



ICC 2030 Strategy: Moving from Vision to 2026 Action

Our Journey to ICC Imara 2030



✓ COMPLETED

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Activities

- ✓ Look back (2021–2025)
- ✓ Look ahead (2030)
- ✓ Look outward (HoGC)

- Define Strategic Shifts
- Define focus areas
- Identify capabilities to realize the 2030 vision.

- Define Annual priorities & milestones.
- Set up accountability systems

Deliverables

- ✓ Future opportunities/ needs / risks
- ✓ Key lessons and insights
- ✓ Define Vision + picture of success.

- Focus areas
- Strategic initiatives
- Capabilities
- Create 5-year execution plan

- Structure and governance for execution.
- Detailed year 1 plan
- Stakeholder alignment

2021 - 2025 Strategy Review


Strong Momentum

- ✓ Strong discipleship class growth
- ✓ Youth ministry vibrant
- ✓ Baptisms trending upward
- ✓ Successful Diani church plant
- ✓ PPI and outreach expanded
- ✓ New Initiatives: SHAPE, Altar training, Mwanga internship

Critical Gaps

- × Poor transitions across youth stages
- × Midweek prayer participation decline
- × Unstructured leadership pipeline
- × Too many competing priorities
- × Weak digital systems

Staff Feedback on Strategy Review

Pillar	Focus Areas	Rating (1-5, 1=low, 5=High)	Performance Summary	Key Needs / Next Steps
 Authentic Community	Small Groups (CGs), Marriage & Family, Care & Counselling	2.0 – 2.6	Low engagement and ownership of CGs; limited follow-up and monitoring; care ministries not fully structured.	<ul style="list-style-type: none"> • Rebuild ownership & accountability • Strengthen leader empowerment • Use digital tools & data for CG tracking
 Spiritual Formation	Discipleship, Prayer, Worship, Spiritual Growth	3.0 – 3.8	Good framework but inconsistent execution; digital discipleship and tracking undeveloped; limited testimony documentation.	<ul style="list-style-type: none"> • Digitize materials & progress tracking • Reinforce new-believer follow-up • Measure transformation outcomes
 Leadership Development	Staff & Volunteer Training, Mentorship, Succession Planning	3.5 – 4.1	Strongest pillar; consistent reporting and accountability; succession and volunteer pipelines uneven.	<ul style="list-style-type: none"> • Sustain mentorship & internship programs • Formalize succession planning • Continue quarterly leadership reviews
 Outreach	Evangelism, Missions, Marketplace, Compassion	2.5 – 3.2	Intent strong but execution weak; digital missions and community empowerment underachieved.	<ul style="list-style-type: none"> • Strengthen mobilization & follow-up • Develop digital evangelism • Expand marketplace discipleship initiatives
 Faithful Stewardship	Administration, Finance, Systems, Digital Church, Governance	1.9 – 4.2	High performance in reporting & AGMs; low in income generation and digital transformation.	<ul style="list-style-type: none"> • Automate systems • Create sustainable income streams • Reinforce policy compliance & integrity culture

ICC Imara Volunteer Input Summary (Strategic Insights 2026–2030)

Focus Area	Key Insights from Responses	Strategic Implications
Volunteer Joy & Fulfilment	Joy from serving people, teaching, worship, teamwork, and seeing impact in others' lives.	Maintain people-centered ministry; strengthen connection between service and transformation stories.
What's Working Well	Training, mentorship, pastoral care, clear lesson plans, encouragement.	Build on mentorship and structured volunteer care systems.
Challenges	Role clarity, recognition, coordination, workload, and communication gaps.	Strengthen coordination systems, clarify expectations, and create recognition rhythms.
Ease of Entry (Avg: 4.4/5)	Generally easy onboarding but needs improvement in orientation and fit discovery.	Develop consistent onboarding pathways across ministries.
Needs for Effective Service	More training, mentorship, peer support, additional workers, and better communication.	Prioritize capacity building and leadership development programs.
Use of Technology	Desire for better coordination, prompt communication, and data sharing.	Adopt simple tech tools for communication and volunteer tracking.
Recognition & Retention	Volunteers value appreciation, gatherings, and growth opportunities.	Introduce structured recognition and growth pathways.
2030 Vision	A united, vibrant, multi-generational church impacting communities.	Focus strategic plan on intergenerational ministry and outward mission.
Message to Leadership	Volunteers seek more engagement, training, and being heard in planning.	Create regular volunteer feedback forums and development conversations.

Looking ahead 🗨️

Kenya's youth demographic requires ministry adaptation



The Generational Reality We Face

70%: Kenyans under 30

Gen Z :Digitally native, cause-oriented

Alpha: Mobile-first, globally connected

What They Crave:

Authenticity - Real relationships. Not performance

Meaning - Purpose-driven engagement

Connection - Digital interaction, emotional support

Leadership - Opportunities to lead now

We are not just building for today.

2030 Youth will navigate increasingly complex environments



Emerging Challenges



Family Restructuring

Traditional family breaking down, need for church as family



Mental Health Crisis among youth

Rising anxiety, depression youth. Church as healing community.



Rising Secularism

Shortened attention spans, need for mobile-first ministry approaches.



Digital Discipleship Needs

Competing worldviews, need for authentic gospel presentation.



Increasing Regulatory Oversight

Increased government scrutiny, need for transparent operations.

Bringing it all together - Our Vision for 2030

Because.....



70% Kenyan youth: primary focus



Gen Z/Alpha: digitally native, cause-oriented



Families: fractured, less spiritual support



Digital: shorter attention, new community patterns

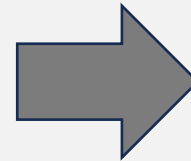


Regulation: increased oversight



Execution: Insufficient systems slowed momentum

Then ICC Imara Must








1. Become an intergenerational, youth-empowered church.
2. Build authentic relationships and empower young leaders
3. Reinforce systems for discipleship, engagement, and governance

Looking Outward - Singapore (HOGC)

HOGC "Strong Church" Model - 5 Pillars



Area	Observation	Learning
 Evangelism	Youth-led, peer-based, urgent	Evangelism is culture/lifestyle, not event
 Leadership	Youth lead visibly across church	High trust, early delegation
 Systems	Clear discipleship structures and pathways	Not random. Structured for growth
 Digital	Digital tools deeply integrated	Digital archives, apps, interactive services
 Culture	Church as home	Real friends not just friendly

A Strong, Healthy, United Church

4 key pillars and supporting enablers

Vision

God's Love Impacting Generations

Mission

Connecting People to God and to each other, Challenging believers to Christlikeness and Changing the world

2026 – 2030 Goal

A Strong, Healthy, United Church

Transformation Pillars

Spiritual formation: Spiritual Grounding, Relational Discipleship



Authentic Community: Make Church a True Place of Belonging



Leadership Development: Empower Youth Leadership Church-wide



Outreach: Establish Church-Wide Evangelism Processes.



Foundational Enablers

Generations DNA and Culture of genuine care

Digitally-Enabled Ministry Operations

Strong Execution Discipline and Follow-Through

Partnerships

People and Organization

Strategic Imperatives & Responses to Six Key Shifts

Discipleship – from a classroom program to spiritually grounding relational discipleship of heart, hands and head



Church as home – move from Church as a friendly gathering to Create a Culture of Belonging that makes Church home



Leadership – move from Youth as future leaders to empowering youth as visible, trusted leaders across the Church with a voice, vote and veto



Church-wide Evangelism – from event-based outreach driven by staff to establish Church-wide, peer-Led evangelism as an ongoing process



Technology – move from limited digital presence to Building a robust systems and teams to power digital ministry operations



Generational Mindset and Culture - Embed a Generations Mindset and Culture of Genuine Care

Three Strategic Horizons to 2030

Generations and Belonging
culture rooted, young
leaders emerging



Horizon 1: Lay the Foundation (2025-26)

- **Cultural Alignment:** Teach Generations DNA to leaders, staff & parents.
- **Discipleship Systems:** Develop core curriculum for discipleship, leadership, and skills; establish ministry training schools.
- **Church as Home:** Redesign small groups as primary discipleship and care platform.
- **Evangelism:** promote relationship-led evangelism
- **Systems & Tools:** Strengthen digital ministry; enhance hybrid service experience



Horizon 2: Acceleration (2027-28)

- **Entrench Culture:** reinforce belonging and responsibility.
- **Discipleship Factory:** Implement structured relational discipleship.
- **Church as Home:** Relaunch spaces and rituals emphasizing belonging.
- **Multiply Leaders:** Systematically train multiple leaders per ministry (deep bench).
- **Digital Integration:** Launch digital learning platforms, digital discipleship channels

Youth shaping
ministry, digital
rhythms normalized



Horizon 3: Transformation (2029-30)

- **Mature Generations Culture:** 80%+ in small groups; ICC as second home for youth & families; institutionalized leadership & discipleship practices.
- **Mission-Driven:** Scale relationship-led evangelism & discipleship; ICC recognized as mission-focused; full cross-generational integration.
- **Active Leadership Reinforcement:** Deep bench active across ministries.
- **Digital Excellence & Influence:** Full technology integration; expand content for digital natives; grow global digital influence.

Intergenerational, relational,
evangelism-driven church
(Strong, Healthy, United)

**Identification of core focus areas 2026
(Based on 6 key strategic shifts)**

Streamline **small groups** and encourage participation to achieve 50% participation by December 2026

Rebuild and mobilize small groups as the engine for belonging, discipleship, and evangelism



Supporting Efforts



Deepen spiritual maturity

Deepen doctrine and prayer life to sustain vibrant small groups



Enhance Outreach capabilities

Lay foundations for transforming from event-based to lifestyle evangelism



Build Foundational Tech Capabilities

Keep systems reliable and strengthen digital capacity

Focus Area 1: Thriving Small Groups

Objective: Build thriving empowered small groups where members experience authentic belonging, grow spiritually, and reach their communities.

Success Measures:

- 50% of regular attenders actively participating in small groups
- 40+ congregational small groups meeting regularly
- 20+ salvations through small group relationships and outreach
- Every member knows how to join a small group and feels welcomed
- 50% increase in youth small groups

Building Blocks

Design a framework for small groups

Implement a small group mobilization campaign

Develop aligned and contextualized small group content

Facilitate training and support for small group leaders

Track and evaluate the health of small groups

Build and maintain a visibility database for groups and members

Integrate visitors into the small group pipeline

Celebrate small group milestones and success stories

Focus Area 2: Deepening Spiritual Maturity

Objective: Deepen spiritual maturity across congregation through biblical grounding, prayer cultivation, and doctrinal clarity.

Success Measures:

- 70% volunteers trained
- 20% increase in youth volunteers
- 80% CG leaders equipped
- Biblical literacy on 8 doctrines
- 30% increase in prayer participation
- 12 staff alignment sessions completed by year-end
- 2 Prayer training sessions
- Children's prayer day participation: up 10% or higher

Building Blocks

Align staff around shared theological beliefs

Develop a doctrinal curriculum for volunteers

Conduct annual doctrinal training sessions

Implement annual spiritual emphasis campaigns

Preach and teach doctrinally grounded sermons from the pulpit

Roll out prayer training across ministries

Align staff around shared theological beliefs

Focus Area 3: Outreach & Evangelism

Objective: Lay foundations for transforming from event-based to lifestyle evangelism.

Success Measures:

- 20+ salvations through small groups
- Digital evangelism content produced
- 20+ CGs trained in evangelism
- Evangelism/Missions fund established
- 2+ partnerships formed

Building Blocks

Identify and prioritize outreach opportunities within the community

Develop practical and contextual outreach resources

Train small groups for effective community engagement

Share impactful testimonies to inspire participation

Realign the annual outreach month for greater impact

Establish strategic partnerships to extend outreach

Create and distribute digital evangelism content

Establish a missions fund kitty and mobilize donations in kind

Focus Area 4: Digital Ministry & Infrastructure

Objective: Build digital ministry infrastructure to position tech as strategic enabler.

Success Measures:

- Internet upgraded
- Content calendar operational
- Media team trained
- Infrastructure ready for scale
- Digital distribution strategy documented

Building Blocks

Strengthen IT infrastructure and digital operations

Enhance the church's digital ministry presence and engagement

Develop and implement a digital content distribution strategy

Generate high-quality raw content for digital platforms

Cultivate a digital-first mindset across ministries

Train and equip the media team for excellence in digital production

Upgrade internet connectivity for reliable ministry operations

Establish and maintain a consistent digital content calendar