



AFRICAN DIVINE CHURCH

STRATEGIC PLAN

2026 - 2031



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Forward

It is with great faith and expectation that we present the African Divine Church Strategic Plan 2026 - 2031. This document arrives at a pivotal moment in our history. Having navigated a global pandemic and significant leadership transitions, we are compelled by both circumstance and divine calling to re-examine our path. As an old man once was asked by a gathering of young people, “Where are you taking us from and where are you taking us to?” This strategic plan is our prayerful and collective answer to that question.



Guided by the assurance of Jeremiah 29:11 that the Lord has plans to give us “hope and a future,” this plan is more than a document - it is our ministry roadmap. It provides a unified direction for all our Clusters, Regions, Assemblies and Ministries, helping us to focus our God-given resources and energy on transforming lives through the power of the gospel.

The development of this plan was a deeply inclusive process, capturing the voices and aspirations of our diverse leadership and membership. We have retired our previous strategic plan, exporting its valuable elements into this new, comprehensive framework designed to enhance our relevance, depth, and effectiveness in a rapidly changing world.

We are therefore called to a renewed sense of purpose: to **Believe** in God's promises, to **Belong** to this vibrant fellowship, and to **Become** all that He has purposed for us. The successful implementation of this plan requires the commitment of every leader, member, and partner. We encourage you to read this plan, embrace its direction, and prayerfully seek your role in its fulfillment.

As we move forward together, we hold fast to the wisdom of Proverbs 19:21: “Many are the plans in a person’s heart, but it is the Lord’s purpose that prevails.” We step out in faith and unity, fully confident that God will do exceedingly more than we can ask or imagine, both in Kenya and beyond.

Rev. John S. J. Chabuga
The Archbishop
African Divine Church

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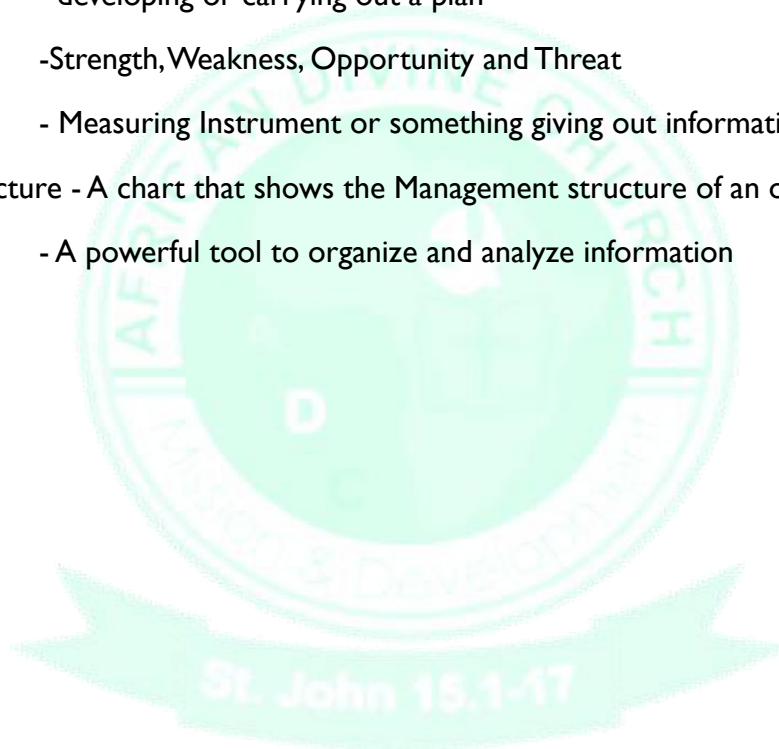
ABBREVIATIONS AND ACRONYMS

ADC	African Divine Church
RSP	Rural Service Programme
M&E	Monitoring and Evaluation
IGA	Income Generating Activities
KMTC	Kenya Medical and Training Center
ICT	Information and Communication Technology
OVC	Orphans and Vulnerable Children
HIV	Human Immuno-deficiency Virus
AIDS	Acquired Immuno Deficiency Syndrome
AIC	African Instituted Churches
AACC	All African Conference of Churches
WCC	World Council of Churches
CHAK	Christian Health Association of Kenya
KUIC	Kenya United Independent Churches
OAIC	Organization of African Instituted Churches
NCCK	National Council of Churches of Kenya
CBO	Church Based Organization
CBO	Community Based Organization
NGO	Non-Governmental Organization
FBO	Faith Based Organization
BCCF	Bishop Chabuga Community Foundation
CIDP	County Integrated Development Plans
TOR	Terms of Reference
SDG	Sustainable Development Goals
PLWA	People Living With AIDS
CaR	Child at Risk
SACCO	Saving and Credit Cooperative Organization
PAOC	Pentecostal Assemblies of Canada
IGA	Income Generating Activities

ECDE Early Childhood Development Education

DEFINITION OF COMMON TERMS

Vision	- What you are aspiring to be
Mission	- How we achieve our Vision - Business or purpose in life
Objective	- Something aimed at
Goal	- A thing for which an effort is made
Value	- Principle or Standards set for a certain group
Strategy	- A carefully derived plan of action to achieve a goal; or the art of developing or carrying out a plan
SWOT	- Strength, Weakness, Opportunity and Threat
Indicators	- Measuring Instrument or something giving out information
Organization Structure	- A chart that shows the Management structure of an organization
Matrix	- A powerful tool to organize and analyze information



CHAPTER ONE: INTRODUCTION AND BACKGROUND INFORMATION

1.1. Historical Background of African Divine Church

African Divine Church (ADC) was founded on January 27th 1949 by the late Bishop Saul Chabuga. It is a Faith Based Organization rooted in African Christian Principles and committed to the spiritual, moral and socio-economic transformation of society. It is one of the leading African Initiated Churches in Kenya, founded in the desire for African Christians to worship God freely in truth and spirit while maintaining their cultural dignity and self-determination.

It started with nine (9) branches in East Africa and later to Regions namely; Boyani Region, Bahati (Nairobi), Buhunyilu (Kakamega), Kunya Region (Kisumu), Manyatta Region (Vihiga), Muhanda Region, Lumakanda Region (Lugari), Kongoni Region (Lugari) and Nakuru Region (Rift Valley). Currently the church has expanded its membership up to six hundred and sixty (660) Regions with a membership of 2.5 million members in Kenya, 492 members in Tanzania and 12,223 members in Uganda.

At its inception, African Divine Church concentrated on spiritual development of its members until 1972 when the church started a livelihood support program through Education, Agriculture, Business and Health. The church is currently supporting 400 ECDE's, 30 Junior Secondary, 1 Senior Secondary, 142 Primary schools, 1 Theology College 4 Vocational Colleges, 1 ECD Training College, 4 health center for its members in the republic of Kenya.

The Church is a member of Organization of African Instituted Churches (OAIC), Kenya United Independent Churches (KUIC), National Council of Churches of Kenya (NCCCK), All African Conference of Churches (AACC) and World Council of Churches (WCC). ADC supports the Vulnerable in the society who includes Orphans and Vulnerable Children (OVC), People Living With AIDS (PLWAs), the old, the girl child education and widows.

The church has an Annual General Conference, Central Council and an Executive Council that oversees the smooth running of the church.

1.2 Church Review

1.2.1 Mandate and the Purpose of African Divine Church

The Mandate

The mandate of the African Divine Church is derived from the Bible (John 15:1-17).

The Purpose

Purpose of the African Divine Church, which is stipulated in its constitution states;

“To function as fellowship of Christians, professing, maintaining the Christian faith and life and Christian Services to its members and humanity at large in accordance with the principles/practices of the world -wide Religion”

1.2.3 The Overall Goal

The Overall of African Divine Church is

“To contribute to spiritual and economic empowerment of the members and the community for realization of Gods glory”

1.2.4 The vision:

A fruitful church bearing lasting fruits for Gods glory

1.2.5 The Mission:

To deepen Faith, sustain unity and Empower believers to live fruitful lives that Glorify God and transform African communities through the gospel of Jesus Christ.

1.2.6 Motto:

Rooted in Christ, Growing in Love

1.2.7 Core Values:

1. **Faithfulness to Christ:** Upholding unwavering devotion to Jesus Christ in all aspects of life and ministry.
2. **Unity in Diversity:** Embracing inclusivity and harmony across cultures, backgrounds, and perspectives.
3. **Peace, Reconciliation & Compassion:** Promoting healing, justice, and care for the vulnerable in society.
4. **Education & Empowerment:** Advancing knowledge and capacity-building for spiritual and social transformation.
5. **Integrity & Accountability:** Committing to transparency, ethical leadership, and responsible stewardship.
6. **Cultural Identity & African Spirituality:** Celebrating African heritage as a vessel of divine expression.
7. **Love, Holiness & Service:** Living out Christ-like love through holy living and dedicated service to others.

1.2.8 Internal Culture

African Divine Church fosters an empowering internal culture rooted in shared responsibility, spiritual integrity, and community development. Decision-making is decentralized to ensure efficiency and inclusive participation from all key stakeholders. The church plays a central role in uplifting both its members and the wider community through development initiatives.

We uphold the highest standards of **integrity, accountability, and transparency**, with all employees and the secretariat embodying Christian virtues fundamental to our mission. As the church's development arm, they serve as the information hub - embracing innovation, sharing transformative ideas, and adding value to our vision.

This culture is symbolically reflected in our sacred colors:

- ✓ **White** inspires purity, peace, and the divine presence that guides our decision-making and relationships.
- ✓ **Red** represents the blood of Christ, spiritual power, and prophetic authority that energizes our service and leadership.
- ✓ **Green** signifies growth, healing, and renewal - mirrored in our commitment to learning, collaboration, and community transformation.

As a **learning church**, our team actively seeks knowledge and growth. Collaboration with other churches is vital, enriching our ministry and expanding our impact. We hold ourselves - individually and collectively - accountable for nurturing a culture that reflects our divine identity and purpose.

1.2.9 Statement of Faith – African Divine Church

We are a church rooted in Jesus Christ, the true Vine, called to **abide in Him, bear fruit that lasts, and love one another** as His disciples (**John 15:1-17**).

We Believe In:

- **The Holy Trinity:** one God—Father, Son, and Holy Spirit.
- **Salvation through Jesus Christ**, our Lord and Friend, who laid down His life for our redemption.
- **The authority of God's Word** to guide, convict, and nourish our souls.
- **Baptism by mass water** as the essential act of cleansing, commitment, and rebirth into the body of Christ.
- **Holy Communion**, a sacred sacrament for which **only those baptized in mass water** are prepared to partake, in remembrance of Christ's sacrifice.
- **The resurrection, final judgment, and eternity**—the gift of heaven for the redeemed and the reality of hell for the unrepentant.
- **In serving others as serving Christ:** for *“whatever you did for one of the least of these, you did for Me”* (Matthew 25:40).

We are a people of divine purpose, living as vessels of God's grace to a world in need.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1: Introduction

African Divine Church (ADC) was founded on January 27th 1949 by the late Bishop Saul Chabuga from Pentecostal Assemblies of Canada (PAOC) Gamalenga. It is a wholly indigenous church in Kenya, with no parent church abroad. Over the decades, ADC has grown spiritually and geographically with congregations increase, income and construction of permanent churches structures across East Africa with Headquarters at Boyani mission in Vihiga County, Kenya. The church has a population of 2,200,000 congregants in Kenya, 12,223 in Uganda and 492 in Tanzania, with:

- 5 Office Bearers (Archbishop, General Secretary, Ass. General Secretary, General Treasurer, Ass. General Treasurer)
- 21 Directors
- 25 Assistant Directors
- 687 Chief Vicars
- 687 Mama Regions
- 687 Youth Regions
- 3,612 Pastors
- 3,612 Mama Assemblies
- 3,612 Youth Assemblies
- 400 ECDEs Schools
- 30 Junior Schools
- 1 Senior School
- 1 Theological College (Divine Theological Training Institute)
- 4 Vocational training Centers
- 1 ECDE Training College
- 4 Health Facilities
- 277 Evangelists (147 Male, 130 Female)
- 230 + Welfare (Community groups)
- 1 Sacco (ADC Clergy Sacco)
- 1 CBO (ADC Mother's Union)
- 1 Program (Child at Risk (CaR))
- BCCF Programs
 - i. Scholarships
 - ii. Promotion of Sports and creative activities
 - iii. BCCF Output
 - 70 Students Cleared University
 - 30 Students in University
 - 100 Students in Secondary
 - 10 Students in KMTC
 - 50 Students in Tertiary Colleges
- Staff establishment 100 members

The church emphasizes holiness, love, unity, humanity and service to God. However, despite the spiritual growth and resilience, ADC faces modern challenges such as limited infrastructure, low automation and digitalization, weak financial system, low program and project management skills and limited coordination among department and headquarters.

This situational analysis provides an overview of the internal and external environment that will influence the implementation of 2026 – 2031 strategic plan.

2.2 Institutional Context

ADC operates under governance and leadership structure of the five office bearers led by Archbishop, Central Council, Executive Council and Annual General Conference, supported by Departments and Elders council.

The church headquarters administration block, cathedral construction and landscaping are work in progress. The church has further started to modernize operations through ICT, financial accountability, solarization, green energy and structured development programs. The church also plays a social role by supporting education, health, food security, moral guidance, peace building and community empowerment.

2.3 Performance Review

African Divine Church Since inception has performed well from increasing membership to construction of permanent church structures. However, there have been some drawbacks, which could not enable the church, perform according to expectation of the members.

a) Financial Management

Financial records are kept according to acceptable accounting standards however:

- i. The church has to operationalize its financial manual.
- ii. The church has to make sure that they have an inventory management system to track assets of the church
- iii. The church has to audit its books of accounts annually in order to enjoy facilities like loans, grants from donors, other stakeholders and also enhancing confidence of members who contribute a lot for the operations of the church. Audit reports should be available.
- iv. The church should undertake and adhere to annual budgeting as per the annual work plan. (N/B: *Never undertake activities that were not planned for.*)
- v. The church needs to have four (4) accounts: one for development (Capital) projects, the other one purely for running costs (Operating expenses), Savings accounts and another operational account for every individual IGAs.

b) Human Resource Management

The church has hired staff that runs the secretariat, however, the church need to come up with a clear Human Resource manual that contain clear policy guidelines on human resource management.

c) Governance

The leadership of ADC is good and effective, however, the following was noted during the evaluation

- i. Many of church members did not know the church's mission, vision, objectives and goals; hence there is need for the leadership to re-evaluate and assess its Mission, Vision, Goals, Purpose and Objectives, which should address the current members' need and aspirations.
- ii. A large sample of the church members felt that the church did not manage its information system well.

Recommendations

1. **Streamline the church's communication system** to ensure fast, inclusive messaging from headquarters to village level, addressing language and literacy barriers.
2. **Sensitize members on the church's vision, mission, and core values**, and install talking walls and notice boards across all levels.
3. **Establish a simplified organizational structure** that clearly defines leadership roles for improved efficiency and coordination.
4. **Conduct annual capacity building** for the Board of Directors, Executive, and Central Council to strengthen leadership

d) Resource Mobilization

The church has done well in terms of contributions from members through tithing, yearly budget, and fundraising, however, there is a need for the church to seek for additional funding through special offertory, projects proposal writing and having income generating activities which can enable the church increase its financial base instead of over relying on its members i.e spiritual growth and expansion of membership in diaspora

The department of seminars/ evangelism / resource mobilization should be able to enhance strategies, which will make church members grow spiritually, financially and encourage others to join in diaspora (Tanzania and Uganda) . Currently the church has a population of over 2.2 million members, of which theirs in need to be increased in Kenya.

2.4 SWOT Analysis

2.4.1 Strength (Internal Positive Factors)	2.4.2 Weakness (Internal Negative Factors)
i. Strong religious and cultural identity ii. Long standing history and established reputation since 1949 iii. Large and loyal membership base across Kenya iv. Indigenous identity and autonomy (no foreign control) v. Committed clergy and lay leadership vi. Committed youth and women leadership	i. Incomplete modern headquarters and cathedral ii. Inadequate modern church buildings in Regions and Assemblies iii. Poor automation and weak ICT system. iv. Limited financial sources and reliance on members tithe and offerings v. Poor coordination between departments and

ii. Established child at risk program iii. Established community groups (BCCF and Mothers Union) x. Established leadership and governance structure x. Recognized role in peace, moral and ethical development in society. xi. Spirit of volunteerism xii. Voluntary tithing and offering by members	- Regions. vi. Not formed departments vii. Not performing departments iii. Low capacity in project and program management and resource mobilization x. Reliance on traditional energy (firewood and KPLC) x. Weak human resource management system xi. Inadequate youth and women programs xii. Weak auditing mechanism iii. Poor compliance mechanism iv. Inadequate leadership and governance skills
2.4.3 Opportunities (External Positive Factors) i. Partnership with government, FBOs, and NGOs ii. Availability for collaboration with government in vocational training programs iii. Availability of digital companies iv. Potential to evangelize in diaspora v. Market for income generating activities vi. Interfaith network vii. Theological institutions and programs iii. Rapid population growth	2.4.4 Threats i. Rising secularism and moral decay among youths ii. Competition from fast-growing modern churches iii. Poor economic growth affecting members contributions iv. Climate change effects v. Political instability vi. Pandemic disease (HIV, Covid and Non Communicable Diseases) vii. Huge unemployment level among youths iii. Ethnical clashes and prejudice ix. Ordination of women as pastors

2.5 PESTEL Analysis

CATEGORY	DESCRIPTION	EFFECT	RECOMMENDATION
POLITICAL	✓ Kenya political stability ✓ Decentralization through devolution	✓ Change in leadership ✓ Budgetary change ✓ Political instability	✓ ADC should deepen strengthen engagement with National and County Governments beyond individuals through compliance and alignment with programs
ECONOMIC	✓ The Kenya economy faces inflation, unemployment and fluctuating donor support. ✓ Economic challenges affects church giving	✓ Lack of money affects project funding ✓ Members contribution is reduced ✓ Stagnated plan	✓ ADC should diversify income through investment and partnerships to enhance sustainability.

	and projects financing.	implementation	
SOCIAL	✓ Growing youths population ✓ Changing family structures ✓ Rising social challenges e.g. substance abuse ✓ Gender issues ✓ Youth unemployment ✓ Increase in demand for empowerment and education ✓ Health related issues (HIV, Covid and non-communicable diseases) ✓ Cultural beliefs and values	✓ Low women and youth empowerment ✓ Gender conflicts ✓ Generation conflicts ✓ Low production ✓ Low development due to retrogressive culture	✓ ADC should strengthen youth and women ministries, community outreach ✓ Social programs strengthening ✓ Sensitization and advocacy
TECHNOLOGY	✓ Advancement in ICT ✓ Mobile money social media opens new avenues for evangelism, communication, administration and resource mobilization	✓ Digital illiteracy remains a big challenge ✓ Additional resource to buy equipment and replace obsolete machines and equipment	✓ ADC should enhance digital transformation, use social media, church management system and online giving platform.
ENVIRONMENT	✓ Climate change impacts community through drought, floods and food insecurity, affecting livelihoods. ✓ Environmental stewardship is becoming a moral and social responsibility.	✓ Destruction of crops and infrastructure ✓ Loss of life	✓ ADC should promote environmental awareness, tree planting and sustainable energy use e.g solar, biogas
LEGAL	✓ Compliance with societies Act, Data protection Acts , Labor and Safety laws, Computer use laws and Cyber Crime Act. ✓ Increase oversight on religious institutions ✓ Illegal worship practices ✓ Change in constitution	✓ Loss of life ✓ Conflict	✓ ADC should strengthen and implement governance structure, ensure financial transparency and maintain updated registration and compliance documents.

2.6 Stakeholder Analysis

2.6.1 Purpose

The stakeholder analysis identifies key individuals, group and institutions that have an indirect influence in the mission and programs of the African Divine Church. It ensures effective collaboration communication and resource mobilization toward the realization of the church's vision.

2.6.2 Stakeholder Analysis Matrix

Stakeholders	Interest/ Expectation	Influence/ Power	Responsibility	Engagement Strategy
Church members and Congregants	✓ Spiritual nourishment, unity, accountability and support in welfare programs, provision of labor, local knowledge availability	✓ High	✓ Participate in worship, planning, stewardship ✓ Program implementation	✓ Regular fellowship, open communication, empowerment programs
Church leadership Archbishop, Chief Vicars, Pastors, Elders	✓ Effective governance, growth of the church, resource accountability	✓ Very high	✓ Provide spiritual and administrative leadership	✓ Leadership financing ✓ Policy formulation ✓ Performance review
Departmental Heads and Committees	✓ Administrative and coordination of programs ✓ Resource accountability	✓ High	✓ Planning ✓ Budgeting ✓ Reporting ✓ Capacity building	✓ Consultative meetings, ✓ Clear reporting lines
Mama Regions and Mama Assemblies, Youth Leaders	✓ Empowerment ✓ Education ✓ Income generating opportunities	✓ medium	✓ mobilize participation ✓ Manage projects ✓ Promote church growth ✓ Defend the church	✓ Targeted trainings ✓ Mentorships ✓ Inclusion in decision making
County and National government	✓ Partnership in social and development programs	✓ High	✓ Provide policy support ✓ Funding ✓ Technical collaboration	✓ MOUs ✓ Joins projects ✓ Compliance with government policies
Donors and Development partners	✓ Accountability, transparency and measurable impact	✓ High	✓ Financial and technical support	✓ Proposal writing ✓ Periodic reporting ✓ Recognition ✓ Consultative meetings
Community members and local	✓ Social cohesion ✓ Development ✓ Moral guidance	✓ Medium	✓ Collaboration in community programs	✓ Community outreach ✓ Advocacy and

leaders				sensitization forums
FBO and Economical partners	✓ Unity collaboration, and advocacy on moral and social issues	✓ Medium	✓ Shared programs ✓ Joint initiatives	✓ Networking ✓ Participation in interfaith plot forums
Education Institution (ADC Schools and Vocational Colleges)	✓ Support for education and character formation	✓ Medium	✓ Provide training, mentorship and research collaboration	✓ Scholarships, chaplaincy programs, alumni engagement.
Private sector and businesses	✓ Opportunity for partnership in social investment	✓ Low to medium	✓ Corporate, social responsibility and joint ventures	✓ Public Private Partnership, procurement transparency
Media	✓ Information dissemination and positive visibility	✓ Medium	✓ Promote awareness and public relations	✓ Press briefing, media partnership, social media presence.

2.7 Sustainability Plan

The sustainability plan ensures continuity of the church's mission through financial, human, and spiritual stability.

Sustainability Area	strategy	Key Actions	Expected Outcome	Responsible Department
Financial	✓ Diversify income sources	✓ Develop projects; partner with donors	✓ Stable funding	✓ Finance Department ✓ Planning and Communication Department ✓ Resource Mobilization Department
Human Resource	✓ Building capacity of staff	✓ Training and mentorship ✓ Develop and implement human resource manual	✓ Skilled workforce	✓ HR Department ✓ Seminars and Capacity Building Department ✓ Theology Department
Spiritual Sustainability	✓ Deepen members' faith	✓ Discipleship and revival programs	✓ Spiritually mature church	✓ Evangelism Department ✓ Theology Department
Institutional Sustainability	✓ Strengthen church system	✓ Documentation of policies and	✓ Efficient and transparent	✓ Secretariat ✓ ICT and

	and structures	procedures manuals ✓ Automations of operations ✓ Strengthen ICT Infrastructure and internal communication	administration	Infrastructure Department
Environmental Sustainability	✓ Promote stewardship of God's creation	✓ Tree planting initiatives ✓ Use of renewable energy ✓ Environmental awareness campaigns	✓ Greener and eco-conscious church	✓ Water, Sanitation and Environmental Department
Social Sustainability	✓ Strengthen community partnership	✓ Engage in education, water, health and livelihood initiatives ✓ Collaborate with government and NGOs	✓ Improved church - community relations	✓ Education Department ✓ Health Department ✓ Water, Sanitation and Environmental Department ✓ Planning and Communication Department ✓ ICT and Infrastructure Department

Note:

- Sustainability review frequency: every two years (Midterms and End terms)
- Integration: sustainability goals will be included in each department's annual work plan.

CHAPTER THREE: EXECUTIVE SUMMARY OF AFRICAN DIVINE CHURCH

3.1 Summary and Conclusion

This strategic framework outlines a holistic vision for the church, building on two interconnected pillars:

THE FIRST PILLAR: Spiritual Development and Church Growth, which focuses on deepening the faith of the congregation from the inside out. Guided by **John 15:16**, its goals are to cultivate a spiritually mature and active membership through evangelism and discipleship; to establish a transparent and visionary leadership; to foster unity through worship and fellowship; and to build modern, efficient facilities that support the church's mission.

THE SECOND PILLAR: Community and Economic Empowerment, which is driven by the call to service in **Matthew 25:40**, extends the church's impact outward. It aims to build a self-reliant and resilient community by empowering youth and women through education, ADC Mother's Union, ADC Youth CBO, mentorships, and vocational training; by promoting economic sustainability through income-generating projects and strengthened financial systems like the ADC Clergy SACCO; and by demonstrating environmental stewardship through tree planting, clean energy, and advocacy.

In conclusion, this integrated strategy presents a powerful and balanced mission. It seeks not only to nurture souls for eternity but also to transform lives in the present. By strengthening faith within the church walls and extending tangible love and empowerment into the community, this plan ensures the church will bear "fruit that will last"—building a congregation that is both spiritually vibrant and socially responsible, fully equipped to serve God and Community in a modern world.

3.2 Key Milestones in ADC's growth

Year / Period	Milestone / Development
1948	Founding of African Divine Church in Western Kenya as part of the Africa Independent Church Movement
1950's – 1960's	Formal establishment of church governance structures and early evangelistic expansion across Western and Nyanza.
1957	Registration to the government of Kenya as a society
1970's	Development of Assembly leadership and construction of the first permanent church buildings
1980's	Growth in membership and formal registration with the Government of Kenya as a recognized religious organization and development of branch and centers leadership
1990's	Establishment of Region Leadership

2005 - 2025	✓ Establishment of departments and sustainability initiatives ✓ Increased partnerships with government and FBO's ✓ Digital Communication
2026 - 2031	✓ Implementation of strategic plan to guide spiritual growth, Institutional strengthening and community empowerment.

3.3 Rationale for the Strategic Plan 2026 -2031

The church recognizes that it operates in a dynamic environment influenced by social, economic, political and technological changes. To remain relevant impactful, and aligned with God's purpose, ADC must have a clear and coordinated roadmap for action.

3.4 Methodology

The formulation of ADC strategic plan 2026 – 2031 followed a participatory, inclusive and consultative approach anchored in biblical principles of stewardship, wisdom and unity. The process was designed to ensure ownership, relevance and sustainability of the strategic direction of the church where the process began with Departments consultation and formation of each department strategic plan.

I. Guide Principle

The methodology was guided by the following principles

- ✓ **Inclusiveness:** Ensuring the participation of all levels of church leadership, clergy. Laity, youth and women
- ✓ **Transparency and Accountability:** Upholding integrity in data collection, consultation and decision making
- ✓ **Faith and Spiritual Guidance:** Recognizing God as the ultimate guide in all planning activities
- ✓ **Evidence-based planning:** Using data lessons learned and trend to inform decisions
- ✓ **Sustainability:** Aligning strategies with long term church growth, community empowerment, and environmental stewardship

II. Biblical Foundation

- ✓ Commit to the lord whatever you do, and he will establish your plans” Proverbs 16:3
- ✓ This verse reminds all stakeholders that strategic planning is not merely an administrative exercise but a divine act of stewardship guided by faith and prayer.

III. Process overview

The strategic plan development process involved several key stages as outlined below:

a. Preparatory Stage

- ✓ Appointment of strategic planning secretariat chaired by the Archbishop and Coordinator by the lead consultant and legal advisor Mr. Stephen Bulemi.
- ✓ Development of terms of reference (TOR) outlining roles, timelines and deliverables.
- ✓ Mobilization of resources, both financial and human to support the planning exercise

- b. Situation Analysis
 - ✓ Review of the previous strategic plan and assessment of achievements, challenges and lessons learned
 - ✓ Conduct SWOT and PESTLE analysis.
 - ✓ Gathering of data through focused group discussions, interviews, surveys and document review
 - ✓ Identification of key institutional and community issues affecting the church
- c. Stakeholder Consultations
 - ✓ Consultative meetings were held with key stakeholders including: The Archbishop, Chief Vicars, Heads of Department, Pastors, Elders, Youths Leaders, Women Leaders and Evangelism team etc.
 - ✓ Other stakeholders
 - ✓ Inputs were collected to ensure the strategic plan reflected the aspirations of the entire church family.
- d. Strategic direction formation
 - ✓ Definition of church vision, mission, core values and theme verse
 - ✓ Formation of strategic goals, objectives and key result areas.
 - ✓ Integration of both spiritual and social- economic empowerment dimensions
- e. Drafting and validation
 - ✓ Drafting the strategic plan document by the secretariat
 - ✓ Circulation of the draft for feedback from Regions, Departments and Church leaderships
 - ✓ Holding of a validation workshop to review, refine, and approve the final version
- f. Approval and launch
 - ✓ Presentation of the final document to the church executive council for adoption
 - ✓ Official launch and dedication through a special worship service public ceremony.

IV. Data collection tools

The following tools were used during the planning process

- ✓ Questionnaires and interview guides
- ✓ Focused group discussion checklists
- ✓ Church records and performance reports
- ✓ Observation and participating forums

V. Integration with National and Global Frameworks

The plan aligns with

- ✓ The Kenya vision 2030 and relevant county integrated development plans (CIDP's)
- ✓ Sustainable development goals (SDG's) especially those on education, health, peace, poverty reduction and environmental sustainability

VI. Validation through prayer and fellowship

Through the process, prayer sessions and devotions were held to seek divine wisdom, echoing the spirit of Habakkuk 2:2

“Write down the vision and make it plain on tablets, so that a herald may run with it”

This ensured that the strategic plan remained both spiritual and administrative guide for the growth of the African Divine Church.

VII. The ADC strategic plan 2026 -2031 therefore provides a framework for:

- ✓ Strengthening spiritual growth and evangelism
- ✓ Enhancing institutional governance and leadership
- ✓ Promoting education, health, social welfare and livelihoods
- ✓ Expanding youth, women and special needs empowerment initiatives
- ✓ Promoting sustainability and eco-friendly initiatives
- ✓ Partnering with government and development agencies for community transformation

Theme verse: “You did not choose me, but I chose you and appointed you so that you might go and bear fruit that will last”.



CHAPTER FOUR: STRATEGIC PRIORITIES AND GOALS

This chapter outlines the major strategic priorities under two key pillars:-

1. Spiritual Development and Church Growth
2. Community and Economic empowerment

4.1 Spiritual Development and Church Growth:

Theme verse: John 15:16 “You did not choose me, but I chose you and appointed you so that you must go and bear fruit—fruit that will last”

i) Evangelism and Discipleship

Goal: Strengthen faith and win souls for Christ

Strategies: Revival meetings, Outreach missions, Bible study groups.

Expected Outcome: Spiritually mature and active congregation.

ii) Leadership and Governance:

Goal: Establish professional and accountable leadership

Strategies: Leadership Training, Governance Policy Development, Integrity Promotion

Expected Outcome: Transparent, Accountable and Visionary Church leadership.

iii) Worship and Fellowship:

Goal: Deepen Unity and collective worship

Strategies: Organize Fellowships, Improve Worship music and enhance Liturgy.

Expected Outcome: A united and worship centered congregation.

iv) Church Infrastructure and Modernization

Goal: Develop modern and functional church facilities

Strategies: Complete ADC Headquarters Administration block and Cathedral, enhance ICT and adopt Renewable energy, water harvesting system.

Expected Outcome: Efficient, Modernized and connected church system.

4.2 Community and Economic Empowerment

Theme verse: Mathew 25:40; “Whatever you did to one of the least of these brothers and sisters of mine, you did for me”

i) Education, Youth and Women Empowerment

Goal: Strengthen capacity of youth and women

Strategies:

- a. **Youths and women Empowerment:** Strengthen and Empower women and youths through ADC Mother's Union and ADC Youth CBO, mentorship

Programs and Scholarships through Bishop Chabuga Community Foundation (BCCF).

- b. Education enhancement:** Registration of unregistered schools, starting and developing ECDEs ,one Special Needs Center (*at least one per Year*), Start one TVET Institute at the headquarters by upgrading the existing VTC, Establish the Senior Schools alongside the JSS schools, Capacity building, Training and posting of chaplains in ADC Schools.
- c. Sports and Recreation activities:** Registration of Music, Sports and Creative activities under Bishop Chabuga Community Foundation. (BCCF)

Expected Outcome: Empowered and self-reliant members.

ii) Social and economic Development

Goal: Promote sustainability and improved livelihoods.

Strategies: Establish Income Generating Activities – water bottling, Mother’s Union Bus, Form Community groups, Strengthen Clergy SACCO – (*Employ full time Manager, Finance and Operations team*), Partnership with Government and Non-Governmental Organizations – Develop MOUs.

Expected Outcome: Economically empowered and resilient church community.

iii) Environmental Stewardships and Partnerships

Goal: Promote care for creation and sustainability.

Strategies: Tree planting, Community clean ups, Clean energy projects, climate literacy and Policy advocacy, Build Alliances and Partnerships.

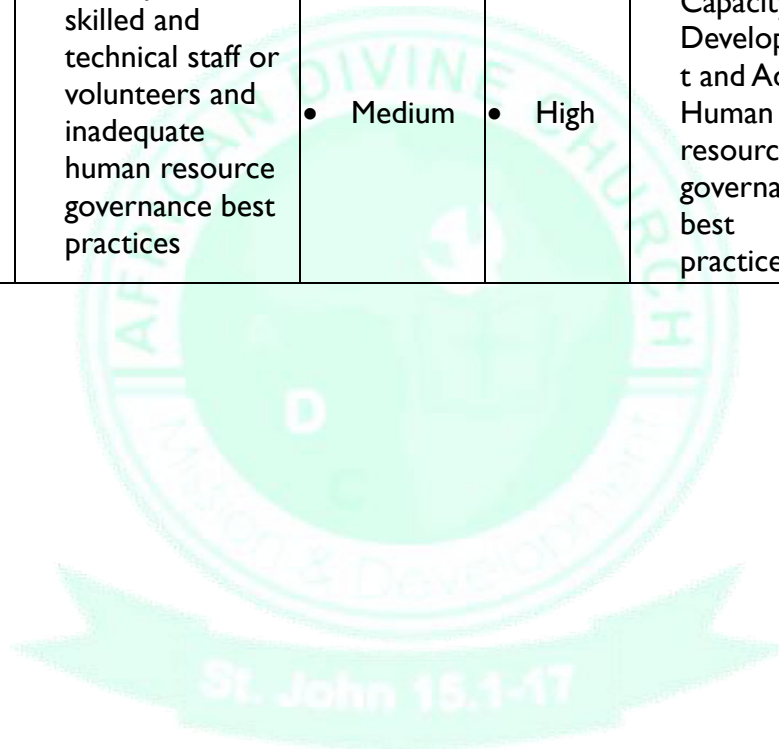
Expected Outcome: Environmentally responsible and socially engaged church.

4.3 Risk Management Framework

The framework identifies potential risks and outlines mitigation measures to ensure plan continuity.

Risk Category	Description of Risk	Likelihood	Impact	Mitigation Measures	Responsible department
• Financial risk	• Limited funds to implement the strategic plan	• High	• High	• Diversify income sources	• Finance and planning
• Reputational Risk	• Misconduct by leadership and/or members damaging church image	• Medium	• High	• Develop code of conduct and disciplinary policy • Each leader to sign the code of conduct and adhere to it	• Archbishop • Legal Department
• Technological Risk	• Poor ICT structure and	• Medium	• High	• Adopt ICT infrastructure	• Infrastructure and ICT

	cyber threats			e and create cyber laws awareness	Department • Legal Department
• Environmental Risk	• Climate change effects affecting the church community	• Medium	• High	• Embrace climate change mitigation	• Water, Environment and Sanitation Department
• Legal and compliance Risk	• Failure to comply with government statutory and church laws	• Medium	• High	• Take regular compliance audits and legal advisory services	• Legal Department
• Human Resource Risk	• Inadequate skilled and technical staff or volunteers and inadequate human resource governance best practices	• Medium	• High	• Training and Capacity Development and Adopt Human resource governance best practices	• Mission Administrator



4.5 LOGICAL FRAMEWORK OF AFRICAN DIVINE CHURCH FROM 2026 - 2031

	Verifiable Indicators	Means of Verification	Important Key Assumptions	By when	By Whom
Overall Goal → To contribute to spiritual and economic empowerment of the members and community for realization of God's glory → Strengthening Faith Based networks	→ Increased number of spiritual nature and active members participating in church ministries and community service → Growth in income generating activities and enterprises among members and church groups → Establishment of church led economic programs → Increased community outreach and charitable initiatives by the church	→ Church records → Financial reports → M and E documents → Testimonies and house hold surveys → Annual reports → MOU's and partnership agreements	→ Members remains committed to spiritual growth and Christian values → Adequate resources → Adequate capacity building → Support from church leadership → Collaboration of ADC government and NGO's	→ 2026 - 2027	→ ADC office bearers and Pastors
Purpose → To function as a fellowship of Christians, professing, maintain the Christian faith and life and Christian service to its members and humanity at large in accordance with the principles or	→ Regular and vibrant fellowship meetings hub at all church levels → Increase in numbers of baptized, confirmed and active members → Strengthen collaboration with other denominations → Regular capacity building of clergy	→ ADC church records → Outreach reports → MOU's and partnership agreements → Community feedback	→ Members remain committed to fellowship → Adequate spiritual guidance → Adequate resources → Upholding of global Christian principles	→ 2026 - 2027	→ Evangelism → ADC office bearers

practice of the world wide religion					
I. SPIRITUAL DEVELOPMENT AND CHURCH GROWTH					
CORE BUSINESS I.I Evangelism and Discipleship Activities a. Revival Meetings	→ Number of revivals meetings successfully Conducted	→ Budget and financial reports → Invitation and attendant lists → Photos and videos → Evaluation forms from participation	→ Church leadership supports revival meetings → Members are available and committed to attend	→ 2026 - 2027	→ Evangelism and ADC church Secretariats
b. Outreach Missions	→ Number of outreach missions successfully conducted	→ Attendance registers and field reports → Photos and videos → Approved mission plans → Partnership, MOU's Correspondence	→ Church leadership supports is available → Adequate funding available → Community will be receptive	→ 2026	→ Pastors and Chief Vicars
c. Bible Studies	→ Number of bible study groups established in each clusters and at headquarters → No of bible study leaders trained → Existence of Bible Study Manuals	→ Invitation and attendance lists → Formation reports → Meeting schedules and records of group established → Approved manuals	→ Church leadership supports bible study as a core business activity → Qualified facilitators available → Members are available and committed to attend	→ 2026	→ Seminars and capacity building → ADC office bearers

I.2 Leadership and Governance a. Leadership Training	→ Existence of an approved leadership training plan or curriculum → Number of leadership training sessions conducted per year → Numbers of leaders trained at National, Regional, Assembly and Village Level → Proportion of targeted leaders who actually attend → Number of facilitators → Number of leadership manuals developed	→ Approved training curriculum → List of attendance → Leadership training manuals and minutes of planning meetings → Training reports → Training photos → Training program → Financial reports	→ Church leadership remains committed to leadership capacity development → Adequate funding for logistic support for the program → Leaders are available and willing to participate in trainings → Technical support and content expertise are accessible.	→ Annual	→ Seminar and Capacity building → ADC consultant
b. Governance Policy Development	→ Amend Constitution and develop governance manual → Number of policies developed → Functionality of departments and other governance organs → 18 departments with clear mandate and reporting lines → Level of compliance with regulatory	→ Copies of signed amended constitution and governance manuals → Minutes of adoption meeting → Attendance registers → Policy documents → Meeting minutes of BOD of directors, executive council	→ Support by ADC leadership → Church leaders read to be trained → Technical expertise available → Adequate resources	→ 2026 – 2027	→ ADC office bearers → Consultant

	requirement	→ Departmental TOR's → Annual returns and compliance report.			
c. Integrity Promotion	→ Existence of approved code of conduct and policy guidance → Number of leaders and members trained on integrity → Number of integrity promotion programs or workshop conducted annually → Number of sermons, bible study addressing integrity → MOU's of partner engagements	→ Attendance registers and workshops reports → Training reports and participants list → Copies of approved policies → Church sermons schedules and bulletins → Internal audits records → Disciplinary committee reports and case register	→ Church leadership support → Members willing to attend trainings and apply content learned → Church integrate integrity themes in regular preaching → Monitoring and disciplinarian mechanism are active → External partners willing to collaborate	→ 2026 - 2031	→ Pastors → Chief Vicar → Consultant
I.3 Worship and Fellowship a. Organize Fellowships	→ Number of fellowship meetings organized → Number of active fellowship groups established → Attendance rate at fellowships → Number of testimonies attesting renewal → Numbers or fellowship	→ Fellowship attendance registers and activity reports → Church fellowship registration records → Signed monitoring reports → Fellowship program	→ Church leadership support → Members value fellowships as a core aspect of spiritual growth → Members willing to share and testifying about God's work → Adequate trainers available	→ 2026 - 2031	→ Pastors → Chief vicars

	and facilitators	photos and videos			
b. Improve worship music and enhance liturgy	→ Number of music and liturgy worships or training sessions conducted annually → Number of liturgical leaders trained → Existence of an approve and standardized ADC worship and liturgy manual → Number of musical instrument purchased, repaired, or upgraded → Number of worship team and choirs established and functioning in the Regions	→ Training attendance registers, reports and photos or videos → Training certificates and participants lists → Choir records → Liturgy reports → Congregational feedback forms → Worship observation reports	→ Church leadership approves and adopts standardized liturgy → Availability of funds → Availability of facilitators to guide liturgical reforms → Church adopts cultural diversity within biblical principles.	→ 2026 – 2027	→ Evangelism → Department of culture
I.4 Church Infrastructure and Modernization					
a. Complete ADC headquarters Administration block and Cathedral	→ Percentage of construction works completed against planned phase → Amount of funds mobilized and utilized for construction → Frequency of	→ Construction progress reports, site inspection reports → Financial statement, bank records, audited reports → Engineer and		→ 2026 - 2027	→ ICT and Infrastructure → Archbishop

	monitoring and supervision visits by church leadership → Date of official completion and dedication of the cathedral	architect inspection certificate → Fundraising reports → Site visits reports → Social media and church publication			
b. Enhance ICT and Adopt renewable energy	→ No of departments and offices equipped with ICT tools and equipment's → Internet strengthened at ADC headquarters → No of ADC church programs offices digitalized → No of ADC churches and schools digitalized → Number of headquarters office using Solar energy → Amount of energy cost saved after adoption of renewable energy → No of ICT based evangelism and communication platform formed (Live streaming, websites and social medias) → Frequency of ICT and renewable energy	→ MOU's partnership agreements, meeting minute → Departmental reports, feedback surveys → Maintenance logs, service contracts → Financial statement, electricity bills, comparison reports → Installation certificate and contract reports → ICT audit reports, → Inventory records, procurement documents → ICT departments reports	→ Solar technology suppliers and technicians are available → Church media and communication teams are active and skilled → Cathedral fully functional → No major logistical financial or legal delay → Leadership maintains oversight.	→ 2026 - 2027	→ ICT and Infrastructure → Archbishop

	maintenance and upgrade activities → Number of renewable energy awareness companies or workshops conducted → Partnerships with ICT institutions and renewable energy providers				
2. COMMUNITY AND ECONOMIC EMPOWERMENT					
2.1 Education, Youth and Women Empowerment a. Strengthen and empower youth and women through ADC Mother's Union and ADC Youth CBO	→ Number of active branches → Number of policies guidance formed → Frequency of executive and general meetings held → Availability of strategic plan and annual workshops → Level of membership growth on retention	→ Registration documents of branches → Policy manuals → Minutes of meetings → Strategic plan and annual work plans → Membership register	→ ADC leadership supports youth and women empowerment → Women and Youth interest in empowerment activities → Availability of resources	→ Immediately	→ Women Department → Mother union executive → Youth Department → Strategic planning secretariat
b. Mentorship programs and Scholarships through BCCF	→ Number of mentorship programs developed → Number of scholarships given out → Number of management	→ Minutes and financials records → Number of students on scholarships	→ ADC Church supports mentorship and mentorship programs → Adequate availability of resources	→ Immediately	→ BCCF Office → Archbishop

	meetings of BCCF held		→ Availability of partners		
c. Registration of unregistered schools	→ Number of schools newly registered	→ Registration Certificate	→ ADC leadership supports schools registration → Community supports schools establishment → Government regulations are friendly	→ 2026 - 2028	→ Education Department → Strategic planning secretariat → Archbishop
d. Starting and Developing one Special Need Centers and ECDEs	→ One special Need and ECDE Center development per year	→ Special Need Center and ECDE registration Certificate → Minutes of meeting → Financial records → Inspection reports	→ ADC leadership supports SME's → Community ready to support SME's → Government regulations are friendly	→ Immediately	→ Special programs Department → Education Department → Strategic planning secretariat
e. Promote and upgrade vocational centers to TVET's	→ Number of vocational centers upgraded to TVET's	→ Registration certificates → Inspection reports → Minutes of meeting → Financial records	→ ADC leadership supports → Community support → Availability of students to uptake TVET service	→ 2026 - 2028	→ Education Department → Strategic plan secretariat → Archbishop
f. Start one TVET Institute per year	→ Number of TVET started by registration	→ Registration certificates → Students registrar → Staff employment documents → Physical buildings	→ Support from → ADC office bearers → Support from ADC education department → Adequate resource → Government support	→ 2026 – 2028	→ Rev. Wekesa → Archbishop → Strategic plan secretariat
g. Upscaling of JSS to Senior School	→ Number of ADC JSS approved to upscale to senior schools. → No of schools with completed	→ Approved letters and inspection reports → Financial reports → Donors partners	→ Government remains supportive of FB schools → Adequate resource available → Qualified teachers available → Parents and community	→ Immediately	→ Theology Department → Archbishop

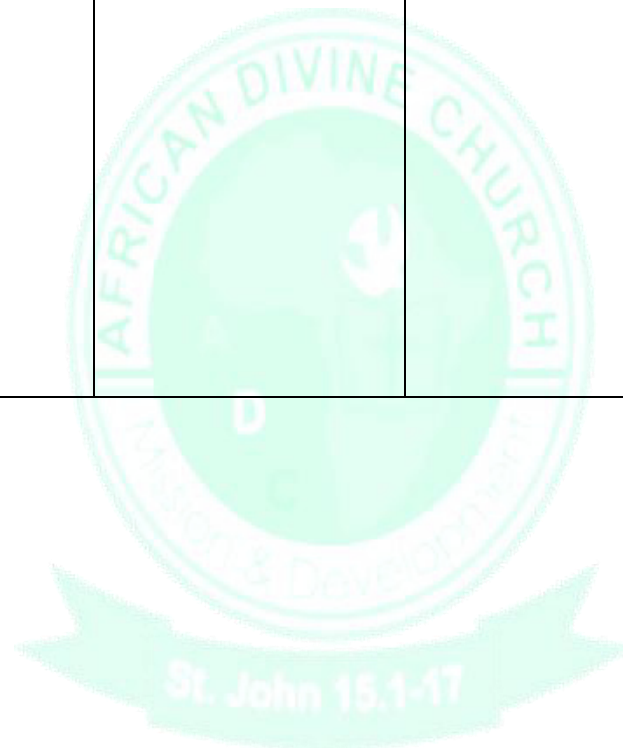
	infrastructures improvement → Amount of financial resources mobilized for upscalling → No of teachers recruited to handle senior → No of partnerships established with government and NGO's for education development → No of schools meeting full MOE compliance standards.	reports → Staffing lists, appointment letters and TSC approval documents → Signed MOU's → Implementation reports	support → Parents recognize ADC schools		
h. Capacity Building, Training and Posting of Chaplains in ADC Schools	→ Number of chaplains resourced → Number of chaplains trained and commissioned → Number of ADC schools with Chaplain posted	→ Trainings certificates → Attendance lists → Chaplains uniforms → Chaplains notes and handouts → The work of the chaplain book → Bible → Training timetable and work plan → Chaplain manual → Chaplain policies → Chaplains reporting tools	→ Support by local community → Church leadership support chaplain program → Church members willing to take chaplains → Adequate resources availability	→ Immediately	→ Theology Department → Archbishop
→					

i. Registration of Music, Sports and Creative activities under BCCF.	→ Number of music, sports and creative groups registered	→ Registration certificate → BCCF Records	→ Support by ADC office bearers and leadership → Members willing to form choir CBO → Government support	→ Immediately	→ Rev. Kwaga → Rev. Keronze
2.2 Social and Economic Development a. Establish Income generating activities - Water Bottling	→ Number of IGA's initiated and operational at headquarters and Regions → Number of business plan developed → Amount of seed capital mobilized for IGA's → Number of members trained in entrepreneurship and project management → Types and diversity of IGA's implemented → Number of partnership and collaborations with government and NGO's on IGA	→ IGA registrations record → Approved business plans and consultant reports → Financial statements and audit accounts → Bank statement, donor reports and receipts → Training attendance list, reports and evaluation forms → Employment records → Signed MOU's	→ Church leadership supports IGA's → Qualified personnel are available to develop viable projects → Adequate funding sources → Adequate availability of factors of productions → Members are available for training → External partners and supportive of church economic programs	→ 2026 - 2028	→ Enterprises Department → Archbishop
b. Mothers Union Bus	→ Number of women enrolled and actively participating in mother's union activities → Existence of a functional mothers union	→ MOU's and correspondence with partners → Events reports → Registration records	→ Church leadership supports mother's union as a key ministry → Members remain committed to active participation and volunteerism	→ 2026 2028	→ Mothers union office → Strategic plan secretariat

	constructions of policy documents → No of capacity building workshops for mothers union → No of branches opened → No of IGA initiated	→ Membership list → Approved constitution and policies → Project documentation	→ Adequate financial technical and logistics support for programs → Social cultural barriers don't hinders programs → Partnerships with Government and NGO's		
c. Strengthen Clergy SACCO – Employ full time Personnel Manager	→ Existence of an updated Sacco strategic plan → Percentage of loans repaid on time → Number of partnerships established with cooperatives agencies, donors and financial institutions → Number of clergy welfare projects supported → No of staff employed in full time or contract basis → No of registered and active Sacco members → No of loan products developed	→ Membership registration reports audited reports → Financial statements, banks records and receipts → Loan product brochures → Members feedback → Loan register, financial statements → Training attendance list → Approved contracts and policy manuals → Loan repayment records	→ Church leadership fully support Sacco → Members maintain a culture of saving → Sacco management upholds transparency, professionalism and accountability → Clergy and church staff committed to join → Members have financial discipline → Adequate ICT tools in lace	→ 2026	→ Clergy Sacco chairman → Archbishop → Strategic plan secretariat
d. Partnerships with Government and NGO – Develop MOU's	→ No of partnership, MOU's signed number of joint programs implemented through	→ Percentage of partnership sustained beyond initial project	→ Church leaderships committed to partnerships → Government and NGO's are willing to work with ADC	→ 2026	→ Planning Department → Archbishop → Strategic plan

	→ partnerships → Number of government and NGO's officials participating in ADC events → Number of policy or dialogue advocacy forums attended by ADC → Percentage of partnerships sustained beyond initial project phase	→ phase MOU's → Annual partnership evaluation reports → Meeting reports and minutes → Financial records	→ Regular communication and coordination mechanism → ADC maintained a good public relations and credibility		secretariat
2.3 Environmental Stewardships and Partnerships					
a. Tree Planting b. Community Clean ups c. Clean Energy Projects d. Climate Literacy And policy advocacy e. Build alliances and partnerships	→ No of trees planted and surviving after one year across church institution and communities → No of community clean ups exercise organized annually by church → No of clean energy projects implemented → Increase awareness and understanding of climate change and environmental core among members	→ Tree planting register, survival rate reports, photos and GIS mapping → Activity reports, attendance list → Site inspection reports → Advocacy reports → Signed MOU's	→ Adequate rainfall follow up and care → Community participation → Government participation → Adequate resource → Communities and members receptive to behavior change → Clergy and lay leaders embrace and promote and co-theology teaching	2026 - 2028	→ ADC office bearers → Entire department

	→ No of advocacy campaigns and public sensitization activities conducted on climate action → No of strategic alliances and partnerships established				
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CHAPTER FIVE: RESOURCE MOBILIZATION

5.1 Introduction

The resources required by the church to implement the strategy include financial, human and physical resources. Resource mobilization and use refers to the financing strategies use to acquire resources to support or pay for the goods or services used in the delivery of the church functions

5.2 Financial Resource (Budget)

AFRICAN DIVINE CHURCH STRATEGIC PLAN BUDGET FOR THE YEAR 2026 TO 2031

LINE ITEM	YEAR 2026 / 2027	YEAR 2027 / 2028	YEAR 2028 / 2029	YEAR 2029 / 2030	YEAR 2030 /2031	TOTAL
I. SPIRITUAL DEVELOPMENT AND CHURCH GROWTH						
CORE BUSINESS						
I. Evangelism and Discipleship						
Activities						
a. Revival meetings (5 Days) 50 Clusters (620 Regions)	1,190,000.00	1,190,000.00	1,190,000.00	1,190,000.00	1,190,000.00	5,950,000.00
b. Outreach Missions (2 Days) 50 Clusters (620 Regions)	420,000.00	420,000.00	420,000.00	420,000.00	420,000.00	2,100,000.00
c. Bible Study Groups (2 Days) 50 Clusters (620 Regions)	222,000.00	222,000.00	222,000.00	222,000.00	222,000.00	1,110,000.00
Total Activity Cost	1,832,000.00	1,832,000.00	1,832,000.00	1,832,000.00	1,832,000.00	9,160,000.00

2. Leadership and Governance						
Activities						
a. Leadership Training (1 Day) 50 Clusters (Clusters Leaders)	95,000.00	95,000.00	95,000.00	95,000.00	95,000.00	475,000.00
b. Governance Policy Development All Heads and Assistants of Departments	390,000.00	390,000.00	390,000.00	390,000.0	390,000.00	1,950,000.00
c. Integrity Promotion 50 Clusters & All Heads and Assistants of Departments	345,000.00	345,000.00	345,000.00	345,000.00	345,000.00	1,725,000.00
d. Mission Administrator (Human Resources)	8,900,000.00	8,900,000.00	8,900,000.00	8,900,000.00	8,900,000.00	44,500,000.00
Total Activity Cost	9,730,000.00	9,730,000.00	9,730,000.00	9,730,000.00	9,730,000.00	48,650,000.00
3. Worship and Fellowship						
Activities						
a. Unity and Collective Worship (2 Days) 50 Clusters (9 Grouped Clusters) (All Regional Leaders)	846,000.00	846,000.00	846,000.00	846,000.00	846,000.00	4,230,000.00
b. Worship Music Cathedral	700,000.00	0	0	0	0	700,000.00
c. Enhance Liturgy Target Chief Vicars	194,000.00	194,000.00	194,000.00	194,000.00	194,000.00	970,000.00
Total Activity Cost	1,740,000.00	1,040,000.00	1,040,000.00	1,040,000.00	1,040,000.00	5,900,000.00
4. Church Infrastructure and Modernization						
Activities						
a. Complete ADC						

Headquarters Administration	2,500,000.00	0	0	0	0	2,500,000.00
Block	65,000,000.00	0	0	0	0	65,000,000.00
b. Cathedral	1,200,000.00	0	0	0	0	1,200,000.00
c. Enhance ICT	4,530,140.00	0	0	0	0	4,530,140.00
d. Adopt Renewable Energy	1,000,000.00	0	0	0	0	1,000,000.00
e. Water harvesting and system	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	2,000,000.00
f. Headquarters Landscaping						
	73,630,140.00	400,000.00	400,000.00	400,000.00	400,000.00	76,230,140.00
Total Activity Cost						
Total						139,940,140.00

LINE ITEM	YEAR 2026 / 2027	YEAR 2027 / 2028	YEAR 2028 / 2029	YEAR 2029 / 2030	YEAR 2030 / 2031	TOTAL
2. COMMUNITY AND ECONOMIC EMPOWERMENT						
CORE BUSINESS						
I. Education, Youths and Women Empowerment						
Activities						
a. Chaplaincy	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	750,000.00
30 Chaplains deployment	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	2,000,000.00
b. Registration of unregistered schools	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	5,000,000.00
c. Start and developing one Special Need Center	200,000.00	200,000.00	0	0	0	400,000.00
d. Integration of Vocational Centers to						

TVET's (Divine Theological and Technical Training Institute) and expand TVET annexes	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	2,000,000.00
e. Equipping of the Institutes	2,880,000.00	2,880,000.00	2,880,000.00	2,880,000.00	2,880,000.00	14,400,000.00
f. Technical Institute Human Resource	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	1,250,000.00
g. Strengthen ADC Mother's Union and ADC Youth CBO (Logistics)	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	750,000.00
h. Registration of Music groups, Sports, and Creative activities	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.0	2,000,000.00	10,000,000.00
i. BCCF	7,530,000.00	7,530,000.00	7,330,000.00	7,330,000.00	7,330,000.00	37,050,000.00
Total Activity Cost						

2. Social and Economic Development						
Activities						
a. Income generating activities	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	1,500,00.00
(Water Bottling Machine)	840,000.00	840,000.00	840,000.00	840,000.00	840,000.00	4,200,000.00
b. Strengthen clergy SACCO						
(Employ full time personnel, Manager, finance and Operations team)	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	750,000.00
c. Partnership with Government and NGO						
Develop MOU's	1,290,000.00	1,290,000.00	1,290,000.00	1,290,000.00	1,290,000.00	6,450,000.00
Total Activity Cost						
3. Environmental Stewardships and Partnerships						
Activities						
a. Tree planting	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	750,000.00
Establishment of nursery	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,000,000.00
b. Community clean ups (21 Counties)	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	5,000,000.00
c. Clean energy projects (Biogas System)						
Biogas Energy	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	1,250,000.00
d. Climate literacy and Policy advocacy	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	750,000.00

e. Build alliances and partnerships	1,750,000.00	1,750,000.00	1,750,000.00	1,750,000.00	1,750,000.00	8,750,000.00
Total Activity Cost						
Total						52,250,000.00

Administration and Coordination: Ksh 19,219,014.00 (Ksh 3,843,802.80 per year)

Secretariat Implementation Team Ksh 7,200,000.00 (Ksh 1,440,000.00 per year)

Total Budget Estimate For the Two Pillars: Ksh 192,190,140.00 (Ksh 38,438,028.00 per year)

Total Budget for the Five year plan: Ksh 218,609,154.00 (Ksh 42,281,830.80 per year)

CHAPTER SIX: STRATEGIC IMPLIMENTATION

6.1 Introduction

This defines how ADC will translate the strategies in the plan into concrete action, programs and measurable results. It involves structures, resources, timelines and accountability system.

1. Implementation Objectives

- ✓ To operationalize the goals and strategies outlined in the strategic plan
- ✓ To ensure effective coordination, resource utilization and accountability.
- ✓ To ensure progress towards both spiritual and community development goals.

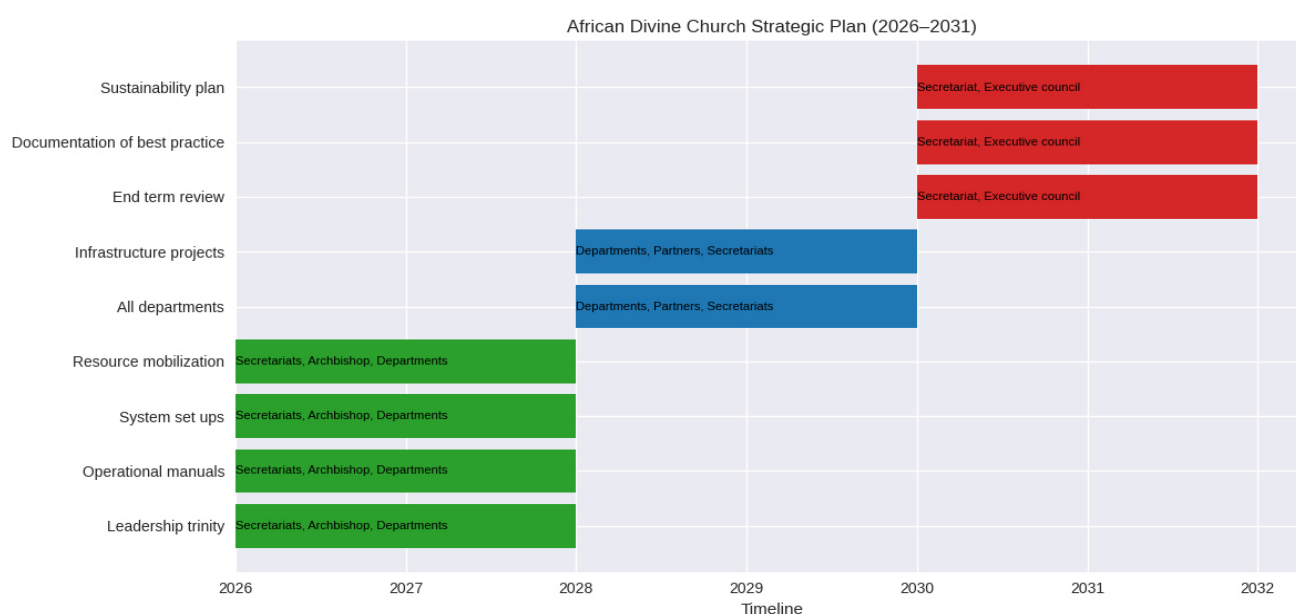
2. Implementation structure

Level	Responsible Body/ Officer	Role In Implementation
Archbishop, Executive Council and Central Council	✓ Archbishop ✓ Council members	✓ Overall strategic leadership, Approve implementation plans, allocate resources, monitors progress, ensure alignment with church doctrine.
Strategic Plan Secretariat	✓ Planning Director ✓ Consultant ✓ Assistant General Secretary	✓ Coordinate, monitor and report progress. ✓ Ensures departments follow timelines and indicators.
Departmental heads, Regions and Assemblies	✓ Heads of departments ✓ Chief Vicars ✓ Pastors	✓ Execute specific activities within their ministries/ departments and mobilize resources.
Regions and Assemblies	✓ Chief Vicars, ✓ Pastors	✓ Implement programs at grassroots level, mobilize congregants and report outcome.
Partners and Stakeholders	✓ County Government ✓ National Government ✓ FBOs ✓ NGOs	✓ Provide technical and financial support ✓ Collaborate on community development projects.

6.2 Implementation Process

1. **Annual work plans:** each department develops Annual Work Plans aligned with the strategic objectives and submits them for approval.

2. **Budgeting and resource mobilization:** Financial plans are prepared annually with reference to the strategic plan. Resources will be drawing from tithes, offerings, enterprises, projects, and external partnerships.
3. **Capacity building:** Ongoing training for clergy and lay leaders in leadership, financial management and project implementation.
4. **Communication and Coordination:** Regular review meetings at headquarters and regional, departmental levels, quarterly reports, and news letters to promote transparency
5. **Monitoring and Evaluation:** Linked to M&E framework progress is tracked quarterly, midterm and end term evaluations conducted.
6. **Implementation timeline**



Gantt chart for the **African Divine Church Strategic Plan (2026–2031)**, visually outlining the three key phases:

6.3 Highlights:

- **Phase 1: Institutional Strengthening (2026–2027)** Activities: Leadership trinity, operational manuals, system setups, resource mobilization Leads: Secretariats, Archbishop, Departments
- **Phase 2: Expansion and Empowerment (2028–2029)** Activities: Departmental engagement, infrastructure projects (solarization, ICT, Cathedral, Admin block) Leads: Departments, Partners, Secretariats
- **Phase 3: Evaluation and Sustainability (2030–2031)** Activities: End-term review, documentation of best practices, sustainability planning Leads: Secretariat, Executive Council

The chart uses color coding for clarity:

- Green for Phase 1
- Blue for Phase 2
- Red for Phase 3

CHAPTER SEVEN: MONITORING AND EVALUATION

Effective implementation of this Strategic Plan requires a robust Monitoring and Evaluation (**M&E**) framework to track progress, assess impact, and inform decision-making. This ensures that ADC remains accountable, adaptive, and focused on results across all levels - national, Cluster, Regional and Assemblies.

1. Structured Review Timeline

- **Mid-Term Review (2028):** A comprehensive assessment of progress at the halfway point of the strategic plan period will be conducted. This review will identify achievements, bottlenecks, and areas needing adjustment, enabling strategic course correction.
- **Final Evaluation (2031):** At the conclusion of the plan, an in-depth evaluation will assess the outcomes, impact, and sustainability of the strategic initiatives. This will guide the next planning phase (2031 - 2036) and help document institutional learning.

2. Cluster and Regional Level Performance Dashboards

- **Development of Custom Dashboards:** Each of the 55 clusters and 687 Regions will have a tailored performance dashboard that captures key indicators in evangelism, leadership development, financial stewardship, infrastructure growth, youth and women empowerment, and social impact.
- **Quarterly and Annual Updates:** Dashboards will be updated regularly using data from church reports, field assessments, and financial summaries to track achievements against set targets.
- **Visual Reporting Tools:** Charts, graphs, and progress maps will be used for easy interpretation by church leadership, partners, and stakeholders.

3. Integration of Feedback Mechanisms

- **Local Reporting:** Assemblies will submit monthly and quarterly reports to Regional Office. These reports will be consolidated at the Cluster level for national use.
- **Stakeholder Consultations:** Periodic feedback sessions will be held with Chief Vicars, pastors, youth, women, and elder leaders to gather insights on implementation challenges and opportunities.
- **Use of Digital Tools and Surveys:** Online platforms and mobile tools will be used to collect real-time feedback from members and leaders to enhance inclusivity and responsiveness.

4. Accountability Structures

- **Monitoring Teams:** National M&E committees will be formed to oversee data collection, reporting accuracy, and progress tracking.
- **Annual Strategic Progress Reports:** A published report detailing accomplishments, challenges, and next steps will be shared with all stakeholders, including partners and donors.
- **Performance-Based Support:** Support and resources will be allocated based on performance metrics to encourage excellence and accountability at all levels.

5. Learning and Adaptation

- **Data-Informed Decision Making:** Strategic decisions will be guided by the evidence collected through M&E processes, ensuring that resources are directed where they are most needed.
- **Knowledge Sharing:** Best practices and lessons learned will be documented and shared across Clusters through learning forums, workshops, and publications.

Monitoring and Evaluation Matrix

Strategic objective	Key activities	Performance Indicator	Means verification	Responsible Person/Department	Time Frame
Strengthening Spiritual Growth among members	Conduct Bible study and Revival meetings	Number of bible study groups	Attendance Records	Evangelism Department	Annual
Promote Unity and fellowship	Organize inter region fellowship events	Number of unity events	Event reports	Evangelism and church secretariat	Annual
Empower members economically	Initiate income generating projects	Number of Projects started	Financial Reports and project Reports	Entrepreneurship and Corporate Department	2026-2031
Enhance infrastructure	Complete construction of Headquarter office and cathedral	Percentage completed	Project Reports	Infrastructure and ICT	2026-2031
Promote youth and women participation	Form fellowships and mentorship programs	Number of active groups	Reports from fellowships and	Youth and women departments	Annual

			mentorship programs		
Improve Leadership and Governance	Conduct Leadership and Governance training	Number of Trainings	Training Reports	Planning and Communication and Seminar Department	Annual
Enhance Stewardship and Accountability of Resources	Strengthen Audits	Number of Audits	Audit Reports	Finance and Audit Department	Annual
Promote Community Service	Support Education and Health Projects	Number of Outreach records	Projects Records	Education and Health Departments	2026-2031
Solarization the Headquarters	Feasibility study conducted on solar energy needs, procurement and installation of solar panels, investors and batteries, training of staff on solar system maintenance	Total installed solar capacity (in-law), number of functions solar panels, invertors and batteries included, system uptime, frequency of maintenance and service.	Feasibility and technical reports, procurement records, training attendance lists and reports, installation completion certificate, M&E reports	ICT and Infrastructure, Entrepreneurship and Corporate , Archbishop	2026 - 2027
Digitalization of the ADC	Procurement and installation of ICT infrastructure (Computer, Network, Servers), development of digital systems (membership, database, finance, communication, HR and document management), staff training on ICT use and data management.	Number of computers, servers and networking equipment installed, percentage of departments connected to the central digital system, number of functional digital system developed (e.g Finance, HR, membership,	Procurement records, installation reports, training attendance sheets and reports	ICT and Infrastructure Department, Archbishop	2026 - 2027

		Communication, records), number of staff trained in ICT and digital tools, ICT policy and digitalization strategy			
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CHAPTER EIGHT: CONCLUSION AND WAYFORWARD

Conclusion

Our strategic plan, “Transforming lives through Spiritual Development, Church Growth, and Community Empowerment,” outlines a comprehensive roadmap for Women and Youth Empowerment, headquarters Solarization and the broader church community. By leveraging ICT and implementing targeted initiatives, we aim to foster spiritual growth, empower communities, and promote economic development.

Way Forward

Key Objectives

1. **Spiritual Development:** Enhance discipleship, Bible study, and prayer programs through ICT-enabled platforms.
2. **Church Growth:** Leverage ICT for outreach, membership growth, and community engagement.
3. **Community Empowerment:** Implement initiatives for economic empowerment, education, and environmental conservation – tree planting, adoption of solar.
4. **Infrastructure Development:** Completion of the Cathedral and Administration block projects, enhancing worship and congregation space
5. **Capacity Building:** Strengthen ADC Clergy SACCO, providing financial support and resource for clergy members.
6. **Sustainability:** Promote solarization and reduce environmental impact.
7. **Secure Funding:** Identify and secure funding source to support the stakeholders to amplify impact.

Implementation Plan

1. **Short-term (0 – 12 months):** Launch ICT-enabled initiatives, begin cathedral finishing projects, and establish tree planting programs.
2. **Medium-term (1 – 2 years):** Expand community empowerment initiatives, enhance ICT infrastructure, and strengthen ADC Clergy SACCO.
3. **Long-term (2 – 5 years):** Scale up successful initiatives, explore new technologies, and establish the church as a leader in community development and environmental conservation.

Key Performance Indicators (KPIs)

1. **Spiritual Growth:** Measure increase in discipleship, Bible study, and prayer group participation.
2. **Church Growth:** Track membership growth, worship attendance, and community engagement.
3. **Community Impact:** Assess impact on economic empowerment, education, and environmental conservation.
4. **Infrastructure Development:** Monitor progress on cathedral finishing project.
5. **Economic Empowerment:** Strengthening of the ADC Clergy SACCO, ADC Mothers Union and ADC Youth CBO.

By working together, we can harness the power of ICT to transform lives, empower communities, and fulfill our mission.

APENDIX I: ADC STRATEGIC MANUAL DEVELOPMENT PLAN

ADC Strategic Planning Manual Develop Planning

I. The strategic plan development secretariat

It is the coordinating and administrative team responsible for managing and guiding the entire strategic planning process. It ensures that the process runs smoothly stakeholder are involved, data is collected and analyzed properly and that the final plan is well documented and implemented.

Composition

Secretariat will include a mix of administrative technical and communication personnel to ensure smooth coordination

Position/ Role	Key responsibility
Lead Consultant	• Provide overall leadership • Ensure adherence to timeline • Report to the top ADC leadership • Guides on methodology, data analysis and drafting of the strategic plan • In charge of all records
Secretary / Coordinator / IT Expert	• Manages day to day coordination • Schedule meetings • Keep records • Communicate with stakeholders
Finance Officer	• Manages budget, procurement and financial reporting for the planning process
Monitoring and Evaluation	• Ensure that plan includes clear performance indicators and implementation tracing mechanisms
Communication Officer	• Handles stakeholder communication, publicity and feedback mechanism
Stakeholders / Departmental Representatives	• Ensure each stakeholder priorities are reflected in the plan
Administrative Assistance / IT Expert	• Supports logistics • Documentation and meeting arrangements

2. Key Responsibilities of the Secretariat

i. Planning and Coordination

- Develop and manage the work plan and timeline for the strategic planning process.

- Coordinate meetings, workshops and consultations with stakeholders.
- ii. Data collection and Analysis
 - Facilitate environmental scan, SWOT/PESTLE analysis and stakeholder input sessions
 - Compile data and feedback for analysis and report analysis and report perforation
- iii. Documentation
 - Prepare progress reports, minutes and draft of the strategic plan
 - Maintain proper records of all planning activities
- iv. Stakeholders engagement
 - Communicate with internal and external stakeholders
 - Organize validation forums and ensure inclusive participation
- v. Budget and logistics management
 - Oversee use of funds for workshops, printing, travel and consultancy fees
 - Prepare and submit periodic financial reports
- vi. Quality assurance
 - Ensure the plan aligns with institutional vision, mission and values
 - Review draft before submission to the steering committee or board

3. Suggested reporting structure

Strategic plan secretariat in ADC planning committee/ strategic planning steering committee in church executive/ central council

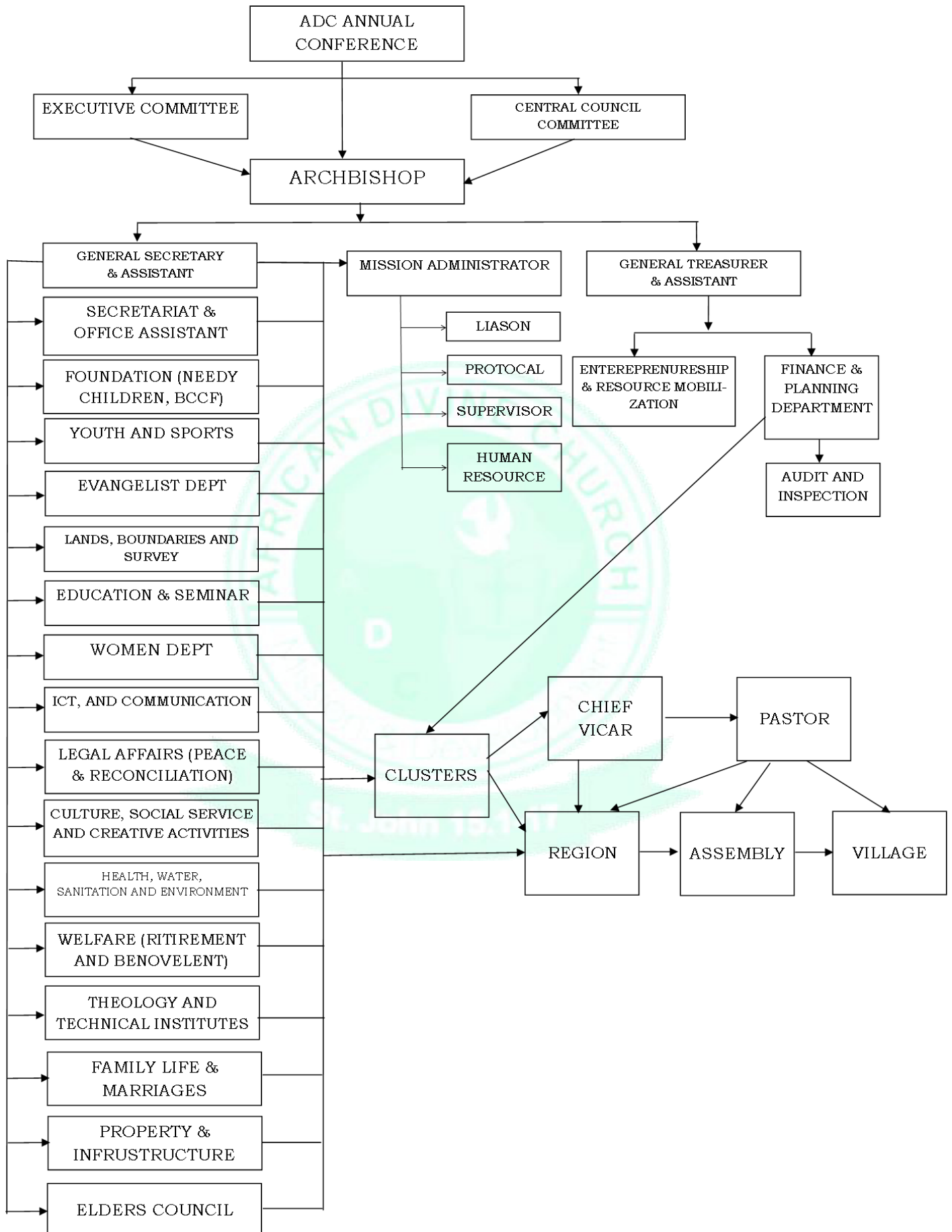
4. Suggested work plan stages

- I. Inception and terms of reference
- II. Data collection and situational analysis (SWOT and PASTLE)
- III. Stakeholder consultations
- IV. Proofing of strategic plan
- V. Validation workshop
- VI. Finalization and approval
- VII. Launch and dissemination

5. Implementation Timeline

PHASE		ACTIVITIES	TIMELINE (2025)
I	Inception	Secretariat formation, TOR approval, strategic plan concept development	10 th Oct
2	Data collection	SWOT, PESTEL, stakeholder analysis	11 th Oct
3	Drafting	Analysis and draft preparation	13 th – 16 th Oct
4	Validation	Stakeholders review and feedback	17 th – 18 th Oct
5	Finalization	Editing design, approval	18 th – 19 th Oct
6	Publishing	Mass production of copies	19 th – 21 st Oct
7	Launching	Public unveiling and distribution	2 nd Nov.

APENDIX II:ADC ORGANOGRAM



APENDIX III: LIST OF PARTICIPANTS

	Name	Position	Region / Department
1	Rev. John S. J. Chabuga	Chairperson	Archbishop
2	Mr. Stephen Bulemi	Lead Consultant	Secretariat / Legal Advisor
3	Mrs. Elyne Lovega	Ass. Consultant	Secretariat
4	Rev. Reuben Ombajo	Secretary /Coordinator	Secretariat / Assistant General Secretary ADC
5	Rev. Wilson Wekesa	Administrative Assistance	Secretariat / Planning
6	Bro. Brian Mulama	IT Expert	Secretariat
7	Mrs. Jane Saiya	Mama Mission	Mother's Union
8	Rev. Patrick O. Olome	Director / Head of Department	Education
9	Rev. Tadayo MC Obiero	Director / Head of Department	Theology
10	Rev. Jotham Odari	Director / Head of Department	Seminar and CaR Programme
11	Rev. Alfred M. Ambale	Director / Head of Department	Peace and Reconciliation
12	Rev. Hadson N. Yeddah	Director / Head of Department	Lands and Development
13	Rev. Samuel Shadiara	Director / Head of Department	Youths
14	Rev. Solomon Magembe	Director / Head of Department	Resource Mobilization
15	Rev. Joseph Matsiri	Director / Head of Department	Family Life and Benevolent
16	Rev. Paul Nyakundi	Director / Head of Department	Entrepreneurship and Cooperative
17	Rev. Evans Logedi	Director / Head of Department	Culture and Creative Activities
18	Rev. Henry Mukwana	Director / Head of Department	Special Needs
19	Mrs. Margaret Saina	Director / Head of Department	Children
20	Mrs. Norah Mudin	Director / Head of Department	Audit
21	Mrs. Betty Odinga	Director / Head of Department	Water
22	Mrs. Safina Muhonja	Director / Head of Department	Women
23	Rev. John Keronze	Director / Head of Department	BCCF

APENDIX IV: PICTORIALS



SECRETARIAT AND BOARD OF DIRECTORS AFTER REVIEWING OF THE DOCUMENT



**SECRETARIAT TEAM AFTER FINISHING AND
COMPILING OF THE STRATEGIC PLAN
DOCUMENT**

THE CATHEDRAL WORK PLAN



**SECRETARIAT CHAIRPERSON HANDING OVER THE DRAFT TO ARCHBISHOP
FOR REVIEWING**



AFRICAN DIVINE CHURCH

STRATEGIC PLAN

2026 - 2031



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