

# **Strategic Plan**

## **January 2014 to December 2016**

*(launched December 8<sup>th</sup>, 2013)*

### **SAINT CATHERINE OF SIENA CATHOLIC CHURCH KITISURU**



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## ACRONYMS AND ABBREVIATIONS

CFC	Couples for Christ
CMA	Catholic Men Association
CWA	Catholic Women Association
FC	Finance Council
FR.	Father (Catholic Priest)
MOSC	Men of Saint Catherine
Kshs	Kenya Shillings
MYG	Missionary Youth Group
PEST	Political Economical Social Technological
PMC	Pontifical missionary child hood
PPC	Parish Pastoral Council
RCIA	Rite of Christian Initiation of Adults
SACCO	Savings and Credit Cooperative
SCC	Small Christian Communities
SOB	Strategic objective
STP	Strategic plan
SWOT	Strengths weakness opportunities threats
WOSC	Women of Saint Catherine
YOSC	Youth of Saint Catherine

## **PREFACE**



As a Church we are called by God through baptism, nourished by the celebration of the Eucharist, and inspired by the Holy Spirit to be committed to proclaiming the Good News of Jesus Christ to all. Our Church of Saint Catherine of Siena, in particular, desires to be faithful to the examples and teaching of Christ by sharing God's love, compassion, and mercy through worship, service, education, and hospitality.

In 2011, our Church Council recognized the need for a strategic plan. One that would help Saint Catherine shape its priorities, focus on its members and strengths; and align its resources and actions with the mission, vision, core values and strategy. Towards this end, a dynamic team drawn from the diverse Church membership pulled together the three-year strategic plan articulated in this publication. It is my prayer—and that of the Church Council—that this practical, valuable, tool helps to enhance and to strengthen our growth, collaboration and achievements, as well as our day-to-day operations, decisions and services.

We put ourselves in God's hands as we strive to seek and not to be sought; to humble ourselves as we search for the Kingdom of God in our lives. The guidelines shared in this document are not rules; they are a call to holiness directed to all the baptized, a call to witness for all the members of St. Catherine of Siena.

May the light of Christ continue to enlighten us as we search for his Kingdom in our hearts and in our lives.

Yours in Christ,

*Father John Lenkaak O.P.*

*Parish Priest*

*Saint Catherine of Siena*

## **MESSAGE FROM THE CHAIR PARISH PASTORAL COUNCIL**



Any forward looking organization today needs a strategic plan (STP); St Catherine of Siena Church is no exception. Simply the plan spells out where we are going for a period of time and how we are going to get there, basing our actions on our vision and mission. The plan will help us focus our energy, resources and time in the same direction.

Being the first STP in our Church, the P Pastoral Council (PPC) opted for one of three year period. By the end of this period we shall have a better understanding of such a plan and its implementation to decide what period the next one will take.

In drawing up this STP the PPC made the effort of involving as many parishioners as possible through the various Church groups. This was so that we may own it and move with it as ours, by us. This is my humble prayer.

On behalf of the PPC I would like to recognize all those parishioners and friends involved in preparing this document, and in particular our Parish priest Fr John Lenkaak, Mr. Hezekiah Gichure, and Jane Kiringai. Apart from the printing, all other services were 'pro bono'. May God continue blessing them.

Finally from Psalm 127:1, 'Unless the Lords build the house, its builders labour in vain'. In implementing our plan we ask the Almighty God to bless it and guide us through as we make our way and that of all humanity to Him in heaven, forever and ever. Amen.

Elizabeth Wanjiku Ngaruiya

The Chair of Parish Pastoral Council

## **EXECUTIVE SUMMARY**

This is the first strategic plan, developed in 2013 for St Catherine of Siena Catholic Church Kitisuru, Nairobi. This 'growth' strategic plan covers briefly where we have come from, then moves to show where we are, where we want to go, and how we will go there as a community of St Catherine of Siena Catholic Church between year January 2014 to December 2016. This is covered in two broad sections:

1. The introduction
  - A. The origin of St Catherine
  - B. The current Church structure
  - C. Our vision, mission and core values
  - D. PEST and SWOT
2. The Strategic Objectives
  - A. The Community
    - I. Small Christian Communities
    - II. The Ecclesial groups
  - B. The Spiritual
    - I. The Church sacraments
  - C. The Church Administration
    - i. The priest in charge
    - ii. The assistant priest
    - iii. Staff workers
  - D. The Finance Council
    - I. Fundraising committee

The strategic plan was produced based on a concerted effort from all the leaders of the Small Christian Communities (SSC) and the Ecclesial groups led by the Chair of the Parish Pastoral Council (PPC), Mrs. Wanjiku Ngaruiya, and the Parish Priest, Fr. John Lorisio. As part of the process, the team carried out and produced several integral pieces of work. These include:

1. Analytical work to help evaluate, ground and define an appropriate strategic plan for the Church, particularly focusing on the internal and external environmental factors that could impact on the Church.
2. Production of a detailed Church structure that makes clear the various parts, functions, and services of the organization, including their interrelationships and how they align with the Church's key strategic objectives, i.e. community, spiritual and Church administration.
3. Presentation of the statements that define the Church's vision, mission, core values and benchmarks.
4. Outlining the practice, principles, plans, requirements and guidelines that characterize and govern the activities existing under each of the three strategic pillars, i.e., community, spiritual and Church administration.

Small Christian communities are currently three while the ecclesial groups are seven. This may be attributed to the small size of the Church population. For this strategic plan to succeed, more effort to increase Christian numbers is necessary. The appendices summarize the processes.

## **INTRODUCTION**

### **Church Description - Current Position, Jurisdiction and Structure**

St. Catherine of Siena is a Roman Catholic Church under the central deanery of the Archdiocese of Nairobi, Kenya. It was founded in November 2002 (initially placed under the Dominican Friars, East African Vicariate) at the invitation of Archbishop Ndingi MwanaN'zeki (Emeritus). The Church stands on a five acre land that was donated by the late Mr. Joseph Githinji. The predominant coffee trees were cleared and a temporary building made up of a Makuti roof and polythene walls built. To date, this still serves as the Church's worship centre and hall.

A development master plan for the Church was muted which comprised the priests' house, a permanent Church, a hall and a community centre. The priests' house, known as the Dominican house, was completed in 2008 and the priests moved in from their leased premises. Construction of the permanent Church, which commenced in October 2011, is still on-going and due for completion in 2016. The construction of the proposed hall and the community centre remain on hold.

Other Churches grouped together with St. Catherine of Siena under the central deanery include St Austin, Muthangari, Consolata Shrine, Holy Trinity Kileleshwa, St Paul's University Chapel, St. Francis Xavier, Holy Family Basilica, St. Peter Claver's, Don Bosco Shrine, Our Lady Queen of Peace South B, and St. Catherine of Alexandria South C.

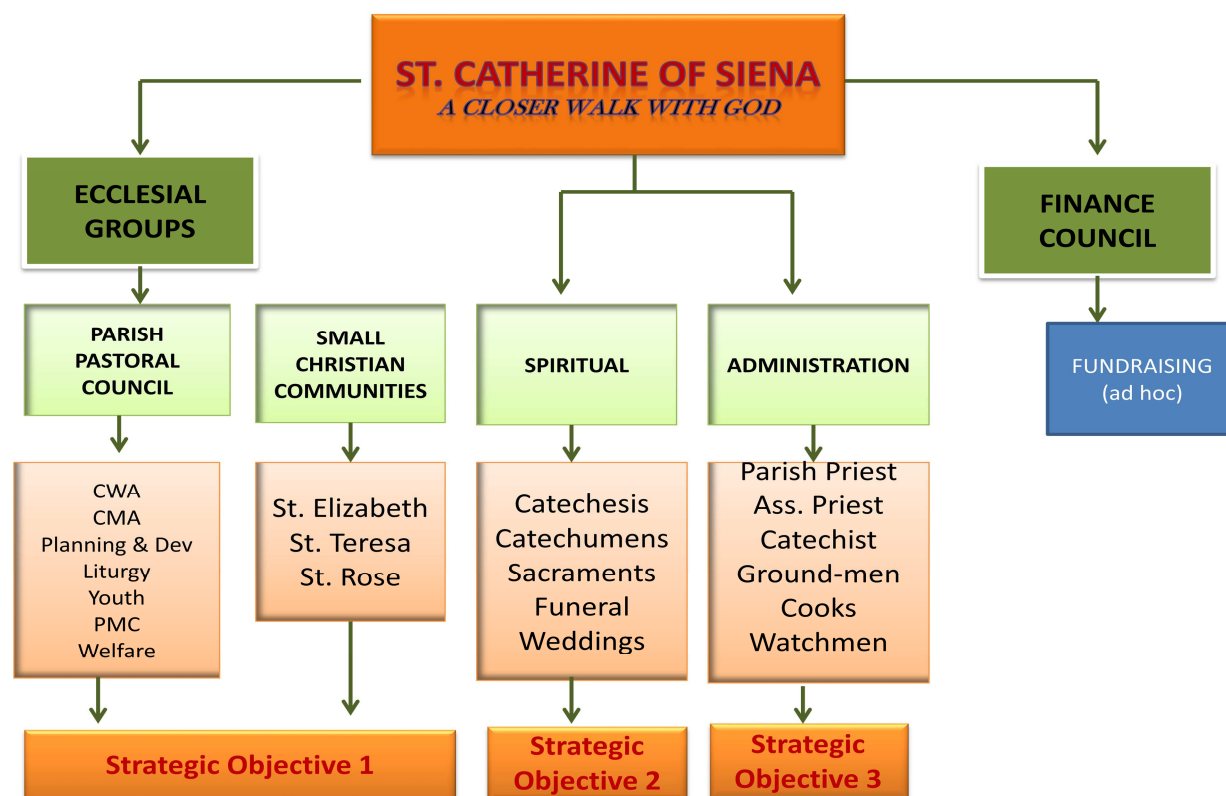
Geographically, St. Catherine serves parts of Westland's division including Loresho, High View, Spring Valley, Kitisuru, and new Kitisuru, Nyari, New Muthaiga, Rosslyn, Nyari, Kihingo and adjacent estates.

The Church supports a structure with various functions and services that are fully aligned with the Church's three key strategic pillars, i.e. community, spiritual and administration. This organization is illustrated in detail in Figure 1.



## THE CHURCH STRUCTURE

(Figure 1)



## ANALYTICAL SUPPORT WORK

Two pieces of analytical work offered some important background information that would help to define a relevant and responsive strategic plan for the Church. These are: (i) an analysis identifying the strengths, weaknesses, opportunities and threats (SWOT), both internal and external, facing the Church, and (ii) a study looking at pertinent political, economical, social, technological (PEST) contexts for the Church. The findings from each of these studies are shared below.

### The SWOT Analysis

The table below lists the SWOT identified as of strategic relevance for St. Catherine.

**Table 1: SWOT Analysis**

Strengths	Weaknesses	Opportunities	Threats:
<ul style="list-style-type: none"> <li>➤ Multi cultural diversity</li> <li>➤ Sense of belonging</li> <li>➤ Cohesiveness in worship</li> </ul>	<ul style="list-style-type: none"> <li>➤ People are yet to know each other well enough to be able to understand and cooperate fully in all the Church activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tapping of members within the jurisdiction - Christians who reside within this area can be harnessed to become</li> </ul>	<ul style="list-style-type: none"> <li>➤ Losing of our youth and young adults to other vibrant Churches and denominations</li> <li>➤ Mushrooming of other</li> </ul>

<ul style="list-style-type: none"> <li>➤ Simplicity</li> <li>➤ Concern about each other's needs</li> <li>➤ Many priests/brothers</li> <li>➤ Christians with resources and diverse expertise</li> <li>➤ Already existing small communities and groups who have some experience which can be used for expansion</li> </ul>	<ul style="list-style-type: none"> <li>➤ Few members based on the jurisdiction</li> <li>➤ Lack of cooperation outside Church</li> <li>➤ Lack of patience</li> <li>➤ Time keeping – not good at all</li> <li>➤ Few established groups</li> <li>➤ Apathy in joining groups</li> <li>➤ Slow in conclusion and exhausting of issues</li> </ul>	<p>members of St Catherine: Many Catholics in the neighborhood who are not members of St. Catherine.</p> <ul style="list-style-type: none"> <li>➤ Increase of the number of small Christian communities through the existing ones.</li> <li>➤ Increase the number of Church groups</li> <li>➤ Groups in the archdiocese that can be used to help set up other needed groups in St. Catherine</li> </ul>	<p>denominations</p> <ul style="list-style-type: none"> <li>➤ Proper Sacramental reception by Christians</li> <li>➤ Membership registration</li> </ul>
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## The PEST Analysis

The PEST contexts relevant to the Church, and particularly to its strategic planning, are discussed below.

### ***Impact on Political Factors***

Kenyans embraced in large numbers a new constitution with far reaching reforms (2010). By the time this strategic plan was emerging the country had just concluded general elections and a new government was in place (2013) amidst high public expectations for realization of the reforms. The reforms include, for example, the devolution of power to county governments and the promotion of human rights (including free religious worship, among other areas) through an ambitious bill of rights. Some political activists question the executive's commitment to devolution and are calling for a referendum that would make it possible for county governments to receive more funds, empower the Senate, and devolve more functions of the national government. There are others, however, who feel the timing is wrong because Kenyans are psychologically tired of elections. There are also some who question whether those calling for a referendum are using it to push their own political agenda. These political differences cause uncertainty in the environment, including that of the Church community.

### ***Impact on Economical Factors***

The current political situation in Kenya has created a situation where money is not doing rounds as would be expected in a calm situation. This may be interpreted to mean that people are not spending their money due to uncertainties' in the political circles. Another school of thought is that due to the broached government and the push for higher salaries in many facets of the divide, there is not enough money available for all.

Yet the population of St Catherine of Siena for some time now has stagnated and limited to just below a hundred families. This trend has an effect on the financial expectations to the Christians who sometimes become apathetical especially given that the few have embarked on a project of close to a hundred million shillings besides being expected to cough a million shillings annually to the "Family" kitty in the office of the Cardinal.

### ***Impact on Social Factors***

The St. Catherine's community mirrors the many classes, races, cultures, and livelihoods that make up the fabric of Kenyan society. Church members range from those in the wealthier neighborhoods to others living in the original Kihingo and Gachie. Therefore, concerns related to how poverty, inequity and the economy are affecting the Church and its members remain relevant for the Church's position, including for its strategic planning. These concerns, however, are reflective of a broader country wide problem grappling with high poverty levels and an economy that is operating below its potential<sup>1</sup>.

### ***Impact of Technological Factors***

Technology, and indeed communication technology has made the world a small village. It is easy to know what is happening to the Roman Catholic Church on the other side of the globe just by a switching on your mobile phone. As we embrace the face book, the twitter and you tube among many other technological tools, it is easy to turn the same as tools preach the Word of God to those new and far. Yet the same tools have been used to serve selfish ends by the young and the old. It is not surprising to see one busy fingering his mobile phone or receiving a call when the Mass is on.

## **CHURCH VISION, MISSION, CORE VALUES AND BENCHMARKS**

The following statements represent St. Catherine of Siena's overall vision, including its mission, set of core values and critical benchmarks with other developing Churches in the Archdiocese.

Our Vision	Our Mission
<ul style="list-style-type: none"><li>•To be the preferred choice of a community that lives and learns the catholic faith: a fountain for those who seek spiritual nourishment in a peaceful atmosphere, inspiring all to the love of God's Grace in a culture cordially centered in Christ.</li></ul>	<ul style="list-style-type: none"><li>•"We, the community of St. Catherine of Siena Parish- Kitisuru, in the Archdiocese of Nairobi, guided by our patroness Saint Catherine of Siena and amidst our multicultural diversity, are called to celebrate God's presence in our lives, by being prayerful and proclaiming the good news of Jesus Christ in the spirit of faith and service to all who seek shelter in our parish"</li></ul>

<sup>1</sup> The *World Bank Kenya Economic Update report* (June 2014) estimates Kenya's poverty rate to be in the range of 34 and 42 percent level (imprecise estimates due to the absence of a household survey since 2005) just slightly lower than in 2005 (47 percent) and an economy, over the last decade, that has been growing at an average of 3.8 percent compared to a sub-Saharan average (excluding South Africa) since 2002 of 6.5 percent..

## Our Core Values

- Being a church in Nairobi endowed with a diverse range of international cultures, we:
- Recognize and welcome our visitors individually every Sunday;
- Cultivate a sense of belonging;
- Promote spiritual growth;
- Demonstrate love and concern;
- Value inclusiveness;
- Support openness;
- Show transparency; and
- Encourage unity.

## Our Benchmarks

- Our benchmarks shall be:
  - Christian population on Sundays and weekdays;
  - Involvement of Christians in the liturgy;
  - Sacramental dispensation;
  - Financial sustainability; and
  - Growth and sustainability of church initiatives vis a vis projects.

## COMMUNITY - STRATEGIC OBJECTIVE 1

*The Church's work is strongly focused on communities and, fundamentally, on their everyday existence so that members can live authentically as Christians. Moreover, these members serve the Church in many ways, not least as effective witnesses. This section presents the community pillar of the Church which houses and supports two pivotal groups of the Church, i.e. the SCCs and the Ecclesial Church groups. Each of these is discussed in more detail below, including the principles, activities and guidelines that characterize and govern them.*

### Small Christian Communities

The small Christian communities (SCC) such as St. Rose, St. Elizabeth and St. Teresa communities, offer important avenues for genuine and supportive Church-community collaborations. Specifically, the SCCs seek to positively influence individual lives of the faithful. Towards this end, all Christian faithful in the Archdiocese of Nairobi are encouraged to be members of SCCs.

In general, SCCs promote a number of characteristics and requirements that support their mission and that of the wider Church. These guidelines, spanning group requirements, expected group activities, election protocols and leadership responsibilities are presented in detail (Table 2) below.

**Table 2: General SCC Guidelines**

Group Requirements	Essential Activities	Leadership Responsibilities
<p>a) <b>Small:</b> must be a manageable group of about 10-20 families who reflect the geographical, territorial and sociological aspects of the Church.</p> <p>b) <b>Christian:</b> it is a Christ-centered group of members who share one faith, one baptism, one love, one worship/liturgy, one mission and similar religious values. The Word and the Holy Eucharist are the pillars of the group.</p> <p>c) <b>Community:</b> It is composed of individuals who share common interests, such as a neighborhood, ideas, life, property, etc., each according to his/her ability and needs. The SCC is the core unit of the Church of Christ, which is one, holy, catholic and apostolic.</p>	<p>a) Meet together with the power of the Word of God.</p> <p>b) Meet in small groups and at the Christian houses of group members.</p> <p>c) Pray together in communion with the Universal Church.</p> <p>d) Realize the Gospel in their lives.</p> <p>e) Invite other Christians/families to meetings.</p>	<p><b>Elections for Leaders</b></p> <p>Each SCC selects by secret ballot the following positions:</p> <ul style="list-style-type: none"> <li>a) Chairperson</li> <li>b) Vice chairperson</li> <li>c) Secretary</li> <li>d) Assistant Secretary</li> <li>e) Treasurer</li> </ul> <p>Leaders serve a three-year term of not more than two consecutive terms. A candidate convert must have been officially received in the Church and practiced as a Catholic for at least five years.</p> <p><b>Leadership Functions</b></p> <ul style="list-style-type: none"> <li>a) Facilitate in building relationships and commitment to all members.</li> <li>b) Encourage members to practice Christian values.</li> <li>c) Represent the members at the Church level and facilitate communication with the Church priest and the Pastoral team.</li> </ul>

		d) Recognize and utilize members' abilities, talents and gifts. e) Help in peace building and conflict management.
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The specific descriptions for St. Rose, St. Elizabeth and St. Teresa, including their individual practices, activities, and plans are shared in detail below and in appendices 1.

### Saint Rose

St. Rose consists of nine families who meet monthly in the members' homes. The group was started in 2000 by some Catholics living in Nyari Estate who felt the need to connect in order to share the word of God, pray together and support one another. At the time members were worshipping in different Churches before St. Catherine of Siena services started.

The proposed activities for St. Rose include the following:

1. Hold monthly meeting for prayer, sharing the word of God and taking part in celebration of Mass.
2. Animate Mass as per the schedules of St. Catherine of Siena Church.
3. Make an annual financial contribution towards Church projects.
4. Provide moral and material support to members during difficulty and celebratory times.
5. Organize annual retreats for members.
6. Make annual contributions towards a charitable cause.
7. Invite other Christians living in Nyari estate and friends to participate in the SCC activities so as to outreach spiritually to them.

*NB. Some of activities will depend on St. Catherine of Siena's schedules.*

### St Elizabeth

St. Elizabeth consists of twelve members who meet at a member's residence every second Tuesday of the month. The procedures for the meeting are outlined below (see box). The core values of the group are spirituality, charity and communion. Their driving force is shared faith, praying together and spirituality. At the same time, individual commitment, dedication, active participation and sacrifice are also considered important by the group, especially for enhancing togetherness. The goals of the group are to:

- Increase membership;
- Offer mentorship to our children;
- Guide families;
- Engage youth in our Jumuiya and its activities; and
- Integrate 'rope' in the group.

#### St. Elizabeth's Meeting Procedures

1. Meeting starts at 6.30 pm
2. AOB/ socializing
3. Prayers, mass, rosary, bible sharing - 45 minutes
4. Jumuiya business over a cup of tea

The group's identified strengths are social cohesiveness, prayerful ladies and a minimal variance in the various members' social levels. The group challenges, on the other hand, include lack of commitment, poor communication and untapped motivation and inspiration.

The activities of the group include the following:

1. Prayers
2. Fund raising
3. Supporting and promoting Church activities
4. Supporting each other through prayers

The group's vision is to grow in spirituality and in membership numbers. There is also an expectation that the group will need to split in three years into smaller SCCs due to growing numbers. In order to accomplish this vision, St. Elizabeth plans to achieve the following:

1. Commitment, sacrifice, and dedication
2. Charity day in April 2014
3. Mobilize members during the monthly meetings
4. Recollection day in July 2014
5. Family day in November 2014, and reach out to other Catholics in the neighborhood
6. Encourage each other at the monthly meeting to find time to participate in the Jumuiya activity

## St Teresa

The St. Teresa SCC has fifteen members who meet every third Sunday of the month at the Church compound. Listed below are the group's objectives and beliefs, as well as some specific operational plans for the strategic plan period (see box).

### 1. *We meet together with the power of the Word of God.*

- a. The word of God is always in the centre of our group. Therefore, wherever we meet the Word of God takes first and central place. Listening to the Word of God and sharing our experiences, we mature as children of God and develop an evangelical perspective to see, discern and judge the complex realities of our world.

### 2. *We pray together in communion with the Universal Church:*

- a. As a Christian community we will strive to grow together in our spiritual life praying together regularly, following the liturgical calendar of the Universal Church. Moreover, we shall be influenced in our spiritual life by others in the community through the sharing of experiences lived in daily life.

#### St. Teresa's Plans

- ***We plan to move our meeting venue to members' houses:*** this will strengthen contacts, bond ship with community life, a sense of belonging. and solidarity among members.
- ***We will invite other Christians/families round us to our meeting:*** so that we spread the Word and participate in the growth of the universal Church. During strategic plan period we shall start another SCC when membership grows beyond 10 families. In so doing we will be seen to have faith in deeds.

### 3. *We realize the Gospel in our lives.*

- a. We shall try to put into practice the Word of God in our concrete daily lives. As there are several methods of sharing the Gospel, our aim is not only to meditate on the Word of God but also to live our daily lives in the knowledge we receive from the Gospel so that we contribute towards realizing the Kingdom of God in this world.
- b. The SCC puts us in a powerful context so that we can challenge unjust realities in modern society and transform the world into the Kingdom of God which Jesus wished to accomplish.

## **Ecclesial Church groups**

These are associations which are distinct from institutes of consecrated life and societies of apostolic life. Here, Christ's faithful whether clerics or laity, or both, strive with a common effort to foster a more perfect life to promote public worship or Christian worship. They may also devote themselves to other works of apostolate—such as initiatives for evangelization, and works of piety or charity—which animate the temporal order with the Christian spirit.

To belong to any group within the Church one has to be a baptized catholic or a catechumen, unless the authority decides otherwise. Ecclesial group leaders shall be in office for a term of three years, and eligible for not more than two consecutive terms. The mode of elections shall be by secret ballot.

The guidelines for associations are as follows:

1. They should be recognized by the priest in charge as well as the Archdiocese leader
2. They must be cleared and recommended by the Local Ordinary
3. Every group should have its constitution / statutes
4. They should find their rightful meaning in the a Church setup
5. All groups should be in harmony with the pastoral guidelines of the Archdiocese
6. All groups should operate under the guidance of the Father in Charge at the Church level

St. Catherine has several Ecclesial Groups. These are: the Pastoral Council (the umbrella body that oversees the others), the Catholic Women Association (CWA), the Catholic Men Association (CMA), Planning and Development (ad hoc under Finance Council), Liturgy, Pontifical Mission Childhood (PMC), the Welfare Group and the Youth Group. These are discussed in more detail below.

## **Parish Pastoral Council**

In accordance with Can.536, St. Catherine of Siena has a PPC chaired by an elected laity. However the responsibility rests with the Priest in charge. The PPC holds a consultative vote only and is governed by norms determined by the Archdiocesan of Nairobi.

### **PPC Members**

1. The Priest in Charge,
2. The Assistant Priest in Charge,
3. Elected representatives of SCCs,
4. Chair persons of Church ecclesial movements

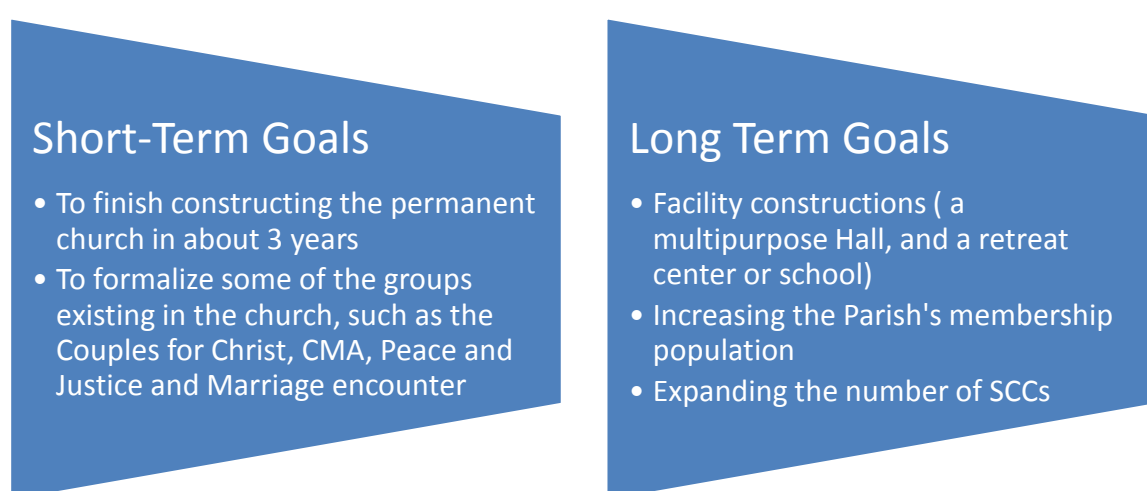


The PPC members are essentially representatives of SCCs and other Church councils, committees and Church groups (see box). Those eligible to become members of the council should: (a) be Catholic Christian; (b) be known in the Church for their commitment and good reputation; (c) have shown signs of natural leadership in his/her family and community; and (d) have been receiving sacraments. However, exceptions to one or more of these requirements may be made by the father in charge, based on pastoral reasons.

The functions of the PPC are as follows:

1. Assisting the Church's apostolic work in evangelization, sanctification, charity, social work and catechesis,
2. To enhance communication from different levels of the Church to the faithful and vice versa,
3. To formulate pastoral and physical development plan for the Church,
4. To assist the Priest in Charge in Church administration.

The following illustration presents the PPC's short and long term goals:



## Catholic Women Association

The CWA is a worldwide association of catholic women. Its motto is *Strong in Faith*. It aims to strengthen women's faith and their economic and social status so that they can play an effective role in the family, Church and society. CWA membership is open to all catholic women who are 18 years and above. Members are required to meet the obligations and observe the rules set by the association guided by the national CWA constitution. They should be active in Church activities, serve as role models and attend meetings, seminars and retreats organized at the Church, deanery, archdiocese and national levels.

The association is represented by fifteen members who include a chair, vice chair, secretary, vice secretary and treasurer. The group meets once a month, at the Church grounds Kibanda, after Mass. Typically, the meeting covers: (a) opening prayers, spiritual reflection; (b) reading minutes; and (c) the agenda of the day.

The driving force for St. Catherine's CWA is faith growing and living St. Monica examples. In order to enhance togetherness, the group needs: (a) an increase in membership and (b) help one another grow in faith.

The current activities of the group include:

1. Sharing joys and sorrows – spiritually and physically
2. Supporting one another
3. Researching on Church teachings

CWA's vision is to grow both in numbers and in spirituality. To help achieve this growth, the group plans to: (a) promote CWA to eighteen year old ladies and (b) don nice contemporary attire to attract the young. The association expects to reach this target group through the following activities.

1. By making the CWA members more visible and available to families.
2. By organizing perpetual promotions
3. By taking vows in front of Christians every year

### **Catholic Men Association**

The CMA is a solidarity group for Catholic men whose role is to promote and spread the word of God to other men and God's people. Specifically, the group fosters the union of catholic men, promotes the catholic faith and collaborates with the Church in evangelization. St Joseph is the patron saint of the association.

The vision of the group is to promote eternal life for humanity. Although it has office bearers, the group has yet to be fully established.

### **Planning and Development**

This body provides advisory, planning and development support for any constructions and maintenance needed within the Church, under the auspices of the Finance Council, and in consultation with Church members. The team has six members—including a chair, vice chair, and secretary—who meet on every alternate month at the Church grounds. Typically, the meetings start at 6.30 pm and cover an agenda that focuses on follow-up and actions.

Any practicing Catholic who is ready to volunteer and committed to the development agenda is eligible as a



member of the group. And in order to enhance togetherness, the group needs: (a) personal commitment; (b) individual and collective goals; and (c). consultation amongst members.

The driving force for the group includes:

- Projects at hand or maintenance
- Desire to reach development and maintenance targets
- Planning to achieve the two tasks above

The current activities of the group are:

1. Construction of the main Church: The images above show the ongoing work and the expected final product. The budget for this project is also presented in Appendix 3.
2. Development of a Master plan
3. Improvement and maintenance of existing facilities

In three years we envision our group to:

1. Be better coordinated;
2. Have a Master plan in place; and
3. Actualize our Church project as envisaged below: see also appendix 3



## Liturgy

Liturgy is the summit from which the activity of the Church is directed. Here Christians come together to thank God for His gifts. The liturgy celebrates the wonders of creation and gives thanks for the reality of redemption. It is a celebration not of what God has said, but of God today speaking to our hearts and souls. It consists of two parts:

1. The Liturgy of the Word involves Mass introduction, Gloria and the three readings from the Bible and takes on the lectern.
2. The Liturgy of the Eucharist which centers upon the altar-both as a place of sacrifice as well as the table from which Christians are fed.

The composition of the Liturgy team includes the Altar Servers, the Liturgy Committee and the choir. Each of these is discussed in more detail below.

## Liturgy Committee

The Church Liturgy Committee serves as an advisory body to the priest on liturgy matters. The main functions of the committee are to:

1. Assess the needs of the worshipping assembly
2. Supervise the training of competent liturgical ministers
3. Provide for the ongoing liturgical formation of the assembly
4. Develop Church policies for liturgical celebrations
5. Implement changes mandated by the diocesan bishop
6. Routinely evaluate the liturgical celebrations of the Church
7. Assist the Priest(s) and Church in implementing the liturgical reforms
8. Assist in preparing and evaluating Church liturgical celebrations, particularly on Sundays

## Altar Servers

The role of the altar servers is to assist the priest in the celebration of the liturgy during Mass. Primarily the server carries out specified activities associated with Mass. The server is also expected to set good behavior, such as by showing active participation in the liturgy (hymns, responses, etc.), by looking alert and sitting or standing at the appropriate times. Servers are on duty from the time they enter the sanctuary at the start of Mass until they finish cleanup at the end of Mass. During Mass their duty station is the sanctuary and a server may not leave the sanctuary except if directed by a priest or a deacon, or if nature calls.

## Choir

The choir is an important leader in worship: it is that portion of the congregation that is trained to lead, enhance and support Church members in sung prayer and praise. The St. Catherine of Siena choir is a voluntary group of Christians with a calling and gift for singing. The choir's mission is to serve God and the congregational community through the joyous gift of music.

The choir's structure includes a council whose roles and responsibilities are described in the St. Catherine of Siena Choir Handbook. The council includes the following posts:

1. Chairperson
2. Vice-Chair
3. Secretary
4. Four Section Leaders
5. Organizing Secretary
6. Treasurer

### Achievements of the Choir

**Musical Equipment:** acquired a keyboard donated by the Couples of Christ group. This has helped uplift the songs in the Church

**DVD:** the Choir produced the first musical DVD entitled "Asante Ninashukuru" (2012).

**Uniform:** the choir now has a set of 2 uniforms that are worn during special occasions.

**Handbook and Code of Conduct:** we have developed the St. Catherine of Siena Handbook and a Code of Conduct that every choir member signs.

**Kitty Collection:** we introduced a policy for annual registration of Kshs 200, and a monthly contribution of Kshs 100.

**Sunday Bulletin:** we introduced a bulletin that is sold on Sundays at Kshs 10 which has boosted the choir kitty.

## 7. Choir Master

The choir has made some important achievements to date (*see box*) related to improving performance, outreach, policy making, and revenue collection. At the same time, it continues to face several challenges such as:

1. *Membership Turnover: there is a high turnover of choir members largely because many of them are employees and often transfer when work demands. It has been difficult to attract the permanent Church members to the choir.*
2. *Players for Musical Instruments: although there is a good keyboard, only one choir members is self training. Therefore, when he is absent, the quality of singing goes down.*
3. *Support for Choir Teachers because they are volunteers: Although we have two choir teachers, we don't know of their professional qualification in vocal and instrument use.*
4. *Hymn Book: the choir has an accumulation of many new songs that need to be put into a hymn book.*
5. *Kitty Collection: performance has been poor.*

In order to address the above challenges, the choir wishes to implement the following plans:

1. *Membership: improve the quality of singing and attract new choir members from the congregation*
2. *Musical Instruments: a new drum-set is needed as the old one is torn.*
3. *Support for Choir Teachers: identify a sustainable way of supporting the choir teachers.*
4. *Hymn Book: organize the collection of songs in the files and prepare the first St. Catherine of Siena Hymn book to be launched in December 2014.*
5. *Outreach: try to make formal arrangements and assign members who can attend the deanery choir meetings following the numerous invitations received to participate in them.*
6. *Kitty Collection: In addition to the choir members' contribution, identify other ways of raising funds to support the choir as well as Church projects.*

## Pontifical Missionary Childhood

The PMC group was founded in 1843 by Bishop Charles de Forbin Hanson in France. These are children within the age bracket of 0-14 years. Our motto is to help other children, especially the less fortunate. PMC's role in the Church is to save children's lives from death and misery, to give others hopes in God and in life and prepare them to be apostles to their fellow children.

Membership is open to all children between 0 - 4 years, but those active are mainly between 4yrs – 14 years. Many of these children attend Sunday school where the first part of Mass (Liturgy of the Word) is celebrated. Several of them also attend the Saturday junior catechism class for faith formation. The group is currently experiencing fast growth from additional short-term and long-term membership which includes forty PMC members, twenty five involved in Catechumen and over sixty attending Sunday Class.

The PMC aims to help children in the Church become better, stable and strong in the catholic faith. Specifically, its goals are to:

1. *Inform*: make the children aware of their faith in Christ.
2. *Form*: develop children into responsible Catholic Christians
3. *Transform*: an informed and formed child can be instrumental in positively transferring faith from one Individual to another, to friends, family, SCCs and the wider society, which also promotes continuity of the faith.

The PMC's 3-year strategic plan, 2014 – 2016, supports a holistic approach covering the basic spiritual and social needs for a growing Christian child, as well as the group's economic requirements at Church and other levels of the Church (i.e. Deanery, Diocese, and national). The details of these spiritual well being, social well being and economic welfare plans are presented in Table 3.

**Table 3: PMC Strategic Plan Activities**

<b>PMC 2014 – 2016 Activities</b>		
<b><i>Spiritual Well-being</i></b>	<b><i>Social Well-being</i></b>	<b><i>Economic Welfare</i></b>
<p>To sustain the spiritual well-being of PMC members in the coming years, the group looks forward to having:</p> <ol style="list-style-type: none"> <li>1. Continuous faith formation classes / catechism.</li> <li>2. Sunday school classes.</li> <li>3. The establishment of separate Sunday school programs for different age-sets.</li> <li>4. Integrate <i>e-learning</i> methods by. Using, for example, faith-oriented movies and biographies of Saints and other role models. This will require availability of a TV screen / monitor and tapes.</li> <li>5. Establishing a library for the teaching aids.</li> <li>6. Celebration of Mass for children only.</li> <li>7. Seminar sessions and prayer sessions.</li> <li>8. Prayer and recollections.</li> <li>9. Bible reading and prayer meetings</li> <li>10. Observing Feast Days.</li> <li>11. Commissioning Ceremonies.</li> </ol>	<p>Since its difficult to spiritually form a child whose social well-being is suffering, PMC seeks to provide the following services to promote well-being:</p> <ol style="list-style-type: none"> <li>1. Counseling</li> <li>2. Discussions and interaction sessions</li> <li>3. Games and sports</li> <li>4. <i>Christianized</i> activities and events</li> <li>5. Presentations: drama , music, skits, poems</li> <li>6. Group visits and out-reach programs</li> <li>7. Guidance seminars</li> </ol>	<p>The group will focus on ensuring funds to sustain activities and to curb liability. This will be done through the following fundraising and Income Generating programs:</p> <ol style="list-style-type: none"> <li>1. Sales of branded items</li> <li>2. Food sales</li> <li>3. Second collections</li> <li>4. Car wash activities</li> <li>5. Donations from friends of PMC</li> <li>6. Presentations and entertainment</li> </ol>

In order to achieve these plans, PMC intends to implement several programs. These include: (a) training of animators; (b) initiation of members; (c) introduction of a Missionary Youth Group

(MYG); (d) establishing separate Sunday school programs; (e) availability of a resource centre; (f) developing a motto; and (g) selecting a patron saint.

### ***(a) Training of Animators***

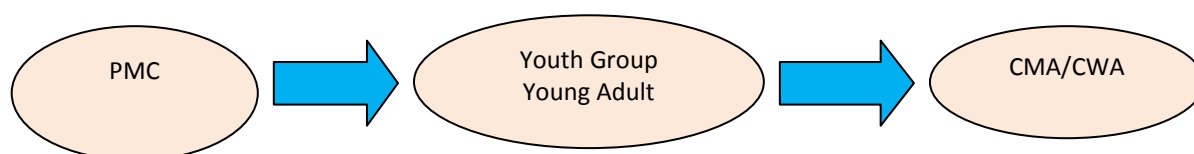
Currently the group depends on volunteers for animation, some of whom have no skills, knowledge or confidence in child development. Appropriate training programs for the animators will include spiritual formation at Church level and other levels (deanery & diocese).

The animators' information and formation activities to be implemented include:

1. Training
2. Meetings
3. Seminars
4. Workshops
5. Team Building sessions
6. Retreats & Recollections
7. Celebration of Mass

### ***(b) Initiation of members (promotion to next level)***

The PMC is a seasonal group; as children grow up they move up the ladder joining the older Church groups, as illustrated below.



PMC intends to formulate initiation seminars and events that facilitate children to join the next group much easier. This will be done every December during celebration of mass. PMC members who join secondary schools will be initiated to the MYG or to the youth group.

### ***(c) Missionary Youth Group***

We hope to have the MYG initiated in the Church during the strategic plan period. This is a new group being established in the Churches/ deanery/ diocese and nationally, targeting children of 15 – 17 years. These are secondary schools youths that are not PMC members and do not fit in the young adults groups. Their needs are different from those of PMCs (age 0 - 14) and those of young adults who are mainly in college or working.

### ***(d) Separate Sunday school Programs***

Sunday school children be divided into two or three different age-sets—such as, ages 2 -5 years, 6 -9 years, 10 and above—to better suit their needs, and allow the application of different, more appropriate, teaching approaches. Implementation of this plan will require the availability of more room and teaching/learning materials.

### ***(e) Resource Centre***

A resource centre room will be required to support the following functions:



1. Learning and teaching resources
2. Book keeping and reading
3. Record keeping
4. Referencing

***(f) Development of a Motto***

We will come up with a motto for the group and a slogan supporting the mission and vision of the Church.

***(e) Selection of a Patron Saint***

A patron saint after whom we name the group for patronage will be selected.

Currently, PMC is facing the following challenges which we hope to unlock during this strategic period.

1. Not enough room for children, especially on Sundays
2. Shortage of skilled animators
3. Attendance of children from non-catholic families
4. Inadequate learning and teaching resources

**Welfare Group**

The mandate of the welfare group is to coordinate social functions in the Church, such as education sponsorships for the less fortunate children. The group fund raises and administers payment of school fees. To qualify for sponsorship, children should meet the specific criteria listed in the box.

The welfare group also coordinates the collection and distribution of alms to the less fortunate. In addition, it is responsible for organizing information and empowerment programs for the less fortunate members of the Church to improve self reliance. Ultimately, these efforts are expected to lead to the formation of a SACCO.

The group has nine members—including a Chair, Treasury and Secretary—who meet every fourth Sunday of the month after Mass under the “men’s tree”.

The agenda for these meeting includes:

- a. Opening prayer
- b. Matters arising
- c. Substantive agenda
- d. AOB and closing prayer

**Sponsorship Guidelines**

Those children eligible for sponsorship should:

- Be needy;
- Recommended by a SCC in which the parents are members;
- Study hard and maintain good discipline during the sponsorship period;
- Participate in Church activities; and
- The parents must have been members of the SCC for at least one year.



The group's driving force is the welfare activities in the Church, the enormous needs in the community and the passion to make a difference. A higher participation from men in the community as well as more funds are needed in order to enhance our togetherness of the group

The current activities of the group include:

1. Funding education for needy children
2. Coordinating the welfare aspect of all community events, e.g. the St Catherine of Siena feast day
3. Coordinate collection and distribution of alms to the less fortunate

With regard to future plans, the welfare group plans to establish a SACCO for the community and build the welfare Kitty to Kenya shillings 500,000 during the three years of this strategic plan.

The following activities are planned to help achieve this goal.

1. Draft the Sacco constitution and bylaws in line with Church guidelines (February 2014) by borrowing heavily from existing constitutions and applying what is relevant.
2. Recruit members especially men (starting March 2014).
3. Make announcements in Church and have a registration desk outside the Church.
4. Elect office bearers when the constitution and bylaws are in place and the society has been registered.
5. Hire professional services, for example, a lawyer when we do not have internal capacity
6. Approach Church members on individual basis where we require support.

## Youth

*The youth are like kinetic energy, very strong and ready to spring. If unchecked their energy can be used for the wrong reasons. If tapped and directed towards the right dimensions, the energy can be both a source of self and Church development. The youth therefore must be nurtured in the right perspective in St Catherine of Siena Church*

The current membership is unlimited since some are in schools others in colleges while others at home. They leadership has the chairperson, secretary, treasurer. Meetings are held every last Sunday of the month at the Church grounds

Procedure meetings

- a. Opening prayers
- b. Confirmation of previous minutes
- c. Agenda of the day

Their driving force is:

- d. Same age group
- e. Share and exchange ideas
- f. Youth calendar activities

Their current activities are:

- g. To participate in the mass
- h. Participate in the youth calendar
- i. Retreats
- j. Raising funds for the Church projects

In three years they envision to see their group:

1. The current members will evolve from youth to active grown up members of the Church
2. Others will have moved from PMC to youth

To achieve the above, they plan to have four different meetings

1. One meeting for the officials
2. One meeting for all youth
3. Another meeting for the central deanery
4. Final meeting in collaboration with the youth from St Martin Kibagare Church.

To enhance their togetherness, they need commitment. They agree that they will be sending SMS reminders to members, and contribute a hundred shillings per month (failure will attract a fine of a hundred and fifty shillings)

## **SPIRITUAL -STRATEGIC OBJECTIVE 2**

*Church sacraments, teachings of the Church and anything related to spiritual matters falls under this spiritual pillar. It is recommended that all Christians within the Church boundary register with the Church to support easier sacramental administration, including appropriate recommendations from the Church.*

*This section provides an overview of the sacraments administered by St. Catherine, including the practice, principles, requirements or guidelines associated with each one of them. The sacraments discussed below include the following: Catechesis, Catechumens, Infant Baptism, Adult Baptism, Penance, the Eucharist, Confirmation, Anointing of the sick, Matrimony and Church Funerals.*

### **Catechesis**

Catechesis is an important part of the pastoral mission of the Church. Effective catechesis ensures that the Word of God, the tradition and the magisterial teaching of the Church are made known to all the nations.

### **Catechumens**

The guideline for Catechumens is as follows:

1. Adult catechumens will be guided by the provisions of the rite for Christian's instructions for Adult (RCIA).
2. Depending on the sacrament for instruction; it may vary as follows:
  - a. Those baptized while infants will be instructed for one and half years at age seven for Holy Communion.
  - b. Further confirmation preparations will run for one and half years.

However, there may be exceptions as pastoral demands. In the coming years (2014-2016) we will like to see our Catechumens increase in number from the current seven to about 13 in 2014, 17 in 2015, and 25 or more in 2016.

### **Infant Baptism (Canon. 867, 868, 870 and 871**

Infants will be baptized upon the faith of their parents or guardians. Preparations for their parents are conducted for a period of one and half years in the Archdiocese, while St. Catherine has been carrying out the same out for a period of one year so far, with four sessions being the minimum.

The following guidelines for St. Catherine infant baptisms shall be observed:

1. One of the parents or guardian should be catholic.
2. The parents/guardian should attend pre-baptism instructions.
3. Baptism should be done thrice annually.
4. Place of baptisms should be a Church, unless pastoral reasons dictate otherwise.
5. Baptisms should be registered and cards issued.
6. Baptismal names should be of saints or have Christian values.

7. God-parent should be a practicing catholic.

Our plan is to implement the archdiocese infant baptism policy in the coming years.

### **Adult Baptism**

Currently we have four preparation classes as a minimum with no time limit. In future catechumen will take one and a half years for preparation. We shall endeavor to separate infant from adult baptism.

The guidelines for adult baptism administration are as follows:

1. The sacrament should be administered as per RCIA terms.
2. Those with valid baptism from other Churches shall be received and cards issued with an indication of reception.
3. Those without valid baptism are to be prepared for both baptism and confirmation.

### **Penance (Canon. 959)**

This is a sacrament that brings us back to God through forgiveness and confession of our sins. It unites us with God and His Church. Penitential services will be available every first Sunday of the month at 9:15-9:45 am.

The guidelines for reception are as follows:

1. One has to be a baptized Catholic and receiving Holy Communion.
2. Those who have accepted to reunite themselves with God and the Church.
3. It will be administered by a priest or Bishop with faculty.

Our target for the coming years, 2014-2016, is to have more days (Sundays or Saturdays) for confession.

### **The Eucharist (Canon. 897)**

This is the most august of sacraments, in which Christ is contained, offered, and received, and the Church continually lives and grows. It is the source and summit of ecclesial life.

The guidelines for reception are the following:

1. Eligible at the age of nine.
2. One and half years of preparation.
3. The Priest is an ordinary minister.
4. For pastoral demands extra- ministers may be trained to administer the sacrament.
5. Daily celebration in the Church is encouraged.
6. Can either be received by hand or tongue.
7. We shall accept the age of reason, seven and above preceded by a year of preparations.

Our targets for January 2014 to December 2016 include the following:

1. 20 Christians per year.

2. 30 by 2015; and
3. 35 by 2016.

### **Confirmation (Canon. 879)**

This sacrament confers a character/indelible mark. By it the faithful are enriched by the gift of the Holy Spirit. They are made strong and obliged by word and deed to witness to Christ and to spread and defend the faith. It takes about a year of preparation.

The guidelines to be adhered to are as follows:

1. The right age of reception is ten years or so from primary standard six.
2. The Sponsor/God-parent should be a practicing Christian/Catholic.
3. Proper preparations should provide:
  - The common prayers;
  - Reading the Bible;
  - Christian values;
  - Celebration of Mass; and
  - The Church doctrines.

### **Anointing of the sick (Canon. 998)**

The significance of this sacrament is to commend the suffering of the faithful to the Lord. At St. Catherine of Siena, we provide services for this sacrament upon request

The guidelines for reception are as follows:

1. It is conferred to all baptized Catholic upon request.
2. The elderly as well as the seriously sick are to be anointed.

Our target for 2014 – 2016 is to reach out to the sick and elderly at homes and hospitals.

### **Matrimony (Canon.1055-1165)**

Marriage is a covenant established between God and the couple. Its purpose is procreation, love and companionship.

Below are the guidelines for administering matrimony:

1. Marriage inquiries and publication of the banns will be issued in good time.
2. All couples are invited to register their marriage at least three months before their wedding.
3. Six instructions will be issued before marriage.
4. Couples who wish to marry in our Church but are not registered must provide a letter from their Church priest requesting for their marriage to take place at St. Catherine of Siena.
5. Priority will be given to couples registered in our Church.

6. Mass weddings are encouraged to particularly help those who would like to formalize their marriage and those who want to reduce the cost of an individual wedding.
7. Care should be taken to procure any dispensations that are necessary. *Sanatio in radices* should be procured and applied when appropriate.
8. Those seeking for *Sanatio in radices* should have been in marriage for ten years or more.
9. Freedom to receive Holy Communion should be granted in writing by the indifferent party.

## Church Funerals

The celebration of Church funerals in the Archdiocese of Nairobi is carried out in three categories (St. Catherine belongs to this Archdiocese):

1. To baptized and practicing Catholics who receive the Eucharist:  
Mass is celebrated
2. To baptized and practicing Catholics who do not receive the Eucharist:  
Celebration of the Liturgy of the word and accorded Christian burial
3. To baptized and non-practicing Catholics:  
Only a Christian burial

The guidelines for Church funerals are as follows:

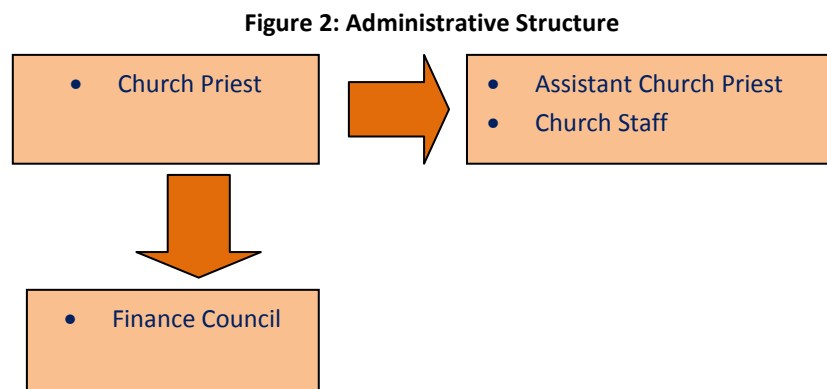
1. The baptismal card is produced and kept for three years before it's discarded.
2. A formal request should be made by the SCC to the Church Priest.
3. Catechumens to be accorded Christian burial.
4. A Church funeral is to be denied to Apostates and Heretics.

## **CHURCH ADMINISTRATION - STRATEGIC OBJECTIVE 3**

*An efficient and effective administration is crucial to the Church's success, particularly in reaching its mission and goals. This section provides an overview of the Church's administrative structure. It also shares the operational challenges, plans and financial requirements for the strategic period, 2014 – 2016.*

### **Administrative Structure**

Saint Catherine's administrative team is led by the Church Priest, who is supported by an Assistant Church Priest, a few support staff and the Finance Council (see Figure 2). As the Church grows, additional staff will be required to meet the rising management and operational demands, as well as help free up the Church Priest for more pastoral related duties. It is expected that the PPC or any other committee determined by the Church will be responsible for any recruitment processes needed.



### **Finance Council**

In accordance with the Canon Law, the Finance Council is a collaborative unit which provides the Priest with advice and assistance on financial matters concerning the Church. The council is a requirement of every Church with guidelines laid out in the *Archdiocesan Finance Policy* document. The specific functions of the council are as follows:

1. Coordination and implementation of all aspects of accounting for the Church.
2. Drawing the Church annual budget of income and expenditure and the financial statements.
3. Helping the Church priest draw a Church inventory.
4. Helping and preparing Church accounts and presenting them to the PPC annually.
5. Making/organizing investments/fundraising respectively for the Church.
6. Advising the Church priest in matters of safeguarding Church properties and assets.

## **Operations Budget Requirements, January 2014 - December 2016**

For the Church to function effectively, adequate funding is required to support the liturgy, ministries, programs, services and operations. It is the responsibility of all members of the Church to share equitably of their personal treasure to finance the Church. As it stands now, we are also faced with the Archdiocesan family contribution which is a cross the Church has to bear. Since it is our responsibility to support both the diocese and our Church, we need to think of innovative ways that will finance our operations budget needs, as well growth targets.

Appendix 2 shows the Finance Council's proposed budget allocations for operations for the period under this strategic plan. The budgets presented cover both short and long term Church operational costs and responsibilities.

In summary, they estimate expenses of approximately Kshs 3.3 million (2014), Kshs 3.6 million (2015) and Kshs 3.9 million (2016), and propose income allocations of similar amounts for each year.



## **CONCLUSION**

What we have outlined in this strategic plan is achievable if we work as a group with one common agenda. In this regard training of leaders of the various groups is of paramount necessity as well as continuous monitoring of all plans outlined. This calls for meetings to evaluate the flow of processes, failures and achievements. Furthermore, both spiritual and moral discipline is vital if we have to move to where we want by the year 2016.

Saint Catherine of Siena is growing both spiritually and socially, hence down the line we expect to have a fully functional Church. This would be one that offers relevant community educational courses such as on computers, secretarial, etc. More broadly, our growth plan involves having a multipurpose hall, a school, and a retreat centre or an old people's home besides the many other things we need to achieve as a community based in the catholic faith.

### **Future Plans and Groups**

By end of 2016, we expect our Church to be effective, efficient, and well organized in terms of its operational needs. It is also anticipated that various programs will be in place to help parishioners grow both spiritually and in other human needs. Future planned groups will be but not limited to the following:

- Catholic Justice and Peace Commission
- St Vincent De Pores
- Couples for Christ
- Marriage encounter
- Women of St. Catherine
- Men of St. Catherine
- Professionals (ad hoc groups)

## APPENDICES

### Appendix 1: Community Activities (Strategic Objective 1) for the Year 2014

CALENDAR 2014	ST ROSE	ST ELIZABETH	CWA	YOUTH	WELFARE	PLANING DEVELOPMENT	CMA
<b>JANUARY</b>		Meeting fund raise	Deanery seminar	Deanery meeting for youth	Monthly meeting	Meeting 20 <sup>th</sup>	NIL
<b>FEBRUARY</b>	Meeting	Lent	Lent	Zonal meeting for officials Deanery meeting Retreat for officials Zonal collection for youth	Initiate the registration of a SACCO		NIL
<b>MARCH</b>	Meeting	Lent	An nuncial		Draft constitution and by laws  Start registration of members	Meeting 20 <sup>th</sup>	NIL
<b>APRIL</b>	Meeting	Charity at Mji wa Wazee in Runda		21 <sup>st</sup> visit to Kibagare  28 <sup>th</sup> Youth mass	Host St Catherine of Siena Feast day		NIL
<b>MAY</b>	Meeting		Deanery seminar		Start Sacco registration	Meeting 20 <sup>th</sup>	NIL

<b>JUNE</b>	Meeting and mass  Annual retreat				Election of office bearers s		NIL
<b>JULY</b>	Meeting	Recollection day			Start operation the SACCO	Meeting 20 <sup>th</sup>	NIL
<b>AUGUST</b>	Meeting		St Monica – renewal of vows  Harvest	25 <sup>th</sup> Youth mass	Annual fundraising for the welfare kit, target Kshs 500,000		NIL
<b>SEPTEMBER</b>	Meeting				Continuous recruitment of SACCO members	Meeting 20 <sup>th</sup>	NIL
<b>OCTOBER</b>	Meeting		Deanery seminar		Continuous recruitment of SACCO members		NIL
<b>NOVEMBER</b>	Meeting	Family day			Continuous recruitment of SACCO members	Meeting 20 <sup>th</sup>	NIL
<b>DECEMBER</b>	Meeting and mass  Contribution for charity	Harambee	Children’s party	15 <sup>th</sup> Youth mass	Collection and distribution of X mass alms		NIL

## Appendix 2: Finance Council Proposed Budget Allocations for January 2014 - December 2016

	INCOMES	YEAR (KSHS)		
		2014	2015	2016
1	Offertory collections	1,872,000.00	2,059,200.00	2,265,120.00
2	Public Holiday collections	16,885.00	18,573.50	20,430.85
3	Easter collections	35,511.00	39,062.10	42,968.31
4	Tithes	55,000.00	60,500.00	66,550.00
5	Other collections (Archdiocese needs)	1,058,989.00	1,164,887.90	1,281,376.69
6	Easter envelops	132,000.00	145,200.00	159,720.00
7	Christmas collections	119,790.00	131,769.00	144,945.90
	<b>Total Income</b>	<b>3,290,175.00</b>	<b>3,619,192.50</b>	<b>3,981,111.75</b>

	EXPENSES	YEAR (KSHS)		
		2014	2015	2016
	Archdiocese Contributions	63,600.00	69,960.00	76,956.00
	Archdiocese Family day	1,000,000.00	1,100,000.00	1,210,000.00
	Auditing Fees	30,000.00	33,000.00	36,300.00
	Auto Maintenance	160,000.00	176,000.00	193,600.00
	Bank Service charges	11,600.00	12,760.00	14,036.00
	Charity Expenses	30,000.00	33,000.00	36,300.00
	PMC	68,600.00	75,460.00	83,006.00
	Fuel	130,000.00	143,000.00	157,300.00
	Insurance	120,000.00	132,000.00	145,200.00
	Liturgical Expenses	54,000.00	59,400.00	65,340.00
	Maintenance	200,000.00	220,000.00	242,000.00
	Church Activities	90,000.00	99,000.00	108,900.00
	Church Website	5,000.00	5,500.00	6,050.00
	Payroll Expenses	800,000.00	880,000.00	968,000.00
	Transport	60,000.00	66,000.00	72,600.00

	Uninsured Medical	27,375.00	30,112.50	33,123.75
	Priest support	240,000.00	264,000.00	290,400.00
	Welfare/Mavuno	200,000	220,000.00	242,000.00
	<b>Total expenses</b>	<b>3,290,175.00</b>	<b>3,619,192.50</b>	<b>3,981,111.75</b>

	<b>NET INCOME</b>			
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### Appendix 3: Church Building Annual Budget Allocations – January 2014 to December 2016

ITEMS		ANNUAL KSHS	TOTAL KSHS
<b>1.0:</b>	<b>Work done and paid for to date up to June, 2013</b>		<b>30,314,005.00</b>
<b>2.0:</b>	<b>Work projected to be completed in 2013</b>		
<b>1</b>	Concrete work	990,000.00	
<b>2</b>	Stone cladding	500,000.00	
<b>3</b>	Steel roof	7,000,000.00	
<b>4</b>	Electrical and mechanical services	800,000.00	
		<b>9,290,000.00</b>	<b>39,604,005.00</b>
<b>3.0:</b>	<b>Work projected to be completed in 2014</b>		
<b>1</b>	Concrete work	3,500,000.00	
<b>2</b>	Roof covering	7,014,970.00	
<b>3</b>	Stone cladding and plaster	500,000.00	
<b>4</b>	Leveling Landscaping	1,000,000.00	
<b>5</b>	Electrical and mechanical services	1,500,000.00	
		<b>13,514,970.00</b>	<b>53,118,975.00</b>
<b>4.0:</b>	<b>Work projected to be completed in 2015</b>		
<b>1</b>	Basement section	3,000,000.00	
<b>2</b>	Windows	6,680,080.00	
<b>3</b>	Doors	1,960,900.00	
<b>4</b>	Finishes	4,500,000.00	
<b>5</b>	Electrical and mechanical services	1,500,000.00	
		<b>17,640,980.00</b>	<b>70,759,955.00</b>
<b>5.0:</b>	<b>Work to be completed in 2016</b>		

<b>1</b>	External and internal		
	Finishes	10,000,000.00	
<b>2</b>	Electrical and mechanical services	4,500,000.00	
<b>3</b>	External works	1,200,000.00	
		<b>15,700,000.00</b>	<b>86,459,955.00</b>
<b>Projected Completion: December, 2016</b>			

## **Authors note**

I feel indebted to thank many for making this document a reality. Collating views from different people and writing it has not been easy.

I must admit that many are the times I felt too challenged to continue working on the document but many urged me on.

This document is not the best strategic plan ever written, moreover it is not meant for the academia. It just forms the basis for the work ahead at St Catherine of Siena.

In addition, this document should not be an end to itself; neither should it be relegated to the book shelves. Rather it should form a basis of our concerted effort to continue thinking and working together for the sake of those who will make Saint Catherine of Siena Church their spiritual pond.

I urge you; Christians of Saint Catherine of Siena Catholic Church Kitisuru, to own this document and make it a tool to better the prevailing situation at 'our' church. Let us with one accord implement as much as possible what is contained herein.

Finally, let's remember we are all in this for the future of our church. Let the children who will grow up to take where we shall have stopped 'not question what the older generation was doing'.

Author

1<sup>st</sup> December, 2013





OUR PATRONESS ST CATHERINE OF SIENA CATHOLIC PARISH KITISURU