



See, I am doing a new thing

Isaiah 43:19

**Nairobi Baptist Church
Strategic Plan – Abridged version
2016-2020**

Background

Preamble

The Nairobi Baptist Church (NBC) was founded in 1958 as a multi-ethnic congregation of born again believers of our Lord and Saviour Jesus Christ. It was established as an independent Baptist Church responding to the need for a local congregation of open membership.

This is the third documented strategic plan that the NBC has had, the first being for the period 2006-2010, the last one being for 2011-2015.

Overview: Strategic Plan 2016-2020

Vision

Christ-centred Church; Strong Families; Transformed Nations.

Mission

A worshipping community of the Lord Jesus Christ that is advancing the kingdom of God through the power of the Holy Spirit

Values

1. Bible based preaching and living
2. Vibrant worship and engaging prayer
3. Multiplying and equipping believers to maturity
4. Holistic transformation of family, community and nation
5. Excellence and integrity in the stewardship of gifts and resources

Message from the Senior Pastor

I want to thank everyone who has been involved, these past four months, in discerning God's direction for the Nairobi Baptist Church through prayer, engagement in stakeholder meetings, filling questionnaires, and supporting this process in one way or the other. Special thanks to the lead consultant and his team, the task force members and organization development specialists from the church who all went beyond call of duty to deliver this strategy for the consideration of the church members.

What is God saying to the NBC? I hear at least four things, and these are well captured in the strategic priorities that follow:

1. Wake up! Strengthen what remains (Revelation 3:2)

We were aware of it but the strategic planning process has reminded us of our strengths: NBC has been known for strong expository preaching and a vibrant music heritage. We need to rediscover this heritage and strengthen it. God is saying that we need to wake up and come alive! We want to see people coming and being transformed powerfully by the preaching of God's word, through worship and prayer. We want to see people being saved at church and transformed into mature believers and ministers of God's word. We want to see Home Group Fellowships come alive and reach out to their communities with the demonstration of the gospel. We want to see a new openness to the work of the Holy Spirit in our midst so that God would change us and use us for His purposes.

2. Rebuild the Children and Youth ministries

We have been reminded in this process that the DNA of NBC has been pioneering and innovation. Like Paul, we have desired to preach the gospel where Christ was not known (Romans 15:20) when we innovated the Youth Church in the early 1970s. We sought not to build on other's foundations when we started schools of music, drama and started the ROPES program, which has now become universal. God is calling us to do that again especially in regard to our children and youth ministries. No church, or indeed no organization, has a future if it continues ignoring and losing its young people in the numbers that NBC does! We want to see the lives of our children and youth transformed and equipped to be ministers of the gospel. We want to see our children and youth reach out to their peers in church and in the community. In order to do this, this strategic plan envisages that we will embark on a huge investment of children and youth ministries in personnel, programming and facilities. We want to invest in music, in drama and a holistic curriculum. And we will invest in children and youth-friendly facilities in order to attract and keep our children in church!

3. Mobilize the spiritual gifts God has given to us

The strategic planning process has shown that NBC possibly has the highest level of talent and gifting seated on any pew in Kenya, but without engagement and participation in ministry. Our congregation is aging, but far from this being a liability, we want to see the greatest mobilization of spiritual gifting and talent that this church has ever experienced. We want to see the huge experience and spiritual maturity of the adults unleashed towards discipling and mentoring the youth and young adults in the church. We want to see new and existing members going through membership classes that will ingrain our values and beliefs so that we can all carry the same vitality and foundations. We will link the membership process to the HGFs and the ministries of the church so that we can all discover and use our gifting for the body of Christ. We want to see members volunteering to serve God in the congregation and in cross cultural missions of the church.

4. Reach out and make disciples of the nation and nations

Like the disciples in Jerusalem before Pentecost, it would appear that we have been slow to move outside our sanctuary to take the gospel to other parts of the city and the country. The strategic planning process has reminded us that NBC has planted only two (2!) churches in the last 20 years! We can do better than that for God! This new strategy envisages that we will plant five (5) new churches in the next five years. In order to do this, we will develop a cost effective model to enable us make use of the opportunities God will open for us. In addition, we will link and align our trainee and internship programs to our church planting strategy. We also want to reach out beyond where we will plant churches and so we will broadcast our services from the pulpit, for which we will need a church studio. This will also help us reach out to people of other faiths.

I could say more, but in the pages that follow, you will see what I believe is God's message to us all at this time: "Forget the former things; do not dwell on the past. ***See, I am doing a new thing!***" Isaiah 43:18-19.

Rev Calisto Odede
Senior Pastor

KEY PRIORITY ONE:

1 *Worship, Prayer and Teaching*

Rooted in the Word and empowered by the Holy Spirit, we will reach out in our worship services through prophetic and relevant preaching and teaching, rich expressions of worship, and greater engagement in prayer.

Goal: Worship and prayer life of believers transformed by the Word

Challenges and Opportunities

NBC strengths have included a strong expository ministry rooted in the Word, prophetic witness to the nation, and a vibrant music heritage. This legacy seems to have received less emphasis in the last decade, and this has also led to many members leaving the church. NBC needs to rediscover this heritage for its entire ministry by mobilizing the spiritual gifts in the congregation, developing interns and pastors, and providing facilities and equipment to meet these needs.

Over the next five years, we will aim for:

1. Children's lives to be transformed through inspired worship and be grounded in the Bible in order to equip them to effectively challenge the emerging trends and issues of the day, guided by God's word.
2. Youth expressing and experiencing worship as a lifestyle and equipped to use their spiritual gifts of preaching and teaching the Word for impact in church and society.
3. Attendees of our church services experience rich expressions of Spirit-led worship, preaching, prayer and ministry.
4. Growth of church membership through mobilization of spiritual gifting, skills and talents in the congregation and linking them to ministry opportunities.

KEY PRIORITY TWO:

2 *Discipleship, Mentoring and Leadership*

We will initiate a discipleship, mentoring and leadership program that the whole church goes through, touching on children all the way to adult ministries.

Goal: Effective discipleship, mentorship and leadership enhanced

Challenges and Opportunities

The criteria and procedure for membership is currently just administrative and not linked to discipleship and equipping members for service and leadership. NBC possibly has the highest level of talent and gifting seated on any pew in the country without engagement and involvement. There is a huge opportunity for developing a membership process linked to discipleship and mobilizing the laity for service to God in the church and in the nation. In addition, the NBC congregation is largely middle-aged and above. Far from being a challenge, there is a huge opportunity for using the skills and experience of this experienced demographic to mentor the younger adults and youth in the church.

Over the next five years, we want to see:

1. Spiritually and emotionally stable children enjoying healthy parent-child relationships
2. Youth growing and exercising gifts of leadership in church and in society
3. Adults growing into Christian maturity and able to disciple and mentor other adults and the youth of the church.
4. Members prepared and equipped for cross-cultural missions

KEY PRIORITY THREE:

3 *Evangelism, Outreach, and Church Planting*

We will be passionate in reaching out through holistic evangelism in our congregations and neighborhoods, plant new churches in Nairobi and the counties, and beyond Kenya, as well as strengthen our social justice ministries.

Goal: Outreach enhanced through church planting, broadcasting and holistic evangelism

Challenges and Opportunities

Apart from the Ong'ata Rongai and Kibera church plants, NBC has not grown as it should have, even after supporting other congregations to become churches. On the contrary, church attendance has dwindled over the last decade and there are fewer people attending the Ngong' Road services today than when the NMC was completed. We have been slow in planting new churches and have only planted two in the last 20 years. Today, there are opportunities for planting new churches around the country, pioneering and innovation of our preaching ministry including broadcasting from the pulpit and starting churches in the Diaspora where there are many former members and friends of NBC worldwide.

Over the next five years, we wish to see:

1. Compassionate and passionate children who are evangelizing, discipling and mentoring their peers and reaching out to their peers and society

2. Youth equipped and enthusiastic to share the gospel and disciple in schools, colleges, universities and communities.
3. Mature believers whose lives are a Christian witness in their neighborhood, community and in the market place.
4. Holistic outreach and church planting strategy.

KEY PRIORITY FOUR:

4 *Rebuilding the ministry to Children, Youth and Young Adults*

Aware of the demographic make-up of our nation, repentant of our past failures, and reaching back to our 'DNA' of innovation and pioneering, we will rebuild and invest in the ministry to children, the youth, and young adults to make them vibrant again and equip them for ministry.

Goal: Capacity and effectiveness of children, youth and young adults' ministries improved

Challenges and Opportunities

The DNA (intrinsic nature) of the Nairobi Baptist Church is pioneering and innovation. It was the NBC that pioneered the Youth Church in Nairobi and Kenya in early 1970s. The Youth Church used to be overflowing; it got its music right and was the first ever church with a band, instruments, and use of Drama ministry. The NBC pioneered the School of Music, the School of Drama; ROPES, and expository preaching. That was then. Today, our ministries to children and youth are a pale shadow of what should be happening. Young adults, who were born and raised at the NBC have left the church in droves.

Over the next five years, we will develop the following initiatives:

1. Invest in the ministry to children and youth
2. Enhance the impact of worship services ministry
3. Investing in educational programs and facilities targeting children and youth
4. Provide more focused pastoral attention to young adults

5 *Streamlining our Governance and Management Structures*

We will restructure our governance and management in order to allow the Senior Pastor and the pastorate to provide leadership in the ministry and management of the church, while the elders provide the oversight, guidance and support.

Goal: Governance and management structures streamlined and strengthened

Challenges and Opportunities

Governance structures for the NBC are known by those who left and those who remained as bureaucratic and cumbersome and often encroaching on and getting in the way of pastoral ministry. Roles are duplicated and decision making processes are too long. Pastors are often afraid to take action until a board or committee authorizes.

NBC has also experienced poor transitions of staff, especially senior pastors. As a consequence, even those still resident in Kenya do not worship at the church. Recruitment of staff, including pastors, is currently based more on interviews rather than ministry calling.

Another area of huge concern is the decision making processes at Members' Days where a relatively small proportion of the membership, majority of whom are middle-aged and older, make decisions for the rest of the membership. The majority of church members, especially the young people, feel disenfranchised and disempowered.

The NBC congregation and members have been generous to God's work, not least as evidenced in the funding of the New Ministry Centre. However, the church is currently spending a huge percentage of its tithes and offerings for servicing commercial debts of property instead of investing in ministry. As a result, members feel fatigued from frequent requests to give to service debts, even though they still feel committed to giving to ministry. At the same time, facilities are not well maintained, creating a poor image of the church. Ironically, at the same time, prime land and other assets remain underutilized.

In order to implement this strategic plan, the church will need:

1. Clearly delineated roles of the elders and of the pastorate
2. Streamlined and efficient decision-making processes
3. Professional and efficient management of the church
4. Prudent and efficient use of properties and facilities