



Nairobi Chapel
NGONG ROAD



NGONG ROAD COMPASS



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ACRONYMS AND ABBREVIATIONS

NCNR - Nairobi Chapel Ngong Road

TIFA - Trends and Insights for Africa Ltd

D.E.E.P - Daily Devotions. E-groups. Engagements. Pulpit

W.I.D.E. - Witness to 1 million people. Impact the 6 sectors of society. Disciple 100,000 people. Establish 300 churches

T.O.U.C.H - Teams. One-on-One (Discipleship). Under 18. Community Outreach. Health

COVID-19 - Coronavirus disease 2019

HCD - Human Centred Design Thinking

FGD - Focus Group Discussion

GDP - Gross Domestic Product

KNBS - Kenya National Bureau of Statistics

UN - United Nations

LGBTQ+ - Lesbian, Gay, Bisexual, Transgender and Queer/Questioning Community

ERP - Enterprise Resource Planning system

IT - Information Technology

RND - Research and Development

ToR - Terms of Reference

ESV - English Standard Version

KPIs - Key Performance Indicators

GBV – Gender Based Violence

DEFINITION OF TERMS

Kinara:	Our leadership development program designed to empower and instruct young emerging leaders who are passionate about Jesus and intent on pursuing a life of ministry.
eGroup:	Ekklesia Groups are small group communities for our members to grow as disciples of Christ
dGroup:	Discipleship Groups are small group communities for staff members to grow as disciples of Christ
Plug-In:	A 10-week discipleship experience designed to connect you to God, Community, Church & Destiny.
Trinity Chapel:	Churches planted by Nairobi Chapel in major cities outside of Nairobi and across Africa.
Faith Ministry Churches:	Churches planted by Nairobi Chapel in peri-urban, low-income & informal settlements
PESTEL:	Political, Economic, Social, Technological, Environment, Legal
SWOT:	Strengths, Weaknesses, Opportunities and Threats
Strategic Teams:	Volunteer-led leadership teams of the various ministries at Nairobi Chapel-Ngong Road
CRÉCHÉ:	Ministry to Parents and their children aged 0-2yrs old
Quest:	Children's ministry for 2-11-year-olds
Crossroads:	Transition ministry for 12-13-year-olds
Club XPressions:	Teens ministry for 14-18-year-olds
VUMA:	Ex-candidates' program designed for those who have recently completed High School
BLITZ:	An acronym for "Be Light In The Zone", BLITZ is the Young Adults ministry for 19-24-year-olds
NextGen:	The all-encompassing term for our ministries for 0-24-year-olds
Hyperdome:	The dome where the Adult Worship Services are held
Binti:	Nairobi Chapel-Ngong Road's Ladies' ministry
Jabari:	Nairobi Chapel-Ngong Road's Men's ministry
DC:	An acronym for "Divorce Care"; recovery support groups for those going through separation or divorce
GS:	An acronym for "Grief Share"; recovery support groups for those experiencing grief
PMCC:	An acronym for "Pre-Marital Counselling Class"; classes designed to equip couples planning to get married.
CAC:	An acronym for "Couples Affirmation Class"; classes designed to equip couples that opted for either customary marriage, civil marriage or a come- we-stay union
PWDs:	People living With Disabilities

ACKNOWLEDGEMENTS

“I planted, Apollos watered, but God gave the growth.” (1 Cor 3:6)

We begin by acknowledging the Lord Jesus Christ who is solely responsible for the growth and transformation that has happened at Nairobi Chapel, and graciously involves men and women to accomplish his purposes among us.

The amazing spiritual heritage and legacy that Nairobi Chapel is built on: men and women that have served sacrificially and faithfully over the past 35 Years to establish a vibrant, transformational community of faith. The Elders, Trustees and Bishop Oscar Muriu who have provided the visionary, godly leadership and direction that has gotten us to this point as a church.

This COMPASS was developed by the Nairobi Chapel-Ngong Road Strategic Plan Oversight Team led by Rohin Onyango, and the technical team that includes: Felix Kimanthi, Nyambura Mambo, Angela Wainaina, Emmanuel Nandokha and Tom Ogola.

The wider Strategic Plan Oversight Team that includes Ken Mugambi, Joy Zawadi, Sue Ngula, Joy Ng'ang'a, Rosemary Ngugi, Dr. Rose Bosire, Joe Mburu, James Waweru, Henry Mwaniki, Grace Maingi, Ngatia Muhoya, Neema Wamai, Ellon Kamau, Muthoni Maina, Miriam Atuya and LucyAnne Kangethe.

The Pastoral Leadership provided by Rev. Wilson Andai and Pastor Tatiana Gitonga under the oversight of Rev. Nick Korir. Additionally, we acknowledge the input of the Nairobi Chapel-Ngong Road Pastoral Board in developing this strategic plan.

The entire congregation for your willingness to give valuable feedback during the congregational survey; all the Ministry Teams and Key Volunteers that engaged in the focused Group Discussions and the Staff Team of Nairobi Chapel Ngong Road that gave crucial insights.

The Homecare Retreat Centre that hosted all our writing and Strategic Planning Retreats

We have benefitted from the generous professional contributions of partners like TIFA (Trends and Insights for Africa), who conducted our Congregational Surveys and Focused Group Discussions. We Thank Maggie Ireri and the TIFA Team for their generous gift to Nairobi Chapel Ngong Road.

“to him be glory in the church and in Christ Jesus throughout all generations, forever and ever. Amen.” (Ephesians 3:21)

PREFACE

Nairobi Chapel is an Evangelical, Interdenominational Church that is committed to being a biblical, culturally relevant, family-friendly, disciple-making community. We are all about Being Disciples and Making Disciples of Jesus Christ. We intentionally focus and invest in the next generation and are committed to healthy families and the well-being of the whole person. We seek the full expression of spiritual gifts, subscribe to excellence and are dedicated to leadership development and the empowerment of believers towards the fulfilment of God's purposes. We are a relationally-focused community of faith, that is walking towards spiritual maturity and a compassionate community that sacrificially gives and cares for others.

We believe the Bible is the inspired, authoritative Word of God. We believe in one God, eternally existent in three persons: Father, Son and Holy Spirit. We believe that salvation of lost and sinful people is only through faith in the Lord Jesus Christ. We believe in the indwelling power of the Holy Spirit that enables us to live a godly and victorious Christian life and in the spiritual unity of believers in our Lord Jesus Christ.

The Year 2005 was a defining moment for us as a Church; Nairobi Chapel multiplied into 5 different congregations and Nairobi Chapel (Ngong Road) was born. After two years of infant care, where the church was cradled at the Impala Grounds on Ngong Road, we were finally weaned off as we moved into our own property at Jamhuri in the year 2007 and now began the exciting journey of growth to maturity. Throughout this time, the rallying call through "**Grow D.E.E.P to Reach W.I.D.E**" and the guidance of Vision 2020: a 10 Year Strategic Plan that gave us clear markers as we celebrate each milestone of growth so far.

This year (2023), Nairobi Chapel (Ngong Road) officially turns 18 years old. We have now come of age and as we celebrate this immense privilege, we are now conscious of the greater responsibility of adulthood as a Church. We are now ready to take up the greater challenge of living up to our true identity, realizing our full potential and fulfilling our God given destiny as a church.

Towards this end, we have spent two years seeking God's face and inquiring of the Lord regarding our future as a Church. We thank God that He has given us clarity as we step into our adult years as a Church and continue with the vision to Grow D.E.E.P to reach W.I.D.E.

This is our season for "**Global Reach, through Local TOUCH**".

This COMPASS is an elaborate expose of what Local TOUCH means to us and gives us a clear breakdown of how we intend to achieve Global Reach through Local Touch over the next few years. This COMPASS is a living document, and is subject to change and adjustment over the years. This document will inform the annual operational goals of the Church. We have factored in review cycles to allow for vital feedback that reflects the terrain, the path and the vehicles that the Lord provides for us along the way towards this amazing destination.

We invite you to our Adult Years as a Church; to a season of greater responsibility as we witness greater personal and community impact and transformation through this aspirational and inspirational Vision Document the Lord has put together for us.



**We invite you to our
Adult Years as a Church**

Nick Korir
Rev. Nick Korir
Senior Pastor

EXECUTIVE SUMMARY

Nairobi Chapel has over the years, grown from a single congregation to an extensive association of churches under the leadership of our Bishop and the Elders. Between the year 2000 and 2004, the elders developed Vision 2020, themed “Growing D.E.E.P to Reach W.I.D.E”. As a result of this vision, the church grew to its current number of congregations across the city, the nation and the continent of Africa. The realization of this vision has resulted in the need for Nairobi Chapel Ngong Road to chart a new path beyond 2020. This process began in the year 2019 but was interrupted by the COVID-19 pandemic. By God’s grace over the past two years, the Nairobi Chapel-Ngong Road Church Leadership has developed this document built on the theme “**Global Reach through the Local TOUCH.**”

TOUCH is an acronym that describes our key focus areas as detailed below:

T **TEAMS** represents our desire for the church to be more **FUNCTIONAL**.
We seek to adopt a volunteer-led ministry model towards the proper functioning of the church, supported by structures, guidelines and a robust leadership development process.

O **ONE-ON-ONE** represents our desire for the church to be more **RELATIONAL**.
The church seeks to focus more on Personal Evangelism and Discipleship.
We seek to move our focus from the Sunday service to the rest of the week. We seek to shift from focusing on programs to people. We strive to make disciples by building relational connections, and seek to pursue personal evangelism within our centers of influence.

U **UNDER 18**, represents our desire to be more **INTERGENERATIONAL**.
The church endeavors to invest in the next generation. We desire to strategically and intentionally build significant and purposeful interactions between all ages in line with God’s mandate for one generation to take what they have learnt and pass it on to the next generation. We desire to see faithful disciples across generations for many generations to come.

C **COMMUNITY OUTREACH** representing our desire to be more **MISSIONAL**.
We intentionally seek to go beyond meeting the spiritual needs of our immediate neighborhood to engaging in their physical, emotional and economical wellbeing. Our neighborhoods consist of residential communities (formal & informal settlements), schools, colleges, Sports Stadia, a Prison, the car Bazaar, commercial & business premises and other institutions.

H **HEALTH** represents our desire is to be more **TRANSFORMATIONAL**.
We seek to have a transformational impact on the minds, bodies, spirits and relationships of our congregants and community. We seek to address the growing dysfunctions in society seen in the increased mental health challenges, identity crisis, post-modern world views and relational difficulties. The church seeks to provide an environment of healing and well-being of individuals towards the restoration and establishment of a healthy family unit.

A priest in a blue suit and glasses is performing a ritual. He is holding a white cloth over a chalice on a table. The background is a blurred, colorful geometric pattern.

01

INTRODUCTION

RATIONALE

Today's church operates in an increasingly complex world that is fast-changing. This highlights the fact that in addition to the God-given mandate the church has; both the internal and external environmental changes are a key contributor to the strategic direction the church pursues.

For this reason, the Nairobi Chapel Ngong Road embarked on a journey to define its strategic direction - an exercise intended to affirm and clarify our mission as the church, address fundamental questions in relation to our purpose, prioritise our objectives, and align our organisational structure to help us steer towards our God-given mandate.

To answer these fundamental questions, we commenced on a process to help us address the core of who we are and where we are going as the church of Jesus Christ.

APPROACH AND METHODOLOGY

In 2019, Nairobi Chapel-Ngong Road constituted a Strategic Oversight Team to design the road map and steer the process using a HCD (Human Centred Design) thinking exercise to profile the people being served by different ministries, a Congregational Survey, FCD (Focus Group Discussions) and a series of workshops.

On 15th January 2022, our ministry strategic teams and staff engaged in the HCD exercise and every Ministry was able to define the people they serve, their unique needs and characteristics. From this process, the ministries identified information gaps that guided the design of the planned survey/research tools.

Following the HCD exercise, between March and July 2022, Nairobi Chapel-Ngong Road engaged Trends and Insights for Africa (TIFA) Research Agency to conduct a congregational survey and FGD's amongst its key stakeholders: The staff, members, volunteers, eGroups and our NextGen congregation (which comprises of the youth and children) participated in the survey whose results profiled the congregation, gathered satisfaction levels and identified current and future needs.





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BACKGROUND

HISTORY OF NAIROBI CHAPEL

Between the **1950's-1960's**, the Church was situated at Arboretum and was known as the Nairobi Undenominational Church. It began with a Plymouth Brethren Church affiliation. Distinctive features of the church in that period included an Evangelistic Sunday-evening Radio program called The Gospel Hour and the Sunday School ministry that began in **1957**. During this period the church experienced an influx of British Army Personnel, however, immediately after independence, the British settler community returned to their homeland. This resulted in a decline in the church's attendance. Other major shifts in that period included the establishment of the University of Nairobi in the residential area around the Church and the expansion of the Nairobi CBD area which saw relocation of some members to the suburbs.

In the **2000's**, distinctive features of the church included 7 weekend services and a congregation of 3,000 adults and 800 children.

Between the year **2000** and **2004**, the elders developed Vision 2020:
Growing D.E.E.P to Reach W.I.D.E.

In **2005**, the church multiplied into 5 congregations namely: Mavuno on Mombasa Road, Covenant in Westlands, Mamlaka Hill, Ngong Road and Mashariki in Eastlands.

In **2005**, Nairobi Chapel Ngong Road moved to the Impala grounds and at the beginning of the year **2007**, the church settled down at Jamhuri Campus.

By the year **1988**, membership was down to only 20 people, prompting the elders to consider closing the church down. However, after six months of prayer, they approached Nairobi Baptist Church and in November **1989**, Pastor Oscar Muriu and his wife Pastor Bea, together with 7 other families, were sent to revive the Church.

In the **1990's**, the distinctive features of the church included, a strong pulpit ministry, Sunday school programs, a vibrant internship program, alongside vibrant and contemporary worship that attracted many young families. Within a year the membership of the church had grown to 80. In **1993**, the church now held two services and this necessitated the sanctuary to be extended outwards. During this period, the church had a key focus on reaching University of Nairobi students through outreach and discipleship. This is also the period during which the first church planting initiatives were undertaken by planting Karura Community Chapel and Life Spring Chapel.

Between **2001** and **2002**, the church engaged in a fundraising initiative to purchase the Ngong Road land. This included activities like climbing Mt. Kenya and a walk to Naivasha. In 2002, the 14.8 Acres at Jamhuri on Ngong Road was purchased.

2017 saw the Ordination of our Bishop (Oscar Muriu), the appointment of the new Senior Pastor for Nairobi Chapel Ngong Road (Rev. Nick Korir).

VISION AND CORE VALUES

Vision



Nairobi Chapel exists to lead and guide its members, congregants, and the community to “Grow D.E.E.P to reach W.I.D.E.”

We are committed to growing **D.E.E.P** through:

- Daily Devotions,
- eGroup membership,
- Engagement in ministry,
- Pulpit Ministry

To reach **W.I.D.E** by:

- Witnessing,
- Impacting all sectors of society,
- Discipleship.
- Establishing church plants.



Core Values: We execute our vision guided by our core values:

- **Reach People for Christ:**

We do whatever it takes to help people find life in Christ. We engage with people in a way that they connect and understand so that they can experience the new life Christ offers.

- **Do Life Together:**

We are cognizant that real transformation only happens in authentic community. God wants us to “do life together” in the context of small groups/communities.

- **Multiply at Every Level:**

We must multiply ourselves at every level. At the individual level (disciples, leaders), at ministry level (ministries) and at church level (churches locally, nationally, and internationally).

- **Release Resources into the community:**

We are called to be a “city on a hill” - a place of hope and refuge to serve our community with compassion, love and understanding.

- **Empower the Next Generation:**

God has called us to not only reach the next generation but empower them to change the world.

- **Keep Prayer at The Core:**

Everything we do should be the outcome of prayer and dependence on God.

MINISTRY STRUCTURE

Nairobi Chapel Ngong Road is led by the Senior Pastor (Rev. Nick Korir), who serves under the direct oversight of the Bishop (Bishop Oscar Muriu) and the Elder's Court.

The church leadership respectfully acknowledges the following sources of authority:

- Our Lord Jesus Christ and His Lordship over the Church (Philippians 2:9-11)
- Scripture as our final authority (2 Timothy 3:16-17)
- Kenyan Law which we submit to without compromising our faith (Romans 13:1-2)

The Elders' Court:

The Elders court gives spiritual and policy oversight, and is responsible for the 10 integrities of the church (Missional, Theological, Institutional, Fiscal, Moral, Leadership, Care, Brand, Trust, Successional) See Appendix 1 for details on the 10 Integrities.

The Trustees:

The Registered Trustees of the Church hold all property & assets (land, buildings and immovable property), investments & securities of the Church in Trust on behalf of the Members of the Church.

Advisory Board:

The Advisory Board serves under the authority of the Elders Court and alongside the Pastoral Team in giving missional and spiritual guidance, assists in strategic planning, providing financial oversight and pastoral support in ensuring the growth and wellbeing of the Local Church.

Pastoral Team:

A competent, full-time pastoral staff, led by the Senior Pastor, are charged with the responsibility of leadership and coordination of all the ministries, and stewardship of all the resources of the Church.

Executive Board:

This is made up of the Heads of Departments (including the Senior Pastor, Operations Manager and Finance Manager). The purpose of this board is to provide pastoral oversight of the ministries of the church.

Pastoral Board:

This consists of the Pastors in charge, and the Coordinators and Administrators of each Ministry. This team focuses on the 3-to-5-year goals and is the crucible for training the next level of leadership for the church.

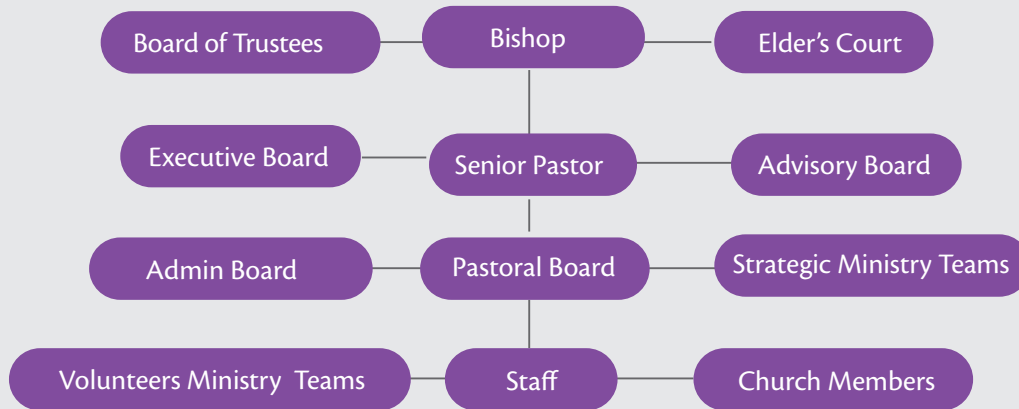
Admin Board:

This is the administrative board of the church that oversees the tasks of stewardship of Financial & Human Resources, Administration, Property maintenance and Development. It is made up of the Senior Pastor, Executive Pastor, Operations Manager and Finance Manager.

Strategic Teams:

The Core Leadership Teams of each ministry of the Church responsible for Vision Mobilization, Growth Mobilization, Prayer Mobilization and Resource Mobilization for their respective ministries.

Ministry Structure



Review of Vision 2020

4 Focus Areas	Targets	Initiatives and Achievements Year 2010 - 2020
Evangelism	Lead 1 million people to Jesus Christ	<ul style="list-style-type: none"> Weekly Primary and High school outreach. Annual mission initiatives (Urban plunge, food relief drive and annual church missions).
Discipleship	Disciple 100,000 people	<ul style="list-style-type: none"> Plug-In (a 10 week discipleship program) eGroups (church discipleship communities) dGroups (Staff Discipleship Groups) Marketplace Ministry Discipleship Communities BootCamp Discipleship Program New Believers' Classes
Church Planting	Plant 300 churches	<ul style="list-style-type: none"> Established a Church planting school that has trained 395 church planters. Facilitated the planting of 264 Churches (Nairobi Chapel, Mavuno, Karura, Lifespring, Mamlaka, Trinity Chapel, and Faith Ministry Churches) Partnered with local, regional and global institutions in church planting
Social Impact	Impact all Sectors of our Society.	<ul style="list-style-type: none"> Established the Logos Scholarship Fund for social impact through education, Began a marketplace ministry to equip members for marketplace impact. Engaged in community impact through sports, prisons ministry and community empowerment.

6 Imperatives	Targets	Initiatives and Achievements Yr. 2010 - 2020
Prayer	Mobilise Prayer	<ul style="list-style-type: none"> Mobilised prayer through our Sunday services, Established weekly prayer habits through the Morning Vigil prayers and Wednesday Midweek prayer service, Established a monthly and annual cycle of prayer and fasting across the ages and built a team of intercessors from the congregation.
Flagship Congregation	Establish the Home Base	Established Nairobi Chapel Ngong Road in its current facility and established relevant ministries to respond to the needs of the congregation.
Leadership Development	Develop Leaders aggressively	Trained an annual cohort of trainees from different nations, in different leadership levels (Interns and pastoral trainees) resulting in a consistent stream of ministers available to serve in different church plants.
Institutional Capacity	Strengthen our Institutional Capacity	Set up Human Resource and Finance policies and procedures for proper stewardship of our human and financial resources.
Finances	Grow our Financial Income	We have experienced consistent growth of our income through congregational giving and the development of multiple income streams through partnerships and investments made by the church in line with the church investment policy.
Property	Develop our Property	We have established essential infrastructure including worship sanctuaries (tents), the prayer centre, the food bank and community centre, an ablution block, the NextGen centre, sensory room and the sports and recreation facilities.

03

SITUATIONAL ANALYSIS

ANALYSIS OF THE EXTERNAL ENVIRONMENT - PESTEL

Using the PESTEL model, we studied the external environmental factors to guide our strategic outlook. A summary of the key factors that would influence the Strategic Planning and the church operations is presented below:



Political Environment: The political environment in Kenya has over the years favoured the existence of the Church and the practice of the Christian faith both in private and in public spaces. Currently, the political environment is segmented into two - the National and County Government. Political issues considered were:

Issues/Factors	Context	Implications
Church-state relationship	The predominant religion in Kenya is Christianity which is adhered to by more than 80% of the country's population. The church continues to enjoy a favourable relationship with the Government.	The church needs to remain neutral in politics and during political seasons that trigger sensitive discussions regarding the role of the church in politics and governance. The church should remain the voice of reason and accountability.
Strict Compliance	There are guidelines on the operations of religious institutions such as taxation, labour laws and licensing, which the church must adhere to.	The role of the church is therefore to partner with the government for the progress of the church in Kenya.
Political Stability	The country has enjoyed peaceful transitions as witnessed in the just concluded elections.	The church should actively participate in promoting a stability in the government, smooth transitions of power, and a favourable environment to continue with its core functions as the body of Christ.
Participation in Government	The church: both the institution and the individual believers are not actively and significantly involved in government. This is a call to be involved in the local communities and all levels of governance from neighbourhood to nationwide activities.	The church can partner with umbrella church organisations to equip its members on active citizenship.
National Unity	Tribalism remains a reality in Kenya and is heightened during peak political seasons before and after general elections.	The church continues to be the voice of unity in an environment where tribal/ethnic politics threaten the unity of the church and the nation of Kenya.
Voice Of Truth	The church in Kenya is perceived to be silent and has been accused of abdicating its vital role in society as the conscience of the nation.	The church has to be the voice of truth to the political class and Government through all seasons. The church must champion for democracy and accountability of Government.
Policies	The church is not adequately involved in policy, legislation, service delivery, government oversight and development matters.	The church should steer public participation and advocacy for biblically sound policies, legislation and development of the nation.



Economic Issues: Kenya is reported to have experienced a steady economic growth with real GDP expanding on average by about 5.6% between the year 2014 and 2018. However, from the year 2019, the nation has experienced lower agricultural output, weak private sector investment, increased public debt and the impact of the COVID-19 pandemic. Current economic issues that may affect the church include:

Issues/Factors	Context	Implications
Economic Policy	The impact of tax and regulatory measures by the government in this uncertain time on the operations of the church	The church has to be informed and should set structures in place to ensure compliance.
Economic Recovery	The reality of the uncertain near-term economic recovery of the nation because of the impact of the pandemic, drought, the war in Ukraine and the just concluded political season.	The church has the role to support through its benevolence program those who are affected during tough economic times and also work on empowering the immediate community to eradicate poverty.
Reducing and Strained Household Income	The reduced household income estimated at 50% and the increase in unemployment rates among the citizens will result in an increase in benevolence cases and a possible drop in giving. This will also result in reverse migration to rural areas and an increase in insecurity.	The church has to take proper financial measures to ensure its key functions are not negatively impacted by the current economic situation that has affected households.
Increased Cost of Living	Inflation has recently moved higher as domestic food prices and fuel prices increased following the surge in global commodity prices. The nation has experienced commodity price shocks.	According to the recent survey conducted at the church; a large percentage of our congregation is employed. The church leadership recognizes that fixed income earners (employed people) are badly affected by continuous rise in prices thus increasing the amount people need to spend on basic needs. This may affect the giving of the congregation.
Food Insecurity	It is estimated that 3.1 million Kenyans living in arid and semi-arid areas are food insecure. This is as a result of experienced drought in some parts of the nation necessitating increased social spending on food assistance.	The church should seek ways to participate in offering relief food to the needy communities in the nation.
Infrastructure Development	The nation has experienced infrastructural developments that have increased accessibility. An example is the Nairobi Expressway.	Infrastructure development is crucial to foster economic development in the nation. It also facilitates connectivity and for this reason, we may have people attending church from far places within the city and from the outskirts of the city.



Social and Religious Issues: The church today is facing numerous social challenges with the increase in population, rising of contemporary social issues that conflict with the values and practices enshrined in the true Christian faith, and the growth of the global village. The church should therefore endeavour to serve for social impact. Current issues for the church to be aware of include:

Issues/Factors	Context	Implications
Changing Demographics	The Kenyan population was estimated by KNBS as 47.6 million during the 2019 census, with 75% aged below 35 years. The current estimate by the UN is approximately 57 million with Nairobi County emerging as the most populous region.	This presents to the church a large youthful population to reach out to in the city. The church should heavily invest in outreach to the youth and children.
Behaviour Changes and Family Structure	The nation is facing an upsurge in divorce, single parent families and blended families as well as increased LGBTQ advocacy fuelling a gender identity crisis. This is coupled with growing online communities, increased individualism and a liberal approach to life.	The church should seek to promote wholeness and well-being to the congregation at-large to encourage members to make Biblical, responsible, and healthy choices that nurture the wholeness of body, mind, spirit.
Education and Literacy	Kenya has experienced an increase in literacy levels, access to higher education, information through the internet and alternative learning platforms.	The church is serving an informed congregation and must invest in upskilling its human resource.
Lifestyle	There is a rising prominence of alternative lifestyles in Kenya influenced with the growth of celebrity/idol cultures affecting the moral compass of the nation especially among the youth. There is also an increase in lifestyle diseases.	The church needs to remain Biblically sound in this context as it ministers to the people.
Social Economic Status	Due to the prevailing economic conditions, the rate of unemployment and inequality has increased, thus leaving many citizens without financial resources for a minimum standard of living.	This necessitates the need to invest in responding to the benevolent needs in our immediate community and a bigger investment in empowering the needy around us.
Spirituality	God's people have a genuine hunger for the true faith. However, an increase in religious relativism, heresy, prosperity gospel, syncretism, spiritual abuse and a growing number of cults potentially compromises our faith.	The church should be conscious of emerging religious cults and movements, establish a solid foundation of biblical truth and invest in equipping members to defend the faith.

Issues/Factors	Context	Implications
Social Media Influence	<p>Availability of teaching on social platforms that is contrary to or against the Christian faith.</p> <p>Increasing conversations on religion in social platforms that are at times subjective and negative towards religious institutions.</p> <p>Increase in church persecution in social platforms based on the church position on some social issues</p>	The church needs to invest in digital evangelism and use all available social platforms to preach the true gospel.
Mental Health Crisis	Mental health issues are increasing worldwide due to the social and economic challenges around the world.	The church should be at the forefront in the ongoing effort to reduce stigma around mental illness and mental health conditions. It should also come up with relevant initiative to respond to the challenge.



Technology Issues: Technological advancement has had a positive impact on the church despite the global social challenges it also poses. Through technology, the church can gather the faithful, automate various administrative tasks and be able to be more efficient in its operations, simplify access to spiritual leaders, enrich members' lives wherever they are and not just during Sunday services etc. Adoption of technology is therefore not an option but a critical need for the church to execute its key functions in this digital age. Current issues for the church to be aware of include:

Issues/Factors	Context	Implications
Advancement and Growing Access to Technology	<p>Digitalization and digitization have increased the rate of development in the world and by extent our country, thus leading to an increasingly tech enabled lifestyle and population.</p> <p>Availability of different platforms and apps that can help build a digital library for the church.</p>	The church must adopt contextualised use of technology tools and skills to target different age groups and advance the gospel.
Growing Digital Lifestyles	Easy access to the internet has led to an increase in online activity. However, this growing digital lifestyle isolates and poses a hindrance to genuine human interactions and creates barriers.	<p>The church should actively rebuild meaningful communities both online and offline.</p> <p>Respond to the times, and acknowledge the shift.</p> <p>Harness digital tools and use the various platforms to maximise digital evangelism across the ages.</p>
Data Protection	The Government has put in place a data protection act to regulate the use of personal data.	The church needs to be informed on the government regulations and seek to comply fully.



Environment Issues: Christians have a God given mandate to manage the environment for our good and for God's glory. The church must therefore be informed and responsive to the global environmental issues the world is facing because they have repercussions on all living beings and play a key role in educating and leading in environment conservation initiatives. The church must therefore participate in caring for creation. Key issues for the church to be aware of include:

Issues/Factors	Context	Implications
Policies	There is an increased awareness and concern about environmental issues leading to new environmental policies affecting individuals and organisations.	The church needs to continually adapt and adhere to evolving environmental policies and participate in implementation through initiatives such as recycling and proper waste management.
Increased Need for Sustainability	Growing demand for alternative and sustainable energy solutions.	Implement energy saving solutions like water harvesting, recycling water, renewable sources of energy (solar) as opposed to deplorable sources.
Climate Change & Environmental issues	Livelihoods have been affected by the economic and social impacts of environmental changes and changing weather patterns, lower food security and higher disease outbreak.	The church can participate in stewardship of the environment through partnership with institutions that engage in environment conservation initiatives.
Proximity to Ngong Forest	Nairobi Chapel Ngong Road is situated in close proximity to the Ngong Forest and needs to be aware of the conservation initiatives around forest reserve areas.	Participate and invest in the conservation of the Ngong Forest Reserve.



Legal Issues: The church needs to be aware of the external legal factors that affect the day to day running of the church as enshrined in the laws of the land. This means the church has to commit to comply without compromising faith. Key legal issues for the church to be aware of include:

Issues/Factors	Context	Implications
Labour Laws	Labour laws that guide the church human resource policies.	The church's human resource policy should reflect the current position of the labour laws of the land.
Workplace Safety	Workplace safety regulations and required compliance.	The church should ensure compliance with current workplace safety regulations.
Changing Laws	There are new and emerging regulations that may affect the day-to-day operations of the church.	The church needs an agile legal team that keeps abreast with the changing laws and regulations.
Child Protection Laws	Children (those under 18years) are a larger majority in our nation and are vulnerable.	The church should ensure adherence to the Children's Act in its ministries and champion for their protection.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

Strengths

Foundation: Nairobi Chapel Ngong Road is founded on sound biblical understanding and a clear Biblical statement of faith.

Relevance: Biblical teachings/sermons, addressing diverse topics, good delivery, and sound in doctrine.

Holistic approach to ministry that caters for all age groups and the needs of the community through:

1. A well-established children's ministry.
2. Clear focus on discipleship of the congregation.
3. Leadership training-internship program.
4. Strong focus on the next generation.
5. Strong Pastoral care.
6. Community engagement (food bank, outreach centre and sports ministry).

Strategic location: Accessible, visible, multi-purpose property owned by the church

Good governance, operational structures and financial accountability

1. Dedicated Elders Court.
2. Well-structured and strong pastoral leadership team, that is relatable and approachable
3. Visionary leadership that is future oriented.
4. Skilled staff team, friendly, authentic and displays teamwork. Committed to excellence.

Reputable Corporate Brand: Both local and international partners, global recognition and presence. No corporate or individual leaders' scandals.

Committed congregation: both in-person and online

1. Highly educated, committed and diverse congregation largely formed of young families.
 2. Economic strength: The congregation is generous with their time and resources
 3. Large volunteer base.
 4. Technologically informed, and open to embrace new technology in ministry
- Online presence: In relevant social media platforms.

Weaknesses

- **Poor and weak communication:** Slow response rate to the congregation and unstructured internal communication. Commuter congregation and low congregant engagement. Low assimilation and inclusion of congregants. Lack of inclusion of special groups of people. Limited social activities to build community among congregants.
- **eGroups:** Low ratio of congregants to eGroup members and existence of dormant eGroups.
- Prayer - Weak prayer culture.
- Weak transitions. A disconnect during transition between programs - from children to teens and young adults.
- **Gaps in the organizational structure:** High dependency on staff and lack of a clear structure for volunteer involvement in ministries. Poor empowerment of volunteers in the ministries and low commitment to raise lay leaders.
- Limited financial resources/funding to run programs and human resource.
- Slow in embracing new technology and benchmarking with other institutions
- **Underutilised property:** The Ngong Road facility is not fully utilised
- **Brand inconsistency and perception of the church as elitist.** Perceived as an elite church, therefore not appealing to all social classes.
- **Limited local partnerships.** Most partnerships are international and not local.
- **Passive in influencing government policy.** Perceived to be wary of engaging in governance and state matters.
- Low understanding of key doctrinal areas by the congregation, e.g., the doctrine of the Holy Spirit.
- **Notable bureaucracy** in the structure, inconsistency in operations and lack of alignment across ministries.
- **High vehicle movement that results in inconvenience** of traffic during transition of Sunday services (between the first and second services).
- Low appetite for innovation, comfort in maintaining programs that have not evolved or produced tangible results.

Opportunities

- Resourceful congregational networks at the marketplace and development of a marketplace portal
- Growing dynamic immediate neighbourhood, characterised by young families.
- Ministry to the elderly/seniors in the congregation
- New political era that is favourable to the church
- Development opportunities for the property to include a library, hospitals, leadership centre, etc.
- Inclusivity of people living with disabilities and other special needs.
- Technology advancement for ministry growth
- Global and local partnership with churches and business and government establishments.
- Congregational hunger for belonging and community.
- Young/youthful congregation.
- Outreach programs for schools surrounding the church, and the Jamhuri Sports Complex situated opposite the church.
- Economic empowerment of the youth and the community.
- Training opportunities through establishing inhouse theological education & training facilities.
- Digital outreach opportunity for the church through arts and media.
- Hunger for Gospel: An increasing population that yearns for the gospel
- Mentorship of youth, women and men
- Diversify services to offer other service options such as morning glory, sign language and also diversify language offerings.

Threat

- **Religious influence:** Relativism in relation to religion and faith, negative woke culture, new age movement, liberalism, syncretism, heresy, and prosperity gospel among other vices.
- **Changing social culture:** Shifting values on: Success, traditional family set ups, parenting, gender identity confusion, wrong examples around family and gender-based violence. Increase in divorce and inclination towards being single.
- **Political uncertainty and insecurity** in the nation in the 5-year election cycles leading to economic and social disruption.
- **Increase in insecurity:** Terrorism, increase of crime in the nation, cyber-crime and gangs targeting the Christian faith.
- **Ethnic tension in the nation especially during election** seasons may affect church unity.
- **Health and natural disasters:** Pandemics may hinder normal running of church activities.
- **Economic status in the nation:** A deteriorating economy will influence the church's financial sustainability.
- **Presence and growth of other** alternative religions and cults.
- **Environmental and Climate changes**



04

STRATEGIC FOCUS

Local TOUCH

Three realities seem clear to us:



Disconnection: The fact that we are predominantly a commuter church set in an environment of growing social isolation, presents the threat of disconnection from each other and disconnection from our immediate community. We desire to develop intimate and impactful connections between members of our Congregation and between the Church and our immediate Community.



Integration: The disconnection, especially from our immediate community casts doubt to whether the local community has owned the Church as its own or whether the Church is actually an integral part of our community. We desire to integrate the Church to the Community.

We also query the extent to which our congregation has significantly owned the ministries of the Church. We desire to integrate people with their area of ministry and activate as many spiritual gifts as possible. We desire to equip, resource and train our members and hand over both ministry responsibility and authority to members of our Congregation.



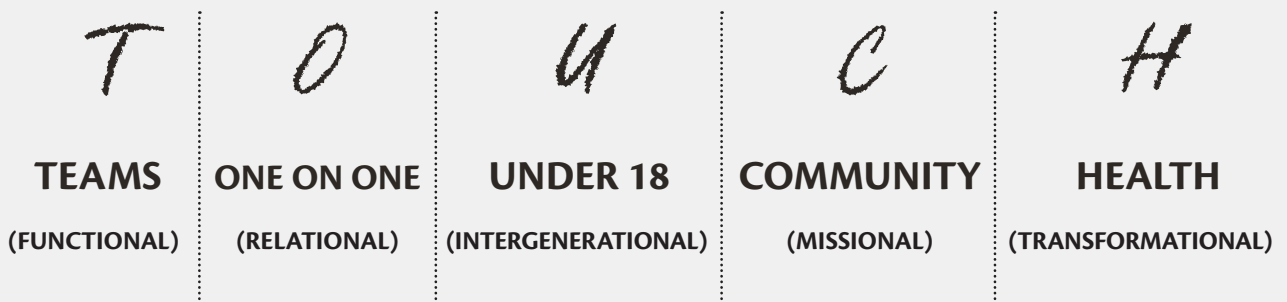
Transformation: The disconnection also applies to our relationship with God. We have not yet fully seen the impact of the gospel in our lives as a church; and in the life of our community. We desire to immerse our congregation into the waters of Spiritual Maturity to discover a new depth in our relationship with God and hence be able to explore new heights of change and impact in our personal, social and professional lives.

The current and past realities are the canvas we are using to paint the picture of our future as a church. We desire to be touched by God afresh, we desire to be touched by the brethren we worship and fellowship with, and we desire to be able to touch our immediate Community and our spheres of influence.

This desire can be summed up as **TOUCH**; as such, our focus for the next few years is:

"Global Reach through Local TOUCH"

Areas of Local TOUCH



T: TEAMS

(Be Functional)

The Church is the “ecclesia” – the ‘called out’ ones. We recognize that every Christian is called, chosen and set aside for service to the Lord. God has given each believer a spiritual gift to carry forth God’s mission through the Church. We believe in the priesthood of all believers - every member is a minister and the role of the Pastor remains to be equipping God’s people for ministry.

Behind the curtain of a vibrant and growing Church, is a strong and passionate army of people who are committed to the vision and mission of the Church. In Romans 12 and 1 Corinthians 12, Paul describes the Church as a living, active, healthy body made up of connected and functioning parts.

We aim to steer a volunteer-led ministry model towards the proper functioning of the church; supported by key operational structures, guidelines and processes. Through our 5E Volunteer Model: (Enlist, Envision, Engage, Encourage, Evaluate) we seek to ensure that each member is gainfully engaged in ministry in line with their gifts, talents and abilities towards the collective accomplishment of our Vision.

We also recognize the place of a healthy Pastoral Team to provide a resource for equipping and empowering volunteers to serve at Nairobi Chapel Ngong Road.

Our trainee / internship program is designed to empower and instruct emerging leaders focused on pursuing a life of church-based ministry that provides a consistent stream of pastoral personnel through leadership development.

Each of you should use whatever gift you have received to serve others, as faithful stewards of God’s grace in its various forms.” (1 Peter 4:10)

O: ONE ON ONE

(Be Relational)

The biggest need in the church today is Discipleship. Christianity is primarily a relationship—a relationship with God and others; hence discipleship is a relational affair. Discipleship is not about uniformity, but rather conformity to the image of Christ. Hence the focus of discipleship is maturity in our relationship with God and our relationship with others (the Great Commandment) with the primary goal of making disciples (the Great Commission).

We seek to move the congregation from “Herd” Mentality to Heart Mentality by focusing on Personal Evangelism and Discipleship. We seek to focus away from Sundays - to shift from Programs to People. We believe in making disciples in Community by building relational connections.

Jesus used different relational environments that continue to be available to us today: crowds (our immediate offline & online community); followers (church services), small groups (eGroups) and personal (family, friends & colleagues).

The discipleship journey at Nairobi Chapel Ngong Road ultimately happens in eGroups; but also includes other relational environments: Church Services, Next Steps (New Believers Classes) and Plug-In (10 Week Discipleship experience).

eGroups provide a place for Accountability, Belonging, Care, Discipleship, Evangelism and Fun (ABCDEF) and remain our main avenue for discipleship.

Our ultimate goal is not just to become Disciples, but to become Disciple Makers for Jesus Christ.

Our Discipleship BootCamp focuses on the 5 HABITs of a disciple:

- **H:** Hanging out with God (Prayer),
- **A:** Accountability (Fellowship),
- **B:** Bible Reading (Word),
- **I:** Involvement in Ministry (Service),
- **T:** Telling others the Good News (Evangelism).

We desire for every believer to practise these habits in their Christian walk and be intentional in becoming Disciple Makers and Ambassadors of Christ.

Therefore, go and make disciples of all nations, baptising them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you.” (Matthew 28:19-20)

U: UNDER 18

(Be Intergenerational)

We value and cherish all generations. The Church is a unique Community comprising all generations that gather for worship.

We believe that each generation is a gift to the others: the young bring their energy and questions, while the mature model endurance and share their experiences.

Our goal is to strategically and intentionally build significant and purposeful interactions between the generations. We intend to do more than bring the generations together. We intend to build mutual and influential relationships in mutual service, sharing and learning between the different generations.

A generational minded church is therefore more than just a church with adult services, a youth and children's ministry - it's a church where all generations serve and work together in harmony to advance the kingdom of Jesus Christ.

We believe God's mandate is clear - one generation is to take what they have learnt and pass it forward to the coming generations. Deuteronomy 6:4-9 commissions parents to impress God's commands on a daily, ongoing basis; Titus 2 calls older men and women to intentionally build relationships with the younger generation; Psalm 78:4 calls the people of God to tell the next generation the praiseworthy deeds of the Lord.

Nairobi Chapel Ngong Road caters for all generations in an age-appropriate way:

Children 0-2 years (Crèche)

2-11 years (Quest)

12-13 years (Crossroads)

14-18 years (Teens)

19-24 years (Young Adults)

above 25 years (Adults) as well as children and youth in different learning institutions (schools and colleges) in our community.

Our goal is to come alongside parents and the older generation to intentionally evangelise and disciple children and the youth both in our church and greater community.

These commandments that I give you today are to be on your hearts. Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down and when you get up." (Deuteronomy 6:6-7)

C: COMMUNITY

(Be Missional)

Outreach is only a starting point for many people on their path to a relationship with Jesus Christ. Community Outreach not only primarily focuses on providing for physical needs, but also creates a path to fulfilling humanity's greatest need: spiritual: a relationship with Christ.

We intend to consistently motivate and equip our congregation to go beyond the walls of the church to meet people's felt needs and clearly demonstrate God's love in line with the Great Commandment: *"love your neighbour."*

We define our immediate community by a 5km radius around the Church consisting of: residential communities (formal & informal settlements), schools, colleges, a Sports Stadium, a Prison, Car Bazaar, commercial & business premises and other institutions.

We desire to reach our immediate community by becoming a beacon of light, hope and transformation through:

- **Evangelism:** boldly reach out to people with the Gospel;
- **Empowerment:** economic empowerment through entrepreneurial mentorship business skills and training;
- **Engagement:** sending congregants as missionaries and ambassadors for Christ within their spheres of influence and into different mission fields;
- **Education:** sponsorship of needy Students through the LOGOS Scholarship Fund;
- **Embracing Local Initiatives:** partnering with and supporting transformational initiatives in our local community.

The Spirit of the Lord is on me, because He has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to set the oppressed free." (Luke 4:18)

H: HEALTH

(Be Transformational)

Individuals and families are not immune to the strains of life. We are surrounded by the realities of a dysfunctional society, mental health challenges, marital stress, economic and financial strain, health challenges, gender identity issues, addictions, abuse, complexities in family relationships, etc. This coupled with the crisis in family unit, postmodern worldviews and a skewed understanding of truth, secular perceptions of marriage and relationships, emerging contemporary issues (LGBTQ+ etc), destructive habits & behaviours – creates the need for the Church to provide an environment of healing and wellbeing.

We believe that God loves and cares for everyone – irrespective of what they are going through – and that He desires for their healing and wholeness. We seek for our Church to be a place of healing, wholeness and well-being and a place where people are guided by God's truth to make responsible, healthy choices that nurture the wholeness of body, mind, soul and spirit across all their relationships reflective in their Mental, Spiritual, Emotional and Social wellbeing.

As a church, we seek the health and wellbeing of Individuals, Families, Marriages and our Community through:

- **Marriage Preparation:** transformational Pre-Marital preparation,
- **Counselling:** psychosocial support,
- **Mental Health:** (awareness and Interventions)
- **Support Groups:** includes singles, divorced and separated, diverse families, the grieving, people recovering from alcohol and substance abuse, etc.
- **Marriage Enrichment Groups**
- **Gender Forums:** that address issues unique to men and women.

Dear friend, I pray that you may enjoy good health and that all may go well with you, even as your soul is getting along well".
(3 John 1;2)



05

STRATEGIC DIRECTION

FUNCTIONAL

GOAL	To embrace a Volunteer Led Ministry model that recognizes every member as a minister and enables identification and nurture of gifts towards the proper functioning of the Church.
MINISTRIES	Marketplace Ministry, Volunteers, Sunday Services and Administration
SCRIPTURE MANDATE	1 Corinthians 12:20-21

Strategic Objective	Key Activity	Expected Results
Decentralize and improve volunteer management to increase efficiency and implementation of the 5E model (Enlist, Encourage, Evaluate, Envision, Engage) in the TOUCH structure.	<p>Create visibility of all serving opportunities to the congregation through worship services, and other communication channels.</p> <p>Develop ministry orientation and training manuals. Specify ministry volunteer journey at department level.</p>	<p>70% congregational engagement in all ministries, equipped homegrown talent</p> <p>Automated implementation and tracking of the 5E volunteer management system.</p>
To create fellowship and community spaces in our facilities	<p>Facility improvement to make it family & disability friendly and facilitate all worship experiences</p> <p>Establish a conducive work space that will facilitate volunteer productivity and incorporate sustainable renewable energy</p>	<p>Increased level of fellowship/ community that is age appropriate, safe, and engaging among the congregation</p> <p>Conducive Service space for Volunteers & Staff Sustainable and Affordable Renewable Energy sources</p>
To establish structures and policies that are adaptive to new technologies to support key operational processes of the church.	<p>Develop an effective Communication and Creative Strategy for the church (captures both online and offline)</p> <p>Identify and customize online tools, to establish a media center</p>	A comprehensive and seamless communication and IT infrastructure that creates dynamic contemporary worship services
To equip and empower Christians to integrate their faith and their day-to-day work for marketplace transformation.	Marketplace Impact Communities and Forums, Online Marketplace Platforms.	Christians in the market place using their faith and influence to create patterns of biblical impact
To identify and nurture gifts, talents and skills of both the online and in person congregation	Implement an active and robust talent development, mentorship and discipleship strategy and establish vibrant church ministry teams	<p>Equipped homegrown talent</p> <p>Enhanced and active member engagement</p>



RELATIONAL

GOAL	Building communities of disciples that are intimately connected to Christ and one another, take personal responsibility for their spiritual maturity and fulfil the mandate of Evangelism and Disciple Making in obedience to the Great Commandment and the Great Commission.
MINISTRIES	Assimilation (Karibu Centre), Next Steps and Baptism, Plug-In, eGroups, Prayer, BootCamp, Depth, Curriculum Development
SCRIPTURE MANDATE	Mark 12:30-31, Matthew 28:19-20

Strategic Objective	Key Activity	Expected Results
Establish new and thriving discipleship communities and repurposing existing ones.	Establishing homogeneous and Intergenerational eGroups. Mature believers serving God and offering support and care to one another.	Thriving and Intergenerational eGroups.
Clearly define and live out the marks of a true disciple	Plug-In Program, Next Steps classes and Prayer Initiatives targeted at members taking personal responsibility for their discipleship journey	A clear understanding of the 5 Habits of a true disciple (Prayer, Fellowship, Word, Service and Giving) A clear discipleship track
To establish a team of disciple makers who model discipleship to others	A Vibrant, Intergenerational Boot Camp.	An army of active disciple makers.
To establish a school of ministry to train and equip believers for works of ministry.	Depth classes, Curriculum Development and a Discipleship Resource Center	Believers rooted in faith and equipped for ministry.

INTERGENERATIONAL

GOAL	To come alongside parents in intentionally evangelising and discipling children and youth by building effective, nurturing, and Christ-centred support systems that draw the next generation to God.	
MINISTRIES	Children Teens Young Adults School University Outreach Target Group: 0-24 years	
SCRIPTURE MANDATE	Deuteronomy 6:4-9, Joel 1:3, Psalm 78:4-7, Matthew 28:19-20	
Strategic Objective	Key Activity	Expected Results
To establish a peer-to-peer evangelism and discipleship models among the youth and children (Quest)	Peer-peer accountability groups/discipleship (Alpha, Plug-In, Gems, Soaring Eagles, Glow, Mantle)/mentorship forums (adult mentors and disciple-makers) Incorporate annual transitional markers from XP to Blitz, and Blitz to Hyperdome (e.g. graduation event)	Children and youth who are grounded, equipped, and share in their disciplines of faith with their peers A community of children and youth who continuously and positively influence and disciple each other.
Envision and equip all parents to disciple, mentor and be effective support systems for their children and youth.	Parenting classes, workshops, seminars and open days. Special needs parents support groups Family centered social outreach activities and host semi-annual family outings (e.g. picnics, holiday camps, hikes, sleep over, festivals)	Parents with skills, knowledge, and confidence for intentional faith-based parenting with greater involvement in serving within the Nextgen ministries
Envision and equip volunteers to come alongside parents in nurturing their children and youth holistically	Host volunteer workshops, ongoing training, bootcamps, mentorship, Child Protection training. Care for volunteers: celebrating them, care calls, breakfast, hangouts/retreats, accountability communities e.g. eGroups	Sufficient, well-trained, effective, and healthy volunteers who are grounded in the word and growing in their walk with Christ. A community of children and youth volunteers who continuously & positively influence each other.
Promote belonging for PWDs and mental wellness among children, youth, and their parents	Professional counseling for children and youth, Grief share, Divorce Care classes, call toll free number Training key stakeholders and sensitizing the congregation e.g. pulpit, socials, campaigns etc. 24/7 Youth Counselling toll-free number.	Empowered and equipped stakeholders (parents, volunteers, caregivers) that create/model safe spaces resulting in mentally healthy children, youth and families. An inclusive church that is responsive (awareness, acceptance, equipping) to persons with disabilities
To evangelize to children and youth beyond our Nairobi Chapel congregation	Host quarterly weekend challenges, teacher's fellowships, Christian Union and intervarsity rallies in schools/universities. Run annual mission trips, community activities for our children and youth to engage in. To purchase an outreach vehicle, curriculum development and publishing	Born again children and youth in schools (primary, secondary, and universities) who are grounded on their disciplines of the faith, Children and youth who share their faith, equipped to disciple and influence their peers.

Strategic Objective	Key Activity	Expected Results
<p>To invest in infrastructure development for the Nextgen</p>	<p>Invest in making our facilities NextGen savvy; digital hub & creative studio (recording/editing), Modern lighting and sound equipment.</p> <p>Secure Quest Centre by fencing it and complete project by landscaping the Quest Centre field, making the classes smart (internet & classroom projectors), install class folding walls and install storage.</p> <p>Ensure the church spaces are disability friendly (i.e., wheelchair accessible, ramps, disability toilets, etc.)</p>	<p>Age appropriate, safe and engaging ministry spaces for the Nextgen.</p> <p>A space that caters for families with children/youth with disabilities.</p>
<p>Provide age and family relevant resources and materials to equip children and youth in their spiritual growth</p>	<p>Continuous and consistent development of animated content for both online and mainstream media.</p> <p>Upgrade the Nextgen pages on the website with blogs, newsletters, Q&A, monthly podcast(s), vlogs, weekly social media content (YouTube, Instagram & Tiktok).</p> <p>Establish a church bookshop and library stocking relevant discipleship materials.</p>	<p>Children and youth who are grounded in the word and have a truth centered view on Christianity.</p> <p>Increased evangelism opportunities drawing non congregation youth to Christ.</p> <p>Increased digital resources for youth and children to access God's truth.</p>



MISSIONAL

GOAL	To impact our local community by mobilising the church to practically express God’s love, share the gospel and transform the community through Social Justice
MINISTRIES	Social Justice, Community Outreach, Sports Ministry, Missions, Logos Scholarship
SCRIPTURE MANDATE	Matthew 22:37-39, Matthew 25:36-40, Jeremiah 29:7

Strategic Objective	Key Activity	Expected Results
To share the Gospel (Evangelism) with the unchurched and the unreached in obedience to the Great Commission	Structured and relevant missional activities and digital outreach that is targeted to the unreached	Strategically saturate our immediate community with a consistent and contextual presentation of the Gospel.
To provide temporary relief, support and empower the distressed and vulnerable within our Communities	Hands of compassion, Benevolence, Social Justice Initiatives, Empowerment Program, Outreach Partnerships Support.	To be the hands and feet of Jesus Christ for the distressed in community. Technically skilled, socio-economically empowered and spiritually nourished men, women and youth within the community
Engage in community Development projects & Initiatives that are geared towards discipleship.	Prisons ministry Discipleship Movement, Consultative Forum and Capacity Building for Local and Community Leaders, Weekly Sports Ministry Outreach, Community Development Projects	Discipleship communities comprised of disciples who make disciples within the community.
Provide Scholarships and transformational Mentorship for needy students in our community	Logos Scholarship Fund.	Sustainable scholarship program that empowers and disciples’ future community change agents
To plant churches as points of contact to build relationships and disciple individuals and groups within the community.	Church Planting and Church Plants.	Established contextualized discipleship communities.
To Mobilize financial resources towards supporting All the Outreach Initiatives.	Touch Trust.	Sustainable financial support platforms





TRANSFORMATIONAL

GOAL	Establish a healthy Church family by providing Christ-centred tools and communities to help individuals navigate different seasons of life towards holistic healing, well-being and transformation.
MINISTRIES	Adult Care (Men and Women), Marriage, Counselling and Family Ministry.
SCRIPTURE MANDATE	1 Corinthians 13:13, Romans 12:3, 1 John 4:19, Matthew 18-19-20, Ephesians 5:21

Strategic Objective	Key Activity	Expected Results
Gender based discipleship and empowerment forums.	Binti and Jabari Mentorship Communities	Men and Women Discipled across all ages and Mentored through all seasons of life.
Establish a family focused counseling centre.	Family focused, holistic wellness facility and counselling centre.	Access to safe, affordable and professional Christian counselling and support groups for all (Rest, Recovery, Rehabilitation)
Respond to emerging needs through transformational programs (Dc, Grief Share, AA, Alanon and Mental health)	To provide support to those going through difficult, seasons and transitions in life. (DC, GS, AA and Mental health)	Transition all counselling programs into healthy support communities
Empower E-group members to spear head care for our congregation	Pastoral training and equipping of E group members by the pastoral team to care for our congregation	Pastoral care shift from the pastoral team to an empowered congregation.
Promote inclusivity (people with disabilities)	Incorporate special needs considerations into all church programs across the ages.	All Nairobi Chapel activities are inclusive and sensitive to persons with disabilities.
To build strong enduring marriages with a Godly foundation.	Marriage preparation, enrichment forums and seminars.	Equipped marriages with tools to empower couples to cope with Life's emerging issues.



A group of people on a stage, with a man in a chef's uniform and a woman in a patterned dress holding a wooden staff. The scene is overlaid with a purple tint.

06

TOUCH POINTS



Discipleship Centre:

New Believers, eGroups, BOOT Camps - Discipleship Army, Pastoral Care Shift, Discipleship Family Gatherings.



Entrepreneurship & Youth Empowerment Hub:

Business Incubation, Entrepreneurship Training, Online Jobs, Career Centre, Youth Skills Training.



Parent Empowerment Centre:

Parenting Classes, Seminars, Teens Parenting Forums, Special Communities – Special Needs, Blended Families.



School Of Ministry:

Theology, Leadership, Youth, Children, Media, Discipleship, Parenting, Outreach, Life Issues etc.



Center Of Missions:

Evangelistic Campaigns, Missionaries & Mission Fields, Relief, Hands of Compassion, Community Outreach.



Family Centre:

Marriage Retreats, Children and Youth Camps, Plug In Retreats, Moran & ROPES Camps, Family Gatherings, Jabari Retreats.



Resource Centre:

Bookshop, Curriculum Development, Website & Online Resources.



Talent Hub & Creative Arts Centre:

Dance, Drama, Music, Poetry, Writing, Visual Arts, Digital and IT Skills.



Sports & Recreation Centre:

Basketball, Soccer, Hockey, Gaming & Indoor Games; Training Centre.



Schools Outreach Centre:

Primary, High School, Colleges, Universities, Adult Learners.



Counselling Centre:

24/7, Toll Free Number, Adults, Children & Youth, AA, Alan-non.



Communications Centre:

Online portals, podcasts, blogs, website, social media platforms, church apps, recording studio, video editing suite and film.



Touch Trust:

LOGOS Endowment Fund, Outreach Support, Partnerships (Local & International).



Property Development:

Infrastructure Development, Masterplan, Office Complex, Renewable Energy, Recreational and Family Friendly Facilities.



Community Leadership Centre

MCA's, Chief, Police, Sub County Committees, Development Boards, Political Aspirants Forum, Area MP's, Pastors, Community Leaders (Prayer, Fellowship, Training & Capacity Building, Mentorship.)



Marketplace Impact Center

Venture Building Ecosystem, Marketplace Discipleship Communities, Marketplace Impact Forums and Projects, Marketplace Chaplaincy, Marketplace Digital Platform



Environmental Stewardship Center

Renewable Energy, Recycling resources, Championing the Conservation of the Ngong Road Forest Sanctuary



07

FINANCIALS

Nairobi Chapel Ngong Road relies heavily on members tithe and offerings to fund 80% of the church operations while 20% is raised from self-financing and fund raising initiatives.

In future, we aim to move the church from dependence on tithes and offerings to multiple income streams:

1. Income Generating Projects
2. Investment Income
3. Income from Facility Hire
4. Ministry Partnerships & Grants from like-minded organizations
5. TOUCH Trust: Donations from Corporates, Foundations, NGO's and Individuals
6. Rental Income
7. Fundraising Campaigns
8. Monetized Online Content

Income: Tithes and Offerings

We also aim to grow our annual income from tithes and offerings from KSH. 288M to KSH. 560M.

SOURCE OF INCOME	2023	2024	2025	2026	2027	2028	2029	2030
Tithes & Offerings	288M	316M	348M	383M	421M	464M	510M	560M

Faith Projects

The following are faith projects we hope to undertake in the near future.

1. Community Impact Centre, Youth Empowerment Centre, Incubation and Entrepreneurship Hub (KSH. 20M)

(Women Empowerment & Skills Training, School of Ministry, Food Bank, Clothes Bank, Library, Bookshop, Counselling Center, Community Leadership Center, Digital Center, Recording Studio, Video Editing Suite)

2. Renewable Energy (KSH. 30M)

(Solar power, Bore hole project)

3. Church Office Complex (KSH. 20M)

4. Fellowship and Connection Centre (KSH. 10M)

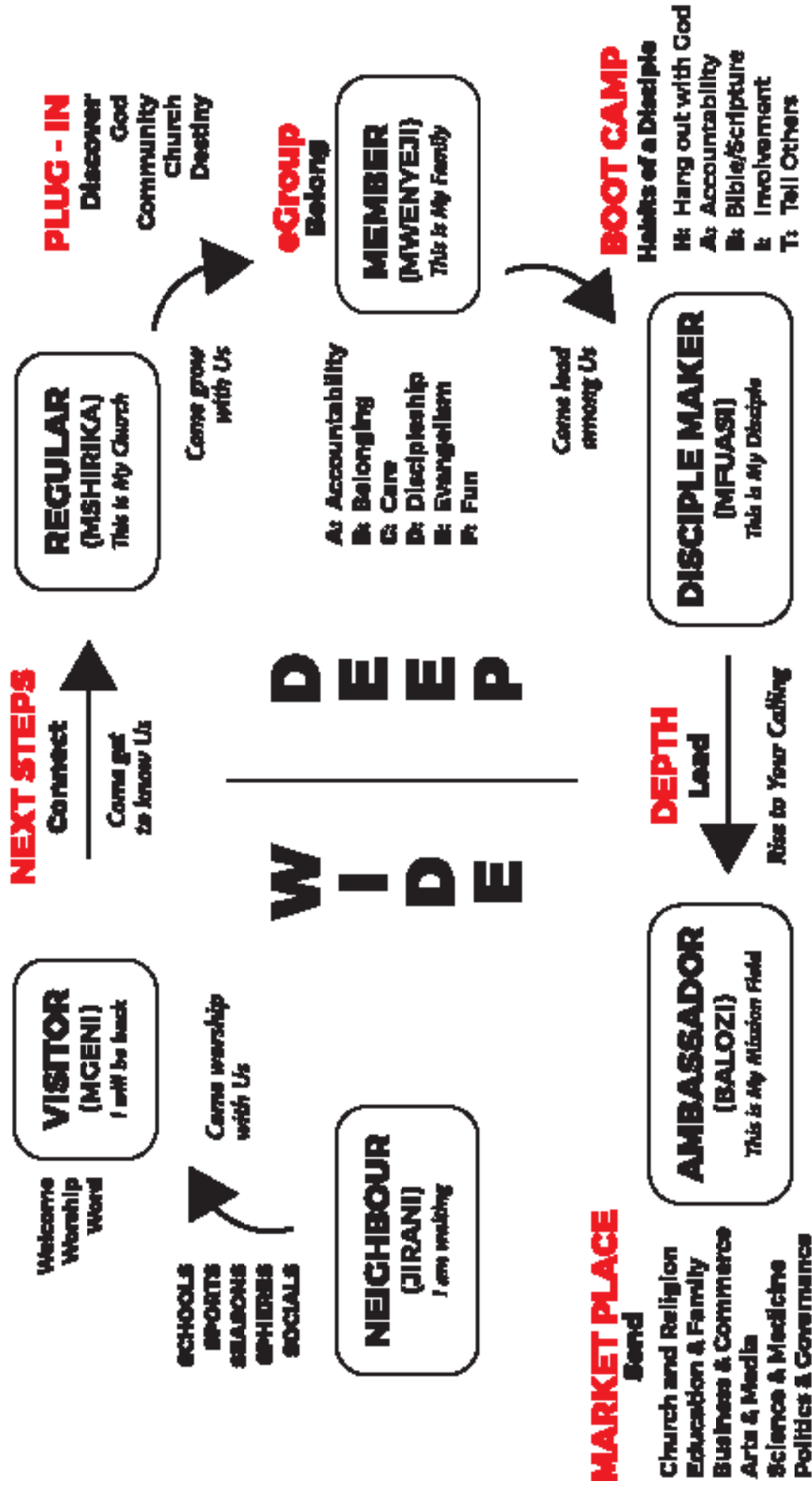
(Soccer Field, Basketball Court and Exercise Track)

5. Family Retreat Centre (KSH. 50M)

(Children & Youth Camps, Marriage Retreats, Men & Ladies Retreats, Leadership Retreats, Plug In Retreats, Moran & ROPES Camps)

6. Parking Lot and New Entrance to Property at Jamhuri Road (KSH. 20M)





Growing DEEP to REACH Wide




08

APPENDICES

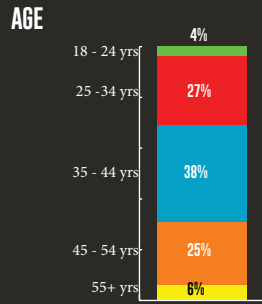
Appendix 1: 10 Integrities of the Elders Court

1. **Missional Integrity:** Ensuring that the ministry has a clear vision, and that a long-term strategic plan exists. They also ensure that the ministry leaders are working towards clear goals and outcomes, and that they are evaluated against these. The board's framework should be focused on a 5 –30 year timescale.
2. **Theological integrity:** We are a Christian organization and our mission is to proclaim the glory of our LORD Jesus Christ. We therefore do not hide or apologize for our mission and our intention to share the gospel of Christ with all our members.
3. **Institutional integrity:** Ensuring that the ministry is properly and legally constituted and managed. That systems and processes exist to ensure smooth, professional operation. Also, that it fulfils government requirements, taxes, wages are set, statutory deductions remitted, staff have clear direction, Human Resource is well organized, business transactions and commitments are conducted with integrity, etc.
4. **Fiscal integrity:** The board is responsible to ensure that all monies of the ministry are handled with the utmost integrity in terms of their acquisition, collection, banking, record keeping, disbursement and usage. To this end, they must establish financial policies that ensure this outcome. All funds must be audited on an ongoing, regular basis.
5. **Moral Integrity:** The board is responsible to ensure that moral integrity exists in the lives of the core leaders; that leaders abide by a code of conduct that is Christ-like. They are also responsible for the process of correction, and subsequent grace-filled restoration of any leader who falls into sin.
6. **Care Integrity:** The board must ensure that their ministry has systems in place to provide loving care for the members in ways that do not hurt them or take advantage of them.
7. **Leadership integrity:** Every leader needs to have the necessary competencies and skills to lead well by forming teams, defining and casting vision, mobilizing volunteers, setting the operating values of the organization; managing and motivating staff, navigating crisis, taking necessary risk. The board has the task of making sure that their senior Pastor leads well. They ensure that the senior pastor/senior management staff have clear targets that are SMART. The board also has the task of evaluating the principal leader (s) and guiding them to growth.
8. **Brand Integrity:** They also act as gatekeepers to see that the ministry is well represented to its inner and outer publics. They act as a gatekeeper to their inside public in the way they connect and communicate with them to ensure that brand identity as a professional institution is maintained. They also act as a bridge to the outside corporate and government. public, helping establish credibility or access to services that will help us fulfil our mission. In this manner they lend the organization their networks and credibility, and connect it to their wide network of professional contacts in government, banks, the service industry and such organizations.
9. **Trust Integrity:** Ministry happens best when there is a high level of trust in an organization. The capacity to move forward and accomplish great things for God is largely determined by the level of trust that exists between the important constituents of the board and staff. When high trust exists at the top of an organization, it trickles down to impact and shape the whole organization. Trust helps establish the context and goodwill that ensure that those involved in the ministry thrive and nurture each other in ways that energize, focus, and strengthen their service to the ministry for the betterment of the Kingdom of Christ. The Board, and especially the Chair, are therefore responsible to develop and maintain high levels of trust in the ministry.
10. **Successional Integrity:** Finally, the board is responsible to oversee two important succession issues:
 - a. **Board succession:** as per its policies and terms of reference (TOR). Most ministry boards are set up to be self-perpetuating, and are responsible to appoint suitable men & women to serve on the board at the expiration of any member's term. To this end the Board must train-up new members, and ensure set policies are followed in the boards perpetuation. This may have to be referenced against the Churches own standards if the ministry is under the direct oversight of the church.
 - b. **Chief Leaders succession:** The succession of the primary leader of the ministry is the direct responsibility of the Board, and as such, they must prepare and plan for such succession as is needful from time to time. This is possible by ensuring that there are trained leaders on staff who can take up the responsibility of leadership should this become necessary, even in sudden and unplanned-for circumstances. (Note, however – since this is a ministry under the church's oversight – all these relate within the greater mandate that is the church leadership's mandate.)

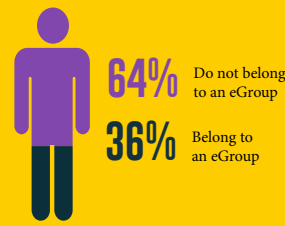
Appendix 2: Congregational Survey Report



Nairobi Chapel
NGONG ROAD
CONGREGATIONAL SURVEY REPORT
2022

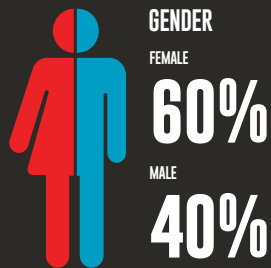


EGROUPS

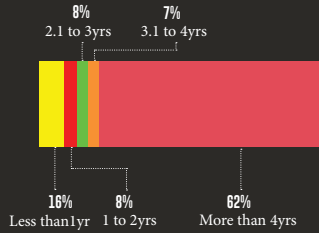


Attractive church activities/ministries	71%
Leadership accountability	25%
Like pastor/staff/leadership	39%
Church location - proximity to home	30%
Opportunity to serve	21%

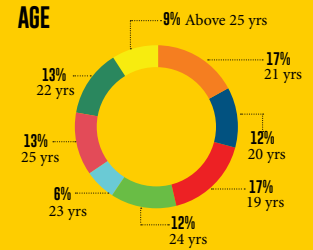
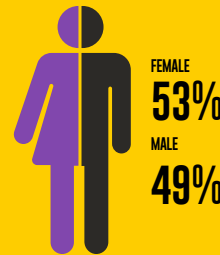
ADULTS



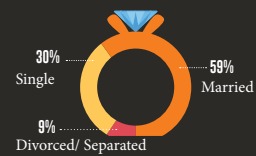
LENGTH OF CHURCH MEMBERSHIP



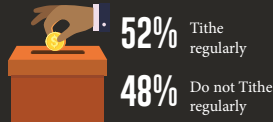
YOUNG ADULTS



MARITAL STATUS



TITHE & OFFERING

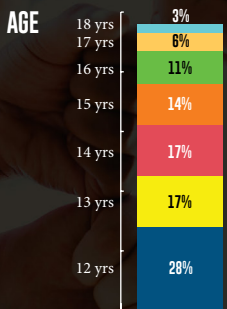


EMPLOYMENT

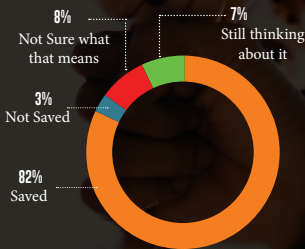


Worry/Concern	Percentage
Family/Friends	44%
Concerns about the future/ Success in endeavours	18%
Relationship with Christ/Spirituality	13%
Healthcare/Mental Health	10%
Financial well-being/Class differences	7%
Life's challenges	6%

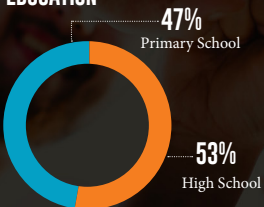
TEENS



SALVATION



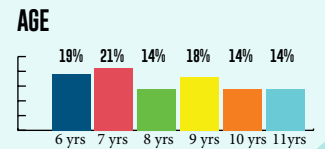
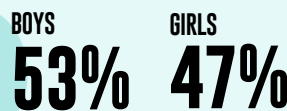
EDUCATION



Top five issues teen's desire to be addressed by the church

Peer pressure	22%
Depression/ Anxiety	13%
Mental health	13%
Drug abuse/Addiction	11%
Sex education/Sexuality	9%

QUEST



We extend our deepest gratitude to the Trends and Insights For Africa (TIFA) Team for conducting, compiling and analysing our Congregation Survey 2022 pro bono. We recognize this a valuable and very generous gift to our congregation and to the body of Christ at large.
May God richly bless you.

Thank You Note

We celebrate the leadership and wisdom provided by our Oversight Strategic Team that guided the Congregation Survey Process and continues to champion the Strategic Planning Process of the church.

We thank God for your passion, gifts, skills and sacrifices you have made to enhance the Kingdom of God.

Strategic Team

- | | |
|--------------------|----------------|
| Angela Wainaina | Miriam Atuya |
| Caroline Mukira | Muthoni Marina |
| Ellon Kamau | Neema Wamai |
| Emmanuel Nandokha | Nyambura Mambu |
| Felix Kimathi | Ngatia Muhoya |
| Francis Karugu | Rachel Karanu |
| Grace Maingi | Rhoda Murimi |
| Henry Mwaniki | Rohin Onyango |
| James Waweru | Rose Bosire |
| Joe Mburu | Rosemary Ngugi |
| Joy Ng'anga | Sue Ngula |
| Joy Zawadi | Tom Ogola |
| Ken Mugambi | |
| Lucy Anne Kangethe | |



Thank you for taking time to familiarise yourself with the Nairobi Chapel-Ngong Road COMPASS.

We now invite you to prayerfully and reflectively consider your response and engagement through:

- i. PRAYER:** Partnering with us in prayer.
- ii. FINANCIAL SUPPORT:** Giving financially.
- iii. VOLUNTEER:** Volunteering your time, skills and abilities, networks and resources.

Should you have any questions, comments or suggestions, feel free to call or send an email through our contacts below.

P.O Box 53635-00200

(+254) 0725650737; info@nairobi-chapel.org

 254 701 777 888

 Jamhuri Road, off Ngong Road

 www.nairobi-chapel-ngong-road.org

    Nairobi Chapel