



National Council of Churches of Kenya

7th CORPORATE PLAN

2019 – 2023

Theme:

That We May Be One

(Jeremiah 32: 38 – 39)

COUNCIL IDENTITY

Identity

- ▣ The National Council of Churches of Kenya is a family of Christian communions and organisations in fellowship and witness.

Theological Mandate

- ▣ To Manifest Christian faith and mission and strengthen members to fulfill their mandates.

Vision

- ▣ One Church; United in Faith and Mission Witnessing to Jesus Christ and Transforming Lives.

Mission

- ▣ Holistic transformation of lives for a just, resilient and sustainable society.

Core Values

- ▣ Integrity
- ▣ Stewardship
- ▣ Professionalism
- ▣ Partnership
- ▣ Servanthood

Ncck Theory Of Change

- ▣ **IF** NCCK holistically strengthens her capabilities and structures, and enhances the institutional capacity and competencies of her members, **THEN**, she will contribute to the creation of a just, resilient and sustainable society for transformed lives.

Ncck Motto:

For Wananchi

7th Corporate Plan

2019 – 2023

@ National Council of Churches of Kenya
December 2018

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CCC	County Coordinating Committee
CCMP	Church and Community Mobilisation Process
DGS	Deputy General Secretary
GDP	Gross Domestic Product
GNI	Gross National Income
HIV	Human Immuno-deficiency Virus
ICT	Information and Communication Technology
IEBC	Independent Electoral and Boundaries Commission
KES	Kenya Shillings
KNBS	Kenya National Bureau of Statistics
MEAL	Monitoring, Evaluation, Appraisal and Learning
MOU	Memorandum of Understanding
NCKK	National Council of Churches of Kenya
NCD	Non Communicable Disease
NGO	Non-Governmental Organisation
NIV	New International Version
PESTEL	Political Economic Social Technological Environmental Legal
PPI	Programme of Pastoral Instruction
RMNCAH	Reproductive, Maternal, New born, Children and Adolescents Health
SME	Small and Micro Enterprises
SMEP	Small and Micro Enterprises Program
SWOT	Strengths Weaknesses Opportunities Threats
TVET	Technical, Vocational, Education and Training
USD	United States Dollar
WASH	Water, Sanitation and Health

PREFACE

I am greatly honored to present the 7th Corporate Plan of the National Council of Churches of Kenya (NCCCK), which covers the period 2019 – 2023.

The Plan was developed over a period 18 months in a process that entailed a number of stages, including:

- A Mid-Term review of the 6th Corporate Plan (2014 – 2018)
- An analysis of Kenya’s socio-economic and political developments and trends
- A review of past and current strategies and interventions of the Council to establish their efficacy
- Identification of priority needs in the community and within the member churches
- Identification of most viable strategies and approaches to meet those needs and ascertain the Council’s niche
- Identification and documentation of the implementation structures required to address the pressing needs
- Development of budgets for the identified interventions and resource mobilization strategies
- Reviewing and improving on the sustainability strategies of the Council

Similar processes have been followed since 1996 when the Council began developing Corporate Plans, being inspired by the words of our Lord Jesus Christ as recorded in Luke 14: 28 – 30

Suppose one of you wants to build a tower. Will he not first sit and estimate the cost to see if he has enough money to complete it? For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him, saying, “This fellow began to build and was not able to finish”. (NIV)

From the analysis done during the development of this Plan, one of the most significant influencers of its implementation is the apparent nationwide dissatisfaction with the Constitution of Kenya 2010. It is worth noting that the same issues Kenyans complained about before the Constitution’s promulgation are the same one they are struggling with eight years later.

For this reason, the Corporate Plan will be implemented in a context characterized by countrywide advocacy for constitutional and legal reforms compounded by ethnic-oriented campaigning for positions in the 2022 General Elections. Coupled with declining economic performance at personal and national levels, these factors will result in a situation where development and social delivery will not be prioritized by both national and county governments.

Recognizably, the member churches and organisations will operate over those five years operate in this challenging environment. The Council will thus endeavor to enhance fellowship and common understanding of social-political issues within the membership. This will be in addition to strengthening the Organisational Capacities of the membership to fulfil their mandates in a dynamic context.

It is with this understanding that we chose for this Corporate Plan period the theme “*That we May Be One (Jeremiah 32: 38 – 39)*”

They will be my people, and I will be their God. I will give them singleness of heart and action, so that they will always fear me for their own good and the good of their children after them (NIV).

By adopting this theme, we in the Council are committing to work for national unity, national cohesion and national values based on the preeminence of God over the nation. We are cognizant that the Constitution of Kenya 2010 recognizes God as the source and foundation of the nation.

This Corporate Plan thus lays out the needs that the Council will seek to address over the next five years, the strategies and interventions to be adopted to meet those needs, and the institutional structures required to achieve that goal.

We will continue to be guided by the Vision, Mission and Core Values, which are:

Vision: One Church; United in Faith and Mission Witnessing to Jesus Christ and Transforming Lives

Mission: Holistic transformation of lives for a just, resilient and sustainable society

Core Values: Integrity, Stewardship, Professionalism, Partnership and Servanthood

During the development of the 7th Corporate Plan, it was found necessary that the Council develops and adopts a Theological Mandate and a Theory of Change. These are crucial elements that inform our

partners and stakeholders why we do what we do. We are thus honored to present these as being integral to this plan:

Theological Mandate:

To manifest Christian faith and mission and strengthen members to fulfill their mandates.

Theory of Change:

If NCKK holistically strengthens her capabilities and structures, and enhances the institutional capacities and competencies of her members, then she will contribute to the creation of a just, resilient and sustainable society for transformed lives.

It is our hope and prayer that as you read this Corporate Plan, you will be inspired to partner with us to work to transform the lives of the people of Kenya.

May the Lord God Almighty bless you and all the work you do. And may He bless this Council always.

Rev Canon Peter Karanja
GENERAL SECRETARY

December 2018

EXECUTIVE SUMMARY

This is the Seventh Corporate Plan of the National Council of Churches of Kenya, outlining the interventions she intends to undertake to address the felt needs in the country during the period 2019 - 2023. It is divided into the following sections / chapters:

Section 1: Background

This section presents background information on the Council in summary. It also presents an overview of the Council's Corporate Planning processes and past corporate plans.

Section 2: Overview of the Operating Context

Based on PESTEL, this section presents an overview of the context in which the 7th Corporate Plan will be implemented.

Section 3: Institutional Analysis

To present an overview of the Council as an institution, SWOT and Stakeholder analyses are provided in this section

Section 4: Priority Needs

This section presents, graphically, the priority needs identified by the county and regional forums held during the development of the plan. The leading need, for both community and church levels, is Economic Empowerment, which speaks to the high sense of poverty across the country.

Section 5: Strategic Interventions

Based on the priority needs identified in the regions and at the national level, interventions have been developed which the Council will focus on over the next five years. Under programmes, there are 5

thematic focus areas, while the General Secretary’s Office will provide strategic leadership. Seven service departments will provide technical and logistical support to the Council operations.

Section 6: Implementation Matrix

This section presents a matrix that details the Thematic Focus areas, objectives, indicators, impact and budgets of the planned for interventions

Section 7: Implementation of the Plan

This section presents the basic elements that will guide the implementation of the 7th Corporate Plan

Section 8: Organisational Structure

In this section is presented the organizational structures required for effective implementation of this Corporate Plan

1. BACKGROUND

1.1 NCCCK History

The National Council of Churches of Kenya was founded in 1913 during the United Missionary Conference held at the Church of the Torch, Thogoto (near Nairobi), when four missionary organizations signed a constitution that established the Federation of Missions. In 1918, the name of the federation was changed to Alliance of Protestant Missions. A more representative body was created in 1924 to take over the work of the Alliance, which was called the Kenya Missionary Council (KMC). Later, in 1943, KMC changed its name to Christian Council of Kenya (CCK) so as to accommodate non-missionary organizations.

After independence, the CCK changed its name to National Christian Council of Kenya in 1966. The current name of the organization, National Council of Churches of Kenya (NCCCK), was adopted in 1984 to reflect the fact that membership of the Council is by churches, not individual Christians.

As such, NCCCK is the oldest ecumenical organization in Kenya, and continues to carry forward the goal of promoting unity of the church in Kenya. This legacy extends to the entire continent, where NCCCK is the oldest and most consistently operational Church Council.

Though the name and strategies have evolved over the years, the goal and focus of the Council has remained the same. She provides a forum for member churches and organisations to ecumenically act on common issues through capacity building, advocacy and service delivery to promote the attainment of a just, peaceful, resilient and sustainable society.

1.2 NCCCK Corporate Plans

1.2.1 *Past Corporate Plans*

The Council adopted the concept of developing Corporate Plans in 1995 as a way of systematically analyzing the prevailing community and church needs as well as the operating environment and then

developing appropriate strategies and interventions. This has enabled the Council to remain relevant in terms of issues addressed, strategic in the interventions adopted, and effective in attainment of goals and objectives.

The Council appreciates that a well formulated Corporate Plan establishes a foundation on which the organization can create, monitor and measure its success.

Historically, the First Corporate Plan January 1996 to June 1998, focused on the establishment of the regional structure that decentralized NCKK work, enabling her to reach the grassroots and integrate with local communities in her approach to implementation.

The Second Corporate Plan, July 1998 to December 2000, guided the strengthening and consolidating of the Council's restructuring process at administrative and constitutional structures at both national and regional levels.

The Third Corporate Plan, 2001 – 2004, institutionalized the restructured organs and key levels of decision making, and shifted NCKK strategic focus from implementation to facilitation.

The Fourth Corporate Plan, 2005 – 2008, under the theme “Civic Competence”, sought to entrench facilitation as the strategic approach and introduced capacity building for the membership to address limitations some churches faced in internal governance and programme implementation.

The Fifth Corporate Plan, 2009 – 2013, sought to enhance unity and oneness within the membership of the Council, in the wider Christian family, and in the entire nation. It was guided by the theme “Better Together”.

The Sixth Corporate Plan, 2014 – 2018, under the theme “Shining the Light of Christ (Matthew 5: 14 – 15)”, sought to enhance the capacities of the church to transform the community holistically. Notably, the plan was the first after the establishment of devolved governance in the country, and thus provided strategies for working in the changed political environment.

1.2.2 The 7th Corporate Plan

Guided by the theme “That We May Be One (Jeremiah 32: 38 – 39)”, the 7th Corporate Plan, 2019 – 2023, was developed after an extensively consultative process in 2018. A unique characteristic of this Corporate Plan is that it was developed exactly 100 years after the formation of the Alliance of Protestant Missions in 1918.

The development was preceded by a review of the 6th Corporate Plan between May and August 2017. The review entailed review meetings with representatives from the Council’s member churches and organisations, national and regional governance organs, staff, beneficiaries and partners.

Broadly, this Plan seeks to articulate NCKK’s Theological Mandate and Theory of Change and integrates them in the attainment of the organisation’s goals, objectives and outcomes.

2.0 OVERVIEW OF THE OPERATING CONTEXT

During the county, regional and national level consultations during the development of this Corporate Plan, the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) contexts were reviewed.

It emerged that the Corporate Plan was developed one year after the tumultuous August 2017 General Elections. The elections were preceded by five years of active politicking by different coalitions, which negatively affected governance and national cohesion. Meaningful development took a backseat. The ethnicity oriented campaigns prior to the elections left the country deeply polarized. However, the key event that is likely to influence the political environment during this Corporate Plan period is the meeting between President Uhuru Kenyatta and his erstwhile opponent, opposition leader Rt. Hon Raila Odinga, on 9th March 2018, which is commonly referred to as “*The Handshake*”. During that meeting, they established the “Building Bridges to Unity A New Kenya Nation”. This action diffused the tensions and virtually brought the 2017 General Elections to a closure. Nonetheless, the Corporate Plan period will be characterized by early campaigns for positions during the 2022 General Elections.

Also impacting the political environment are the National Population and Housing Census to be carried out in August 2019, and the review of electoral units boundaries the year after. It is expected that political actors will seek to influence these processes to their selfish benefits.

The Council and like-minded agencies will thus need to continue pushing for national dialogue as a means of resolving the underlying causes of political conflicts in the country. Not only will national dialogue promote national cohesion, but it will also ensure that future elections are not a reason for breakdown of the country. Strengthening devolution will also be hallmark of the Corporate Plan period.

At the governance level, this Corporate Plan was developed at a time when public participation in decision making was dwindling as the expected benefits of devolution proved hard to come by for Kenyans. By July 2018, 30 out of 47 County Governors were under investigation on corruption related cases, which gave credence to the notion that Kenya merely achieved a devolution of corruption, not

service delivery. The suspected corruption was coupled with financial challenges at the Counties due to poor accounting of locally generated income, while the national government delayed disbursement of tax revenue to the Counties. During the 7th Corporate Plan period, the Council and other agencies will continue to build capacities of Kenyans to participate in governance and decision making processes so that they reap the benefits of the Constitution of Kenya 2010.

Economically, the impact of the pre and post elections tensions was most manifested in the national economy, where the growth of the Gross Domestic Product (GDP) slumped from 5.1% in 2016 to 4.9% in 2017, and dropped even lower in the early part of 2018. However, the economic outlook changed after The Handshake, with the World Bank projecting an improvement to 5.8% growth in 2019 – 2020 period.

The anticipated growth however does not mask the fact that most Kenyans suffer from abject poverty, with most living on less than US\$ 2 per day, and exhibiting very low purchasing power as shown by a Gross National Income of US\$ 1,200 (compared to US\$ 15,410 of Seychelles, the highest ranking African country). Further, Kenyans have a high dependency ratio of 77:100, which means that individuals with an income are grossly fewer than those without.

Unemployment is rampant, and at the time of development of this plan, firms and companies were shutting operations in the country. The trend was attributed to increased taxation, high cost of doing business and rampant corruption. This resulted from a situation where, despite constant pledges by the President that eradication of corruption would characterize his second term, revelations of mega scandals remained rampant. Anti-corruption campaigns are expected to be a core feature of the 7th Corporate Plan period, coupled with advocacy for viable and pro-poor economic policies. Key among these will be identifying and advocating for measures to manage the public debt, which rose from KShs 1.8 trillion in 2013 to KShs 5.04 trillion in June 2018. The Debt to GDP ratio, which measures the country's ability to service the loans, stood at 57.1% in 2018, and expected to grow to 65% by 2020.

Another sector that will require keen attention during the Corporate Plan period is food security, noting that the country continues to be at risk due to over reliance on rain-fed agriculture. Unpredictable weather patterns due to Climate Change, coupled with high cost of farm inputs and weak pest control measures continue to impact heavily on farmers. Worse still are the weak post harvest handling practices and capacities, which affect not only individual farmers but also the national government. This came to fore

when reports emerged in late 2018 that more than 60% of the maize held in the national food reserves was unfit for human consumption. The Council and other actors will, during the 7th Corporate Plan period, need to enhance food security interventions across the country.

At the social level, the population of Kenya was estimated to be 50.9 million in July 2018, and projected to grow to 55 million by the end of the Corporate Plan period. The population is nonetheless youth-heavy, with those aged 0 – 34 years totaling 70%. This cohort requires special attention.

Also notable is the rapid breakdown of social structures, leading to a massive increase in the number of single headed families. Further, gender justice is still a far cry, with women facing barriers in economic and political participation.

Technologically, the country has made significant strides and is a global leader in mobile money transfers. The country has become an innovation hub especially for mobile telephony based financial services. The innovation is set to expand to other areas, and will impact on the work of the Council during the Corporate Plan period.

A major element that will have ramifications on the nation during the Corporate Plan period is Climate Change, which has been exacerbated by environmental degradation and uncontrolled exploitation of natural resources. Advocacy for implementation of the legal framework on climate change will take center stage during the period, coupled with capacity building of communities to improve their skills in adaptation and mitigation. With regard to the extractives sector, advocacy is required to ensure that pro-people policies and legal frameworks are put in place. This is in addition to capacity building community members so that they seek the most benefit from the sector.

At the Legal level, this Corporate Plan was developed when agitation for review of the Constitution of Kenya 2010 was gaining traction. This provoked intensive political discussions on whether a referendum is required or not, and this is likely to be point of division in the country. Other than the Constitution, attention is required on various laws that need to be developed and those that require amendment to safeguard the rights of Kenyans.

Internally, the Council over the 6th Corporate Plan period continued growing her organizational capacity to achieve her vision and mission. Programme work was effectively implemented, and investments were made to enhance the local resource mobilization capacity. A notable event was the re-election of Rev Canon Rosemary Mbogo as Chairperson of the Council during the 62nd General Assembly. She was the first female chairperson since the Council was founded more than 100 years ago, and her election was a major statement regarding the gender justice move within the Council.

3.0 INSTITUTIONAL ANALYSIS

3.1 SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The participants in the County and Regional forums and other meetings held in the Corporate Plan development process were requested to identify the Strengths, Weaknesses, Opportunities and Threats of the Council. The results are summarized here below:

Strengths	How to maximize
<ul style="list-style-type: none">• National Outlook and Grassroots Presence• Organizational governance structure• Policies and procedures for the organization are documented• More than 100 years' experience in advocacy and implementation of services• Diversified membership - churches, associates, and affiliates• Strong staff base	<ul style="list-style-type: none">• Strengthen County Coordinating Committees• Enhance capacity building for membership• Period review of policies for relevance• Disseminate lessons learnt and best practices• Enhance fellowship and capacity building• Recruit and maintain qualified professionals at all levels
Opportunities	How to maximize
<ul style="list-style-type: none">• Devolved governments• Existing and new strategic partnerships• Unlimited potential for programme activities• Increased donor interest to partner with local organizations• Revenue generating subsidiaries	<ul style="list-style-type: none">• Strategize for advocacy, partnerships and resource mobilisation at county level• Strengthen linkages and networks• Increased advocacy and networking• Enhance visibility and branding• Market NCKK facilities using different platforms

<ul style="list-style-type: none"> • Mainstream and Social Media 	<ul style="list-style-type: none"> • Package NCKK stories for platform relevance
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Weaknesses	How to minimize them
<ul style="list-style-type: none"> • Inadequate branding and communication 	<ul style="list-style-type: none"> • Improve communication and information management systems
<ul style="list-style-type: none"> • Inadequate staffing 	<ul style="list-style-type: none"> • Negotiate for adequate personnel support in funding agreements
<ul style="list-style-type: none"> • Inadequate Resources for Council Operations 	<ul style="list-style-type: none"> • Enhance resource mobilization to diversify sources

Threats	How to minimize them
<ul style="list-style-type: none"> • Reduced significance of the place and role of churches in the industrialised West 	<ul style="list-style-type: none"> • Enhance capacity building for member churches to enable them expand evangelism to the West
<ul style="list-style-type: none"> • Unstable political environment 	<ul style="list-style-type: none"> • Enhance advocacy for good governance and credible elections
<ul style="list-style-type: none"> • Shift in aid and funding trends 	<ul style="list-style-type: none"> • Align to the trends and enhance local resource mobilisation

3.2 Stakeholder Analysis

Following is a summary of the extent to which the various groups, institutions and persons that will influence the work of the Council during the Corporate Plan period:

Stakeholder	Point / Area of Engagement
Membership	<ul style="list-style-type: none"> - Programme support and implementation - Resource mobilisation - Governance of the Council - Oversight and Strategy - Fellowship
Donors / Partners	<ul style="list-style-type: none"> - Programme design and implementation

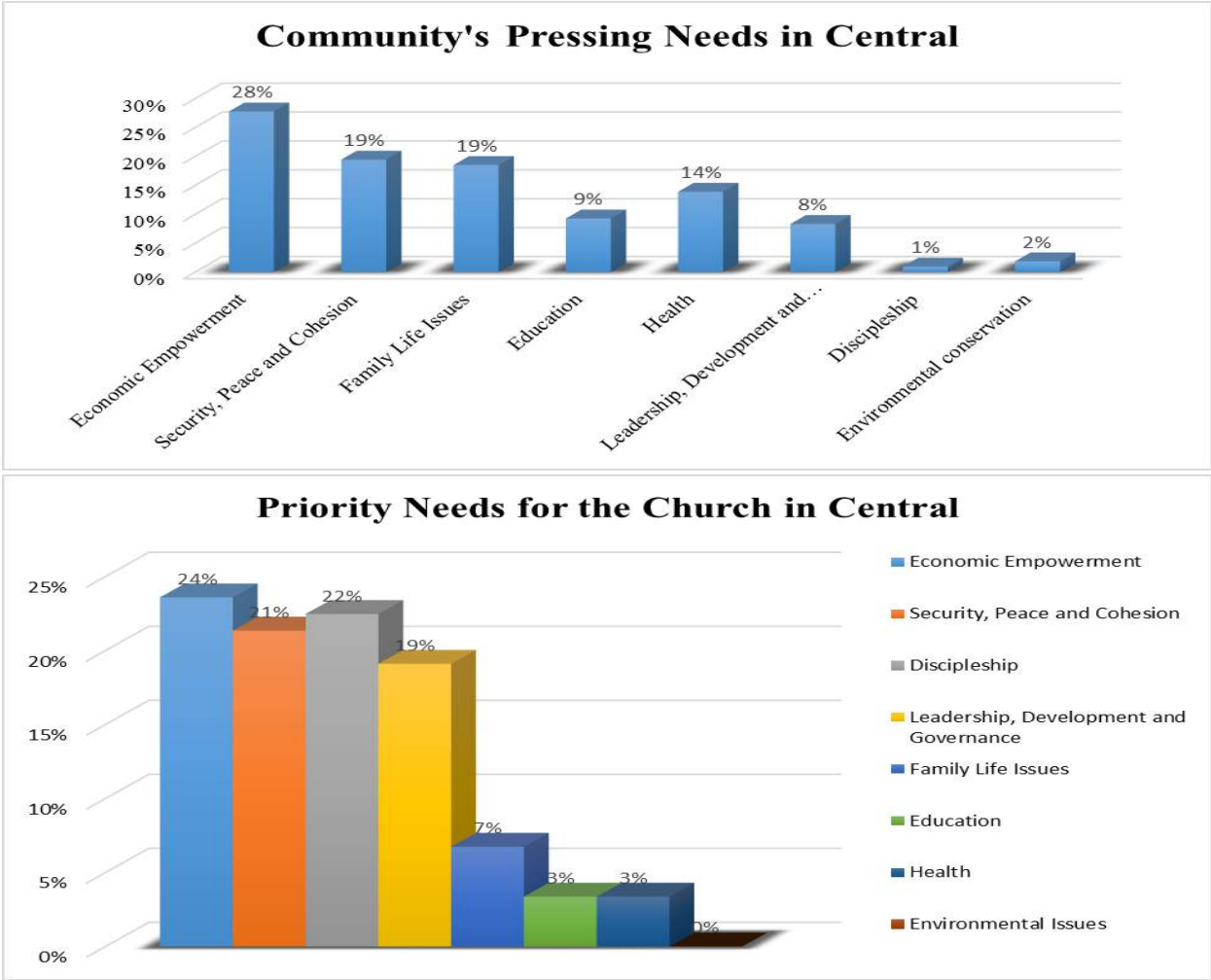
	<ul style="list-style-type: none"> - Capacity Strengthening - Resource Mobilisation - Networking and Collaboration
Staff	<ul style="list-style-type: none"> - Design and implementation of Council plans and strategies - Resource mobilization - Idea generation
Other Faiths / Other Christian Councils	<ul style="list-style-type: none"> - Inter faith engagement and collaboration - Peer support - Advocacy
Civil Society	<ul style="list-style-type: none"> - Networking and collaboration on national issues - Advocacy
National and County governments	<ul style="list-style-type: none"> - Constitutional, Legal and Policy framework - Compliance and legitimisation - Community empowerment - Official data and information - Advocacy
Beneficiaries	<ul style="list-style-type: none"> - Recipients of NCCK initiatives - Quality Services - Accountability - Active participation / co-implementers for empowerment, self reliance, resilience and transformation
Media	<ul style="list-style-type: none"> - Publicity and dissemination of NCCK information
General Public	<ul style="list-style-type: none"> - Advocacy on national issues - Accountability - Voice of the church

4.0 PRIORITY NEEDS

The Corporate Plan development process reviewed emerging issues in the regions, and thereby identified the priority needs as were perceived by the delegates who participated in county and regional consultative sessions. Consultations were also held at the national level with staff and representatives from the governance organs. The data gathered was then taken through systematic analysis to identify the priority issues for the Council during the 2019 – 2023 period.

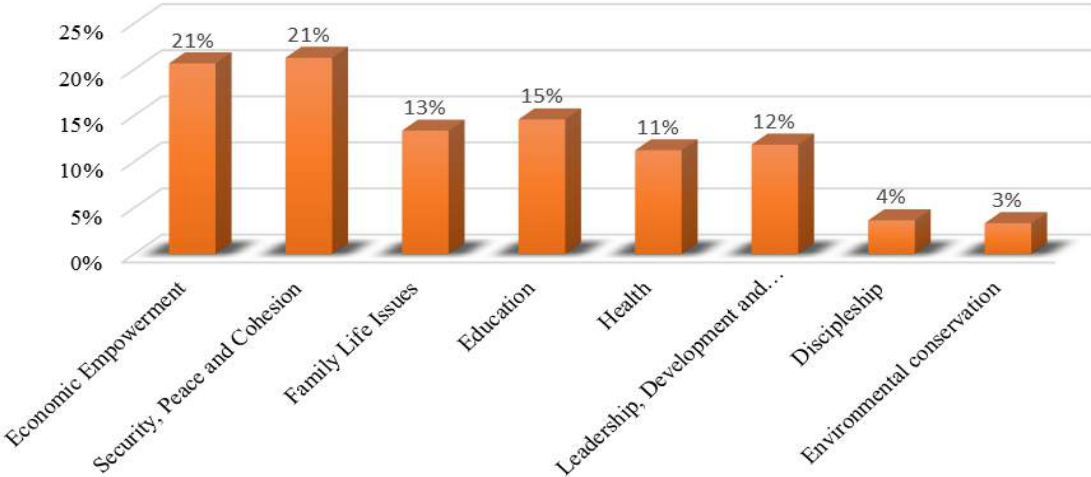
4.1 Regional Priority Needs

Central Region

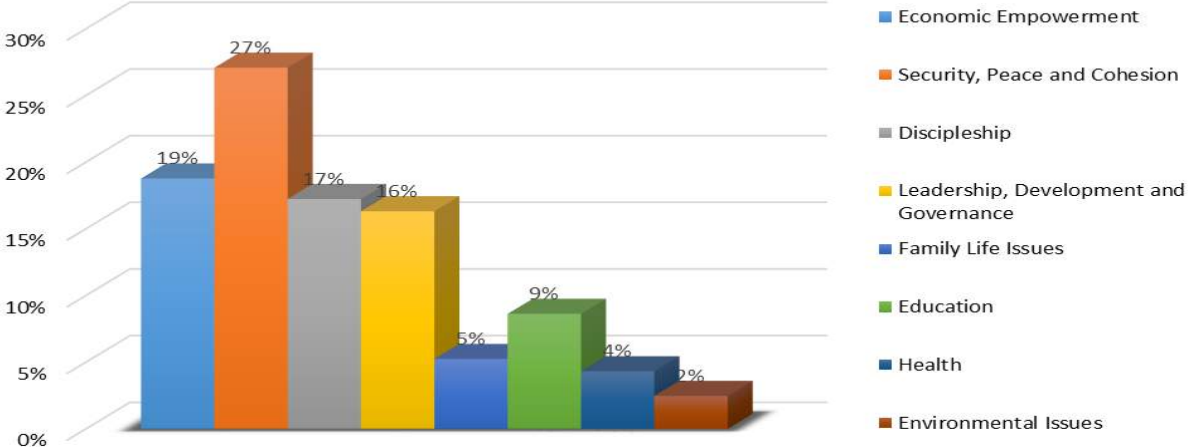


Coast Region

Community's Pressing Needs in Coast

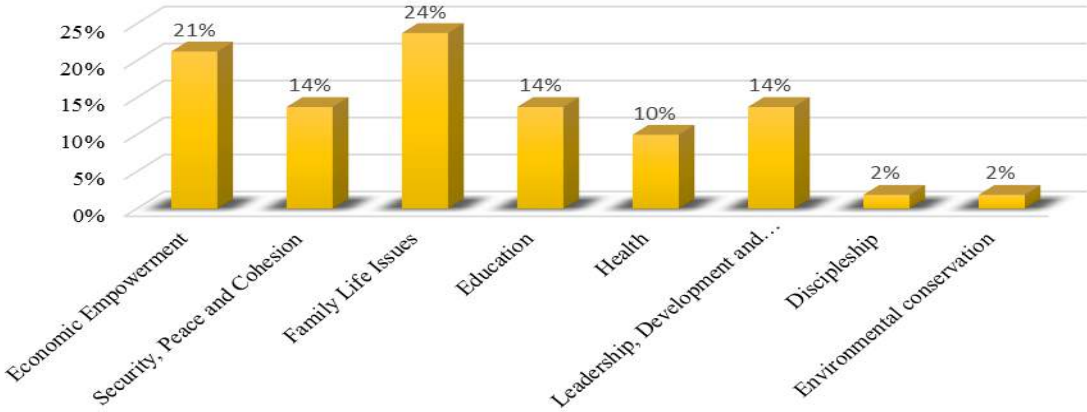


Priority Needs for the Church in Coast

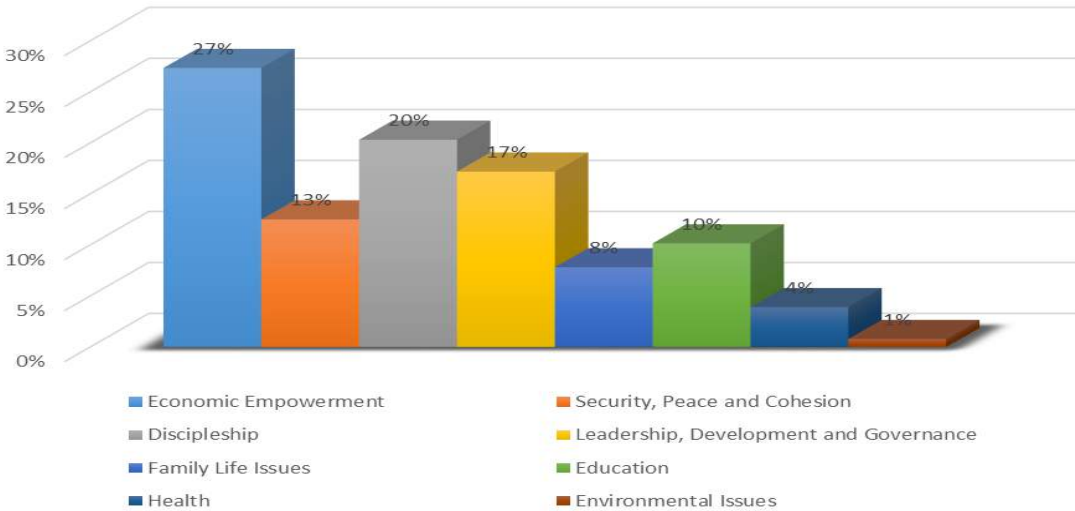


Lower Eastern

Community's Pressing Needs in Lower Eastern

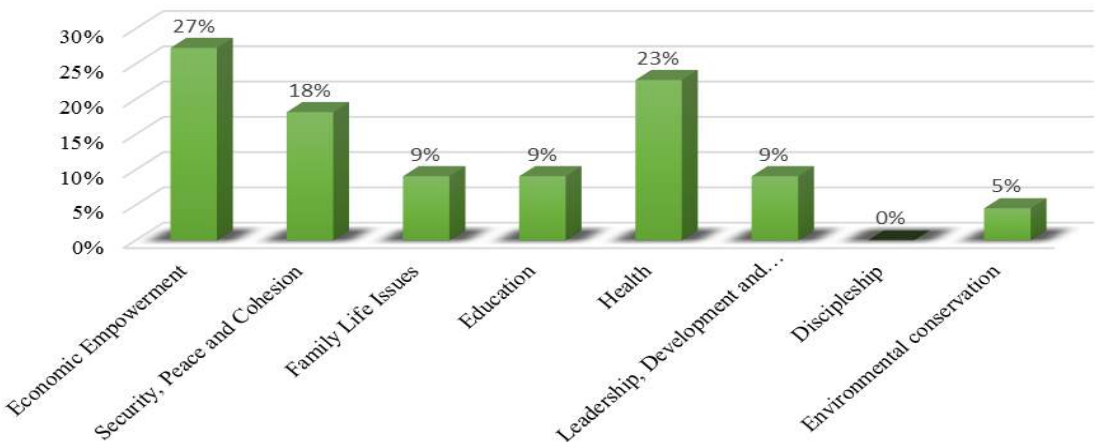


Priority Needs for the Church in Lower Eastern

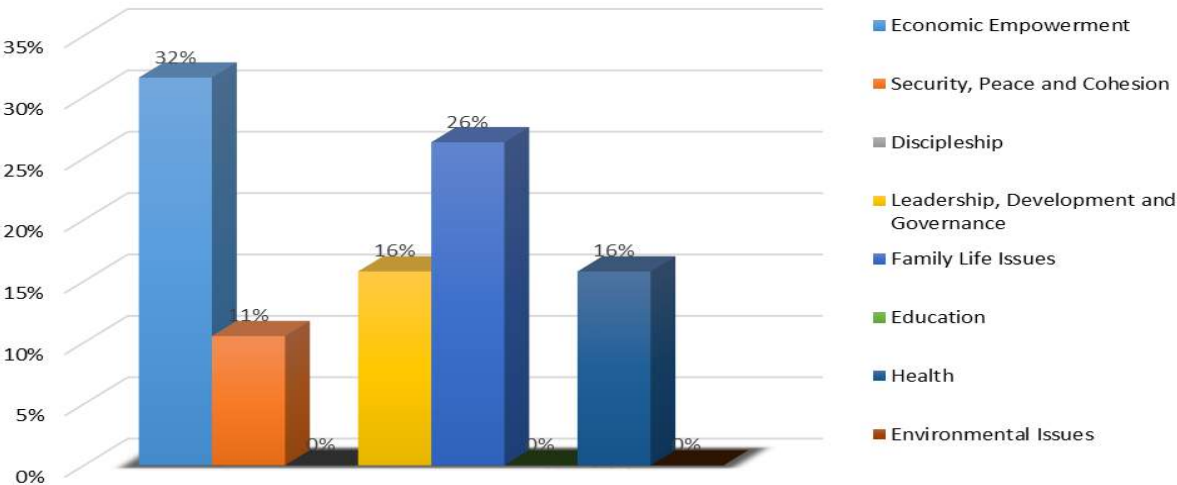


Nairobi Region

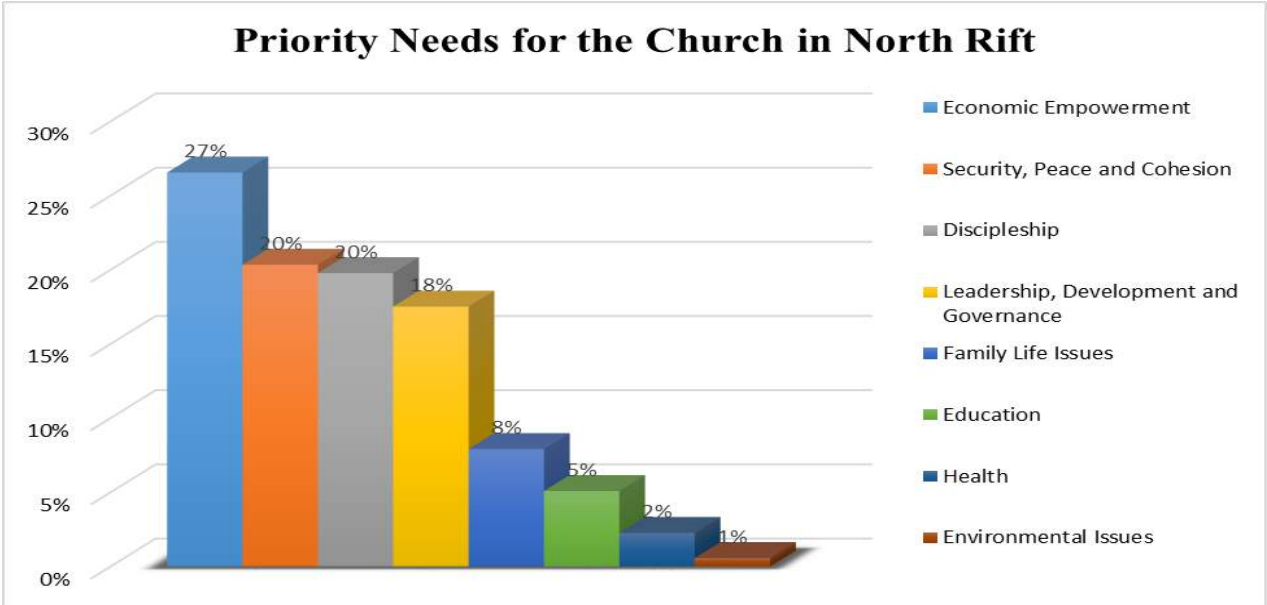
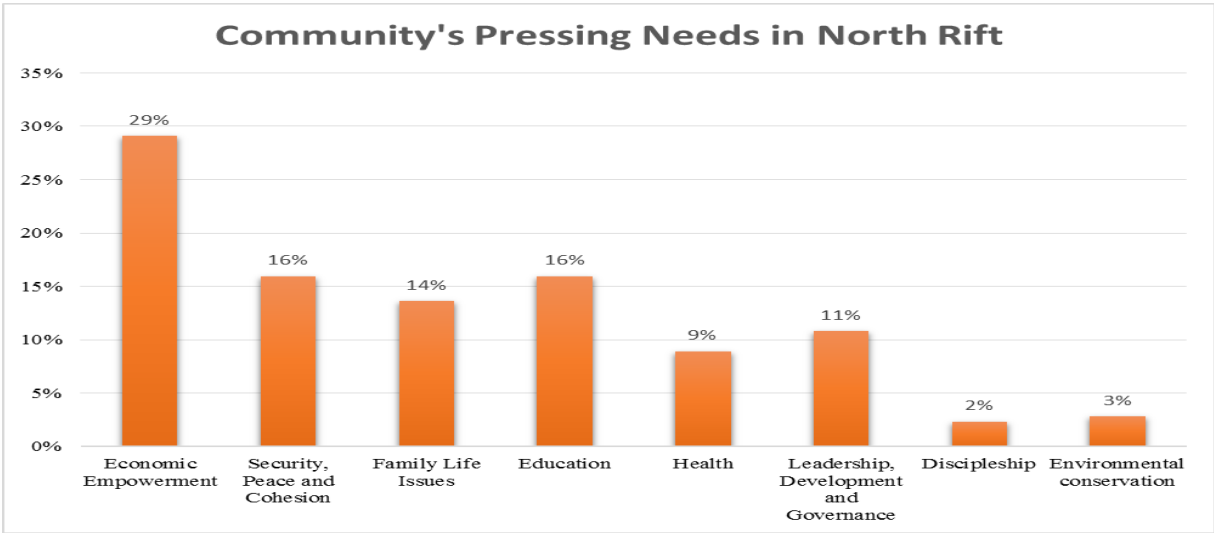
Community's Pressing Needs in Nairobi



Priority Needs for the Church in Nairobi

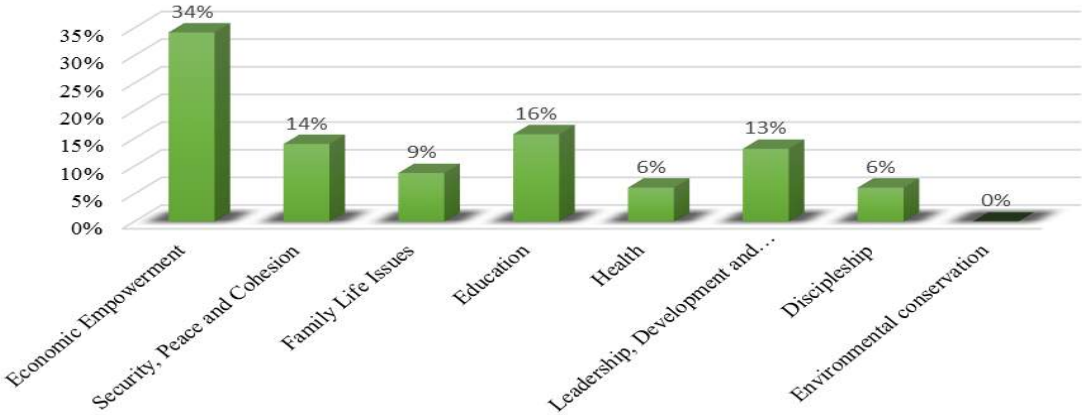


North Rift Region

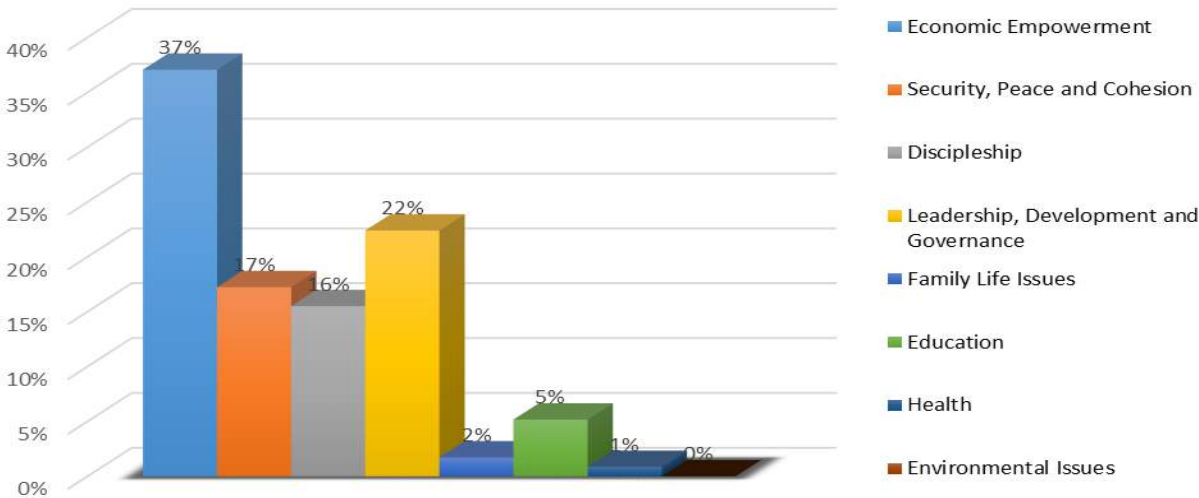


Nyanza Region

Community's Pressing Needs in Nyanza

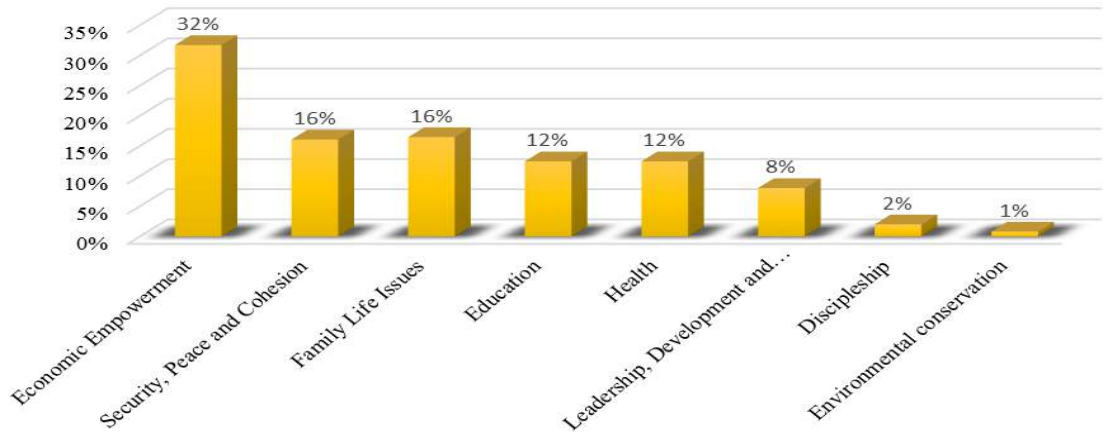


Priority Needs for the Church in Nyanza

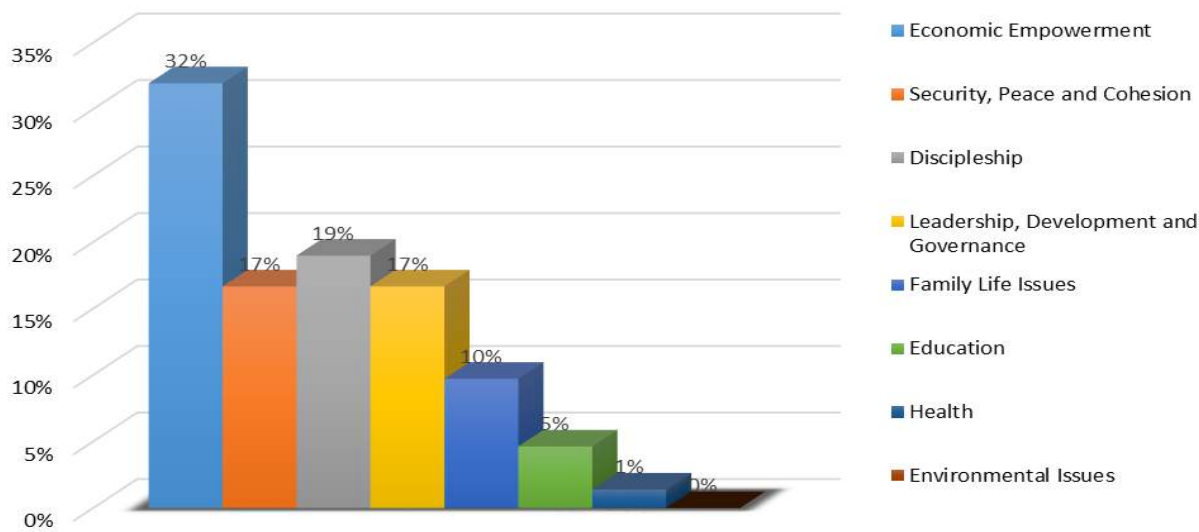


South Rift Region

Community's Pressing Needs in South Rift

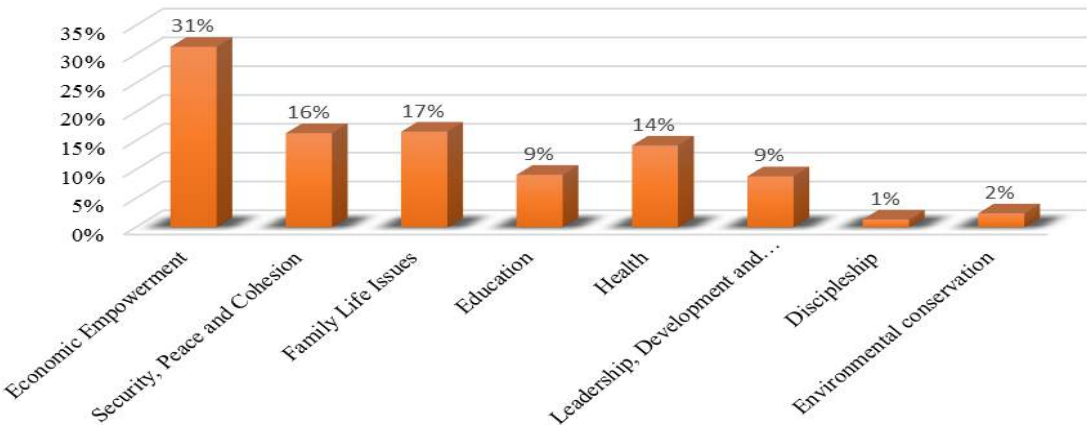


Priority Needs for the Church in South Rift

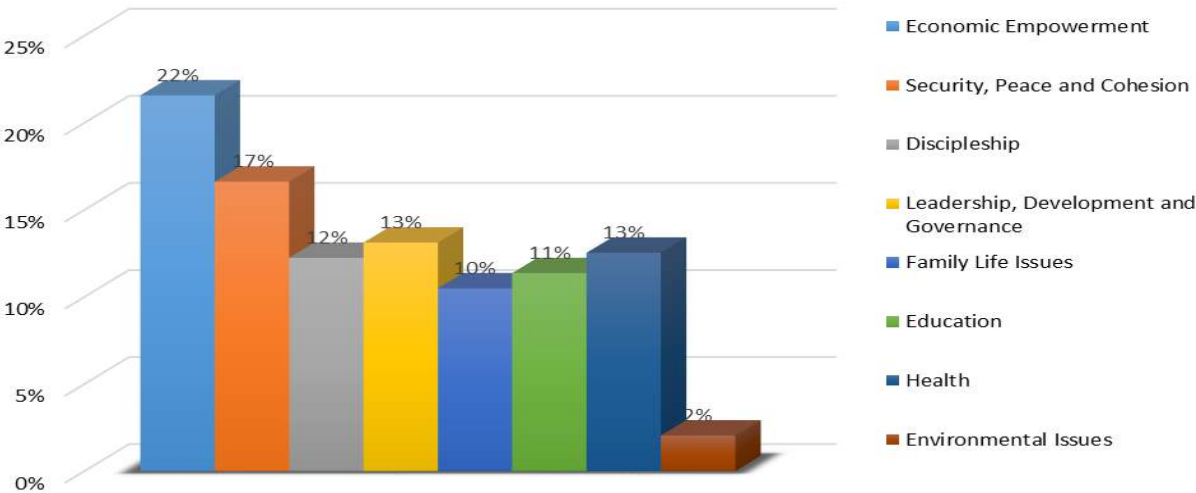


Upper Eastern Region

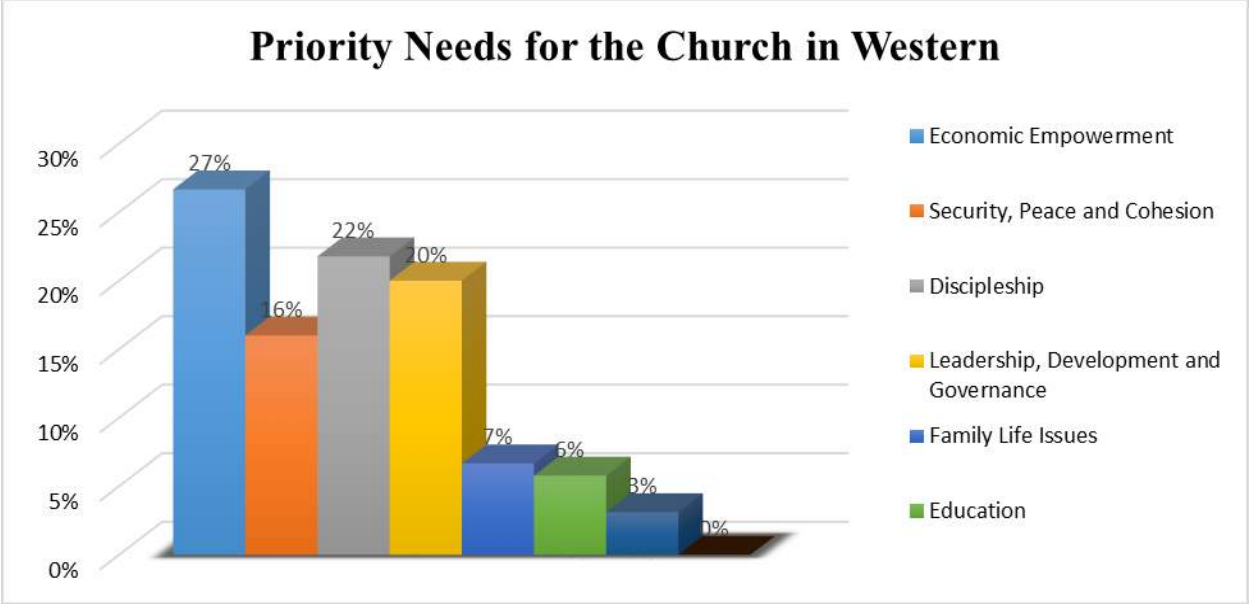
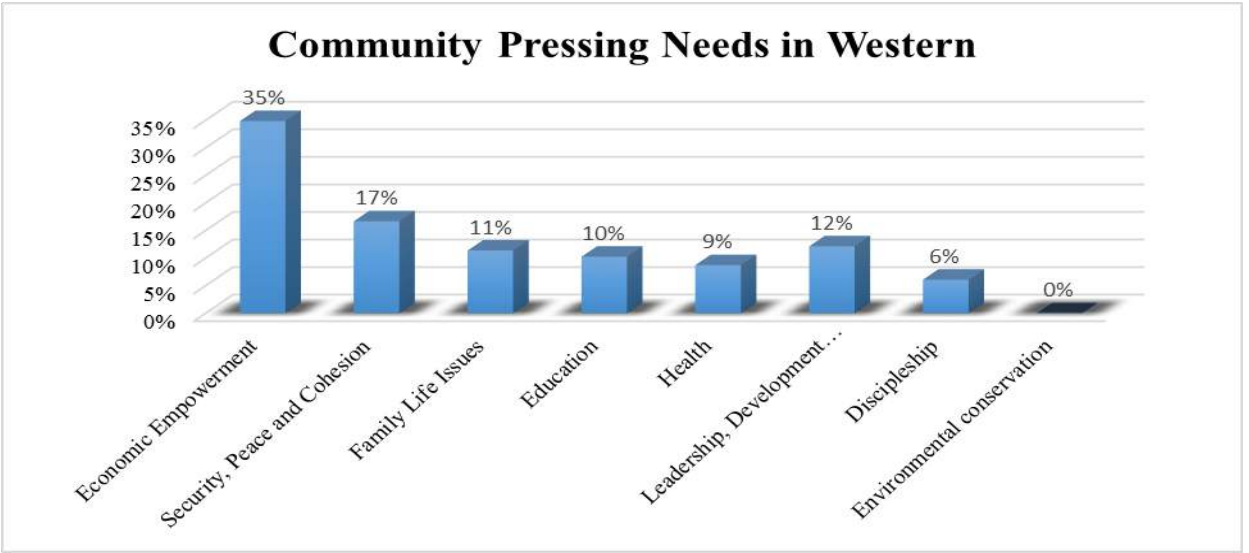
Community's Pressing Needs in Upper Eastern



Priority Needs for the Church in Upper Eastern



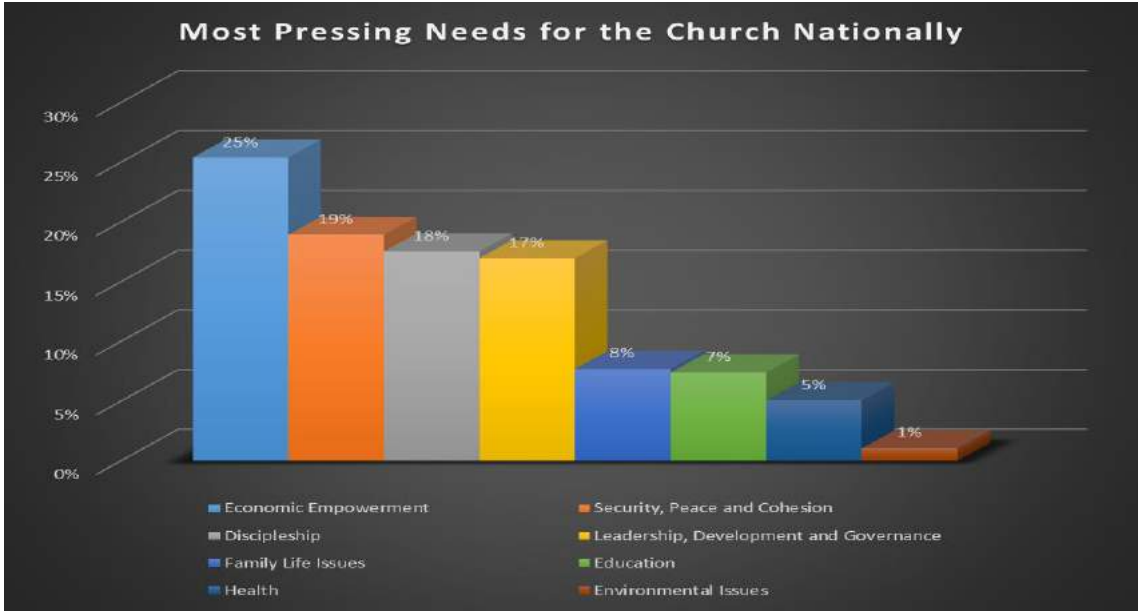
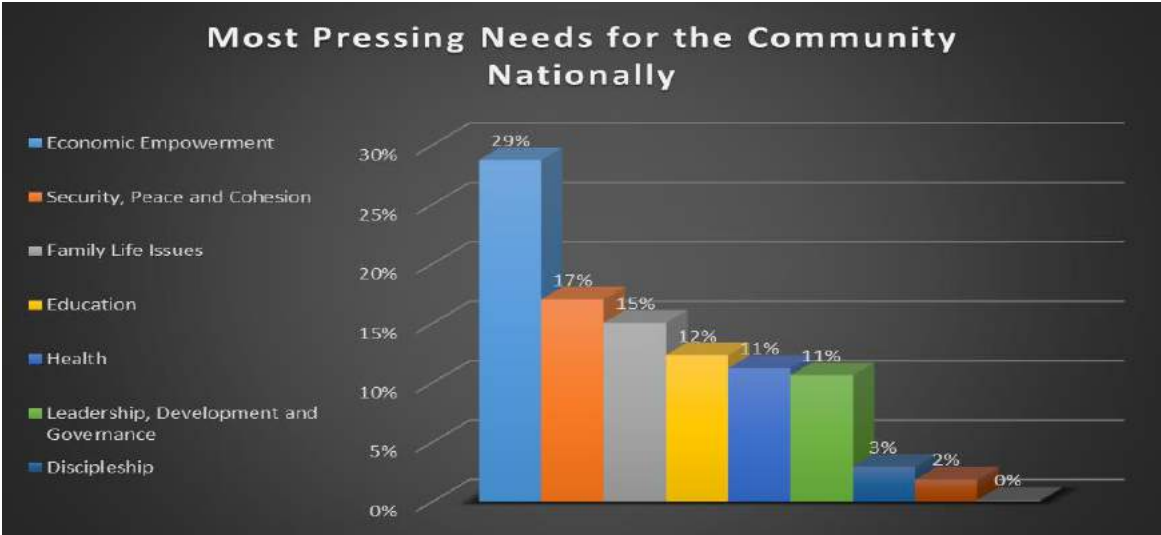
Western Region



What emerges from these regional level priority needs, both for the community and the church, is that poverty is the most felt need in the country (reflected by the percentages for Economic Empowerment).

The other needs vary from region to region, depending on the prevailing conditions. Over the next five years, the Council will endeavour to address these needs so as to transform the lives of the membership and the wider community.

4.2 National Level Priority Needs



4.3 Priority Needs Definitions

The community and church needs identified by the participants in the County, Regional and National Corporate Plan development forums were analyzed and clustered into the 8 broad areas highlighted in the visualizations above. These are:

a) *Economic Empowerment*

This encapsulates the needs expressed that included eradication of poverty, creation of employment opportunities, adoption of better agricultural practices, and enabling communities to have sustainable financial bases. At the church level, the needs under this cluster included funding for church activities, properties and remuneration of ministers.

b) *Security, Peace and Cohesion*

Across the board, solving ethnicity issues and divisions was a prominent need. Other needs related to security, peace and cohesion included reduction of Christian / Muslim conflicts, reduction of small arms and light weapons in civilian hands, and addressing of land ownership issues, especially the issuance of title deeds.

c) *Family Life Issues*

The needs expressed in this cluster touched on provision of assistance to needy individuals including persons with disabilities, orphans, widows and families. Respondents also highlighted the need for reduction of divorce rates, eradication of child trafficking, rehabilitation of sex workers, and eradication of female genital mutilation.

d) *Education*

This cluster includes needs touching on bursaries and scholarships, free education for all, and availability of vocational training institutions. It also covers needs expressed touching on guidance and counselling, trainings on key social topics such as gender based violence and family life enrichment.

e) Health

Under this cluster, the community and church needs that emerged included sensitization on drug and substance abuse and accessibility of rehabilitation centers, availability and affordability of health facilities, community awareness on hygiene, and interventions on HIV and AIDS.

f) Leadership Development and Governance

At both community and church levels, there were identified needs touching on accountability and ethical leadership, and the need for advocacy for leadership at all levels to work for the betterment of the communities. The need for church leaders to be involved in national decision making processes was highlighted, as was the need to fight against injustices including corruption.

g) Discipleship

The needs touching on spiritual awakening and empowerment included promotion of evangelism, prayers for the nation and leaders, and implementation of discipleship programmes. The need for inter denominational activities such as gospel crusades and prayers was noted.

h) Environmental Conservation

At both community and church levels, it was appreciated that there is a need for environmental conservation engagements including tree planting and adoption of drought resistant crops.

5.0 STRATEGIC INTERVENTIONS

In view of the Priority Needs identified during the Corporate Plan development process, and building on the Institutional Analysis, programmatic interventions were designed to cover the broad thematic areas. Due to the high prevalence of poverty across the nation, Economic Empowerment has been mainstreamed. This is because there can be no “magic bullet” to eradicate poverty in a situation where impoverishment of the people has been a long-running systemic process. Poverty will only be dealt with when every aspect of life of the people is aligned to their wellbeing.

During the 7th Corporate Plan period, the following will be the strategic interventions:

5.1 Summary of Interventions

Programmatic Interventions

Thematic Area	Goal	Focus Area
1.0 Leadership and Capacity Development	1.1 Enhanced Value Based Leadership in the church and Community	1.1.1 Value Based Church and Community Leadership Development 1.1.2 Youth Leadership Development
	1.2 Christians in member churches positively influencing their communities for holistic development	1.2.1 Church and Community Transformation 1.2.2 Discipleship 1.2.3 Family Life Education
2.0 Governance, Peace and Security	2.1 Strengthened governance institutions, structures and processes at county and national levels	2.1.1 Good Governance and Accountability 2.1.2 Constitutional and Legislative reforms 2.1.3 Democracy and Electoral Processes 2.1.4 Strengthening Devolution 2.1.5 Gender Justice

Thematic Area	Goal	Focus Area
	2.2 Enhanced security, peaceful coexistence and national cohesion	2.2.1 National Cohesion and Security Sector Reforms 2.2.2 Countering Violent Extremism
3.0 Climate Change, Food Security and Natural Resource Management	3.1 Improved community resilience towards negative impacts of Climate Change	3.1.1 Climate Change Governance 3.1.2 Climate Change Adaptation and Mitigation
	3.2 Improved sustainability of food systems amongst communities in Kenya	3.2.1 Sustainable Agriculture
	3.3 Sustainable management and utilization of Natural Resources	3.3.1 Extractives for sustainable development and peace 3..3.2 Policy and Legislation
4.0 Education, Health and Nutrition	4.1 Value based Education System that is innovative, transformative and holistic	4.1.1 Access to retention and transition in education 4.1.2 Influencing policy and legislation in education 4.1.3 Technical, Vocational, Education and Training (TVET) 4.1.4 Support to Management of Learning Institutions
	4.2 Improved health and nutrition	4.2.1 Water and Sanitation 4.2.2 Community Health 4.2.3 Orphans, Vulnerable Children, the Elderly and Persons with Disabilities
	4.3 Increased access to quality healthcare and nutrition	4.3.1 Influencing policy development and implementation for health services
5.0 Migration, Displacement and Humanitarian Response	5.1 Promote human dignity for displaced persons	5.1.1 Refugee Services Programme 5.1.2 Migration and Displacement

Thematic Area	Goal	Focus Area
	5.2 Promote human dignity of persons affected by emergencies and disasters	5.2.1 Emergency Response and Relief 5.2.2 Disaster Risk Reduction

Programme Support Functions

Thematic Area	Goal	Focus Area
1.0 Programme Information and Communication Office	1.1 NCKK Programme Work is well documented and communicated	1.1.1 Documentation of Programme Work 1.1.2 Information sharing and learning 1.1.3 Vibrant Information Resource Center 1.1.4 Well informed Programmes Initiatives and Activities
2.0 Adequately Resourced Council Programmes	2.1 Resource Mobilisation	2.1.1 Facilitate resource mobilization for Council programmes 2.1.2 Build capacity of staff in resource mobilisation

Strategic Leadership

Thematic Area	Goal	Focus Area
1.0 General Secretary's Office	1.1 Sustainable, responsive and effectively performing Council	1.1.1 Strategic Leadership and Direction setting 1.1.2 Effective management of the Council 1.1.3 Resource Mobilisation 1.1.4 Communication
2.0 Deputy General Secretary's Office	2.1 A Strengthened Membership that fulfills their Biblical Mandate	2.1.1 Deputize the General Secretary 2.1.2 Spiritual Formation 2.1.3 Provide oversight for NCKK Investments

Service Departments

Thematic Area	Goal	Focus Area
1.0 Finance and Investments	1.1 Faithful stewardship of the Council's financial and non financial resources	1.1.1 Financial planning and budgeting 1.1.2 Management and Accountability of financial

Thematic Area	Goal	Focus Area
		and non financial resources 1.2.3 Financial risk management, recovery and continuity
2.0 Human Resources Management	2.1 Recruit, develop and maintain a skilled and competent human resource capital relevant to NCKK work	2.1.1 Human resource, information systems and functions management 2.1.2 Recruitment, retention, training and development 2.1.3 Quality performance management 2.1.4 Staff safety, security, welfare and well being
	2.2 Deliver Administrative Services Efficiently	2.2.1 Operations and Administration 2.2.2 Procurement of supplies, goods and services
3.0 Legal Services Office	3.1 A Council fulfilling its constitutional and legal mandates	3.1.1 Legal and Technical support and advice 3.1.2 Governance Support 3.1.3 Legal Representation
4.0 Risk and Internal Audit Unit	4.1 A reputable and secure Council	4.1.1 Risk management 4.1.2 Policies and Regulatory Compliance
5.0 Planning, Monitoring, Evaluation, Accountability and Learning	5.1 Well planned, monitored and communicated outcomes	5.1.1 Planning 5.1.2 Monitoring 5.1.3 Accountability learning and documentation 5.1.4 Evaluation and Reporting
6.0 Information and Communication Technology	6.1 Provide a robust and secure IT infrastructure that supports on-demand access to information	6.1.1 Modernized ICT infrastructure 6.1.2 Data integration and analytics 6.1.3 Cyber security
7.0 Communication and Public Relations	7.1 A visible and vibrant Council that has effective communication between staff, partners and the public	7.1.1 Communication 7.1.2 Public Relations

5.2 Programme Interventions

Implemented by the membership through the national and regional structures, programme interventions are designed to directly impact the lives of community members. It is through the programmatic interventions that the Mission of the Council (Holistic transformation of lives for a just, resilient and sustainable society) is achieved. Programme work of the Council during the 7th Corporate Plan period will be formulated around 5 Thematic Areas:

A. Leadership and Capacity Development

Effective and efficient leadership is required for essential functioning of every society since it ensures there is order and structure. Being results oriented, it facilitates growth and development. Such leadership is founded on servanthood, authenticity and trustworthiness.

Under this Thematic Area, the Council will during this Corporate Plan period work to strengthen accountability structures and systems, promote ethical behavior among leaders, increase public participation, and encourage succession planning in leadership in the country. The Council will also work with the Churches and schools to enhance values through Family Life Education and mentorship programmes for young people to become responsible citizens who are able to make informed choices.

Interventions in this Thematic Area will be informed by the United Nations' Social Development Goal 2017; Kenya's Vision 2030 (leadership pillar); Leadership and Integrity Act 2012; Public Officer Ethics Act 2003; Ethics and Anti-Corruption Commission Act; and Anti-Corruption and Economic Crimes (Amnesty and Restitution) Mechanisms Act.

The Council will equip citizens with necessary skills and information to enable them hold responsibility holders accountable at the national, county, sub-county, ward and village levels. This will be achieved through robust and inclusive civic education programmes as well as an aggressive advocacy campaigns at all levels of governance in the country.

Internally, the Council will strengthen her governance structures at national, regional and county levels, and also support organizational development processes in the member churches and organisations.

These interventions will be carried out through 5 Focus Areas clustered under 2 broad goals:

Goal 1: Enhanced Value Based Leadership in the church and community

- (i) Value Based Church and Community Leadership Development
The objective is to promote value based leadership in the society by providing a framework for identifying and responding to value based issues in leadership
- (ii) Youth Leadership Development
The objective is to build youths as leaders through internships and vocational trainings for out of school youth

Goal 2: Christians in member churches positively influencing their communities for holistic development

- (iii) Church and Community Transformation
The objective is to empower member churches to transform their lives using locally available God-given resources
- (iv) Discipleship
The objective is to enhance the capacities of member churches to drive Christian and church growth, and undertake family life education
- (v) Family Life Education
The objective is to empower communities with information and skills to enable them build stable families that are functional and have life skills to cope with day to day demands and challenges.

B. Governance, Peace and Security

The Council recognizes that good governance, peace and security are necessary if the lives of the people are to be transformed positively. It is noteworthy that peace, security and national cohesion was a felt need in all the regions.

During the 7th Corporate Plan period, the Council will continue to promote accountable governance, effective democracy, public participation, and empowerment of the marginalized, disadvantaged and vulnerable communities. To bolster democracy, the Council will promote accountable and ethical political party governance so that all sectors of the society have equitable opportunities to participate.

Special attention will be put on strengthening devolved functions of government, appreciating that devolution was considered one of the greatest gains of the citizens in Constitution of Kenya 2010.

Overall, the Council will develop interventions aimed at empowering the citizens to practice and advocate for good governance, accountability, constitutional and legislative reforms, national cohesion, dialogue and mediation, democracy and just electoral processes, devolution, national justice system, human rights, land ownership and use, as well as social and gender justice. Civic Education will be a key strategy in these interventions.

Interventions in this regard will be aligned to the Leadership and Governance pillar in Kenya's Vision 2030, as well as Chapter 6 of the Constitution of Kenya 2010. The Council will also refer to the various laws enacted under this pillar, which include the Leadership and Integrity Act 2012, Public Officer Ethics Act 2003, Ethics and Anti Corruption Commission Act, and the Anti Corruption and Economic Crimes (Amnesty and Restitution) Mechanisms. Interventions in this regard will contribute to the achievement of Sustainable Development Goals 10 (reduced inequalities) and 16 (Peace, Justice and Strong Institutions).

For democracy and good governance to thrive, deliberate efforts will need to be put on safety and security at community, county, national and regional levels. The Council will thus continue promoting community peace initiatives, as well strengthening the capacities of member churches to advocate for peace, safety and security for all. During the 7th Corporate Plan period, focus will be put on National Cohesion, Security Sector Reforms and Countering Violent Extremism. Interventions in this cluster will be built on the experience the NCKK has gained over the years when employing multiple strategies, approaches and

initiatives to respond to national, inter and intra-community conflicts. These have included advocacy, capacity building, awareness creation, and facilitation of dialogue.

The interventions by the Council in the Peace and Security sector will be aligned to the National Policy on Peace Building, the Kenya National Strategy on Countering Violent Extremism and the Protocol Relating to the Establishment of the Peace and Security Council of the African Union. The Council will also endeavor to embrace United Nations Resolution 1325 which requires member states to promote the participation of women in peace building processes.

The interventions in this Thematic Area will be carried out through 7 Focus Areas clustered under 2 broad goals:

Goal 1: Strengthening governance institutions, structures and processes at county and national levels

- (i) Governance and Accountability
The objective is to promote good governance and strengthening of institutions, and building the capacities of communities to hold national and county governments to account on their mandates
- (ii) Constitutional and Legislative Reforms
The objective is to promote public participation in the national reform agenda, and build the capacities of the community members to engage effectively
- (iii) Democracy and Electoral processes
The objective is to contribute to the holding of peaceful, free, fair and credible elections
- (iv) Strengthening Devolution
The objective is to contribute to the strengthening of county-level governance institutions, and enhance the capacities of the communities to engage county governments
- (v) Gender Justice
The objective is to contribute to gender equality and the empowerment of women and girls

Goal 2: Enhanced security, peaceful co-existence and national cohesion

(vi) National Cohesion and Security Sector Reforms

The objective is to strengthen national and community dialogue platforms, promote local level dispute resolutions mechanisms, and advocate for security sector reforms

(vii) Countering Violent Extremism

The objective is to promote local engagements to counter violent extremism, and to provide rehabilitation and re-integration of returnees

C. Climate Change, Food Security and Natural Resource Management

Kenya has had her share of the negative effects of climate change, leading to food insecurity as productivity dwindles across the board. Secondary effects of climate change include the rising cases of conflicts over pasture and water among pastoralist communities as well as conflicts between pastoralists and crop farmers, and increasing levels of poverty in the country. These have been exacerbated by poor natural resources management which leaves communities, and the nation at large, worse off.

In the past, the Council has implemented different programmes aimed at promoting climate change resilience, improving agricultural productivity and value addition, and enhancing inclusive natural resources management.

With regard to climate change, the Council's interventions in the past were informed by various national and international laws, agreements and policies.

These include:

- National strategic plans including the Vision 2030, Medium Term Plan 2018 – 2022; AFAs Strategic Plan (2017/2018 – 2021/2022)
- National Climate Change Action Plan
- National Climate Change Response Strategy
- Climate Change Act 2016
- National Adaptation Plan (2015 – 2030)

- Nationally Determined Contribution
- National Environmental Education and Awareness Initiative
- National Environment Policy
- Ending Drought Emergencies Strategy
- Kenya Biodiversity Strategic Plan (2011 – 2020)
- Aichi Biodiversity Targets
- Fifth National Report to the Convention on Biological Diversity
- UNEP’s Green Economy Assessment Report – Kenya (2014)
- African Union’s commitment to Integrating Gender in Climate Change Adaptation policies

During the 7th Corporate Plan period, the Council will develop and implement initiatives focusing on climate change governance as well as adaptation and mitigation. Towards this, the Council will equip communities with appropriate skills and knowledge, enhance the capacities of county governments to mainstream climate change adaptation and mitigation in County Plans, improve awareness of NCKK staff and membership on climate change issues, develop climate change adaptation and mitigation programmes targeting the communities, and work to reduce the vulnerability of people, livelihoods, physical assets and natural systems to adverse effects of climate change.

With regard to Food Security, the Council will during the 7th Corporate Plan align her plans and interventions with the:

- Agriculture, Fisheries and Food Authority Act 2013
- Crops Act 2013
- Kenya Agricultural and Livestock Research Act 2013
- Food Security Bill 2017 (formulated by the Senate)
- Kenya’s Vision 2030 (Economic Pillar)
- Kenya’s Agriculture Sector Development Strategy (2009 – 2020)
- Medium Term Plan 2018 – 2022
- Constitution of Kenya 2010 Article 43(1)(c)
- Big 4 Agenda of the Government of Kenya (Food Security)

- Sustainable Development Goals (Goal 2 –reducing hunger, increasing food security, improving nutrition and promoting sustainable agriculture)

The goal of the Council’s interventions in this sector will be to contribute to food security through promotion of sustainable agriculture, enhance agricultural and food value chains development, enhancing market access and advocate for improved coherence, coordination and accountability on food security matters and food safety.

With regard to Natural Resources Management, the Council will during the 7th Corporate Plan period focus on the extractives sector, complementing the work of the Ministry of Petroleum and Mining and the National Land Commission. The interventions will also be guided by the Mining Act 2016, as well as other legal instruments focused on protection, conservation and management of the environment. These instruments include the

- Minerals and Mining Policy
- National Environmental Education and Awareness Initiative 2018
- National Environment Policy 2013
- Sustainable Development Goals (Goal 11 – Sustainable Cities and Communities; 12 – Responsible Production and Consumption; 13 – Climate Action; 14 – Life Below Water; 15 – Life on Land).

The goal of the interventions will be to empower local communities to be involved at the negotiations and decisions being made appertaining to the use of natural resources. This is expected to create demand for transparency in the processes being undertaken at national and county levels. Identification of best mining practices for artisanal and small scale miners as well as largescale and international investors will be documented so as to enhance performance and management in the sector. The Council will in addition advocate for harmonization of the policies and legislation governing the sector to among others mainstream gender in all operations.

The interventions in this Thematic Area will be carried out through 5 Focus Areas clustered under 3 main goals:

Goal 1: Improved community resilience towards negative impacts of Climate Change

- (i) Climate Change Governance
The objective is to empower communities to influence County government planning processes so that climate change is given priority
- (ii) Climate Change Adaptation and Mitigation
The objective is to empower communities with knowledge and skills so that they mitigate and adapt to climate change and so reduce their vulnerabilities

Goal 2: Enhanced sustainability of food systems amongst communities in Kenya

- (iii) Sustainable Agriculture and Food Security
The objective is to increase agricultural production using appropriate technologies and enhance development of agricultural value chains and market access, leading to enhanced food security across the country

Goal 3: Sustainable management and utilization of Natural Resources

- (iv) Extractives for sustainable development and peace
The objective is to enhance the capacities of local communities to effectively advocate for meaningful benefit from extractives in their areas
- (v) Policy and Legislation
The objective is to influence the development and implementation of policy, legal and institutional frameworks

D. Education, Health and Nutrition

Engagements in this Thematic Area will be guided by the Theory of Change Statement: IF NCCCK enhances capacities for communities to have sustainable access to quality, affordable health care services

and value-based education that address relevant local priority needs, THEN, communities will have just and fair access to services for a sustainable, resilient society and transformed lives.

Under this thematic area, the Council will during the 7th Corporate Plan period seek to address Sustainable Development Goals 1 – Poverty; 2 – Zero Hunger; 3 – Good Health and Well Being; 4 – Quality Education; and, 6 – Clean Water and Sanitation.

With regard to Education, the Council will during the 7th Corporate Plan period endeavor to increase access to education for all by addressing the social-cultural and economic barriers that hinder retention and transition of learners. This will be in addition to advocacy for a policy framework that will secure ownership and role of sponsors in church-owned schools. The Council will also support schools with chaplaincy programmes. Towards this, the Council will focus on targeted scholarships, engagement with relevant ministries and government agencies, and active involvement in the education sector reform agenda through policy advocacy and promotion of technical vocational education.

These interventions will be aligned to the Constitution of Kenya 2010; Kenya's Vision 2030; Education for All; Basic Education Curriculum Framework; the Continental Education Strategy for Africa (2016 - 2025); and African Union's TVET strategy.

Interventions on Health and Nutrition will be aligned to the Constitution of Kenya 2010; the Kenya Health Policy (2014 – 2030); Social Pillar of Kenya's Vision 2030; Medium Term Plan (2018 – 2022); Kenya's Big 4 Agenda (universal health); African Union's Regional Nutrition Strategy (2015 – 2025); and African Union's AMCOW Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa (2016 – 2030).

The interventions will be aimed at increasing access by communities to clean water, quality and affordable health care, as well as nutritious food. These are in addition to specific focus on creating awareness and management of Non Communicable Diseases (NCDs) which are on the rise. Efforts will also be made to enhance awareness for all age groups on HIV prevention and management, reproductive, maternal, newborn, child and adolescents' health. On nutrition, the Council will aim to promote healthy living lifestyles.

Advocacy engagements will seek to influence health policies at national and county levels, as well as pushing for increased budgetary allocations for health.

The interventions in this Thematic Area will be undertaken through 8 Focus Areas clustered under 4 broad goals:

Goal 1: Value Based Education System that is innovative, transformative and holistic

- (i) Access to retention and transition in education
The objective is to promote access, retention and transition of basic education by learners, by providing them with scholarships and other educational materials
- (ii) Influencing policy and legislation in education
The objective is to influence legal and policy frameworks so as to promote quality value-based education
- (iii) Technical, Vocational, Education and Training
The objective is to promote the uptake of technical training in the country by influencing policy and strengthening the capacities of member churches who run technical training institutions
- (iv) Support to Management of Learning Institutions
The objective is to strengthen the capacities of boards of management of schools to enable them discharge their mandates effectively

Goal 2: Improved health and nutrition

- (v) Water and Sanitation
The objective is to promote access to adequate sanitation and hygiene by community members

(vi) Community Health

The objective is to promote wellness of community members by providing information and awareness, monitoring medical practices, empowering member churches to deliver health programmes

(vii) Orphans, Vulnerable Children, the Elderly and Persons with Disabilities

The objective is to promote social protection of the vulnerable in the community, with special focus on orphans, children, the elderly and Persons with Disabilities

Goal 3: Increased access to quality healthcare and nutrition

(viii) Influencing policy development and implementation for health services

The objective is to promote the review and implementation of health related policies and laws

E. Migration, Displacement and Humanitarian Response

Over the decades, the Council has built a track record in delivery of services to refugees at both Dadaab and Kakuma Refugee Camps, and as well as urban dwelling persons of concern. The operations at Dadaab and Kauma Refugee Camps began soon after the camps were established.

Internally, Kenya is prone to emergencies which sometimes progress to disaster levels. Such include droughts, floods and other man-made emergencies including industrial and road traffic accidents, violent conflicts, and waste related disasters. During such crises, the role and place of faith-based entities goes over and above provision of material assistance to include psycho-social support and response to meet spiritual needs.

With regard to migration and displacement, it is notable that Kenya hosts more than half a million refugees and also has a history of internally displaced persons. Different sources indicate that the country is also either a source or transit route for migrants and trafficked persons. It is a concern that such displaced persons and those on the move lack protection while on the move and in their destinations necessitating interventions to ensure their protection and upholding of their rights.

During the 7th Corporate Plan period, the Council will develop interventions aimed at enhancing refugee services, ensure effective emergency response, advocate for protection and rights of displaced persons,

promote disaster risk reduction, and facilitate multi-stakeholder and community-managed approaches to disaster risk reduction.

To achieve this, the Council will employ four broad strategies: provision of direct assistance to population affected by emergencies; capacity building of member churches to provide humanitarian assistance and advocate for the rights of affected populations; advocate for the rights of forcibly displaced persons, victims of human trafficking, migrants and populations affected by emergencies; and foster networking and collaboration with other actors in this thematic area.

These interventions will be aligned to national, regional and global frameworks that include:

- National Disaster Risk Management Policy 2018
- Sendai Framework for Disaster Risk Reduction
- Global Compact on Refugees
- Global Compact on Safe, Orderly and Regular Migration
- Disaster Risk Management Bill 2018 which is currently under discussion by Parliament
- Sustainable Development Goals 1 (Poverty), 2 (Zero Hunger), 3 (Good Health and Well Being), 10 (Decent Work and Economic Growth), 11 (Sustainable Cities and Communities), 12 (Responsible Production and Consumption), and 13 (Climate Action).

Various partnerships will be employed including working with:

- Ministry of Devolution and ASAL
- National Drought Management Authority
- National Disaster Operations Centre
- National Disaster Management Unit
- National Disaster Management Authority
- County disaster risk reduction preparedness plans and platforms
- Partnerships the government has with UNDP, UNISDR USAID, DFID and World Bank

The interventions in this Thematic Area will be undertaken through 4 Focus Areas clustered under 2 broad goals:

Goal 1: Promote human dignity for displaced persons

- (i) Refugee Services Programme
The objective is to provide lifesaving humanitarian assistance to refugees and support them to uphold their human dignity
- (ii) Migration and Displacement
The objective is to advocate for the rights of displaced persons, and strengthen the capacities of member churches to respond to the needs of such persons

Goal 2: Promote human dignity of persons affected by emergencies and disasters

- (iii) Emergency Response and Relief
The objective is to provide emergency relief services and long term recovery support for communities, and strengthen the capacities of member churches to effectively respond to emergencies
- (iv) Disaster Risk Reduction
The objective is to provide capacities for communities and member churches to prepare, respond, recover and mitigate against disasters

5.2 Programme Support Function

To enable the Council effectively implement the Programme Work, two specific support functions are necessary. These are:

A. Programme Information and Communication Office

The objective is to ensure that the Programme work is well documented and communicated

B. Resource Mobilisation

The objective is to ensure that the Programme work is adequately resourced

5.3 Strategic Leadership

To ensure that the Council achieves her Vision, Mission and goals, there is need for strategic leadership which is provided by the General Secretary as is provided for in the NCKK Constitution. Designated as the Chief Executive Officer of the Council, the General Secretary provides the cohesion necessary between the different units of the Council, ensures that the governance organs function flawlessly, and provides leadership to the staff complement. The Deputy General Secretary provides necessary support in the executive of this mandate. During the 7th Corporate Plan period, the General Secretary will be guided by the following thematic focuses:

C. General Secretary's Office

The General Secretary will have four main objectives:

- (i) Strategic leadership and direction setting
- (ii) Effective management of the Council
- (iii) Resources Mobilisation
- (iv) Communication

D. Deputy General Secretary's Office

In deputizing the General Secretary, the DGS will be guided by three main objectives:

- (i) Deputize the General Secretary
- (ii) Spiritual formation
- (iii) Provide oversight for NCKK investments

5.4 Service Departments

The effective implementation of the programme interventions and the management functions are dependent on the logistical and technical facilitation of the Service Departments. During the 7th Corporate Plan, the Council will have 7 Service Departments:

A. Finance and Investments

The goal is to ensure faithful stewardship of Council's financial and non-financial resources

B. Human Resources Management and Administration

The goal is to recruit, develop and maintain a skilled and competent human resource and also deliver efficient administration services

C. Legal Services Office

The goal is to ensure that the Council fulfils her constitutional and legal mandates

D. Risk and Internal Audit Unit

The goal is to ensure there is effective risk management as well as policy and regulatory compliance within the Council

E. Planning, Monitoring, Evaluation, Accountability and Learning

The goal is to ensure that Council work is well planned, monitored and outcomes are communicated

F. Information and Communication Technology

The goal is to provide a robust information and technology infrastructure that supports on demand access to information

G. Communication and Public Relations

The goal is to ensure the Council has effective communication between staff, partner and the public

6.0 IMPLEMENTATION MATRIX

6.1 Programme Interventions

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
1.0 LEADERSHIP AND CAPACITY DEVELOPMENT Goal 1.1 Enhanced value based leadership in the church and the community	1.1.1 Value-Based Church and Community Leadership development	Establish a framework within NCCK for identifying and responding to value based issues in leadership	≈ Framework developed ≈ Issues documented and shared periodically	≈ Transformative and ethical leadership demonstrated by leaders in church and community	110,000,000
		Promote value based leadership in the society	≈ Increased capacity of church leaders ≈ No. of church leaders exhibiting value based leadership		
	1.1.2 Youth Leadership development	Promote structured internship programmes	≈ No of youths who have gained confidence in their leadership skills / abilities ≈ No of youths	≈ Empowered, self-reliant youth with market oriented leadership and vocational skills and competencies	

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			demonstrating leadership skills in the church and community		
		Promote uptake of vocational training for out-of-school youth	≈ Change of attitude among the community leaders towards vocational training ≈ No. of youths enrolled in vocational training ≈ No of functional vocational training institutions		
Goal 1.2 Christians in member churches positively influencing their communities for holistic	1.2.1 Church and Community Transformation	Enhance capacity of member denominations to embrace CCMP and other community transformation tools for holistic ministry	≈ No of member churches who have embraced CCMP ≈ No of individuals	≈ Church and community holistically transformed	80,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
development			transformed as a result of implementing CCMP ≈ Number of member churches who have embraced other community transformation tools ≈ No of churches engaging their communities for holistic transformation		
		Facilitate review of theological training institutions' curricula on holistic ministry	≈ Holistic Ministry syllabi and curricula reviewed and documented		
		Strengthen capacities of ministries, systems and structures within member churches	≈ No of functional structures and systems established	≈ Good governance and accountability within NCCK and member churches	

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			within the member churches ≈ Quality performance of structures and systems of member churches	and organizations	
		Strengthen capacities of NCCK structures and systems on governance and management	≈ No. of NCCK structures and systems that are functional ≈ Quality performance at NCCK structures and systems		
	1.2.2 Discipleship	Enhanced capacity of member churches to design and implement discipleship programs	≈ Holistic discipleship programs established in member churches	≈ Transformed church ministries anchored on effective biblical discipleship	10,000,000
	1.2.3 Family Life Education	Enhance capacity of member churches on biblical principles addressing family life	≈ Family Life Education curriculum developed and	≈ Stable and functional families ≈ Contribute to improved quality of	25,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			used	life in families in the targeted congregations	
		To enhance the capacity of families within NCCK membership on effective and intentional parenting	≈ Knowledge on effective parenting and rites of passage increased ≈ Family Life and Rites of Passage manuals developed and disseminated ≈ Responsible parents who are able to contribute to character formation of their children		
2.0: GOVERNANCE, PEACE AND SECURITY Goal 2.1 Strengthened governance	2.1.1 Ethical Governance and Accountability	Hold National and County governments accountable to their mandate and citizens	≈ Level of engagement by NCCK structures at County and National levels ≈ No of governance	≈ Accountable institutions, structures and processes ≈ Quality performance and service delivery	50,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
institutions, structures and processes at county and national levels			institutions engaged ≈ Types of issues addressed ≈ Level of accountability by governance institutions		
		Enhance civic competence of citizens on ethical governance and accountability	≈ Increased demand for accountability ≈ Increased public participation in governance processes		60,000,000
		2.1.2 Constitutional and Legislative reforms			
		Promote public participation in the reform agenda	≈ Constitution and legislative reforms carried out	≈ Better laws for the Country ≈ Good governance	
		Enhance civic competence of citizens on the reform agenda	≈ Level of NCCK engagement with governance institutions ≈ Level of public		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			participation in the reform process		
	2.1.3 Democracy and Electoral Processes	Promote credible, free, fair and inclusive electoral processes	≈ Reduced electoral malpractices ≈ Increased voter participation in the electoral process ≈ Transparent electoral processes ≈ Efficient electoral management	≈ Increased democratic space in the country	200,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
	2.1.4 Strengthening Devolution	Strengthen county governance institutions, structures and processes	≈ NCCK framework on strengthening devolution in place ≈ Level of member churches engagement on priority issues ≈ Number of county institutions and processes engaged ≈ Types / number of issues addressed ≈ Level of community engagement with county institutions and processes	≈ Effective service delivery	70,000,000
	2.1.5 Gender Justice	Contribute to gender equality and empowerment of	≈ % increase in women political	≈ Reduced gender based violence	50,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		women and girls	participation ≈ Level of NCCK engagement with duty bearers on discriminative policies and laws ≈ Level of implementation of laws dealing with harmful practices and gender based violence enforced ≈ Level of NCCK engagement with communities on harmful practices and gender based violence	≈ Increased women participation in decision making processes	
Goal 2.2 Enhanced security, peaceful coexistence and national cohesion	2.2.1 National Cohesion and security sector reforms	Strengthen community and national dialogue platforms for healing and reconciliation	≈ No of functional dialogue platforms established /	≈ Peaceful co-existence, safety and unity in the Country	35,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			supported ≈ No of actors / networks engaged in the dialogue processes ≈ Percentage of Dialogue issues implemented		
		Strengthen national and local level dispute resolution mechanisms and structures	≈ Early warning and response mechanisms established ≈ Number of peace stakeholders engaged ≈ No of cases identified and addressed ≈ Number of advocacy initiatives on laws, policies and practices undertaken		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		Strengthen capacity of NCKK structures to influence duty bearers on cohesion, peace and security sector reforms	≈ No of NCKK structures engaging duty bearers ≈ No of issues addressed with duty bearers ≈ Analysis of issues on cohesion, peace and security disseminated to various stakeholders		
	2.2.2 Countering Violent Extremism	Facilitate national and local engagements in the prevention of violent extremism	≈ No. of member churches engaged in the prevention of violent extremism ≈ No. of cases of violent extremism addressed ≈ No. of initiatives to counter violent	≈ Reduced incidents of violent extremism at national and community levels	100,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			extremism		
		Enhance support for rehabilitation and re-integration of returnees of violent extremism	≈ No of rehabilitation and re-integration initiatives supported		
3.0: CLIMATE CHANGE, FOOD SECURITY AND NATURAL RESOURCE MANAGEMENT Goal 3.1 Improved community resilience towards negative impacts of climate change	3.1.1 Climate Change Governance	Enhance the capacity of communities on Climate Change resource governance and County planning and budgeting processes	≈ Number of community Resource Maps Developed ≈ Number of memos submitted by communities to county governments ≈ Number of organized community groups undertaking community resource mapping	≈ Improved accountability and climate change governance ≈ Livelihood diversification ≈ Increased number of Climate Change Resilient livelihoods	200,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		Enhance the capacity of County Governments to mainstream climate change adaptation and mitigation in County Plans	Number of plans that are mainstreamed		
		Strengthen Inter-County coordination on Climate Change and resource governance	≈ Number of MOUs for inter-country engagement developed and adopted ≈ Number of joint action plans implemented to respond to inter-county resource governance issues		
	3.1.2 Climate Change adaptation and Mitigation	Improve awareness of NCKK structures on Climate Change issues	≈ Number of NCKK structures engaging in climate change issues		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		Develop Climate change adaptation and mitigation programs targeting the communities	<p>≈ Number of climate change adaptation projects developed and implemented</p> <p>≈ Number of climate change mitigation projects developed and implemented</p>		
		Reduce socio-economic losses associated with climate variability and extremes	<p>≈ % increase in agricultural productivity in target households</p> <p>≈ % decrease in livestock losses in the target areas</p> <p>≈ % decrease in agricultural losses in the target areas</p>		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		Reduce the vulnerability of people, livelihoods, physical assets and natural systems to the adverse effects of Climate Change	<p>≈ Number of ecologically threatened ecosystems restored including indigenous drought tolerant crops varieties</p> <p>≈ Number of restored livelihoods</p>		
Goal 3.2 Improved sustainability of food systems amongst communities in Kenya	3.2.1 Sustainable Agriculture	Promote increased agricultural production and productivity among small holder farmers in the targeted communities	<p>≈ Extent to which target households increase their level of agricultural production and productivity per unit area</p> <p>≈ Extent to which interventions are profitable, environmentally sound and in line with beneficiary</p>	<p>≈ Improved food security</p> <p>≈ Self-reliant and thriving communities</p> <p>≈ Improved household livelihoods</p>	200,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			needs ≈ Proportion of target households that adopt sustainable agricultural practices		
		≈ Enhance development of agricultural value chains and market access	≈ Level to which beneficiaries' participation in markets is strengthened ≈ Level of diversification of livelihood strategies by target communities ≈ Proportion of target communities actively engaging in value addition, aggregation, improved postharvest handling and		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			storage and marketing of agricultural commodities		
		≈ Influence policies and decision makings processes on food security	≈ The level of county and national government support to sustainable agriculture projects ≈ Level of collaboration between community members and businesses, at national and county government levels to address agriculture and food security concerns ≈ Number of member churches		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			actively engaging county and national government on food security matters		
Goal 3.3 Sustainable management and utilization of natural resources	3.3.1 Extractives for sustainable development and peace	Enhance the capacities of local communities to engage duty bearers and stakeholders for meaningful benefits	≈ Increased community processes targeting duty bearers and right holders ≈ Increased demand for transparency, accountability and responsibility from extractive companies by communities ≈ Fair trade in the extractive sector ≈ Number of value chains in the extractive sector	≈ Improved quality of lives ≈ Improved livelihoods	100,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		Promote sustainable environmental management in the extractive sector	≈ No of cases of environmental conservation by respective actors documented ≈ Increased adoption of sustainable environmental management practices	≈ Responsible and sustainable exploitation of extractives	
	3.1.2 Policy and Legislation	Influence the development and implementation of policy, legal and institutional framework	≈ Number of pro-people policies and laws developed ≈ No of policies and laws being implemented ≈ Adherence and compliance to policies	≈ Sustainable extraction, utilization and management of natural resources	25,000,000
4.0: EDUCATION, HEALTH AND NUTRITION	4.1.1 Access to, retention and transition in education	Promote access, retention and transition of basic quality education among learners	≈ No of Students supported with school learning materials ≈ Number of	≈ Sponsored students access quality education	30,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
Goal 4.1 Value-based education system that is innovative, transformative and holistic			<p>students accessing scholarship funds</p> <p>≈ % of students who have completed and have transited to the next level</p>		
	4.1.2 Influencing policy and legislation in Education	Influence legal and policy framework that promotes quality value based education	<p>≈ Types and number of policy and legal proposals made by NCCK</p> <p>≈ Level of engagement by NCCK structures</p> <p>≈ Number of issues addressed</p> <p>≈ Policy on chaplaincy and PPI approved and</p>	≈ Value based education implemented in Kenya	25,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			implemented		
		Enhance the implementation of a Value Based Education Curriculum	≈ Level and proportion of curriculum implemented		
	4.1.3 Technical Vocational Education and Training (TVET)	Influence legal and policy framework that promotes Competence Based Curriculum in TVET institutions	≈ TVET policy and legal framework in place ≈ Number of policy and legal proposals adopted	≈ Competent and skilled youth for the labour market ≈ Socio economic empowerment for Kenyan youth	25,000,000
		Promote uptake of Technical Training in Kenya	≈ Number of engagements on TVET		
		Build capacity of Church Owned institutions to deliver quality TVET programs	≈ TVET curriculum in church owned institutions implemented ≈ Church owned institutions with qualified TVET instructors	≈ Competent and skilled youth for the labour market ≈ Socio economic empowerment for Kenyan youth	

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
	4.1.4 Support to management of learning institutions	Strengthened capacity of School Boards of Management to effectively run schools	≈ Level of involvement of board members in school management ≈ % of board members with skills on leadership and management ≈ Number of schools with functional boards	≈ Enhanced management of schools	15,000,000
Goal 4.2 Improved health and nutrition	4.2.1 Water and Sanitation	Promote access to adequate sanitation and hygiene	≈ Number of member churches congregations adopting and using community-led WASH approaches ≈ Number of churches reaching out to their immediate	≈ Improved hygiene among communities	30,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			communities on WASH approaches ≈ Number of community WASH initiatives in place		
	4.2.2 Community Health	Promote community awareness and education on Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH)	≈ Number of health focal persons with capacities promoting community health ≈ Number of congregational awareness forums ≈ Number of churches integrating health awareness in their sermons	≈ Reduced child mortality ≈ Improved maternal health care ≈ Reduced disease burden ≈ Reduced HIV infections ≈ Reduced malnutrition	45,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		Promote prevention and management of HIV, Malaria and Tuberculosis	≈ Number of people accessing HIV testing services ≈ Number of people reached with HIV and AIDS, Malaria and tuberculosis care and messages	≈ Improved health governance	
		Monitor unethical policies and practices in health	≈ Number of unethical policies and practices challenged		
		Enhance information access on Non Communicable Diseases	≈ No. of people accessing screening services and early detection of NCDs ≈ Number of congregations		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			promoting awareness on NCDs		
		Promote good nutrition	≈ Level of implementation of NCKK framework on nutrition ≈ Number of member churches with functioning nutrition interventions ≈ Number of people reached with nutrition interventions		
	4.2.3 Orphans, Vulnerable Children and the Elderly	Promote social protection of the Orphans, Vulnerable Children and the Elderly	≈ Number of households receiving Social Protection Support ≈ Number of orphans and	≈ Improved protection among Orphans and Vulnerable Children and the Elderly	

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			vulnerable children supported		
Goal 4.3 Increased access to quality healthcare and nutrition	4.3.1 Influencing Policy development and implementation for health services	Facilitate review, formulation and implementation of health policy and legislation	≈ No of religious leaders participating in the County and National Health Committees ≈ Number of laws and policies reviewed ≈ Number of policies implemented ≈ Profile of advocacy issues for engagement ≈ No of Advocacy issues addressed	≈ Policy influencing and Budget allocation at National and County level realized ≈ Functional Service delivery frameworks and mechanisms in place	30,000,000
		To monitor budget allocation in health	≈ Increase in budget		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		services	allocation		
		Domesticate national health policies and legislation to county context	≈ Number of health policies and laws domesticated through NCCK influence ≈ Number of counties influenced by NCCK		
5.0: MIGRATION, DISPLACEMENT AND HUMANITARIAN RESPONSE Goal 5.1	5.1.1 Refugee Services Program	Provide lifesaving humanitarian assistance for refugees and asylum seekers	≈ Number of refugees and asylum seekers with access to life-saving humanitarian assistance	≈ Restored dignity among refugees and asylum seekers ≈ Resilient and empowered refugees and asylum seekers	885,000,000

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
Promote human dignity for displaced persons		Empower refugees and asylum seekers to be self-reliant	≈ Number of refugees and asylum seekers' households demonstrating self-reliance and resilience		
	5.1.2 Migration and Displacement	Advocate on the rights of displaced persons.	≈ No. of advocacy initiatives on the rights of displaced persons and of persons on the move. ≈ No. of issues on the rights of displaced persons addressed.	≈ Rights of displaced persons and people on the move protected	50,000,000
		Strengthen capacities of member churches to respond holistically to needs of displaced persons	≈ Number of programs designed and implemented to meet the needs of displaced		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			persons		
		Strengthen the participation of NCK members in networks and coordination structures on migration and displacement	≈ Number of platforms, forums and networks created for awareness raising and action on migration and displacement issues		
Goal 5.2 Promote human dignity of persons affected by emergencies and disasters	5.2.1 Emergency Response and Relief	Provide timely and relevant humanitarian assistance to individuals and communities affected by emergencies and disasters	≈ Proportion of affected population accessing timely and relevant humanitarian assistance	≈ Alleviating human suffering and protecting lives thereby upholding human dignity.	150,000,000
		Enhance capacity of member churches to mobilize resources and provide humanitarian assistance during emergencies and disasters	≈ Member churches develop capacity to be first responders in emergencies ≈ Proportion of		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			resources for humanitarian assistance mobilized by member churches ≈ Number of member churches contributing and responding to humanitarian emergencies		
		≈ Advocate on the rights of the individuals and communities affected by emergencies and disasters	≈ No. of advocacy issues on the rights of persons affected by emergencies and disasters	≈ Protection and respect for the rights of persons affected by emergencies and disasters ensured.	
	5.2.2 Disaster Risk Reduction	≈ Strengthen capacities of member churches to implement community-based disaster risk reduction interventions	≈ Number of member churches with dedicated capacities for disaster risk reduction ≈ Quality of	≈ Resilient communities against disasters ≈ Human dignity upheld	

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		among target communities	<p>member church community-based disaster risk reduction interventions</p> <p>≈ Range of disaster risk reduction interventions in place</p> <p>≈ Functional disaster risk reduction innovations among member churches</p>		

6.2 Programme Support Function

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
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THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
1.0 PROGRAMME INFORMATION AND COMMUNICATION OFFICE Goal 1.1 NCCK Programme work is well documented and communicated	1.1.1 Documentation of Programme Work	Facilitate the documenting of Programme activities, outputs, outcomes, impact and lessons learnt	≈ Quality of documentation templates prepared and disseminated ≈ Quantity of programme activities documented ≈ Quantity of updates from programme activities disseminated	Programme work fully documented and communicated	50,000,000
		Manage production of programme work reports	≈ Quality of programme work reports produced ≈ Timeliness of reports produced		
	1.1.2 Information sharing and learning	Facilitate collation, analysis and sharing of information and feedback on Programme work	≈ Information sharing platforms established and maintained ≈ Level of usage of the information sharing platforms ≈ Quantity and type of material shared on the platforms		
		Manage preparation of external communication materials from programmes	≈ Press statements and other public communication materials prepared ≈ Quality of Council bio-data prepared for celebrations, commemorations and governance		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			meetings		
	1.1.3 Management of the Information Resource Center	Manage the Information Resource Center	≈ Number of users accessing the Information Resource Center ≈ Quantity of records held at the Information Resource Center ≈ Level of efficiency in transfer of records from user stations to the Resource Center		
	1.1.4 Well informed Programme Initiatives and Activities	Provide information to support Programme Initiatives and Activities	≈ Quality of project / activity specific communication strategies developed ≈ Level of capacity of staff trained on communication, information sharing, resource mobilization and documentation concepts		
		Support Resource Mobilisation and Fundraising	≈ Quantity of proposals developed with PICO support ≈ Quality of information provided during proposal development		

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			processes		
2.0 RESOURCE MOBILISATION Goal 2.1 Adequately Resourced Council Programmes	2.1.1 Resource mobilization	Facilitate resource mobilization for Council programmes	≈ Percentage of proposals developed and funded ≈ Number and quality of proposals developed ≈ Level of support to programme staff during proposal development ≈ Quantity of resources mobilized ≈ Number of partners identified and reached out to ≈ Quality of relations with partners ≈ Level of support received from partners	Sustainable programme work	50,000,000
		Build capacity of staff in resource mobilization	≈ Percentage of staff supporting resource mobilisation		

6.3 Strategic Leadership

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
1.0 GENERAL SECRETARY'S OFFICE Goal 1.1 Sustainable, responsive and effectively performing Council	1.1.1 Strategic Leadership and Direction setting	Provide overall leadership and oversight to the secretariat, subsidiaries and governance organs Provide leadership in the efforts towards attainment of the NCCK's goals	≈ Quality outcomes against set goals, objectives and targets in all NCCK Units and subsidiaries	≈ Corporate achievement of Mission, Vision and Goals of the Council	50,000,000
	1.1.2 Effective Management of the Council	Enhance specialized management competencies	≈ Quality outcomes against set goals, objectives and targets in all NCCK Units and subsidiaries	≈ Effective use of resources ≈ Timely and quality outputs	
	1.1.3 Resource mobilization	To ensure the Council is well resourced both in the short and long term period (Human resources, financial resources, networks)	≈ An adequate and robust work force ≈ Monetary security ≈ Income generating investments ≈ Continued programme work	≈ Smooth running programmes and operations of the Council	
	1.1.4 Communications	To ensure that the Council and all her operations are presented in a timely and correct	≈ Appreciation of the NCCK work by society and partners ≈ A clear	≈ Work and output of the Council well communicated and visible	

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		position	understanding of the Council and her work ≈ A reputable Council		
2.0 DEPUTY GENERAL SECRETARY'S OFFICE Goal 2.1 A strengthened Membership that fulfils their Biblical Mandate	2.1.1 Deputize the General Secretary	Deputize the General Secretary to provide strategic leadership in the articulation and implementation of the Vision and Mission of the Council	≈ Quality outcomes against set goals, objectives and targets in all NCCK Units and subsidiaries	≈ Corporate achievement of Mission, Vision and Goals of the Council	30,000,000
	2.1.2 Spiritual Formation	Enhanced spiritual growth for Membership and Staff	≈ Holistic development ≈ Improved relationships ≈ Spiritual growth	≈ A transformed society	
		Direct, guide, manage, plan, coordinate, and supervise the implementation of NCCK mandate to accomplish key mission priorities	≈ Quality outcomes against set goals, objectives and targets in all NCCK Units and subsidiaries	≈ Effective use of resources ≈ Timely and quality outputs	
	2.1.3 Provide oversight for NCCK investments	To provide strategic leadership in the articulation and implementation of the Vision and	≈ Profitable investments	≈ Self-sustainable Council and her	

THEMATIC AREA	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		Mission of the Council investments		operations	

6.4 Service Departments

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
1.0 FINANCE GOAL 1.1 Faithful stewardship of the Council's financial and non-financial resources.	1.1.1 Financial planning and budgeting	≈ Establish a transparent and inclusive planning and budgeting process for all programs and operations	≈ Approved budgets ≈ Variance analysis ≈ Budget processes ≈ No of stakeholders involved in the planning processes	≈ Efficient and effective utilization of resources ≈ Prudent financial decision making	2,500,000
	1.1.2 Management and Accountability of financial and non-financial resources	Promote robust accounting systems, procedures and environment to ensure effective management of resources	≈ Annual and donor specific audited reports ≈ Timely and accurate financial Management reports ≈ Updated accounting system	≈ Advised investment	7,500,000

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			≈ Updated asset register ≈ Assets verification and status reports		
	1.1.3 Financial risk management, recovery and continuity	Enhance the security procedures and risk mitigation processes to increase safety of NCKK's financial and non-financial resources	≈ Accurate Financial ratios ≈ Adherence to policies, procedures and internal controls ≈ Financial risk register maintained	≈ Business continuity ≈ Financial Policies, procedures and controls in place ≈ Financial obligations are met	4,500,000
2.0 HUMAN RESOURCE MANAGEMENT Goal 2.1 Recruit, develop and maintain a skilled and competent human resource capital relevant to NCKK work	2.1.1 Human resource, information systems and functions management	Strengthen human resource and information systems management	≈ Level of adherence to HR policy, strategy and guidelines ≈ Quality of human resource management information systems and functions at all operational levels ≈ Extent human resource management information systems and	≈ Competent management of human capital in NCKK ≈ Reduced personnel turnover ≈ NCKK enhanced as equal opportunity employer	20,000,000

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			functions are in use		
		Improve quality of performance management through the use of functional analysis	≈ Quality of clarity on performance outcomes at departments, units, job function levels		
	2.1.2 Recruitment, retention, training and development	Highly competent and relevant personnel identified, hired, compensated and retained at adequate levels	≈ Quality of recruitment processes and procedures put in place and in use ≈ Extent of succession plans in place ≈ Quality of on-job training and development in place ≈ Evidence on level of staff retention		
	2.1.3 Quality performance management	Establish a comprehensive quality performance management system for all staff and departments	≈ Quality of performance management system in place ≈ Documented profile of benchmarks, indicators and	≈ Competent management of human capital in NCCK ≈ Reduced personnel	

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			standards in use to monitor and track performance management	turnover NCCK enhanced as equal opportunity employer	
	2.1.4 Staff safety, security, welfare and wellbeing	Enhance safety, security and well being of the staff	≈ Extent of staff safety, security, welfare and wellbeing policies, strategies and management plans in place and in use ≈ Levels of safety, security, welfare and wellbeing among staff realized ≈ Quality of working environment and conditions		
Goal 2.2 Deliver Administrative services efficiently	2.2.1 Operations and Administration	Strengthen operations, administration functions and transport management systems	≈ Clarity of mandate, functions, roles, and responsibilities of the Operations and Administrative Unit ≈ Extent Operations and Administrative Unit management	≈ Effective delivery of services in NCCK.	3,000,000

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			systems guide procurement, supplies, transport, logistics, stores, inventory, asset safety and security		
		Strengthen capacities for effective adherence and compliance to prescribed policies and sector regulatory requirements	≈ Extent Administrative Unit policies, Service Charter and support systems enhance risk management, mitigation, accountable stewardship and management of resources ≈ Quality in adherence and compliance, competence and practices among staff by Region and department / unit		
		Enhance effective operations and	≈ Extent Operations and Administrative	≈ Efficiently running	

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		administrative support to regional teams	Unit systems are disseminated per Region and department / unit	Regional Office Teams	
	2.2.2 Procurement of supplies, goods and services	Support timely procurement of quality supplies to all NCK units teams	≈ Clear support systems in procurement and supplies		
3.0 LEGAL SERVICES OFFICE Goal 3.1 A Council fulfilling its constitutional and legal mandates	3.1.1 Legal and Technical Support and Advice	Ensure that the Council's engagements are sound and healthy	≈ Secured Council Properties ≈ Secure custody of council documents	Legally secured Council	15,000,000
	3.1.2 Governance Support	Provide legal support in governance meetings	≈ Informed and advised processes in governance meetings		
	3.1.3 Legal Representation	Ensure Council protection during litigious cases	≈ Controlled legal exposures		
4.0 RISK AND INTERNAL AUDIT UNIT Goal 4.1 A reputable	4.1.1 Risk management	Operationalize risk policy and strategy plans in the Council	≈ Risk policy and strategy developed and in use ≈ Quality of risk policies, strategy, plans and	Secured Council and maximum output	15,000,000

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
and secure Council			guidelines in use ≈ Level of staff competencies in addressing risk		
		Risk assessment, analysis, mitigation, business recovery and business continuity plans implemented for the Council	≈ Extent in scope of risk management and business recovery and continuity plans ≈ Efficacy of internal audit management information systems in use ≈ Extent of clarity on risk threats, vulnerabilities and risk exposure, profiling risk by category and priorities ≈ Quality of risk management and mitigation, business recovery and business continuity plans		
	4.12 Policies and regulatory	Informed Audit procedure and corrective action	≈ Extent to which staff adhere to and comply with	≈ Coordinated Council activities and	

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
	compliance	advisories	internal audit policies, strategies and guidelines ≈ Quality of internal audit policies, strategies, plans and guidelines in use ≈ Uniform application of policies	industry best practices	
		Enhanced dissemination and communication of Internal Audit outcomes	≈ Frequency of internal audit reports to governance, management and staff ≈ Level of application of recommendation		
5.0 PLANNING, MONITORING, ACCOUNTABILITY AND LEARNING Goal 5.1 Well planned monitored and communicated outcomes	5.1.1 Planning	Ensure effective and efficient planning of Council resources and work	≈ Extent of clarity on target beneficiary priorities ≈ Quality of situation and base line analysis data ≈ Effective use of resources ≈ Timely and efficient	≈ Quality Outcomes	20,000,000

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			achievement of objectives ≈ Accountability and learning processes ≈ Improved documentation of outcomes, lessons best practices and knowledge development ≈ Quality of guidelines and frameworks in use to facilitate support in program processes		
	5.1.2 Monitoring	Ensure effective tracking, gathering, analysis and documentation of evidence, and best practices in outcome-based implementation	≈ Extent MEAL approaches are used ≈ Quality of indicators to track and document evidence in implementation ≈ Extent of competencies in outcome-based		

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			documenting and reporting		
	5.1.3 Accountability, learning and documentation	Ensure learning and knowledge sharing development and dissemination	≈ Types and scope of defined themes for action, research and learning ≈ Informed Council ≈ Number of theme lessons identified in outcome harvesting ≈ Quality of published outcomes from learning and outcome harvesting ≈ Established expertise and consulting services to faith community	≈ Improved visibility	
	5.1.4 Evaluation and Reporting	Strengthen monitoring, evaluation and reporting	≈ Quality of documented outcomes ≈ Quality of work ≈ Quality of staff competencies in use of evaluation	≈ Informed Programming	

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			and reporting guides and frameworks ≈ Improved knowledge sharing ≈ Documentation of best practices ≈ Continuous learning		
6.0 INFORMATION AND COMMUNICATION TECHNOLOGY Goal 6.1 Provide a robust and secure Information Technology infrastructure that supports On-Demand Access to information	6.1.1 Modernized ICT Infrastructure	Deploy a modernized IT infrastructure that enables seamless access to information resources	≈ Quality of ICT hardware, software and security systems in place ≈ Level of effectiveness of criteria guiding systems and mechanisms	≈ Secure and safe NCKK information	5,000,000
		Increase efficiency in management of allotment of access rights and security surveillance in all key processes during the development of	≈ No of surveillance procedures carried out. ≈ No of threats detected and addressed		

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		ICT resources			
		Promote professional and timely response to service priorities at all Council organs, departments and units	≈ No of issues addressed		
	6.1.2 Data Integration and Analytics	Establish state-of-the-art databank information systems, knowledge management and communication	≈ Quality of ICT hardware, software and security systems in place		2,000,000
		Execute effective pre-emptive maintenance of ICT data systems, hardware and software to offset system obsolescence	≈ Level of competencies for pre-emptive maintenance of ICT data systems, hardware, software		
	6.1.3 Cybersecurity	Protect the integrity of the Council's information and IT assets by strengthening its cybersecurity	≈ Types of tools and systems addressing root causes of cyber insecurity, data insecurity, compromised	≈ Secure and safe data online and in ICT system	3,000,000

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		posture	data storage developed ≈ Level of competencies and practices for intervention and response in place ≈ Quality of strategic plans addressing root causes of cyber insecurity, data insecurity and compromised data storage		
7.0 COMMUNICATION AND PUBLIC RELATIONS Goal 7.1 A visible and vibrant Council that has effective communication between staff, partners and the public	7.1.1 Communication	Streamline communication channels from all departments to ensure timely and effective communication within NCKK	≈ No of departments engaged ≈ Quality of Technical support, frameworks, tools for documenting, reporting and communicating ≈ Level of clarity in communication guidelines.	≈ Stronger visibility and positioning of NCKK for its work	20,000,000
		Enhance staff participation in	≈ Level of clarity in communication		

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		collecting, processing and dissemination of information	guidelines ≈ No of staff integrated in the communication team.		
		≈ Develop and improve existing systems and processes of communications to enable staff to be well informed and involved in decision-making.	≈ Quality of information disseminated. ≈ No of staff involved in decision making processes. ≈ Quality of NCKK documents, reports, communication and publicity materials.	Well documented Council work	
		≈ Develop networks internally and externally, which will share good practice, promote effective communication	≈ Quality of Technical support, frameworks, tools for documenting, reporting and communicating. - Quality of NCKK documents, reports,		

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
		ns at all levels and build good working relationships	communication and publicity materials.		
	7.1.2 Public Relations	Increase public understanding and awareness of issues, including enhancing and protecting the reputation of NCKK	≈ Level of clarity in communication guidelines ≈ Types of quality parameters on imaging, branding, messaging, targeting and visibility ≈ Extent of readership, listenership, viewership and followership by communication channel ≈ Extent of consistency in imaging, branding, messaging, targeting and visibility of NCKK audiences and publics ≈ Quality of receiving and	Visibility of the Council work enhanced	

DEPARTMENT:	FOCUS AREA	OBJECTIVES	KEY PERFORMANCE INDICATORS	IMPACT	BUDGET (KShs)
			giving feedback on NCCK imaging, branding, messaging, targeting and visibility		
TOTAL BUDGET					1,984,500,000

7.0 IMPLEMENTATION OF THE PLAN

The successful implementation of this Corporate Plan is a determiner of the level to which the Council will achieve her goals over the period. Towards this, the following measures and strategies will be adopted and structured.

7.1 Work Planning and Reporting

The 7th Corporate Plan document will be the basis for specific program and operational work plans. These will include:

- Annual and quarterly work plans
- Quarterly management monitoring reports
- Half year and annual reports

7.2 Quality Performance Based on Corporate Mandate, Goals, Objectives and Outcomes

Each department / unit will be guided under its mandate, goals, objectives and outcomes, which will in turn be linked to the overall goals of the Council. Quality performance benchmarks, indicators and standard linked to the outcomes of functional analysis will be set up for monitoring and tracking performance.

7.2 Corporate Plan Implementation Teams

To facilitate efficient and effective implementation of this Corporate Plan, teams will be established at different levels to oversee the process. The monitoring of the implementation will be undertaken at three levels:

1. Monthly meeting by the National Corporate Plan Implementation Team
2. Quarterly meetings by the middle level management team
3. Half year meeting of all implementing units

7.3 Implementation Guidelines

The senior management will establish and maintain a functional schedule for review, planning and tracking of operations and program outcomes. A learning framework will be put in place to guide evidence harvesting, learning, best practices documentation and case studies. These will be used internally for improving quality of outcomes and externally as part of knowledge development for referral and promotion of learning.

7.4 Critical Success Factors

The success of the 7th Corporate Plan will be incumbent on:

1. Continued prayer and dedication of the Plan to God
2. Innovative governance and management of the Council
3. Use of feedback for corrective action and continuous improvement
4. Availability of competent human resources
5. Commitment to quality performance management guided by evidence-based planning and outcomes
6. Ownership and commitment of the management to embrace and execute the Plan
7. Innovation in resource mobilisation
8. Effective risk analysis, management and mitigation
9. Shared ownership, responsibility and corporate teamwork
10. Effective Monitoring and Evaluation

7.5 Resource Mobilisation

With a goal of ensuring that adequate resources are available, NCKK will review continually revamp her resource mobilization policy, strategies and plans. A dedicated unit will be created to oversee the continuous engagement in this function. These will enable the Council to reach out to both local and international partners in a coordinated and efficient manner.

7.6 Monitoring and Evaluation Process

A Monitoring and Evaluation framework will be developed to provide performance indicators and results expected. This will take into consideration the annual operational and work plans, which will be part of

the management process. In addition, Monitoring and Evaluation frameworks will be developed for each project / programme so as to guide staff on monitoring and results harvesting at all levels.

Before project intervention, the Council will endeavor to carry out situational assessment processes as well as baseline surveys. This will enhance results measurement and understanding of the programme impact in a better way.

Some of the monitoring systems that will be put in place include:

- i) **Monthly review meetings:** There will be monthly review meeting at programme level to review progress on implementation where success and lessons learnt including challenges will be shared.
- ii) **Quarterly Reviews and Analysis:** There will be quarterly review meetings targeting the implementation teams to receive updates and progress reports on the implementation of the planned activities.
- iii) **Annual Review meetings:** Representatives from the implementation teams will hold annual review meetings from which comprehensive progress reports and plans for the following year will be shared.
- iv) **External Audits and Evaluations:** The Council will ensure that timely annual external audits are conducted while at the same time strengthening internal controls.
 - A mid-term external evaluation of the activities in this plan will be carried out at the end of the third year of operation. This evaluation activity will endeavour to assess the level of achievement of the outcomes as envisaged by this plan.
 - Towards the end of the planned period, a Corporate Plan Evaluation will be carried out, and the outcomes will inform the planning process and activities for next Corporate Plan.
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7.7 Results Levels

In the Monitoring and Evaluation framework, there are four levels of results which will be monitored in all projects for feedback to the audiences. These are:

Impact	Impact will be assessed for evaluation at the end of Corporate Plan period. This will take cognizance of all implementation process and assumptions as well.
Outcome	Outcomes will be measured during the mid-term review of the Corporate Plan. At the same time, every year the Council will endeavor to document results
Output	The outputs realization is immediate and will be reported by the respective implementing departments. This will be harvested as implementation is taking place.
Inputs	Refers to all resources required to facilitate the implementation of all specific strategies and activities therein.

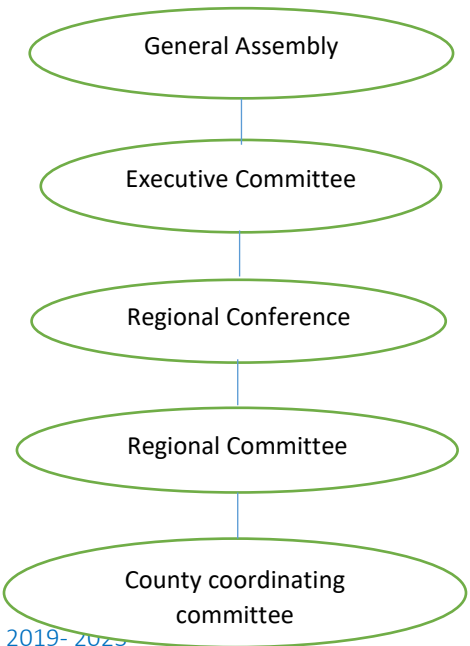
8.0 ORGANISATIONAL STRUCTURE

Since the successful implementation of this Corporate Plan is dependent on the systems, processes and personnel in place, the Council will adopt an organizational structure that promotes efficiency by eradicating duplicity and overlaps. The Organisational Structure is summarized in the following diagrams:

8.1 Regional structure

To enhance her grassroots reach, the Council from 1996 devolved by establishing nine regions, each with a number of districts (now counties). Each region would have a Secretariat team to support the Regional Committee and the Regional Conference. The same Secretariat would support the County Coordinating Committees within their region.

The Organisational Structure of a Region is summarized in the figure below:



The Regions and Counties they cover are as shown in the Map below:



8.2 Organisational Structure

The Organogram below shows the Organisational Structure of the Council: