li> <li>5. Ministry to families to reach men within households</li> <li>6. Organize seminars and fellowships for men</li> <li>7. Women minister ordinations e.g. senior pastors in regions</li> <li>8. Facilitated and supported family restoration (<i>where breakage was eminent</i>)</li> <li>9. Supported women to settle in their homes after loss of livelihood or death of family member</li> </ol>



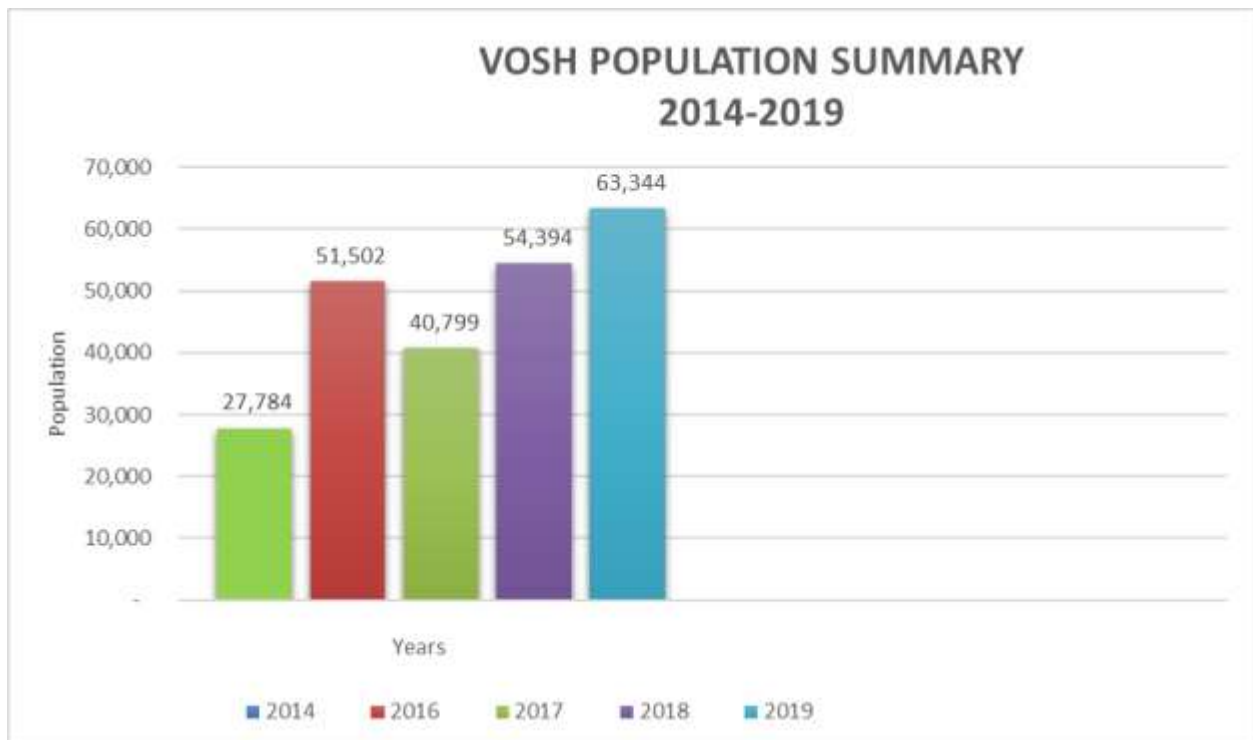
<p style="text-align: center;"><b>CHILDREN</b></p> <ul style="list-style-type: none"> <li>• Trained 534 Sunday school teachers</li> <li>• Provided teaching materials to churches across regions</li> <li>• Conducted juvenile camps and talent days</li> <li>• Sent out 2 representatives for training in New Zealand</li> <li>• Participate in all the conventions</li> <li>• Conducted regional visitations</li> <li>• Established a national children's office</li> <li>• Conducted 9 camps across the regions</li> </ul>	<p style="text-align: center;"><b>Administration</b></p> <ul style="list-style-type: none"> <li>• VOSH church now has a structured administrative function with clear roles</li> <li>• Developed a centralised reward and motivation system for church personnel and volunteers</li> <li>• Reviewed and developed robust financial management systems</li> <li>• Facilitated Development and operationalization of enabling policies e.g. financial management policies etc.</li> <li>• Recruited and deployed competent staff in areas of need</li> <li>• Developed and operationalized a budgeting system</li> <li>• Reviewed the church constitution and policy</li> <li>• Coordinated the development of the first ever-VOSH strategic plan (2014-2019)</li> <li>• Coordinated the training and capacity building of the church's regional staff</li> <li>• Established partnership e.g. International communion of charismatic churches (ICC) and Alliance of Evangelistic Churches of Kenya (AECK)</li> </ul>

<p style="text-align: center;"><b>POLICY LEVEL</b> <b>National Council of Elders(NCE)</b></p>
<ol style="list-style-type: none"> <li>1. <b>Remuneration of clergy:</b> Ministers were previously paid by ad-hoc means, it was inconsistent and varied. The church has now formalized payments through a payroll system for Bishops, Auxiliary bishops and Pastors, etc.</li> <li>2. <b>Formalized and contract for Human resources:</b> The staff (<i>clergy and secretariat technical staff</i>) was engaged without contracts or appointment letter. The church has reviewed this and engaged all ministers and technical staff under contract and clear job descriptions. VOSH desires continuous professional development and capacity building to be able to upgrade skills continuously.</li> <li>3. <b>Financial management:</b> The church did not have a formal approach to financial management. Tithes and offerings would be carried in cash and distributed for church's work on the table. Today things have changed, the church has bank accounts opened where deposits are made accordingly and a cheque system used for disbursement of resource for various functions at different levels.</li> <li>4. <b>Financial planning:</b> Before the pioneer strategic plan (2015-2019), the church did not operate on budgets or any plans. Today the church produces annual budgets processed through all the tiers. The NCE has embraced and instituted a budget process and the church spends its resources prudently based on plans and a budget monitoring done accordingly.</li> <li>5. <b>Financial management manual:</b> VOSH did not have a policy to guide its financial and procurement processes to ensure efficiency in resource management. The NCE commenced a process that has delivered a draft policy that is being finalized currently.</li> <li>6. <b>Constitution review:</b> The church's constitution required a review and NCE has worked on this tirelessly to conclusion. The final version will be logged at the Registrar of societies as required by law.</li> <li>7. <b>Investment:</b> The church is keen on diversifying sources of income for its ministry work. Javan Hostel was started for this reason; it is nearing completion on schedule.</li> <li>8. <b>Strengthening management at regional levels:</b> The church is posting regional accountants to support the leadership at that level with administrative functions of the church at this level. This has the advantage of relieving the bishops off the mundane administrative and day to day running so that they will be able to concentrate more on their ecclesiastical work thereby growing numbers in the church.</li> <li>9. <b>Strategic thinking:</b> VOSH made the first ever strategic plan in 2015. The implementation of this strategic plan has birthed many firsts in VOSH including; professionalization of the human resources,</li> </ol>

embracing investment approach for resource mobilization, economic empowerment for congregants, pension scheme for ministers, among many more. The plan steered the church growth from about 38,000 to currently over 100,000 members in a space of five years. The strategic contributed to reorganization of the regions into the current arraignment.

10. **Prudential management:** VOSH has embraced transparency by introducing periodic internal audit to promote efficiency and to enhance accountability within the church system.
11. **Economic empowerment:** The church faced with the challenge of its members welfare needs desired in its strategic plan to adopt an approach that would be able to support the congregation in their pursuit for better living standards and welfare. The church has initiated a SACCO society -*Njiamoja-Kazimoja* has opened its doors. In a span of one year it has attracted a membership of 200 individuals.
12. **Pension Scheme:** The church has passed a policy and initiated a process of establishing a pension scheme to take care of the retirement needs of its human resources (personnel-clergy) upon retirement.

#### 4.2 Our congregational expansion



## POPULATION SUMMARY

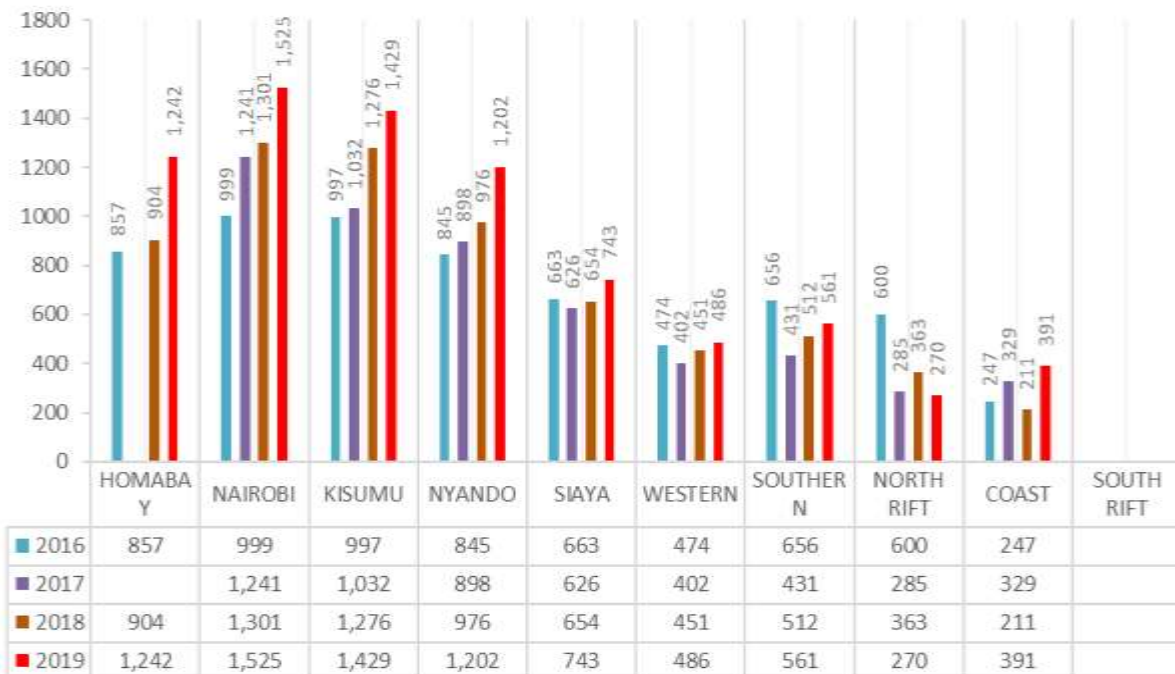
■ 2014 ■ 2016 ■ 2017 ■ 2018 ■ 2019



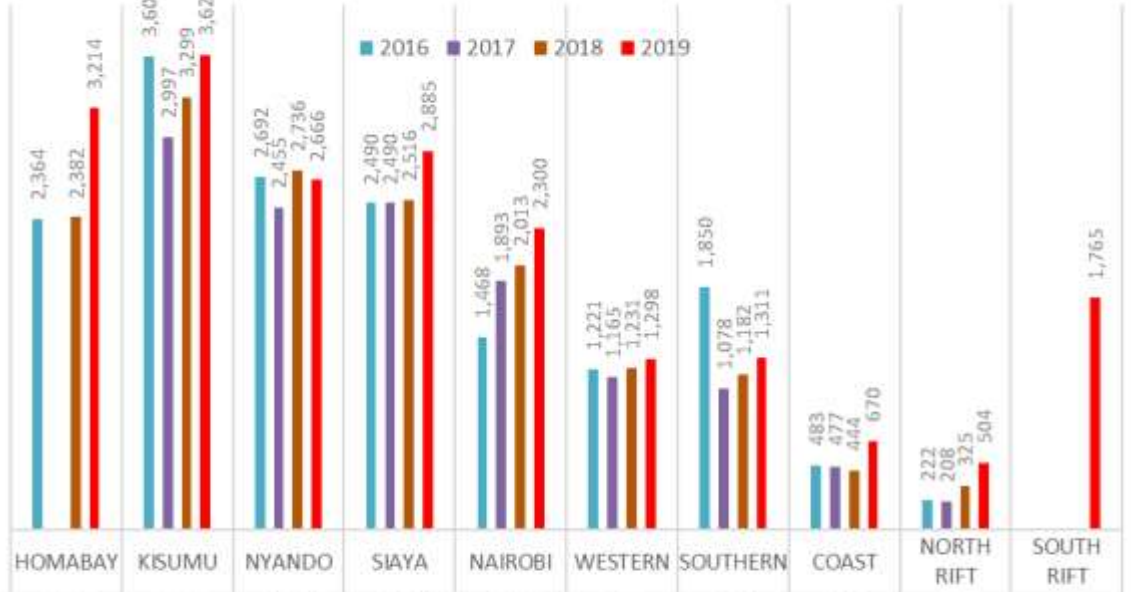
REGIONS

## MEN'S DEPT

■ 2016 ■ 2017 ■ 2018 ■ 2019

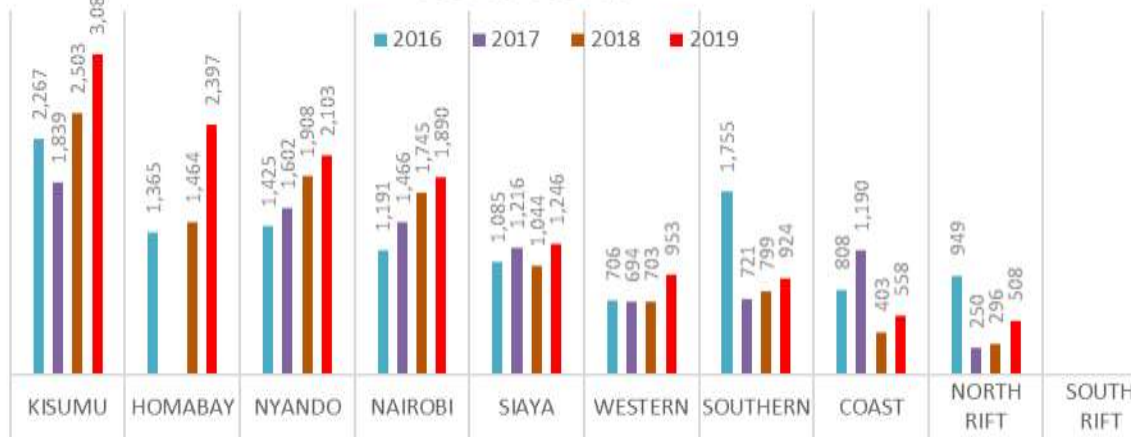


## WOMEN DEPT



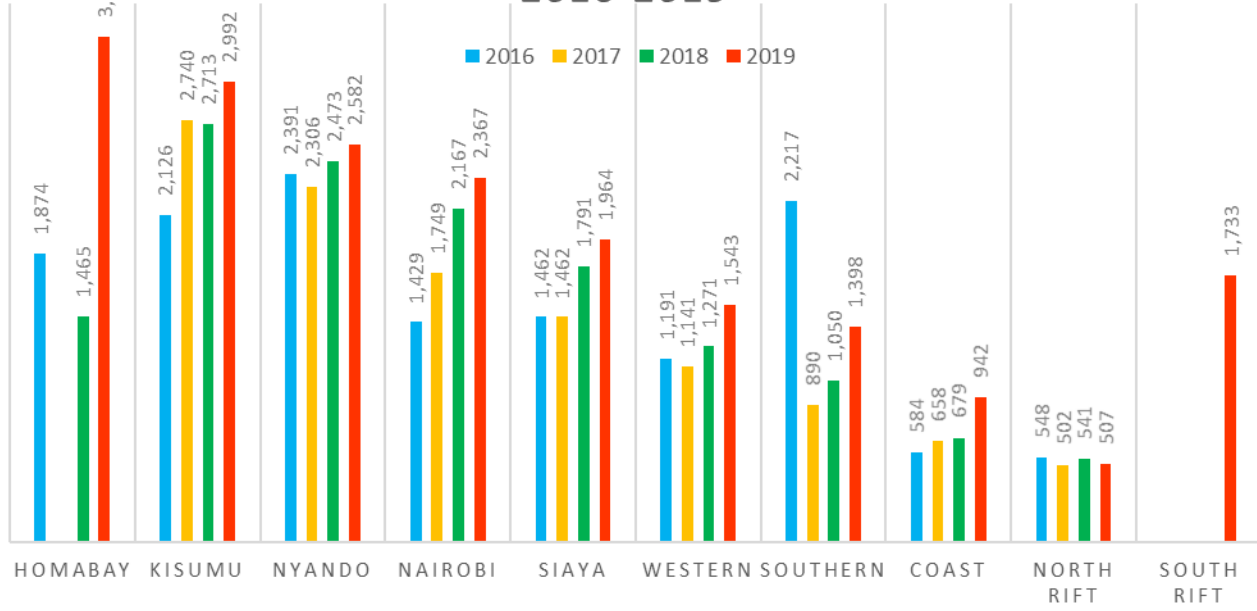
	HOMABAY	KISUMU	NYANDO	SIAYA	NAIROBI	WESTERN	SOUTHERN	COAST	NORTH RIFT	SOUTH RIFT
2016	2,364	3,608	2,692	2,490	1,468	1,221	1,850	483	222	
2017		2,997	2,455	2,490	1,893	1,165	1,078	477	208	
2018	2,382	3,299	2,736	2,516	2,013	1,231	1,182	444	325	
2019	3,214	3,620	2,666	2,885	2,300	1,298	1,311	670	504	1,765

## YOUTH DEPT 2016-2019



	KISUMU	HOMABAY	NYANDO	NAIROBI	SIAYA	WESTERN	SOUTHERN	COAST	NORTH RIFT	SOUTH RIFT
2016	2,267	1,365	1,425	1,191	1,085	706	1,755	808	949	
2017	1,839		1,602	1,466	1,216	694	721	1,190	250	
2018	2,503	1,464	1,908	1,745	1,044	703	799	403	296	
2019	3,081	2,397	2,103	1,890	1,246	953	924	558	508	

## SUNDAY SCH DEPT 2016-2019



## 4.1 Key lessons learnt

Some of the key lessons learnt during the period include;

- 1) It is critical for NCE to provide effective and strategic leadership that will strengthen linkages among departments and ensure coordinated use of resources in the implementation of activities to achieve the stated objectives.
- 2) The church could do better by innovating ministry to address contemporary issues relevant to the diverse groups under its care. (*Youth, women, single parents, etc.*) – create space e.g. *forums/ seminars/ events/ positions for the specialized groups.*
- 3) The congregation is large with the potential to grow if nurtured especially in the church foundation's base in Kenya's Nyanza, Rift valley, Coastal and Western regions.
- 4) The pioneer strategic plan has planted seeds of focus and systems, clear policy and strategy guidelines could be helpful in guiding ministers, staff and departments and the leadership to implement ministry activities better.
- 5) Communication channel must be streamlined at all administrative levels; messages that are to be implemented by certain people must be copied to the relevant personnel to avoid misunderstandings and some cases late or lack of information that contributes to blame game culture and lack of implementation of planned activities,
- 6) Change management presents risks that must be addressed by either mitigating or avoidance. The spiritual, structural and ideological aspects of change must all be taken care of at the leadership level to ensure a continuously united church.
- 7) The church could gain much more by allowing an open door policy to develop trust among actors across the church.
- 8) Opportunities exist to deliberately pay attention to effectiveness and efficiency by tracking implementation through periodic monitoring processes and evaluation of the strategic plan and policies.

## 5.0 VOSH's INTERNAL AND EXTERNAL STRATEGIC POSITIONING

### 5.1 PESTEL ANALYSIS

#	FACTOR	INFLUENCE/IMPLICATION ON ACTIVITIES/OPERATIONS
Political	-Media censorship	The media is facing strict regulation from government mostly instigated by the politics of the day. This by extension limits possibilities to discuss and disseminate real issues affecting the citizens. This could influence what the church can and cannot do using the media.
	-Radicalization	-Youth are influenced by politicians to engage in unruly behaviour during elections with some ending up killing each other or resulting in injuries. This robs the church of young energetic. -Fundamentalism and political intolerance has led to terrorist activities maiming and killing innocent people, this emanates from radicalization by the powers.
	-Election dates	-Kenyan electoral cycle falls in the month of August every five years. The convention in 2022 will be affected due to this factor. We anticipate low attendance due to uncertainties.
	-Political goodwill	- Consensus and goodwill from the political side makes it easy for business, and social life to operate smoothly. The handshake is a case in point. The country is able to progress albeit many challenges, people are able to co-exist with each other.
	Support to vulnerable groups	-For instance, bursaries schemes are patronized by politicians, it affects orphans and needy children, if deserving children miss out, the church is therefore left to care for such cases.
	-Change in political climate	-Positively, change of political direction in the country influences growth -Negatively, vitriolic opposition to each other in the political arena pushes communities, individuals and corporates to act indifferently even in situations they should address. The church might find itself in such circumstances at any particular time.
	-Ethnicity	-Negative ethnicity fanned by politics is a recipe for unstable communities. The church has in the past experienced attacks on congregations, church establishment where property has been destroyed or lost. It has the potential at affect the missions' work of the church in winning souls.
Economic	-High taxation	-The often changing tax rates make planning challenging. High cost of acquisition of equipment due to tax requirements affects the church's procurement projections especially when it does change in the midst of the year.
	-Unemployment	- Unemployment affects mostly the youth. Educated youth are unable to secure livelihood opportunities therefore end up depressed and some ending up in drug and substance addiction. The church therefore as a last refuge has to support individuals to regain normal life.
	-High cost of living/inflation	-Inflation affects congregant's households directly and this by extension touches on the church income. -Conventions rely on resources raised from the membership/congregation and if they affected negatively by inflation, it means the success of such initiatives is also negatively impacted.
	-Poverty	-Affects contribution towards women kitty because of their limited funds/resources. -Congregants who donate land for establishment of churches often have not processed their land ownership due to poverty level. It denies the church opportunity to grow by investment.

		-Interested candidates for the bible school are oftentimes faced with resource challenges when they have to decide between putting a meal on the table and attending college.
	-Devolved governance system	- Devolution has provided economic opportunities by expanding infrastructure enabling economic participation by citizens in various ways. -The county governments also presents an opportunity for the church to engage in partnership to meets the church's members needs around health, education etc.
Social	-Secularism	-Increasing secularization in churches is becoming a challenge for a conservative church like VOSH. This phenomenon is attacking the traditional authentic Christianity as it allows for more liberal approach to evangelism and liturgy processes.
	Competition from other denominations	-Congregations of churches get to mingle in the community life, in the market, in the clan affairs, in elections, in cooperative societies etc. During such, sharing of what happens and what doesn't happen in various establishments may affect people in one way or another. Likelihood of influencing VOSH adherents into other denominations is a possibility.
	-Religious Radicalization	-There are religions and sects that have been used by individuals to radicalize young people especially, the possibility of this infiltration by such religious or sectarian group think should be taken note of by VOSH.
	-Emerging and fashionable trends	- Issues emerging in the society including e.g. Rights of gender and sexual minorities affect church congregants, the church should strive to understand them and tackle them appropriately. -Identity and self-expression is becoming an issue to address or be cognizant about. Traditional dressing codes are challenged by some form permissiveness arising socially e.g. <i>my dress my choice, slay queens and slay kings etc.</i>
	-Reluctance of people to write will and doing joint registration of property	-Wills are culturally seen as predicting and brining death nearer and hence feared by most people. This leads to family feuds upon death of breadwinner and affects property transfers.
		-Property ownership is exclusively held by parents, especially land, this portends a challenge in cases where the church needs to acquire titles on parcels donated by a deceased person, the families are reluctant to engage the long and tedious process of succession, some end up giving up or at times some change their mind hence the church losing such property.
	-Cultural differences	-Most congregations are cosmopolitan and cross cultural competency is required of ministers to be able to attend to those diverse needs. The church must take note of this.
- National language proficiency among ministers and evangelists for efficient evangelism and communication		
-Various sections of the church e.g. youth, women, singles, widowed etc. require diverse approaches to meet their spiritual, psychosocial among other needs. Ministers must be prepared adequately.		
-Empower ministers in linguistics and cultural competency for efficient evangelization in different cultural set ups		
	-Educate to enable adaptability to different cultures thus addresses the different congregation uniformity.	
Technological	-Misuse of technology	-Uptake to technology especially in supporting financial transactions has opened a window for criminals who target unsuspecting individuals and rob them. Any plans to use technology by the church in this area must be secured appropriately. Government has enacted cybercrime laws to tame the trend.



	-Rapid advancement of technology	-Increasingly paperless is the preference for most interactions. The church could take advantage of this to reach as many people efficiently with the evangelization. -Opportunities for online evangelism, online resource mobilization, among other possibilities are worth consideration by the church -Digitalized registration and report systems (MobileApps) to ease the bulk during registration and reports given. -Some parcels are not on physical maps e.g. Ringa church. Possibility of losing land and encroachment)
	-Electronic Waste menace	-Promotes dumping of obsolete technology. The church should take extreme caution to avoid donations that are outdated.
	-Power outages	-Affects production and lighting during crusades, meetings and conventions
	-Going Green	-Youth identify with conservation e.g. tree planting, proper waste disposal, thus should be implemented to attract more youth
<b>Ecological</b>	-Geographical Location of churches	-Churches on high ways can be affected by modernization of roads and way leave rules for other infrastructure such as electricity etc.
	Environmental permits	-National Environmental Authority requirement for noise pollution permits. Proximity to residential estates and hospitals hence creating legal battles with NEMA
	Climate change adaptation	-Climate changes threaten the existence of some churches in the present location and there is need to either improve them to permanent structures or move location
	-Going Green	-Youth identify with conservation e.g. tree planting, proper waste disposal, thus should be implemented to attract more youth
<b>Legal</b>	-Film and media regulations	-Requires compliance and permits e.g. drones, publishing advertisements from the government.
	-Change in laws	-Abortion, Atheism, LGBTQ and church control that has been authorized by the government affects the church beliefs and income.
	-Marriage formalization	Participation in legislative change i.e. voter apathy, ignorance. The church's place civic education is critical to be maintained so that responsible leaders can be elected. -Instances of the marriage solemnization requirements changing is a risk for the church. The changes are often not brought to the attention of churches in time therefore making it challenging for the church to adapt fast enough. -Women do not inherit their husband's wealth. A number of families are in come-we-stay arrangements that put either party at risk but more so women.
	-Land rates	-Failure to pay land rates warrants loss of parcel (non-usage for 5yrs). VOSH has large number of parcels which could be affected negatively if payment of rates delays to not done accordingly.
	Tax requirements	-Compliance timelines not met hence attracts fines to the church. The church must therefore ensure strict compliance. -Regulation and documentation church can face penalties/deregistered. The government is mulling the idea of controlling the church space and it is critical that VOSH readies its structures and culture towards such eventuality.

## 5.2 INTERNAL ANALYSIS

ENABLERS			
T O B U I L D O N	<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>	T O E X P L O I T
	<p><b>Strong Foundation:</b> Commands respect as an authentic indigenous church</p> <p><b>Functional structures:</b> The church's structure is well understood and delivers ministry's needs</p> <p><b>Human resources:</b> The mission headquarters is staffed by competent personnel</p> <p><b>Holistic ministry:</b> Attending to the children, youth, women and Adults</p> <p><b>Trained and committed clergy</b> conducting ministry work across the regions</p> <p><b>Strong Governance and leadership structure:</b></p> <p><b>The convention:</b> VOSH has an annual convention that is well known and draws participation from far and wide.</p> <p>Has established a media and ICT function:</p> <p><b>Committed &amp; Competent</b> staff-Lay and Clergy</p> <p><b>Defined ministries</b> mechanism, structures, leadership and systems</p> <p><b>Financial capacity</b> to undertake ministry</p>	<p><b>Huge young population:</b> The church has about 10000 children and increasing youth demographic that has the potential to expand ministry</p> <p><b>Increasing urban population:</b> a chance to open more churches as people migrate into urban areas</p> <p><b>Unexploited goodwill:</b> from stakeholders and partners: internal and external</p> <p><b>Government programs:</b> such as Youth, Women Fund, and AGPO etc.</p> <p><b>The chance and ability to improve the economic situation of faithful:</b> The church has legitimacy and the networks to support economic growth opportunity for its faithful</p> <p><b>High population and social networks:</b> of membership across areas of presence</p> <p><b>Social media platform:</b> The internet provides a vast chance for publicity, ministry, fundraising among other opportunities that the church could exploit</p> <p><b>Church and interfaith platforms:</b> There are a number of platforms that the church could use for its advocacy work to better the lives of its faithful.</p> <p><b>Asset base:</b> The church has an asset base that could be useful in resource mobilization</p> <p><b>Available facilities for new initiatives</b> such as the central church that could host studio and media center, the bible school could host university level facilities</p> <p><b>Chaplaincy:</b> collaboration with schools or colleges, prisons, hospitals and military installation provides an opportunity to win souls</p> <p><b>Recruit or train young ministers</b> and disciple them to be involved in mission alongside the senior ministers.</p>	

PAINS			
T O E R A D I C A T E	WEAKNESSES	THREATS	T O M I N D
	<p><b>Generational gap:</b> There is need to re-evaluate the categorization of children, youth, women etc. to realign.</p> <p><b>Land ownership:</b> The church has benefited from donations of land but has not concluded the regularization of ownership. There are about 618 churches standing on land without titles.</p> <p><b>Land ownership:</b> The church has benefited from donations of land but has not concluded the regularization of ownership. There are about 60% churches standing on land without titles.</p> <p><b>Inadequacy of cultural competency skills</b> among ministers.</p> <p><b>Inadequate structure to minister</b> to some sections of the church e.g. singles within the congregants, widowers. <i>Emerging trend needs new strategies</i></p> <p><b>Inadequate funds</b> to implement business/resource mobilization strategy</p> <p><b>Overreliance on vernacular language</b> as a medium of communication puts faithful who do not speak the language at a disadvantage – translators would add value</p> <p><b>Slow adaptation to use of technology</b> to further the mission of the church.</p> <p><b>Churches under trees:</b> The church still has a number (43)of its congregations worshipping under a tree in the local churches</p>	<p><b>Aggressive or more pronounced</b> approach by other churches targeting youth may interest VOSH youth away into those denominations</p> <p><b>Message delivery:</b> VOSH Church could improve on its programs of delivering messages, follow-up and organizing family/youth/ singles events.</p> <p><b>Negative ethnicity in Kenya:</b> As the country draws towards election year, negative ethnicity is getting even stronger. This is likely to divide the faithful within the church</p> <p><b>Negative influence</b> of mobile and internet technology – everyone’s headache</p> <p><b>Possible legislation to gag the church:</b> Government’s plan to regulate church may bring unwarranted constrictions that would affect ministry.</p> <p><b>Culture of corruption:</b> Affects the church’s pursuit for acquisition of property. If corruption crept into the church, that could threaten resource mobilization efforts and risk the values of the church.</p> <p><b>Sweeping Secularism</b> is likely to dent worship and spirituality.</p> <p><b>Divisive and highly competitive politics</b> at the county and national arena likely to divide worshippers.</p> <p><b>Permissiveness:</b> The rapid movement towards borderless behavior and unguided freedom especially for young people would present problems for church’s position on certain matters</p> <p><b>Internal resistance to change</b> could threaten the unity in the church.</p>	

## 6.0 OUR NEXT STRATEGIC FOCUS –VOSH VISION 2020-2025

VOSH church will consolidate its work around 7 key pillars: Missions and Convention, Children & Youth, Women of Faith, Education and training, Land and Development and Resource mobilization as well as the pillar that coordinates all aspects of the strategy- that is -Governance, leadership and Management.

Additionally deliberate efforts will be channeled towards development of robust administrative systems that will foster effective and facilitate efficient mechanisms for delivering the ministry mandate. These will be enabled by a versatile ICT and Media pillar under the direction of a Strong governance, leadership and management system. The church identifies the following as justifying the chosen pillars for the critical focus in the next five years:

1. Enhance the spiritual maturity of the congregation to practice their faith and influence the society at large towards Christ's Kingdom.
  - a) *Train 350 youths especially those in high schools, colleges to engage in one-on-one evangelism, or use of social media to reach out and follow-up or door to door evangelism.*
  - b) *Establish online radio/YouTube channels so that ministers can share the word of God.*
  - c) *Organize 20 crusades at the regional levels to share the gospel and grow the church*
  - d) *Organize 5 major conventions to share the gospel and grow the church*
  - e) *Venture into new areas and plant churches*
  
2. Keen attention on Children, Teens and Youth programs. The three sectors have indicated highest potential for growth and strategic points of intervention for eventual growth of the VOSH. The church will lay emphasis on expansion of space for participation of these groups through facilitative equipment, innovating programs for spiritual growth and retention
  - a) *Develop children's Sunday school curriculum,*
  - b) *Build children's sanctuary, train children to understand the Christian faith*
  - c) *Deliberately re-organize the youth church/ ministry and if possible establish a youth church with their pastor (Age 12-17years), no of youth services established, no of youth sanctuary established even if it's a tent.*
  - d) *Structure supportive supervision for Sunday school programs covering communication and reporting system in the children ministry*
  - e) *Train 10 youth per region to engage in one-to-one evangelism and use social media for outreaches*
  - f) *Design and implement youth dialogue forums to discuss topical and emerging issues in the society. Include youth outside VOSH to attract more young people into the church.*
  
3. Expand opportunities for women in the church to interact, support more involvement of men in the church and meet unique needs of women in challenging situations including widows and singles.
  - a) *Train 300 women in the bible school in readying them for evangelization work*
  - b) *Make progress towards 1/3 gender rule in ministry and implement*
  - c) *Organize initiative targeting couples as a strategy to win men into the mainstream church activities*
  - d) *Organize seminars to empower women (no of women trained sufficiently) and increase meaningful participation in church development agendas*
  - e) *Mobilize to support orphans and vulnerable children according to need*
  - f) *Mobilize to support widows in their efforts to live meaningfully*
  - g) *Organize local and international meetings for women for exposure and learning*
  - h) *Implement intergenerational sharing and mentorship.*

4. Develop capacity of regions to address emerging issues on all round ministry agenda
  - a) *Support regions to attract and retain skilled staff to support ministry*
  - b) *Support regions to cascade policies and facilitate implementation*
  - c) *Facilitate regions to participate in mobilizing resources for the church's ministry and other activities*
  
5. Expansion of the bible school and initiation of academy schools (nursery and later primary) to absorb VOSH younger generation.
  - a) *Increase infrastructure e.g. 1 dormitories, 1 Comp Laboratory and furnish 1 library*
  - b) *Build a library or resource center and furnish*
  - c) *Increase furniture at the bible school*
  - d) *Develop a strategic plan for the bible school*
  - e) *Expand certificate/ diploma courses that are examinable by KNEC*
  - f) *Conduct publicity and marketing for the bible school to attract more students*
  - g) *Institute VOSH education board to lead the process of implementing academy schools*
  
6. Venture in selected innovative projects to supplement tithes and offerings to meet the increasing resource requirement for ministry. The church foresees strengthening the resource mobilization strategy into a strong formidable fundraising wing as well as the treasury converging resources and redistributing it to the church's needs.
  - a) *Complete the Javan Silas hostel*
  - b) *Plan to open or expand existing school facilities (at least 2) in new regions – Ebenezer Schools sponsored by VOSH, a good contribution to community development.*
  - c) *Identify land parcels in each region (at least 10 acres per region) for purchase and future development.*
  - d) *Develop a resource mobilization strategy, gather a dedicated team to undertake resource raising for the entire church's ministry*
  
7. Strengthen capacity of Ministry and Governance and Management systems to be able to deliver the vision of VOSH.
  - a) *Develop ICT and media infrastructure that will facilitate all round ministry needs and generate further resources for ministry*
  - b) *Review and enforce land policy in all regions.*
  - c) *Review and develop institutional policies and strategies to enhance efficacy of work at VOSH*
  - d) *Develop a robust monitoring and evaluation system to track and document impact of the church's work.*

## 6.1 VOSH RE-ORGANISED TO DELIVER

The church has embraced a new structure for more effective and efficient delivery of its mission. The structure will be both functional and relational. Functional aspects of this structure compartmentalizes into (9) areas and relational is thematic driven comprising of five (5). The two tables below present the two structures.

Table 1: Functional structures of the departments

#	Key Pillar	Key role
1	<b>MISSION &amp; CONVENTION</b>	Winning souls through the spread of the gospel of Jesus Christ
2	<b>LAND DEVELOPMENT</b>	Secure church's land and promote development of such land parcels
3	<b>WOMEN OF FAITH</b>	Spur spiritual growth of women in the church
4	<b>YOUTH</b>	Support spiritual grounding of the youth
5	<b>CHILDREN</b>	Nurture the future church
6	<b>MEDIA &amp; ICT</b>	Facilitate efficiency in ministry work and Propel visibility of the church and its work
7	<b>RESOURCES MOBILISATION</b>	Catalyze acquisition of resources to sustain the work of the church e.g. SACCO, Real Estate, etc. ]
8	<b>EDUCATION AND CAPACITY BUILDING</b>	Develop capacity of the church ministers and VOSH children to be able to reach out and grounded in sound doctrines[Bible school, Academies and studio)
9	<b>GOVERNANCE, LEADERSHIP AND MANAGEMENT</b>	-Provide overall leadership and oversight of the entire church -Steer the church's strategic direction and monitor progress towards vision.

### 6.1.1 STRATEGIC OUTLINE/MAP

#### VISION:

A people transformed by the gospel of Jesus Christ and the power of the Holy Spirit.

#### MISSION:

To be a prophetic voice proclaiming the full gospel of Jesus Christ; disciple; equip and commission saints to serve a cross the world.

#### VALUES:



**Table 2: Thematic structure of departments**

<b>Strategic Theme 1: CHILDREN AND YOUTH MINISTRY</b>	
<b>Goal:</b>	To equip children and youth with capacity to interact, nurture and embrace VOSH doctrines as agents of transformation and attraction of peers towards the Gospel
<b>Strategic Result:</b>	Enriched worship experiences through topical teaching and preaching and establishment of Godly relationships and emphasis on meaning and significance of the gospel
<b>CHILDREN MINISTRY</b>	
<i>Specific objective: To equip children with capacity to interact, nurture, grow and embrace VOSH doctrines of unadulterated gospel</i>	
<b>YOUTH MINISTRY</b>	
<i>Specific objective: To contribute towards development of youth in the church as agents of transformation and attraction to peers towards the gospel of Jesus Christ</i>	

<b>Strategic Theme 2: WOMEN OF FAITH</b>	
<b>Goal:</b>	To renew the women ministry expanding opportunities for participation in spiritual and socio-economic growth
<b>Strategic Result:</b>	<i>Improved social, economic and spiritual confidence among women in the church.</i>

<b>Strategic Theme 3: MISSION AND CONVENTION</b>	
<b>Goal:</b>	To promote worship that is authentically VOSH and responds to the diverse needs of the congregations, equipping ministers and congregants to grow and attain maturity in the faith through systematic and consistent trainings and discipleship
<b>Strategic Result:</b>	<i>Numerical evidence of growth in the congregation and number of churches across all regions</i>
<b>MISSIONS</b>	
<i>Specific objective: To equip and support ministers to attain maturity in the faith for evangelistic work</i>	
<b>CONVENTION</b>	
<i>Specific objective: To mobilise, organise and execute annual conventions to generate interest among the wider community to join the body of Christ</i>	

<b>Strategic Theme 4: EDUCATION AND TRAINING</b>	
<b>Goal:</b>	To facilitate robust and systematic training for ministers and implement competency based curriculum for learners at basic education levels
<b>Strategic Result:</b>	Ministers evangelizing in a relatable manner and VOSH schools facilitating preparation of young students for societal responsibilities
<b>BIBLE SCHOOL</b>	
<i>Specific objective: Facilitate building capacity and preparation of personnel for the evangelization work of the church</i>	
<b>ACADEMIES</b>	
<i>Specific objective: To contribute to academic development and competency of children for future societal interactions</i>	

<b>Strategic Theme 5: GOVERNANCE, LEADERSHIP AND MANAGEMENT</b>	
<b>Goal:</b>	To develop and strengthen versatile institutional systems and structures that will deliver the mandate of VOSH
<b>Strategic Result:</b>	Enhanced Leadership, Programmatic and operational Capacity of VOSH



<b>MISSION HQ</b> <i>Specific Objective: To strengthen institutional Capacity of VOSH to deliver on its Mandate</i>
<b>RESOURCE MOBILISATION</b> <i>Specific objective: To improve capacity of VOSH church to meets its resource needs in its mission.</i>
<b>LAND &amp; DEVELOPMENT</b> <i>Specific objective: To facilitate securing, acquisition and development of land parcels for VOSH's mission.</i>
<b>MEDIA AND ICT</b> <i>Specific objective: To catalyze interactions internally in VOSH and with external stakeholders for evangelistic mission.</i>

### 6.1.2 Key Expected Results

VOSH church plans to implement the strategic plan majorly growth and increase in the number of people who join the body of Christ. The strategic objectives will result into the following outcomes;

1. Special attention and engagement with various members to attend to unique needs within those diverse groups.
2. Harnessing of technology to improve communication, Evangelism & Outreach and in major operations within the support areas of the mission headquarters.
3. Increased involvement of members in missions; including to Schools, prisons, colleges, Universities etc.
4. Enhanced integration of members of the church into the various ministry groups and absorption of newborns into the membership and active ministry.
5. Continuous development of the church's leadership all round including regions, sub-regions, assemblies and the churches levels.
6. Established infrastructure promoting children ministry work across all regions.
7. Renewed women's ministry and nurturing younger generation in catalyzing women engagement
8. Strong operational systems promoting efficiency and efficacy of VOSH Ministry work.
9. Strengthened and a robust Monitoring and evaluation enabling evidenced based decision making.

### 6.1.3 TRACKING OUR RESULTS

<b>CHILDREN MINISTRY</b>	
<b>Indicators</b>	<b>Timeline</b>
4 semi-permanent classrooms developed (per region)-100,000/unit	Dec, 2024
5 play areas developed per region	
3 permanent classrooms constructed per region (300,000/unit)	Dec, 2024
Curriculum developed and implemented	Dec, 2020
-5000 of materials distributed and in us -All churches who receive and use materials	March, 2021
-3 camps conducted	Yearly
-3000 persons reached disaggregated by converts	
-2 of conventions conducted -3000 persons reached disaggregated by converts	Yearly
198 teachers trained	Dec, 2020

198 teachers deployed to train others -1237 teachers refreshed	
-1237 ministers sensitized on children's care and ministry activities	Dec, 2020

### YOUTH

Indicators	Timeline
-Review conducted and documented	December 2022
-Regional and grassroots level leaders oriented and playing their roles	December 2021
-Youth representatives to the RM department appointed ( <i>from churches to national</i> )	Yearly
Resource raising activities conducted and value of resources raised	Dec, 2022
54 youth counselors trained as TOTs	Dec 2024
1200 of youth receiving counseling care	Yearly
2 extravaganzas conducted 100,000 youth reached	Yearly
5 conventions conducted in 4 years	Yearly
500 reached and retained	
12 missions conducted	Yearly
25 schools, colleges and churches reached	Yearly
750 converts reached and retained	Yearly
100 youth leaders reached	Continuous
Strategy and curriculum designed	March 2021
100 youths reached	Dec 2021
12 learning visits conducted and documented	Dec 2024
10 forums conducted	Dec 2021
500 youth reached	Dec 2021
3 forums conducted between youth and elders	Dec 2024
5 of forums conducted 500 of youth reached	Dec 2024
Conflict management systems established and functional	Dec 2023
Partnerships acquired and functional	Dec 2023

### WOMEN OF FAITH

Indicators	Timeline
- 14 regional meetings/forums conducted	Dec 2020
-Documented views of women across VOSH on how ministry could be structured	
-Renewed structure documented and disseminated	July, 2021
-35000 of women (new) engaging actively in women ministry	July, 2021
- 35000 of women (new) engaging actively in women ministry	Dec, 2020
-Materials for various cadre of targets completed and in use ( <i>family days/forums, widows, singles etc.</i> )	
2 of exchange visits	Continuous
Design completed and in use	Dec, 2020
90 of mentors identified	De, 2020
5 camps and people reached # new souls joining the body of Christ	Dec 2023
300 of couples reached	Continuous
150singles reached	Continuous
150 widows reached	Continuous
-30 of women attending theology school - 25 of women joining ministry as pastors, - 2 Auxiliary Bishops and 2 Bishops	Dec, 2021
-32 of women leaders trained - 40 of emerging leaders identified and trained	Dec, 2021
25,000 individuals trained	Dec, 2021
- Assembly level fundraisers supported	Annually

-# value of successful fundraising efforts	
# of partnerships established	Dec, 2021
Church level SILC groups formed and functional	Dec, 2020
# of individuals participating in Chama/SILC groups	
50 vulnerable children identified and are under care	Continuous
Value of resources mobilized and utilized in supporting vulnerable children	Continuous

### MISSIONS

Indicators	Timeline
Review conducted and documented	July 2020
Program developed and deployed	July, 2020
-60 young ministers paired for mentorship - 20 senior ministers participating in mentorship	Yearly
-# of persons facilitated to missions -1 of mission trips national (5,750,000) - 1 international mission trips (10 million)	Yearly
-Cultural competency curriculum developed -30 ministers (evangelist) oriented.	Dec, 2020
30 translators oriented or trained	Dec 2020
- 5in service courses/trainings conducted. - 30 of ministers reached in the trainings.	Dec 2024
- All ministers using tools and messaging materials developed in the in-service trainings. -Monitoring and support visits conducted	Yearly
2 retreats conducted for clergy	Quarterly
140 clergy reached	Quarterly
A review conducted and reflections documented	July 2020
Truck purchased and under use for missions work	Dec 2023
Open air meetings, crusades and visitation meetings	Dec 2021
Policy developed and in use	Dec 2020
50 of new churches planted	Continuous
100,000 of new converts in newly planted churches	Continuous
# of satellite ministry established/conducted	1 year
-20 chaplaincies established -20 of chaplains involved	Continuous
Local targets ( <i>Nyeri, Lodwar, Kisii, &amp; Malindi</i> ) International ( <i>Uganda and Rwanda</i> )	4 years

### CONVENTION

Indicators	Timeline
-Review conducted and documented	May 2020
14 regions with functional convention team	May 2022
Review of working groups conducted and documented [ToRs]	June 2020
Calendar developed and synced	June 2020
1 dome tents purchased in use 1 generator purchased and in use	December 2024
Friends of VOSH identified in-country and diaspora	December 2022
# people oriented and participating in fundraising	December 2022
# value of support coming from church groups/regions	End of 2022

### BIBLE SCHOOL

Indicators	Timeline
A strategic plan developed and operationalized	Dec 2020
Curriculum reviewed and implemented	July 2020

-Board develops and executes a work-plan	Sept, 2020
-Strategy developed and deployed	July 2020
-% increase in responses and number of students	
-Program initiated and implemented	Dec, 2021
-1000 of students enrolled, retained and transitioned	
Social work, Computer studies introduced	Dec 2020
-800 trained in the five years	1 year
Dormitory	Dec, 2024
Classrooms	Dec, 2024
Hostels	Dec, 2024
Computer lab	Dec, 2024
Furnish Library	Dec, 2024
5000 individuals reached disaggregated by course	Yearly
Curriculum developed and implemented	Dec 2020
800 of individuals participating in internships or exchange opportunities	Yearly
Conduct benchmark meetings/visits	Quarterly

### ACADEMIES

Board in place and actively planning	July, 2020
Action plan established and operationalized	Sept, 2020
- 14 nursery schools established	March, 2022
-2 of primary schools established	March, 2024
500 of students on scholarships at regional levels	Continuous
500 of students under support	Continuous

### MISSION HEADQUARTER

Indicators	Timeline
-Framework ready for use	Dec, 2020
-Self-evaluation conducted	
Learning visits conducted	June 2020
Management reflection meetings conducted	Annually
Wellness retreats conducted	Annually
-Projects management manual and M&E frame in place and	Dec 2020
Functional M&E framework established	May 2020
AoP rolled out and tracked	Yearly
Policies reviewed and operationalized	Feb, 2020
Progress report on the strategic plan	June 2022
# of policies reviewed and operationalized	Continuous
New policies developed and operationalized	Dec, 2020
A responsive HR manual established	June, 2020
A functional performance management system established	Dec,2020
# of attaches and interns engaged	
Salaries/honoraria	Continuous
Advocacy team identified and orientated	March, 2020
Advocacy strategy document produced	May, 2020
Advocacy issues identified	May 2020
Advocacy issues addressed	

### RESOURCE MOBILISATION

Indicators	Timeline
ToR developed and RM team oriented	April, 2020
Strategy completed and in use	July, 2020
Departments trained and pursuing resource mobilization opportunities	March 2021
-Proportion of increase in	March, 2020

SACCO membership (1500) -Proportion increase in portfolio of the SACCO	
-# of feasibility studies conducted -# of business plans prepared -# of IGA initiated and implemented	Dec 2020
Policy reviewed and adopted	June, 2021
-Opportunities identified and implemented	Sept, 2021

### LAND & DEVELOPMENT

Indicators	Timeline
To improved	Feb, 2020
No. of taskforce and implementation committees formed.	Aug, 2020
-Work plan budget generated	Aug, 2020
# of review meetings conducted and documented	Quarterly
Land policy in place adopted and implemented.	May, 2020
56 parcels valued and report adopted	Dec, 2020
# of tittle deeds acquired <i>-10 titles per region*14 (700 total number for all regions for 5 years)</i>	Continuous
300 of parcels processed and agreements recorded filed	Dec 2023
Sensitization meetings conducted in all levels (church, assembly, sub and regions)	Dec, 2022
- 20 parcels purchased with support from Land department -Agreements/titles processed ( <i>4million per year</i> )	Nov, 2024
-# of meetings held -Action plans prepared and executed	Nov, 2024

### MEDIA & ICT

Indicators	Timeline
Views, subscriptions Monetization/clicks	Dec 2021
-Functioning studio -# of products developed	Dec 2021
-Downloads -Sales	Dec 2020
-Downloads -App purchases	Dec2021
-Clicks per month -Sales per month -Online security	Dec 2020
Materials available for ministry work	Dec 2020
Trained staff Staff retained in their positions	Dec 2020
-An operational media & ICT policy -An operational communication strategy	Dec 2020
Official pages/media presence operated in line with the policy	Dec2020
A database established and regularly updated Train on database use	Dec 2020
-Equipment procured and are in use	Dec 2024

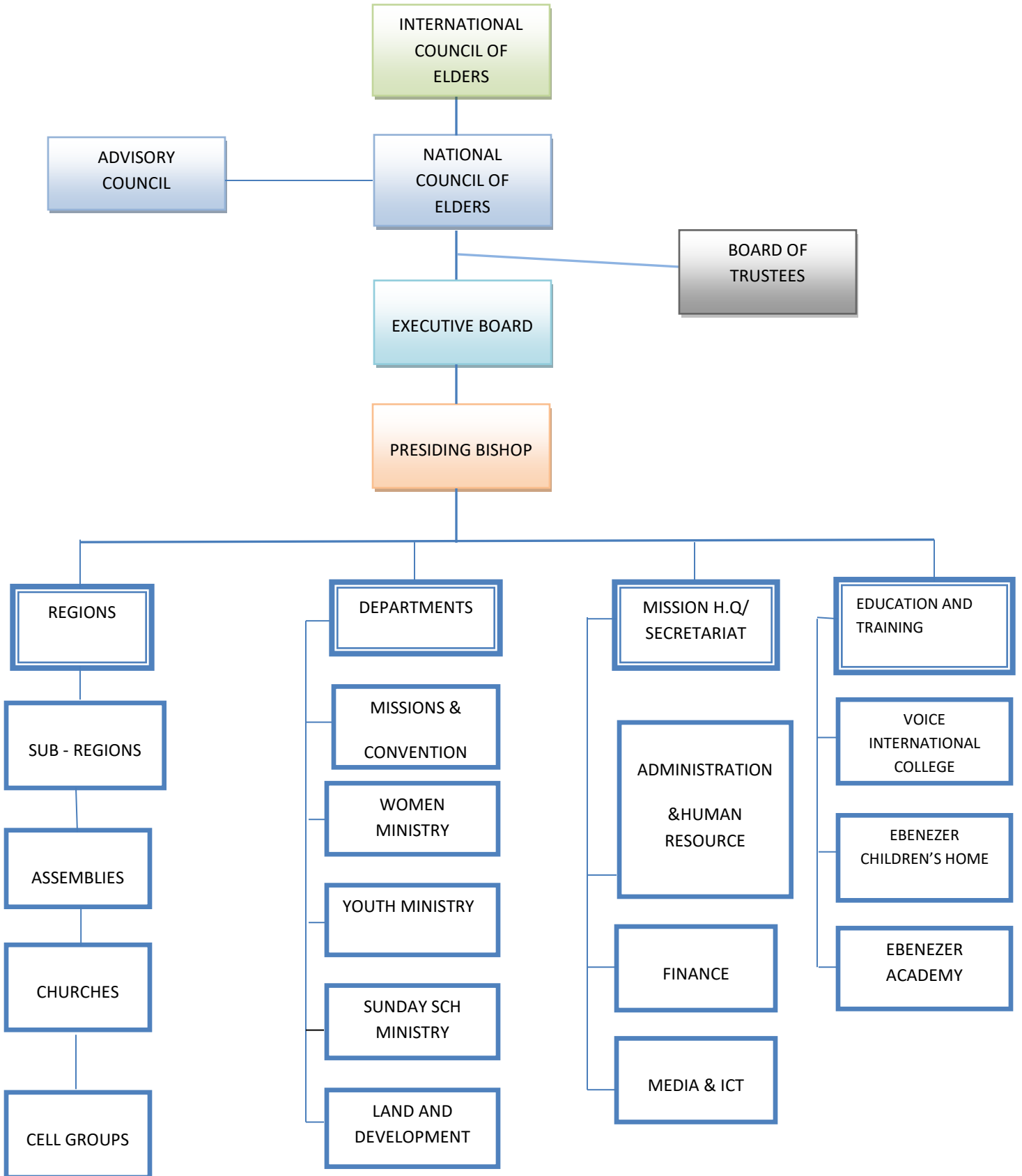
## 7.0 INTERNAL IMPLICATIONS

### 7.1 Change Management

We are cognisant of the fact that the strategic planning process has resulted into major changes in the church in terms of the internal structuring of the work. We also are alive to the fact that people struggle with change since it affects the accepted and “*normal*” behaviour, routines and approaches. VOSH will therefore take deliberate steps to ensure the change is acceptable and understood across the organisation. The following activities will be done;

1. VOSH shall ensure the changes are understood by everyone (internal and external stakeholders). As much as the board and staff were involved in suggesting the changes during the strategic planning process, we will conduct meetings to make sure they have a deeper understanding of the implications.
2. VOSH recognises that people are involved in this process and that the people have ideas and feelings. We will strive to allow them express concerns by openly and objectively responding to those concerns and ensuring that ideas are incorporated in the manner of implementation of the changes.
3. VOSH shall in a participatory manner develop a plan to manage the changes. This will ensure that everyone understands and contribute their ideas on how they may want to change process managed. Their expectations and fears will be resolved using this approach.
4. VOSH shall consult and conduct feedback meetings to track the changes and ensure they contribute to the direction we envisage as an organisation.
5. VOSH will hold meetings/activities to celebrate the small wins and changes that we make towards our dream.

## 7.2 ORGANOGRAM



### 7.3 RISKS AND MITIGATION PLAN

#	Risk question	How does it manifest?	Mitigation
1	The strategy presents a huge departure from the “norm”	The strategy presents some new approaches to doing managing the church which might be misconstrued by stakeholders as taking VOSH away from its vision	Articulation of the strategy will be conducted and stakeholders sensitized to create buy-in on the new strategy
2	How do we tell donors about our change of strategy?	Donors may not understand at a glance how VOSH will undertake work henceforth	Donor education on a continuous basis will keep everyone abreast and appreciation of sustainability thinking will enhance funding
3	How do we take off with the social enterprise?	Enterprise management requires new set of skills and mind-set	VOSH leadership will be oriented on social enterprise approach to be ready to implement this novel approach
4	New departmental structure is <i>out-of -the box</i> thinking	The structure takes VOSH away from the ‘norm’ and presents operational challenges	Individuals will be oriented on roles across their departments and supported to ground themselves in their responsibility while providing support around linked roles
	Confusion around the role of the resource team within the Convention working group and the Resource Mobilization team may cross roles and delay decisions	The current structure of the convention team includes a group of resource mobilizers who have in the past supported other fundraising needs of the church	Review ToR for the Convention resource team and create a new ToR for the RM team. Sensitize all stakeholders to create clarity
5	Raising funds beyond the traditional sources is challenging	Resource raising from private sector and other sources requires networks and linkages	VOSH will utilize internal resources and acquaintances to link into private sector and other funding opportunities



## 8.0 VOSH IMPLEMENTATION MEASUREMENT APPROACH

### OVERVIEW

We envisage the highest level of efficiency and effectiveness that consequently will lead to accountability in the implementation of the strategic plan.

### 8.1 MONITORING AND EVALUATION STRATEGIES

#### 8.1.1 Monitoring Processes

We shall develop a monitoring and evaluation framework of the strategic plan. The plan with its accompanying annual operational plans, project proposals strategies and policies will form the basis for monitoring. Periodic reviews will be carried out to track progress with outputs and outcomes.

The monitoring process will involve information-gathering and feedback through periodic meetings. The meetings will include quarterly review meetings, NCE meetings, and Joint Departmental meetings.

(d) Feedback and Information Sharing:

The mission headquarters will enhance information sharing at all levels. Lessons learnt will be documented and shared.

**Resource Mobilization:** The leadership recognizes that the main source of revenue for VOSH is in tithing and offerings. In this respect;

The clergy will consistently encourage the congregation to support the ministry and the operational needs of VOSH through tithes and offerings. This will be done through thematic sermons and other appropriate means.

The church will explore other supplementary sources of income. These will include: (a) Hiring facilities (b) Donations (c) Thanksgiving (d) Special Gift Sundays etc. (e) Other sources of resources

VOSH over the years acknowledges that ministry work costs money and it is not possible to do meaningful ministry without financial support.

Financial planning is critical. The leadership of the various departments will be trained and supported to develop realistic budget estimates for their strategic pillars and the budget execution processes monitored and evaluated collaboratively.

The Resource Mobilization team will develop a strategy, business plans and facilitate implementation. The team will be supported to create plans, budgets and execute projects. Such plans, budgets and project progress reports will be monitored jointly.

### 9.1.3 Evaluation Processes

The evaluation function will involve both process and impact evaluation approaches.

- a) **Process Evaluation:** The process evaluation will involve ongoing, periodic or mid-term Strategic Plan reviews. The purpose will be to determine the extent to which Strategic Plan objectives are being achieved. This would provide the basis for making improvements and adjustments in the course of the Plan's implementation process.
- b) **Final Strategic Plan Evaluation:** This type of evaluation will focus on assessing and evaluating the overall performance, outcomes and impacts of the Strategic Plan implementation. The outcome of the evaluation will provide the basis for the next VOSH strategic planning cycle. An external evaluation team will conduct the evaluation with the Church's Governance and Management teams. The terms of reference will be guided by the objectives of the Strategic Plan.

## ANNEX 1

### 9.0 VOSH STRATEGIC PLAN IMPLEMENTATION MATRIXES

#### 9.1 CHILDREN AND YOUTH MINISTRY

Strategic Theme1: CHILDREN AND YOUTH MINISTRY					
<b>Goal:</b>	To equip children and youth with capacity to interact, nurture and embrace VOSH doctrines as agents of transformation and attraction of peers towards the Gospel				
<b>Strategic Result</b>	<b>Enriched worship experiences through topical teaching and preaching and establishment of Godly relationships and emphasis on meaning and significance of the gospel</b>				
	<b>Sub-total for Children and Youth Kshs. 91,830,000</b>				
<b>CHILDREN MINISTRY</b>					
<i>Specific objective: To equip children with capacity to interact, nurture, grow and embrace VOSH doctrines of unadulterated gospel</i>					
<i>Key words: National Chair Children dept (NCC), Regional Chair-Children (RCC), Regional Bishop (RB), NCE.</i>					
Strategy	Initiatives/Activities	Indicators	Timeline	Who	Budget [Kshs]
Develop Physical infrastructure to support ministry to children	Build classrooms and develop play areas for children ministry at the regional and assembly levels	4 of semi-permanent classrooms developed (per region)-100,000/unit	Dec, 2024	NCC/RCC/RB /NCE	4,000,000
		5 of play areas developed per region			
		3 of permanent classrooms constructed per region (300,000/unit)	Dec, 2024	NCC/RCC/RB /NCE	9,000,000
Develop teaching materials and aids for instruction and doctrinal teaching	Develop a curriculum for children ministry	Curriculum developed and implemented	Dec, 2020	NCC/RCC/NC E	240,000
	Distribute teaching materials to all assemblies for children instruction	-5000 of materials distributed and in use -All churches who receive and use materials	March, 2021	NCC/RCC/RB /NCE	3,000,0000
	Conduct convention and camps for children in VOSH	-3 camps conducted -3000 persons reached disaggregated by converts	Yearly	NCC/RCC/RB /NCE	7,400,000
		-2 of conventions conducted -3000 persons reached disaggregated by converts	Yearly	NCC/RCC/RB /NCE	4,200,000

Build capacity of personnel involved in children ministry	Training of Sunday school teachers	198 teachers trained 198 teachers deployed to train others -1237 teachers refreshed	Dec, 2020	NCC/RCC	3,400,000
	Sensitization of Regional, Assembly and church ministers	-1237 ministers sensitized on children's care and ministry activities	Dec, 2020	NCC/RCC	340,000
<b>SUB-TOTAL Children Ministry</b>					<b>58,580,000</b>
<b>YOUTH MINISTRY</b>					
<b>Specific objective: To contribute towards development of youth in the church as agents of transformation and attraction to peers towards the gospel of Jesus Christ</b>					
<i>Key Words: 1) National Youth Chair (NYC). 2) Regional Youth Chair (RYC). 3) National Council of Elders (NCE). 4) Resource Mobilization Team (RMT)</i>					
Strategy	Initiatives/Activities	Indicators	Timeline	Who	Budget [Kshs]
<b>Facilitate strengthening of youth ministry</b>	Conduct review and restructure of youth ministry at VOSH from the national, regional and grassroots levels	-Review conducted and documented -Regional and grassroots level leaders oriented and playing their roles	December 2022	NYC/RYC/NCE	500,000
	Structure and operationalize resource mobilization approach for youth	-Youth representatives to the RM department appointed ( <i>from churches to national</i> )	December 2021	NYC/RYC/NCE	400,000
		Resource raising activities conducted and value of resources raised	Yearly	NYC/RYC	1,300,000
<b>Develop a spiritual mentorship program</b>	Train youth counselors to facilitate psychological and spiritual nurture of youth	54 of youth counselors trained as TOTs	Dec, 2022	NYC/NCE	800,000
		1200 of youth receiving counseling care	Dec 2024	RYC	0
	Conduct youth extravaganza to evangelize through variety of approaches	2 extravaganzas conducted 100,000 youth reached	Yearly	NYC/Bishops	8,000,000
		Conduct youth convention	5 conventions conducted in 4 years	Yearly	NYC/RYC
	500 reached and retained			NYC/RYC	0
	Conduct missions to churches, colleges and schools	12 missions conducted	Yearly	NYC/RYC	250,000
		25 schools, colleges and churches reached	Yearly	NYC/RYC	350,000
		750 converts reached and retained	Yearly	NYC/RYC	0
Continuous doctrinal education ( <i>target leadership</i> )	100 youth leaders reached	Continuous	NYC/RYC	240,000	
<b>Develop and implement economic and</b>	Design an economic empowerment mentorship program	Strategy and curriculum designed	March 2021	NYC	300,000
	Conduct leadership development activities	145 youths reached	Dec 2021	NYC/RYC/NCE	1,600,000

<b>leadership mentorship program</b>	Conduct exchange visits among youths	12 learning visits conducted and documented	Dec 2024	NYC/RYP/NCE	800,000
	Conduct work-preparedness for youth pursuing opportunities ( <i>Entrepreneurship, job readiness skills, etc.</i> )	14 forums conducted	Dec 2021	NYC/RYP/NCE	1,000,000
		500 youth reached	Dec 2021	NYC/RYP/NCE	1,000,000
	Conduct intergenerational dialogue to promote inclusivity of youth for sustainability of the vision of the church	3 forums conducted between youth and elders	Dec 2024	NYC/RYP/NCE	300,000
Actively listen and attend to unique needs of youth in the church	Dialogue forums on emerging societal trends ( <i>technology, gambling, radicalization, homophobia, mental health etc.</i> )	5 of forums conducted 500 of youth reached	Dec 2024	NYC/RYP/NCE	1,000,000
	Create mechanisms for conflict resolution for youth in church	Conflict management systems established and functional	Dec 2023	NYC/RYP/NCE	200,000
	Facilitate development of partnerships that will attend to needs ( <i>NGOs, Government agencies etc.</i> )	Partnerships acquired and functional	Dec 2023	NYC/RYP/RMT	210,000
<b>SUB-TOTAL Youth Ministry</b>					<b>33,250,000</b>
<b>Sub-total for Children and Youth</b>					<b>91,830,000</b>

## 7.2 WOMEN OF FAITH

Strategic Theme 2: WOMEN OF FAITH					
Key words: 1) National Women Leaders (NWL) 2) Regional Women Leaders (RWL) 3) Assembly Women Leaders (AWL), 4) Sacco Team (ST)					
<b>Goal:</b>	<b>To renew the women ministry expanding opportunities for participation in spiritual and socio-economic growth</b>				
<b>Strategic Result:</b>	<b>Improved social, economic and spiritual confidence among women in the church leading to active participation in church activities</b>				
	<b>Sub-total for Women of Faith. Kshs 18,760,000</b>				
<b>Strategy</b>	<b>Initiatives/Activities</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Who</b>	<b>Budget [Kshs]</b>
Review structure and conduct re-orientation of internal stakeholders	Conduct survey to solicit views of VOSH women in restructuring the ministry (use questionnaires)	- 14 regional meetings/forums conducted - Documented views of women across VOSH on how ministry could be structured	Dec 2020	NWL/RWL /NCE	1,000,000
	Restructure for the women ministry	- Renewed structure documented and disseminated - 35000 of women (new) engaging actively in women ministry	July, 2021	NWL/RWL	100,000
	Conduct mobilization of women in VOSH to join and actively participate in ministry	- 35000 of women (new) engaging actively in women ministry	July, 2021	NWL/RWL /AWL	1,500,000
	Develop materials for facilitating women ministry	- Materials for various cadre of targets completed and in use (family days/forums, widows, singles etc.)	Dec, 2020	NWL/RWL	500,000
	Conduct benchmarking/learning exchanges	2 of exchange visits	Continuous	NWL/RWL	300,000
Develop and implement a Mentorship program	Design a mentorship and leadership program for women ministry	Design completed and in use	Dec, 2020	NWL/RWL /NCE	100,00
	Identify internal and external mentors	90 of mentors identified	De, 2020	NWL/RWL /NCE	10,000
	Carry out mentorship camps on selected topics in all regions	5 camps and people reached # new souls joining the body of Christ	Dec 2023	NWL/RWL	2,500,000
	Implement activities targeting married couples (forums)	100 of couples reached	Continuous	NWL/RWL	1,500,000
	Implement activities single parents (forums)	600 singles reached	Continuous	NWL/RWL	1,000,000
	Implement activities targeting widows in	1900 widows reached	Continuous	NWL/RWL	1,000,000

	church				
	Identify and prepare women to take up theology training to join clergy work	-200 of women attending theology school - 75 of women joining ministry as pastors, - 5 Auxiliary Bishops and 2 Bishops	Dec, 2021	NWL/RWL	1,000,000
	Implement activities targeting women in leadership to strengthen capacity and prepare emerging leaders	-140 of women leaders trained - 140 of emerging leaders identified and trained	Dec, 2021	NWL/RWL	600,000
Develop and implement economic empowerment programs	Conduct entrepreneurship trainings for interested individuals	145,000 individuals trained	Dec, 2021	NWL/RWL	2,500,000
	Facilitate fundraisers for organized groups seeking resources for entrepreneurship	- Assembly level fundraisers supported -# value of successful fundraising efforts	Annually	NWL/RWL	500,000
	Support members pursue partnerships for improvement of livelihood e.g. grants from NGOs, Government agencies etc.	# of partnerships established	Dec, 2021	NWL/RWL	1,000,000
	Strengthen village banking associations [COSALO/SILC]	Church level SILC groups formed and functional # of individuals participating in Chama/SILC groups	Dec, 2020	NWL/RWL /AWL/ST	2,500,000
Facilitate and foster care for orphans and destitute children	Identify deserving vulnerable children for support	50 vulnerable children identified and are under care	Continuous	NWL/RWL /AWL/ST	250,000
	Mobilize resources for vulnerable children's support	Value of resources mobilized and utilized in supporting vulnerable children	Continuous	NWL/RWL /AWL/ST/ NCE	1,000,000
<b>Sub-total Women of Faith</b>					<b>18,760,000</b>

### 7.3 MISSION AND CONVENTION

Strategic Theme 3: MISSIONS AND CONVENTION					
<b>Goal:</b>	<b>To promote worship that is authentically VOSH and responds to the diverse needs of the congregations by empowering ministers to evangelize and congregants to grow and attain maturity in the faith.</b>				
<b>Strategic Result:</b>	<b>Growth in the congregations and new churches planted across regions and beyond.</b>				
					<b>Sub-total for Missions and Convention: Kshs. 68,250,000</b>
<b>MISSIONS</b>					
<b>Specific objective: To equip and support ministers for evangelistic work and soul winning.</b>					
<i>Key words: 1) Missions Chair (MC) 2) National Council of Elders (NCE), Bible School (BS), Training Continuous Mission Education (T&amp;CME), Regional Bishops (RB)</i>					
<b>Strategy</b>	<b>Initiatives/Activities</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Who</b>	<b>Budget [Kshs]</b>
Training and continuous ministry education and refresher (T&CME)	Review criteria and thresholds for recruitment of ministers per rank/level	Review conducted and documented	July 2020	MC/NCE	1,000,000
	Review or develop a program for continuous ministers education	Program developed and deployed	July, 2020	MC/BS	500,000
	Recruit or train young ministers and disciple them to be involved in mission alongside the old ministers	-120 young ministers paired for mentorship - 20 senior ministers participating in mentorship	Yearly	MC/BS	3,000,000
	Organize special missions e.g. visits	-# of persons facilitated to missions -1 of mission trips national (5,750,000) - 1 international mission trips (10 million)	Yearly	MC	15,750,000
	Conduct orientation on Cultural competence for ministers to ready them for ministry beyond their individual cultural spaces	-Cultural competency curriculum developed -30 ministers (evangelist) oriented.	Dec, 2020	MC/BS	650,000
	Train translators to support ministry work in areas that need such services	30 translators oriented or trained	Dec 2020	MC/BS	400,000
	Conduct sermon labs to support standardization of messaging across the church	- 5in service courses/trainings conducted. - 30 of ministers reached in the trainings.	Dec 2024	MC/BS	400,000
		- All ministers using tools and messaging materials developed in the in-service trainings. -Monitoring and support visits conducted	Yearly	MC	300,000



Establish systems to cater for welfare and wellness of ministers	Organize Retreats to address burn-out and pressure on ministers	2 retreats conducted for clergy	Quarterly	MC/NCE	1,600,00
		140 clergy reached	Quarterly	MC/RB/NCE	
Facilitate mobility materials for missions	Review mobility needs for missions	A review conducted and reflections documented	July 2020	MC/RB/NCE	250,000
	Provide means of transport for ministers (vehicles or motorbikes as appropriate)	Truck purchased and under use for missions work	Dec 2023	MC/RB/NCE	15,000,000
	Procure a Public Address system	Open air meetings, crusades and visitation meetings	Dec 2021	MC/RB/NCE	1,000,000
Mission expansion and church planting	Review the a church planting policy	Policy developed and in use	Dec 2020	MC/NCE	120,000
	Break ground and establish churches in new areas	50 of new churches planted	Continuous	MC/RB	1,500,000
		100,000 of new converts in newly planted churches	Continuous	MC/RB	0
	Establish and conduct Satellite ministries	# of satellite ministry established/conducted	1 year	MC/BS/SP	800,000
Establish chaplaincy partnerships with schools, colleges, prisons, military installations and hospitals	-20 chaplaincies established -20 of chaplains involved	Continuous	MC/NCE	2,000,000	
Local missions and international	Break ground and established churches in new areas	Local targets (Nyeri, Lodwar, Kisii, & Malindi) International (Uganda and Rwanda)	4 years	Missions/NCE	23,000,000
<b>Sub-total for Missions</b>					<b>49,920,000</b>
<b>CONVENTION</b>					
<b>Specific objective: To mobilise, organise and execute annual conventions to generate interest among the populace to join the body of Christ</b>					
<b>Key words: Chair Convention (CC), National Council of Elders (NCE), Regional Bishops (RB)</b>					
Strengthen structure of the convention and resource team	Review and cascade the convention structure to the regions	-Review conducted and documented	May 2020	CC/RB/NCE	250,000
		14 regions with functional convention team	May 2022	CC/RB/NCE	250,000
Enhance planning and execution capacity of the convention team	Review the working groups and clarify roles	Review of working groups conducted and documented [ToRs]	June 2020	CC/RB/NCE	300,000
	Develop a calendar of events and synchronize with the church's for ease of implementation	Calendar developed and synced	June 2020	CC/RB/NCE	30,000

	Procure equipment and materials to facilitate convention	1 dome tents purchased in use 1 generator purchased and in use	December 2024	CC/RB/NC E	14,000,000
Strengthen capacity of the convention team to raise resources	Scout and diversify sources of funding for the convention	Friends of VOSH identified in-country and diaspora	December 2022	CC/RB/NC E	2,000,000
	Conduct orientation for diverse groups ( <i>youth, children, women and ministers by region</i> ) to support fundraising for convention	# people oriented and participating in fundraising	December 2022	CC/RB/NC E	1,000,000
		# value of support coming from church groups/regions	End of 2022	CC/RB	500,000
<b>Total for Conventions</b>					<b>18,330,000</b>
<b>SUB-TOTAL Missions and Convention</b>					<b>68,250,000</b>

## 7.4 EDUCATION AND TRAINING

Strategic Theme 4: <b>EDUCATION AND TRAINING</b>						
Key words: Bible School (BS), Head of Media& ICT (M&ICT), National Council of Elders (NCE), Resource Mobilization Team (RMT)						
<b>Goal:</b>	<b>To facilitate robust and systematic training for ministers and implement competency based curriculum for learners at basic education levels</b>					
<b>Strategic Result:</b>	<b>Ministers evangelizing in a relatable manner and VOSH schools facilitating preparation of young students for societal responsibilities</b>					
					<b>Sub-total for Education and Training: Kshs. 31,951,000</b>	
<b>BIBLE SCHOOL</b>						
<i>Specific objective: Facilitate building capacity and preparation of personnel for the evangelization work of the church</i>						
<b>Strategy</b>	<b>Initiatives/Activities</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Who</b>	<b>Budget [Kshs]</b>	
Review the bible school structure and systems	Develop a strategic plan for the bible school	A strategic plan developed and operationalized	Dec 2020	BS/NCE/RMT	550,000	
	Review the curriculum of the bible school	Curriculum reviewed and implemented	July 2020	BS/MC	650,000	
	Support board development	-Board develops and executes a work-plan	Sept, 2020	BS/NCE	150,000	
	Develop publicity and marketing strategy for the school	-Strategy developed and deployed -% increase in responses and number of students	July 2020	BS/M&ICT	350,000	
	Initiate regular and distant learning programs	-Program initiated and implemented -1000 of students enrolled, retained and transitioned	Dec, 2021	BS/M&ICT	500,000	
	Develop and introduce new courses	Social work, Computer studies introduced	Dec 2020		300,000	
Undertake training of ministers	Publicize and attract students to join the bible school	-800 trained in the five years	1 year	BS/M&ICT	150,000	
	Improve physical infrastructure at the school ( <i>dormitory, classrooms, hostels, computer laboratory, furnish library</i> )	Dormitory		Dec, 2024	BS/RMT/NCE	3,000,000
		Classrooms		Dec, 2024	Ditto	2,000,000
		Hostels		Dec, 2024	Ditto	1,000,000
		Computer lab		Dec, 2024	Ditto	3,000,000
		Furnish Library		Dec, 2024	Ditto	2,000,000
Conduct refresher trainings and short courses ( <i>satellite</i> )	5000 individuals reached disaggregated by course	Yearly	BS	1,670,000		
Promote cultural	Develop a curriculum on cultural	Curriculum developed and implemented	Dec 2020	BS	100,000	

competency among ministers	competency				
	Initiate internships/exchange learning for ministers beyond their cultural backgrounds	800 of individuals participating in internships or exchange opportunities	Yearly	BS/RB/NCE	850,000
	Develop partnerships with other theological schools/universities	Conduct benchmark meetings/visits	Quarterly	BS/NCE	450,000
<b>Sub-total for Bible school</b>					<b>16,720,000</b>
<b>ACADEMIES</b>					
<i>Specific objective: To contribute to academic development and competency of children for future societal interactions</i>					
<i>Key words: National council of Elders (NCE), Schools Board (SB), Resource Mobilization Team (RMT), Regional Bishops (RB)</i>					
Implement Education promotion programs	Establish schools board to steer promotion and implementation of VOSH schools	Board in place and actively planning	July, 2020	NCE	150,000
	Develop a plan of action for implementation of VOSH schools	Action plan established and operationalized	Sept, 2020	SB/NCE/RMT	56,000
	Establishment of pioneer schools in at assembly level	- 14 nursery schools established	March, 2022	SB/RMT/RB	10,000,000
		-2 of primary schools established	March, 2024	SB/RMT/RB	40,000,00
Support needy students attain academic goals	Adopt needy students from regions by partnering with pastors	500 of students on scholarships at regional levels	Continuous	SB/RMT/RB	25,000
	Provide partial sponsorship for students at Ebenezer	500 of students under support	Continuous	SB/RMT/RB	5,000,000
<b>Sub-total Academies</b>					<b>15,231,000</b>
<b>SUB-TOTAL</b>					<b>31,951,000</b>

## 7.5 GOVERNANCE, LEADERSHIP AND MANAGEMENT

Strategic Theme 1: <b>GOVERNANCE, LEADERSHIP AND MANAGEMENT</b>					
<b>Goal:</b>	To develop and strengthen versatile institutional systems and structures that will deliver the mandate of VOSH				
<b>Strategic Result:</b>	Enhanced Leadership, Programmatic and operational Capacity of VOSH				
<b>Sub-total Governance, Leadership and Management: Kshs. 374,313,000</b>					
<b>Mission HQ</b>					
<b>Specific Objective:</b> To strengthen institutional Capacity of VOSH to deliver on its Mandate					
Key words: 1) Resource Mobilization Team(RMT), National Council of Elders (NCE) Mission Headquarters (MHQ) Sacco Team (ST), Advocacy Taskforce (AdT)					
Strategy	Initiatives/Activities	Indicators	Timeline	Who	Budget [Kshs]
Governance, Leadership strengthening	Review or develop NCE self-evaluation framework	-Framework ready for use -Self-evaluation conducted	Dec, 2020	NCE-Chair	124,000
	Conduct board learning visits	Learning visits conducted	June 2020	Admin	160,000
	Facilitate NCE management reflection meetings (working retreats)	Management reflection meetings conducted	Annually	GS	2,000,000
	Support NCE wellness retreats	Wellness retreats conducted	Annually	GS	TBD
Strengthen the church strategic and projects management systems	Develop a Project's management manual and M&E Framework	-Projects management manual and M&E frame in place and	Dec 2020	GS	307,500
	Develop VOSH	Functional M&E framework established	May 2020	D.O.F	60,000
	Develop Annual Operations Plan	AoP rolled out and tracked	Yearly	Admin	30,000
	Review finance management policy and others		Feb, 2020	D.O.F	20,000
	Conduct Mid-term review of the strategic plan	Progress report on the strategic plan	June 2022	GS	143,500
Coordinate the review and development of departmental policies	Review existing policies to adapt	# of policies reviewed and operationalized	Continuous	GS	300,000
	Develop and implement new policies	New policies developed and operationalized	Dec, 2020	Department head	1,845,000
Human Resource Development and management	Review Human Resources Management manual	A responsive HR manual established	June, 2020	GS	307,500
	Develop a Staff Performance management policy	A functional performance management system established	Dec,2020	GS	157,500

	Identify and engaged attaches or interns to support areas of human resources need	# of attaches and interns engaged		GS	0
	Retain motivated ministers for evangelistic mission	Salaries/honoraria	Continuous	GS	300,000,000
Initiate and participate in critical advocacy issues at national and regional levels	Establish an advocacy advisory team	Advocacy team identified and orientated	March, 2020	NCE	15,000
	Develop Institutional Advocacy Strategy	Advocacy strategy document produced	May, 2020	AdT	350,000
	Identify advocacy issues and address them on an ongoing basis	Advocacy issues identified Advocacy issues addressed	May 2020	NCE	1,200,000
<b>SUB-TOTAL</b>					<b>307,020,000</b>
<b>RESOURCE MOBILISATION</b>					
<b>Specific objective To improve capacity of VOSH church to meets its resource needs in evangelization work</b>					
<i>Key words: 1) Resource Mobilization Team ( RMT), National Council of Elders (NCE) Mission Headquarters (MHQ) Sacco Team (ST)</i>					
<b>Strategy</b>	<b>Initiatives/Activities</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Who</b>	<b>Budget [Kshs]</b>
Develop and structure the Resource Mobilization department	Review Terms of Reference and orient members of the RM team	ToR developed and RM team oriented	April, 2020	NCE	46,000
	Review the resource mobilization strategy with a budget	Strategy completed and in use	July, 2020	RMT/NCE /MHQ	360,000
Support departments to fundraise	Facilitate training of various church groups/departments ( <i>youth, children, women, missions etc.</i> ) on resource mobilization	Departments trained and pursuing resource mobilization opportunities	March 2021	RMT	500,000
	Support strengthening of the <i>Njiamoja-Kazimoja</i> SACCO	-Proportion of increase in SACCO membership (1500) -Proportion increase in portfolio of the SACCO	March, 2020	RMT/ST	230,000
	Facilitate feasibility and business plans for investment ideas	-# of feasibility studies conducted -# of business plans prepared -# of IGA initiated and implemented	Dec 2020	RMT	370,000
Enhance capacity of VOSH to care for senior ministers retiring from active	Support Mission HQ review retirement policy	Policy reviewed and adopted	June, 2021	RMT/MH Q	250,000
	Identify and facilitate investment to support	-Opportunities identified and	Sept, 2021	RMT/MH	550,000

work	retirement policy	implemented		Q	
				<b>SUB-TOTAL –RM</b>	<b>2,306,000</b>
<b>LAND AND DEVELOPMENT</b>					
<b>Specific objective: To facilitate securing, acquisition and development of land parcels for VOSH's evangelistic work</b>					
<b>Key words: National Lands office (NLC), Regional Lands Chair (RLC), Regional Bishops (RB), NCE,</b>					
<b>Strategy</b>	<b>Initiatives/Activities</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Who</b>	<b>Budget [Kshs]</b>
Strengthen Land Development department	Review ToR for the land department	To improved	Feb, 2020	NLC	25,000
	-Land development taskforce to be formed at grass root.	No. of taskforce and implementation committees formed.	Aug, 2020	RLO/ Pastors	300,000
	-Work plan budget to be generated from grass root upwards.	-Work plan budget generated	Aug, 2020	NLO/RLO	0
	Hold monitoring and evaluation meetings to track progress	# of review meetings conducted and documented	Quarterly		500,000
Secure land holdings under the church	Review land policy	Land policy in place adopted and implemented.	May, 2020	NLC/RLC	45,000
	Facilitate land valuation on occupied parcels	56 parcels valued and report adopted	Dec, 2020	NLC/RB	1,320,000
	Acquire title deeds for parcels currently occupied.	# of title deeds acquired <i>-10 titles per region*14 (700 for all regions total number for all regions for 5 years)</i>	Continuous	NLC/RLC	21,500,000
	Facilitate agreement signing for parcels that were verbally donated and purchased.	300 of parcels processed and agreements recorded filed	Dec 2023	NCL/RLC	750,000
	Mobilize and sensitize church leaders to support ownership of land.	Sensitization meetings conducted in all levels (church, assembly, sub and regions)	Dec, 2022	NCL/RLC	497,000
	Support churches to purchase new land parcels (subsidize for regions)	- 20 parcels purchased with support from Land department <i>-Agreements/titles processed (4million per year)</i>	Nov, 2024	NCL/RLC/ CLC	20,000,000
Regularly monitor and plan	Conduct consultative and monitoring meetings with church, regional and NCE	-# of meetings held <i>-Action plans prepared and executed</i>	Nov, 2024	NCL/RLC	270,000
				<b>SUB-TOTAL Land Development</b>	<b>45,207,000</b>
<b>MEDIA AND ICT</b>					

**Specific objective: To catalyze interactions internally in VOSH and with external stakeholders for evangelistic mission**

**Key words: Head of Media and Information Communication Technology (M&ICT Head),Admin, Director of Finance (DOF)**

<b>Strategy</b>	<b>Initiatives/Activities</b>	<b>Indicators</b>	<b>Timeline</b>	<b>Who</b>	<b>Budget [Kshs]</b>
Establish Online ministry targeting youth	Establish Online radio and YouTube Facebook	Views, subscriptions Monetization/clicks	Dec 2021	M&ICT Head	6,080,000
	Establish studio for production of media materials	-Functioning studio -# of products developed	Dec 2021	M&ICT Head	
	Produce and share Online merchandise and soft copy productions	-Downloads -Sales	Dec 2020	M&ICT Head	1,000,000
	Review the Bulk SMS and Develop and publicize VOSH App	-Downloads -App purchases	Dec2021	M&ICT Head	600,000
	Facelift VOSH website and enable for online giving/donations etc.	-Clicks per month -Sales per month -Online security	Dec 2020	M&ICT Head	300,000
	Facilitate translation of materials and sermons to national languages	Materials available for ministry work	Dec 2020	M&ICT Head	1,200,000
Strengthen Media workgroup in VOSH	Recruit and orient 2 staff in media and ICT	Trained staff Staff retained in their positions	Dec 2020	M&ICT Head	5,200,00
	Develop a media policy and communication policy	-An operational media & ICT policy -An operational communication strategy	Dec 2020	M&ICT Head	100,000
	Consolidate social media pages	Official pages/media presence operated in line with the policy	Dec2020	M&ICT Head	100,000
	Develop online database	A database established and regularly updated Train on database use	Dec 2020	M&ICT Head	400,000
	Procure equipment to facilitate media and ICT processes in VOSH	-Equipment procured and are in use	Dec 2024	M&ICT Head	10,000,000
<b>SUB-TOTAL Media &amp; ICT</b>					<b>19,780,000</b>
<b>Grand total Governance, Leadership and Systems</b>					<b>374,313,000</b>

**TOTAL BUBDGET FOR STRATEGIC PLAN 2020- 2024 – Kshs. 584,904,000**



## ANNEX 2: LIST OF SP TASKFORCE MEMBERS/STEERING COMMITTEE

This list consists of the team that has been chosen to steer the implementation process of the strategic plan for the next five years. The team shall be reviewed from time to time based on need. The team will meet at regular appointed times to discuss and feedback on progress of each of the areas.

#	Name
<b>Strategic Plan Implementation Committee</b>	
1	Arch Bishop Dr. Winnie J.A Owiti
2	Bishop Barrack Otieno Oriawo
4.	CPA Shadrack Adino
5	Rev. Maurice Ayako
6	Ruth Orlale
7	Rev. Thaddeus Ouko
8	Bishop Erastus Kwaka Omollo