

Evangelical Lutheran Church in Kenya (ELCK)

2009-2013 Strategic Plan

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ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AGA	Annual General Assembly
AS	Administrative Secretary
ASAL	Arid and Semi Arid Areas
CORAT	Christian Organization Research Advisory Trust
ELCK	Evangelical Lutheran Church in Kenya
Ex Com	Executive Committee
GDP	Gross Domestic Product
GS	General Secretary
HIV	Human Immunodeficiency Virus
IEC	Information Education Materials
IGAs	Income Generating Activities
M&E	Monitoring and Evaluation
MoH	Ministry of Health
MoU	Memorandum of Understanding
MoV	Means of Verification.
NLM	Norwegian Lutheran Mission
OVI.	Objectively Verifiable Indicators
OP	Operational Plan
IMF	International Monetary Fund
LCK	Lutheran Church in Kenya
LEAF	Lutheran Evangelical Association in Finland
SLEAF	Swedish Lutheran Evangelical Association in Finland
SLM	Swedish Lutheran Mission
SWOT	Strengths Weaknesses Opportunities and Threats
SP	Strategic Plan
TAABCO	Transforming, Analyzing, Accompanying and Building Change Organizations
WMPL	World Mission Prayer League

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First and foremost we must acknowledge the hand of the Almighty Lord Jesus Christ who gave us patience, inspiration, direction and above all His grace, to compile this Evangelical Lutheran Church in Kenya (ELCK) 2009-2013 Strategic Plan and capture the work that He desires His servants to pursue.

Second we take this opportunity to express a special word of appreciation to the General Secretary Rev. John. Halakhe. In spite of the many challenges and commitments he effectively organised and managed the first strategic planning process. Our gratitude goes also to the ELCK strategic planning committee comprising of Rev. John Halakhe, Rev. David Chuchu, Mr. Mark Anariko, Mr. George Taabu and Mr. Raymond Pkemoi.

We at ELCK wish to extend our gratitude and appreciation to Dr. Agnes Abuom and Mr. Seith Abeka of TAABCO Research and Development Consultants for facilitating the ELCK strategic planning process that took place at the Luther Guest House in Lavington Nairobi from 3rd June to 6th June 2008.

The development of a strategic plan is usually an arduous task that involves assembling a number of very busy people in a confined setting and tapping their brains for possible strategic ideas and vision about the future. The development of ELCK's strategic plan was not any different. A number of ELCK's key stakeholders were actively involved at different stages in the development of this plan. The inputs by participants at the various ELCK national and diocesan retreat workshops were very valuable for this plan. We as the leadership are indebted and express our special thanks to all the participants and any other person who contributed in one way or another to make the process successful.

Finally, we acknowledge the support of the ELCK Partners who funded the strategic planning process and all those who were involved in facilitating the peace building and reconciliation process because it made the strategic planning process possible and amicable.

Most Rev.Dr. Bishop Walter Obare

ELCK Archbishop

PREFACE

The ELCK 2009-2013 national strategic plan is the first of its kind. It proposes a strategic direction for the ELCK as a church, its institutional development and its core programmatic areas. This plan was developed against the backdrop of internal and external environmental uncertainties, opportunities presented, and available internal resources.

The ELCK attempted to examine the different uncertainties that organizations face when attempting to formulate strategies for development. These uncertainties relate to the planning environment, the future intentions of ELCK's stakeholders and the strategic niche.

In drawing up the ELCK strategic plan, the planning committee were careful to minimise the impact of the prevailing uncertainties while maximising the impact of ELCK's work and strengths by leveraging opportunities and internal resources.

The ELCK 2009-2013 strategic plan has been informed by the contributions of ELCK's key stakeholders. The reflections and contributions started from the various national and diocesan forums, retreats, workshops and consultative meetings organized by ELCK. This strategic plan seeks to strategically position ELCK as a church and as a development organisation with core programmes in Kenya where it can realize its mission of proclaiming the Gospel of our Lord Jesus Christ to all parts of the nation. The plan presents the mandate, vision and core areas of work. It also analyzes the organizational capacities of ELCK required to deliver services effectively and efficiently.

Rev. John Halakhe

General Secretary- ELCK

EXECUTIVE SUMMARY

TAABCO Research and Development consultants were invited by the Evangelical Lutheran Church in Kenya (ELCK) to facilitate the development of a five year strategic plan for 2009- 2013. The exercise was conducted between *3rd June and 6th June 2008 at ELCK Luther Guest House Lavington*. It was facilitated by Dr. Agnes Abuom and Mr. Seith Abeka of TAABCO. Ahead of the strategic planning, ELCK gathered views from stakeholders at the national and diocesan levels by using space provided during the peace building and reconciliation workshops. In addition, the facilitators held several meetings with the General Secretary to establish fundamental issues such as, the purpose and process of the plan, the participants, and the expected outcomes.

Views from stakeholders were gathered at the peace and reconciliation workshops of several dioceses i.e.: Nairobi, Central, South West, North West and the Lake Diocese. Information was also gathered at a national peace and reconciliation workshop held at Karen in Nairobi. The TAABCO team attended these workshops and also conducted interviews with the Presiding Bishop, Diocesan Bishops, other senior church leaders and Mission representatives.

According to data gathered ELCK has a current membership of over 90,000 Christians spread throughout the country. ELCK's main work focuses on evangelisation, health care and education. It also works around issues of women, youth and peace building. ELCK like any other institution in Kenya is faced with many challenges. One of its major challenges is how the Church is going to fund the running of the four newly created Dioceses. Other challenges include internal relationships.

To try and address some of these challenges, ELCK decided to develop a strategic plan for the church, its institutional development and its core programmes. In this strategic plan, ELCK intends to contribute to increased church planting and church growth; strengthened institutional capacities and development, increased impact of ELCK programmes, strengthen its planning, monitoring and evaluation functions and operations of the church.

This follows a situation analysis focusing on external opportunities and threats, internal resources and constraints, as well as aspirations and expectations of ELCK's key stakeholders. Designed strategies and programmes are meant to turn threats in to opportunities that will assist ELCK to achieve its organisational goals and service to humanity. This strategic plan recognises the need for ELCK to collaborate and partner with like-minded organisations for the fulfilment of the Church mandate.

1 INTRODUCTION

1.1 ELCK HISTORY AND PROFILE

The Evangelical Lutheran Church in Kenya (ELCK) is the church that was born out of the work of Swedish Lutheran Mission in 1948 under the name Swedish Lutheran Mission (SLM). The Church was constituted in 1958 as the Lutheran Church in Kenya (LCK). In 1963, the name of the Church was changed and registered as the Lutheran Church of Kenya (LCK) and in the same year prepared the first Church Constitution followed by an election of the first African Church President. In 1973, the name of the Church was changed to Evangelical Lutheran Church of Kenya (ELCK) with three districts, namely North Kisii, South Kisii and Nyanza.

In 1996, the Church adopted the Episcopal polity of the Church and the first Bishop of the ELCK was elected. In 2002, the church was restructured into Dioceses, forming the Central, Lake, South-West and North-West Dioceses. The first Presiding Bishop of the ELCK was elected the same year under the title, Presiding Bishop and each Diocese had an elected Diocesan Bishop. The initial work of ELCK focused on three fields of evangelization, medical services and education. The first regular baptism took place on 23rd December, 1951 at Itierio, during which 17 men and one woman were baptized including Francis Onderi, (who later become the first ELCK bishop in 1996). In the same year 1951, Luther's Small Catechism was translated into Ekegusii and Dholuo languages.

The first school was opened at Itierio in 1949 and the first medical clinic opened at the same place in 1950. In 1957 a Bible school was opened at Matongo (the now ELCK Theological College). By this time the Mission was running five schools, among them one boarding school for girls. Between 1969 and 2004 the SLM was joined by other Mission organizations namely Swedish Lutheran Evangelical Association in Finland (SLEAF), World Mission Prayer League (WMPL), the Lutheran Evangelical Association in Finland (LEAF), the Norwegian Lutheran Mission (NLM) and the Lutheran Church Missouri Synod (LCMS) respectively. Other major developments were the translation of the Bible – New Testament into Ekegusii and Dholuo in 1968 and the upgrading of Matongo Bible School into a Theological College in 1978. The period between 1958 and 1978 saw a concerted effort in the training and development of Church leaders (Pastors, Evangelists and Deaconesses). The Church has gone through three major restructurings. First was the creation of Deaneries in 1994. The merging of parishes into districts and deaneries and finally the creation of four Dioceses in year 2003 followed on.

In 1995 the revision of the Constitution was initiated and this process is still on going. In 1996 the Transition Plan was introduced and the Church has to-date been grappling with the implications of the plan in the operations of the Church. ELCK has been through a number of organisational development efforts facilitated both by CORAT Africa and Swedish Mission Council. Further challenges to the Church have been the negative propaganda against the Church's Health clinics around 1968, Church internal politics and decline in donor funding spanning the period 1996 to-date and general misplacement Church resources. In addition, the church had inadequate resources to run the four newly created Dioceses. ELCK covers a wide geographical area in Kenya. Although the church had its beginning in Kisii - Nyanza and majority of her churches are therefore concentrated in the cradle area of Nyanza Province. ELCK has parishes and congregations in most parts the country. The Church has steadily spread to other parts of Kenya through evangelism. It stretches from Northern Kenyan near the Ethiopian border where you will find congregations such as Anona, Coast where you will find parishes like Msambweni in Mombasa. ELCK also stretches from the shores of Lake Victoria where there is big concentration of members in Kisii and Kisumu to West Pokot then stretching to Nairobi and Maasai land. Currently, ELCK is estimated to consist of more than 90,000 members who worship in more than 700 congregations, which are organized into 28 districts and four dioceses. The work of ELCK currently reaches more than 17 ethnic communities.

1.2 RATIONALE FOR 2009-2013 STRATEGIC PLAN

Internal factors such as policy changes, governance issues and funding as well as external factors like the socio-economic impacts of the political disputes of December 2007 make it necessary for the ELCK to organise itself based on the organisation's desired future.

This is the first national strategic plan for the Church. There were attempts to develop a Strategic plan for ELCK in the past. In the interim period from its inception to 2008, ELCK, have seen changes taking place with regard to its identity, governance, policies and internal structures. Changes have taken place among ELCK stakeholders over the years therefore a Strategic plan would be a vital tool for repositioning ELCK.

Post election violence in Kenya brought about changes resulting in political realignments and formation of the grand coalition government. These changes have political and socio-economic implications for the Church. In light of the challenges facing Kenya it became prudent for ELCK to roll out a comprehensive strategic plan in order to reposition itself to remain relevant and effective to the organisation's own emergent needs. This strategic plan covers the period January 2009 to December 2013. The plan seeks to contribute to ELCK's increased spiritual and social developmental impacts.

The approach applied is one of empowerment where strategic planning process takes cognizance of the complexity of the church institution, its interdependence, intricate interrelationships and the work culture. The ELCK established a planning team that worked together with facilitators. Facilitators outlined and used the following key steps in the participatory planning process; analysis of the environment within which the ELCK operates, analysis of key stakeholders, strategic positioning through identification of priorities concerns, objectives and results; developing a logical framework matrix and a financial plan. Strategic reflection and planning process was a participatory exercise that captured varied perceptions and critical assessments of core staff and management including board members. It is the prayer and commitment of ELCK that this strategic plan will be a useful instrument in propelling the Church to greater heights in its proclamation of the Gospel and delivery of basic social services as well as modelling the Christian values enshrined in the Gospel.

1.3 PLANNING METHOD

To begin with the strategic planning process was the idea of the ELCK leadership who were concerned about the Church developing a framework that all dioceses and partners can use to see the work of ELCK in total. The plan is also perceived as providing coherence in the work at national level. In this regard, the leadership identified consultants herein referred to as facilitators, agreed on the framework and timeframe for the process. Thereafter, the diocesan leadership was informed about the process. The General Secretary took the coordination role of the process and furnished facilitators with relevant documentation.

Upon the completion of preliminary planning processes, the facilitators were invited to hold discussions with the members of the Council and explain about the process, the participants, dates and outcomes. It was also an opportunity for the Executive Committee to make input on the process which they did and affirmed. Since the information had already been gathered through the peace and reconciliation workshops, the facilitators worked with the technical team appointed by ELCK in developing the plan. A draft was submitted to the General Secretary for review and a discussion held with the technical team for review and finalization of the plan. After finalization, the final strategic plan was submitted for further socialization with the leadership of the ELCK.

2.0 IDENTITY OF ELCK

2.1 VISION, MISSION AND CORE VALUES

During the planning, ELCK went through a visioning process by revisiting its vision, mission, and values including the overall goal. Through this exercise, ELCK was able to visualize and determine the kind of organization it would like to be in future by reviewing the vision and mission statements and core values which read as follows:

Vision Statement: *A Community of believers justified by faith in the crucified and resurrected Jesus Christ*

Mission Statement: *ELCK exists to proclaim the gospel of Christ through the proper administration of the sacrament providing the confession of the Lutheran church through teaching and caring for the well being of the whole person.*

Core Values: ELCK is committed to the following core values:

- **Christ Centeredness:** In all that ELCK does Jesus Christ is paramount.
- **Love:** ELCK recognizes that all people are valuable to God. Therefore they deserve to be treated with compassion, love, dignity and respect.
- **Unity and reconciliation:** Biblical teaching guides ELCK's services and enriches its relationship as members forgive, reconcile and unite with one another in Christ.
- **Christian stewardship/accountability:** ELCK embraces Christian stewardship of all its resources, functions and roles that require self discipline, obedience and humility of everyone.
- **Trustworthy/ Faithfulness:** ELCK as a Christian community is called to live in a relationship with God and one another that is honest, truthful, open and dignified.
- **Justice and Equality:** As a community in Christ, we recognise that we are all equal before God and appreciate our diverse gifts and talents and seek to use and serve fairly, justly and equally.
- **Servant Leadership:** We are called to servant leadership at all levels that is visionary, transparent, committed, honest, and humble.

2.2 MANDATE AND PURPOSE

The main purpose of ELCK is to make disciples of Jesus Christ by teaching and preaching the Word of God, both the Law and the Gospel, to all people, according to the command of the Lord Jesus in Matt. 28:18-20. This purpose is fulfilled by the use of the means of grace i.e. the proper administration of the Sacraments, arranging public services, prayer meetings and Sunday Schools.

ELCK organizes Christian meetings for young people and making the Bibles available to these young people. ELCK also undertakes the printing of Christian books that are in accordance with its confession. ELCK conducts home visitation for the sick, individual care of souls, it also looks after orphans and widows in their distress (James 1:27) and other activities which serve its chief purpose. The work of ELCK is carried out within the congregations as well as outwardly among non-Christians, aiming at the extension of the Kingdom of God.

2.3 ELCK'S DOCTRINAL BASIS

ELCK church believes and professes that the Holy Scriptures contained in the 39 canonical books of the Old Testament and 27 canonical books of the New Testament are the inspired Word of God as the only infallible authority in all matters of faith and life. The church professes the Christian doctrine and belief that is founded on the Holy Scriptures and all of the ecumenical creeds, viz. *the Apostles' Creed, the Nicene Creed and the Athanasian Creed*, which is expressed in *the Unaltered Augsburg Confession* of 1530 as well as in Martin Luther's *Large and Small Catechisms* and the other symbolical books of the Lutheran Church.

3.0 STRATEGIC LEADERSHIP AND GOVERNANCE

3.1 GOVERNANCE STRUCTURE

The ELCK being an Episcopal church has four dioceses and each one is semi-autonomous. The Archbishop Bishop is also a bishop of one of the four dioceses. At the national level there is the Council and the Executive Committee as well as the Departmental Committees. With recent changes in the structure of the church, the organogram does not provide for the changes made. However, the constitution which has been under review is just finalized and provide for the amendments. It transpired from the planning process that there is need for harmonization of the governance structure and all functions provided for. Further with the establishment of dioceses roles and responsibilities and the chain of command requires a review and further articulation.

3.2 ORGANOGRAM

The planning committee considered the most appropriate structure for ELCK as that can facilitate the implementation of the 2009-2013 strategic plans. In reviewing the structure the team critically focused on three classical issues, i.e. functional, geographic and divisional factors. This is because ELCK has different functional departments with different roles and responsibilities, the geographic structures were considered because ELCK has four diocese spread all over Kenya, while the divisional structure was underscored because of the mission work that ELCK is involved in.

ELCK is a national Church with mandate to operate throughout Kenya and beyond. It is structured into Dioceses, Parishes and Congregations created in a manner as set out in the Constitution. Within these functional structures are officers and officials whose terms of office are limited by time. They shall continue with their office until the expiry of their respective mandates in accordance with the provisions of the Constitution under which they were elected or appointed. Each Diocese is responsible for matters that fall within its local jurisdiction. The Church shall be responsible for matters of common concern to the national Church and those affecting the relationship between Dioceses. The supreme decision-making authority of the Church is vested in the General Assembly members. The Assembly consists of Bishops, clergy and the laity.

ELCK has a Church Council. The Church Council comprises of not less than fifteen and not more than twenty one persons elected by the General Assembly from a list of nominees submitted to the General Assembly. For the purposes of professionalism, ELCK employees, women and youth are members of the Church Council, each Diocese nominates for submission to the General Assembly not more than five persons, provided that not less than one and not more than three persons may be elected from the same Parish. Each Diocese shall hold General Meetings and establish a Diocesan Council and such other structures as it may deem fit. A Diocesan Council consists of not less than twenty-five and not more than fifty parishes. All the ELCK Dioceses hold General Meetings at least once every year one of which must be an ordinary General Meeting. More details of ELCK structure can be found in the revised constitution and the current organogram.

4.0 CURRENT CORE BUSINESS

4.1 EVANGELIZATION

ELCK aims at nourishing congregants' spiritual life by preaching the pure word of God both law and Gospel; and the right administration of the sacraments. The Evangelical work aims to have self-supporting, self-propagating, self-governing and self-theologizing Church institution as defined by its doctrine and the constitution. This involves Church planting, preparation and presentation of the liturgy and worship, set up institutions like the Bible College, establishment boards/committees and departments necessary for carrying out ELCK activities.

During this strategic plan, ELCK will strive to ensure a holistic approach in the development of community diaconal services, review and update the national diaconal services, institutional and management policy framework as a means to strengthen its service delivery. The church will continue to strengthen and build on skills in evangelism by embracing visionary leadership and training of evangelistic workers. ; In addition, the church will expand its urban ministry and church planting to reach more people. It will strengthen coordination of programmes and operationalize of women and youth ministries at all levels to enhance leadership capacities and participation in church activities at national and international level. .

Apart from the evangelical work, the church runs a number of social programmes which prioritise community health, education and empowerment initiatives. The program are designed to serve and care for the needs of the whole person through formal and informal education, provision of healthcare, social and development work and ensure effective communication. An analysis of the current programmes and the future prospects is underscored in the section below.

4.2 SOCIAL SERVICES

ELCK has been responding to the needs of the poor and needy as means to reduce human suffering. Specifically this program involves support for widows, orphans and vulnerable children, the elderly and other needy community members. According to latest statistics from official government sources, approximately 60% of Kenyans earn less than one dollar a day with 42% reported to live below the poverty line in 2007 (Economic Survey 2007). During this planned period ELCK will work with its target groups to understand issues related to poverty, including its causes, and develop plausible remedies and intervention strategies.

Despite the great strides made by the government and other actors involved in HIV/AIDS advocacy, the pandemic still has a negative impact on the ability of many partners and grass-root communities to climb out of the poverty trap. ELCK will apply both the Biblical and Rights Based Approach in programming to create awareness amongst the community on their fundamental human rights and how these rights are pursued to mitigate elements of poverty. In addition, the church will encourage and build the capacity of the women and youth ministries to venture in micro-enterprise and micro-finance activities to strengthen their capacities to overcome the poverty traps. The church will empower communities to engage in viable and economic activities through support for communities' access to basic social services, awareness creation, lobby and advocate for poverty reduction programmes at all levels.

Under poverty reduction strategies ELCK will support and implement environmental conservation and protection interventions in collaboration with other like minded organizations and institutions. The purpose is to re-establish tree planting projects in all the ELCK parishes and create awareness on the impact of climate change on (Poverty, Health, and Environment etc).

4.2.1 EDUCATION DEPARTMENT

Education is an important determinant of individuals' income, health as well as the capacity to interact and communicate with others. This program is designed to respond to ELCK and other community education needs. The program involves establishment of education institutions and development of school infrastructure in pastoral areas to enhance accessibility and improve the education standards of school going age children. The program strives to address gender issues including awareness on equal opportunity for boy and girls since differences abound with respect to sex of the head of the household, rural and urban areas heads, across population groups defined by parental education, region of residence and wealth.

In order to continue to respond to the education needs of its members, ELCK will develop a policy framework for church education system; establish more private schools for the church and develop infrastructure for schools for children schooling in pastoral areas. Strategies to be employed in education are for example, promotion of education in the ASAL districts, lobbying and advocacy for implementation of Government policies on education for all. The goal of Education department is to strengthen primary and secondary education with the aim of providing good learning opportunities for both girls and boys eventually increasing the level of professional education among people. This will be realized through classroom construction, text books subsidy and provision of limited bursary and scholarship to various Educational courses and trainings.

4.2.2 HEALTH AND NUTRITION DEPARTMENT

ELCK continues to respond to health needs of its constituencies including reaching out to individuals and families infected and affected by HIV/AIDS. This program involves establishing social amenities like hospitals to enhance access to basic medical services for the poor. Huge amounts of resources which are hard to come by are spent by communities on caring for loved ones infected or affected by the scourge, TB, malaria and other illnesses. .

It is a woman who suffers most the effects of AIDS and other illnesses in the society both as a caregiver and one infected. The impact of the HIV/AIDS pandemic continue to be felt in communities and household levels due the ever increasing number of orphans and vulnerable children resulting from the lose of their parents to AIDS. This has over stretched community resources including support offered by church caregivers. During this plan period ELCK will work with communities to develop and implement HIV/AIDS and Gender responsive initiatives including capacity building on mainstreaming gender and HIV/AIDS provide accurate and appropriate education and services on health and nutrition. Other interventions prevention of TB, Malaria and other infection will be embraced.

4.2.3 WOMEN DEPARTMENT

4.2.4 YOUTH DEPARTMENT

4.2.5 PEACE BUILDING, CONFLICT AND DISASTER RESPONSE DEPARTMENT

ELCK role in peace building and reconciliation came in handy during the post election violence. During the post election violence, ELCK was largely involved in relief and rehabilitation of internally displaced people. Although the post election violence was not envisioned nor provided for in the church plan, the

church responded swiftly to the needs of people affected mainly the internally displaced persons. This included provision of relief food and rehabilitation of those affected.

This proposed department has not been in existence. As a result, increased cases related to conflict, post conflict situation and management, peace initiatives and disaster preparedness are not planned for in the church. However, the church will consider the initiation of this program to allow proper planning, design of interventions and resource mobilization to increase the church preparedness and responsiveness. As the country goes through the healing process and the implementation of the peace accord, this strategic plan will ensure provision of a consolidated plan for ELCK engagement and participation in the processes at local and national levels.

4.2.6 COMMUNICATION DEPARTMENT

4.3 FINANCE AND ADMINISTRATION DEPARTMENT

5.0 ANALYSIS OF THE EXTERNAL ENVIRONMENT

A contextual analysis assesses the relevant trends and their implications on ELCK. Such an analysis is to enable ELCK to be proactive and responsive to issues and remain relevant in its ministry. ELCK is operating in a complex, rapidly changing and turbulent environment. Therefore it is necessary that ELCK's articulation of the future direction in terms of programme and organisation be informed by these trends since the external environment affects the realisation of ELCK mission.

The contextual analysis took into account the global, regional and national dynamics and major trends that have a direct impact on the life and work of ELCK. The analysis of the external environment trends focused on five key areas, namely; political, economic, social, technological and ecological herein referred to as PESTE analysis.

Political Trends: The Kenyan political scene continues to be dynamic and highly unpredictable. With the emergence of new national leadership regime and high turnover of elected members of parliament Kenya's political stability remains a challenge with serious implications on functions and operations of both development agencies, private and government actors. The church is not exempted from this since its work can be and is threatened by divergent views in its leadership and or members. The 2007 general elections saw Kenya plunge in to the sea of ethnic violence and high level of impunity exhibited by some government officials. The climax of the unprecedented post election violence which rocked most parts of the country was the signing of the Peace Accord leading to the formation of the Grand Coalition. This notwithstanding, the country continuous to experience political regrouping, characterised by the succession debate for the 2012, clamour for a new constitution, the fight against corruption and utilization of devolved funds. With the formation of the grand coalition after the 2007 post elections violence the Kenyan society is increasingly asserting the freedom of association and assembly. It is easier for communities and individuals to come together in a legally recognised manner.

The political situation will impact positively and negatively on the ELCK functions. The grand coalition government lacks cohesiveness due to ethnic alignments and different ideologies by its leadership. This trend has the potential to funnel tribal animosity. However, the church has a role in to support the pursuit of a new constitution, ethnic cohesiveness and peaceful co-existence of the people of Kenya under the new coalition government.

Economic Trends: Since independence, Kenya's economy has been characterised by inflation, unfavourable climatic conditions resulting to high levels of poverty recorded in the county. In 2005/6 Kenya's national economic growth was rated above 5%, statistics that were inverted during the post election violence that saw the economic growth declining drastically to 4% in 2008; with high inflation rates hitting 32%. A report compiled by the Central Bureau of Statistics (CBS) says though economic growth prospects are positive, the momentum might be slowed by long-term effects of the post-election violence which will negatively impact the agricultural sector – the country's economic backbone. With the food shortage currently looming in the country, there are fears that the nation will not be able to feed its people. The result has been high market food prices for basic commodities which most Kenyans are unable to afford. In addition, the economic trend is manifested in growing underground economy where drugs, illicit products and prostitution thrive. In addition, alarming statistics of people dying of hunger continues to be recorded in various parts of the country including Turkana district in Northern Province and Tana River District of the Coast Province. This will impact on ELCK measures on poverty reduction and resource mobilization to meet its needs. The introduction of micro credit and micro enterprise programmes is an opportunity for ELCK and its membership to engage in investment programme for sustainability. In addition, the launch of the vision 2030 in addition to the Millennium Development Goals of 2000 (MDGs) ELCK has great potential to utilize the platforms created by the NGOs, FBOs and the government of Kenya to realize poverty reduction in Kenyans. Hence provision of economic development strategies in the strategic plan for the church membership is a mandatory for its prosperity.

Social Trends: The social sector continues to experience a number of challenges. The population currently estimated at 35 Million, strains social amenities including education, water and health facilities. Despite government efforts to provide free primary education for all in 2003, not all children who have attained school going age attend school due to poverty and cultural barriers. Some cultural practices continue to hinder gender equality, the fight against HIV/AIDS and access to justice. With the post election violence it is estimated that the HIV prevalence rate increased from 5.9% to 7.4%. Increase in some community conflicts mainly in pastoral communities and human suffering at the hand of militia groups remains to be a real threat to peace and stability of the nation. However, there are attempts by the government to address ethnic and social cohesion as provided for in the current Peace Accord though strategies are yet to be implemented. Moreover, the concept "modernization" continues to pose a unique challenge to Christians of the 21st century mainly in upholding the sanctity of marriage institution with divorce rates being on the increase. Emerging trends on homosexuality and or same sex marriages threatens to split the church. As ELCK work towards its organizational development, measures will be put in place to address negative cultural issues, health and education needs, conflict resolution and management initiatives which currently enjoys great government support under the coalition government.

Technological Trends: Use of computers, cell phones and internet services is on the rise. The introduction of broad band cyber optic system will make online services even cheaper. As these technological developments become more accessible more people will use them and change their mode of doing business and communicating. For instance, use of mobile phones has significantly reduced travel costs, increased efficiency in transacting business due to speed and messaging services. New technological inventions including the Test Tube Babies and cloning will continue pose moral challenges and thus elicit varying reactions from scientists and religious leaders across the world and specifically in Kenya where the Test-Tube baby technology has and is currently being used. Technology will continue to impact the work of ELCK for instance, providing great opportunities to reach a wider congregation in a cheap and convenient way. Embracing ICT represents great potential for ELCK to reduce operational costs, improve monitoring of activities, and enhance communication with stakeholders. However, ELCK will need to step up its capacity building initiatives to ensure that its members are able to embrace these technologies and use them more appropriately to serve God and humanity.

Environmental Trends: Serious climatic conditions characterised by unreliable rainfall, increased desertification and global warming pose a challenge to human existence. Unfortunately, most of these

climatic conditions are man made resulting from human activities and ever increasing population piling pressure on the existing natural resources. Although there are attempts at national and international level to address climatic change and other environmental issues (Kyoto protocol), serious and negative impact is yet to be felt. Most of the natural forests are no more due to human encroachments. Although there have been individual and governmental efforts to plant exotic breeds of trees, there are always harvested for timber and or wood fuel. In areas that are hard hit by droughts like in Kitui and Kajiado districts including parts of northern Kenya, people resort to charcoal burning as a means of livelihood. This poses even more challenges to the environment due to soil degradation, disappearance of seasonal rivers and or change of direction of permanent rivers.

Moreover, the environmental challenges posed by degradation as well as territorial disputes are some sources of conflict in Kenya including Pokot, Turkana, Mandera, Moyale and Tana River among other districts in the country.

Climate change has far reaching implications on ELCK work as a church. Increasing levels of poverty and ethnic conflicts are partly attributed to climate change. As a result, during this strategic planning period, ELCK will embark on serious interventions aimed at conserving and protecting the environment to avert suffering and contribute to reverse the effects of global warming. This will include but not limited to tree planting and awareness creation on environmental issues.

6.0 STAKEHOLDER ANALYSIS

Stakeholders are the various actors that affect or are affected by ELCK's work. Under this analysis both direct and indirect stakeholders roles and responsibilities are brought underscored. This plan takes into account the concerns, aspirations, expectations as well as opportunities and threats from its stakeholders. Common to all the stakeholders is the need for ELCK to be effective in providing relevant, quality and timely services to its constituencies. Below is a list of key stakeholders of ELCK who have or can influence ELCK's work both within and/or outside the sector.

Primary Stakeholders	What they do with ELCK (Areas of commonality)	Stakeholders power of influence, motives, values & expectations
Bishops/Pastors	<ul style="list-style-type: none"> • They are spiritual fathers of congregants • They welcome new members • They admit members • They nurture the spiritual community • Ambassadors/image of the church • They cast demons and escort departed souls to their final rest (heaven) • Give direction to the church • Manage parishes and dioceses • Administer sacrament 	<ul style="list-style-type: none"> • They are the custodians of faith and the church • They are opinion leaders of the church • They influence decisions and give policy directions to the church • Carriers of the vision for the church • They are above reproach
Congregants	<ul style="list-style-type: none"> • They are the church 	<ul style="list-style-type: none"> • Power to elect • Power to discipline clergy • Power to decide on the operations of the ELCK
Evangelists	<ul style="list-style-type: none"> • Manage the congregations • They preach in the congregants • They hold communions together • Teach confirmation classes 	<ul style="list-style-type: none"> • They are the gatekeepers of the congregation • They are the opinion leaders in the community and church

	<ul style="list-style-type: none"> • Evangelise the community • Perform diaconical work • Are mirror of the church in the community 	<ul style="list-style-type: none"> • Need to develop a parish evangelist training programme
Deaconesses	<ul style="list-style-type: none"> • Social Workers of the church • Teach confirmation classes and visit the sick • Give palliative care as well as Home Based Care • They run orphan support programmes • Help pastors and bishops during visitations. They are the flower of the church • They run the children ministry • They support the youth and women ministries 	<ul style="list-style-type: none"> • They have minimal power of influence • Curriculum of the deaconesses is extremely shallow
Executive Committee (Ex Com), Councils (Diocese, District, Parish, Congregational Councils)	<ul style="list-style-type: none"> • They are the decision organs of the church • They implement the recommendations made GA • They are the policy makers 	<ul style="list-style-type: none"> • Power to make key decisions of the church • They ratify policies for the church • They manage property within their jurisdiction • They are the legal trustees of the church property
Staff	<ul style="list-style-type: none"> • They implement programmes of the church • They are the overseers of development in various institution 	<ul style="list-style-type: none"> • Power of knowledge and skills • Accountable to church and its constituencies including program beneficiaries
Institutions of the Church i.e. Bible Training Centres, Mission Training Centres	<ul style="list-style-type: none"> • Proclaiming the gospel • Share staff and funding with ELCK • Conduct Theological reflection • Offer training to the evangelical staff • Undertake social ministry 	<ul style="list-style-type: none"> • Funding • Opinion leaders • Advance theological positions
Secondary Stakeholders		
The government departments	<ul style="list-style-type: none"> • Determines the authority of ELCK to operate (Registration - identity) • Secondment of staff to ELCK institutions • Provide land for projects (community land) • Provide drugs and equipment to ELCK health facilities • Provide child care programmes, education and support to pastors 	<ul style="list-style-type: none"> • They give policy guidelines • Second staff to the ELCK programmes • Monitors the operations of the church and its programmes
Community/ beneficiaries	<ul style="list-style-type: none"> • Provide opportunity to proclaim the gospel • Provides resources i.e. land • They are the cause of the programmes 	<ul style="list-style-type: none"> • Politics (determines the existence of the programmes) • Offer human resources labour
External stakeholders- Mission organisations, development partners, NGOs	<ul style="list-style-type: none"> • Mission work • Provide staff • Provide funding for programmes • Share information on programmes 	<ul style="list-style-type: none"> • Support church programmes • Contribute to staff knowledge and development through partnership

7.0 INTERNAL ENVIRONMENTAL ANALYSIS

A comprehensive analysis of the internal environment allows ELCK examine her strengths, weaknesses, opportunities and threats (SWOT) and apply the knowledge to inform future development strategies. As the ELCK develops its strategic plan for 2009-2013 it is crucial to consider emerging concerns and challenges of the organisation so that remedies are identified with a view to ensure that ELCK can deliver. SWOT analysis provides guideline on areas that ELCK needs to address in order to remain meaningful to her Mission.

Strengths: ELCK strengths are anchored in its firm doctrinal basis and knowledge of the word of God. Supported with a sound governance structure that define functions and operation, ELCK considered its committed leadership, asset and resource base including training institutions and guest house, and trained personnel as its strengths. ELCK also considers the strategic location of its churches in various parts of the country with good reputation, its program sensitivity to youth and gender issues, and its recognition at national level as addition strengths. This is in addition to the large congregants currently approximated to be more than 90,000. ELCK is a well developed rural based Church and focuses its outreach ministries to the rural areas. This approach has made ELCK to have unique skills on rural evangelism. It also allows ELCK to reach the un-reached people in the marginalized areas of Northern Kenya.

Weakness: ELCK considers its governance structure as weak since it is incomplete and inadequate of visionary leadership. Under utilization and misplacement of church resources, limited urban ministry, limited finance and human resources coupled up with staff turn over and inadequate team spirit, employment of unqualified personnel, poor planning and preparation of the transition plan are also considered as weakness by ELCK. Other weaknesses include destructive internal church politics and inadequate ownership of the church by the grassroots members negating the spirit of participation.

Opportunities: Further analysis reveals numerous opportunities which ELCK will take advantage of in this strategic plan. This include the enabling democratic environment of the current government commitment to the Millennium Development Goals, Vision 2030 and devolved funds like Constituency Development Fund (CDF), LATF for poverty alleviation and community empowerment. In addition, availability of partners at local, national and international levels to avail resources present opportunities for the ELCK to increase its financial sources and asset base for growth and sustainability of the evangelical and social work. Increase readiness by community members to participate in the church activities, availability and cheap information, communication and technology, and training opportunities from partners presents more opportunities for ELCK to reach more congregants, learn and effectively deliver its mandate. Additional opportunities are also presented by increased poverty level, number of orphans and vulnerable children, widows, harsh climatic conditions, crime and conflict which the church is committed to respond to alleviate human suffering.

Threats: Threats posed by ELCK external environment consists of high level of poverty affecting communities in most parts of the country, high prevalence rate of HIV & AIDS, malaria and Tuberculosis and other diseases continues to challenge adequacy of available resources to meet the demand. Emerging religious movements, the growth of Islam, modernism and secularism, and upcoming of militia/vigilante groups threaten the church affiliation, belief and faith of its members. Increase cases of corruption at local and national level coupled up with competition for scarce resources like land and water is considered a security threat by the church. Tribalism, nepotism, climate change, disasters like landslides, tsunami and decline in foreign funding are additional threats to the church.

8.0 STRATEGIC PRIORITIES, OBJECTIVES AND RESULTS

The following will be ELCK's strategic priority areas of concerns during the 2009-2013 Strategic plan period. These priority areas are informed by the contextual, stakeholders and SWOT analyses presented in preceding sections. Implementations of the strategic objectives are expected to contribute to the transformation of ELCK into a strong and viable Church organisation able to fulfil its mission and objectives. The ELCK 2009-2013 strategic plan also intend to create to create internal consensus with a shared vision and strategic direction with all stakeholders.

8.1 STRATEGIC PRIORITIES

- Church planting, growth and sustainability
- Alleviate human suffering through innovative and responsive programmes
- Peace building, conflict resolution and management
- Gender, HIV/AIDS and climate change
- Networking and partnership at local, national, regional and international levels.
- Institutional strengthening and Identity of ELCK
- Transformative and responsive leadership
- Capacity for Quality service delivery

8.2 STRATEGIC OBJECTIVES

1. Strengthen ELCK resources base for growth and expansion of the church
2. Enhance program design, innovation and responsiveness to alleviate poverty and all other forms of human suffering
3. Enhance mainstreaming of crosscutting issues like HIV/AIDS, gender issues and climate change at all levels of the church
4. Institutionalize peace building, reconciliation and conflict management initiatives including alternative dispute resolution (ADR)
5. Strengthen existing partnerships and initiate new ones (government of Kenya departments, CSOs, donor agencies and colleagues in the Faith Based Organizations for synergy
6. Clarify and facilitate internalization of the ELCK identity by all stakeholders
7. Strengthen transformative, and responsive leadership
8. Ensure competent and professional human resources for effective service delivery at all levels of the church
9. Improve and develop management systems (for example, PME, HR, Finance Management and Governance) for effective coordination, service delivery, learning and decision making.

8.3 PLANNED RESULTS

- ELCK identity harmonized, understood and supported by all stakeholders
- A competent and professional personnel with high level of integrity in place
- Diversified strategies of resources mobilization and sources of funding
- Increased number of congregants spiritually reached and nourished and new churches planted in new places
- Improved social and economic living standards of the poor and needy people
- Cross-cutting issues mainstreamed at institutional and program levels
- Increased visibility of ELCK's role in peace building and conflict management at local, national, regional and international levels
- Increased synergy and coordination with other FBOs, CSOs, government and donor agencies in the realization of ELCK mission
- A functional management system in place

8.4 SPECIFIC OBJECTIVES FOR THE CHURCH, SOCIAL SERVICES AND INSTITUTION DEVELOPMENT

8.4.1 Specific objectives for the Church planting and Growth

In reference to evangelism work and prospects underscored in section 1.4 of this plan, ELCK will facilitate Church planting and growth to meet the following specific objectives:

1. Ensure a shared and clearly understood ELCK vision by all stakeholders;
2. Mounting an effective outreach programme to reach more people;
3. Properly administer the sacrament, teaching of the word and discipling;
4. Develop and enhance knowledge and skills of evangelistic staff;
5. Improve terms and conditions of service for church workers;
6. Strengthen Women and Youth Ministries for effective participation in church activities;

8.4.2 Specific Objectives for Social Programmes

The social programmes implemented by ELCK include health and nutrition, education, women and youth programmes and communication. These programmes will be implemented in addition to a new program on Peace building/Conflict and Disaster preparedness. These programmes target ELCK constituencies and the communities at large. During this plan period, the respective departments under which these programmes are implemented will expect to meet the specific objectives:

1. Contribute to poverty reduction and improve livelihoods;
2. Improve access to health services for the poor and needy people;
3. Strengthen access quality education;
4. Reduce proliferation on small arms for peaceful human co-existence;
5. Strengthen women participation in programme and church activities;
6. Strengthen Youth participation in programme and church activities;
7. Enhance information and communication at all levels to increase efficiency and visibility of ELCK;

8.4.3 Specific Objectives for Institutional/Organizational Strengthening

Institutions are anchored on sound structures, systems and leadership. The ELCK seeks to be viable and a sound organisation and in order to realize this aim, long term growth in resources mobilization such as investment and financial sustainability will be promoted through effective management of resources and assets. ELCK aims at restructuring its programme management function so that it is viable in the quest to improve its functions and monitor and evaluate its impact. A new programme on Peace Building/Conflict and Disaster Preparedness and a programme management function will thus be established at ELCK. This plan also provide for strengthening of the human resource management function. ELCK will develop human resources policies and procedures that promote effectiveness, team work and productivity among its staff. As underscored, this plan will ensure structures and systems are provided for to facilitate achievement of ELCK evangelical and social work. The following are specific objectives set to ensure ELCK is strengthened:

1. Strengthen ELCK governance and leadership capacities at all levels
2. Improve organizational structures and systems for effective and efficient service delivery
3. Review and develop governance and management policies
4. Strengthen ELCK's human resource capacities for quality service delivery
5. Diversified ELCK financial and resource base for sustainability
6. Institutionalize planning, monitoring and evaluation systems

9.0 APPROACHES FOR THE IMPLEMENTATION OF STRATEGIC PLAN

The ELCK is committed to the realization of the strategic plan. A major approach for the implementation of this plan is through participation of all relevant stakeholders at all levels. This plan envisages that relevant actors will assume full responsibilities in facilitating the implementation of the plan. ELCK subscribes to a wholistic development of the person and community and in this vein emphasis is on changing the mind and soul of people through the proclamation of the Gospel of Jesus Christ so that they can affirm their dignity as God given and affirm a faith that enables them to see their lives from a hopeful and pro-active state rather than resigning to the vagaries of life.

Capacity building and awareness creation at all levels will be employed to ensure effectiveness and efficiency of products and services provided by ELCK personnel. This will involve skills development and knowledge enhancement through trainings, workshops and seminars. Lobby and advocacy on various issues including fight against HIV/AIDS, retrogressive cultural practices like female circumcision and wife inheritance will be done with various institutions including government and CSOs to ensure that laid down policies are implemented. Establishment of community to ensure sustainability will be done. For instance, through micro-credit, revamping institutions for income generation and building coping mechanisms so as to avert adverse effects of climate change. Networking with like minded organizations and partnership development actors will be given priority for synergies. ELCK recognizes that it can not reduce poverty and improve livelihoods of communities on its own rather it needs to partners and networks to pool their efforts together.

10.0 INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION

Organizational analysis involves peering into the governance structures and systems of the ELCK with a view to ascertaining how independent and democratic it is and its decision-making styles. This is in reference to the strengths and weaknesses of the organization as underscored in section 6.0 of this document. ELCK envisions an enhanced, harmonized management and operational systems including sound financial policies, programmes that respond to felt needs based on a well conducted needs assessment; and a functional PME system. At the end of the strategic plan period ELCK envisage an effective, efficient and functional human resource function with development strategies and policies that ensure professional and objective recruitment, retention, appraisal and reward systems (salaries) that promote effectiveness and efficiency at work. On its physical infrastructure, ELCK will strive to ensure optimal use of facilities and institutions through use of a business plan or investment plan.

During the organizational assessment the planning committee reviewed ELCK's strategies, structures, systems, staffing, style of work, skills and the shared values. This plan thus addresses the organizational development strategy, structure, systems, and its resources both human, finance and material. ELCK's institutional carrying capacity is therefore adequate for the implementation of this strategic plan. Being the first strategic plan, ELCK will focus on revamping the various core areas namely evangelism and social services for effective implementation.

ELCK's values and work culture

The success of this strategic plan will be greatly influenced by the shared values already embraced by all ELCK stakeholders. ELCK has reaffirmed its commitment to values stated under Identity in section two. This strategic plan will be guided by those values as they inform the day to day work of the organization. It is therefore essential that ELCK begins a process of internalizing the values and making certain that all staff and decision makers abide by these values.

Within the operations of ELCK values should be visible in behaviour and attitude. For example, justice and equality should cut across the layers of power and positions; service should be at the heart and method of work by staff and everyone at ELCK. Stewardship of resources must be encouraged and measures taken to internalize accountability by all involved. More as Church struggling with ethnicity and nepotism which is prevalent in the country, it should develop a national profile of its workforce. In all that ELCK membership and leaders including staff should promote the glory of God which demands that we are trustworthy in fulfilling the Great Commission. The following strategies will be used to reinforce the desired ELCK's organisational culture; recruitment of only those persons who share values of ELCK, ensuring that all new employees undergo ELCK induction process, team building of all staff, bonding between employees and leaders emphasising the values as a basis of ELCK culture; conducting regular staff appraisals and capturing and evaluating emergent values.

11.0 PLANNING, MONITORING AND EVALUATION OF PERFORMANCE

The objectives of the Planning, Monitoring and Evaluation system includes: facilitating learning at ELCK; identification and taking corrective measures against any obstacles to the achievement of planned results; promotion of accountability to ELCK, donor partners, congregations and the general public. Moreover, PME is to facilitate tracking of impact of ELCK work on community as well as answering any doubts as to the effective and efficient use of resources. With a functional PME system in place ELCK will be better placed to carry out annual plans that match activities and resources as well as assessing the external environment and its potential impact on the planned activities.

It is therefore important that ELCK develops a PME system prior to the implementation of the strategic plan. Hence a system for assessing impact, outcomes and efficiency shall be developed to measure strategic performance of ELCK. This Monitoring and Evaluation (M&E) system shall comprise of two key components i.e. the continuous monitoring and periodic evaluations. Information for continuous monitoring shall be collected on the planned results and inputs as stated in the logical framework matrix. By so doing information gathered will indicate the levels of ELCK's effectiveness in realising outcomes, efficiency in the delivery of outputs, availability and use of resources as well as timely execution of planned activities. Continuous monitoring shall also collect information on context, facilitate reporting to ELCK's management as well ELCK's relevant development actors.

It is expected that ELCK will compile quarterly, six months and annual reports to be shared with management and other relevant committees and stakeholders. For coherent implementation of the Strategic Plan, ELCK will develop annual operational plans (AOPs). Besides planning and reporting, evaluations of the plan are anticipated. For example ELCK will conduct periodic internal and external evaluations two or three during the strategic plan period. The main purposes of such evaluations shall be to promote learning, assure accountability to key stakeholders and inform future strategic plans for ELCK. Regarding external evaluation ELCK shall carry out two main types of evaluation i.e. mid term review and summative evaluation. The midterm review shall be conducted in the middle of the third year of the strategic plan while the summative evaluation shall be conducted at the end of the strategic plan period. Following the end of plan evaluation, ELCK will develop another strategic plan.

12.0 LOGICAL FRAMEWORK MATRIX

12.1 Social Services Programme Logframe matrix

The intervention Logic Narrative summary	Indicators of achievement	Means of Verification	Key Assumptions
Purpose Enhance program design, innovation and responsiveness to alleviate poverty and all other forms of human suffering	<ul style="list-style-type: none"> ELCK programmes responds to the needs of the society ELCK has innovative response programmes 	<ul style="list-style-type: none"> Evaluation reports Strategic Plans Feed Back Questionnaires 	<ul style="list-style-type: none"> Availability of Funds to support programmes There will be good will from all the stakeholders There is Good will from ELCK stakeholders
Results <ul style="list-style-type: none"> Improved social and economic living standards of the poor and needy people Cross-cutting issues mainstreamed at institutional and program levels Increased visibility of ELCK's role in peace building and conflict management at local, national, regional and international levels Increased synergy and coordination with other FBOs, CSOs, government and donor agencies in the realization of ELCK mission 	<ul style="list-style-type: none"> ELCK constituencies capable of meeting their social and economic needs Number of community groups with improved savings and asset base 	<ul style="list-style-type: none"> Poverty status reports Baseline Survey Reports Needs Assessment reports 	
Specific objectives <ul style="list-style-type: none"> Ensure a functional management system in place Contribute to poverty reduction and improve livelihoods; Improve access to health services for the poor and needy people; Strengthen access to quality education and mainstreaming of gender, HIV and AIDS concerns. Reduce proliferation on small arms for peaceful human co-existence; Strengthen youth and women participation in programme and church activities; Enhance information and communication at all levels to increases efficiency and visibility of ELCK; 	<ul style="list-style-type: none"> Community needs assessment provided for in programs and ELCK Plans ELCK programs meet community social and economic needs Proactive role taken by community groups in program support Participation levels in Gender, HIV/AIDS program activities by church members Development of program and activities by ELCK that meet gender, HIV/AIDS needs of the church members Number of capacity building provided by type Number of people with knowledge on health and nutritional issues Behavioural change Attitude change 	<ul style="list-style-type: none"> Evaluation Reports Programme reports Training Reports Capacity building reports Gender and HIV & AIDS status report by ELCK HIV and AIDS policy documents Gender policies List of Rescure centers Number of Schools constructed Minutes of meetings 	
Activities		Resources	Key Assumptions
Activities that will ensure a functional management system in place at ELCK			<ul style="list-style-type: none"> Availability of Funds to support programmes There will be good will from all the stakeholders No natural disasters There is political stability There is continued partnerships and collaborations from ELCK's key
<ul style="list-style-type: none"> Establish the National Board of development to coordinate of programme activities by 1st Quarter of 2009 			
<ul style="list-style-type: none"> Equip the programme management functions with professional and adequate personnel by 2nd quarter of 2009 			
<ul style="list-style-type: none"> Review and Design programmes in relation to needs and mission of the church by 2013; 			
<ul style="list-style-type: none"> Mobilize communities to form 100 support groups and hold 40 training seminars and workshop for them to design relevant programmes by 2013. 			

Activities that will contribute to poverty reduction and improve livelihoods;		stakeholders
<ul style="list-style-type: none"> • Hold 100 quarterly meetings with community groups to facilitate their understanding of poverty and the reduction strategies by revisiting the biblical teaching on poverty- knowledge on riches/ wealth creation by 2013; • Training of 100 Trainees for ELCK (CHWs) on HIV&AIDS in order to reach out to over 10,000 People Living with AIDS for HIV&AIDS programme in order to minimize suffering by 2013. 		
Activities that will Strengthen access to quality education and mainstreaming of gender, climate, HIV and AIDS concerns.		stakeholders
<ul style="list-style-type: none"> • Create awareness on HIV&AIDS policy of ELCK church by 2013 • Link sustainable agriculture , food nutrition and security to HIV/ AIDS by 2010 • Conduct needs assessment for the establishment of 4 private schools for ELCK by 3rd Quarter of 2009; • Source for funds for the construction of the 4 schools by 2010; • Construct the schools to be ready by 2011; • Support at least 15 schools in pastoral areas of ELCK in upgrading the education standards by 2013; • Provide nutrition, health, education, shelter to 1,000 OVC by 2013; • Continuously advocate and lobby for the rights of the orphaned from oppression of property grabbers. • Form 4 networks for the care-givers in each diocese and recruit the membership by 2013; • Establish a support programme for the elderly people taking care of the orphans through provision of basic needs i.e. food, clothing and shelter by 3rd Quarter of 2009 • Establish 24 rescue centres for 1000 OVC by 2013; • Conduct environmental survey in all the 4 diocese of ELCK by 2009 to map out the best environmental programme for ELCK; • Develop appropriate interventions to address the effects of climate change, e.g. reforestation in all the 4 dioceses by 2010; • Form 1,000 environmental clubs and groups for tree planting for all the parishes by 2013; • Hold 40 workshops on best practices of environmental conservation and tree planting by 2013 • Roll out the tree planting programme in all the parishes by 2010 • Continuously assess and monitor the implementation of the programme every year; • Sensitize congregants/ community on the impact of climate change through radio (400 programmes by 2013), church bulletin, newsletter (20 issues of 5 volumes), open Barazas. (50) 		
Activities leading to the reduction of proliferation on small arms for peaceful human co-existence;		stakeholders
<ul style="list-style-type: none"> • Initiate voluntary disarmament- psychologically and physically by 2013 in conflict prone areas. • Design 3 alternative livelihood that reduce prevalence of armed conflicts by introducing other livelihood other than livestock keeping • Intervening conflict by advocating for peace building according the prevailing situations. • Collaborate and network with government agencies & CSOs in policy development towards eradication of cattle rustling and armed conflicts by 2013 • Facilitate the formation and training of Lutheran Disaster Management Committees in all the four Dioceses by 2012 • Undertake four community awareness on disaster risk reduction and preparedness • Create emergency response team by 2013 • Establish small scale farms in 10 districts as part of sustained food security for disaster victims. • Training 8 local disaster management committees on the operation and management 2 in every diocese by 2013 		

• Carry out 4 disaster management training workshops for the food relief monitors on disaster food monitoring and stock taking targeting all the targeted districts	
• Coordinate the opening up of clogged channels and dykes within the flood areas through food for work programme by 2013	
Activities that will enhance information and communication at all levels to increase efficiency and visibility of ELCK;	
• Prepare lobby and advocacy (IEC) materials through newsletter production to transfer information to a wider audience	
• Produce poster, fliers and other IEC materials to capture the flood situation within the project areas.	
• Hold 2 day workshops for training on communication and publicity and to disseminate information on disaster situation	
• Train 30 reporters drawn from all the 4 dioceses by 2011	
• Facilitate the trained reporters with relevant equipment for work	
• Hold 10 workshops for semi reporters for ELCK	
• Establish <i>Habari Njema</i> news letter and magazine 4 per year (20) to all the dioceses by 2009	
• Establish <i>e-newsletters</i> / circulars monthly and <i>memos</i> .	
• Improve the website information update	
• Establish IT network in the church by 2 nd Quarter of 2009	
• Create email banks for all the church workers by 1 st quarter of 2009	
• Reapplication of radio licensing by 4 th quarter of 2009.	
• Establish the FM board by 1 st quarter of 2009.	
• Purchase relevant equipment for relevant FM station and video ministry.	
• Networking and collaborating with existing radio stations for radio programming by 2013.	
• Improving of the current radio programme to reach other areas ie. Kalenjin, Pokot and Suba	
• Listener- ship assessment to assess the impact by 2010.	

12.2 Logical framework for Church Planting and Church Growth

The intervention Logic Narrative summary	Indicators of achievement	Means of Verification	Key Assumptions
Purpose To reach more people through urban and outreach programmes with the gospel of Jesus Christ	<ul style="list-style-type: none"> Number of souls reached for church growth; Number of Churches planted; Number of urban ministries established; ELCK member Strengthened through empowerment and improvement in quality of life of community; 	<ul style="list-style-type: none"> List of new and existing ECLK members; ELCK /Diocesan progress, annual and Evaluation reports 	<ul style="list-style-type: none"> Availability of Funds to support programmes There will be good will from all the stakeholders No natural disasters There is political stability There is continued partnerships and collaborations from ELCK's key stakeholders
Results <ul style="list-style-type: none"> More ELCK churches planted in new areas to reach a wider congregation while preaching the gospel of Jesus Christ. ELCK existing membership strengthened and 50% 	<ul style="list-style-type: none"> Number of Churches planted Number of congregants reached with the word of God. Number of Christians Number of people reached with the Gospel 	<ul style="list-style-type: none"> Progress reports Records of congregations reached by the gospel; Simple counts of churches constructed Records of special the sermons provided and preached 	<ul style="list-style-type: none"> Availability of funds Political good will There is peace and stability in Kenya Availability of Human resources

<ul style="list-style-type: none"> additional membership created by 2013 ELCK identity harmonized, understood and supported by all stakeholders Increased number of congregants spiritually reached and nourished and new churches planted in new places Increased visibility of ELCK's role in peace building and conflict management at local, national, regional and international levels Increased synergy and coordination with other FBOs, CSOs, government and donor agencies in the realization of ELCK mission 	<ul style="list-style-type: none"> of Jesus Christ. Number of new Memberships created Number of new topics/specific/special sermons provided for by the church in a year Geographical spread of churches 	<ul style="list-style-type: none"> List of new membership Register/Names of new churches established 	<ul style="list-style-type: none"> There are no natural catastrophes Availability of construction space/premises Peace building, conflict management and climate change will remain a challenging task for the church There's Peace and harmony in Kenya Willingness of evangelists to participate in the refresher training Availability of Funds
Specific objectives <ul style="list-style-type: none"> Ensure a shared and clearly understood ELCK vision by all stakeholders; Mounting an effective outreach programme to reach more people; Develop and enhance knowledge and skills of evangelistic staff; Strengthen Women and Youth Ministries for effective participation in church activities; 	<ul style="list-style-type: none"> Number of forums convened Number of outreach programmes held Number of new churches planted Number of Music workshops held Number of women and youth with skills on music % of youth and Women involvement in evangelism 	<ul style="list-style-type: none"> Workshop registration form aggregated by sex Feedback forms from participants and reports of use of skills gained Feed back questionnaires List of participants 	
Activities		Resources	Key Assumptions
Activities to contribute to Ensure a shared and clearly understood ELCK vision by all stakeholders;			<ul style="list-style-type: none"> There's Peace and harmony in Kenya - Willingness of young people and women to participate - Availability of Funds
<ul style="list-style-type: none"> Operationalize the ELCK Constitution 			
<ul style="list-style-type: none"> Disseminate and sensitize membership of the new constitutional dispensation through workshops by 2010. 			
<ul style="list-style-type: none"> Monitor the implementation of the constitution by 2013 			
<ul style="list-style-type: none"> Develop Information Education and Communication materials (IEC) on ELCK mission, vision and values and work culture of ELCK by 2nd Quarter of 2009; 			
<ul style="list-style-type: none"> Popularize ELCK vision/ mission to members through the distribution of IEC materials by 2013; 			
<ul style="list-style-type: none"> Carry out 40 constitution induction meetings for the administrators of ELCK 			
<ul style="list-style-type: none"> Organize and hold 15 Training workshops on stewardship in order to manage ELCK facilities to generate income nationally by 2013. 			
<ul style="list-style-type: none"> Hold 100 congregational workshops per year on fund raising strategies 			
Activities that will Strengthen Women and Youth Ministries for effective participation in church activities;			
<ul style="list-style-type: none"> Conduct 10 music workshops for evangelistic, youth and women by 2013; 			
<ul style="list-style-type: none"> Formation of 100 children and youth Bible clubs by 2013; 			
<ul style="list-style-type: none"> Train & equip all ELCK evangelistic staff, women and youth ministries in civic and peace education by 2013 			
<ul style="list-style-type: none"> Hold 40 workshops in each of the 4 dioceses for peace and civic education for youth and women ministries by 2013; 			

<ul style="list-style-type: none"> Strengthen the women and youth ministry by factoring them in the National, Diocesan, District, Parish and Congregation budget by January 2009; 	
Activities that will Develop and enhance knowledge and skills of evangelistic staff;	
<ul style="list-style-type: none"> Properly administer the sacrament, teaching of the word and discipling; 	
<ul style="list-style-type: none"> Train 3 trainers for urban ministries by 2013; 	
<ul style="list-style-type: none"> Improve terms and conditions of service for church workers; 	
<ul style="list-style-type: none"> Hold 15 workshops for evangelistic and choir masters on liturgy and worship by 2013; 	
<ul style="list-style-type: none"> Constitute a national liturgical group that will harmonize and develop liturgy by 1st Quarter of 2009; 	
<ul style="list-style-type: none"> Hold 40 workshop for 300 lay leaders- review impact/ results of training and relevance of materials 	
<ul style="list-style-type: none"> Upgrade the skills & knowledge of 100 evangelistic through TEE courses by 2013; 	
<ul style="list-style-type: none"> Update all the training manuals and curriculum for MTCs by 2010; 	
Activities leading to Mounting an effective outreach programme to reach more people;	
<ul style="list-style-type: none"> Improve the preparation and presentation of the liturgy and worship by 2013; 	
<ul style="list-style-type: none"> Hold 15 refresher courses in homiletics and hermeneutics by 2013; 	
<ul style="list-style-type: none"> Organize & mount 15 workshops on church administration & management by 2013; 	
<ul style="list-style-type: none"> Hold 15 seminars/ workshops on church planting by 2013; 	
<ul style="list-style-type: none"> Organize 15 counselling workshops and home visitations by 2013; 	
<ul style="list-style-type: none"> Identify and map out 10 urban centres for urban ministry and their needs by 2010; 	

12.3 Log frame for Institutional Strengthening

The intervention Logic Narrative summary	Indicators of achievement	Means of Verification	Key Assumptions
Purpose ELCK transformed into a visible and viable church able to promote positive change and sustainable development within society	<ul style="list-style-type: none"> ELCK identity legalised and affirmed by all stakeholders ELCK is viable and visible ELCK pursuing its mission, mandate and vision 	<ul style="list-style-type: none"> Certificate of Registration ELCK Constitution Operational policies at both programme and organisational levels 	<ul style="list-style-type: none"> Commitment to comply with government directives, good will among all church stakeholders and Funds will be available Availability of funds
Results <ul style="list-style-type: none"> ELCK identity harmonized, understood and supported by all stakeholders A competent and professional personnel with high level of integrity in place Diversified strategies of resources mobilization and sources of funding A functional management system in place through the National Board for Development 	<ul style="list-style-type: none"> Legalised and affirmed identity of ELCK; Shared ELCK culture for all stakeholders ; Working within organizational structure; Development & implementation of functions defined by governance and management Clearly articulated strategies, policies & priorities known by its members A positive corporate image, Clearly defined roles at all levels Facilitative legal mandate & ELCK registered under appropriate legal regime Certification of compliance with legal procedures, implementation of ELCK mandate within defined policies and competencies 	<ul style="list-style-type: none"> Availability of a Strategic plan document Policy documents Organisation chart ELCK Constitution Availability of legal back up/certificate and policy and operational documents Minutes of meeting Monitoring report IEC materials on ELCK's Vision, mission and values available ECLK evaluation reports 	

Specific objectives <ul style="list-style-type: none">• To ensure that all ELCK members have shared vision, values and work culture by 2013;• To strengthen ELCK governance and leadership capacities at all levels• To improve organizational structures and systems for effective and efficient service delivery• To strengthen ELCK’s human resource capacities for quality service delivery• To diversified ELCK financial and resource base for sustainability			
Activities	Resources	Key Assumptions	
Activities to contribute to ensuring that all ELCK members have shared vision, values and work culture by 2013;			
• Review and develop a working structure for ELCK by 1st Quarter of 2009			
• Share with AGA and ELCK leadership the proposed organizational structure for approval by 1st Quarter of 2009 ;			
• Identify, institute a team to review, develop and approve policies for ELCK by end of 2009			
• Implement the governance, management and program policies for ELCK by 2013			
• Develop a comprehensive system of capacity building of staff			
Activities leading to a diversified ELCK financial and resource base for sustainability;			
• Identify resource persons for ELCK financial sustainability programmes by 2nd quarter of 2009 at Diocese level;			
• Reconstitute a well composed finance and property committee by 1st Quarter of 2009 ;			
• Hold 20 finance and property committee meetings for the ELCK by 2013 and submit reports as stipulated			
• Develop a cycle of annual budgets and quarterly reports as per the plans every year;			
• Approve and implement the yearly budgets and financial plans by the relevant authority of ELCK			
• Equip and or Recruit professional staff for the financial department by 3 rd Quarter of 2009			
• Acquire relevant equipment for the Luther plaza offices by 2012			
• Hold 100 congregational workshops on fund raising strategies for the church budget by 2013 ;			
• Map and list local sources of resources for the church and their cost centers/application by 1st quarter 2009			
Activities leading to a strengthen ELCK’s human resource capacities for quality service delivery			
• Install a Human Resource function within ELCK by 1st Quarter 2009			
• Conduct Human Resource needs assessment and audit for ELCK by 1st Quarter of 2010 ;			
• On quarterly basis conduct staff appraisal every year to determine relevance and effectiveness of staff;			
• Undertake Human Resources appraisal for staff development based on the needs and available strategies to appraise staff by 1st quarter 2009 .			
• Recruit relevant and professional personnel by 1st Quarter of 2009			
Activities leading to improved organizational structures and systems for effective and efficient service delivery			

• Establish a programme management function to coordinate programme activities by 1 st Quarter of 2009;		
• Equip all the departments and programme with professional and adequate personnel by 3 rd quarter of 2009		
• Develop organizational and programme policies/ manuals and system of ELCK by 2 nd quarter of 2009		
Activities leading to a strengthen ELCK governance and leadership capacities at all levels		
• Review and redefine role of the various programme boards		
• Develop an investment policy to guide the investment process of the church by 3 rd Quarter of 2009		
• To review and develop governance and management policies		
• Institutionalize planning, monitoring and evaluation systems		

13.0 Implementation Schedule

13.1 Implementation Schedule for Social Programmes

Planned Activities for Programs	Strategic Plan Time Frame – 2009-2013																			
	Year 2009				Year 2010				Year 2011				Year 2012				Year 2013			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish the National Board of development to coordinate of programme activities by 1 st Quarter of 2009																				
Equip the programme management functions with professional and adequate personnel by 2 nd quarter of 2009																				
Review and Design programmes in relation to needs and mission of the church by 2013;																				
Mobilise communities to form 100 support groups and hold 40 training seminars and workshop for them on relevant programmes by 2013.																				
Hold 100 quarterly meetings with community groups to facilitate their understanding of poverty and the reduction strategies by revisiting the biblical teaching on poverty-knowledge on riches/ wealth creation by 2013;																				
Training of 100 Trainees for ELCK (CHWs) on HIV&AIDS in order to reach out to over 10,000 People Living with AIDS for HIV&AIDS programme in order to minimize suffering by 2013.																				
Create awareness on HIV&AIDS policy of ELCK church by 2013																				
Link sustainable agriculture , food nutrition and																				

security to HIV/ AIDS by 2010																				
Conduct needs assessment for the establishment of 4 private schools for ELCK by 3 rd Quarter of 2009;																				
Source for funds for the construction of the 4 schools by 2010;																				
Construct the schools to be ready by 2011;																				
Support at least 15 schools in pastoral areas of ELCK in upgrading the education standards by 2013;																				
Provide nutrition, health, education, shelter to 1,000 OVC by 2013;																				
Continuously advocate and lobby for the rights of the orphaned from oppression of property grabbers.																				
Form 4 networks for the care-givers in each diocese and recruit the membership by 2013;																				
Establish a support programme for the elderly people taking care of the orphans through provision of basic needs i.e. food, clothing and shelter by 3 rd Quarter of 2009																				
Establish 24 rescue centres for 1000 OVC by 2013;																				
Conduct environmental survey in all the 4 diocese of ELCK by 2009 to map out the best environmental programme for ELCK;																				
Develop appropriate interventions to address the effects of climate change, e.g. reforestation in all the 4 dioceses by 2010;																				
Form 1,000 environmental clubs and groups for tree planting for all the parishes by 2013;																				
Hold 40 workshops on best practices of environmental conservation and tree planting by 2013																				
Roll out the tree planting programme in all the parishes by 2010																				
Continuously assess and monitor the implementation of the programme every year;																				
Sensitise congregants/ community on the impact of climate change through radio (400 programmes by 2013), church bulletin, newsletter (20 issues of 5 volumes), open Barazas. (50)																				

Initiate voluntary disarmament- psychologically and physically by 2013 in conflict prone areas.																				
Design 3 alternative livelihood that reduce prevalence of armed conflicts by introducing other livelihood other than livestock keeping																				
Intervening conflict by advocating for peace building according the prevailing situations.																				
Collaborate and network with government agencies & CSOs in policy development towards eradication of cattle rustling and armed conflicts by 2013																				
Facilitate the formation and training of Lutheran Disaster Management Committees in all the four Dioceses by 2012																				
Undertake four community awareness on disaster risk reduction and preparedness																				
Create emergency response team by 2013																				
Establish small scale farms in 10 districts as part of sustained food security for disaster victims.																				
Training 8 local disaster management committees on the operation and management 2 in every diocese by 2013																				
Carry out 4 disaster management training workshops for the food relief monitors on disaster food monitoring and stock taking targeting all the targeted districts																				
Coordinate the opening up of clogged channels and dykes within the flood areas through food for work programme by 2013																				
Prepare lobby and advocacy (IEC) materials through newsletter production to transfer information to a wider audience																				
Produce poster, fliers and other IEC materials to capture the flood situation within the project areas.																				
Hold 2 day workshops for training on communication and publicity and to disseminate information on disaster situation																				
Train 30 reporters drawn from all the 4 dioceses by 2011																				
Facilitate the trained reporters with relevant equipment for work																				
Hold 10 workshops for semi reporters for ELCK																				

Establish <i>Habari Njema</i> news letter and magazine 4 per year (20) to all the dioceses by 2009																				
Establish <i>e-newsletters</i> / circulars monthly and <i>memos</i> .																				
Improve the website information update																				
Establish IT network in the church by 2 nd Quarter of 2009																				
Create email banks for all the church workers by 1 st quarter of 2009																				
Reapplication of radio licensing by 4 th quarter of 2009.																				
Establish the FM board by 1 st quarter of 2009.																				
Purchase relevant equipment for relevant FM station and video ministry.																				
Networking and collaborating with existing radio stations for radio programming by 2013.																				
Improving of the current radio programme to reach other areas ie. Kalenjini, Pokot and Suba																				
Listener- ship assessment to asses the impact by 2010.																				

13.2 Implementation schedule for -Church Planting

Planned Activities for Church Planting	2009				2010				2011				2012				2013			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Operationalize the ELCK Constitution																				
Disseminate and sensitize membership of the new constitutional dispensation through workshops by 2010.																				
Monitor the implementation of the constitution by 2013																				
Develop Information Education and Communication materials (IEC) on ELCK mission, vision and values and work culture of ELCK by 2nd Quarter of 2009;																				
Popularise ELCK vision/ mission to members through the distribution of IEC materials by 2013;																				
Carry out 40 constitution induction meetings for the administrators of ELCK																				
Organize and hold 15 Training workshops on stewardship in order to manage ELCK facilities to generate income nationally by 2013.																				
Hold 100 congregational workshops per year on fund raising strategies																				

13.3 Implementation Matrix for Institutional Development Activities

Planned Activities for Institutional	Strategic Plan Time Frame – 2009-2013																			
	Year 2009				Year 2010				Year 2011				Year 2012				Year 2013			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Review and develop a working structure for ELCK by 1 st Quarter of 2009																				
Share with AGA and ELCK leadership the proposed organizational structure for approval by 1 st Quarter of 2009;																				
Identify, institute a team to review, develop and approve policies for ELCK by end of 2009																				
Implement the governance, management and program policies for ELCK by 2013																				
Conduct Human Resource needs assessment and audit for ELCK by 1 st Quarter of 2010;																				
Develop a comprehensive system of capacity building of staff																				
Map and list local sources of resources for the church and their cost centres/application by 1 st quarter 2009																				
Identify resource persons for ELCK financial sustainability programmes by 2 nd quarter of 2009 at Diocese level;																				
Reconstitute a well composed finance and property committee by 1 st Quarter of 2009;																				
Hold 20 finance and property committee meetings for the ELCK by 2013 and submit reports as stipulated																				
Develop a cycle of annual budgets and quarterly reports as per the plans every year;																				
Approve and implement the yearly budgets and financial plans by the relevant authority of ELCK																				
Equip and or Recruit professional staff for the financial department by 3 rd Quarter of 2009																				
Acquire relevant equipment for the Luther plaza offices by 2012																				

14.0 2009-2013 Finance Plan