

NAIROBI BAPTIST CHURCH (NBC) STRATEGIC PLAN 2024 - 2028



Nairobi Baptist Church
Advancing the Kingdom of God



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NAIROBI BAPTIST CHURCH (NBC)

STRATEGIC PLAN 2024 - 2028

ACKNOWLEDGMENTS

We thank God for bringing us this far as Nairobi Baptist Church (NBC) and leading us yet again to develop areas of focus outlined in this Strategic Plan. Prayer has been a cornerstone, even through the logistical, practical and professional rigors of formulating the strategic plan. We believe that God has led us.

We extend our appreciation to the Lead Consultant, a member of NBC, gave his time and professional expertise pro-bono and was instrumental in training the Church to monitor, evaluate and learn, as we implemented the previous strategic plan.

We wish to thank the Strategic Plan Formulation Core Team, and the Strategy End-Term-Evaluation Team. These teams were made up of a plurality of members from our various assemblies. They laboured in collecting data, engaged with different age-specific and ministry specific congregants and synthesized all that information into a summarized well coordinated document. May God reward your labour and replenish the hours you took to serve His church in this way, for His glory.

We also wish to thank the members and congregants including children, youth and adults, ministry leaders, staff members who attended various sessions as called upon and gave honest feedback and responses to questionnaires. Thank you for your commitment to this vineyard of the Lord at NBC.

"May the favor of the Lord our God rest on us; establish the work of our hands for us-yes, establish the work of our hands. Psalms 90:17

EXECUTIVE SUMMARY

The Strategic Plan 2024 – 2028 succeeds the 2016 – 2020 – 2023 strategic plan and builds on successes and lessons learned from its implementation. This Strategic Plan is developed at a time of unprecedented changes in the world, mounting challenges that threaten society's fabric, and the reality of end-time prophecies' fulfilment. The Great Commission remains the core mandate of the Church until Christ's return. This Strategic Plan seeks to fulfil the Great Commission in an ever-changing world, remaining true to the gospel of Jesus Christ and being led by the power of the Holy Spirit.

In fulfilling the Great Commission, in the next five years, Nairobi Baptist Church (NBC) aims to spread the aroma of Christ (2 Corinthians 2:15) influencing the society in Kenya and beyond. This will be achieved through **three pillars** and **three commitments** as outlined below:

PILLARS

PILLAR 1. NBC MINISTRY CORE

Ensuring that the core of Nairobi Baptist Church ministry is strengthened and sustained. This is exemplified by NBC's ministry excellence over the years in teaching the Word, building strong families, children and youth ministries, small groups, worship and prayer and Bible study. This is NBC's strong heritage that must be maintained and strengthened.

Under Pillar 1, congregants are to experience vibrant and uplifting worship/prayer services, continue to mature in their faith and walk with the Lord, participate in evangelism and outreach, and continue to experience fellowship expressing their faith through life and service within their respective demographics.

PILLAR 2. MISSIONS AND OUTREACH

That Nairobi Baptist Church will be intentional in participating and investing in outreach and missions locally and internationally. Beyond building a strong family of believers, NBC seeks to do more, applying its strong heritage and influence to spread the gospel in fulfillment of the Great Commission.

Under Pillar 2, NBC will ensure that there are active and thriving mission stations, growing support for missionaries and mission agencies, establishment of strong partnerships for missions, and establishment of new church plants and, or mission stations.

PILLAR 3. COMMUNITY SOCIAL ENGAGEMENT

That Nairobi Baptist Church will be intentional in spreading the love of Christ within and around its locality, especially to the needy and vulnerable members of the society.

Under Pillar 3, NBC will ensure that social challenges are intentionally being addressed, the society is influenced towards godly and positive living, and leaders are influenced to uphold and promote godly and social good.

COMMITMENTS

Nairobi Baptist Church commits to:

1. FULLY DEPEND ON GOD

That all initiatives, engagements, and interactions carefully consider God's guidance through prayer, reflection, and dependence on the leading of the Holy Spirit.

2. LEAVING NO ONE BEHIND

That all people (children, teens, youth, adults) in all NBC assemblies are maturing and engaged (Discipleship, mentorship and training).

3. OPTIMIZING ALL RESOURCES

That all resources (finances, gifts, skills, and talents) in all assemblies are nurtured, deployed and well managed (church and assemblies' management, regular income, resource mobilization both cash and in-kind, NBCI).

Under the three commitments, NBC ensures to intentionally seek God's direction through prayer, emphasize and grow member engagement in NBC ministries, small groups and fellowships, intentionally deploy and optimize all resources for ministries and intentionally identify and meet assembly specific development needs.

MESSAGE FROM THE CHAIRMAN OF ELDERS' COUNCIL

On behalf of the Elders' Council, it gives me great pleasure to present this new strategic direction we believe our Lord Jesus Christ is giving Nairobi Baptist Church, as discerned through the input of church members and congregants of all age-groups.

This Strategic Plan was developed through a reflective and participatory process. It began with a review of the previous strategic plan that involved interviews, surveys and desk reviews which showed by the grace of God, a significant actualization of our objectives. The learnings and opportunities picked from that review process provided a base on which to build on, as the new plan was developed.

We appreciate the Strategy Evaluation Team for the extensive work done and comprehensive report produced. Another team, the Strategy Formulation Core-Team, then picked up from there and engaged congregants from all assemblies, including children and youth. Enormous amounts of information were collected, synthesized, and utilized to create the strategic direction for 2024-2028. A big thank you to all who participated and to the Core-Team led by Dr. Anthony Mwaniki.



Prof. Mumo Kisau

The Lord Jesus has been gracious to Nairobi Baptist Church over the years. The ministry, governance and management structures are well aligned to ensure all opportunity is availed for all persons to be built up in the faith, to be prepared for works of service, and to be the aroma of Christ in all places. Imagine the impact the body of Christ will have if each person walks closely with the Lord and is salt, light and the aroma of Christ! What remarkable transformation will come upon our environs.

The charge God is giving us through this Strategic Plan is: **'We are the aroma of Christ'** (2 Corinthians 2:14-15). We all must go and make disciples and be an influence for the Lord Jesus Christ, rooted in the Word.

What will it take for us to actualize the key pillars:

1. INDIVIDUAL AND COLLECTIVE DEPENDENCY ON GOD.

We will acknowledge God in all our plans and activities, recognizing that there is nothing that NBC can achieve without God's help and divine intervention.

2. INDIVIDUAL AND COLLECTIVE INVOLVEMENT AND ENGAGEMENT.

We shall all be actively involved in the Great Commission, making new disciples and actively involved in church activities.

3. INDIVIDUAL AND COLLECTIVE OPTIMIZATION AND STEWARDSHIP OF ALL RESOURCES.

The diverse gifts endowed on us of talents, time and treasures shall be intentionally and purposefully deployed.

Prof. Mumo Kisau
Chairman, Elders' Council

MESSAGE FROM SENIOR PASTOR

It is an honor to serve the Lord at Nairobi Baptist Church in this season. By God's grace, in the year when the Church is sixty-six years old, He is calling us out to be an influence to the world around us for His Kingdom; to be an aroma for Christ.

The Strategic Plan has taken months of prayer, meetings, data collection, analysis, more meetings, and more prayer. A special thanks to the Lead Consultant and the Core Team members who gave of their time and expertise, beyond the call of duty to deliver this Strategy for the consideration of the Church members.

While striving to be a Christ-centered church, that is building strong families and transforming nations, the strategic objectives in this Plan have provided a clear guide for the next five years:



Munengi Mulandi (Rev.)

1. Through God's enablement, there are ministries that NBC is known for and has become good at; centrality of God's word, worship, prayer, home fellowships, small groups including fellowships, and children and youth ministries. In the coming season, we are seeking to sustain and strengthen these cores of NBC ministries.
2. The Church will be more intentional and invest in missions and outreach in obedience to the Great Commission, which remains the primary mandate for the Church of Christ. Beyond the mission stations, we shall be open to new mission frontiers through 'Go West' for everyone everywhere to hear the gospel.
3. Community Social Change will involve seizing opportunities all around us to be the hands and feet of Jesus, spreading the love of Christ in the community, in our neighborhoods, workplaces and institutions through practical engagements.

We invite God who gives wisdom to the wise and knowledge to the discerning (Daniel 2:21), to fire us up, that His Kingdom may come, and His will be done in and through NBC.

Munengi Mulandi (Rev.)
Senior Pastor

INTRODUCTION

1.1 BACKGROUND OF THE CHURCH

The history of Nairobi Baptist Church (NBC) dates back to 26th October 1958 when a group of 20 (two Africans, five Asians and 13 Europeans) came together to set up a multi-ethnic congregation of born-again believers of our Lord and Saviour Jesus Christ; this was after about two years of regular meetings at the then Gospel Furthering Fellowship Church in Eastleigh.

In the years up to 1998, NBC continued to experience rapid growth in ministries including youth, care groups, couples fellowship, home group fellowships and the wider men and women ministries. Increased church attendance and the need to take the gospel to the wider Nairobi areas necessitated church planting.

During this season, NBC was able to plant several congregations including Buruburu Baptist Church, Karen Community Church, Kileleshwa Community Church (now Kileleshwa Covenant Community Church) and replanting and revitalizing of Plymouth Brethren Church (present day Nairobi Chapel). This period also witnessed the need to review governance structures including the Church Constitution and introduction of structured engagement with members. The Church experienced an increase in pastoral staff from two to 15.

From 1998 to date, the Church has experienced a season of growth and transformation. The Church undertook the construction of the New Ministry Centre (NMC), ushering in a season of blossoming of ministries as well as in new areas of ministry. With renewed energy and God's provision, NBC was able to establish its maiden mission station at Chemi Chemi ya Uzima Clinic in Kibra Constituency, Nairobi County and a second one in Dima Village in Kwale County.

The Church also entered a new dispensation where church plants become part of the NBC family. To this end, new church plants were established in Ongata Rongai (Kajiado County), Kibra and Westlands (Nairobi County), Kikuyu (Kiambu County) and Kitengela (Kajiado County). In addition, new partnerships were developed such as with the Park Community Church in Chicago and East Mains Baptist Church in Scotland. More recently, the Church is taking the gospel beyond borders to West Africa to the glory of God.

1.2 NBC'S FOUNDATION

NBC recognizes Jesus Christ as its Supreme Head, believing in His presence and managing its affairs in accordance with the Holy Scriptures.

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.

1.3 STRATEGIC PLANNING BACKGROUND

Formal development of strategic plans by NBC began after completion of the New Ministry Centre in 2005 when the first medium term strategic plan 2006-2010 was launched. Since then, NBC has gone through three previous strategic planning cycles (2006-2010; 2011-2015 and 2016-2020-2023). The Strategic Plan 2024-2028 represents the fourth strategic planning cycle for NBC.

Since formally adopting strategic planning, NBC has maintained a five-year strategic plan development cycle. The immediate previous plan that ended in December 2023 was expected to terminate on 31st December 2020. However, after a mid-term review in 2018, an elaborate results framework was developed in which an improved tool for planning and monitoring execution was implemented. In addition, the goals were stretched to 2023 giving more implementation time and space to observe and measure results.

The tool resulted in an improvement in consistency of implementation and effective tracking and monitoring of activities across the ministries and assemblies. The stretch to 2023 also turned out to be a work of God, given the impact of Covid-19 and related lockdown

restrictions. Early 2023, a comprehensive end term review was carried out through survey questionnaires, informant interview, focus group discussions and direct observations as the primary source of information for review while monitoring and evaluation reports formed part of the secondary data. The outcome was instrumental in guiding the Strategic Plan Core Team in developing this next Plan.

The end line review process revealed an overall above average performance ranging from 71% to 94% in the key priority areas except for involvement in evangelism, which recorded a score of 52%.

Key priority areas that recorded significant achievements during the period include vibrant worship, prayer, and the Word with greater involvement of congregations in all assemblies; increased discipleship, mentoring and leadership development activities; greater involvement of children, youth, and young adults in ministry; aligned governance and management structures and establishment of new NBC assemblies in Westlands, Kikuyu and Kitengela.

The period also witnessed an increase in the number of registered members from 30.5% of the total congregation in all assemblies in 2019 to 70.7% in 2023 (as at the time of review, registered members totalled 1,797). Additionally, NBC's revenue grew by 36% between 2018 and 2023 with the Church able to "lift the Axe" of debt to enjoy surpluses from 2020 onwards. This new Strategic Plan builds on the successes of the previous Plan and takes cognizance of demographic statistics, economic indicators, government policies, and technological advances. NBC is expected to benefit immensely from the development and effective implementation of this Strategic Plan including:

- i. Ensuring anchoring of NBC on its vision, mission, and the mandate for its existence.
- ii. Obliging the Church to look into the future and to assume an initiative-taking posture.
- iii. Enhancing stakeholder motivation as communicating and implementing the Strategic Plan will stimulate positive response from the Church members, congregants, partners, key stakeholders, the national community, and the wide body of believers.
- iv. Providing the Church with a framework for evaluating alternative strategies for achieving its mandate.
- v. Increased organizational effectiveness and efficiency whilst enabling NBC to meet the objectives.

2.0 GENERAL OPERATING CONTEXT

In developing the Strategic Plan, NBC recognizes that it is operating in a turbulent environment characterized by a myriad of challenges, uncertainties and unpredictable occurrences. The emergence of Covid-19, and subsequent lockdowns that followed, had unprecedented consequences on the way churches delivered the gospel message. For large periods of time,

gathering physically for public worship was no longer possible and churches were forced to turn to electronic platforms to continue with public worship. NBC was adequately agile and embraced live electronic transmission of its worship services, a proof of NBC's ability to respond to changes in its operating environment.

The world is locked in a complex web of challenges ranging from moral decay, economic hardships, diseases, climate change, political instability, insecurity, conflict, propagation of dangerous and extremist ideologies and conspiracies, among other major challenges. Despite all these, NBC will seek to match its responsiveness to the opportunities to share the gospel.

This Strategic Plan assumes that in its five-year lifespan:

- i. There will be no major changes in current legal and regulatory framework in Kenya and where the regulatory framework was to change, such changes would not adversely affect NBC's ministry and operations.
- ii. NBC will seek to match its responsiveness to environmental turbulence experienced.
- iii. NBC will maintain its existing cordial relationships with all stakeholders.
- iv. The locations where NBC operates will continue to enjoy social, political, and economic stability over the said period.

3.0 METHODOLOGY USED IN THIS STRATEGIC PLAN

The process of developing the Strategic Plan was inclusive and participatory, engaging many stakeholders. This was an important and useful approach for purposes of receiving quality feedback and creating ownership of the SP.

Information was collected through various forms: targeted key interviews among pastorate, current Elders' Council, Assemblies Elders and key staff in the mission stations. In addition, the Strategic Plan Core Team used a stakeholder participatory approach with consultative forums arranged in all NBC assemblies. The forums involved entire congregations in each assembly with specific forums organized for children, teens, young adults and adults. In some assemblies, separate forums were organized for men, women, and ministry leaders. Views collected from these consultative forums were collated and formed part of the input for this Strategic Plan.

The process resulted into collation of data, including children's drawings of their dream church, that was analysed using descriptive techniques.

4.0 SITUATION ANALYSIS

4.1 STRENGTHS AND WEAKNESSES

STRENGTHS

Nairobi Baptist Church is endowed with plenty of 'strengths' that will give momentum for the Church to grow both spiritually and numerically. The following are some of the strengths that were identified from the various stakeholder consultation meetings.

1. STRONG DOCTRINAL BASE

NBC has by God's enablement remained true to sound doctrine and resisted infiltration of unsound beliefs that are contrary to the word of God. This is occasioned by the fact that the Church has based her teachings on the word of God. The expository form of preaching as well as reading through the Bible has further engrained the need to remain steadfast and true to the gospel of our Lord Jesus Christ. Therefore, this Strategic Plan will build on this strong foundation of the Word and further promote the need to strengthen teaching of sound doctrine.

2. STRONG GOVERNANCE AND ADMINISTRATIVE STRUCTURES

NBC has proper administrative structures and policies and established governance structures which will be key in the implementation of the Strategic Plan. For instance, a recently reviewed Church Constitution helps in overseeing the governance of the entire NBC. These structures provide accountability and oversight to the management of church resources. They also underscore the need to fund and resource the full implementation of the SP. In the same vein, the structures also provide oversight to ensure that the integrity of the gospel of Jesus Christ is preserved. The financial accountability mechanism are set in place to guard against pilferage, dissipation and wastage of the Church resources. Strong structures further guarantee sustainability in ministry engagement and growth through generations.

3. PRESENCE OF THE OUTREACH AND MISSION CENTRES

The presence of the mission and outreach wing for the church is a good base that will catapult the growth of the Church both numerically and spiritually. It is through the mission base that NBC will be able to reach new frontiers within and outside of the borders of Kenya. It will also act as a tool for strategic partnership and provide a platform for collaboration with other like-minded organization. In addition to every Assembly's community engagement programs, the mission stations in Kibra and Kwale provide an avenue for concerted evangelism and resources for real impact and transformation of communities.

The 'Go-west' outreach is a bigger leap and intended to be a springboard for NBC in launching to the rest of the world. It also provides opportunity for the Church to recruit and send more missionaries to the field. This Strategic Plan will therefore underpin the importance of missions and outreach and how NBC will leverage on that.

4. ONLINE PLATFORM AND SOCIAL MEDIA PRESENCE

The Church has embraced technology as a way of reaching out in the changing times. The use of the online platform to broadcast our services has been key in ensuring that congregants are able to keep abreast with the teachings and worship Services despite being unable to physically attend the Church. This is a growing practice among many urban dwellers, young and old alike. Therefore, there is need to reach them wherever they are. This Strategic Plan seeks to enrich the online platform and enhance content creation and media production that is tailored to the online audience.

5. URBAN PROFESSIONAL CONGREGATION

Nairobi Baptist Church is blessed with a large number of urban professionals that spread across various social and economic sectors in Kenya. This provides the Church with a wider sphere of influence as the congregants individually, or collectively, engage in their various areas of calling/work. This Strategic Plan will build on this to ensure that NBC becomes the proverbial 'City on a Hill' as Jesus said, giving light wherever her congregants are and spreading the gospel in different sectors in Kenya. This Plan will also leverage the expertise of the congregants in different fields, who will support different projects.

6. 318 LEADERSHIP TRAINING

318 leadership training is a momentous move for the church in ensuring that leaders are well grounded in sound doctrine. It provides a great mechanism to standardize training in leadership and strengthen ministry teams across the various NBC assemblies. This is a milestone in enhancing the capacity and effectiveness of pastors, administry staff and co-workers in their ministries and the confidence that they are working within the confines of the word of God. It will help in ensuring that the tenets of this Strategic Plan are mainstreamed within the different ministries.

7. UNIFORMITY AND JOINT ACTIVITIES ACROSS THE NBC ASSEMBLIES

Uniformity in preaching, running themes, prayers, and fasting has led to harmonious worship, significantly promoting growth in vibrant worship, preaching of the word, prayer and fasting among congregants. It has also strengthened coordination and collaboration among different assemblies, pastoral team and personnel. This will help in creating the synergy required in implementing the Strategic Plan.

8. PROPERTIES IN RONGAI AND WESTLANDS AND NBCI

The purchase of Church properties for the Ongata Rongai and Westlands assemblies will speed up the settling down of the assemblies, which is vital in developing modern facilities as per the congregants' proposals and needs. The investment arm will oversee prudent use of the resources as well as ensuring that future development and investment plans are anchored within the Strategic Plan.

9. EXISTENCE OF HOME FELLOWSHIP GROUPS AND DIFFERENT MINISTRIES

The home fellowship groups (also known as Growth Groups and Vine Groups in different Assemblies) and ministries create a great community of believers, for fellowship, nurture and care. They act as points of influence to the world through living out their Christian life. These structures are vital to the implementation of the Strategic lan.

WEAKNESSES

1. LEADERSHIP AND GOVERNANCE GAPS

The Church is both congregational and pastor-led in form of governance, which can lead to misunderstandings in certain instances. This could greatly undermine togetherness and therefore the implementation of the Strategic Plan.

It was also noted that unlike other assemblies who have Lead Pastors, NBC Ngong Road lacked a substantive leader. Roles had changed over the years and possibly, some pastoral roles lacked well aligned job descriptions.

There is also need to standardize key church processes such as membership recruitment, baptism, holy communion etc, as well as administrative procedures.

2. LACK OF PROPER MECHANISM TO MANAGE TRANSITIONS

There was a challenge observed in how the Church manages different types of age transition. In particular, gaps exist in managing age transitions for youths and young adults. There is also a lack of preparation in transition of leaders and the leadership vetting processes. There is also a challenge in managing staff changes, especially transfer of staff after they have become fully engaged in a role. Proper management of transition will be key in the successful implementation of the Strategic Plan.

3. UNDER-RESOURCED OUTREACH DEPARTMENT

Despite the Church witnessing growth and vibrancy in outreach and missions, there exists capacity gaps in personnel, funding and the capability to mobilize the larger church to missions and outreach. There is also weak linkage between the outreach department and other assemblies, not offering enough support. Few people are available for ministry and mission. There is also the challenge of activities being concentrated during the Mission Month only. The congregation should be taught and mobilized to see themselves as missionaries wherever God places them for collective influence.

4. WEAK YOUTH MINISTRY/ENGAGEMENTS

The Church is facing a challenge in engaging the youthful members of the congregation. The youth are feeling more alienated from the traditional church systems and the Church seems to lack a mechanism to fully engage youth and have their needs met within church circles. There is critical need for youth mentorship and discipleship programmes.

5. LIMITED INFRASTRUCTURE AND FACILITIES ACROSS DIFFERENT ASSEMBLIES

There is disparity in infrastructural development across different assemblies. Some facilities are in very poor conditions while in other assemblies, especially the new ones, these are nonexistent. There are limited facilities such as Sunday School classes, toilets, church offices and infrastructure such as roads leading to church, space for church and parking etc. These create disparities among NBC assemblies and the Church brand. Lack of land and space for the new assemblies has aggravated the problem of increased expenditure on leased properties. The Church also needs to utilize its existing properties to reduce the strain on resources.

6. WEAK COMMUNITY OUTREACH AND ENGAGEMENT FRAMEWORK

There is poor linkage between NBC as a church and neighbouring communities. The church is an integral agent of transformation and change within the community. Therefore, community outreach and transformation should be at the heart of the NBC approach to church planting and missions. The new assemblies need to come up with ways to reach out to neighbouring communities and be the salt and light in those communities. Embracing community outreach should be a critical component of the Strategic Plan.

7. OVERRELIANCE ON THE MOTHER CHURCH BY NEW ASSEMBLIES

A lot of pressure is exerted on the resources of NBC Ngong Road by new assemblies, probably occasioned by lack of awareness in the new assemblies for need to be self-reliant. This may have compromised service delivery to congregants in NBC Ngong Road. Re-aligning this his will help each assembly to embrace the Strategic Plan and oversee its full implementation.

8. WEAK DISCIPLESHIP FRAMEWORK

The Church lacks a robust discipleship approach. This includes intentional engagement with visitors, discipleship for new believers including children who get born again and generally helping members attain maturity in Christ. There is a lack of understanding of what discipleship is and the mechanism to cascade this to assemblies.

There is also no specific process, nor material to work with, or to refer to during discipleship classes and programs. As a result of weak discipleship, there is lack of engagement and commitment to serve in ministries and church activities. There is also a challenge in member retention, especially among the young adults after the Covid pandemic. The Church also faces the danger of losing members to wrong teachings that seemed more appealing. The Strategic Plan should be very intentional with the issue of discipleship.

9. LACK OF AWARENESS ON THE VISION, MISSION & STRATEGIC PLAN AMONG KEY GROUPS

There is a general lack of awareness among congregants, mostly children and the youth, on the vision, mission and the main components of the Strategic Plan. The success of the implementation of the Plan lies with the congregants having knowledge of the tenets of the SP. There is a critical need to create awareness and regularly communicate the vision, mission, and the Strategic Plan of the Church.

10. CAPACITY GAPS

There are capacity gaps in the implementation of the Strategic Plan in different assemblies. As a result, there is disconnect between the Strategic Plan and work plans. There has also been a challenge of cascading the Strategic Plan to the assemblies.

Secondly, capacity gaps exist among ministry leaders on what the different ministries are about and expected to do. This is especially common in new assemblies. There is general lack of commitment to serve among congregants. Critical ministries such as the Children's Ministry grapple with the burden of few co-workers. Limited resources for various ministries has been a hindrance as well.

11. LACK OF HOLISTIC WELFARE AND CARE MINISTRIES WITHIN THE CHURCH

Proper mechanisms to care for both congregants and the pastoral team are weak. Lack of holistic support after bereavement is a challenge. There is a disconnect between church ministries and congregants' felt needs. There is need to support and encourage ministries and home fellowship groups to be more proactive. This will enhance a sense of belonging, and help in ownership of church activities by the congregants thus supporting the implementation of the Strategic Plan.

12. BUREAUCRACY AND LACK OF STANDARDIZATION

Church processes are cumbersome and time consuming. For example, finances take long to be released. This makes decision making tedious and eventually affects efficiency in delivery of services.

4.2 PESTEL OPPORTUNITIES AND THREATS

1. POLITICAL

The Republic of Kenya is a democratic state, with multi-party democracy since 1992. At the time, the country was divided into eight provinces but following adoption of devolution in 2013, the Country has since then been divided into 47 counties. The country is run by the National government and 47 county governments.

The 2010 Constitution of Kenya was a turning point in the Country's history as it reconfigured balance of power through devolution from the national government to 47 elected county governments. It also recalibrated the powers between executive, legislative and judicial arms of the government.

The first five years under the new devolved system of governance (2013- 2018) resulted in progressive democratization and expansion of political space especially for the historically marginalized communities in Kenya.

Kenya has held all its general elections every five years as required by the Constitution, without fail since the country attained independence in 1963. On March 4th 2013, Kenya held its first general election, under the new constitution promulgated in August 2010, and Uhuru Kenyatta was elected as the fourth president. He won a second term in 2017 and handed over power in 2022 to the then Deputy President Dr. William Ruto, who is currently in his first term (2022 to 2027) serving as the fifth president of the Republic of Kenya.

THE POLITICAL STABILITY OF THE COUNTRY

Kenya is known as a stable democratic state in the region with decades of peaceful handover of power, in stark contrast to some of its neighbouring. However, this was not the case in all elections, most notable being the December 2007 elections that was marred with post-

election violence, largely instigated by negative ethnicity. Ethnic-based violence in Kenya's history is attributed to grievances over land, poverty and widespread inequality, among other factors. In the 2007/2008 post-election violence, more than 1,000 people died while more than 300,000 were internally displaced. The matter was eventually settled through internationally led mediation efforts where a power sharing agreement was reached between the conflicting parties.

POLITICAL IDEOLOGIES OF THE GOVERNMENT

In 2007, the Government of Kenya pronounced "Vision 2030" as its long-term plan for attaining middle income status as a nation by 2030. Its three main pillars were economic, social and political. To ensure implementation of the Vision 2030, the Government has prepared successive medium-term plans (MTPs) that outline the policies, programmes and projects that the Government intends to implement over a five-year period.

In 2017, building on the progress made so far under Vision 2030, the Government of the day announced its "Big Four Agenda" approach to development. The Big 4 Agenda comprised of four pillars namely; Food Security, Affordable Housing, Manufacturing and Universal Health Care. In contrast, The current Government in power, has a focus on agricultural transformation and inclusive growth as a top priority, a focus on digital superhighway and creativity and achievement of universal health coverage.

TAXATION POLICIES

The current Government has stepped up local revenue collection to cover for budget deficits and meeting heavy Government debt obligations. The newly enacted Finance Act, 2023 introduced numerous new taxes towards meeting the Government's ambitious budget of 3.6 trillion Kenya shillings for the year 2023/2024.

These taxes include, among others, introduction of an export and investment promotion levy on specified imports, 35% tax rate for income above 500,000 Kenya shillings per month, 1.5% contribution by employees and employers respectively to finance affordable housing projects, exemption of exported services from VAT, increase of turnover tax from 1% to 3% and increase in the VAT rate on petroleum products from 8% to 16%.

Kenya's political factor presents the following opportunities and threats for consideration by Nairobi Baptist Church in the implementation of this strategic plan.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Apply NBC's political neutrality to influence leaders on key decisions, policies, as well as intervene in crisis situations. 	<ul style="list-style-type: none"> • Infiltration of politics in the church creating divisions among members.
<ul style="list-style-type: none"> • Political stability and religious freedom fostering church growth. 	<ul style="list-style-type: none"> • Normal church operations affected by political instability.
<ul style="list-style-type: none"> • Opportunity to speak truth to power and confront issues of injustice especially in cases of human rights violation. 	<ul style="list-style-type: none"> • Regional political instability affecting missions work especially in West Africa.

2. ECONOMIC

The Kenyan economy is the largest in East Africa, serving as a regional transportation and financial hub. After independence, Kenya promoted rapid economic growth through public investment, encouraged smallholder agricultural production and provided incentives for private (often foreign) industrial investment.

According to Kenya's National Treasury and Economic Planning, the country has experienced continued growth in GDP over the last few years, supported by ongoing public infrastructural projects, strong public and private sector investment and appropriate economic and fiscal policies, reflecting the broad-based and diversified nature of the Kenyan economy.

In 2020, the COVID-19 pandemic shock hit the economy hard, disrupting international trade and transport, tourism and urban services activity. Lockdowns and other COVID-19 related restrictions led to a spike in unemployment in 2020, with the largest increases among individuals below 35.

ACCORDING TO KENYA ECONOMIC UPDATE BY THE WORLD BANK, JUNE 2023

Edition No. 27, the Kenyan economy faced multiple challenges which affected the economy's growth momentum and raised cost of living. Inflation surged to multi-year highs in 2022 in the wake of the rising world food and fuel prices caused by global supply chain disruptions and the Russian invasion of Ukraine. Additionally, the adverse weather shock experienced by the East African countries in the form of the worst drought in four decades, not only aggravated the inflationary pressures, but also subjected millions of people to severe food insecurity and loss of livelihoods.

ECONOMIC GROWTH RATE

World economic growth slowed in 2022 to 2.9% as surging inflation, energy and value chain disruptions, and marked money tightening affected economic activity. Kenya's economic performance softened in 2022 with Real GDP expanding only by 4.8% in 2022 which was a deceleration from the strong rebound from the COVID-19 crisis at 7.5% annual growth in 2021, but broadly aligned with growth rates pre-pandemic. (World Bank, June 2023 – Edition No. 27). Kenya GDP stood at US\$ 113,420 million (USAID Data Services, Kenya Fact Sheet, August 2023).

INFLATION RATE

According to the Central Bank of Kenya, Kenya's annual inflation stands at 7.28% as at July 2023.

FOREIGN EXCHANGE RATES

A falling shilling amid foreign exchange liquidity shortages and worsening global financial conditions weakened the investment climate.

POPULATION GROWTH IN KEY GEOGRAPHICAL AREAS

Kenya has a population of 55.1 million with an annual population growth rate of 2.0% estimated for the year 2023. The projected Kenyan population is expected to be 85.2 Million in the year 2050. (USAID Data Services, Kenya Fact Sheet, August 2023.)

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Opportunity to grow Church resources and increase investments through NBCI. 	<ul style="list-style-type: none"> • High cost of living undermining disposable household incomes thus potential less income for ministry.
<ul style="list-style-type: none"> • Opportunity to evangelise through welfare programs and community social action. 	
<ul style="list-style-type: none"> • Offer career and entrepreneurship mentorship to the youth and to those seeking gainful employment. 	<ul style="list-style-type: none"> • Potential reduction in membership as due to urban-rural migration in search of affordable living.
<ul style="list-style-type: none"> • Financial support/loans to start off small business, or boost small business while expanding (self) employment opportunities 	<ul style="list-style-type: none"> • Rising cost of fuel and travel undermining people's need and desire to gather in-person at designated assemblies

3. SOCIAL

Kenya has a dynamic social outlook, with a lot of changes happening over the years due to modernization and adoption to western cultures. This has been occasioned by the exposure brought by the growth of Information Communication and Technology network across the Country. The social-cultural environment under which NBC will operate is integral in the realization of the vision and mission of the Church. It is therefore imperative that the Strategic Plan considers the changes that are taking place in the Kenyan society. These include change in value systems, beliefs and norms, which have significant implications to the overall achievement of the aspirations of this Plan.

According to the KNBS 2019 census , majority of the Kenyan population is youthful. The bulk of the population is concentrated between the ages of 20 to 34 among both males and females. This is the segment that is most productive.

The Kenya Poverty Report 2021 indicates that a staggering 38.6% of the total population in Kenya lives in extreme poverty. The situation was aggravated by the effects of Covid-19. As a result, this section of the population are unable to meet their daily needs for food and essential household items. From the report, Nairobi is among the counties with the largest number of the poor, hence majority of the population live in poor housing conditions with very little, or no food. Poverty coupled with rising unemployment and loss of jobs has given rise to other social ills such as insecurity, prostitution, family neglects and school dropouts etc.

Drugs and substance abuse has also been on the rise in Kenya. This has been attributed to poverty but generally this practice cuts across the different classes of the society. Drug abuse is rampant not only among the youths, but also the older generations and the minors. With rising unemployment and poverty, the abuse of drugs and substances has become very popular. Despite majority of the population being of productive age, many of the young people are wasting away due to drugs. The statistics indicate that the prevalence of at least one drug, or substance abuse was at 18%. This was common between the ages of 25 to 35 representing the most productive segment of the population.

¹KNBS; Kenya "Poverty Report 2021

The social fabric in Kenya continued to be eroded by the infiltration of western culture and modernization. The Kenyan society is increasingly becoming liberal. The family unit and the Christian faith are facing a lot of threats due to the embrace of unnatural sexual orientation and gay rights. The February 24th 2023 Supreme Court ruling on the LGBTQ community rights to association gave way for registration as a non-governmental organization (NGO). This decision promoted and entrenched homosexuality as normal rather than sin and moral decadence. There is fear that such issues will no longer be seen as moral decay especially in the context of the church and African culture, rather something to be embraced by the society at large including the church. As a result, the family unit as we know it is now under extreme pressure.

Families are faced with various challenges including poverty, unemployment, drug and substance abuse, and adoption of negative western values and ideologies, leading to a rise in cases of divorce and separation. Single-parent headed households that arise as a consequence of these negative effects are on the rise, thus children growing without parental care as per God's design. With increasing number of families disintegrating, children are becoming vulnerable and exposed to a lot of ills.

Family is the basic unit of a society; any threat posed to the family unit will inevitably affect the entire society. Conversely, the same is true to the Church. The stronger the family unit, the stronger the Church thus the need to protect the family unit.

The Kenyan society continues to grapple with the burden associated with depression and mental health. It is estimated that 25% of the population is affected by mental illness. Some of the most prevalent conditions are anxiety disorder, suicide and depression. This state of affairs has been attributed to substance and drug abuse, tough economic conditions, effects of Covid-19 and poverty levels among others. Kenya is also becoming a very individualistic society especially in urban areas where community life is no longer the norm. Individuals are becoming more and more isolated unlike where our African culture promoted communal living. This social isolation has further exacerbated the situation. In fact, Kenya is ranked fifth by WHO in Africa with the highest number of depression cases. There has also been an increase in cases of crime, murder, occasional terrorist attacks, ethnic conflicts, among other challenges.

The NBC Strategic Plan will be implemented against this backdrop that presents tremendous opportunities in reaching out to the society with the gospel of Jesus Christ amid the challenges facing it. This context therefore provides the following opportunities:

²NACADA; National Survey on the Status of Drugs and Substance use in Kenya, 2022

³Ministry of Health, Mental Health Taskforce Report – Mental Health and WellBeing towards Happiness and National Prosperity, (2020).

⁴WHO; Depression and other Common Mental Disorder, Global Health Estimates, 2017

OPPORTUNITIES

- Advocacy against social ills and moral decadence.
- A comprehensive approach to Youth Ministry.
- Intentional discipleship in community settings (small groups).
- Promoting family unit and values through discipleship.
- Empowering parents to be engaged with and disciple their children.
- Community outreach and Social welfare.

THREATS

- Remaining relevant while upholding the true gospel will become a challenge in the increasing liberal society.
- Mobilizing resources towards the implementation of the Plan will be a challenge due to economic pressure and downturn.
- Continued threat to the family unit.
- Increased liberalism that might challenge the church stand on various issues such as sexual orientation.

4. TECHNOLOGICAL

Algorithms determine our lives and more particular Artificial Intelligence (UNDP Report, 2022). The use of algorithms in social media results in people's decreased exposure to counterattitudinal news, facilitating the polarization of views (Levy, 2021).

The eventual emergence of general-purpose Artificial Intelligence (AI) could multiply global GDP per person by a factor of 10-something that historically took the world 190 years to accomplish, from 1820 to 2010 (Dorison et. Al, 2020). But these massive potential aggregate gains may be concentrated among a few, leaving many behind (UNDP Report, 2022).

Our lives are becoming commodifiable data, raising worrying questions about who has access to what information, especially sensitive personal information, and how it is being used. Synthetic biology opens new frontiers in health and medicine while raising fundamental questions about what it means to be human. (UNDP Report, 2022)

Technology has been evolving; from the invention of writing to the printing press to the first radio transmissions to analogue broadcast and dial-up and onto broadband. With this evolution, people are getting connected faster and in new ways, now instantaneously and across great distances. This has brought products and services closer to people, for instance tele-medicine is especially valuable in digitally connected rural areas improving mental and physical health.

Technology can lead to economic power and social influence. Those with economic power use it to get political power, and then forget the rest who also would have benefited.

Despite the great opportunity to connect with people, technology is observed to have enslaved users and caused a greater sense of isolation, uncertainty that unsettled lives. That notwithstanding, it comes with enormous good and benefits; at the same time with a number of threats and negative effects.

OPPORTUNITIES

- Ministry opportunities in the virtual space.
- Employment opportunities in technology.
- Use of technology to enhance systems and processes of the Church.
- Leverage on technology to engage with and communicate effectively to the congregation.
- ICT ready society thus promoting use of all forms of media for ministry.

THREATS

- Misinformation
- Social isolation
- Cyberbullying
- Digital addiction
- Privacy loss
- Social media immorality
- Undermining Christianity through science

5. ECOLOGICAL

Since the United Nations proposal of Sustainable Development in 2015, individuals and organizations have been under pressure from state and non-state actors to pursue practises and activities that guarantee environmental sustainability for all. The seventeen (17) Sustainable Development Goals aim to end poverty, protect the planet, and ensure prosperity for everyone by the year 2030. Over the last two decades, environmental sustainability has become part of global discussions resulting in institutions and individuals being called to pay more attention to the environmental impact of their activities and accomplish sustainable development. Climate change has been a major concern for most global players due to its effect on ecosystems, biodiversity, food security, human migration, conflict, droughts, among others. The year 2023 was the warmest year since global records began in 1850 at 1.180 C surpassing global temperatures recorded in 2016. Further the decade of 2014 to 2023 recorded the 10 warmest years in the 174-year history of global temperature records.

Climate change has pushed more people into extreme poverty, increased income inequality within countries, increased resource conflicts among communities forcing displacement of populations including force migration. Psalm 24: 1-2 tells says “The earth is the Lord's, and everything in it, the world, and all who live in it: for he founded it on the seas and established it on the waters”. These verses lay the foundation for involvement of God's people in the protection of the environment and all that is found in and on our planet.

Organizations are increasingly being called upon to commit themselves to environmental protection, climate justice, and eco-value creation in their activities. Commitment to reduction of greenhouse gases by going green, responsible use of natural resources, waste management, reduction of air pollution and promotion of practises that promote human rights and just societies are critical in positive carbon footprint and ensuring sustainability of people and planet.

⁵American Economic Review, VOL. 111, NO. 3, March 2021, (pp. 831-70)

⁶University of Warwick, CAGE Research Centre, Artificial Intelligence as a General Purpose of Technology, July 2020

OPPORTUNITIES

- Implementing energy efficiency practises.
- Costs saving arising from use of clean renewable energy.
- Adopting waste reduction and recycling programs.
- Implementing water conservation measures.
- Commitment to environmental protection through responsible use of resources reduces future risks to NBC.
- Eco-value creation has the potential to increase workforce productivity, promote inclusivity, climate justice among others

THREATS

- The drive for Net-Zero emissions poses a threat to NBC should the Church be unable to convert to clean energy as expected.
- Cost of NET-Zero Emissions compliance may be high and put pressure on Church resources.
- Compliance costs are likely to be high.

6. LEGAL

Nairobi Baptist Church, across all its assemblies, operates under the guidance of its constitution, bylaws, code of conduct, internal policies, structures, and tools, all of which are in alignment with the law, including the registration instruments. The dynamic legal landscape, marked by factors such as increasing regulations, taxes, levies, various registrations and licensing demands. will persistently impact NBC. This impact will be exacerbated by the growing demand for state oversight of churches, recently spurred by the “Shakahola massacre”.

Exercise of the right to belief and association, as protected by the Kenyan Constitution, carries the potential to create difficulties in reaching certain segments of the population while also rendering others susceptible to false teachings, leading to a sense of emptiness in hearts and minds of a significant portion of the targeted communities.

Looking forward, the introduction and implementation of legislation addressing marriages, divorce and various orientations will persist in testing the fundamental principles of the church in Kenya. These challenges and external pressures are unlikely to undermine NBC’s beliefs and core values. On the other hand, the processes of simplifying, assessing and revising policy documents bodes well for NBC’s future prospects.

OPPORTUNITIES

- Self-regulation positions NBC favorably to expand preaching of sound doctrine.
- Engage in advocacy for social justice, vigilant censorship and maintaining a principled stance on national matters.
- Steadfast and authoritative voice against impunity, contempt, or violation of the law by state and leaders.
- Leveraging the expertise of legal professionals already within the congregations.

THREATS

- Escalating expenses related to legal, regulatory and statutory compliance requirements.
- Potential penalties for non-compliance.
- Liberal legislations threat to the family.
- Government control over religious practices and activities.
- Taxation of churches resulting to multiple levying of congregants.

4.3 LOCAL OPERATING ENVIRONMENT ANALYSIS

1. NBC KIBRA

During the stakeholder engagement meeting at NBC Kibra, participants noted improvements in technology, area infrastructure, some social amenities as well as development of social institutions as positive changes observed in their external environment. Challenges of high cost of living, influence of drugs leading to mental instability and secular living were highlighted. Other challenges include increased crime, child pregnancies and school dropout, among other social ills. The Assembly in developing its annual plans will therefore need to consider these aspects, which are unique to their operating context. Additionally, Kibra has historically been a political hot spot especially during elections owing to the large number of poor residents and unemployed youths who occasionally get exploited by politicians leading to chaos and crime.

2. NBC KIKUYU

Members of NBC Kikuyu noted several positive developments including, better access roads especially the Southern Bypass, increased population, especially the youth, growth in business and trade, increased number of learning institutions, and an increase in use of technology. They also noted that there had been an increase in crime, drugs abuse among the youth and young adults, an increase in cases of LGBTQ+, family breakdown, as well as an increase in non-communicable diseases such as cancer, diabetes, and heart diseases. Members also highlighted the great potential that lies in outreach to surrounding learning institutions, both high schools and colleges. There is also a great opportunity to reach out through counselling services, mentorship programs, and ministry to children. A unique aspect highlighted for Kikuyu touched on environmental care and protection.

3. NBC KITENGELA

Similar to Kikuyu and Kibra, Members of NBC Kitengela highlighted developments in infrastructure, improved technology, increased population, as well as an increase in the number of churches in the area. Members raised other concerns including the escalating cost of living, increased crime rate, and spread of LGBTQ+ ideologies especially among the youth. The challenge of family breakdown was also highlighted as a major concern. NBC Kitengela is also situated in an industrial neighborhood with major firms such as the Bamburi Cement, Portland Cement, Devki Steel, Kenya Meat Commission, the Export Processing Zone (EPZ), and a host of agriculturally based companies and large-scale farms. Also unique to Athi River, Kitengela and other surrounding zones is an increase in residential estates, recreational facilities, private schools and institutions of higher learning, all that define the nature and character of the environment within which the assembly is situated. As NBC Kitengela contributes to the fulfilment of the Strategic Plan, these factors will be a critical consideration during planning and execution of ministry activities.

4. NBC NGONG ROAD

NBC Ngong Road, situated in the vicinity of Daystar University, Kenyatta National Hospital, The Nairobi Hospital, among other critical facilities, is the original assembly and the springboard for NBC's ministry expansion to other regions. It boasts of a long and rich history and heritage in ministry through the years.

In addition to similar sentiments shared by previous congregations, members of NBC Ngong road noted that the assembly has had an increase in multi-national attendance, increased use of technology to reach out to wider populations and the championing of missions and outreach. Members cited other factors including decrease in in-person church attendance, increased unemployment, high cost of living, increase in LGBTQ+ influence being a threat to the youth, increase in drugs and substance abuse, among others.

NBC Ngong Road has predominantly attracted upper and middle-class people, which tends to create an elitist perception among the community. During the stakeholder engagements members highlighted these concerns emphasizing that since NBC had now grown to multiple assemblies, it was necessary for NBC Ngong Road to redefine and reposition itself for the coming years.

5. NBC ONGATA RONGAI

Located in Kajiado County, in Rongai off Magadi Road, the assembly is five kilometers from Rongai Centre, surrounded by residential homes, public and private schools, and various retail-based businesses and farms. Due to its proximity to Nairobi, Rongai is considered the residential hub for people who work in Nairobi. Members noted that there had been an increase in population over the last few years, an increase in the number of churches established in the neighborhood, improved road network, and growth of the assembly itself. Besides the positive changes, members also noted an increase in unemployment, increased drugs and substance abuse, increased crime, spread of LGBTQ+ among the youth, family breakdown among others. Similar to the previous assemblies, NBC Rongai church will need to be intentional about addressing the issues within their immediate environment while planning and executing the Strategic Plan.

6. NBC WESTLANDS

NBC Westlands located along Ngecha road, is in the vicinity of Westlands center, Gigiri and the Village Market, Loresho and Kabete. This area is home to a mixed demographic including upper, middle, and lower class residents, mixed race communities, diplomatic and a host of other international people who live and work in Nairobi, among others. Assembly members noted there had been a significant improvement in the road network creating ease of access, increased population, and increased knowledge and awareness driven by technological advancement. Members also cited similar concerns like the other assemblies, including high cost of living, increased unemployment, increase in vices including drug abuse, LGBTQ+, crime rates among others, and increased ethnic disharmony and tribalism. As NBC Westlands embarks on implementing this Plan, it will be necessary to pay attention to the unique environment it is situated in and align plans and activities for greater ministry effectiveness.

7. KWALE MISSION STATION

The Kwale Mission station is located in Dima Village where a clinic was established to reach out to the community, majority of whom are Muslims. The Mission Station continues to experience growth in outreach to the community, improved health among the community members, increase in school enrolment especially for girls, and an increase in use of smart phones among the community members, opening them up to the world. Majority of the people are poor, lacking a number of basic needs including water, food, and medicines. It is the very reason that this mission center was established as a vehicle to evangelize to the community. Challenges encountered at the Mission Station include difficulty in conversion of community members from Islam to Christianity, long periods of dry weather not conducive for farming and insufficient funds to run the mission's activities. The Strategic Plan, through the Global Missions and Outreach (GMO) office will be keen to build on the successes gained at Kwale Mission Station and seek ways to accelerate growth among the community at Dima Village.

8. KIBRA MISSION STATION

The Kibra Mission Station is situated in the same environment as the NBC Kibra assembly, thus sharing similar contextual characteristics. The Chemi Chemi ya Uzima Clinic has continued to experience growth through affordable medical interventions among the community living in Kibra, most of whom are poor. There are several medical centers and other non-profit organizations engaging in various community empowerment initiatives such as creating business opportunities, providing counselling services, providing training in various skills, among others. The needs still remain and there is much more ground to be covered in reaching out to the community. The Centre will need to plan and mobilize resources in order to accelerate growth in reaching more community members as well as in spreading the gospel.

4.4 CHURCH BENCHMARK ANALYSIS

Nairobi Baptist Church is an autonomous, interdenominational and congregational body, generally aligned to the evangelical expression of Christianity. This therefore means that NBC would somewhat compare with other such churches in Nairobi and beyond.

Notable and well-established churches in this category include Christ Is The Answer Ministries (CITAM), The Nairobi Chapel, Deliverance Church Ministry, and the Kenya Assemblies of God to name a few.

With regards to expression of faith, worship, preaching and prayer, these churches are similar in many ways. Differences may exist in what would be referred to as non-essential doctrines, but largely are similar in what is essential in the Christian faith.

With regards to governance and administrative structures, NBC may closely relate to CITAM, even though it is much larger and wide spread than NBC. CITAM presents a model modern day, Kenyan authentic large scale evangelical church with assemblies and mission stations across the country and beyond. In addition the church has invested in media, schools and higher education, and hospitality industry. The Church also has strong administrative operational systems in place and excels in striking a balance between ministry and non-ministry engagements. Indeed, CITAM is a church worth emulating and learning from in many aspects.

The Nairobi Chapel is another major church whose origin is traced back to NBC. The Church has grown immensely and has special niche in reaching the urban professionals and middle-class. The packaging and delivery of its ministry activities closely mirror the interests and aspirations of its target demographic especially the urban professionals. Considering that NBC seeks to accommodate the needs of all demographic, the Nairobi Chapel presents useful lessons especially where they have excelled.

Comparatively, NBC has been known for its excellence in sound biblical teachings and focus on the family. These are qualities that must never be lost in the face of growth and ministry expansion. Nonetheless, it is worth learning from other churches similar to NBC as opportunities for ministry strengthening.

4.5 SPIRITUAL ANALYSIS

Scripture in 2 Timothy 3:1-7 aptly defines what modern day society has become. Spiritually, these are considered the last days as various indicators of end-time prophecy become apparent; “Now learn this parable from the fig tree: When its branch has already become tender and puts forth leaves, you know that summer is near. So you also, when you see all these things, know that it is near—at the doors!” (Matthew 24:32-33, NKJV)

This Strategic Plan carefully and prayerfully considers the general spiritual state of the society and the world in being deliberate to spread the gospel of Jesus Christ in these last days. A lot of the social challenges, sin, and all manner of human conflict boils down to Satan’s heightened fight for souls against the advancement of the kingdom of God, seeing that the end of time draws near.

The current spiritual landscape is characterized by among other factors:

- Growth in the Kenyan church – more churches have been established over the last decade while existing ones have grown.
- Increase in false doctrine – not all churches are teaching sound doctrine.
- Church increasingly adopting secular styles – aimed at attracting followers.
- Departure by younger people from the Church –for worldly pleasures and material gains.
- General lack of dependence on God – churches becoming places of entertainment rather than true worship.
- Growth in other religions – Islam, New age, etc.
- Visible signs of end-time prophecy – increased manifestation of end-time prophetic predictions.

NBC will go forth, rooted in the Word and led by the Holy Spirit to fulfil the great commission cognizant of the days we live in and that true power of salvation is in Christ Jesus our Redeemer, the Conqueror and soon coming King.

4.6 STAKEHOLDER ANALYSIS

Key stakeholders to NBC were carefully analyzed (See annex), to understand their interests in NBC, level of influence to the ministry of NBC and the most appropriate engagement approach. This is in recognition of the fact that effective implementation of the Strategic Plan has a strong and critical bearing to stakeholders’ support, commitment and ownership. Thus, stakeholder engagement will be an integral part of implementing this Strategic Plan and deliberate effort will be made to appropriately engage all critical stakeholders.

5.0 KEY STRATEGIC ISSUES

NBC'S LONG-STANDING HISTORY AND RICH MINISTRY HERITAGE

This is critical as it presents a strong basis upon which ongoing and future ministry is fulfilled. Achievements and lessons learned through various ministry engagements including worship and the Word, Children's Ministry, Youth Ministry, Adults' Ministry, Missions and Outreach, community engagement, and leadership development among others, are a critical part in shaping the future of Nairobi Baptist Church ministry and in the context of an ever-changing world.

DYNAMIC AND RAPIDLY CHANGING WORLD

Lifestyle changes, technological advancements, changes in national regional and global policies, climate change, among several other changes, all taking place concurrently, rapidly and with great unpredictability, influences our thinking, planning and response to ministry. Whereas the core mandate of spreading the gospel of Jesus Christ remains, previous methods, approaches, and means seem challenged in this dynamic context and thus must be a critical strategic consideration.

DECLINE IN FUNDAMENTAL SOCIAL AND CHRISTIAN VALUES

It seems the society is increasingly becoming numb in their consciences with regards to positive social and Christian values. Relativism and permissiveness have pervaded modern-day society to the extent of questioning the long-held positive values. Homosexuality, injustice, greed, violence, adultery, crime, among other ills define the lives most people are living and do not seem disturbed by the decay of morals. The Church finds itself in a very challenging time especially in nurturing the future generation for the Kingdom of God.

BREAKDOWN OF THE FAMILY UNIT

Perhaps as a derivative of decline in values, the world is witnessing a significant increase in family breakdown, which has not spared even those in the Church of Christ. There are more single parent families either as a result of non-marriage, or separation and divorce, but also including loss of a spouse through death. The family, being the basic unit of a society and God ordained for the propagation of godly children and future generation, is a critical and strategic consideration for the ongoing implementation of this Strategic Plan.

IMPACT OF LIFE CHALLENGES ON PEOPLE, FAMILIES AND COMMUNITIES

Evident in the struggles many people and families are facing including poverty and, or constrained income and resources, disease and old age, mental health challenges, trauma, among others. The majority of people, both in urban and rural settings, are facing one challenge, or the other, while striving to survive. It is critical that the ministry of Nairobi Baptist Church, through the implementation of the 2024 - 2028 Strategic Plan is constantly alive to these challenges as they have an influence on the effectiveness of the ministry.

PROLIFERATION OF FALSE DOCTRINES

There definitely has been an increase in the number of churches across the country. Some seem to be staying true to Biblical teaching, but there are also significant numbers who appear to have weak Biblical and doctrinal foundations. This has gone to the extent of exploiting the vulnerabilities of communities in propagating false teachings all aimed at selfish gains. This factor is a critical strategic issue and must inform the ministry of NBC in the country and beyond.

FULFILMENT OF END-TIME PROPHECY

The Bible is clear about the end-times and the signs that will be evident of the Lord's return. Indeed, some of the above-mentioned issues closely align with what has been recorded as end-time prophecy. The development and implementation of this Strategic Plan considers this very factor, appreciating the urgency with which the Gospel must be preached to all people before Christ's second coming.

6.0 THE STRATEGIC PLAN 2024 - 2028

From the information gathered and analyzed, having considered all the prevailing issues, trends, and anticipated future threats, the Strategy Development Team under the guidance of the Holy Spirit considered Nairobi Baptist Church has a major call to influence the society for Christ in the next five years.

Nairobi Baptist Church has a long-standing history and heritage in ministry to families and communities in Nairobi and beyond. The NBC has remained steadfast in fulfilling its mission of being a worshipping community of the Lord Jesus Christ that is advancing the kingdom of God through the power of the Holy Spirit.

This chapter outlines the goal for NBC in the next five years, the strategic priorities expressed as pillars and commitments, and the intended outcomes under each of the strategic priorities.

6.0 THE GOAL

The Goal for the strategic period is thus stated as, **“Nairobi Baptist Church is spreading the aroma of Christ influencing the society in Kenya and beyond” (2 Corinthians 2:15).**

The goal statement sets the general direction of travel for the next five years and is inspired by the desire to apply NBC's rich heritage and privileged position in the society to be an influence and a force for change for the kingdom of God. That the influence of Nairobi Baptist Church must be felt in every place and space presented, anchored on the strong foundation

of the Church, driven by its members and fueled by the power of the Holy Spirit in spreading the aroma of Christ.

In the end, it must be testified by all demographics, young, old, affluent, less fortunate, men and women, boys and girls, that, because of the ministry of Nairobi Baptist Church, there is salvation, healing, hope, freedom in Christ, endurance, miracles and a flood of God's love for all.

6.2. PILLARS

To realise the 2024-2028 Strategic goal, the growth of Nairobi Baptist Church shall be anchored on the following three pillars:

PILLAR 1: NBC MINISTRY CORE

The objective statement for Pillar 1 is stated as, "The core of Nairobi Baptist Church ministry is strengthened and sustained." The essence of this pillar is to ensure that the strength and character of NBC's ministry deeply rooted in the Word, worship, prayer, home fellowships, small groups and children and youth ministries, shall be preserved, reinforced and continually improved, to the glory of God.

The expected outcomes from this objective shall be:

1. CONGREGANTS EXPERIENCE VIBRANT AND UPLIFTING WORSHIP/PRAYER SERVICES.

With the previous Strategic Plan, common annual themes, preaching programs and seasons of prayer and fasting has brought NBC together. Congregants, through the stakeholder analysis, brought out the need to build up on the front line ministries of the Word, prayer and worship through song. In addition, harmonize capacity for co-workers in these ministries and enhance the quality and ambience of our facilities for increased excellence.

2. CONGREGANTS ARE MATURING IN THEIR FAITH AND WALK WITH THE LORD

The key way to mature in faith is through study of God's Word in small groups that also facilitate accountability. Small groups may take different forms such as Home Group Fellowships, Youth Bible Studies, Discipleship groups, New believers' classes among many others, provided these groups meet often for Bible study, prayer and fellowship. The 2024 - 2028 Strategic Plan, aims to build community for each person who attends NBC regularly, so that no one is left behind until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ (Eph. 4:13).

3. CONGREGANTS ARE PARTICIPATING IN EVANGELISM AND OUTREACH

NBC has increasingly become mission oriented due to the emphasis of the previous Strategic Plan. However, an area of improvement is movement from church driven, to individual driven mission. Programs like 3i8 training have built capacity and confidence for persons to be alert to the opportunities around them and to boldly share the gospel with others. A key emphasis

in the new Strategic Plan is for the Church, each person, to engage with their locale whether at home, in school, or at work with the good news of the gospel of Jesus Christ. This is beyond the church-organized outreach and mission activities. This way, we shall be individually and collectively, the aroma of Christ.

4. CONGREGANTS EXPERIENCING FELLOWSHIP AND EXPRESSING THEIR FAITH THROUGH LIFE AND SERVICE WITHIN THEIR RESPECTIVE DEMOGRAPHICS

NBC is uniquely gifted with persons across all ages. Fellowship ministries are structured across the respective demographics, and this provides avenues for engagement on common felt needs. These forums should be strengthened so as to be vibrant, encouraging, fun as well as challenging, so that faith is expressed through faith and service. Discussions should also be relevant to address needs and as they emerge.

PILLAR 2: OUTREACH AND MISSIONS

The objective statement for Pillar 2 is stated thus, **“Nairobi Baptist Church is participating and investing in outreach and missions”**. The Great Commission remains the primary mandate for the Church of Christ until His glorious return. In this regard, Nairobi Baptist Church will prioritize and invest in outreach and missions in a much more deliberate and focused manner for the next five years.

To fulfil this strategic objective and Pillar, the following three outcomes will be pursued:

1. ACTIVE AND THRIVING MISSION STATIONS

Nairobi Baptist Church has previously engaged in missions, locally with established mission stations in Kibra, Kwale, Eastleigh and most recently in West Africa. From the strategic analysis, it became clear that NBC still has a lot of evangelism work to do within the assembly localities, in the country and beyond. The existing mission stations, and the resultant impact in their communities, have helped to gather useful lessons that will be critical in scaling up the outreach and missions work for NBC. This outcome will primarily focus on strengthening the existing mission stations and setting up new ones by 2028.

2. GROWING SUPPORT FOR MISSIONARIES AND MISSION AGENCIES

Effective delivery of outreach and mission work will require deliberate support for missionaries and mission agencies. Lessons learned from the previous Strategic Plan indicated the need to be deliberate in raising resources for missionaries and missions work, thus this outcome will primarily focus on raising resources to support missionaries and mission agencies which is critical to success.

3. STRONG PARTNERSHIP FOR MISSIONS ESTABLISHED

This outcome looks into forming strategic missions partnerships with churches and para-church organizations that are like minded and whose values are aligned, to enable effective spread of the outreach and missions work. NBC has worked in partnership previously and looks to strengthen this area by identifying, cultivating and signing partnership MoUs with these organizations.

4. NEW CHURCH PLANTS AND OR MISSION STATIONS ESTABLISHED AND THRIVING

Ultimately, the success of outreach and missions work will be measured by the number of new churches and, or mission stations established in this strategic plan period. This will ensure intentionality and focus in the fulfilment of The Great Commission. Lessons learned from the past will be critical in the planting of new churches and establishment of new mission stations, while establishing those that are already in existence.

PILLAR 3: COMMUNITY SOCIAL ENGAGEMENT

Objective: The overall strategy focuses on influencing society and to that end, Nairobi Baptist Church must be intentional on spreading the love of Christ in the community. Staying true to Christ's calling to serve 'the least of our brothers' while fulfilling the mandate of the Church.

Below are the expected outcomes under this pillar and strategic objective:

1. THE CHURCH IS SEEN AS AN ACTIVE MEMBER OF THE SOCIETY INTENTIONALLY ADDRESSING SOCIAL ISSUES AND CHALLENGES.

Serving society holistically calls for effective outreach, leveraging the resources available to the Church to maximise impact. For effective community engagement, NBC needs to adequately train and equip ministry workers to address the specific needs of the community it is in. Additionally, resources available, namely: fellowship, time, money, manpower and equipment must be efficiently utilised and community engagement forums uniquely tailored to meet society needs.

2. POSITIVELY INFLUENCING THE SOCIETY TO LIVE IN A GODLY MANNER THUS FULFILLING THE GOAL OF SPREADING THE AROMA OF CHRIST

The Church can serve as a light on a hill, guiding the community towards godly and positive living through organized forums anchored firmly on biblical teachings.

NBC's overarching vision of 'transforming nations' begins at the individual level. The Church can transform the lives of individual members of the community by recruiting them into the Church's existing small groups such as Home Group Fellowships and Discovery Bible Studies where the Church's love can be seen to meet them at their individual point of need.

Further to that, the Church can spread the message of God's love to the larger communal groups through organised visits to homes and businesses in the local area.

NBC, full of Christ, can spread the aroma of Christ by mobilizing congregants for influence in their family/work/school contexts.

3) LEADERS INFLUENCED TO UPHOLD AND PROMOTE GODLY LIVING AND SOCIAL GOOD

In its leadership role in society, Nairobi Baptist Church needs to go above and beyond working in tandem with other leaders in society, and positively influencing these leaders to lead society in accordance with God's teaching and will of integrity and justice. The Church can also organize prayer fellowships and Bible study with the leaders.

As a recognised authority in society, the Church can use its voice to champion the needs of the community, directly advocating for them and using its platform to bring to the leaders' attention the needs of the community as articulated by the community member in meetings held.

Thus, in order to critically be cognizant of the needs of the community as they are at present and as the needs evolve with new issues arising, the Church needs to facilitate and, or participate in barazas between leaders and the community. The Church, in speaking to the truth, can ensure open and trustworthy communication addressing the needs of the community.

6.3 COMMITMENTS

In addition to the three pillars, this Strategic Plan has identified three critical commitments to fulfilling the stated goal and outcomes. These commitments represent intentional and non-negotiable areas of focus that must be in place in order to achieve the intended results by the power of the Holy Spirit to the honour and the glory of God.

In fulfilling Strategic Plan 2024 - 2028, Nairobi Baptist Church commits to fully depend on God, while ensuring that no one is left behind, and optimizing all resources for success.

COMMITMENT 1: FULLY DEPENDENT ON GOD

Proverbs 16:9 says, "In their hearts humans plan their course, but the Lord establishes their steps". This Strategic Plan is the NBC human expression of the desired future for the ministry. In full recognition of God's ultimate sovereignty in the work of His Kingdom, and the fact that as humans we are finite in our thoughts and desires, this first commitment to fully depend on God acknowledges there is nothing that NBC can achieve without God's help and divine intervention.

Through this commitment NBC will endeavour to establish and, or strengthen the prayer ministry to intercede for the ministry, organize regular prayer and reflection meetings on the Strategic Plan and NBC ministry and pray through Scripture, relying on the Holy Spirit's direction during planning meetings.

COMMITMENT 2: LEAVING NO ONE BEHIND

Nairobi Baptist Church commits to serving every single member of the Church, leaving no one behind.

The call of the Church, in maturing the faith of believers, shall include all people, in all the assemblies, of all age- groups (children, teens, youth, adults), both men and women, and of all abilities, regardless of their socio-economic status, whether new believers, or established in the faith.

As members of NBC mature in their faith, it is also expected that they will all be actively involved in the Great Commission in making new disciples, actively involved in church activities. Inclusion of all shall shift the members' perspective from the church being merely something they belong, to that of the Church as made up of every member.

COMMITMENT OUTCOMES

Through intentional engagement in NBC ministries, small groups, and fellowships, the following commitment outcomes shall be sought:

1. Intentional discipleship of new believers.
2. Intentional membership recruitment and engagement.
3. Ongoing discipleship engagements and impact documented and reported.
4. Relevant regular activities organized for members - mentorship, training.
5. Engagements by ministries, small groups, and fellowships documented and reported.

COMMITMENT 3: OPTIMIZING ALL RESOURCES

Nairobi Baptist Church is endowed with diverse resources of skills, gifts, talents, time and treasures. The Church shall be committed to ensure that all these resources: skills, gifts, assets and money are well administered and deployed. In addition, the Church shall work together with the NBC Investment Co. to optimize the properties of the Church.

To realize this Commitment, the Church shall be intentional in optimizing all resources for the ministry, shall purposefully deploy all such resources for the ministry and shall identify and facilitate the unique needs and ministry expressions of each assembly.

GOAL: NAIROBI BAPTIST CHURCH IS SPREADING THE AROMA OF CHRIST INFLUENCING THE SOCIETY IN KENYA AND BEYOND

PILLARS	PILLAR 1 NBC MINISTRY CORE	PILLAR 2 MISSIONS AND OUTREACH	PILLAR 3. COMMUNITY SOCIAL ENGAGEMENT
	The core of Nairobi Baptist Church ministry is strengthened and sustained.	Nairobi Baptist Church is participating and investing in outreach and missions.	Nairobi Baptist Church is intentionally spreading the love of Christ within and around its locality.
	<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Congregants experience vibrant and uplifting worship/prayer services. 2. Congregants are maturing in their faith and walk with the Lord. 3. Congregants are participating in evangelism and outreach. 4. Congregants experiencing fellowship and expressing their faith through life and service within their respective demographics. 	<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Active and thriving mission stations (Kibra, Kwale, Eastleigh, West Africa. 2. Growing support for missionaries and Mission agencies. 3. Strong partnership for missions established. 4. New church plants and, or mission stations established and thriving. 	<p>Outcomes:</p> <ol style="list-style-type: none"> 1. Social challenges intentionally being addressed. 2. Society influenced towards godly and positive living. 3. Leaders influenced to uphold and promote godly and social good.

COMMITMENTS	<p>1. Fully dependent on God All initiatives, engagements, and interactions carefully consider God’s guidance through prayer, reflection and dependence on the leading of the Holy Spirit.</p>	<p>Commitments Outcomes</p> <ol style="list-style-type: none"> 1. Intentional seeking of God through prayer for guidance and direction; <ul style="list-style-type: none"> • Establish and, or strengthen the prayer ministry to intercede for the ministry. • Organize regular prayer and reflection meetings on the Strategic Plan and NBC ministry. • Pray through Scripture and rely on the Holy Spirit's direction during planning meetings.
	<p>2. Leaving no one behind All people (children, teens, youth, adults) in all NBC assemblies are maturing and engaged (Discipleship, mentorship and training).</p>	<ol style="list-style-type: none"> 2. Intentional engagement in NBC ministries, small groups, and fellowships; <ul style="list-style-type: none"> • Intentional discipleship of new believers. • Intentional membership recruitment and engagement. • Relevant regular activities organized for members. • Engagements by ministries, small groups, and fellowships documented and reported.
	<p>3. Optimizing all resources – All resources (finances, gifts, skills and talents) in all assemblies are nurtured, deployed and well managed (church and assemblies’ management, regular income, resource mobilization both cash and in-kind, NBCI).</p>	<ol style="list-style-type: none"> 3. Intentional optimization of NBC’s resources for the ministry. 4. Intentional deployment of NBC resources for the ministry. 5. Intentional in identifying and facilitating unique assembly needs for the ministry.

7.0 STRATEGY IMPLEMENTATION

The Strategic Plan will be implemented under the oversight and guidance of NBC Elders' Council and driven by a team of champions within the pastorate. Implementation of the Strategic Plan will begin with creating awareness among members and an in-depth understanding of the details by the various ministry leaders. Clarity and ownership of the Strategic Plan goal and objectives will go a long way in ensuring successful implementation and achievement of intended outcomes and impact.

7.1 PLANNING AND BUDGETING

Each ministry, group, department, or office will develop their respective annual implementation work plans and budgets, guided by the Strategic Plan results framework with the pillars, commitments and outcomes. Detailed planning tools have been provided to the Administrative Office and various teams taken through training on how to use them. Each team will identify from the Strategic Plan results framework, their respective relevant pillar, or pillars, list the outcomes to focus on, identify the corresponding activities to be carried out under each of the pillars and commitments.

Ideally planning should happen in three distinct stages; i) each team develops their draft plan separately; ii) all team leaders meet in one meeting to review, align and consolidate the plans, iii) allocate budgets to the identified activities.

Consolidation is particularly important to help harmonize the plans, eliminate duplication, while strengthening, or enhancing the plans. The result of the consolidation process should be an annual Church Master Plan and budget, helping individuals and teams to contribute to the fulfilment of the strategic plan objectives, outcomes, and goals.

7.2 MONITORING AND EVALUATION

It is important to consistently monitor the Strategic Plan implementation to ensure everything remains on course to achieving the intended outcomes and goal. Continuous data collection, analysis, and improvement in implementation is necessary and should intentionally be planned for.

Monitoring should be done at two levels:

- i. Activity/work plan level – which tracks and monitors on a regular basis the implementation of all planned activities and outputs, including utilization of budgets.
- ii. Strategic Plan level – which looks at the Strategic Plan outcomes and indicators.

Strategic plan monitoring should be done at the beginning of the period by conducting a baseline survey, followed by a mid-term review survey, and an end-term evaluation survey.

7.3 THE RESULTS FRAMEWORK

The figure below shows the strategic plan results framework, whose indicators will be monitored and evaluated during mid-term review and end-term evaluation.

GOAL: THE NAIROBI BAPTIST CHURCH IS SPREADING THE AROMA OF CHRIST INFLUENCING THE SOCIETY IN KENYA AND BEYOND.

PILLARS	PILLAR 1. NBC Ministry Core: The core of The Nairobi Baptist Church ministry is strengthened and sustained	
	Outcomes	Indicator
	1. Congregants experience vibrant and uplifting worship/prayer services.	Level of satisfaction among congregants with worship/prayer services.
	2. Congregants are maturing in their faith and walk with the Lord.	Proportion of members reporting experiencing continued spiritual growth.
	3. Congregants are participating in evangelism and outreach.	Proportion of congregants who are enthusiastically and consistently sharing the gospel of Christ.
4. Congregants experiencing fellowship and expressing their faith through life and service within their respective demographics.	Proportion of congregants who are enthusiastically and consistently engaged in ministry.	
PILLAR 2. Missions and Outreach: The Nairobi Baptist Church is participating and investing in outreach and missions		
Outcomes	Indicator	
1. Active and thriving mission stations (Kibra, Kwale, Eastleigh, West Africa).	Level of ministry engagement at the mission station.	
2. Growing support for missionaries and mission agencies.	Level of increase in missions' engagement.	
3. Strong partnership for missions established.	Number of missions' partnership established and sustained.	
4. New church plants and, or mission stations established and thriving.	Number of new church plants and, or mission stations established.	

PILLARS

PILLAR 3. Community Social Engagement: The Nairobi Baptist church is intentionally spreading the love of Christ within and around its locality

Outcomes	Indicator
1. Social challenges intentionally being addressed.	Level of contribution in addressing social challenges.
2. Society influenced towards godly and positive living.	Level of society's response to positive and godly living.
3. Leaders influenced to uphold and promote godly and social good.	Level of engagement with community and government leaders

COMMITMENTS

1. Fully dependent on God – All initiatives, engagements, and interactions carefully consider God's guidance through prayer, reflection, and dependence on the leading of the Holy Spirit

Outcomes	Indicator
1. Intentional seeking of God through prayer for guidance and direction; <ul style="list-style-type: none"> · Establish and, or strengthen the prayer ministry to intercede for the ministry. · Organize regular prayer and reflection meetings on the Strategic Plan and NBC ministry. · Pray through Scripture and rely on the Holy Spirit's direction during planning meetings. 	Level of congregants' involvement in prayer

2. Leaving no one behind – All people (children, teens, youth, adults) in all NBC assemblies are maturing and engaged (Discipleship, mentorship and training).

Outcomes	Indicator
2. Intentional engagement in NBC ministries, small groups, and fellowships; <ul style="list-style-type: none"> · Intentional discipleship of new believers. · Intentional membership recruitment and engagement. · Relevant regular activities organized for members. · Engagements by ministries, small groups, and fellowships documented and reported. 	Proportion of members consistently involved in ministries, small groups, and fellowships.

3. Optimizing all resources – All resources (finances, gifts, skills, and talents) in all assemblies are nurtured, deployed and well managed (church and assemblies' management, regular income, resource mobilization both cash and in-kind, NBCI)

Outcomes	Indicator
3. Intentional optimization of NBC's resources for the ministry.	Level of effectiveness in resource utilization for the ministry.
4. Intentional deployment of NBC resources for the ministry.	Level of resources mobilized and deployed for ministry.
5. Intentional in identifying and facilitating unique assembly needs for the ministry.	Number of assembly specific initiatives executed.

8.0 ASSUMPTIONS, RISK, AND MITIGATIONS

Strategic plan execution inevitably happens on the premise of certain assumptions and in the context of risks. Assumptions are factors that should remain constant while implementing the Strategic Plan, while risks are uncertainties, or possible future occurrences, which if they materialise may significantly alter the course of the Strategic Plan implementation.

Quite often, assumptions and risks tend to be viewed similarly as one is the opposite of the other. Below are some of the high-level assumptions/risks identified and possible mitigations:

ASSUMPTION/RISK	MITIGATION
Inability to appropriately adapt the Strategic Plan to changing internal and external conditions.	NBC has put in place an effective monitoring and evaluation framework that allows implementation flexibility and adaptation of the Plan to changing internal and external conditions.
Failure to put in place adequate organizational capabilities required to sustain the Strategic PlanP.	NBC has put in place a fit for purpose organizational structure with clear roles, responsibilities, and accountability structure. Any internal capability shortfall occasioned by key staff and leadership transitions would be swiftly addressed to ensure a capable NBC always.
Organization resistance / lack of support.	The Strategic Plan was prepared through an inclusive and participatory process that ensured full ownership by all key stakeholders. NBC has put in place an effective implementation status reporting framework that is shared with key stakeholders periodically and any implementation concerns noted and addressed in a timely manner.
Impact of the National Taskforce on Religious Organizations Reforms.	NBC will continue to monitor developments on the issue of religious organizations reforms to ensure its alignment with any proposed changes to legislation and regulations.
NBC financial stability assured throughout the implementation of the SP.	NBC will ensure proper stewardship of its financial resources and matching of the same to planned strategic activities to ensure financial sustainability.
NBC will maintain its reputation as a Bible believing Church that is advancing the kingdom of God through the power of the Holy Spirit.	NBC activities based on Biblical teaching and routed in the Word of God.

9.0 CONCLUSION

The NBC Strategic Plan 2024 – 2028, lays out a strong basis for ministry action towards the desired future by faith in service to our God and Father, in the Name of our Lord and Saviour Jesus Christ and through the power of the Holy Spirit.

This Strategic Plan is:

- i. A documentation of our vision for the desired future in the Lord Jesus Christ;
 - Habakkuk 2:2-3 And the LORD answered me: “**write the vision; make it plain on tablets**, That he may run who reads it. For the vision is yet for an appointed time; But at the end it will speak, and it will not lie. Though it tarries, wait for it; Because it will surely come, It will not tarry.” (NKJV)
 - Proverbs 29:18 Where there is no prophetic vision the people cast off restraint...” (ESV)
- ii. The description of our understanding of the times and what we ought to do;
 - 1 Chronicles 12:32 Of Issachar, men who had **understanding of the times**, to know what Israel ought to do... (NJKV)
- iii Our collective agreement as Nairobi Baptist Church and a prayer to God by faith;
 - Matthew 18:19-20 “Again I say to you, **if two of you agree on earth about anything they ask**, it will be done for them by my Father in heaven. For where two or three are gathered in my Name, there am I among them.” (ESV)

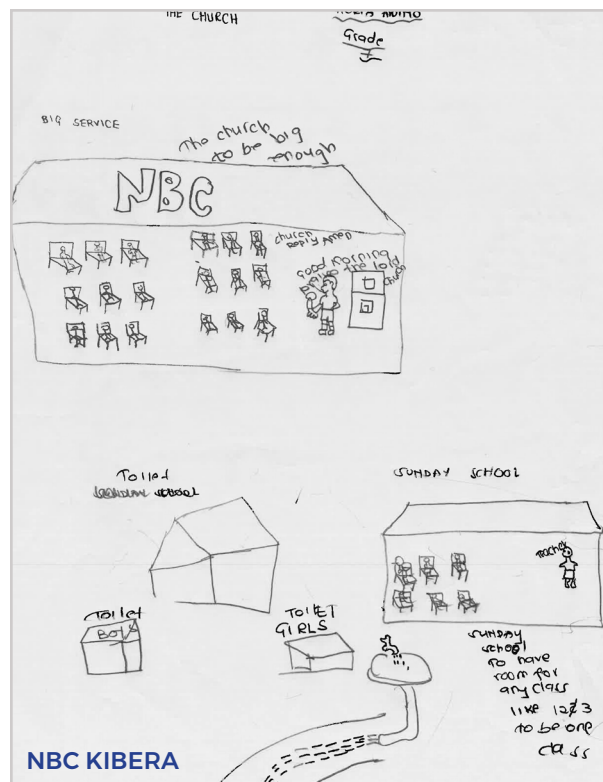
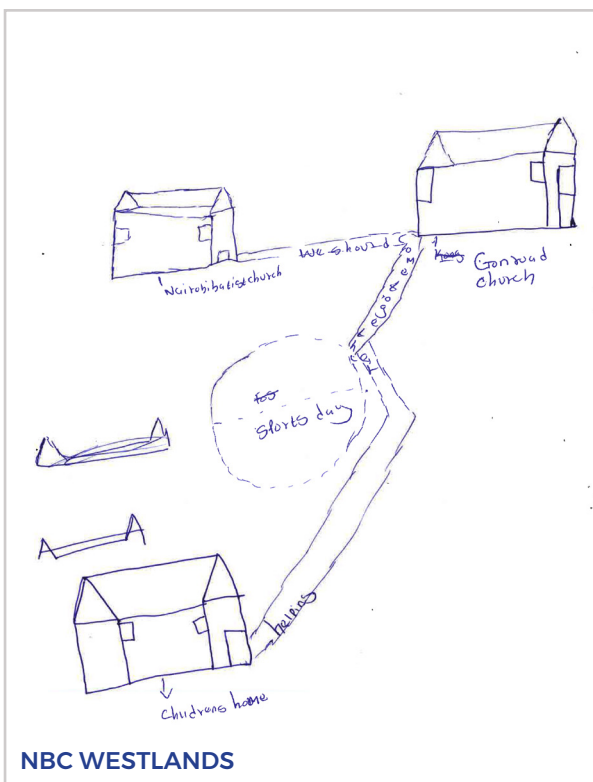
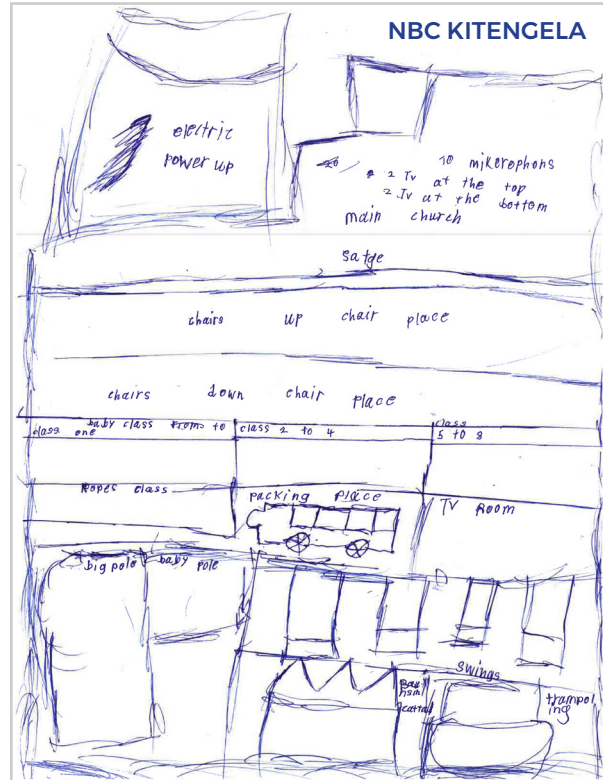
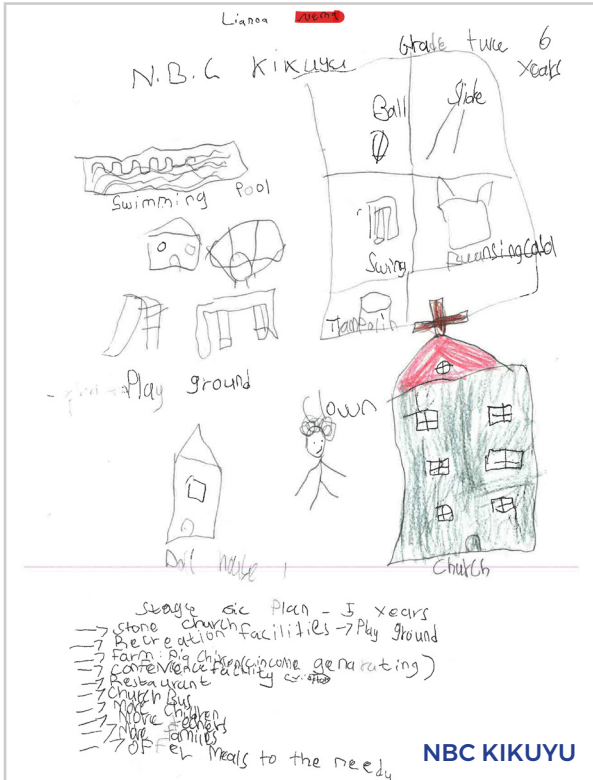
Indeed, it is our deepest prayer, hope and desire that by the end of this Strategic Plan’s life, NBC will have spread the aroma of Christ (2 Corinthians 2:15), influencing the society in Kenya and beyond for the glory of God, Amen!

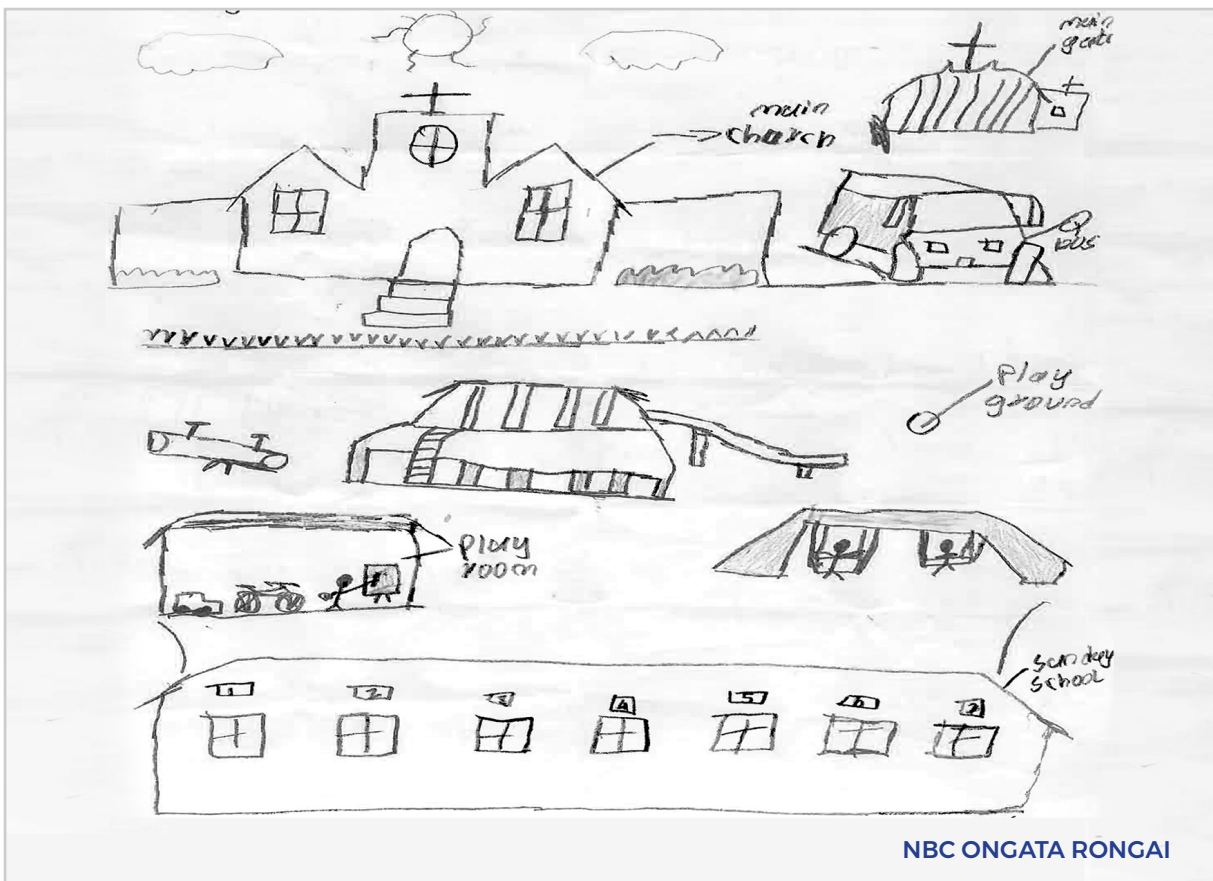
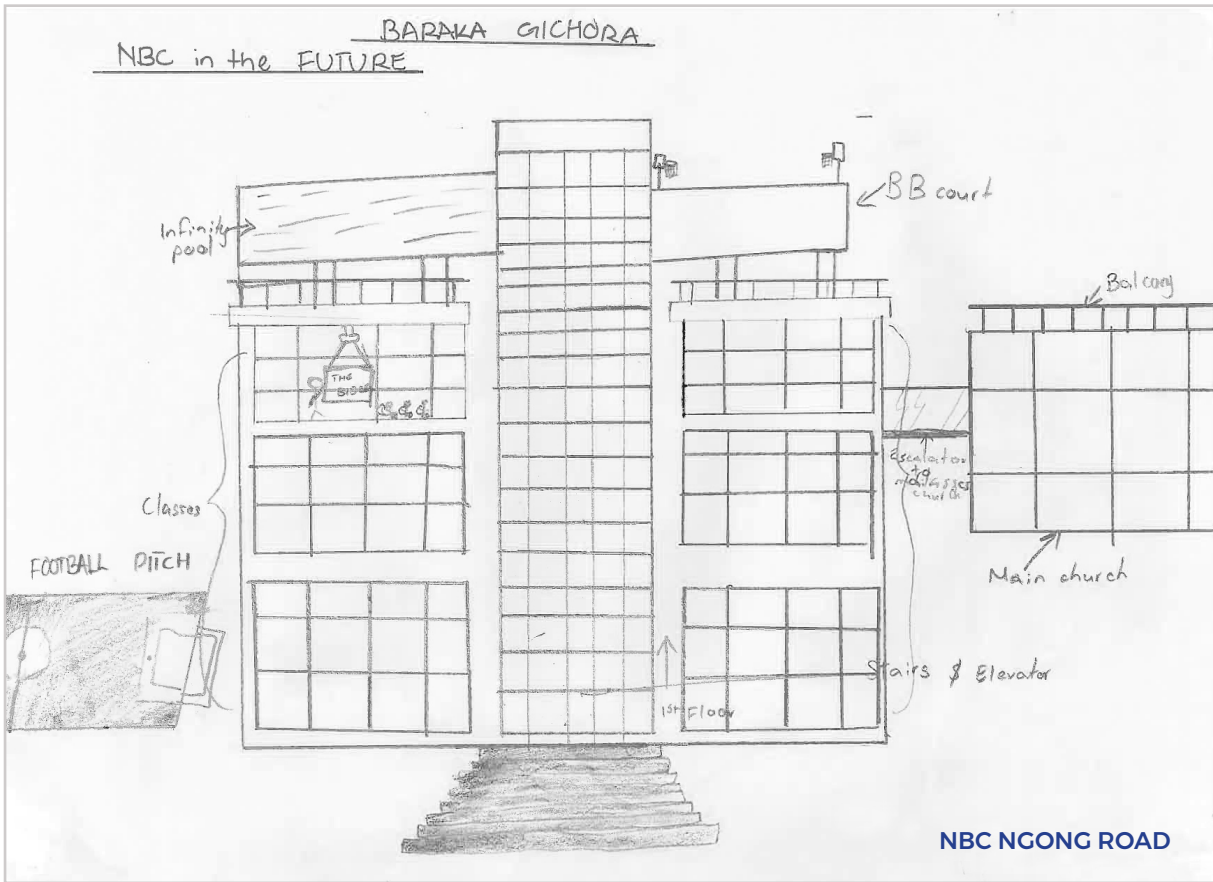
NBC

STAKEHOLDER MATRIX

STAKEHOLDER	INTEREST	INFLUENCE	ENGAGEMENT APPROACH
Elders' Council	As custodians of NBC ministry, are keen on continued growth and integrity of the Ministry.	Make key policy decisions determining NBC's direction.	Involve, consult, seek approval for major decisions and keep informed on progress.
Assembly Elders Courts	As custodians of ministry at the assembly level are interested in spiritual and numerical growth of the assembly, and integrity of ministry.	Implement policy decisions and influence ministry for the assembly.	Involve, consult, seek approval for major assembly decisions and keep informed on progress.
Ministry Leaders	As co-workers and leaders are keen on the growth of participants of the assigned ministry and fellowship among the co-workers as they serve.	Provide leadership for co-workers, hence influence the tone of a given ministry.	Involve, consult, and engage them towards being an innovative, creative, and productive in attainment of NBC's Vision and Mission.
Church Members	As members of NBC are keen on growing in their faith, growth in NBC assemblies and fulfilment of the Church's Vision and Mission	Influence on policy and key decisions that require approval by membership.	Involve, consult, seek approval for major decisions and keep informed on progress.
Employees	As providers of services, employees are seeking safe, secure and conducive working environment, career advancement opportunities, adequate working tools, fair remuneration policies, job security and organization sustainability.	Responsible for driving operations and Strategic Plan execution.	Involve, consult, and engage them towards being an innovative, creative, and productive workforce that will facilitate attainment of NBC's Vision and Mission.
Service Providers	As suppliers of goods and services, keen to enjoy acceptable trade terms, fairness in procurement processes and excellent relationships.	Influence on the quality of goods and services consumed by NBC.	Cultivate excellent relationships, seek favourable trading terms, quality service standards always, loyalty and dependability.

SAMPLE OF CHILDREN'S FEEDBACK





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