

Friends Church (Quakers) Nairobi Yearly Meeting Strategic Plan 2021-2026

**Impacting communities
and growing in
stewardship**





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ACRONYMS AND DEFINITIONS

AGC	Annual General Conference
FCK	Friends Church in Kenya
FUM	Friends United Meeting
FWCC	Friends World Committee for Consultation
LM	Local Meeting
MM	Monthly Meeting
NYM	Nairobi Yearly Meeting
QCC	Quarterly Co-ordinating Committee
QICL	Quaker Investment Company Limited



FOREWARD

Statement from the Presiding Clerk – Stephen Magwilu

Shalom Friends. It is my pleasure to come to you with the strategic plan for the 2021-2026 cycle. Friends, I am grateful to God for resilience to withstand the challenging moments in 2020 and also to enable us deliver significant during the period of the aforementioned period. May I also say thank you to all members, Pastors and leaders of our churches for supporting church activities and Programs. The Yearly Meeting was able to bring spiritual depth to our experiences of connecting by using technology through live streaming worship services, messages from the Pastor where possible, recorded messages on WhatsApp platforms and other social media platforms. The connections with friends across the Yearly Meeting have indeed been enriching as we crossed geographical boundaries and connected in faith. We seek to grow even stronger as evidenced by the theme of this strategic plan and we welcome all members and stakeholders to feel free to experience the warm quaker hospitality when interacting with any of our communities.

The Strategic Plan Theme is **“Impacting communities and growing in stewardship”**. Whilst we strive to make this a reality, the Strategic Plan commits the General Board to driving a culture of continuous improvement for the enduring benefit and spiritual growth of all members and communities that we interact with. In addition to our theme the Strategic Plan also clearly articulates “Our Mission” and it identifies four (4) thematic areas, with each area having desired outcomes / objectives and a number of key initiatives/actions that are required to be achieved over the life of the Plan. The plan will be a reference point for the next 6 years but will be a living document continually updated as we grow in the Lord. The General Board will report to the members through our various structures against the key initiatives / actions.

Signed

Stephen Magwilu
Presiding Clerk
Nairobi Yearly Meeting
Date: 12 December 2020

Reflections: Christ the seed reign; and His power is over all, who bruises the serpent's head, and destroys the devil and his works, and was before he was. So, all of you live and walk in Christ Jesus, in whom ye have salvation, life, rest and peace with God - George Fox as narrated in *The Journal of George Fox* – Published by Friends United Press, Richmond Indiana, USA.



Statement from the Ag. General Superintendent - Pastor Nathan Lihanda

Greetings Friends. We thank God for bringing us far in this strategic cycle. The world this year has seen a lot of changes in the way of operating and this is a good time to refresh our focus and strategic intent as a church. Indeed, we have dealt with new or enhanced ways of worship virtually and even had an opportunity to meet with Quakers worldwide in prayer meetings as well as being able to attend their online services. It is a new season. We have dealt with ministry to members and vulnerable communities even at a time that we sometimes could not reach them physically. We look forward to what God will do amongst us. He is able to accomplish what concerns us today in good and challenging times He is right by our side. Let's keep the focus that we have been given in Matthew 28:19-20.

In Genesis 41:25 the bible reads "Then Joseph said to Pharaoh, "The dreams of Pharaoh are one and the same. God has revealed to Pharaoh what He is about to do". We are reminded that God will reveal to us what He is about to do and that we should participate together with Him in this noble work. Be blessed as we start a new cycle of growth. It is important that we select wise and discerning leaders as we continue with this work. God bless you all.

Statement from the Strategic Planning Chairperson – Florence Ozwara

On behalf of Friends Church Quakers Nairobi Yearly Meeting (NYM) General Board, NYM Executive, NYM Strategy development committee and our staff I am very pleased to present the Nairobi Yearly Meeting strategic plan for the cycle 2021-2026 to all our communities. We indeed are grateful to all members who brought to life the plan that was launched in 2012. The current Strategic Plan has been progressively developed and it incorporates the views, comments and suggestions that the committee has received from the questionnaire conducted in 2020. We received input from Local meetings, Monthly meetings, NYM Programs and NYM staff and we are grateful to those who were able to submit their questionnaires.

Finally, I would like to sincerely thank all of the members, NYM General Board, NYM Executive, NYM Strategy committee (Chair Florence Ozwara, Members: Pastor Nathan Lihanda, Sussie Ndanyi, Robert Wamaya, Pastor Churchill Malimo, Christine Sabwa and Oliver Kisaka) and staff who have contributed to the development of the Strategic Plan. God bless you as we embark on this great journey that will help lead people to Christ giving them hope in life. We can tap on the conclusion of those who had gone ahead of us in Hebrews 11:40. It states that God had planned something better for them so that only together with them would they be made perfect. Be available to be a part of this great journey. God bless you.

Signed

Florence Ozwara

Vice Presiding Clerk Nairobi Yearly Meeting and Chair NYM Strategy Committee



EXECUTIVE SUMMARY

The Nairobi Yearly Meeting has completed one strategic cycle and is now growing into the next cycle. The Strategic Plan has been developed with input from all Local meetings. Members were asked where they see the next 5 years and below was a summary of key themes that were spoken of. To have a balanced score card the Strategic Plan has all activities supporting the thematic pillars under the following 4 areas considering stakeholders benefits, internal process perspective, continuous improvement/capacity building and financial sustainability.

Stakeholder benefits will translate to: -

- Members increase both in number and in spiritual nourishment.
- Pastors and secretariat welfare are well and timely catered for both individually in their welfare and collectively in the mission work.
- Leaders are well equipped to serve.
- All NYM Programs and Commissions to be well organized and resourced.
- Home families and communities live in sustainable environments as far as water, safety and inclusivity is concerned.
- Visibility/visits/participation and regular communication to Local and Monthly meetings by NYM secretariat including a major national celebration the “World Quaker Day”.
- Have a voice/participation in major national issues.

Internal processes to be improved include: -

- Processes guided by a well-articulated Strategic Plan, with monthly monitoring reports on performance
- Annual detailed activity plan/calendar with target outcomes and budgets to be produced after every AGM.
- Well organized structures to support evangelism and growth.
- NYM Pastor to lead spiritual nourishment through well-organized Programs and sermons.
- Proper nomination procedures to ensure selection of leaders with ability and integrity supportive to the NYM course.
- Develop lines of communication that ensures harmony and reduces bureaucracy.
- Proper records and documentation of all key functions in adherence to the laid down policies (e.g., HR, Finance). Non adherence to result to exit of leader.
- Proper financial audits from Local churches, Monthly meetings to Programs and secretariat.
- Mission work - well planned and outcomes monitored and evaluated.

Our desire is to see a well-resourced society impacting Church.



STRATEGIC PLAN LAYOUT

The Strategic Plan has been laid out as below and we welcome all members to continually interact with it and make it a living document.

1. BACKGROUND OF THE CHURCH

Presents the overview of the church today globally, in Africa and Kenya

2. SITUATION ANALYSIS

An examination of the internal and external environment with a view of informing strategy development

3. STRATEGIC DIRECTION

It is the heart of the strategy; it details the key result areas, the strategic objectives and the strategies

4. IMPLEMENTATION OF THE STRATEGIC PLAN

It covers the 'how' to execute this strategy

5. MONITORING AND EVALUATION OF THE STRATEGIC PLAN

Presents the process of keeping the implementation of the strategy on track



CHAPTER ONE

1 INTRODUCTION – BACKGROUND OF THE CHURCH TODAY

1.1 The Church in the world today

Globally the church is facing various achievements and challenges. Particularly in 2020 when attendance methods have significantly changed. The church is rising up to be a voice of reason during this pandemic as well as global changing trends including but not limited to climate change, poverty eradication and health.

1.2 Quakers in the world

Quakers have a long tradition of being active in, and seeking to make a difference to, the world in which they find themselves. In their actions they seek to put Quaker testimonies such as equality, peace and integrity into practice, as best as they can. Quakerism emerged in England in the 17th Century, a time of rapid political and religious change, as a form of Christianity that emphasized the direct relationship between people and God. Quaker forms of worship developed which focused on the group encounter with the divine, rather than on dogma or creed. Worldwide, Quakers (who also use the name 'Religious Society of Friends', or just 'Friends') currently number around 900,000, with the majority in Africa and the Americas and considerable diversity among us in religious observance and the words used to express spiritual experience. Spiritual insights, often called "testimonies", tend to unite Quakers worldwide. They spring from deep experience and have been reaffirmed by successive generations of Quakers. These testimonies are to integrity, equality, simplicity, community, stewardship of the Earth, and peace. They arise from an inner conviction and challenge our normal ways of living. They exist in spiritually-led actions rather than in rigid written forms. They are not imposed in any way and they require us to search for ways in which we can live them out for ourselves. Our commitment to non-violence in thought, word and deed is based on the idea that all human beings have something of the divine within us. This idea can be described, in the words of founder George Fox (1624-1691), as "answering that of God in every one" and "seeking the inner light" in each person. Quakers in Kenya collaborate with quakers in Africa as well as globally through various quaker associations including but not limited to Friends United Meeting, Friends World Committee for Consultation, Triennial meetings, World gathering, World Council of Churches, Quaker United Nations office.

1.3 Quakers in Kenya

Since its inception in 1902, the Friends Church in Kenya (Quakers) has a proven history of strategic thinkers, wise decision makers, bold leaders, seekers of democracy, and creative believers. The original vision of the founding fathers of Quakerism, and the main reason why Quaker missionaries came to Kenya was to:



(1) Create a society that knows, believes, and pursues a Christ centred life.

(2) Transform the society through the gospel, economic development, and human development (health, education, and democracy).

Over one hundred years down the line, Kenya still struggles with spiritual, economic, social, and political challenges. In this condition, we see Christ calling us to pursue the harvest. We see Him point to this amazing opportunity for change. We hear Him demand that we go out to preach, heal, restore, and awaken the nation towards the coming Kingdom of God. The Ministry of the Holy Spirit which Friends believe in is that in which God transforms us to love our neighbors; sends us out to care for the lost; challenges us to rebuild the fallen tents and prepare the society for His coming. The churches in Kenya are united under the Friends Church in Kenya (FCK). The structure of the Church in Kenya starts with individual members at the bottom of a pyramidal organizational structure. The National Council of Churches in Kenya (NCCK) is at the top as the apex body for churches in Kenya and quakers are represented by the FCK. NYM fall under the Friends Church in Kenya (FCK) under a similar structure.

1.4 Friends Church (Quakers) Nairobi Yearly Meeting

The Nairobi Yearly Meeting was established in 1987 out of the then East Africa Yearly Meeting (EAYM) South of Friends Church that had its headquarters at Vihiga. EAYM South had earlier been hived off from the larger EAYM whose headquarters was at Kaimosi, in western Kenya. This was at a time when members were agitating for devolution of church functions of the then Yearly Meeting closer to members.

It covers the following administrative areas of Kenya; Parts of the Rift Valley Province (Counties of Kericho, Nakuru, Kajiado), Nairobi Special Region, Central Region (Nyeri, Kiambu, Kirinyaga, Nyahururu, Murang'a), Eastern Region (Embu, Greater Meru, Isiolo, Marsabit, Moyale, Machakos and Makueni Districts), Coast Region (Taita Taveta, Mombasa, Kwale, Kilifi, Malindi, Lamu and Tana River districts) and North Eastern Region (Garissa, Wajir and Mandera Districts). NYM has grown to 23 Monthly Meetings and 93 Local meetings over the years with congregation of approximately 16,000 members. NYM coordinates its activities via four quarterly coordinating committees namely Mombasa, Langata, Nairobi and Nakuru and boasts of a staff strength of 67 at the secretariat led by the General Superintendent. NYM has reached a number of milestones over the years. NYM runs mission stations in Bura, Muchagori, Loitokitok, Nyahururu and Bisil with an outreach to the communities. NYM's goal is to establish churches amongst the unreached people groups. Currently three-Monthly meetings are running vibrant Christian schools in Kibera, Ngong Road and Dandora and the Friends Theological College Nairobi Campus is hosted at the Monthly meeting in Maringo. Since its inception in 1987, NYM has had one Strategic Plan. The first five-year Strategic Plan covered the period between 2010 and 2014. It is against this backdrop that a decision was made by NYM Leadership to formulate the



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next 5-year Strategic Plan. The success of implementing this Strategic Plan is hinged on focusing on God and knowing that there is that of God in everyone.

These include;

- i. Operationalization of the 2010 NYM constitution that built a good structure to support spiritual growth and focus.
- ii. Launch of operational manuals to govern the yearly meeting including Human Resource Manual, Investment Manual, Finance policy, Code of conduct, trustee guidelines and catechism curriculum.
- iii. Formation of QICL to manage the resources and fund raising capacity of NYM. As a result of their activities the yearly meeting now has 100 acres that will be developed for posterity.
- iv. Completion of the Business Centre on Ngong Road that generates revenue for NYM.

1.5 Challenges Faced

The yearly meeting has faced a number of challenges as it has sought to fulfill its mandate. These include;

- i. Reviewing the Strategic Plan on time.
- ii. Maintaining membership growth.
- iii. Membership satisfaction.
- iv. Delayed response to meetings queries.
- v. Delayed response by meetings to NYM queries.
- vi. Documentation registration for NYM properties in affiliate meetings.

1.6 The overall aim of the Plan

The Strategic Plan has been developed to build on the successes of the previous strategies and address the challenges arising thereof so as to accelerate growth in the next (5) five years.



1.7 Sources of funds

In order to finance the planned activities, the church shall mobilize funds from a variety of sources which include;

- i. Budget allocation from Tithes and offering.
- ii. Income generating units.
- iii. Project proposals with partners.
- iv. Fund raising activities.

1.8 The Strategic Direction

1.8.1 Vision Statement

“To be a Christ Centered Church”

1.8.2 Mission Statement

“Prepare a people for Christ, equipping them, making them disciples through all our Programs and activities”

1.8.3 Core Values

- i. Simplicity: We use financial and natural resources carefully.
- ii. Peace: We encourage communities to live in peace and we seek elegant, simple solutions to problems or disagreements.
- iii. Integrity: We treat others with respect and honesty and we seek to let each life speak: our outer life should reflect our inner life.
- iv. Community: we connect with all members of the community and seek to balance needs of the individual with needs of the community.
- v. Equality: We reflect a broad, inclusive spectrum of the global family and seek to encourage equality in all life aspects.



- vi. Stewardship: We protect and care for the Earth in a sacred trust by promoting environmental, economic, and social sustainability. We seek to teach social justice and the need for equal access to resources.

1.8.4 Quaker Beliefs

The Quakers believe in the following:

- a. Eternal Trinity – God the Father, Son and Holy Spirit.
- b. Holy Scripture, both Old and New Testaments, inspired by God without error in that it affirms and as the only infallible rule of faith and practice.
- c. In the death and resurrection of our Lord Jesus Christ and the life after death for those who accept Him as their Lord and Saviour.
- d. That the Church is the body of Christ made up of those who truly confess Him as Lord and Saviour, born again and zealous in bringing people to Christ.
- e. In the practice of total honesty at all times and not taking Oath (swearing by the Bible)
- f. In the Baptism of the Holy Spirit – who convicts and transforms those who truly confess of their sins and accept Christ as their Lord and Saviour. Quakers only affirm.
- g. In the marriage of one wife and one husband and that any other union is contrary to scripture and is not acceptable.
- h. That all people are made in the image of God. Hence equal before His sight. No race, tribe, language or gender is regarded as superior over others.



- i. That Jesus Christ, the Word who was with God, is the only begotten Son of God. He was born of the Virgin Mary and is the express image of the invisible God.

1.8.5 Quaker Practice

- a. Humility - hence none expects special treatment because of position, wealth, education or any other thing that may make that other person different from others.
- b. Moderation or Simplicity – hence any possessions of any kind do not make some persons more important than those with less or more.

1.8.6 Objectives of the Nairobi Yearly Meeting of Friends Church

The following are the objectives of the Nairobi Yearly Meeting;

- i. The Primary and overall objective of the Nairobi Yearly Meeting shall be to make Jesus Christ known as Lord and Saviour in all its services to all people in accordance with the Quaker Statement of Faith and Practice.
- ii. To provide spiritual guidance, care and counselling to its members, in order to fulfil the Great Commission of our Lord Jesus Christ.
- iii. To preach and teach the Gospel of God's love and salvation through Jesus Christ to all mankind.
- iv. To establish and further the operation of Christian Mission Outreach work, Institutions and projects; to promote Seminars and conferences leading to spiritual renewal and nurture and to organize new meetings and rallies for the purpose of mobilizing, recruiting and baptizing new members in the Holy Spirit after salvation.
- v. To train and equip men, women and youth with biblical training and knowledge, to provide facilities for a combination of instructions, study and research for Pastors, Evangelists, Teachers and Leaders for the furtherance of Pastoral care of its members.
- vi. To establish groups, subordinate meetings in its area of jurisdiction for furtherance and strengthening of the Friends Church.
- vii. To foster Christian growth and unity among its members.



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- viii. To promote and provide facilities for reaching out to youth and to teach, nurture and encourage youth in creative and recreational activities in furtherance of the Gospel of Jesus Christ.
- ix. To promote and provide financially viable projects, job creation and skills among men and women for strengthening the revenue base of Nairobi Yearly Meeting.
- x. To establish, maintain and operate Community Centres, Youth Camps, Schools, Colleges, Rest Homes, Hospitals and Homes for Missionaries, Cottage Industries and engage in other activities as shall be conducive to the furtherance of the Gospel of Jesus Christ through Quakerism.
- xi. To own, develop, operate, sell, exchange, dispose/manage or deal with any property both real and personal in the Republic of Kenya or elsewhere as shall be necessary, expedient and convenient in the furtherance of the purpose and objectives of the Nairobi Yearly Meeting.
- xii. To acquire by gift, donation, devise or bequest, real and personal property for the use, benefit and furtherance of the purpose and objectives of the Nairobi Yearly Meeting.
- xiii. To carry on the work of printers, publishers including the making, acquiring and selling of any printed matter such as books, track magazines, leaflets, music and literature compatible with objectives of the Nairobi Yearly Meeting.
- xiv. To provide for, create, receive, set up and use pension and/or endowment funds for the furtherance of the objectives of the Nairobi Yearly Meeting.
- xv. To develop co-operation with Christian charitable or Government organizations seeking to serve the youth and community.
- xvi. To affiliate to other church bodies or organizations within and outside Kenya.

1.8.7 The Structure of the Nairobi Yearly Meeting

The NYM has gone through transformation since its inception. A new Constitution was promulgated by the Annual Conference in August 2006 at Mombasa. This altered the structure of NYM. These changes were designed to improve the governance of the Church which is reflected below.



ANNUAL DELEGATES' CONFERENCE

GENERAL BOARD

SECRETARIAT
General Supt.

ADS

ASS. GS

Monthly Meetings

PROGRAMMES

COMMISSIONS

COMMITTEES
COMPANIES

LOCAL CHURCHES

MEMBERS

CHRIST AS FOUNDATION OF THE CHURCH



1.8.8 Stakeholders of the Nairobi Yearly Meeting

The stakeholders of the Nairobi Yearly Meeting include:

- Past and present members at Local level, Monthly meetings, Quarterly meetings and at Yearly meeting.
- The Pastors and other staff of the Yearly Meeting.
- The Church Programs: USFW, Quaker men and Young Adult Friends
- The Friends Church in Kenya.
- The National Christian Council of Kenya.
- The Friends World Committee for Consultation.
- The Friends United Meeting.
- The Friends' Theological College, Kaimosi.
- Friends Churches around the world.
- Other Theological Institutions.
- Other churches.
- The Ministry of Education.
- Ministry of Health.
- Ministry of Interior.
- The Government of Kenya.
- Non-Christians where the Friends church within the boundaries of the Yearly Meeting are located.
- Other Quaker meetings in Kenya.
- Opinion leaders.
- Educational institutions.
- Non-State Actors.
- Embassies and High commissions.



2 Strategic Plan Justification

The planning process that produced this document supports all elements of professionalism and inclusivity of all members at different level.

The process obtained input from the below listed: -

1. Collected SWOT information from all Leaders and Programs and a group of members via a questionnaire.
2. Review of the previous Strategic Plan monitoring matrix.
3. The previous year 2019 to date October 2020 financial statements- Summary of Monthly Income and expenditures to at least October 2020.

This information was summarized into this document and circulated to all leaders to study and review where the Church should be in 2026. The below are included in this plan: -

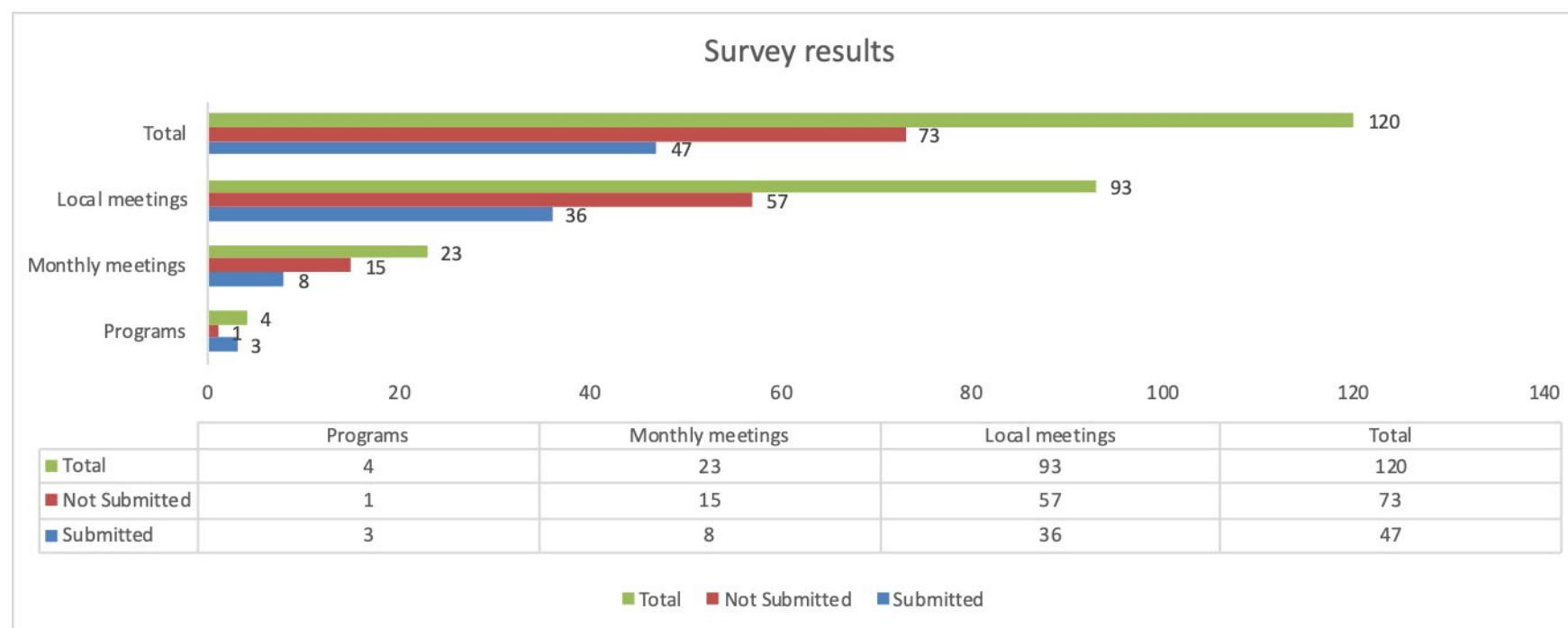
1. Nairobi Yearly Meeting events.
2. Operational Plans for every department (namely Mission Commission Monthly, Local, Quakermen, USFW, NYAFP, Sunday School and all other Commissions and Company).
3. Annual Budget of all activities the church plans to be engaged in.
4. Performance Management structure to monitor and evaluate progress
5. Processes and policies that we seek to develop or enhance



CHAPTER TWO – SITUATIONAL ANALYSIS

1. Summary submission status

Following submission of questionnaires, the below are a summary of the submissions that were made. Questionnaires were sent to Local meetings, Monthly meetings and Programs. Submission summary is as below. Overall, 37% of the meetings and Programs submitted questionnaires. Out of total of 120 meetings and Programs 47 submitted data that is valuable and has been used to guide this Strategic Plan.





2. SWOT ANALYSIS TO GUIDE STRATEGIC PLAN 2021-2026 as submitted by meetings and programs

2.1 Key pillars

On analysis of SWOT received from all Local churches and NYM Programs the following were deduced as the critical strategic areas of planning 1. Spiritual Growth 2. Leadership 3. Membership 4. Financial freedom. Summary SWOT analysis is as below





Threats

- Rivalism
- Loss of members through transfers or to new denominations
- Poor follow up/support of members
- Inadequate succession planning
- Unemployment
- Rampant drug and substance abuse
- Unclear transition process from one age group to another
- Political instability
- Lack of synergy between clergy and laity
- Budget burdens

Opportunities

- Many young families
- Large catchment area
- Room for expansion in existing churches
- Properties that can be unlocked if we get documentation / titles
- Unutilized land in strategic locations
- Training members on taking care of the environment
- Training members on entrepreneurship
- Densely populated communities



2.1.1 Strengths

	SPIRITUAL GROWTH	LEADERSHIP	UNITY	FINANCIAL FREEDOM
Strengths	<ul style="list-style-type: none"> Location Quaker values Unity 	<ul style="list-style-type: none"> Use of cell groups to reach members Well trained teachers Resilience 	<ul style="list-style-type: none"> Giving spirit Spirit of volunteering 	<ul style="list-style-type: none"> Diversity Talent and experience Passion
STRATEGIC GUIDANCE	Strategic Plans should focus to maintain and continue strengthening the strengths. Though not quantitatively conclusive, the outcome of comments on strengths from various departments <u>indicate</u> that we are strong in spiritual matters and leadership; membership issues follow but resource creation and management area has least strengths. Our strategic plan seeks to strengthen the identified strengths.			

2.1.2 Weaknesses

	SPIRITUAL GROWTH	LEADERSHIP	UNITY	FINANCIAL FREEDOM
Weaknesses	<ul style="list-style-type: none"> Inconsistencies in church attendance 	<ul style="list-style-type: none"> Lack of disseminating information to Local meetings Weak administrative leadership Poor talent management 	<ul style="list-style-type: none"> Lack of cooperation Language barriers 	<ul style="list-style-type: none"> Insufficient resources Poor time management Challenges in book and record keeping Huge deficit from NYM budget due to resource challenges
STRATEGIC GUIDANCE	Strategic Plans should focus on removing the weaknesses. Though not quantitatively conclusive, the outcome of comments on weaknesses from various departments <u>indicates</u> that we are weakest in resource creation and management. Our strategic plan/resource allocation/budgets seeks to address this through launch of income generating units.			



2.1.3 Opportunities

	SPIRITUAL GROWTH	LEADERSHIP	UNITY	FINANCIAL FREEDOM
Opportunities	<ul style="list-style-type: none"> Many young families Large catchment area Room for expansion in existing churches 	<ul style="list-style-type: none"> Training members on taking care of the environment 	<ul style="list-style-type: none"> Densely populated communities 	<ul style="list-style-type: none"> Training members on entrepreneurship Unutilized land in strategic locations Properties that can be unlocked if we get documentation / titles
STRATEGIC GUIDANCE	Strategic Plans should take advantage of opportunities for further growth. Though not quantitatively conclusive, the outcome of comments on opportunities from various departments <u>indicates</u> that we are more focused on resource creation and management opportunities. This does not only show that it is the most challenging area but also a result of the fewer income generating units due to delayed construction or funding which is at the center of our current church activities. Our strategic plan/resource allocation/budgets takes advantage of these opportunities.			

2.1.4 Threats

	SPIRITUAL GROWTH	LEADERSHIP	UNITY	FINANCIAL FREEDOM
Threats	<ul style="list-style-type: none"> Loss of members through transfers or to new denominations 	<ul style="list-style-type: none"> Rivals Poor follow up/support of members Unclear transition process from one age group to another Inadequate succession planning 	<ul style="list-style-type: none"> Political instability Lack of synergy between clergy and laity 	<ul style="list-style-type: none"> Unemployment Rampant drug and substance abuse Budget burdens
STRATEGIC GUIDANCE	Strategic Plans should ensure protective actions to avoid threats from becoming reality. Though not quantitatively conclusive, the outcome of comments on opportunities from various departments <u>indicates</u> that in future we are going to be more threatened greatly by resource management, record keeping and membership issues. Our strategic plan/resource allocation/budgets includes protective actions against these threats.			



3 Change Areas

Each arm has a critical role in implementing the plan and below each responsibility is documented for action.

	Focus area	Expectation	Driven by
1	Spiritual	The SWOT analysis indicates a desire for a strong spiritual foundation, structure and activities. The Champion to make this Vision, Mission and Plan successful is the Pastor . He is constitutionally in-charge of the Mission Commission, Evangelists, Teachers, Intercessors, Praise and worship Ministry.	Pastors led by the General Superintendent
2	Leadership	The SWOT analysis indicates strong leadership personnel, system and teamwork. But the leadership is greatly challenged by slow planning and implementation of policies and projects; poor time management; ignorance of the constitution and lack of proper mentorship Programs. The Champion to take charge of moving the leadership to the next level is the Presiding Clerk of Monthly meeting who is charged with overall administrative leadership of the church.	Presiding Clerk of the Monthly Meetings led by the NYM Presiding Clerk and collaborate with program chairs
3	Unity	The SWOT analysis indicates strong unified family church with willingness to support church projects. But the membership is greatly challenged by slow growth, ethnicity/clannism, negative criticism and lack of strategic involvement of junior youth/young adults in church activities. A strong local church leads to a strong community and eventually to a strong united nation. The Champion to take charge of moving the membership to the next level is the Presiding Clerk of Local meeting who is charged with overall membership of the church.	Presiding Clerk of the Local meetings led by the Presiding Clerk of the Monthly meeting and collaborate with Program Chairs
4	Financial freedom	The SWOT analysis indicates weak financial resource base and management. Strategic planning to improve resource creation; improve members economic well-being; increase church financial base and have professionals' input in managing the resources especially in this crucial period of constructing the main sanctuary. The Champion to take charge of moving the membership to the next level is the Vice Presiding Clerk of Monthly meeting who is the Chairperson of the Finance and Stewardship Committee.	Vice Presiding Clerk of the Monthly Meeting



4 Church Members Data

4.1 Demographics

The demographics of the Nairobi Yearly Meeting is a strong area with 16,000 members as full members and 30% as associate members.

4.2 Key metrics for NYM

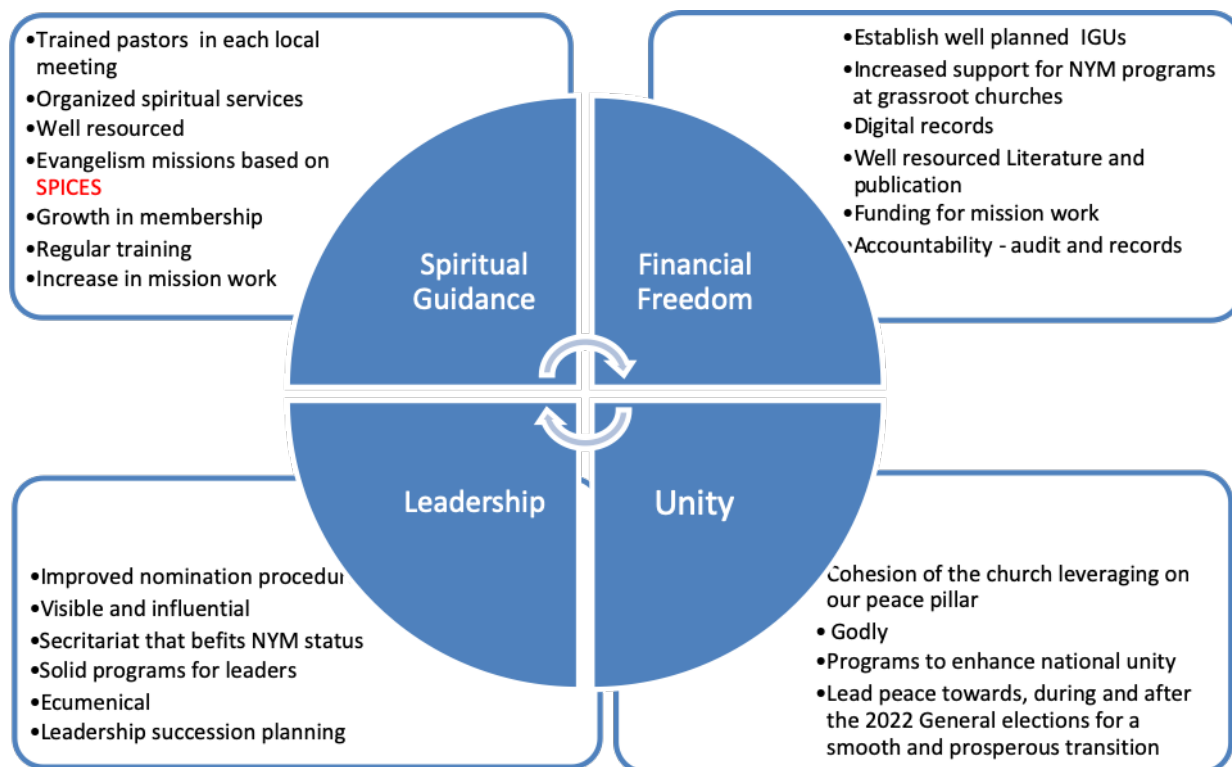
Performance of NYM

	Unit	2018	2019	2020	2021
		Actual	Actual	Actual Aug YTD	Budget
Turnover	Kes M	40	40	40	73
Expenditure	Kes M	48	40	36.9	73
Surplus	Kes M	(7)	1	3.1	-
Total Assets	Kes M	1,773	1,754	1,809	2,000
Liabilities	Kes M	34	31	19	



CHAPTER THREE – STRATEGIC DIRECTION

Members were asked to state what they hope to see in the next 5 years and below are the thematic areas grouped by similarity.





Nairobi Yearly Meeting Strategic Plan 2021-2026

Key result areas and strategies were identified as below and are expanded in the rest of the plan document.

Key Result Areas	Objectives	Strategies
Spiritual guidance	Increase in Mission work	Organized spiritual services
		Evangelism Missions based on SPICES
		Well-resourced Mission work
	Spiritual growth of Ministers and members	Trained Pastors in each Local meeting
		Growth in cell groups, Local meetings, Monthly Meetings, Membership and Ministers
		Regular training via seminars, podcasts, target group sessions
Leadership	Responsible leadership	Solid programs for leaders for all levels in NYM including training of trainers annually
		Visible and influential Secretariat that befits NYM status
		Programs designed to bring all members of NYM in unity of purpose
	Improved nomination procedures	Embed Leadership succession planning in all Local meetings
		Develop and roll out detailed programs for leaders
Unity	Cohesion of the church	Leadership retreats to enhance unity
	Cohesion of the nation	Develop Programs to enhance national unity. Work with opinion leaders to reach the community in various ways both spiritual, economic and mental health
	Peace programs	Champion peace towards, during and after the 2022 General elections for a smooth and prosperous transition and in the community where we operate
Financial freedom	Build a pool of resource mobilization	Establish well planned IGUs
		Activate Literature and Publication – publishing house
	Enhance record keeping	Implement ERP and maintain digital records with back up
	Grow resource base	Grow Funding for Mission work



1 Operational Plans

1.1 Nairobi Yearly Meeting

Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Responsible leadership	Regular meetings with Local churches and Monthly meetings to discuss and implement NYM programs and budgetary commitments	Improved visibility and public participation	At least once quarterly	Presiding Clerk	-
Responsible leadership	Regular trainings of leaders and secretariat especially in the constitution, leadership, Governance and adherence to NYM policies	No of training and updated course content	Twice a year	General Superintendent/ Personnel committee	4,959,000
Improved nomination procedures	Improvement of Nomination procedures to align with NYM leadership requirements	Framework for nomination teams	December 2021	Nominations committee	20,000
Responsible leadership	Improve on code of conduct document to include an exit clause and update any identified gaps	Updated code of conduct	December 2021	Personnel committee	50,000
Responsible leadership	Introduce a Monitoring & Evaluation tool to appraise performance individuals, committees and programs	Dashboard with action items and reward and recognition for staff	March 2021 for 2020 year and annually thereafter	Administrative Secretary	20,000
Financial freedom	Standardize financial processes at all levels – Trainings for all Treasurers, PC and VPC	Improved financial literacy	June 2021 and annually thereafter	NYM Treasurer	1,035,000



Nairobi Yearly Meeting Strategic Plan 2021-2026

Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Unity	Communicate regularly with stakeholders and have feedback mechanism	Feedback channels	Annually	Presiding Clerk and General Superintendent	60,000
Leadership	Maintain property register and governance register and ensure all documentation is well registered and in safe keeping	Updated register	Annually by June each year	Trustees	120,000
Leadership	Maintain leadership, company and trustee register in line with terms provided	Updated register	Annually	Presiding Clerk	60,000

1.2 General Superintendent and Pastoral team

Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Spiritual guidance	To organize new meetings and rallies for the purpose of mobilizing, recruiting and training in catechism new members after salvation	Local meeting set up operating manual and number of new local meetings	December 2021	General Superintendent	100,000
Spiritual guidance	Design and implement discipleship Programs across the local meetings	Discipleship Programs and well-organized services	December 2022	General Superintendent and Pastors	300,000
Spiritual guidance	Onboard trained pastors	All local churches to have a NYM trained pastor	December 2022	General superintendent	600,000
Spiritual guidance	Develop, implement and monitor marriage policy and standardize premarital counselling programs and follow up the couples	Marriage policy including couple lesson prior to marriage.	June 2021	General Superintendent	30,000
Spiritual guidance	Operationalize Faith and Practise booklet	Published and updated faith and practise	December 2021	General Superintendent	100,000



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Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Spiritual guidance	Provide speaking opportunities across meetings to grow the Pastors	Learning and sharing opportunities and talent mapping	Annually	General Superintendent	120,000
Spiritual guidance	Equip NYM members for personal and market place evangelism.	Tools, material and opportunities to share online and physically	Annually	General Superintendent	300,000
Unity	Voice on major national issues	Position papers at least one each year	Annually	General Superintendent	90,000
Leadership	Operationalize the Christian mission outreach work	New mission stations and growth of existing mission stations	Daily with review annually	General Superintendent	600,000
Leadership	Grow programs in FTC	Course content input provided to FTC	June every year	Annually	180,000



1.3 Programs (Quakermen, NYAPF, USFW, Children's church)

Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Leadership	Organize learning session for each respective programme that are relevant	No of learning sessions	Annually	Programme chairs	600,000
Leadership	Develop a framework for transition from one program to another e.g., from children to teens to NYAPF	Clear transition process for members and retention of members in all ages	December 2021	Programme chairs	600,000
Unity	Regular meetings with Local churches to discuss and implement budgetary commitments and outreach commitments	Growth of membership and spiritual growth	Twice a year	Programme chairs	600,000

1.4 Commissions (Mission, Finance, Personnel, Service, Social, Education, Literature and publication, Constitution)

Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Responsible leadership	Enhance communication channels for members as well as for outreach	Business case for launch of TV and Radio and launch where feasible	December 2023	Literature and Publication	300,000
Financial freedom	Grow social media activities	Active social media pages demonstrable feedback	December 2021	Literature and Publication	90,000
Financial freedom	Operationalize quaker publishing house for NYM	Active publishing house with at least 3 authors signed up	December 2022	Literature and Publication	200,000
Leadership	Roll out checklist for Human Resource management	Launch of monitoring tool	June 2021	Personnel	10,000



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Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Leadership	Implement performance management for reward and recognition	March 2021 and annually thereafter	March 2021	Mission and Personnel	10,000
Spiritual guidance	Develop manual for births, deaths and marriages	Operational manual	December 2021	Mission Commission	20,000
Financial freedom	Rollout ERP and data storage systems	ERP in at least 50% of the meetings	June 2023	Finance	500,000
Financial freedom	Launch income generating units and reporting framework	Increase in IGU income by at least 20%	Jan 2021	Service & QICL	25,000
Leadership	Review constitution and annual registrar returns compliance	Updated constitution and filed annual returns	Dec 2021	Constitution	20,000
Financial freedom and spiritual guidance	Launch at least 3 schools and influence the development of curricula in the education system of Kenya	New schools launched	2023	Education	50,000
Leadership	Launch a vocational training centre	Operational Training centre	December 2025	Education	50,000
Unity	A proper Social policy guideline to be constituted including peace Programs, grievance redress, safety, inclusivity, pollution, green technology, advocacy, psychosocial support etc.	Launch and implemented signed policy guideline and comprehensive programs for widowers, widows, orphans, senior, singles and other groups with special needs	June 2022	Social	50,000
Financial freedom and spiritual guidance	Operationalize use of FTC for training and market the courses	Increase in number of NYM members graduating	December 2021 and annually	Education	90,000



1.5 Quaker Investment Company Limited (QICL) - as extracted from QICL strategy 2016-2024

Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes M
Legal and Business Development	NYM to have well established Investment vehicles/ IGUs	QICL generating resources from its work	Jan 2017	QICL	100
Governance	QICL is able to operate an office and coordinate various investment initiatives with standard governance procedures in place	Well organized governance	Annually for annual returns 14 days after AGM Monthly for governance dashboard	QICL	90
Outreach	Begin remitting some money to NYM in support of mission work	Profit generated	June 2018	QICL	12
Education	Educate various levels of Church leadership as to the importance of QICL and its benefits	Sessions with stakeholders	Jan- Dec 2016	QICL	5
Finance and Admin	Complete the first major investment	Income generating project completed	2019-2023	QICL	4,000



1.6 NYM Secretariat

Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Leadership	Implement staff performance management	Signed KPIs and signed appraisals submitted to personnel committee	Feb 2021	Administrative Secretary for other staff and GS for Pastors, AGS and ADS	30,000
Leadership	Roll out document management framework and monitor document movement	Document management framework documented and signed	December 2021	Administrative Secretary	55,000
Leadership	Carry out internal audit for all Monthly and Local meetings	Internal audit reports.	Annually	Internal audit	690,000
Financial freedom	More concise budgets for all programs received after AGMs	Budget workshops	Annually	Finance	300,000
Unity	Identify partnerships/ like-minded institutions that help with the implementation of our strategic intent.	Writing of winning proposals for at least 2 partners each year	December 2021 and annually after that	Administrative Secretary	600,000
Financial freedom	Rigorous Financial Transparency and timely accountabilities	Number of Local and Monthly meetings audited within 3 months of year end	As per Finance policy	Treasurer	300,000
Leadership	Develop, implement and monitor governance structure	Governance dashboard presented to Executive meeting each time they meet	June 2021 and at each meeting thereafter	Administrative Secretary	300,000



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Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Unity	Annual Detailed Activity Plan/Calendar with target outcomes and budgets to be produced after every AGM	Calendar	December and one month after AGM after that	Administrative Secretary	30,000

1.7 Monthly Meetings

Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Leadership	Implement cell group framework	Effective individual support	December 2021	Presiding Clerk	-
Leadership	Attend training of trainers' leadership session	Equipped leaders with clear biblical leadership style	December 2021	All Leaders	1,242,000
Spiritual guidance	Train Local and Monthly meeting leaders at least twice a year	Well trained leaders and consistency in training	June and December annually	All trainers	900,000
Spiritual guidance	Establish at least 10 new Local and grow existing meetings in line with NYM constitution	Spiritual growth	December 2023 for new and annually for existing local meetings	Presiding Clerk and Pastor	300,000
Leadership	Maintain register of members including residential location, vocation and family	Involve as many members as possible in service and leadership	Annually	Recording Clerk	30,000
Leadership	Hold targeted seminars to address topical issues	Well-resourced members	Annually	Mission and Program Chairs	300,000
Financial freedom	Implement financial policy	Audited accounts and governance dashboard	Annually	Presiding Clerk	300,000



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Objectives/ Goals SMARTER	Actions/Activities	Output/Targets What?	Time Frame- By when?	Responsibility- By Who? Champion	Budget Kes
Leadership	Maintain documents for the church in a digital form and keep record of all notices	Ease of access and well archived back up	Monthly	Reading clerk	300,000
Unity	Grow social media reach out/ evangelism	Increase in outreach	At least once a Month	Literature and Publication	120,000
Leadership	Establish and maintain qualified Guidance, Counselling and Chaplaincy services in all NYM Learning institutions		Annually	Pastors	120,000

2. Responsibility and Accountability

The overall responsibility of implementing the strategy rests with the secretariat, under the guidance of the Executive and the General Board. The General Board shall ensure that the implementation of the Strategic Plan adheres to the vision and mission of NYM. The secretariat will periodically receive reports, provide feedback, co- ordinate and supervise implementation of recommendations from the other stakeholders. The implementation matrix forms the basis for monitoring and evaluation. The Committee will also ensure quality standards and a continuous improvement process. They will also seek to find ways to tell the success stories from all stakeholders. Our desire is to make an impact in our generation.

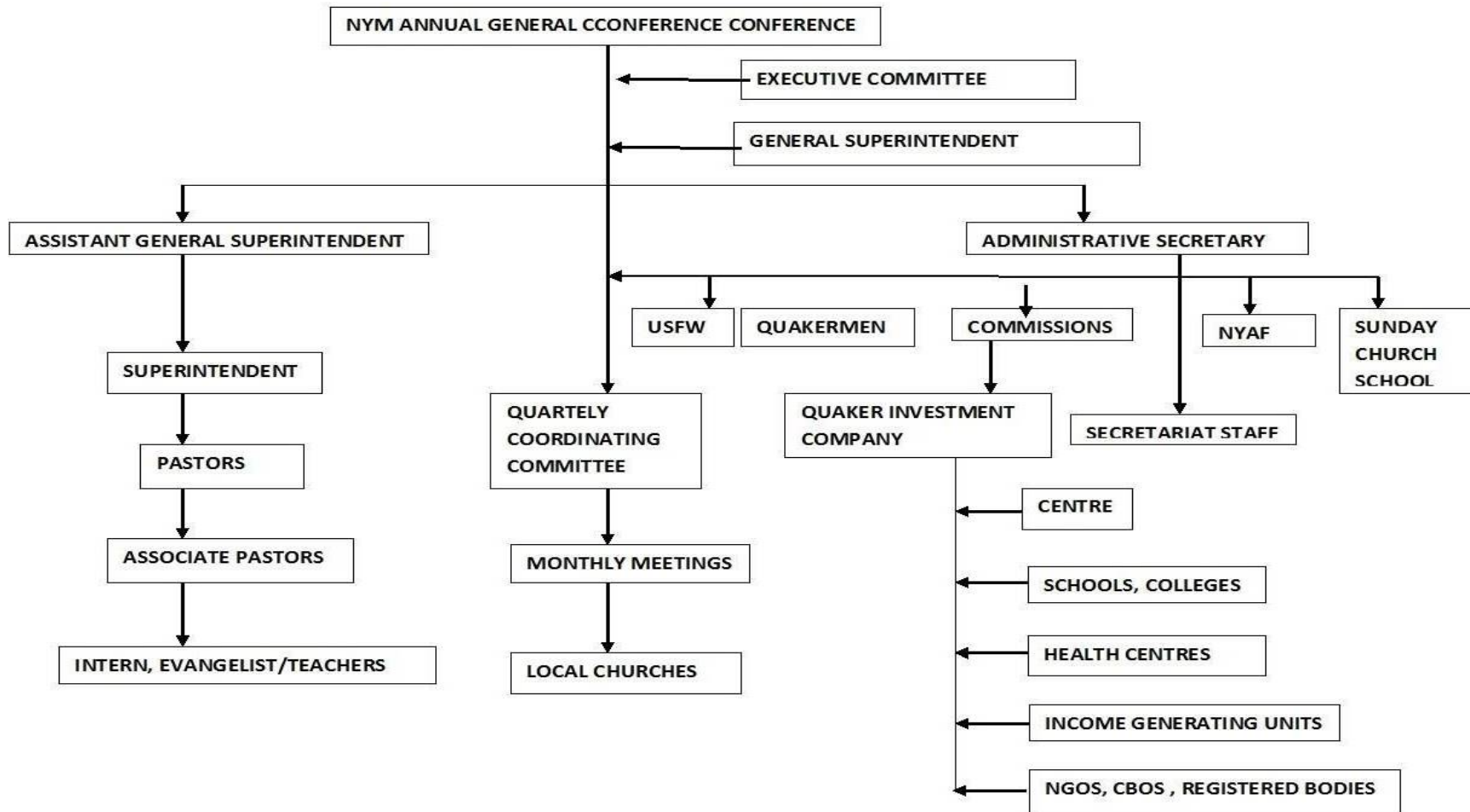
The milestones of strategy monitoring and reporting will be:

1. Bi annual departmental work-plan implementation report.
2. Annual NYM performance evaluation reports.
3. Mid-Term Review (MTR) report in 2023 to inform any review and revision.
4. Final evaluation in 2026, after five years.

The budget for the 5 years will be used to compare with annual performance.



Appendix 1: NYM Organization Structure



- End -



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