



FREE PENTECOSTAL FELLOWSHIP IN KENYA (FPFK)

STRATEGIC PLAN

2014 – 2021

Foreword

One of the major guiding principles in achieving FPFK mandate is meeting needs of the society holistically based on Christian values. This principle implies the values of Love, Truth, justice, sustainability, participation and inclusiveness which will be achieved through, implementing both spiritual and diakonical programs and services aimed at reaching out to the communities, to spread the gospel of Jesus Christ through evangelism, empowerment of the poor and the marginalized, advocacy for the oppressed, education for the illiterate and health care for the vulnerable and the sick.

FPFK strategic planning process was through the 10 years Country Programme Plans (CPP) implemented in partnerships with the Norwegian and Swedish missionaries. After 1997, the church has formulated two (2) previous strategic plans. The current next seven-year strategic plan (2014-21) was formulated in 2013, and was slated for midterm review in 2017.

The FPFK strategic framework takes into consideration the findings from the situation analysis while implementing the FPFK's 2014-2021 strategic plan through four strategic objectives; Strengthened evangelism for church growth and expansion, Innovative and responsive social ministry programs alleviate poverty and all other forms of human suffering, Strengthened institutional development, and Strengthened sustainable business enterprises.

Lastly, I would like to confirm the FPFK's commitment now than ever in collaborating with key stakeholders in its activities and programmes in order to improve the wellbeing of the congregation and Kenyan citizens at large.

Rev. Walter O. Andhoga

General Secretary

Free Pentecostal Fellowship in Kenya



Serving people with holistic development

2018 Revised Version

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Abbreviations and Acronyms

AGM	Annual General Meeting	SPM	Swedish Pentecostal Mission
AIDS	Acquired Immune Deficiency Syndrome	SWOT	Strengths, Weakness, Opportunities and Threats
COMESA	Common Market for East and Southern Africa		
CPP	Country Program Plans		
CSOs	Civil Society Organizations		
EAC	East African Community		
EAK	Evangelical Alliance of Kenya		
Exco	Executive Committee		
EWS	Early Warning System		
FGM	Female Genital Mutilation		
FPFK	Free Pentecostal Fellowship in Kenya		
GS	General Secretary		
HIV	Human Immune Virus		
IGAD	Intergovernmental Authority on Development		
MDGs	Millennium Development Goals		
NGOs	Non-Governmental Organizations		
NPM	Norwegian Pentecostal Mission		
OD	Organizational Development		
PMERL	Planning Monitoring and Evaluation, Reporting and Learning		
PMU	Pentecostal Mission Union		
PSC	Program Steering Committee		
PYM	Pentecostal Foreign Missions		
SP	Strategic Plan		



CHAPTER

1

1 INTRODUCTION

1.1 About Kenya

Kenya lies across the equator in east-central Africa, on the coast of the Indian Ocean. It borders Somalia to the east, Ethiopia to the north, Tanzania to the south, Uganda to the west, and South Sudan to the northwest. Kenya is part of the East African Community (EAC), of which Tanzania, Uganda, Rwanda and Burundi are the other members. Kenya is also a member of COMESA and IGAD. The population of Kenya is estimated at 43,013,341 (July 2012 est.) with a population growth rate of 2.4%. The country has a diverse population that includes most major ethnic and linguistic groups of Africa. Agriculture is the backbone of the Kenyan economy contributing one-third of GDP. Arable land amounts to 47.44% (274,500 sq. km). According to UNDP HDI Report (2014), the literacy level is at 87.4% for age 15 and over, who can read and write, life expectancy at 63.52 where is female 65.01 and male 62.06; infant mortality rate is at 40.71, deaths per 1000 live births; school life expectancy being at 11 years for both male and female; youths (15–34 year olds), who form 35% of the Kenyan population, have the highest unemployment rate of 70% (CIA World Fact Book, 2015). Despite a decline of the country's absolute poverty rate, wealth has not been distributed equally. Kenya remains a highly unequal society by income, by gender, and by geographical location. Poverty is highest in the arid and semi-arid areas that cover about 80% of the land area and are inhabited by about 20% of the population. Rapid population growth is another major challenge, further complicated by high unemployment rates especially among the youth. More than 70 per cent of Kenya's population is below the age of 30 and the population under age 14 alone amounts to 43 percent.

The Kenyan citizen's life experience of understanding conflict through the dominance of the executive and political elite is illustrated by the fact that the constitution was amended 28 times from 1963 to 1992, each time limiting the freedom of its citizens and expanding the power of the executive and political elite. It is also worth to note that one of the key drivers of conflict in Kenya is the dimension of community identities – which is itself closely related to the issue of land, borders and associated historical grievances plus a challenging regional environment and political transition. There has been major progress which saw progressive constitution in 2010 which enhances sovereignty to the people of Kenya and citizen participation in development processes. Furthermore, the constitution introduced devolved system of governance in order to ensure equitable distribution of resources.



In the recent years, and especially starting from 2008, the country has been facing severe food insecurity problems. These are depicted by a high proportion of the population having no access to food in the right amounts and quality. Official estimates indicate over 10 million people are food insecure with majority of them living on food relief. Households are also incurring huge food bills due to the high food prices. Maize being staple food due to the food preferences is in short supply and most households have limited choices of other food stuffs.

The current food insecurity problems are attributed to several factors, including the frequent droughts in most parts of the country, high costs of domestic food production due to high costs of inputs especially fertilizer, displacement of a large number of farmers in the high potential agricultural areas following the post-election violence which occurred in early 2008, high global food prices and low purchasing power for large proportion of the population due to high level of poverty.

1.1 About FPFK

The Free Pentecostal Fellowship in Kenya (FPFK) is an evangelical church registered in Kenya. It operates in 32 regions in Kenya and has over 1200 churches with an estimated combined membership of over 250,000. Established independently by the Norwegian and Swedish missionaries in the 1950s and 1960s respectively, a merging of operations in 1997 resulted in FPFK becoming a Kenyan national church. FPFK has been implementing both spiritual and diakonical programs and services aimed at reaching out to the communities, to spread the gospel of Jesus Christ through evangelism, empowerment of the poor and the marginalized, advocacy for the oppressed, education for the illiterate and health care for the vulnerable and the sick.

1.1 Our history

FPFK Church was established by Norwegian and Swedish missionaries in the 1950s and 60s respectively. The mission work of the Free Pentecostal Fellowship in Kenya started in 1955. The Norwegian missionaries started work in Thessalia and spread to parts of Nyanza, Western and Rift Valley provinces, while the Swedish missionaries started work in parts of Central Rift Valley, Central Kenya, Nairobi and Southern Kenya. In the 1990s, FPFK started to nationalize the church through greater involvement of locals in the running of the church. The church became fully nationalised in 1997 with the election of a national board to spearhead the running of the church. Over the years, the FPFK has registered substantial growth in terms of systems development and increase of members. This growth in membership, development and other parameters.

FPFK operates on a three-tier structure i.e. national board, regional councils, and local councils. FPFK is headed by a National Board, which is the principal policy making body. The National Secretariat headed by the General Secretary is responsible for the day-to-day operations of the church. The General Secretary is also the secretary to the National Board. FPFK has regional councils who are responsible for managing and coordinating the activities of the churches in the 32 regions. FPFK's operational structure is a great strength in project implementation except for the spiritual programs, which are not managed centrally.





1.2 Our Philosophy of Service

Free Pentecostal Fellowship in Kenya (FPFK) greatly acknowledges the Almighty God for His grace and wisdom to the church and enabling it to come up with the second FPFK Strategic Plan after rigorous exercises. It is from here that FPFK seeks to espouse core values of Love, Integrity, Obedience, Humility, Unity, and Stewardship.

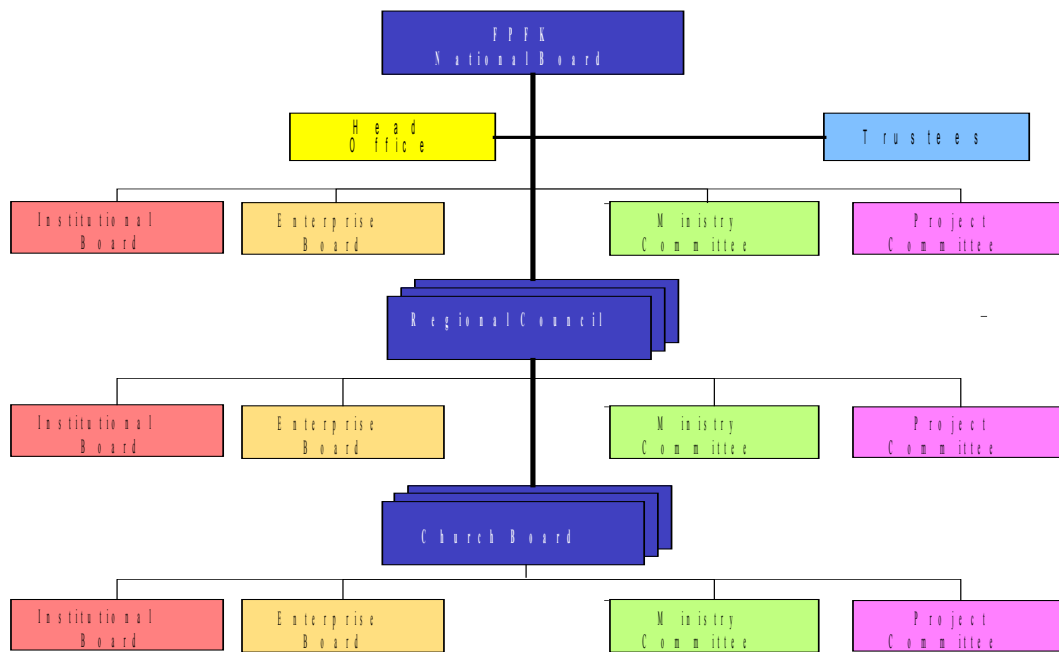
At Free Pentecostal Fellowship in Kenya (FPFK) we believe that growth and wellbeing of an organization are largely dependent on its vision and mission, which are embedded in planning. Strategic planning provides a road map to the future. It clarifies the mission and vision of the organizing as it moves towards the future. Indeed, we recognise that in the society today, we are faced with enormous challenges ranging from spiritual, political, economic, technological and socio-cultural trends that call for prudent mitigation measures. FPFK believes that this strategy document will facilitate the realization of the Church's vision and mission.

1.3 Our Approach

FPFK approach is articulated in its mission statement which is to preach the gospel of Jesus Christ, provide health care needs, advocate for the oppressed, provide education for the illiterate, bring peace to the warring communities and alleviate poverty as a way to improve livelihoods. This approach is based on the church's aim to address socio-economic and spiritual needs of communities through imparting knowledge, skills, and education. The church is thus an advocate for the oppressed, a counsellor for the distressed, and a provider of hope for the disparate. FPFK is thus a church organization involved in holistic Christian development. It promotes a rights based approach (RBA) according to Christ's teachings. The Church spreads the gospel of Jesus Christ according to the great commission.

1.4 Management and Governance Structure

FPFK church has different levels of governance namely: the church; Annual general meeting, National, Regional and Local church Board. The church leadership meets annually to report and to define the strategic direction for the church as defined in the FPFK constitution. The Annual General Meeting elects a National board for the church. The National board and Board of trustee operates through the head office. The head office is managed by the General Secretary who reports to the national board and the Annual general meeting. The project committees, enterprise board, ministry committees and the various institutional committees at the national, regional and local levels reports to the General Secretary through the head office as presented in figure 1.1 below.



CHAPTER

2

2 SITUATIONAL ANALYSIS

External Environment

The external environment analysis will present the key opportunities and threats, which are likely to influence the performance of the Church over the next five years. They include an analysis of the economic context, socio-cultural, environment, physical environment, religious context, infrastructure and technological contexts.

Internal Environment

The Internal Environment on the other hand involves analyzing the strengths and weaknesses of the church with a view of understanding what at the church's disposal for the realization of its strategic objectives and the strategic paths towards the overall Vision and Mission in the planning period.

2.4.1 Political Environment

- The church operates within a political environment, whose stability impacts on the church operations both directly or indirectly. In the past two decades in Kenya, there have been significant political changes and developments witnessed in the history of the country. First, the promulgation of a new constitution in 2010 ushered in a new era where the church would enjoy the protection of religious and civil liberties. It also brought in significant institutional changes in the governance structures of the country. Under the new constitution, general elections were held in 2013 and recently in 2017. During the period, there have been important political realignments and heightened political competition that appear to affect normal functioning of most institutions in the country.
- The 2017 presidential elections were more significant because it was historical in nature. The closely contested election was marred with irregularities and Supreme Court of Kenya made history in the continent by declaring the presidential elections held in 8th August 2017 null and void. The situation was further complicated when a repeat of the same election held on 26th October 2017, were boycotted by a section of political parties. This has led to a politically charged environment, which has polarized the country along political lines (and because of the way political mobilization is done in Kenya - along ethnic lines) resulting in unstable political environment.

- Political neutrality of the church will be an opportunity for the Church to play an arbitration role between political actors, reconcile divided communities and diffuse prevailing political tensions.
- The implementation of Kenya's new constitution that protects religious and civil liberties has ensured relative peace and equity in development. The Church has an opportunity through its social ministries to promote the rights of the marginalized groups, including women and people living with disabilities, etc.
- There has been a crackdown on civil society organizations involved in human rights, governance and democracy advocacy by the new regulator. They have either had their licenses revoked, funds frozen or the officials detained. This presents a threat to FPFK as some of its social ministries' projects are working in the domain of human rights, democracy and governance.

2.4.2 Economic

- Kenya's economy experienced relative economic slowdown for the most part of 2017 as a result of unfavorable climatic conditions, as well as general political instability. High rates of inflation were observed leading to significant increase in the prices of some basic consumer commodities such as Maize, the staple food. The high cost of living has significantly eroded the purchasing power of most Kenyans. The opportunity is in the social ministries' economic empowerment programmes to make an impact in cushioning poor members of the community.
- The country's public debt has been growing at an alarming rate and may threaten future economic development. The debt is currently at KES 4 Trillion, 13 percentage points above IMF's recommended benchmark for emerging economies. According to the IMF, the gross public debt increased from 40.5 percent in 2012 to 56.4 percent by mid-2017. This is set to hit 60 percent of Gross Domestic Product by June 2018 according to Global rating agency Moody's Investors
- The interest rates have remained relatively stable in at least four consecutive reviews even there were amid political uncertainties. This will be an opportunity for the FPFK business enterprises as the cost of borrowing money is more predictable.
- Kenya is also faced with the challenge of a ballooning public wage bill that has been growing at unsustainable rates. The high wage pressure is likely to have adverse effect on the development budget thereby necessitating increased borrowing and therefore increasing interest rates. In the long run, this will negatively impact poverty and rural development
- In the past four years there have been huge investments in infrastructural projects including development of major roads, the Standard gauge railway from Mombasa to Nairobi among others. These are expected to stimulate businesses and contribute to improved economic performance.

2.4.3 Socio-Cultural Environment

- The Kenyan has a diverse and dynamic socio-cultural landscape in terms of ethnicity, culture, religion and language. About 60% of the Kenyan population is below the age of 35 while more than 50% of the population is women, majority of who are not involved productive economic activities. In the past, women have been disadvantaged in their access to and control of most production resources. However, the current and new policies being developed are attempting to correct these gender

inequalities. Majority of the rural youth are unemployed and are thus migrating to major cities in search of employment. To attract a youthful congregation, various strategies are employed by different churches including equipping music departments, using of the audio-visuals and generally embracing ICT.

2.4.4 Technological Context

The country has experienced rapid technological development and ICT is deployed in almost every sector in Kenya. The use of smart phones is now widespread in both urban and rural areas. Digital migration from analogue protocols has expanded television and Radio programming. The ICT platforms have increased use of social media for information sharing, advocacy and development. The church has an opportunity of embracing technology to efficiently deliver its services as well as to reach out to the youthful population.

2.4.5 Environmental Context

The country has a number of environmental challenges to grapple with including climate change, water pollution from urban and industrial waste, and destruction of natural resources among others. Water pollution is common in major urban areas where there are no effective solid waste management and disposal systems in place. In Kenya, forest cover is below the UN recommended 10 Percent of land area. There is an opportunity for the church's projects advancing environment sustainability among the youth and women to make a difference.

2.4.6 Legal and Regulatory Context

The government has made reforms and changes in education policies that have far reaching implications in the future of the entire education sector. For example, the replacement of the 8-4-4 system that has been in place for over 20 years was replaced with a new curriculum in January 2018. In other sectors, the enforcement of the public benefits Act 2013 has introduced stringent compliance regulations that have mostly affected the businesses of civil society organizations.

Table 1.1 below presents a summary of the situational analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> Financial independence through business enterprises Holistic ministry (meeting both spiritual and Physical needs of members) Strong local/community presence/Most local congregations conducted in church owned premises Strong leadership (team) 	<ul style="list-style-type: none"> Stewardship -inconsistence in submitting 15% to national office Ineffective accountability on part of some local churches Weak implementation of policies and strategies. Ineffective monitoring and evaluation system at local churches and even at the social ministry level



<ul style="list-style-type: none">• Community outreach programmes• Dedicated leadership• Unity of the church• Qualified human resource• Church owned theoretical college (KCC)• Trained pastoral and mission staff• Resourceful members who are professionals in various fields	<ul style="list-style-type: none">• Have not fully embraced technology to improve efficiencies.• The absence of some key strategies for instance, a clear communication strategy, resource mobilization strategy, and advocacy strategy• Lack of uniformity in pastors remuneration
Opportunities	Threats
<ul style="list-style-type: none">• Partnership opportunities with other international and local institutions and organizations• Support and goodwill from international and local partners• An increasing urban population• Potential use of technological platforms to spread the gospel• Use of mass media for evangelism• The social ministries projects improving community members' economic wellbeing	<ul style="list-style-type: none">• Insecurity and violent extremism (terrorism)• Political instability-from highly contested elections• Rising cost of living• High unemployment rate• Hunger and drought• Unsustainable national Public debt• Widespread corruption• Crackdown on NGOs involved in human rights, democracy and governance• Reforms and changes in education policies• Compliance with stringent regulations from government authorities• Emergence of commercial charismatic preachers, churches, cults etc.

CHAPTER

3

3. THE STRATEGIC PLAN 2014 – 2021

The Free Pentecostal Fellowship in Kenya (FPFK) has registered substantial growth since its establishment in the 1950s and 60s in terms of systems development and membership growth. In addition, the church-operating environment is continuously changing. As the demographics of the church change, opening up new opportunities, it has also brought with it new challenges for the church ministry and programs. This calls for dynamic leadership and supportive policies. Adoption of ICT to enhance efficiency in service delivery and communications are among the goals for the planning period. In order to achieve this, the church has adopted strategic planning as a way of streamlining its operations, and to deal with the emerging challenges in the social, economic and spiritual environment more effectively.

Hitherto 1997, FPFK strategic planning process was through the 10 years Country Programme Plans (CPP) implemented in partnerships with the Norwegian and Swedish missionaries. After 1997, the church has formulated two (2) previous strategic plans. The current next seven-year strategic plan (2014-21) was formulated in 2013, and was slated for midterm review in 2017.



Vision: A strong Pentecostal Church meeting the needs of the society holistically based on Christian values

Mission: To preach the word of God to all Nations in preparation for the second coming of the Lord Jesus Christ by reaching out and establishing churches which can meet the spiritual economic and social needs of the people through evangelism, education, training, and socio economic activities based on Christian values

Strategic Objective 1:
Strengthened evangelism
for church growth and
expansion

Strategic Objective 2:
Innovative and responsive
social ministry programs
alleviate poverty and all
other forms of human
suffering.

Strategic Objective3:
Strengthened institutional
development.

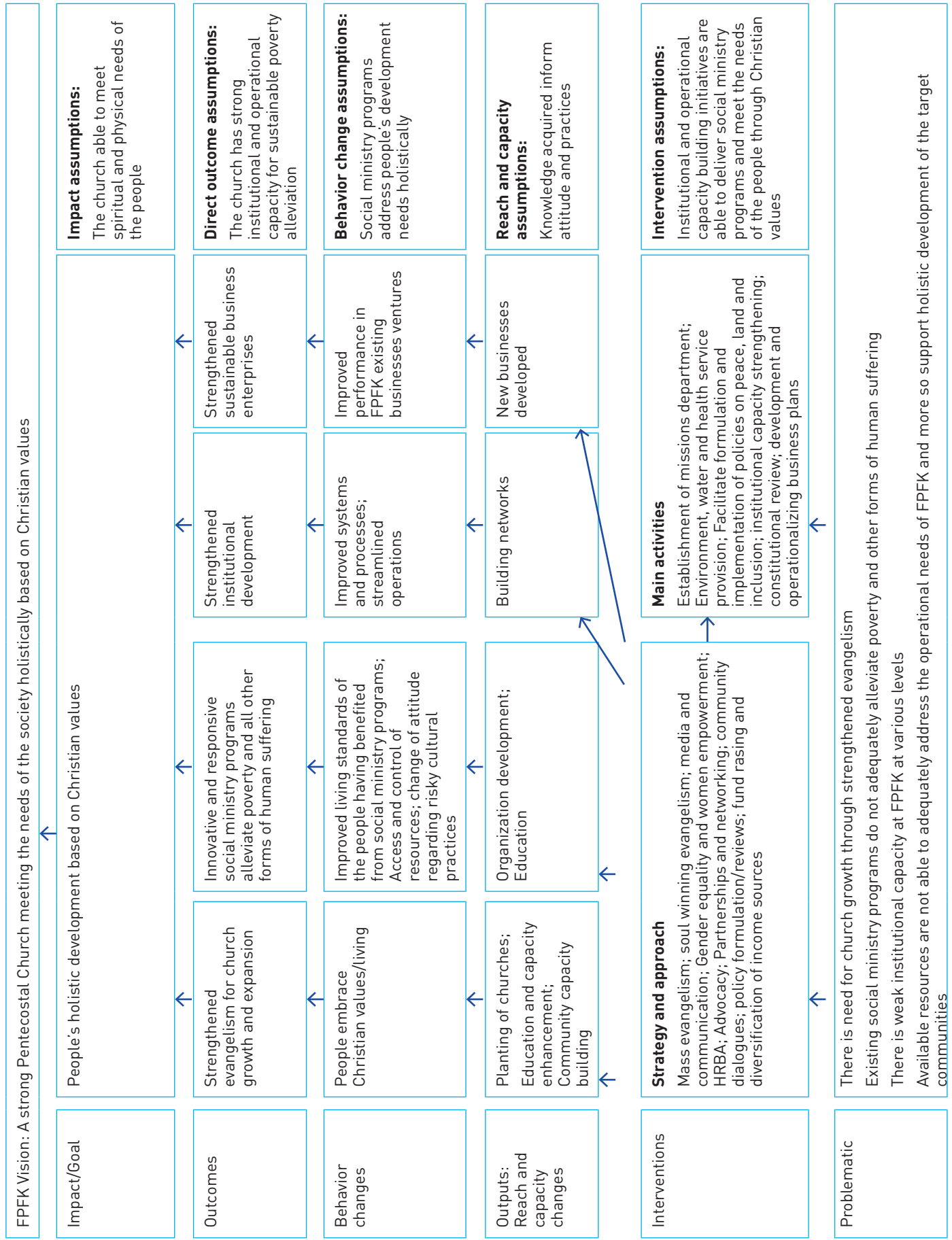
Strategic Objective 4:
Strengthened sustainable
business enterprises

Core values

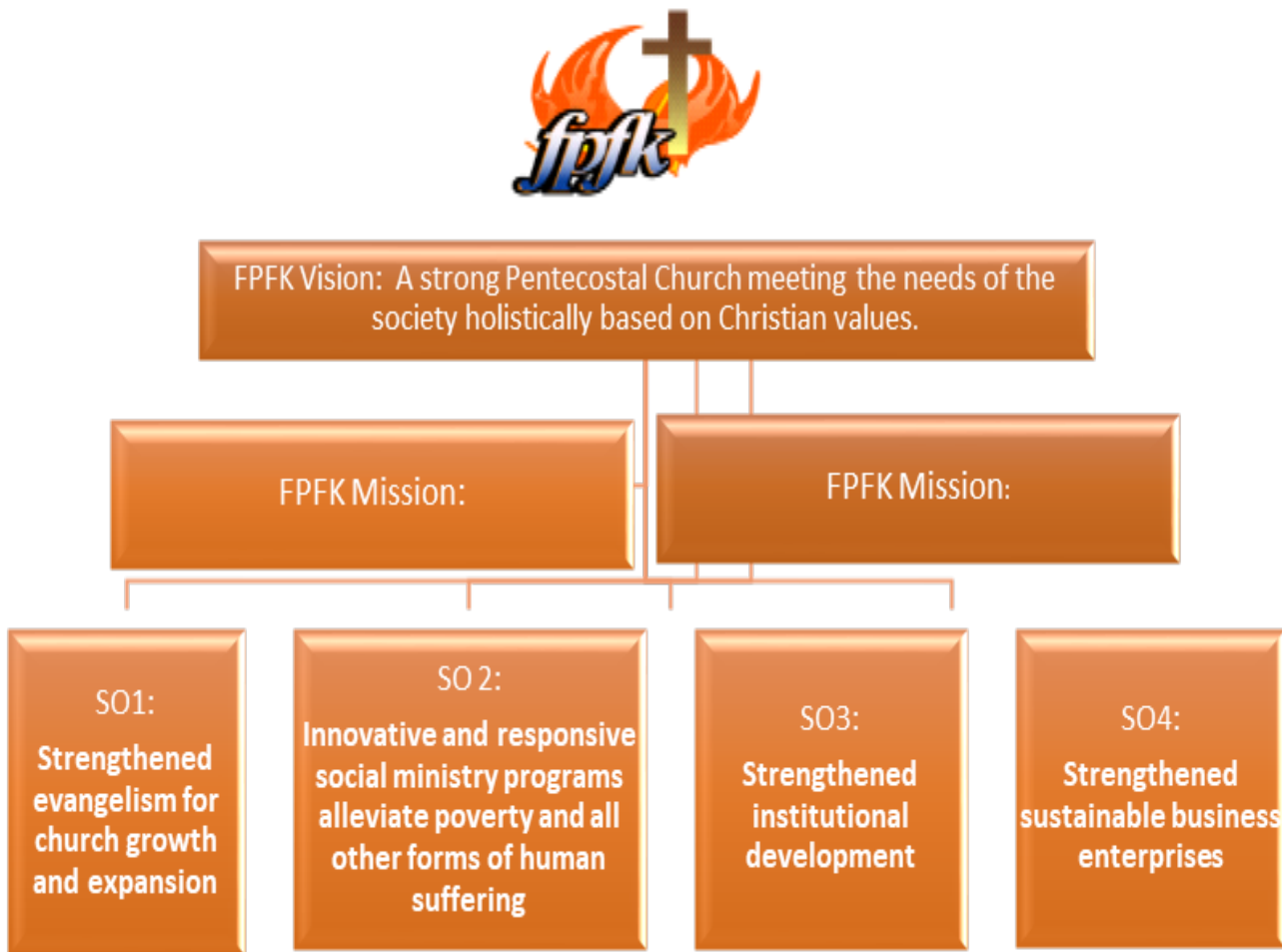
Love	Integrity	Obedience	Unity	Humility	Stewardship	Service
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The FPFK strategic framework takes into consideration the findings from the situation analysis while implementing the FPFK's 2014-2021 strategic plan. In the plan, the church identified four strategic objectives whose achievement is anchored on the FPFK's Theory of Change presented below.

3.2 FPFK Theory of Change



3.3 Thematic Focus and Strategic Objectives

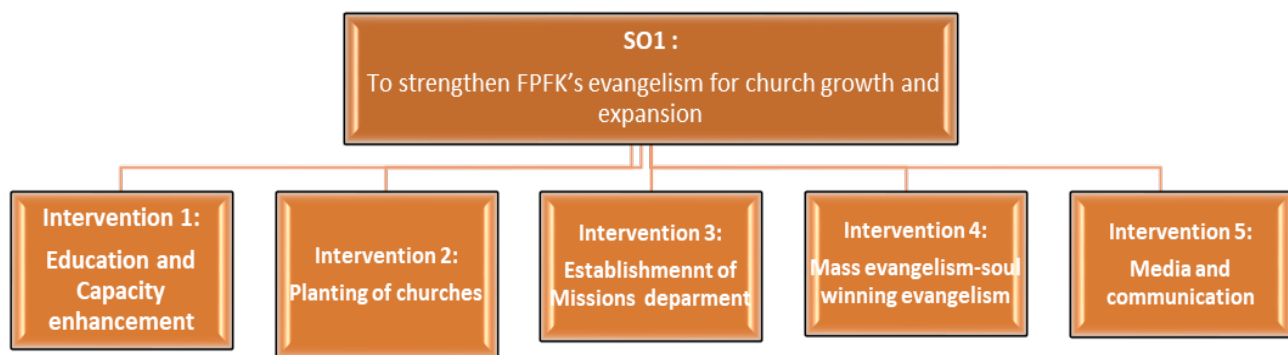


A major approach for the implementation of this strategic plan is the participation of all relevant stakeholders at all levels. This plan envisages that relevant actors will assume full responsibilities in facilitating the implementation of the plan. FPFK subscribes to a holistic development of the person and community and in this vein, emphasis is on changing the mind and soul of people through the proclamation of the Gospel of Jesus Christ so that they can affirm their dignity as God given and affirm a faith that enables them to see their lives from a hopeful and pro-active state rather than resigning to the vagaries of life.

Capacity building and awareness creation at all levels will be employed to ensure effectiveness and efficiency of products and services provided by FPFK personnel. This will involve skills development and knowledge enhancement through trainings, workshops and seminars. Lobby and advocacy on various issues including fight against HIV and AIDS, retrogressive cultural practices like female circumcision, segregation of single men and ladies and wife inheritance will be done by FPFK in collaboration with various institutions including government and CSOs to ensure that laid down policies are implemented.

FPFK will put a lot of emphasis on gender mainstreaming in order to deal with gender inequalities and inequities. The church will also establish Christian community services to reach all with holistic development. Economic empowerment will be another approach that FPFK will adopt under the social ministry. For instance, through micro-credit schemes, revamping institutions for income generation amongst people for improved livelihood. FPFK will strengthen its partnerships, collaborations and networks in addressing climate change effects.

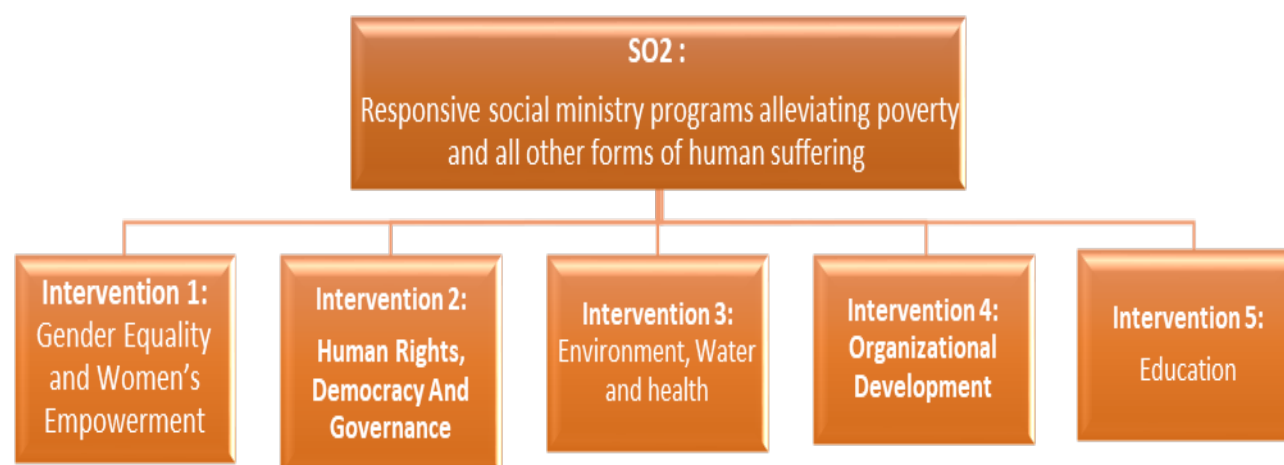
Strategic Objective 1: Strengthened evangelism for church growth and expansion



FPFK Church will strengthen evangelism and spiritual growth in gospel proclamation of our Lord Jesus Christ. The church leaders will facilitate worship and sacramental life for the believers for lasting impact.

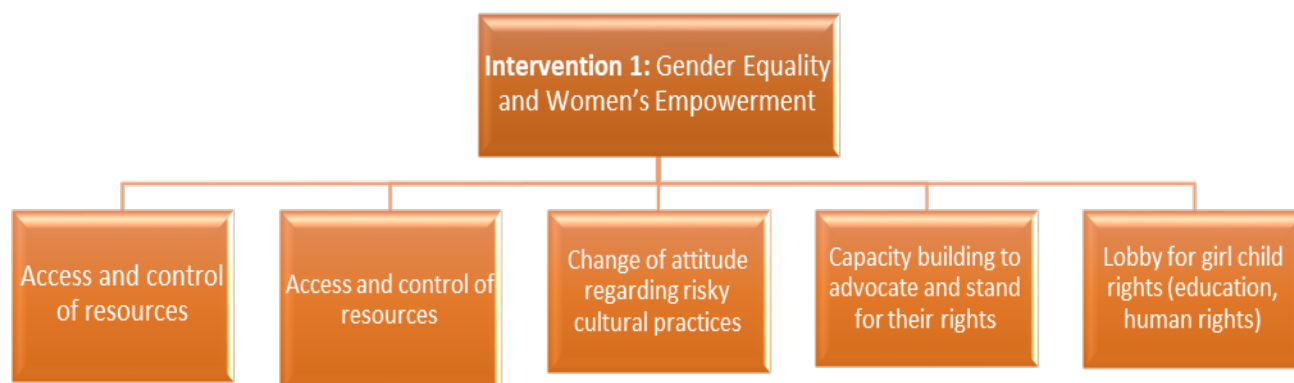
The overall goal of FPFK evangelism and spiritual growth is to increase its membership from the current 20000 to 400,000 by 2021. To realize this goal, FPFK undertake education and capacity enhancement. This will involve Discipleship and missionary training, provision of quality holistic education services as well as apprenticeship programmes the church's course centres. Other interventions include promotion of the planting of churches in urban areas by strengthening urban outreach programmes. A missions department will be established that will coordinate activities of mission teams working in the un-reached areas that include northern and coastal parts of the country that is predominantly Muslim. The social ministries' projects will continue acting as entry points for evangelism as well as aid in the improvement of livelihoods of target among communities. Mass media and mass evangelism, soul-winning strategies will be employed to evangelise and deepen spiritual growth in all regions of the country. Over the next five years soul winning teams will be established equipped and facilitated to evangelize.

Strategic Objective 2: Social Ministries - Innovative and responsive social ministry programs alleviating poverty and all other forms of human suffering



FPPK through its networks and partnerships will facilitate an enabling environment for the community to exist peacefully and be empowered to attain inclusive development. Presently, the Swedish Pentecostal Mission (SPM) and Norwegian Pentecostal Mission (NPM) are involved in supporting HIV/AIDS awareness and youth project, Maasai and HIV/AIDS project, Kainuk community development project, Tuinuane women project, Anti-Female Genital Mutilation Project (FGM), gender, humanitarian emergency relief projects and Organisation Development. Individual churches in Norway and Sweden have also contributed in supporting humanitarian emergency projects, evangelistic ministries, children and mission work. Over the next five years, FPPK plans to deepen these interventions. The strategies that will be employed include institutional capacity building and empowerment of women, and supporting initiatives that facilitate gender equality. Secondly, FPPK will focus on human rights, democracy and governance; this will involve supporting peace building and transitional justice processes at community, regional and national levels. The third intervention will focus on Environment, Water and Sanitation that will entail environmental awareness campaigns aimed at changing people's attitude and behaviour towards environmental conservation. Additionally, waste management and hygiene, access to safe drinking water, and afforestation will be addressed. Fourthly, the FPPK's Organizational Development (OD) has previously addressed issues of identity and mission of the Church in Africa through the support of Swedish Mission Council (SMC). FPPK will continue to facilitate capacity development of church leaders through trainings so as to improve their effectiveness and efficiency in their ministry. Lastly, on Health FPPK in collaboration with various institutions, disseminate, support standards and strategies on the fight against HIV and AIDS, retrogressive cultural practices like female genital mutilation (FGM) and wife inheritance among others.

Intervention 1: Gender Equality and Women's Empowerment



Strategic Outcomes	Strategic Outputs
Women have started their own businesses to generate income	25 advocacy campaigns conducted in the target area to influence attitude on gender equality
There is acceptance and acknowledgement that women are important in leadership e.g. in the family set up	3000 religious leaders trained on gender issues
FGM practices have reduced	Percentage reduction in FGM practices
Women have started to advocate for their rights themselves	4000 women's capacity built to advocate for their rights
Men are actively advocating for women rights	Number of men actively advocating for women rights
Girls have been taken to school increased enrolment	Number of girls enrolled in schools

Intervention 2: Peace and Stability, Human rights, Democratic Governance

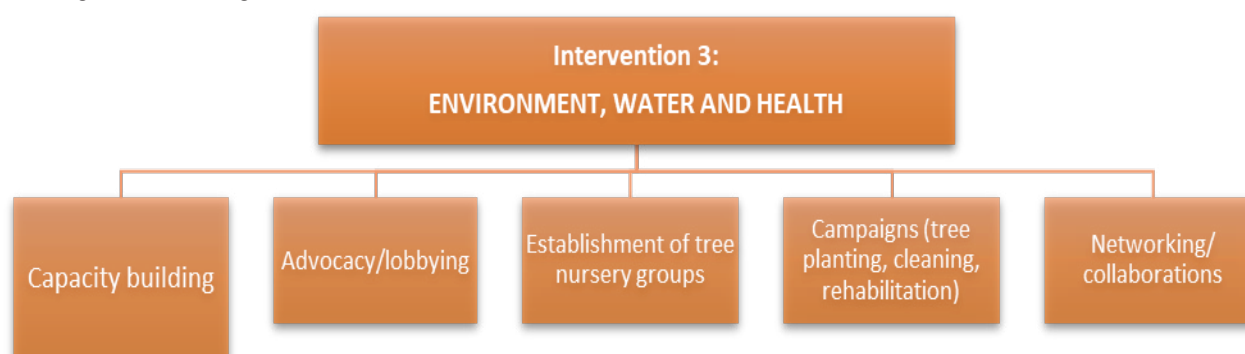


Outcome	Outputs
Increased peaceful coexistence among adversarial groups	Number of dialogues conducted -140
	Number of sports activities conducted-15
	Number of exchange programs conducted 15
	Number of incidences/conflicts handled-50
Increased knowledge and skills on peace and conflict management	Number of trainings and workshops conducted -40
	Number of community education forums/ programs conducted-140
	Number of civic education forum held-70
	Number of community peace trained workers-1000
Communities have adopted alternative livelihood strategies	Number of IGAS established by beneficiaries -200
Increased community participation in peace and governance	Number of advocacy forums/campaigns held -48
	Number of interactions between the community members and the government-30
Effective early warning and early response system established	Number of people from the community participating in EWS-150
	Number of partners participating in EWS-20

Intervention 3: Environment, water and Health

FPPK will implement projects that will facilitate clean environment, safe water, and healthy communities. FPPK will undertake community sensitization on issues of waste management and hygiene. It will support the community with access to safe drinking water by drilling boreholes, training people on roof catchments and other water harvesting techniques i.e. constructing water reservoirs / dams.

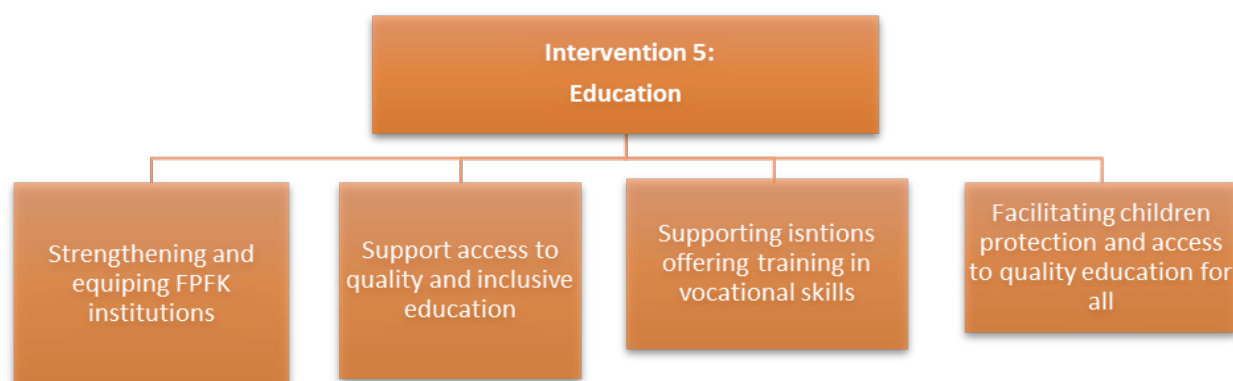
It will be involved in improving forest cover, water harvesting, efficient solid and liquid waste management and general environmental conservation.



Strategic Outcomes	Strategic Outputs
Increased knowledge on environmental conservation and responsibility	9000 households are capacity built on environmental conservation and conservation and sustainable livelihood
Increased capacity to promote and act in regards to clean environment	500,000 tree seedlings are raised to increase forest cover
Strengthen and promote food security	20 environmental actors will partner with FPPK on environmental conservation and sustainable livelihood
Increased household and community resilience on sustainable land use.	700 religious leaders are trained on environmental conservation and sustainable livelihoods with regards to biblical ad theological perspective
Establishing solid waste management plan developed by county governments	500 households are trained on solid waste management
Promoted working relationships with the county government and other actors	9000 households are capacity built on environmental conservation and conservation and sustainable livelihood
Increased knowledge on environmental conservation and responsibility with regard to clean environment	Level of knowledge on environmental conservation and responsibility with regard to clean environment

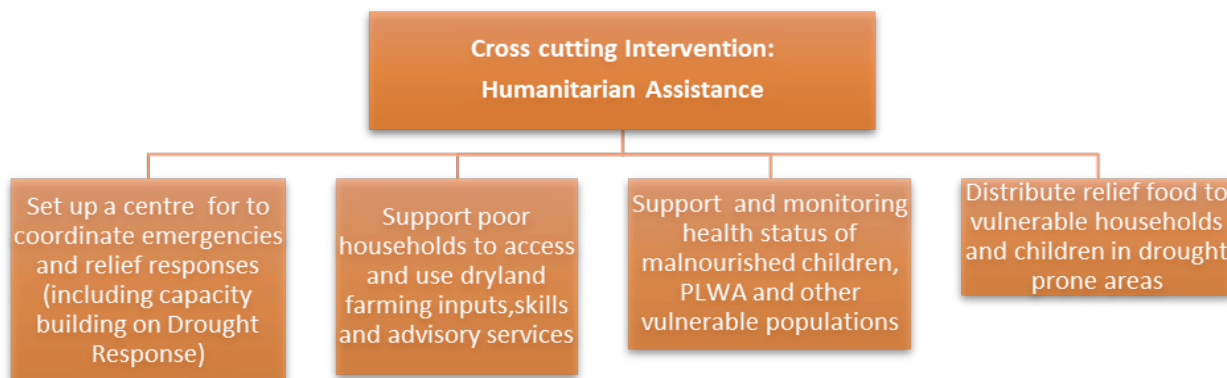
Increased capacity to promote and act in regards to clean environment	Level of capacity to promote and act in regards to clean environment
Improved access to sexual and reproductive health/ HIV services for people in communities where FPFK is working	25 advocacy campaigns conducted in the target area to influence attitude on gender equality
Strengthen capacity for communities to address the effects of HIV /FGM within communities	3000 religious leaders trained on gender issues
Improved knowledge of human rights for young girls and PLWHA and the community	4000 women's capacity built to advocate for their rights Capacity of selected community groups/CSOs strengthened to demand and advocate for the rights for young girls and PLWHA
Improved healthcare services at FPFK hospitals, dispensaries, mobile clinics and VCT centres	Number of people accessing quality health services at FPFK health facilities

Intervention 4: Education



Strategic Outcomes	Strategic Outputs
Strengthened FPFK institutions offering quality and inclusive education	Increase in the number and performance of registered students in FPFK institutions
Improved access to quality and inclusive education (formal/informal) to learners	Increase in the number of training institutions offering education to marginalized groups
Improved protection and access of quality education for all children.	Number of families, households and institutions trained and supported to nurture and protect children from abuse.
Learners trained in vocational skills are employed or self-employed	The number of employed or self-employed learners who completed training with vocational skills
Improved access and quality Early Childhood Development Education for children	Number of children access quality ECDE services
Promote the realization of basic rights to education and social security	Number of advocacy initiatives on basic rights to education and social security

Humanitarian Assistance



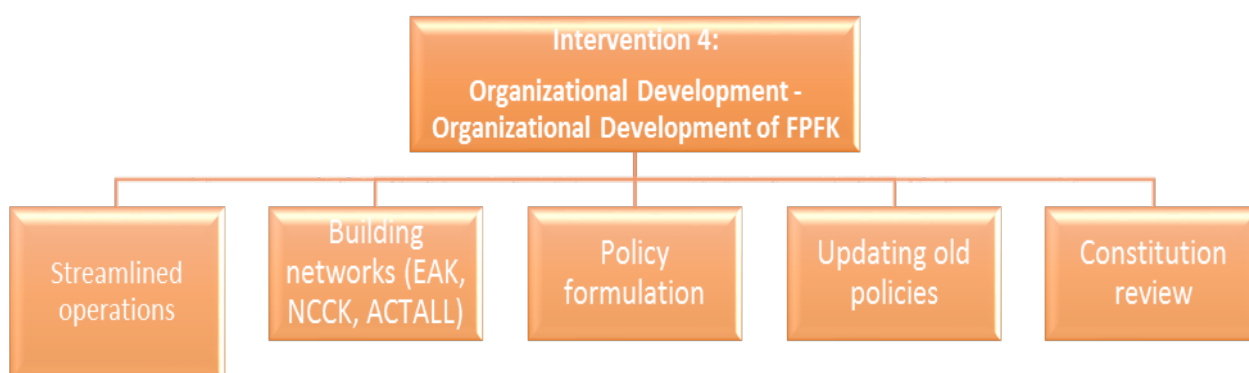
Humanitarian interventions have outcomes that are cross cutting across different objectives.

FPPK is a key actor on matters of humanitarian assistance and emergency response in Kenya. FPPK has in the past responded to a number of humanitarian emergency reliefs by the prolonged droughts and other calamities. For example the church implemented an emergency relief projects in Mt Elgon, which targeted people, affected by post-election violence (2007-2008), Drought Emergency assistance (Meru/Isiolo), and currently a Drought Response project in Kinango Kwale County. FPPK intends to set up a humanitarian emergency relief office whose task will be to coordinate emergencies and relief responses. It will support poor households to access and use dry land-farming techniques by providing inputs and advisory services in drought prone areas. In emergency situations, FPPK will provide support and also monitoring the health status of malnourished children, PLWA and other vulnerable persons with relief food.

Strategic Outcomes	Strategic Outputs
Improved food security for households and children and vulnerable persons in drought prone areas	600 households (3,600) beneficiaries provided with food relief with each household receiving 13.9 kg of maize, 2.4 kg for beans and 0.75 kg of cooking oil each month for 3 months.
Improved level of disaster response awareness, preparedness and management. (Improved collaboration between service providers and the community)	30 participants from FPPK project workers and community leaders are trained in basic SPHERE and HAP standards and other humanitarian principles.
Increased SPHERE and HAP awareness and knowledge leading to adherence of standards during relief distribution	40 participants from all the target areas trained in disaster risk reduction (DRR) and climate change adaptation strategies.
Increased DRR knowledge and response to future drought disasters	50 farmers from the target areas exposed to dry land farming techniques through a 5-day peer exchange program.
Increased experience in dry land farming among Kinango farmers	900 malnourished children and vulnerable persons each provided with 9 Kg of Unimix nutritional supplement per month for 3 months.

Improved health status of malnourished children, PLWA and other sickness, those with disability and the elderly.	300 households each provided with 5 Kg of seeds (Cowpeas) that are drought tolerant.
Increased adoption of drought tolerant seeds as part of dry land farming	Level of adoption of drought tolerant seeds as part of dry land farming
Farmers learn improved techniques in responding to frequent droughts	Number of farmers trained and are practicing improved farming techniques in responding to frequent droughts
Improved health and well-being with increased food security	Percentage of households with improved food security

Intervention 5: Organizational Development



Strategic Outcomes	Strategic Outputs
An effective and efficient National Board and General Meeting providing strategic leadership to the organization	Board meetings and Annual General Meetings conducted as per the FPFK Constitution
Adequate, skilled, committed and motivated staff for achievement of FPFK mission priorities	Strengthen staff capacity and management and leadership skills through mentorship and training
An Improved organization structure that is efficient and effective in delivering FPFK strategic objectives	Facilitate structured management and ample working environment that allows amicable resolution of issues



3.4 Intervention strategies

Strengthened evangelism for church growth and expansion

Over the next eight years, we want to see:

1. Increased number of people going through Discipleship and Missionary Training
This will be achieved by:
 - 1.1. Ensuring that the number of pastors graduating from KCC and Course centres increase to 120 per year
 - 1.2. Ensuring that there is increase in the number of missionaries being trained
 - 1.3. Improving FPFK's institutions of higher learning to provide relevant training to the society
2. Increased number of new churches Planted
This will be achieved by:
 - 2.1. Planting new churches in all 47 county headquarters
 - 2.2. Strengthening existing branch churches with a view to have them registered local churches
 - 2.3. New Churches planted and FPFK Churches maintained and nurtured to grow to maturity.
3. Established functional Missions department supporting missionaries unto unreached regions
This will be achieved by:
 - 3.1. Sending missionaries to unreached areas thus make FPFK a mission church
 - 3.2. Ensuring missionary and leadership trainings have theological depth that prepares graduates to undertake mission work.
4. Increased engagement in Mass evangelism-soul winning evangelism
This will be achieved by:
 - 4.1. Increasing FPFK membership from 200,000 to 400,000 by 2021
 - 4.2. Organizing crusades and soul winning events in every region once a quarter every year
5. Increased use of Media and communication in evangelism
This will be achieved by:
 - 5.1. Setting up a media centre that will be used to promote evangelism
 - 5.2. Engaging the mass media audience through regular appearance by FPFK evangelists.
 - 5.3. Development of digital ministry that targets the youth and urban populations mainly through social media

Innovative and responsive social ministry programs alleviate poverty and all other forms of human suffering.

1. Improved Gender Equality and Women's Empowerment
 - 1.1. Ensure women and marginalized people have access and control of resources
 - 1.2. Influencing changes of attitude and behavior regarding risky cultural practices
 - 1.3. Organize and participate in capacity building initiatives for women to advocate and stand for their rights
 - 1.4. Lobbying for girl child rights (education, human rights)
2. Improved Peace and stability, Human Rights, Democratic Governance
 - 2.1. Supporting peace and transitional justice through dialogue
 - 2.2. Demobilization, Rehabilitation and reintegration of ex-militia
 - 2.3. Building capacity of communities for early warning and early response including violence prevention
 - 2.4. Facilitating formulation and implementation of policies on peace, land and inclusion
 - 2.5. Networking and partnerships with other organization supporting similar initiatives
 - 2.6. Disarming of ex militia/ armed communities
 - 2.7. Increased level of transparency and accountability in all forms of governance at national and county level
 - 2.8. Increased recognition of the economic, social and cultural rights of indigenous and marginalized groups
 - 2.9. Increased citizen participation in governance at county and national level.
 - 2.10. Reduced barriers to inclusion by increasing access to opportunities and independence for persons with disabilities
 - 2.11. Consider adding the following: Building capacity of local community in public participation in county development processes, including budgeting; at FPFK/national level, there is need to engage with other actors in processes like UPR and monitoring of human rights performance indicators in Kenya
3. Improved food security and livelihoods through climate-smart interventions
 - 3.1. Increased knowledge on environmental conservation and responsibility
 - 3.2. Increased capacity to promote and act in regards to clean environment
 - 3.3. Increased knowledge on environmental conservation and responsibility
 - 3.4. Strengthen and promote food security
 - 3.5. Increased household and community resilience on sustainable land use.
 - 3.6. Establishing solid waste management plan developed by county governments

- 3.7. Promoted working relationships with the county government and other actors
- 3.8. Increased knowledge on environmental conservation ad responsibility with regard to clean environment
- 3.9. Increased capacity to promote and act in regards to clean environment
- 3.10. Improved access to safe and clean drinking water
- 3.11. Improved access to primary health care services
- 3.12. Increase access to sustainable, safe water and environmental sanitation for poor and vulnerable communities
- 4. Effective health service delivery through enhanced engagement and citizen participation
 - 4.1. Improved access to adequate health services in marginalized areas
 - 4.2. Stigma related to health is openly addressed in target communities/areas
 - 4.3. Strengthened capacity for communities to address the effects of HIV /FGM within communities
 - 4.4. Strengthened life competent communities that have capacity and skills to identify and respond to their own vulnerabilities/concerns
 - 4.5. Strengthened Social Ministry program management and operations
 - 4.6. Support the development, enhancement, and use of technology at the program level to assist the program workforce in performing at the highest levels.
 - 4.7. Integrate financial, programmatic, and beneficiary data to support decision-making that drives operational improvements.
 - 4.8. Empower the program workforce to design, test, and sustain innovative approaches to improving operational processes.
 - 4.9. Support a mobile work environment that balances flexibility with accountability and high-level performance.
 - 4.10. Integrate risk management techniques as an integral part of program oversight to drive strategic decision-making.
 - 4.11. Strong monitoring and evaluation systems in place for effective results reporting and learning
 - 4.12. Diversified resource base for sustainable financing of projects
- 5. Ensuring right to education is realized
 - 5.1. Improved access to quality and inclusive education (formal/informal) to learners
 - 5.2. Communities support the right to education for all
 - 5.3. Learners trained in vocational skills are employed or self-employed
 - 5.4. Promote the realization of basic rights to education and social security

Strengthened institutional development

1. Organizational Development - Organizational Development of FPFK
 - a. FPFK constitution reviewed and identity clarified
 - b. Enhanced capacity of FPFK personnel, missionaries and pastors to deliver quality service.
 - c. Improved sustainable resource mobilization strategies
 - d. Increased and deepened partnerships and networks (EAK, NCCK, ACTALL)
 - e. Ensuring new Policies are formulated and old policies are updated
 - f. Improved compliance with Kenya's regulation, prudent accounting and financial systems, and plans that fulfil stakeholder requirements with regard to quality reliability and timeliness of both the financial and narrative reporting are achieved.
 - g. Efficient and effective Procurement systems for the organization needs, for efficient and effective service delivery of the organizations primary activities is in place.
 - h. Improved communication systems and the application of ICT
 - i. Other areas should include: M&E, Knowledge management and learning; advocacy and policy influence....
 - j. Improved structured leadership mentorship and coaching processes
 - k. Sustainable use of assets and other resources

Strengthened business model to support FPFK operations

Over the next eight years, the overall goal is to see improved performance in FPFK existing businesses ventures and in the new businesses developed. Specifically, the following are the outcomes in each of these national assets and institutions.

The National Institutions of FPFK include Thessalia Mission Guest house and Farm, Thessalia Dispensary, Thessalia Secondary School, Karen Christian College, Bukhungu Youth Polytechnic, Kindaruma Guest house, and Mombasa rental facilities and Keswick Bookshop. These may be grouped into thematic areas of business.

A. Keswick Bookshop

Keswick Books Limited

- 1.1. Ensure that there is effective marketing of Christian Literature and other religious products in order to strengthen the Body of Christ
- 1.2. Develop an On-Line business platform for e-commerce.
- 1.3. Increase the number of outlets in major Urban Centers within the country.
- 1.4. Build a central warehouse to support improved service delivery, flexibility, and responsiveness to client needs



B. Guest houses and rental properties

Kindaruma Guest House, Nairobi; Thessalia Mission Guest house and Mombasa rental facilities

All guest houses

- 1.1 Establish strategic alliances with domestic and foreign travel agents that will ensure constant flow of guests around the year
- 1.2 Ensure customer satisfaction by upholding hallmarks such as high quality customer care at the guesthouses.

Kindaruma Guest House

- 1.3 Complete the construction of the new look Kindaruma guest house/hotel and accompanying services

Thessalia Mission Guest house and Mombasa guest houses

- 1.4 Refurbish existing facilities and construct new guest houses with self-contained rooms and conference hall
- 1.5 Reorganize services at the institutional chapel so they are separate from the local church
- 1.6 Increase staff capacity at the centre in both numbers and quality
- 1.7 Improve resource mobilization and capitalization of the centres for implementation of work plans

C. Provision of education

Thessalia Secondary School, Karen Christian College, Embakasi

- 3.1 Increase in the number and performance of registered students under national educational curriculum
- 3.2 Improve access to education to the orphans and vulnerable children (OVCs)

Karen Bible College, Nairobi

- 3.3 Karen Christian College will be upgraded to offer quality training for church ministers.
- 1.4 The curriculum will be diversified to include ICT and business oriented courses
- 1.5 FPFK will use existing course centres for training pastors as well as offering refresher courses to church ministers
- 1.6 Mobilize resources from local and international partners to improve the institutions' capacity to deliver quality higher education and training.
- 1.7 Ensure KCC programmes are accredited by relevant regulatory agencies and are competitive and sustainable.



D. Health care:

Thessalia, Nyambare and Mpeketoni.

- 1.8 Equip the FPFK supported hospitals, dispensaries, mobile clinics so they are able to meet the needs of their respective clientel
- 1.9 Improve on quality of services to attract patronage and by extension local support
- 1.10 The facilities are served by competent medical health personnel

E. Vocational and entrepreneurship centres

- 1.11 Increase in numbers of learners going through the church based vocational institutions
- 1.12 Flexible approaches to learning adopted that includes use of ICT to enhance effective delivery and competitiveness
- 1.13 Ensure all programmes offered are accredited by the regulator TVET

CHAPTER

4

4. FINANCING THE STRATEGIC PLAN

4.1 Financing Procedures and Commitments

The implementation of this plan will require financial resources from key stakeholders. At FPFK, we believe in the potential for continuing collaboration with local and international partners in financing the Plan. We remain grateful to partners like PMU- InterLife of Sweden and Norwegian Pentecostal Mission (NPM) of Norway for their technical and financial support to various forums preceding the development of this document. We do recognise that with the devolved system of governance in Kenya today, there is potential for working with some of the local partners to explore financial and other resource support to finance some of the strategic activities of FPFK. Such collaboration should respect the core values of FPFK.

4.2 Budget Approaches

FPFK will employ a combination of Programme Based Budgeting (PBB) and Gender Responsive Budgeting (GRB) to guide decisions for allocation and disbursement of funds for implementing the Strategic Plan. The two approaches will facilitate the closing of the gender equality resource gap. PBB directly addresses the enabling environment for all women and girls, for example it addresses social norms regarding the value of women and girls in the community, and engaging the community to ensure that women/girls are safe from all forms of violence in their homes, schools, and communities. GRB approach on the other hand, is an overarching approach which ensures that the planning, mobilization, allocation tracking, and evaluation of all resources for women and girls in Kenya take into consideration gender discrepancies among the vulnerable populations regarding their welfare status, access to information, services and major means of production, as well as proportion of vulnerabilities between women/girls and men/boys.

4.3 Indicative Budget and Targets

In order to implement the Strategic plan, there are those critical activities that must be accomplished in the year 2018/2019 without which the plan will not be achieved by 2021. Strategic activities therefore have been selected for the year 2018/2019 and the corresponding estimate budget is proposed below. For a more comprehensive budget, refer to Annex 3 for Programme-Based Budgeting Framework.

Table 4.1: Summary budget estimates for the year 2018/2019

Component/sector	Amount (KES)
Evangelism	13,362,451.00
Social ministry / Development projects	93,455,634.00
Organizational development	18,895,800.00
Business enterprises	88,740,417.00
Total	214,454,302.00

4.4 Budget Tracking

At the national and local levels, relevant boards and committees will play an important role in ensuring transparency and accountability in FPFK/donor spending. At the national and regional level, organizations will be involved in defining priority areas and planning processes. At the local level, they will oversee and monitor expenditures, and use ground level findings to call for changes in budget allocations and planning priorities so as to ensure that funds meant for strategic plan implementation is utilized efficiently and effectively.



CHAPTER

5

5. PLANNING, MONITORING, EVALUATION, REPORTING AND LEARNING

FPFK will institutionalize Planning, Monitoring, Evaluation, Reporting and Learning (PMERL) system in line with its organizational structure. Critical component of the system will involve development and operationalization of PMERL framework. This being the second national strategic plan for FPFK, the church will ensure that it continues to develop annual operational plans from this strategy document. During the strategic planning process it was agreed that PMERL be mandatory for all programmes and departments at FPFK. The pastors, evangelism team, regional leaderships and the various boards must be responsible for PMERL. The national board and head office will provide benchmarks to measure performance and development of FPFK. The PME system shall comprise of three key components: initial and periodic planning; continuous monitoring; and periodic evaluation.

FPFK will undertake continuous review and reflection to assess inputs/processes, outputs, outcomes and impacts at programme and institutional level. Monitoring will enhance tracking availability and use of resources as well as timely execution of planned activities. It will involve collecting information to facilitate reporting to funding partners and other stakeholders. The PME Officer/Programmes coordinator and departmental heads shall be responsible for coordinating ongoing monitoring. FPFK will undertake quarterly planning and provide annual and bi-annual progress reports and plans.

ANNEXES

ANNEX 1: LIST OF CONTRIBUTORS

#	Name	Station	Role	Category
1	David Kitur	Nairobi	Chair Investment	Enterprise/Trustees
2	Samwel G. Kamau	Londiani	Chair/Trustee	Enterprise/Trustees
3	Naomi N. Mwangi		Trustee	Enterprise/Trustees
4	Timon Charles Omondi		Trustee	Enterprise/Trustees
5	Walter Mgiendo		Trustee	Enterprise/Trustees
6	Stephen M. Makwae	Karen	Principal	KCC
7	Dr. Oginga	Karen	Board member	KCC
8	Joseph Munialo	Karen	Board member	KCC
9	Carolyn Lusweti	Kitale	Project leader	Projects
10	Dorothy Mugah	Nyambare	Project leader	Projects
11	Magdalene Kelel	Narok	Project leader	Projects
12	Karachi M. Matongo	Taita Taveta	Project leader	Projects
13	Peter Njoroge		Project leader	Projects
14	Joel K. Ngetich		Project leader	Projects
15	Abigaël Naishonea	Kajiado	Project leader	Projects
16	Isabel Wamuyu	Nairobi	Project leader	Projects
17	Festus Mukoya	H/Q	Coordinator, social	Projects
18	Walter Andhoga	H/Q	General secretary	Executive National Board
19	Jonah Kitur	H/Q	Board member	Executive National Board
20	Pr. Solomon Mwalili	H/Q	Board member	Executive National Board
21	Pr. Kiragu	H/Q	Chair National Board	Executive National Board
22	Leonald M Nyamwaya	Nyamira	Chair -Gusii region	Regions - Nyamira
23	Steven K Orog	Nyamira	Chair, KCC	Institutions
24	Julius Bagaka	Nyamira	Pastor, local church	Local Church
25	Naftal Ondieki	Nyamira	V/chair board KCC	Institutions
26	Robert Orobi	Nyamira	Instructor	Institutions
27	Simon Bogonko	Nyamira	Treasurer	Regions
28	Kennedy Rwaka	Oyugis	Regional overseer	Oyugis church
29	Joseph Nyakwaka	Oyugis		Oyugis church
30	Duncan Agoro	Oyugis		Oyugis church



31	Jack Aoro	Oyugis	Regional secretary	Oyugis church
32	William Simba	Oyugis	Local pastor	Oyugis church
33	Clement Otieno	Thesaalia	Centre Manager	Thesaalia
34	Jonah Kitur	Thesaalia	Board Member	Thesaalia
35	Julius Oteki Ocharo	Thesaalia	Chair, Board	Thesaalia

ANNEX 2: DETAILED IMPLEMENTATION PLAN

Activities		Timelines				Expected Results
		2018	2019	2020	2021	
Strategic Objective 1: Strengthened evangelism for church growth and expansion						
1.1	Conduct discipleship and ministry trainings					Increased number of people going through discipleship and missionary training
1.2	Planting new churches					Increased number of churches
1.3	Establish functional missions' department supporting missionaries unto unreachable regions					Established functional missions' department supporting missionaries unto unreachable regions
1.4	Engage in mass soul winning-evangelism					Increased engagement in Mass soul-winning evangelism
1.5	Promote use of media in evangelism					Increased use of media and communication in evangelism
Strategic Objective 2: Innovative and responsive social ministry programs that alleviate poverty and all forms of human suffering						
2.1	Initiate gender equality and women's empowerment programmes/projects/ interventions					Improved gender equality and women empowerment
2.2	Initiate interventions on peace and stability, human rights and democratic governance					Improved peace and stability, human rights and democratic governance
2.3	Design and deliver food security and livelihoods through climate-smart interventions					Improved food security and livelihoods through climate-smart interventions
2.4	Inter-sectoral collaboration and citizen participation for effective health service delivery					Effective health service delivery through enhanced engagement and citizen participation

Activities		Timelines				Expected Results
		2018	2019	2020	2021	
2.5	Initiate education programmes for the marginalized groups					Right to education is realized
Strategic Objective 3: Strengthened institutional development						
3.1	Conduct Board Meetings and Annual General Meetings as per the FPFK constitution					An effective and efficient National Board and General Meeting providing strategic leadership to the organization
3.2	Strengthen staff capacity and management and leadership skills through mentorship and training					Adequate, skilled, committed and motivated staff for achievement of FPFK mission priorities
3.3	Facilitate structure management of ample working environment that allows amicable resolution of issues					An Improved organization structure that is efficient and effective in delivering FPFK strategic objectives
Strategic Objective 4: Strengthened business model to support FPFK operations						
4.1	Expand and scale up services of the Keswick Books Limited					Effective Keswick Bookshop
4.2	Improve guest houses and rental properties					Improved guest houses and rental properties
4.3	Diversify training and education component					Diversified training and education component
4.4	Diversify health care component					Diversified health care component in Thessalia, Nyambare and Mpeketoni
4.5	Improve vocational and entrepreneurship centres					Improved vocational and entrepreneurship centres

ANNEX 3: PROGRAMME-BASED BUDGETING (PBB) FRAMEWORK

Activities	Annual budget (KES)				Total (KES)	Funding source(s)
	2018	2019	2020	2021		
Results Area 1: Strengthened evangelism for church growth and expansion	13,362,451.00	14,698,696.10	16,168,565.71	17,785,422.28	62,015,135.09	Church Contributions
Conduct discipleship and ministry trainings						
Planting new churches						
Establish functional missions' department supporting missionaries unto unreachable regions						
Engage in mass soul winning-evangelism						
Promote use of media in evangelism						
Result Area 2: Innovative and responsive social ministry programs that alleviate poverty and all forms of human suffering	73,455,634.00	93,801,197.40	103,181,317.14	107,546,393.85	377,984,541.40	Funding partners and well wishers
Initiate gender equality and women's empowerment programmes/projects/interventions						
Initiate interventions on peace and stability, human rights and democratic governance						

Activities	Annual budget (KES)				Total (KES)	Funding source(s)
	2018	2019	2020	2021		
Design and deliver food security and livelihoods through climate-smart interventions						
Inter-sectoral collaboration and citizen participation for effective health service delivery						
Initiate education programmes for the marginalized groups						
Result Area 3: Strengthened institutional development	18,895,800.00	20,785,380.00	22,863,918.00	25,150,309.80	87,695,407.80	Funding partners and church contributions
Conduct Board Meetings and Annual General Meetings as per the FPFK constitution						
Strengthen staff capacity and management and leadership skills through mentorship and training						
Facilitate structure management of ample working environment that allows amicable resolution of issues						
Result Area 4: Strengthened business model to support FPFK operations	88,704,417.00	97,574,858.70	107,332,344.60	118,065,579.00	411,677,199.30	Profits from own run businesses
Expand and scale up services of the Keswick Books Limited						

Activities	Annual budget (KES)				Total (KES)	Funding source(s)
	2018	2019	2020	2021		
Improve guest houses and rental properties						
Diversify training and education component						
Diversify health care component						
Improve vocational and entrepreneurship centres						

ANNEX 4: PLANNING, MONITORING, EVALUATION, REPORTING AND LEARNING FRAMEWORK

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Results Area 1: Strengthened evangelism for church growth and expansion								
Number of pastors graduating from KCC	These are new pastors graduating from all the course centres across the country	70	240	480	Progress reports	Compilation of list of graduate pastors from all the course centres	Annually	General Secretary
Number of missionaries trained	These are missionaries trained based on the approved curriculum	2	5	10	Progress reports	Compilation of all those trained as missionaries at a particular time	Annually	General Secretary
Quality of training provided by higher learning institutions	These are FPFK's institutions that have certified curriculum and deliver the trainings as per FPFK rules and regulations	Low	High	Highest	Quality assurance reports	Training quality assessments	Annually	Principals/ General Secretary
Number of new churches planted	These are new churches planted in the county headquarters	0	24	47	Progress reports	Analysis of new churches planted across the 47 counties	Annually	Regional councils/ bishops

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of local churches registered	These are local churches whose capacity have been strengthened to become fully fledged local churches	257	500	800	Progress reports	Institutional capacity strengthening and reporting	Annually	General Secretary
Number of missionaries assigned to unreachable areas	These are missionaries assigned in an effort to make FPFK a mission church	4	10	15	Progress reports	Compilation of missionaries engaged in mission work in unreachable areas	Annually	General Secretary
Theological depth of missionary and leadership trainings	This is the level of comprehensiveness of missionary and leadership trainings aimed at preparing graduates to undertake mission work	Low	High	Highest	Quality assessment reports	Training quality audits/ assessments	Annually	Principals/ General Secretary
Number of FPFK members	This membership is attributed to through planted churches, evangelism and mission work	226,000	300,000	400,000	Progress reports	Analysis of increase in FPFK membership at church, regional and national level	Annually	General Secretary or his designate

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of crusades and soul winning events organized	These are events organized quarterly in every region	0	Once per quarter	At least once per quarter	Evangelism reports	Analysis of people reached in crusades and soul winning events	Quarterly	Pastors/ missionaries
Number of media centers set up	This is media center set up to promote evangelism	0	1	1	Progress reports	Review of media status	Annually	General Secretary
Number of media appearances by FPFK evangelists	This is engagement with media audience through regular appearance by FPFK evangelists	None	Regularly (to be defines)	Regular appearance	Media reports	Media analysis	Quarterly	Evangelism/ Ministry team
Proportion of youth and urban population reached	These are the youth and urban dwellers targeted and reached through digital ministry and social media	452,000	600,000	800,000	Social media reports	Analysis of content and reach of FPFK social media platform	Quarterly	Evangelism/ Ministry team
Result Area 2: Innovative and responsive social ministry programs that alleviate poverty and all forms of human suffering								
Number of advocacy campaigns conducted in the target area to influence attitude on gender equality	These are advocacy and policy forums organized at local and national level with an aim of influencing attitude on gender equity and equality	0	13	25	Project progress reports	KAP surveys	Annually	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of religious leaders trained	These are religious leaders trained on gender issues	0	1,500	3,000	Project progress reports	KAP surveys	Annually	Social Ministry Coordinator, Project Leader(s)
Percentage reduction in FGM practices	This is reduction in FGM cases as a result of FPFK interventions in target areas	78%	60%	50%	Baseline/ evaluation reports	Interviews, surveys, FGDs, KIs	Annually	Social Ministry Coordinator, Project Leader(s)
Number of women whose capacity has been built to advocate for their rights	These are women trained at local level to advocate on their rights	0	2,000	4,000	Progress reports	Analysis of women trained to advocate for their rights	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of men actively advocating for women rights	These are men actively engaged in advocating for women's rights after training	120	255	360	Progress reports	Analysis of men trained to advocate for women's rights	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of girls enrolled in schools	These are girls enrolled in school in response to marginalization and lack of empowerment	240	510	720	Progress reports	Analysis of enrollment in target schools	Annually	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of dialogues conducted	These are cumulative number of dialogue forums organized in various areas through FPFK projects	0	70	14	Progress reports	Analysis of key issues discussed through dialogue forums	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of sports activities conducted	These are thematic sports organized at local levels	0	8	15	Progress report	Analysis of sports activities conducted and their themes	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of exchange programs conducted	These are exchange programs organized for experiential learning	0	8	15	Progress reports	Analysis of key issues emerging from exchange programs	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of incidences/ conflicts handled	These are initiatives aimed at conflict management through FPFK interventions	0	25	50	Progress reports	Conflict analysis	Annually	Social Ministry Coordinator, Project Leader(s)
Number of trainings and workshops conducted	These are trainings and workshop focusing on governance, accountability and human rights	0	20	40	Progress reports	Analysis of training and workshop reports	Quarterly	Social Ministry Coordinator, Project Leader(s)



Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of community education forums/ programs conducted	These are outreach and education forums focusing on democratic governance	0	70	140	Progress reports	Analysis of training and workshop reports	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of civic education forum held	These are forums aimed at sensitizing the community on issues of constitution and human rights	0	35	70	Progress reports	Analysis of training and workshop reports	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of community peace trained workers	These are people trained as peace ambassadors at local/ community level	0	500	1,000	Progress reports	Analysis of training and workshop reports	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of IGAS established by beneficiaries	These are initiatives established by local beneficiaries for IGAs	0	100	200	Progress reports	Analysis of types of IGAs established by men and women in target areas	Quarterly	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of advocacy forums/campaigns held	These are local forums on issues of governance, accountability and human rights	0	24	48	Progress reports	Analysis of advocacy forums/campaign content and action points	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of interactions between the community members and the government	This assesses the level of engagement between community (rights holders) and government (duty bearers)	0	15	30	Progress reports	Analysis of key issues raised during such meetings/engagements	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of people from the community participating in EWS	These are people who have been trained and are actually engaged in early warning system	0	75	150	Progress reports	Data disaggregation of those involved in EWS	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of partners participating in EWS	These are partner agencies involved in EWS	0	10	20	Progress reports	Data disaggregation of those involved in EWS	Quarterly	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of households capacity built on environmental conservation and sustainable livelihood	These are households trained on environmental management and sustainable livelihood	708	4,500	9,000	Progress reports	Analysis of training and workshop reports	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of tree seedlings raised to increase forest cover	These are number of seedlings planted across various target areas as a result of FPFK interventions	40,000	250,000	500,000	Progress reports	Analysis and attribution of FPFK environmental interventions towards tree planting	Annually	Social Ministry Coordinator, Project Leader(s)
Number of households trained on solid waste management	These are households trained by FPFK project on solid waste management	0	250	500	Progress reports	Analysis and attribution of FPFK environmental interventions towards solid waste management	Annually	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of religious leaders trained on environmental conservation and sustainable livelihoods with regards to biblical and theological perspective	These are new religious leaders trained on the role of the church with regard to environmental management and sustainable livelihoods	664	500	1000	Progress reports	Analysis of religious leaders trained on environmental management and sustainable livelihoods in line with role of the church	Annually	Social Ministry Coordinator, Project Leader(s)
Number of environmental actors that partner with FPFK on environmental conservation and sustainable livelihood	These are partnership efforts by FPFK on environmental conservation and sustainable livelihood	0	10	20	Progress reports	Partnership assessment	Annually	Social Ministry Coordinator, Project Leader(s)
Level of knowledge on environmental conservation and responsibility with regard to clean environment	This is improvement in level of knowledge at local level with regard to environmental conservation and responsibility	8%	50%	100%	Baseline and evaluation reports	KAP surveys	Baseline, mid-term, end-term	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Level of capacity to promote and act in regards to clean environment	This is level of capacity of key actors with regard to clean environment practices	8%	50%	100%	Baseline and evaluation reports	Capacity assessments	Baseline, mid-term, end-term	Social Ministry Coordinator, Project Leader(s)
Level of capacity of selected community groups/CSOs strengthened to demand and advocate for the rights for young girls and PLWHA	This is community capability to advocate for the rights of young girls and PLWHA	33%	71%	100%	Baseline and evaluation reports	Capacity assessments	Baseline, mid-term, end-term	Social Ministry Coordinator, Project Leader(s)
Number of people accessing quality health services at FPFK health facilities	These are people accessing health services from FPFK health facilities (hospitals, dispensaries, VCT centres)	3600	4800	6000	Progress reports	Data assessment	Quarterly	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Increase in the number and performance of registered students in FPFK institutions	This relates to enrolment, retention and performance of students in FPFK institutions	120	170	220	Progress reports	Data assessment	Quarterly	Social Ministry Coordinator, Project Leader(s)
Increase in the number of training institutions offering education to marginalized groups	These are institutions established by FPFK to provide basic education to marginalized communities	3	1	2	Progress reports	Analysis of FPFK contribution to the established education institutions	Annually	Social Ministry Coordinator, Project Leader(s)
Number of families, households and institutions trained and supported to nurture and protect children from abuse.	These are actors trained on child protection	28	70	110	Progress reports	Analysis of training reports	Quarterly	Social Ministry Coordinator, Project Leader(s)
The number of employed or self-employed learners who completed training with vocational skills	These are students/ learners who have completed vocational skills training as per the curriculum	120	170	220	Progress reports	Analysis of those who complete vocational skills training	Annually	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of children access quality ECDE services	These are children who access ECDE services from FPFK institutions	12,000	24,000	36,000	Progress reports	Analysis of those who access ECDE services	Annually	Social Ministry Coordinator, Project Leader(s)
Number of advocacy initiatives on basic rights to education and social security	These are advocacy initiatives aimed at promoting right to education	40	80	120	Progress reports	Analysis of key advocacy agenda on right to education	Annually	Social Ministry Coordinator, Project Leader(s)
Number of households and beneficiaries provided with food relief	These are household that receive agreed ratio: 13.9 kg of maize, 2.4 kg for beans and 0.75 kg of cooking oil each month for 3 months.	0	300 households (1,800 beneficiaries)	600 households (3,600) beneficiaries	Progress reports	Household assessment	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of participants from FPFK project workers and community leaders trained in basic SPHERE and HAP standards and other humanitarian principles.	These are people trained on humanitarian standards	0	15	30	Progress reports	Analysis of training reports	Quarterly	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of participants from all the target areas trained in disaster risk reduction (DRR) and climate change adaptation strategies.	These are participants affiliated to FPFK either through church or project interventions	0	20	40	Progress reports	Analysis of training reports	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of farmers from the target areas exposed to dry land farming techniques through a 5-day peer exchange program.	These are farmers who participate in exchange programs with an aim of acquiring modern farming techniques	0	25	50	Progress reports	Analysis of exchange program reports	Quarterly	Social Ministry Coordinator, Project Leader(s)
Number of malnourished children and vulnerable persons provided with nutritional support	These are children and vulnerable persons who receive 9 Kg of Unimix nutritional supplement per month for 3 months.	0	45	900	Progress reports	Analysis of ratio provided to the beneficiaries	Quarterly	Social Ministry Coordinator, Project Leader(s)

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of households provided with drought tolerant cowpeas seeds	These are households who receive 5 Kg of seeds (Cowpeas) that are drought tolerant.	0	150	300	Progress reports	Analysis of ratio provided to the beneficiaries	Quarterly	Social Ministry Coordinator, Project Leader(s)
Level of adoption of drought tolerant seeds as part of dry land farming	This assesses the level of technology transfer on drought tolerant seeds	33%	67%	100%	Baseline and evaluation reports	KAP surveys	Baseline, mid-term, end-term	Social Ministry Coordinator, Project Leader(s)
Number of farmers trained and are practicing improved farming techniques in responding to frequent droughts	These are farmers who have been trained and adopting modern farming techniques	1,400	2,800	4,200	Progress reports	Analysis of training reports, KAP surveys	Quarterly	Social Ministry Coordinator, Project Leader(s)
Percentage of households with improved food security	This is the level of improvement with regard to household food security and household income	36% (average): West Pokot – 37.1%; Turkana – 23%; Kisumu – 48%	45%	55%	Baseline and evaluation reports	Household interviews, FGDs, KIs	Baseline, mid-term, end-term	Social Ministry Coordinator, Project Leader(s)
Result Area 3: Strengthened institutional development								

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of board meetings and annual general meetings conducted	These are governance processes as per the FPFK constitution	4 (quarterly board meetings per year	At least board meetings; 1 AGM	At least 4 board meetings; 1 AGM	Board minutes	Analysis of board resolutions	Periodic	General secretary
Number of FPFK staff trained	These are staff members trained for personal career development and performance	3	45	60	HR/ progress reports	Analysis of key skills acquired by staff members	Annually	HR/Finance/ Admin, Social Ministry Coordinator
Level of FPFK institutional capacity improvement	This focuses on FPFK efficiency, effectiveness and sustainability efforts and processes	Medium/ Average	High	Optimum (efficient, effective, sustainable)	Progress reports	Organizational Capacity Assessments	Annually	Social Ministry Coordinators, consultant
Result Area 4: Strengthened business model to support FPFK operations								
Number of Keswick bookshop outlets/ branches established	These are branches of Keswick Books Limited established and distributing Christian literature and other religious products	5	7	10	Progress reports	Analysis of distribution patterns	Annually	General secretary, Enterprise board

Performance Indicators	Indicator Definition	Baseline	Targets		Source of data	Methods of data collection	Frequency	Responsibility
			Mid-term	Long term				
Number of course centers providing training for pastors and refresher courses for church ministers	These are existing course centers upgraded to offer trainings	6	9	15	Progress reports	Monitoring of course centers performance	Annually	General secretary, Enterprise board, Social Ministry Coordinator
Number of KCC programmes accredited	These are training programmes accredited by relevant regulatory agencies so as to be competitive and sustainable	1	2 new (plus 1)	3 (new)	Accreditation certificate, progress reports	Analysis of the content of training programmes and compliance level	Annually	General secretary, Enterprise board, Social Ministry Coordinator
Number of learners going through the church based vocational institutions	These are learners who go through vocational and entrepreneurship centers	50	170	220	Progress reports	Analysis of enrolment and graduation from FPFK vocational and entrepreneurship centers	Annually	General secretary, Enterprise board, Social Ministry Coordinator
Number of programmes accredited	These are programmes accredited by TVETA	1	2	3	Accreditation certificate, progress reports	Analysis of the content of training programmes and compliance level	Annually	General secretary, Enterprise board, Social Ministry Coordinator

1.1 ANNEX 5: FPFK NATIONAL PRESENCE: FPFK OFFICES/ LOCAL BRANCHES AND PROJECT SITES



Code County

001 Mombasa	017 Makueni	033 Narok
002 Kwale	018 Nyandarua	034 Kajiado
003 Kilifi	019 Nyeri	035 Kericho
004 Tana River	020 Kirinyaga	036 Bomet
005 Lamu	021 Murang'a	037 Kakamega
006 Taita-Taveta	022 Kiambu	038 Vihiga
007 Garissa	023 Turkana	039 Bungoma
008 Wajir	024 West Pokot	040 Busia
009 Mandera	025 Samburu	041 Siaya
010 Marsabit	027 Trans-Nzoia	042 Kisumu
011 Isiolo	026 Uasin Gishu	043 Homa Bay
012 Meru	028 Elgeyo-Marakwet	044 Migori
013 Tharaka-Nithi	029 Nandi	045 Kisii
014 Embu	030 Baringo	046 Nyamira
015 Kitui	031 Laikipia	047 Nairobi
016 Machakos	032 Nakuru	

CURRENT AND TARGETED AREAS OF INTERVENTION FOR SOCIAL MINISTRY /PROJECTS/ PROGRAMS

STRATEGIC ACTIONS	CURRENT OPERATION AREA	PLANNED EXPANSION AREAS
Gender equality and women's empowerment programs	Kajiado, Narok, Siaya Bungoma, Turkana, West Pokot, Kisumu, Kericho, Nandi and Trans Nzoia Counties	Isiolo, Marsabit, Samburu, Kwale, Kilifi, Homabay, Migori
Interventions on peace and stability, human rights and democratic governance	Bungoma – Mt. Elgon, Turkana, West Pokot, Kisumu, Kericho, Nandi, Trans Nzoia, Nyamira	Isiolo, Samburu, Marsabit, Baringo and Elgeyo Marakwet, Nakuru
Environment, Food security and livelihoods through climate-smart interventions	Turkana, West Pokot, Kisumu, Kericho North	Machakos, Kitui, Bungoma - Mt. Elgon, Isiolo, Baringo, Samburu and Marsabit
Inter-sectorial collaboration and citizen participation for effective health service and mental health	Siaya, Kericho,	Kwale, Kilifi, Lamu, Nyeri
Education programs for the marginalized groups	Trans Nzoia, Kakamega, Nyamira, Nairobi,	West Pokot, Turkana, Samburu, Marsabit, Isiolo



Code County

001	Mombasa	017	Makueni	033	Narok
002	Kwale	018	Nyandarua	034	Kajiado
003	Kilifi	019	Nyeri	035	Kericho
004	Tana River	020	Kirinyaga	036	Bomet
005	Lamu	021	Murang'a	037	Kakamega
006	Taita-Taveta	022	Kiambu	038	Vihiga
007	Garissa	023	Turkana	039	Bungoma
008	Wajir	024	West Pokot	040	Busia
009	Mandera	025	Samburu	041	Siaya
010	Marsabit	027	Trans-Nzoia	042	Kisumu
011	Isiolo	026	Uasin Gishu	043	Homa Bay
012	Meru	028	Elgeyo-Marakwet	044	Migori
013	Tharaka-Nithi	029	Nandi	045	Kisii
014	Embu	030	Baringo	046	Nyamira
015	Kitui	031	Laikipia	047	Nairobi
016	Machakos	032	Nakuru		



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