



**SEVENTH DAY ADVENTIST
CRYSTAL FOUNTAIN NEWLIFE CHURCH
KITENGELA- KENYA**

**STRATEGIC PLAN
2024 – 2028**

© February , 2024

FOREWORD

Aware of God our Father, His Son and our Lord Jesus Christ and the Holy Spirit who in both creation and salvation activities demonstrated good strategy and planning, this crystallised in the minds of leadership at Crystal Fountain church.

Am pleased to note and write on this very innovative leadership strategy, on the day of the successful formulation of the document coming from Crystal Fountain NewLife Church's Strategic Plans' focus for 2024-2028.

I have been working from and with Crystal Fountain NewLife Church (CFNL) as her spiritual leader for the last three years since 2021. In that period, Crystal Fountain NewLife church experienced several growths that were multifaceted.

1. Her membership grew by a record percentage.
2. Her quality of attending membership equally grew and became more sophisticated
3. Her leadership depth begun to solidify with systems and structures taking nascent steps of formation.
4. Structured conversations in various fora happened including the Pastor's banquet on 08 January 2023 in which membership voiced freely their vision for the future Crystal Fountain church.
5. Leadership evolved from initial Crystal Fountain membership that founded the church to the next generation.
6. The cadre of her demography in her membership changed into more children and youth as well as young parents.
7. Her maturing financial obligations steadily grew.
8. The neighbourhoods equally changed into a very developed settlement.
9. Recently, Crystal Fountain NewLife church begun birthing new congregations poised to escalate mission activities and accelerate discipleship formations.
10. She experienced capital growth with several facilities developed on her 2 Acre piece of land.

These developments called for bold envisioned and Strategic thinking from all the leadership and membership to visualize the future of this young church whose "Strategic placement" as an English church in Kitengela town and Kajiado East Station was inviting for critical discipleship initiatives in line with SNKF Strategic Focus.

It equally called for an evaluation of available resources and the most effective and efficient utilisation of these resources and opportunities. I am fascinated by the realisation at the leadership level (pastoral and church board) that Crystal Fountain NewLife church needed and moved to conceptualise a Strategic focus and leadership at this point in time.

So a team known as the Strategic planning committee was mandated and assigned this task led by Dr Moiro Omari whose dedication knows no Match. The team collected and collated views from various department councils and members of Crystal Fountain church and used work plans to fast track the vision, mission, values and

objectives as well as designed the *SWOT* and *SMART* tools from which they developed this crucial document.

I am confident that the Strategic planning document successfully developed with its upcoming launch will hopefully earmark an important leadership paradigm shift for this fast growing church to manage CFNL growth while focusing on the ultimate destiny as articulated in this document.

I believe that the successful execution of this roadmap will require discipline and leadership to utilize limited resources swiftly, effectively and efficiently to implement this initiative.

I pray for Crystal Fountain church that she might evolve into a modern church family with a clear biblical and therefore mission stewardship mandate.

May God bless the Pastors, the church board and the membership as she goes about this noble task as a divine assignment for the growth of God's church whose mission is our marching orders. Amen.

Ken Baraza (Immediate Outgoing Pastor: Crystal Fountain NewLife church).

PREFACE

Crystal Fountain New Life Seventh Day Adventist is a mission center of winning souls for Jesus Christ and nurturing them for eternity. The church is anchored on the Seventh Day Adventist tenets of the great commission of Matt. 28:18-20 and the three Angels messages of Rev. 14:6-9. It endeavors to meet the needs of its members and the surrounding community as per Matt. 25:31-46.

Towards this end, CFNSDC developed this five-year strategic plan as a road map to its objectives, visions and missions. The implementation of strategies herein is central to the growth of the church and the members' wellbeing.

This Plan highlights the background of CFNLSDA and contextualizes in the national, regional and global Seventh Adventist Church family. Similarly, it unveils the strategic issues and objectives to be pursued by the church for the next five years. Further, it scans the internal and external environments with an aim of taking into account the past, present and future realities. This Plan also provides the implementation framework of the desired vision. Periodic monitoring, evaluation and reporting is core in enhancing the realization of this Plan. The church will therefore put in place measures such measures to track progress.

We belief call on the commitment and support of all the stakeholders involved in the implementation of this plan. The call of duty requires all to undertake their divine responsibilities with utmost diligence, honesty and competency.

Pastor Dr Gerald Mochoge
Pastor Crystal Fountain Newlife SDA Church

Acknowledgement

To our God, the creator of heaven and earth, honour and glory be unto you for giving the strategic team insights to write and compile this strategic plan for our church, Crystal Fountain Newlife SDA.

We thank the church congregation for bestowing this onerous task on us and more importantly for believing in us to undertake this memorable assignment. We appreciate Pastor Kenneth Baraza (outgoing pastor) for laying the foundation of this Plan by coming up with the strategic team to accomplish the assignment. His passion, guidance and encouragement are highly appreciated.

The team accomplished this task within time having put in individual and collective man hours to compile this document and at no cost to the church. To this end, I appreciate Dr. Moiro Omari for his leadership and coordinating role to ensure we came up with this strategic document. To the strategic team members that included Elder Festus Mariera, Elder Austine Akuku, Elder Abuya, Sis. Jessica Mdondo, Bro. Robert Masese, Elder Edwin Kimetto and Bro. MacReuben Ombengi, may the Lord bless you for successfully handling the various tasks that you were assigned. Your efforts and determination contributed immensely to this strategic document.

The contributions and dedication of our church elders; Elder Festus Mariera (Outgoing First Elder), Elder, Edwin Kimeto, Elder James Abuya and Elder Austine Akuku (Incoming First Elder) is noted with much appreciation.

Finally, appreciation goes to the men and women who diligently steered the development of this strategic Plan through team work and the church members who found time to respond to the questionnaire. The responses of the questionnaire have been captured and incorporated in the strategic plan. The honour is to them that faithfully and diligently co-labour with Christ Jesus. I implore us that let us unite for the cause of eternity.

Elder Austine Akuku

First Elder-Crustal Fountain Newlife SDA Church

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Church Members - these are baptized seventh Adventist day congregants whose names are in the Crystal Fountain New life SDA Church register. They have accepted Jesus Christ through baptism, confession of faith, Bible learning and understanding according to the Bible beliefs of the Seventh-day Adventists.

District- This is the administrative sector within the field of the church covering a specific areas and composed of more than one church. It is headed by a Pastor.

Field- Is an administrative sub-unit in a division in the Seventh Day Adventist Structure.

Sabbath School members- Are non-baptized congregants or baptized members Whose names or membership are in other churches (not in the Crystal Fountain Register).

Prayer Cells- These are estate based Christian fellowship groups composed of families from the main congregation of the church.

ACRONYMS AND ABBREVIATIONS

AI	-	Artificial Intelligence
COE	-	Calendar of Events
CFNL	-	Crystal Fountain Newlife
CFNLSDA	-	Crystal Fountain Newlife Seventh Day Adventist Church
Dr.	-	Doctor
EPZ	-	Export Processing Zones
KNBS	-	Kenya National Bureau of Statistics
PESTEL	-	Political, Economic, Social, Technological Environmental and Legal
Pr.	-	Pastor
SDA	-	Seventh Day Adventist Church
SDGs	-	Sustainable Development Goals
SNKF	-	South Nairobi Kajiado Field
SWOT	-	Strength Weakness Opportunities and Threats
ICT	-	Information and Communication Technology

CHAPTER ONE: BACKGROUND INFORMATION

1.0. INTRODUCTION

This chapter covers the background of the Seventh-Day Adventist Church-Crystal Fountain Newlife. It details its institutional profile within the Seventh Adventist national, regional and global network. Further, it gives the imperatives of a strategic plan as a roadmap toward the achievement of the church's vision, mission and objectives. Crystal Fountain Newlife SDA church focuses on urban and educated congregation targeting English speaking members.

The church appeals much more to the youthful population. The Church intends to focus her mission within Kajiado County which is the home to the Maasai community. We intend through the Chaplaincy Department have a presence in schools, universities and colleges within Kajiado.

1.1. Background of Crystal Fountain New Life Church

An initiative by Kitengela District Churches to establish an English Speaking Church led to a crusade done in August 2015. The week- long crusade which was led by the late Pr. Dr. Richard Ayako ended with a call for those desired to be members of an English speaking Church. 8 families gave themselves to be the pillars and a nucleus that started congregating at the Maasai Discovery Resort in August 2015. After three months of worship at the Maasai Discovery Resort, New Life SDA main church organized the second crusade at **MPE** Resort in November 2015 led by Pr. Festus Njagi and Pr. Dickson Kateeti. It is after this crusade that New Life SDA church adopted Crystal Fountain Church as one of its Sabbath Schools and it was named Crystal Fountain New Life Sabbath School. The church members relocated to MPE Resort where they congregated for church services.

In mid-2016 the church moved to Kaputiei Safariland Hotel where we had 80 active members. Gradually the numbers increased and the church was relocated to the main hotel conference room where services were held till **June 2019**

On 10th February, 2018, the church was organized as Crystal Fountain New Life Seventh Day Adventist Church (CFNL SDA) under NewLife District with a membership of 55 registered members. Since then the Church has grown to 410 registered members with over 100 Sabbath School Members. Crystal Fountain SDA Church became a full-fledged church on 22nd June, 2018- This granted it the autonomy to conduct its affairs as an independent church with the Seventh Day Adventist Church Governance Structure. It became part of New Life District under the leadership of Pr. Dickson Kateeti and Pr. Samuel Mwangi.

In an effort to buy land, the church did collections through fundraisings and bought an eighth piece of land at Yukos at Kshs. 1.5 Million but the land was considered small for our worship. In 2018, the church identified and later purchased a 2-acre piece of land costing 20,000,000.00 (twenty Million) Million from Mzee Simon Sinkeet.

The church continues to thrive under the divine hand of God. For ease of management, the church established prayer cells as units of ministry to its members. Currently, there are 13 (thirteen) prayer cells namely:

1. Acacia Prayer Cell
2. Bethel/EPZ Prayer cell
3. Chuna/Upper Valley prayer cell
4. Diaspora Prayer Cell
5. Emmaus Prayer Cell
6. Isinya/Kisaju Prayer cell
7. Kimalat/Saitoti Prayer Cell
8. Korompoi Prayer Cell
9. Milimani Prayer Cell
10. New Valley Prayer Cell
11. Noonkopir Prayer Cell
12. Safaricom One and Two Prayer Cell
13. Yukos Prayer Cell

In the last five years, the church has extensively grown leading to the establishment of two Sabbath schools that have been organized around the prayer cells. The two Sabbath schools are:

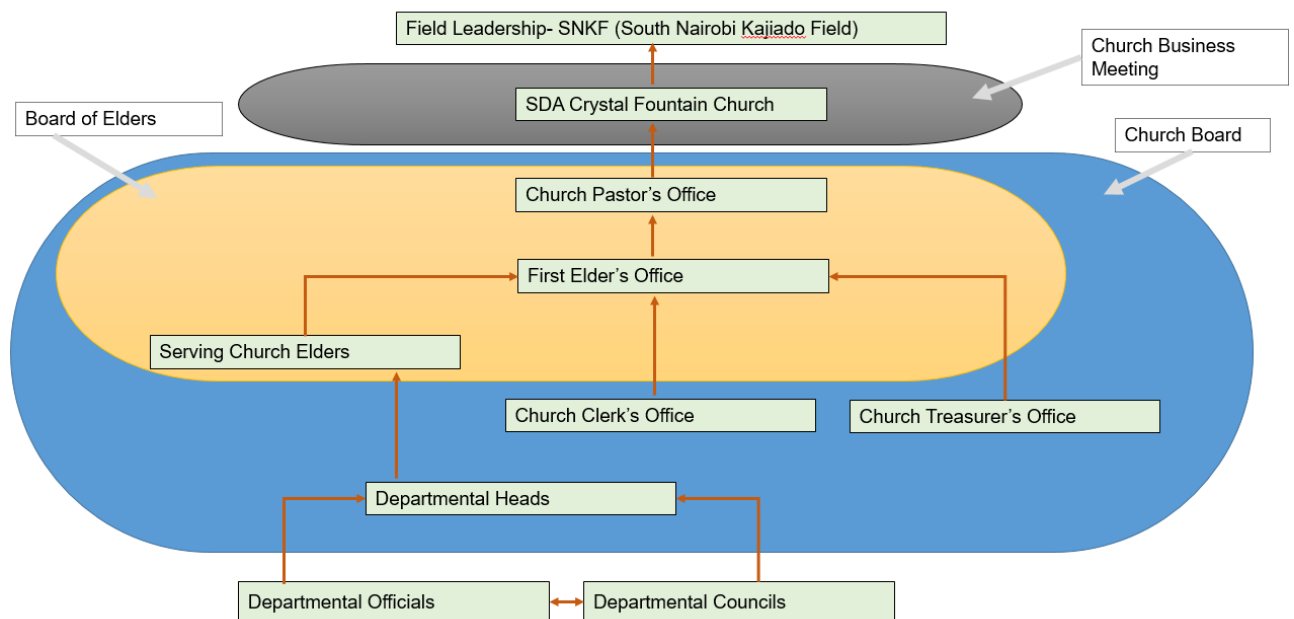
1. Crystal Fountain Eastern Springs at Kimalat, (inaugurated in October 2023)
2. Crystal Fountain Western Brook Oloika at Acacia, (inaugurated in January 2024)

The church intends to establish a third Sabbath School at Korompoi Prayer Cell within the period of the strategic plan.

From January 2020 to January 2024, CFNL-SDA church was under the leadership of **Pr. Ken Baraza**. On 6th January 2024, there was change of guard, Pr. Ken Baraza having transferred to Kajiado Central District handed the mantle to **Pr. Dr. Gerald Mochoge**. Pr. Dr. Mochoge currently serves as the pastor for Crystal Fountain District assisted by Associate Pr. Kennedy Ayuo.

The church has indeed experienced phenomenal growth in both numbers and giving during the leadership of Pr. Ken Baraza who was the first pastor to be posted to Crystal Fountain District. Pr. Ken Baraza laid the foundation for this strategic plan. He in collaboration with the pastorate appointed the Strategic Plan team having an insight on sustained posterity of the church. Pr. Gerald Machoge and successive pastors and leaders will therefore continue leading the church to the desired vision.

1.1.2 CFNL-SDA leadership Structure



1.2 Crystal fountain Newlife Church in the context of the national, regional and global Seventh Adventist Church

The Seventh-day Adventist Church operates through a well-defined interconnected ecclesiastical structure spanning from the global level (General Conference) to the local churches. The Crystal fountain SDA church is part of the South-Nairobi Kajiado field, East Kenya Union Conference and East-central Africa division. Like the global ecclesiastical organization, CFNSDA members are co-workers with God in His mission of reclaiming the world from the power and

presence of evil. In line with the Seventh Adventists commitment, the church, devote itself to:

1. Christ-Like Living - Illustrating the lordship of Jesus in our lives by moral, ethical, and social behaviors that are consistent with the teachings and example of Jesus.
2. Christ-Like Communicating -Realizing that all are called to active witness, we share through personal conversation, preaching, publishing, and the arts, the Bible's message about God and the hope and salvation offered through the life, ministry, atoning death, resurrection, and high priestly ministry of Jesus Christ.
3. Christ-Like Discipling - Affirming the vital importance of continued spiritual growth and development among all who accept Jesus as Lord and Savior, we nurture and instruct each other in righteous living, provide training for effective witness, and encourage responsive obedience to God's will.
4. Christ-Like Teaching - Acknowledging that development of mind and character is essential to God's redemptive plan; we promote the growth of a mature understanding of and relationship to God, His Word, and the created universe.
5. Christ-Like Healing -Affirming the biblical principles of the well-being of the whole person, we make healthful living and the healing of the sick a priority and through our ministry to the poor and oppressed, cooperate with the Creator in His compassionate work of restoration.
6. Christ-Like Serving -Following the example of Jesus we commit ourselves to humble service, ministering to individuals and populations most affected by poverty, tragedy, hopelessness, and disease.

1.3 Strategic Planning Process as an Imperative to Mission of the Church

The CFNSDA church instituted strategic planning as a management approach to achieve its mission and objectives. Strategic planning enables the church to conduct a self-evaluation of its goals and means and ways to accomplish its mission. This formalization of planning provides guidelines and the strategic direction of the church. It enables the church to achieve its objectives within the prevailing context.

The Church board through consultations caused the church to have a strategic plan. A team was then appointed to spearhead collation and publication of the strategic plan. The team comprised Elder Austin Akuku, Dr. Moiro Omari, Elder Festus Mariera, elder Edwin Kimeto, Jessica Mdondo, Robert Masese, and McReuben Ombengi. The team held a good number of strategy sessions with the final meeting held at Conrad Resort Hotel.

The strategic team was able to come up with the shared vision, mission and core values for Crystal Fountain Newlife SDA. The team undertook the gap

analysis and did come up with the strategic objectives and managed to link them to the strategic issues.

The strategic team also undertook an environmental scanning touching on PESTEL analysis, SWOT analysis and stakeholder analysis. These analyses helped us to crystalize the strategic issues.

In order to involve church members, the team shared a questionnaire on Google forms to gate their inputs to this strategic document. We finally came up with an implementation matrix through the logical framework table.

The 2024-2028 CFSDA Strategic plan lays a foundation for the church posterity on its road map towards the realization of its mission. It is a deliberate measure designed to harness its potential towards optimization of its resources in winning souls for Christ Jesus

1.4 Kenya's Economic Outlook in 2023.

At the time of preparing this strategic plan, we explored the economic situation in the country in order to bring into context the prevailing economic situation in Kenya so that to inform and possibly predict the future economic environment.

Kenya is a lower middle income Country with inequality in wealth distribution, poverty level and human rights aspects. This inequality is reflected by share of income and social services varying among different segments of the population. Kenya's Population was estimated at 57,516,407 million (January 2023) and the median age is 19.6 years. The prevailing population growth rate is 4%. Kenya's economy is projected to grow by 5.5% in 2023 and above 6.0% over the medium term.

This growth has been reinforced by the Government's Bottom-Up Economic Transformation Agenda geared towards Economic turnaround and inclusive growth. The Country's Gross Domestic Product (GDP) in the first quarter of 2023 grew by 5.3%. The economy has been showing signs of recovery since the easing of containment measures implemented to curb the spread of the Coronavirus (COVID-19) It's worth noting that Kenya's economic performance softened in 2022 when real GDP expanded by 4.8% and this was a deceleration compared with the strong rebound from the COVID-19 crisis at 7.5% annual growth in 2021.

The adverse weather shock of the last two years has been a major drag on economic growth, with growth in real GDP excluding agriculture standing at 6.3% in 2022. Kenya's inflation as at October 2023 was 6.9% as measured by

the Consumer Price Index (CPI). It has eased over time. Inflation in May 2023 was 8%, June -7.9%, July-7.3% and in August it was 6.7%. The economic recession witnessed in 2023 was caused by geopolitical tensions witnessed in the Russian-Ukrainian war and it will be dented further with the current Israel-Hamas war in the Middle East. High inflation and the rising interest rates have many investors and economists concerned that a U.S. recession is inevitable in 2023. The risk of recession rose as the Federal Reserve raised interest rates in its on-going battle against inflation

CHAPTER TWO: STRATEGIC ISSUES AND OBJECTIVES

2.0 Introduction

This chapter covers CFNSDA Church's vision, mission and core values. It outlines Strategic Issues, Objectives and Key Result Areas (KRAs) for the Church in the next five years.

2.1 Our Vision

To be a church that is in Christ, with Christ, and about Christ

2.2 Our Mission

To advance the tenets of the Great Commission (Matt. 28:18-20) and the three Angels messages (Rev. 14:6-9) meeting the needs of our members and the surrounding community as per Matt. 25:31-46.

2.3 Core Values

- a) Accountability
- b) Faithfulness
- c) Stewardship
- d) Hospitality
- e) Fidelity
- f) Integrity
- g) Inclusivity

2.4. Identity of Crystal Fountain Newlife SDA

We at Crystal Fountain Newlife Church believe in the word of God as articulated in the Bible as the only creed. Fundamentally, we draw our strong believe from the 10 commandments (Exodus 20:1-17) and especially the 4th commandments: **Remember the Sabbath day, to keep it holy.** We ascribe to the 28 Fundamental Beliefs which can be organized into six categories of doctrines: God, Man, Salvation, the Church, Daily Christian Life and the Last day events (Restoration).

To grow spiritually, we read the books of prophesy by Ellen G. white. We are guided by the Church Manual which is regularly revised by the General Conference to capture the emerging issues. Currently we have the 20th edition that was revised in 2022.

2.5 Strategic Issues

Crystal Fountain Church focuses to the culture of our operations in bringing and nurturing souls to Christ:

- **Discipleship**

Him [Jesus] we preach, warning every man in all wisdom; that we may present every man perfect in Christ Jesus: Where unto we also labour, striving according to His working which worketh in us mightily. (Colossian 1:28-29)

- **Spiritual growth**

Based on these five principles, we will stay in connection with Jesus and grow spiritually: Reading the Bible (1Peter 1:23), praying (1Thes 5:17), seeking fellowship with other Christians (Heb 10:23-25), bearing witness (Rom 1:14-16) and be obedient to God's will (John 14:21).

- **Servant Leadership**

In Lowliness of mind esteeming others better than us (Phil 2:3) doing to others what we would want them to do to us (Luke 6:31).

- **Sustainability**

The church will strive to achieve a strong financial position through wise Christian stewardship, fiscal responsibility and astute financial management.

- **Technology**

Technology has become a way of life in today's complex environment. The church shall deploy technology in her programmes, sermons and communication to her members.

2.6 Objectives of Crystal Fountain Newlife SDA Church

The objectives of CFNLSDA church are to:

- a) Foster spiritual growth through accession, retention, reclamation and participation of church members. ***Welfare
- b) Be a mission-driven church through in-reach and outreach activities.
- c) Enhance the transparency, accountability, equity and credibility in its administrations, operations programs and projects.
- d) Foster capacity development and succession management.
- e) Foster financial sustainability through strategic development initiatives.
- f) Leverage on technology to enhance the gospel and service delivery

2.7. Key Results Areas

- a) Spiritual growth of members, ability to retain, reclaim and active participation of members.

- b) Out-reach and in-reach activities conducted.
- c) Level of transparency, accountability and trust gained by leadership from the members.
- d) Demonstrating financial through wise Christian stewardship, fiscal responsibility and astute financial management.
- e) Use of technology.

CHAPTER THREE: INTERNAL AND EXTERNAL ANALYSES

3.0. Introduction

This section scans the internal and external environment through analyses of Strength Weakness Opportunities and Threats (SWOT) and Political, Economic, Social, Technological Environmental and Legal (PESTEL).

3.1 Strength Weakness Opportunities and Threats Analysis

3.1.2 Strengths

- **Local reach:** The CFNLSDA church has a presence in Kitengela town and its environs with over 7 churches.
- **Strong mission focus:** The CFNLSDA church is committed to the mission of spreading the gospel of Jesus Christ.
- **Vibrant youth culture:** The CFNLSDA church has a strong youth culture, with young people involved in the church's ministries.
- **Strong sense of community:** The CFNLSDA church has a strong sense of community, with members supporting each other in times of need.
- **Active prayer cell** that has promoted the fellowship connection of members. It is the only English Speaking church in Kitengela

3.1.2 Weaknesses

- **Aging membership:** The CFNLSDA church has an aging membership, with a declining number of young people joining the church.
- **Lack of diversity:** The CFNLSDA church is not as diverse as other Christian denominations, with a majority of members being from two communities.
- **Internal divisions:** The CFNLSDA church has been criticized for its internal divisions, with some members questioning the church's leadership and practices.
- **Financial challenges:** The CFNLSDA church faces financial challenges, due to increased membership and rising costs. But declined contributions.
- **Inactive senior youth ministries.**
- **Fewer scripturally based bible study and afternoon programs.**
- **Lack of a strategic plan.**

3.1.3 Opportunities

- **Growing interest in health and wellness:** The CFNLSDA church's emphasis on health and wellness is becoming increasingly relevant, as more people are interested in living a healthy lifestyle.

- **Expansion into new territories:** The CFNLSDA church has the opportunity to expand into new markets, such as East Africa.
- **Development of new ministries:** The CFNLSDA church can develop new ministries that meet the needs of the 21st century, such as ministries to the poor and marginalized and or Young professionals
- **Use of technology:** The CFNLSDA church can use technology to reach more people and to spread the gospel more effectively.

3.1.4 Threats

- **Declining religious affiliation:** The CFNLSDA church faces the same challenges as other Christian denominations, as people are becoming less religious.
- **Rise of secularism:** The rise of secularism is a threat to the SDA church, as it challenges the church's beliefs and values.
- **Competition from other denominations:** The CFNLSDA church faces competition from other Christian denominations, which are also trying to reach new people.
- **Political and social unrest:** Political and social unrest can pose a threat to the CFNLSDA church, as it can make it difficult to operate and to reach people. This is mostly prevalent in the period during and after every 5 year cycle of a General election in Kenya.

3.2 Political, Economic, Social, Technological Environmental and Legal (PESTEL) Analysis

3.2.1 Political Factors

Crystal Fountain SDA church operates predominantly within Nairobi Metropolitan in Kajiado County but with a wide coverage of members from neighboring Machakos and Nairobi counties. The region enjoys a very stable political landscape owing to the metropolitan nature of its populace.

While Kenya has two governance levels: National and County Governments; over the years, the church has enjoyed political goodwill and support from leadership. The Country has a very stable political outlook, with minimal shakes during general elections that take place every 5 (five) years. This however has been significantly mitigated by devolution, with power being devolved from National Government to Counties.

3.2.2 Economic Factors

With Kenya now operating under the new constitution, that was promulgated in 2010, the Country has witnessed positive economic development mostly in infrastructure (better road networks), rapid urbanization (especially around the Nairobi Metropolis which includes Kitengela region).

According to World Bank Report- May 2023, Kenya realized 7.1% economic growth (gross domestic product) in 2021. In 2022, the economy sustained the growth momentum that started in 2021, after the recovery from the effects of COVID-19 pandemic that significantly slowed down economic activity, registering economic growth of 4.6%. This magnitude of growth however subdued by suppressed agricultural production, owing to adverse weather conditions during the year.

The World Bank projects recovery from post pandemic effects to economic growth rates of 5.0% (2023), 5.2% (2024) and 5.3% (2025). This renewed economic growth increases population's purchasing power, which has direct impact on the financial position of the church. However, of late we have experienced a weakening shilling against the dollar. An exchange rate above Kshs. 160 is the highest in the history of our economy.

3.2.3 Socio-Cultural Factors

Reference to Kenya National Bureau of Statistics (KNBS) 2015 report, Kenyan population stood at 45.6 million people in 2014, from 36.8 million in 2007. The increasing population growth rate impacts on both supply and demand of resources and by extension Crystal Fountain Church's operations. The same growth in population increases demand for services and products, hence increase in number of people requiring spiritual nourishment and care.

Population growth rate still remains higher than rate of Kenya economic expansion hence leading to high rates of unemployment and underemployment pushing many Kenya citizens to live in challenging socio-economic lifestyles that the church needs to provide solutions for such as:

- High poverty levels especially in densely populated urban slum areas;
- Dysfunctional families and early/teen pregnancies;
- Drug and substance abuse;
- Gender imbalance and push for affirmative action;
- Diminishing levels of proper health care and nutrition;

- Contemporary societal pressure spared by globalization e.g. same-sex relationship, extreme feminism, secularism,
- Negative ethnicity, racial discrimination and nepotism;
- Inclusivity to involve people living with dis-abilities;
- Bribery and corruption.
- The rise of LGTPQ in the country and its impact on youths.

Kenya equally has Vision 2030 Blue print which aims to transform Kenya into “a newly industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment”- which the church needs to tap into especially with Community Service, Health, Education, Public Campus, Religious Liberty, Development departments need to tap immerse their influence in shaping them to our church and wider society within and beyond Nairobi metropolitan area. Kenyan Vision 2030 is hinged on the following key pillars: Economic, Social, Political and Enabler & Macros pillars.

Kenya, being one of the countries that have signed up to Sustainable Development Goals (SDGs) which were adopted by United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and stability. Crystal Fountain through its various departmental planned activities in their Calendar of Events (COE), need to align in championing some of the 17 SDGs that are most impactful to our surrounding community.

3.2.4 Technological Factors

The rapid, exponential and sustained growth in Information and Communication Technology (ICT) and Artificial Intelligence (AI) has had immense disruptive effect globally; this provides Crystal Fountain with great opportunities to tap into. The COVID-19 experience did accelerate appreciation for technology and the adoption rate went very high amongst many sectors that were otherwise very conservative and slow to adopt technology.

Areas that Crystal Fountain church needs to tap into include the following:

- Adopting modern communication and interaction tools that can reach wider population faster and effectively;
- Acknowledge the fast-pace path to obsolesce of print media and literature and adopt new ways of distributing evangelism literature to remain relevant.
- Effective use of social media as a tool for mobilization and communication.

- Quickly adopt and embrace data protection policy guidelines in handling personal data as per regulations.
- Employ relevant accounting modules and system for managing church finances: from collection, record keeping, utilization and reporting to significantly eliminate all associated risks.

3.2.5 Environmental Factors

The negative effect to quality of life and threat to livelihood due to human action leading to environmental degradation and massive pollution is a key concern to world leaders of today.

The world order now focuses on Environmental, Social and Governance (ESG) factors; which is a framework that helps stakeholders understand how an organization is managing risks and opportunities related to environmental, social, and governance criteria.

This is an opportunity for Crystal Fountain Church to bring her contribution on safeguard and restoration of mother nature (God's creation) and adverse the calling made to Adam to tend and keep it (Genesis 2:15)- *“Then the LORD God took the man and put him in the garden of Eden to tend and keep it”*

3.2.6 Legal/Regulatory Factors

Crystal Fountain church operates within the boundaries of the Republic of Kenya and would champion adherence to the laws of the land and would need to have the following in consideration in all her operations:

- Impact of the Kenyan Constitution that was promulgated in 2010;
- Champion compliance with employment regulations especially along areas where employees might experience discrimination in terms of gender, race, religion, tribe etc.

3.3 Challenges/ Gaps/ Opportunities

- This is the first inaugural strategic plan by our church. There is no reference point to this document.
- The church to start English Speaking Sabbath schools in the now dominated Kiswahili Churches

- The church at the level of the Field does not look like they have qualified and trained personnel to shepherd the yet to be established English churches.
- There is a disconnect between SNKF and churches where churches are not involved in decision making e.g. the recent evangelistic mission organized without concurrent by the local church
- Maasai land is a virgin area. There is apparent lack of well-trained Maasai pastors to take the mission to the remote areas of Kajiado.
- Sloppiness by the church to venture into acquisition of land for future construction of church institutions. We neither have the motivation nor the required focus expected from all of us.
- The dominance of two communities in church congregation might derail our quest to expand faster due to church politics
- Our church is youthful in her congregation but leadership is dominated by the old cohorts. There is need to integrate youth into church leadership and programs.

3.4 Enablers

- The first growing diverse and young congregations- The church has a rich mix of experienced passionate diverse population. It provides a gateway to the unreached areas and a strong base for propelling growth.
- Resources central to the achievement of the strategic plan is sustained and sound resource mobilization.
- Information Technology and Communication (rapid explosion on the use of ICT) is an inevitable platform to propel the achievement of the strategic plan.
- Leadership- Everything rises and falls with leadership. Visionary leadership, coupled with good governance is foundational to the achievement of the strategic plan.
- Innovation/Creativity is a gateway to achieving the strategic plan.

CHAPTER FOUR – IMPLEMENTATION OF THE STRATEGIC PLAN

4.1 Logical Framework

The matrix below details the overall implementation framework linking the strategic issue objectives, activities, output, indicator, means of verification and responsible person/department

Table 4.1: Logical Framework						
Strategic Issue	Activity/ target	Output- timeline	Cost	Performance indicator	Means of verification	Action Department
a) To foster spiritual growth through retention, reclamation and participation of church members.						
Reclamation	Identify dormant members; Reach out to them; Integrate them back to church.	2 nd quarter of 2024		No. of members	Church Register	Nurture and Retention Pastorate Deaconry AMO AWM AY Children departments Family Life Education Personal Ministries Evangelism Chaplaincy Sabbath School Interest coordinator Deaconry Possibility ministry Prayer ministry Campus ministry Adventurers Path finders Ambassadors
Retention	Visitation of members Welfare of our members Handholding of newly baptized and new members	2 nd quarter of 2024		No. of members visited Welfare issues acted on Attaching mature members to newly baptized members	Quarterly Reports Quarterly reports	Nurture and Retention Pastorate Deaconry AMO AWM AY Children departments Family Life Education Personal Ministries Evangelism Chaplaincy

Sabbath School
 Interest coordinator
 Deaconry
 Possibility ministry
 Prayer ministry
 Campus ministry
 Adventurers
 Path finders
 Ambassadors

							Sabbath School Interest coordinator Deaconry Possibility ministry Prayer ministry Campus ministry Adventurers Path finders Ambassadors
Participation of all church members (TMI)	Institutionalize church structures Succession management Rotational leadership/service One person, one role Enhance Good governance	4 th quarter 2024					All department
b) To be a mission-driven church through in-reach and outreach activities							
In-reach	Proper identification and background check of those who conducted the program; Develop and implement purposeful programs for the church	2025					Pastorate and Departmental Heads,
Outreach	Open Sabbath 13 schools; Conduct one outreach mission yearly; Synergize camp meeting with						All department

	<p>mission work Conduct community service;</p> <p>Identify and establish one significant community project;</p> <p>Adopt higher learning institutions within Kajiado (three tertiary, three high schools, and three primary schools)</p>					
c) To enhance the good governance -transparency, accountability, equity and credibility in its administrations, operations programs and projects.						
Transparency	Put in place policies and measures to enhance good governance					Pastorate
Accountability, Equity and Credibility	<p>Deploy systems that enhance accountability;</p> <p>Go cashless;</p> <p>Submission of activity and program reports one week after occurrence.</p>					Pastorate
Delivery on projects and programs	<p>Identification and implementation of programmes and a projects</p> <p>Put in place measures on checks and</p>					

balances.

d) To foster capacity development and succession management

Capacity Development	Conduct well designed training program for church workers annually	2024-2026				
	Encourage church leaders to undertake professional courses relevant to their department					
	Complete the sanctuary;					
	Expansion of ablution block-Sock pits. Include toilets for children and PWDS					
	Wall the compound					
Succession Management	Construct baptistry within the church compound					
	Develop a new sanctuary.					
	Put in place succession management measures					

e) To foster financial sustainability through strategic development initiatives.

Financial sustainability	Purchase a church Van and Bus;	2028-2028				
	Drill and development of a					

	<p>borehole;</p> <p>Purchasing additional land next to church and one piece within the wider Kajiado area;</p> <p>Adventist Village;</p> <p>Be part of the neighbouring community by acquiring properties next to the church</p>					
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f) To leverage on technology.

Cutting-edge technology	<p>Consistent weekly production of Bulletin;</p> <p>Develop and operate a Church App;</p> <p>Create a social medial platform;</p> <p>Develop and maintain a church website;</p> <p>Create an online processes and storage;</p> <p>Audio-visual enhancement</p> <p>.</p>					
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4.2 Action Plan

A template for the Action Plans to be used by various departments is given in ***Appendix A***. Departments are encouraged to utilize both the report forms and Strategic Plan in developing their yearly plans.

4.3 Pre-Conditions

The successful implementation of the Strategic Plan will be realized on the following conditions being in place.

- Timely and adequate funding of programs and activities;
- Stakeholders' awareness, acceptance and comprehension of the Strategic plan;
- Successful linkage of Strategic Plan to the budgeting process;
- Church member commitment and positive attitude towards God's work; and,
- Harmonization of Departmental activities with the Strategic Plan. Annual review to be undertaken by a monitoring Committee.

4.4 Linking the Strategic Plan to the Budget Process

The effective implementation of the Strategic Plan requires funding of all activities therein. In this regard, departments detailed their projected financial breakdowns for the strategic period 2024 to 2028. Budgeting will be based on activities.

4.4.1 Financial Requirements

Table 4.4.1: Financial Requirements								
Strategic Issue	Activity	Projected Resource Requirements (Ksh. Mn)					Total	Sources of funds
		Year 1	Year 2	Year 3	Year 4	Year 5		
a) To foster spiritual growth through retention, reclamation and participation of church members.								
Reclamation								
Retention								
Participation of all church members (TMI)								
b) To be a mission-driven church through in-reach and outreach activities								
In-reach								
Outreach								
c) To enhance the transparency, accountability, equity and credibility in its administrations, operations programs and projects.								
Transparency								
Accountability, Equity and Credibility								
Delivery on projects and programs								
d) To foster capacity development and succession management								
Capacity Development								
Succession Management								
e) To foster financial sustainability through strategic development initiatives.								
Financial sustainability								
f) To leverage on technology.								
Cutting-edge technology								

4.4.2 Resource Gaps

Table 4.4.2 Resource Gaps				
Financial Year	Estimated Requirements (Ksh. Mn)	Financial (Ksh. Mn)	Estimated revenue source (Ksh. Mn)	Variance (Ksh Mn)
Year 1	9.6			
Year 2	9.6			
Year 3	9.6			
Year 4	9.6			
Year 5	9.6			

Total	48		
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4.4.3 Resource Mobilization Strategies

The church will put in-place sustainable strategies to mobilize resources for the achievement of this strategic plan. Systematic resource mobilization strategies to be instituted in line with the annual plans.

4.4.4 Resource Management

The church shall:

- a) Establish an integrated and automated resource management system that enhances accountability and transparency.
- b) Develop a comprehensive budget based on the specific activities, programmes and events.
- c) Ensure adherence to financial plans for the successful implementation of this plan,
- d) Institutionalize consistent internal audits and assessments to ensure compliance with financial and resource management policies
- e) Adopt and implement a robust risk management framework, to identify potential risks that may impact resource management and develop contingency plans.
- f) Optimize resources by investing in technology to enhance good governance.

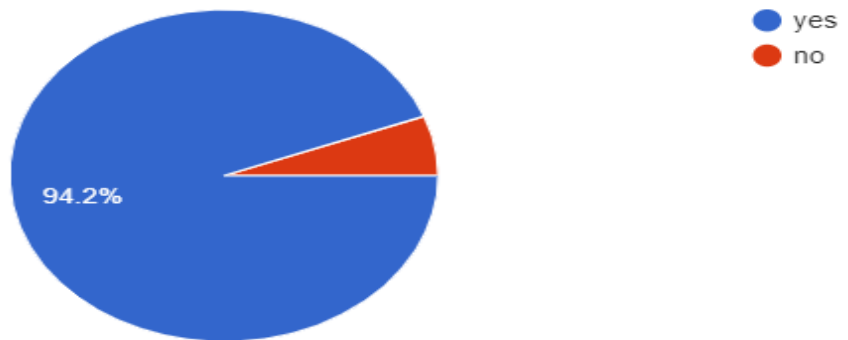
4.5 Monitoring and Evaluation

The Strategic Plan will be monitored and evaluated on a quarterly basis. The Pastoral, Treasury and Stewardship Department will have the responsibility of monitoring and evaluation.

APPENDIX A: SURVEY RESPONSES BY CHURCH MEMBERS

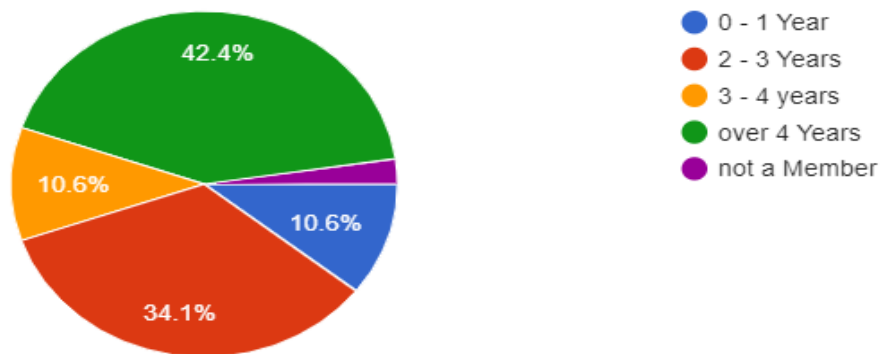
Are you a member of crystal fountain SDA church

86 responses



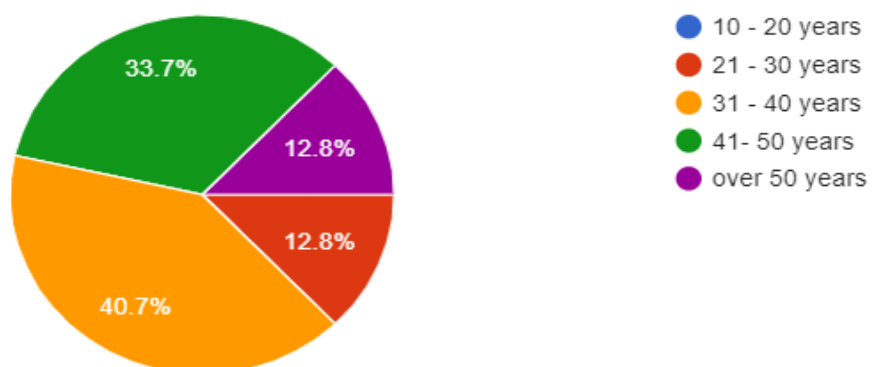
How long have you been a member of Crystal fountain SDA Church

85 responses



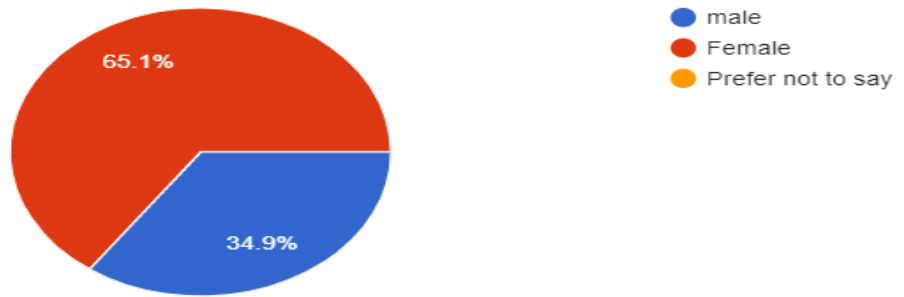
What Age group do you belong to

86 responses



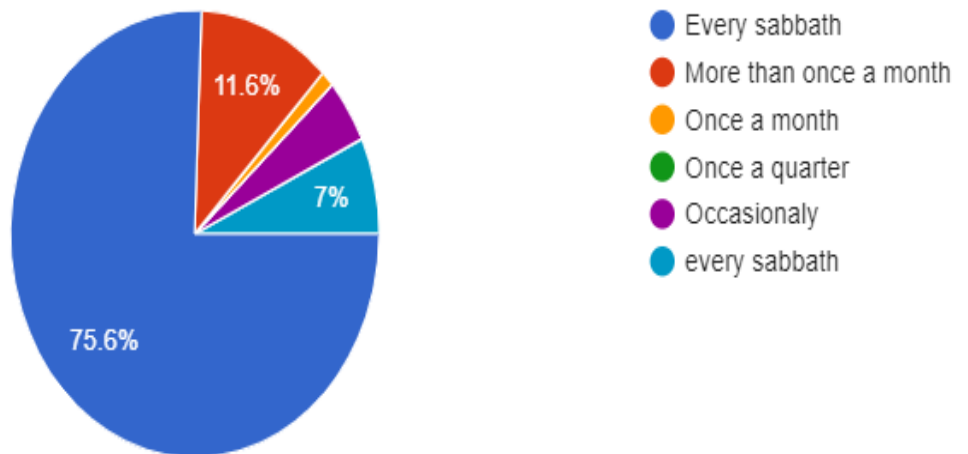
please state your gender

86 responses



How often do you or our family members attend crystal fountain SDA

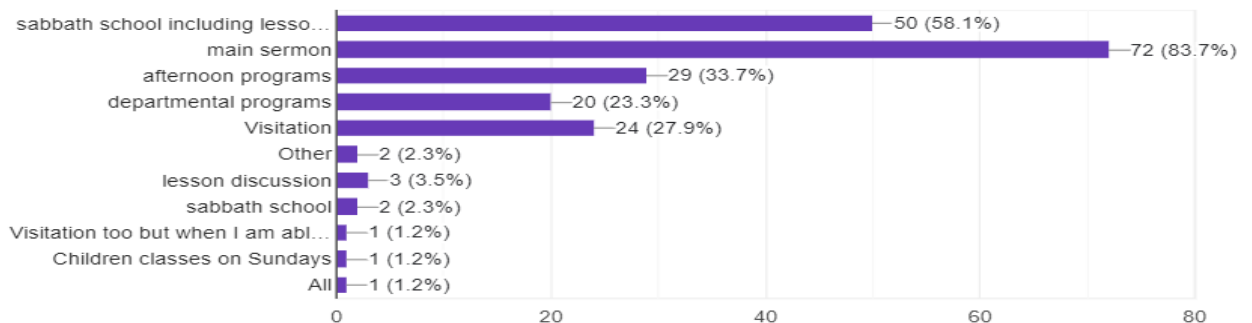
86 responses



which program do you like most in our church



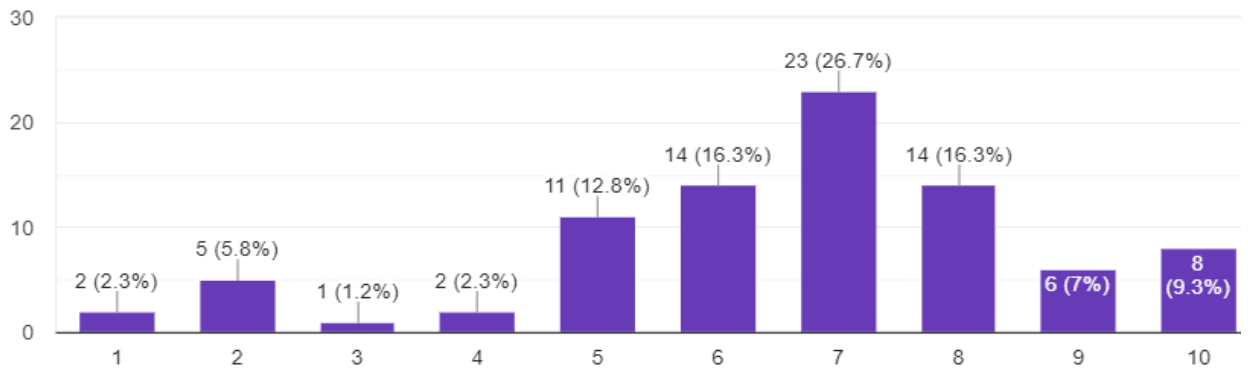
86 responses



how would you rate the services of our church

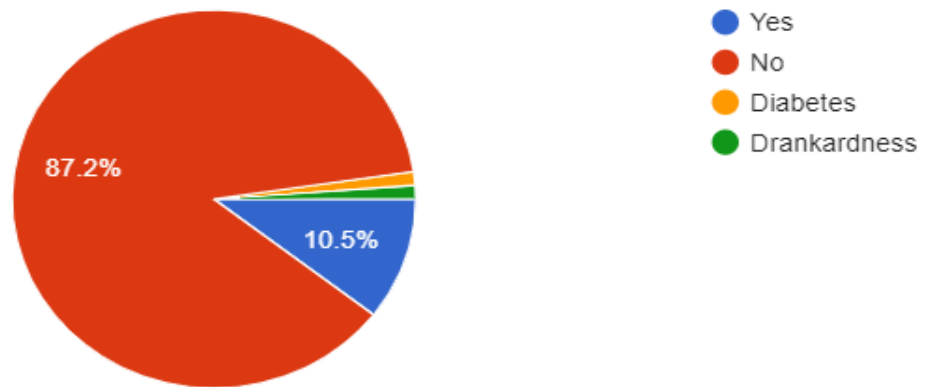
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86 responses



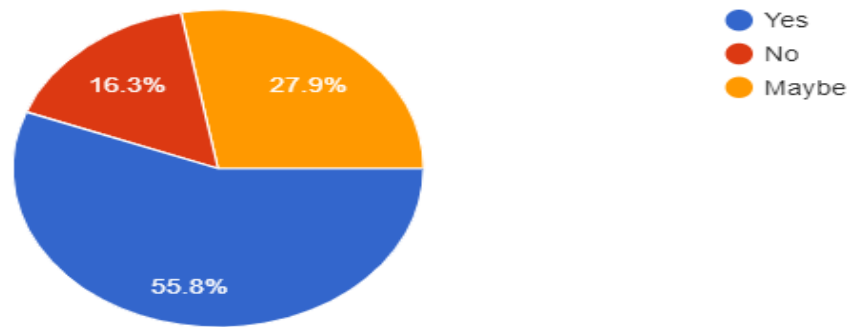
Do you have any family member that has a disability?

86 responses



Do you attend Online Meetings/

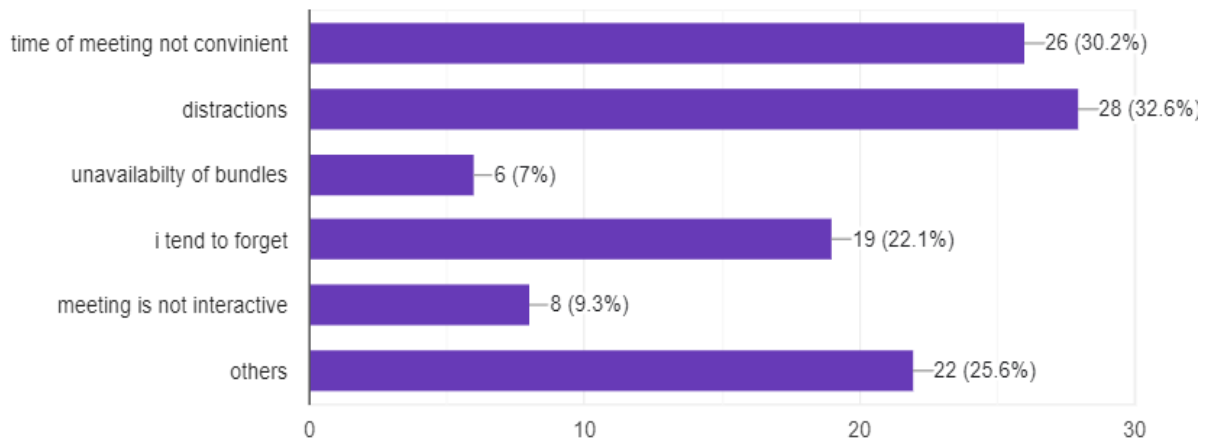
86 responses



What might be reasons for not attending online meeting



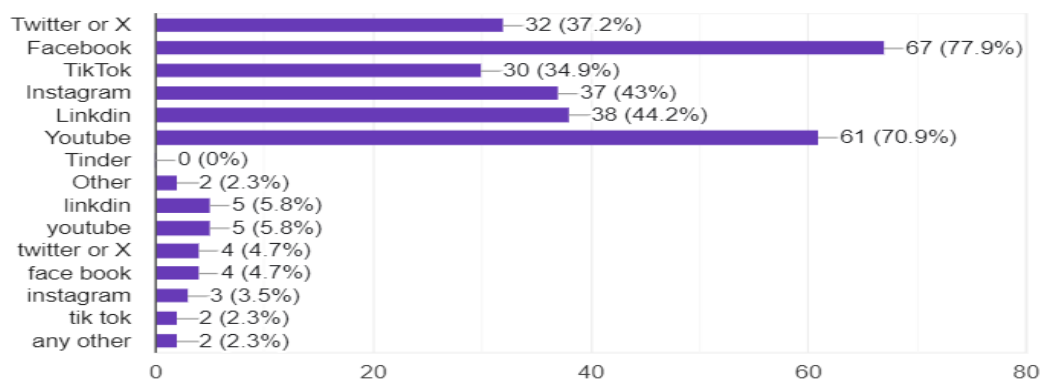
86 responses



What social media do you subscribe to

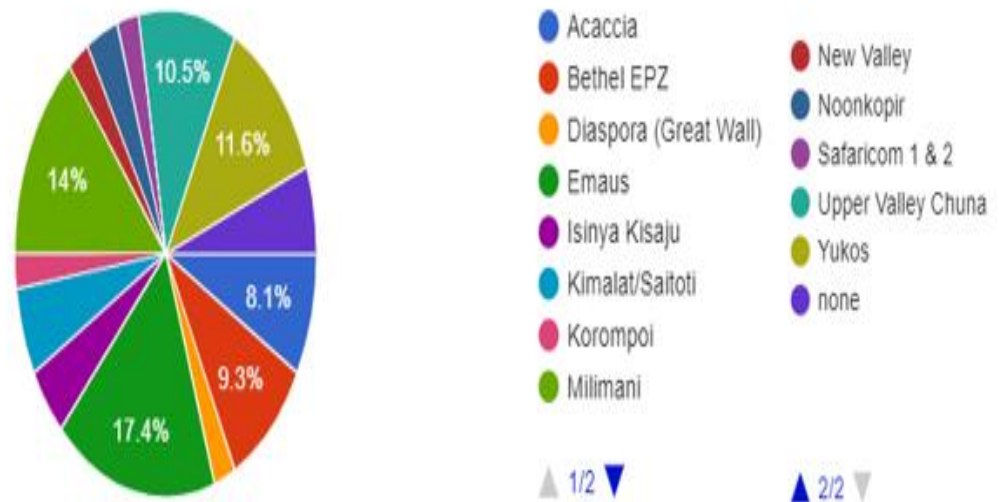


86 responses



What prayer cell do you belong to

86 responses



Analysis of the Survey Outcomes

The survey captured information from 86 church members. 94.2% of the members surveyed are members of Crystal Fountain Newlife Church. On church membership, 42.4 % have been members for the last 4 years while 44.7% have joined between 2-4 years and 10.6% are new members who have joined in the last one year. Of the members surveyed, 53.4% are below 40 years of age while 46.5% are over 41 years of age. In terms of gender, women are the majority in the church at 65.1% and men at 34.9%.

Members were surveyed also on church attendance and Church programmes. 75.6% attend church service regularly while 11.6% attend more than once a month and some attend church once or occasionally. 83.7% of the respondents like attending church because of the sermon. Other programmes of interest are Sabbath school and lesson at 58.1%, afternoon programme at 33.7%, visitations at 27.9% and departmental programme at 23.3%. The respondents were asked to rate our services on a scale of 1-10, 10 being the best. The services were generally rated at 7% being the majority and over 5% the respondents rated the serves at 88.4% and others 11.4% rated our services at below 4.

On whether our members are affected by disability, 10.5% of our members are either living with disability or have members living with disability. Some have relatives suffering from diabetes and drunkenness.

The respondents were asked on the church online meetings. 55.8% attend online meetings while 16.3% do not attend and 27.9% of the members participate in online meetings occasionally. Those who do not attend online meetings gave reasons ranging from time of meeting not convenient at 30.2%, distractions at 32.6%, forgetfulness at 22.1%, unavailability of bundles at 7% and sessions not interactive at 9.3%.

Respondents were asked on subscriptions on social media. Of those surveyed, 77.9% subscribe to Facebook, YouTube at 70.9%, LinkedIn at 44.2%, Instagram at 43%, X at 37.2% and Tik Tok at 34.9%.

The Church through the prayer ministry established prayer cells. Of those surveyed, Emmaus has majority at 17.4%, followed by Milimani at 14%, Yukos at 11.6%, Chuna/Upper Valley at 10.5% acacia at 8.1% and Bethel/EPZ at 9.3%. There are other members who do not belong to any prayer cell.

APPENDIX B- ACTION PLAN TEMPLATE

Objective: <i>This is the main objective that relates to the department</i>					
Objective Target: <i>This target that the objective above seeks to achieve</i>					
Indicator(s): <i>These are signs that the target has been achieved</i>					
Strategy: <i>This is a plan, tactic, approach, line of attack that you are going to use to achieve your Objective.</i>					Source of Funds
Strategic Target: <i>Within the strategy there might be a target that the strategy wants to meet in relation to the objective target.</i>					
Means of verification: <i>These are tools that you are going to use to ascertain that the target has been met. E.g. reports, questionnaires, even visual evidence</i>					
Progress indicator: <i>These are elements that show that you are moving in the right direction.</i> <i>E.g. strategic activities are being achieved.</i>					
Activities	Time frame (begin Date, End Date)	Actual completion date	Person responsible	Costs/inputs	