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# Parish Leadership 2020

## Parish Session Officials



## Senior Leadership





# PCEA SOSIAN PARISH

## STRATEGIC PLAN 2020–2025

[CONGREGATIONS: **SOSIAN**, **TASSIA**, **JUDEA**]



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# Abbreviations & Acronyms

AGM	Annual General Meeting
BSR	Board of Social Responsibility
CAP	Chapter
LCC	Local Church Committee
CE	Christian Education
HR	Human Resource
ICT	Information & Communication Technology
IT	Information Technology
JPRC	Justice Peace and Reconciliation Committee
M&E	Monitoring and Evaluation
MIS	Management Information system
NE	Nairobi East
NEMA	National Environmental Management Authority
Obj	Objective
PCEA	Presbyterian Church of East Africa
PCMF	Presbyterian Church Men Fellowship
PEC	Presbyterian education Centre
PESTEL	Political Economic Social Technological Ecological Legal
SP	Strategic Plan
SWOT	Strengths Weaknesses Opportunities Threats
TEE	Theological Education by Extension
VBS	Vocational Bible Study



## Parish Minister

### Foreword

**P**RAISE THE LORD, I AM EXCITED TO PRESENT TO YOU THIS STRATEGIC PLAN FOR OUR SOSIAN PARISH FOR THE YEAR 2020 - 2025.

THE IMPORTANCE OF PLANNING CANNOT BE UNDERESTIMATED IN OUR TIMES. GOD IS THE GREATEST PLANNER OF ALL TIME. IN THE BOOK OF GENESIS, GOD MUST HAVE HAD A PLAN IN CREATING THE WORLD. THE LAND HAD TO COME BEFORE THE PLANTS AND PLANTS BEFORE THE ANIMALS. MAN WAS CREATED LAST AND THIS WAS BY DESIGN NOT BY DEFAULT. JESUS CHRIST HIMSELF KNEW WHAT HE WAS HERE FOR. HE STATED HIS MISSION BY CALLING THE TWELVE DISCIPLES BECAUSE HE KNEW HE WOULD ENTRUST THEM WITH THE GREAT COMMISSION. EXAMPLES OF PLANNING IN THE BIBLE ARE MANY. FOR MOSES AND JOSHUA TO LEAD THE PEOPLE THERE MUST HAVE BEEN A STRATEGY. IN SOME CASES, WE SEE THEM SENDING PEOPLE TO SPY, SURVEY AND THEN MAKE PLANS FOR THE WAY FORWARD. NEHEMIAH PLANNED ON REBUILDING THE WALLS OF JERUSALEM.

THE STRATEGIC PLAN IS A TOOL TO GUIDE US ON WHAT WE WANT TO DO. THE SP HAS TWO ASPECTS: **THE PLAN** WHICH ENTAILS WHAT NEEDS TO BE DONE BY WHO AND BY WHEN AND **THE STRATEGY** WHICH EXPLAINS HOW THE PLAN NEEDS TO BE EXECUTED.

IN THE BOOK OF **LUKE 14:28** GOD SHOWS US HOW STRATEGIC PLAN IS IMPORTANT TO OUR

LIVES. IT EMPHASISES THE NEED TO PUT A PLAN IN PLACE BEFORE THE EXECUTION OF A PROJECT. IT READS AND I QUOTE **"SUPPOSE ONE OF YOU WANTS TO BUILD A TOWER, WON'T YOU FIRST SIT DOWN AND ESTIMATE THE COST TO SEE IF YOU HAVE ENOUGH MONEY TO COMPLETE IT"?** UNQUOTE.

THE JOURNEY TO COME UP WITH THIS SP HAS NOT BEEN EASY. WE HAVE HAD MANY MEETINGS AND WORKSHOPS AND I REALLY THANK ALL WHO PARTICIPATED MOSTLY ELDERS AND LCC MEMBERS. IN THE COURSE OF THESE MEETINGS, WE WERE ABLE TO DO THE SWOT ANALYSIS AND ENVIRONMENTAL SCANS OF OUR PARISH. ALL OUR LCC'S ALSO DID THE SWOT ANALYSIS FOR THEIR RESPECTIVE CHURCHES AND FROM THIS WE DERIVED THE STRATEGIC OBJECTIVES WHICH WE GAVE THE SP EXPERT WHO HAS HELPED US TO COME UP WITH THIS HANDBOOK.

I TOTALLY BELIEVE THIS SP WILL HELP US TO TAKE DELIBERATE ACTIONS IN ALL AREAS OF OUR MINISTRY AND HELP US MOVE THIS GREAT PARISH TO GREATER HEIGHTS OF DEVELOPMENT.

I TAKE THIS OPPORTUNITY TO THANK ALL WHO HAVE SACRIFICED THEIR TIME AND RESOURCES TO SEE THIS WORK ACCOMPLISHED. GOD BLESS YOU ALL, GOD BLESS SOSIAN PARISH. **AMEN**

**REV. DAVID N. MUTHUI**  
PARISH MINISTER  
PCEA SOSIAN PARISH

# Executive Summary



**T**his Strategic Plan (2020-2025) will enable us to examine the contextual environment in which we operate, find ways to fulfill our Vision and Mission and identify **Strategic issues** to be addressed.

Suitable strategies have been identified which will assist our Parish and our Congregations to fast-track the implementation process within the next 5 years of the implementation window.

The cascading of this Strategic plan from the Parish to its three Congregations is expected to be smooth and effective. After the five years we shall always look back and see the far we have come in our achievements, for the Glory of God.

The Parish has three Congregations: **Sosian, Tassia and Judea**. Parish Leadership recognizes the need for a strategic plan to enable us carry out ministry as we enhance value to our members. This Strategic Plan helps us to be effective and focused in our ministry operations.

This Strategic Plan document has nine (9) Chapters outlined as:  
 1. **Institutional Framework** 2. **Strategic Direction** 3. **Governance & Operations structure** 4. Strategic Analysis 5. Strategic Objectives 6. **Strategy Implementation & Legal Framework** 7. **Financial Reports** 8. M & E Framework and Strategies 9. **Parish in 2024**. All this is a clear manifestation of our desire to succeed in God's service and create an impact to the society.



## CHAPTER 1:

# Institutional Framework

PCEA Sosian Parish was under Embakasi Parish till 20<sup>th</sup> August 2017 when it was subdivided into two Parishes. The Parish was inaugurated on 20<sup>th</sup> August 2017 by Rev. Peter Kania Kariuki – the Secretary General of the 21st General Assembly. PCEA Sosian Parish has three Congregations: PCEA Sosian, PCEA Tassia and PCEA Judea. The headquarters of Sosian Parish is domiciled at Sosian Church.

The membership in these congregations has also grown significantly within the last two years. In the usage of Technology in service delivery Sosian leads the pack as it runs Live Stream TV in their services. Other congregations of Tassia and Judea are following suit. The three congregations are blessed with dynamic youth who make their services lively. There is work in progress to mentor our Choir ministry to world standards. In this front Judea Choir leads the pack. The Groups and Committees are dynamic and focused.

The Parish is endowed with effective leadership who guide the Policy direction. The Parish is currently served by 31 elders: 30 active and 1 retired.

The **Session office** has able leadership. The following are the current office bearers:

Official's Name		Title
1	Rev. David N. Muthui	Moderator
2	Elder Joseph Ngunjiri	Session Clerk
3	Elder Martin Mutonga	Co- Clerk
4	Elder Florence Kihara	Treasurer
5	Elder David Kimani	Finance Chair

The following is the snap view of the three Congregations' life history and Background which make them unique in their demographic and service to God.

## Sosian Church



*Oasis of Love*

The PCEA Sosian church had its first acknowledged fellowship at Embakasi Soweto at a rented premises in January 1982. Elder Kibiku and Evangelist George Wanyoike had been seconded by PCEA Bahati Kirk Session to team up with Deacon Margaret Wambui Mwangi to start a church there. By then there was a membership of 14 people. In 1988 the Government and then Nairobi City Council relocated people from Embakasi Soweto to Kayole Soweto Harambee Scheme. The church was housed at Mr & Mrs. George Mwangi's residence for 2 years.

The then Dandora Parish applied for a plot from the Authorities and the church was allocated a plot where a temporary Sanctuary was built. In 1995 PCEA Dandora Parish bought a ½ acre where the church is currently located. The family of Munene Kairu who were the vendors, donated another ½ acre for the purposes of building a school making the total land to be one acre. A temporary "Mabati" building was put up on this premises. The church grew both numerically and spiritually and this necessitated building of a permanent sanctuary. On 12<sup>th</sup> Dec 2010 the church conducted a ground breaking ceremony. On 17<sup>th</sup> June 2012 there was a stone laying ceremony.

There was an exodus on 24<sup>th</sup> February 2013 to the new sanctuary which was still under construction. After the exodus, the church sanctuary was completed and dedicated on 13<sup>th</sup> September, 2015 by the Moderator of the 21<sup>st</sup> General Assembly, Rt. Rev. Julius Mwamba. The office block was inaugurated on 20<sup>th</sup> August 2017 by Rev Peter Kania Kariuki and it is still under construction. Church perimeter wall was constructed, completed and dedicated on 14<sup>th</sup> July, 2019 by Rev. Mutahi Thegu and Rev. David N. Muthui.

Rev. David N. Muthui is the Currently Serving Parish Minister.

Other Projects under PCEA Sosian Church are:

1. Woman's Guild rental houses – completed and dedicated on 23<sup>rd</sup> January 2019
2. PCEA Sosian Academy - initiated on Sep 2018
3. Purchase of Church plots – in Sosian Estate & Camp; Maraa Mount Moriah Scheme
4. Church Bus - dedicated on 20<sup>th</sup> October 2019



## 5. Investments - Umoja Wendani Sacco

The P.C.E.A. Sosian church motto is: **“Oasis of Love”**.

In tandem with the numerical growth of the congregation, the number of elders has increased gradually from the initial 3 to 17 as listed below.

	Name of Elder	Ordination Date	District
1	Elder George Mwangi Gakume	23/10/1994	(Retired)
2	Elder Charles Githaiga	14/04/2002	(Retired)
3	Elder John Njuguna Ngugi	14/04/2002	Thawabu
4	Elder Margaret Wanyoike	05/08/2007	Busara
5	Elder Joseph Ngunjiri	05/08/2007	Upendo
6	Elder Patrick Karanja Kamau	26/04/2009	Kanisani
7	Elder Daniel Njue Ikiara	23/12/2012	Mwangaza
8	Elder John Charagu	23/12/2012	Kibagare
9	Elder Martin Mutonga	23/12/2012	Central
10	Elder Samson Ndegwa	23/12/2012	Bahati
11	Elder Dorcas Mwaura	23/12/2012	Tumaini
12	Elder David Kigomo	17/04/2016	Savanna
13	Elder Joseph Kimani	17/04/2016	Muthaiga
14	Elder Grace Wachira	17/04/2016	Komarocks
15	Elder Gladys Mwai	17/04/2016	Halisi
16	Elder Jane Mwangi	25/11/2018	Greenfield
17	Elder Moses Ndirangu	25/11/2018	Shalom

## CHURCH MEMBERSHIP

Currently the church has a membership of about 863 in total: 150 Youths, 130 Teens and 400 in Church school.

The current LCC officials are:

	Title	Name
1	Chairman	Elder David Kigomo Njuguna
2	Secretary	Elder Joseph Njuguna Kimani
3	Treasurer	Lucy Wanjiku Gachara

## *Tassia Church*

## *Bread of Life*

In 2009, Embakasi Parish, arising from their strategic plan, charged the Aviation District members comprising of 11 families to go forth and start a congregation within Tassia Estate. Two elders (Elder Daniel Muiko and Elder George Muraguri) were sent with the District to make this project a reality. This was the beginning of PCEA Tassia Church - Bread of Life Centre, that was launched on Sunday 26<sup>th</sup> July 2009 by the then Parish Moderator, Rev. Jane Kariuki with a guest preacher, Rev. Patrick Muriithi.

At inception, PCEA Tassia had no facilities to start a church. In the search for premises, Mr. and Mrs. Kinyua, the proprietors of Tassia Primary school, were contacted and they kindly donated a space within their school at no cost for us to launch our church and hold weekly sunday services. All furniture, from chairs, tables and tents were hired every Sunday and stored at the then Elder Amos Ng'ang'a's house (now Rev. Amos Ng'ang'a) for safe keeping. During the launch, the interim LCC office was formed which comprised of Elder Daniel Muiko as Chairman, Elder George Muraguri Kamau as Registrar, Grace Njeri Ngatia as Secretary and Florence Mwende Kihara as Treasurer. Two districts were launched (Fedha and Tassia) and all church groups and committees were also set up in line with the Presbyterian structure. Members continued to worship at the school for 1-year and 8-months. Despite the facility challenges experienced, membership continued to grow from the 1st church service with 34-members. In March 2010, the members organized their very first funds drive to raise money to buy their own worship center. A total of 1.2m was raised during the Harambee. The first plot was purchased through member contributions at a cost of Kshs.3.0m. A basic structure to house a vestry/office, toilet block and kitchen was put up. Tents bought and the place made habitable for the church to move in.

On 6<sup>th</sup> March 2011, PCEA Tassia held what they called the "EXODUS", and moved from Tassia School to their own plot, about 1km from the Tassia School. In our quest for expansion, the church purchased a second plot at a cost of Kshs.5.4m, through a loan advanced by Umoja Wendani Sacco. Given the rising cost of land, the LCC agreed to concentrate on securing sufficient land to put up a sanctuary. In 2014, 2 more additional plots were purchased at a combined cost of 16m making

the total number of plots to 4 with a surface area of half an acre. The total cost of the four (4) plots we are currently occupying is Kshs.26.0m. In May 2015, we held the 15m Karatina-Nairobi walk in our efforts to raise funds for the construction of the sanctuary. A Total of Kshs 5.7M was realized. On 31/07/2016 our Parish minister (Rev. David Muthui) conducted a successful ground-breaking ceremony. This was key to starting the construction of our sanctuary. However, we were not able to start the construction immediately as we had not acquired the necessary legal, statutory and compliance documents from the County Government, Nema, National construction Authority and architectural design approvals. The dedicated development team members continued to work behind the scenes to ensure all the documentation were in order prior to starting the project. We note with appreciation, that they diligently and professionally discharged their assigned mandates and despite challenging situations, they delivered all the approvals and documentations necessary to commence construction upon which we are all here to witness today. In September 2017 ,7 months after ground breaking, we finally hit the ground, having received all relevant approvals from respective regulatory bodies. We started the construction on 11/09/2018. To mobilize funds from our members, and with the help of our Parish Minister, Rev. David Muthui, we conducted a very successful funds drive on 4<sup>th</sup> March 2018 where we realized a total of 5.2m. To date we have spent Kshs.14.0m. The construction is Two Phased namely Habitable Church expected to cost Kshs 35M (To allow members to move in) and the final finishes of Kshs 19M.Total construction costs Kshs 54M. At the moment we are at 20% on total completion stage and 35% on Habitable church cost.

The projected completion date for habitable church is July 2019 and the entire church is expected to be completed in July 2020. With the help of our Lord and Saviour, we anticipate to dedicate the fully completed Sanctuary at the celebration of our 11<sup>th</sup> Anniversary within the year.

The current LCC officials are:

Title		Name
1	Chairman	Elder Elias Njogu Njeru
2	Secretary	Elder Florence M. Githire
3	Treasurer	Philomena Muthoni Mutiria



## Church Membership

The church has continued to grow from the initial 11-families of 34-members to the current membership of 280 with a total of 102 as full members. We currently have 9-elders serving nine districts as follows: -

	Name of Elder	Ordination Date	District
1	Elder George Muraguri	26/04/2009	Nyayo
2	Elder Joseph G. Njuguna	28/08/2011	Avenue
3	Elder Marion W. Mwangi	23/12/2012	Shalom
4	Elder Florence M.Kihara	23/12/2012	Shammah
5	Elder Elias Njogu Njeru	17/04/2016	Fedha
6	Elder Florence M. Githire	17/04/2016	Tassia
7	Elder James Irungu	25/11/2018	Tumaini
8	Elder Eric Maloba	25/11/2018	Upendo
9	Elder Samuel Mburu	25/11/2018	Kanisani

The elders work jointly with a dedicated team of 45 (Forty-Five) deacons and 44 (forty-four) group leaders in managing the pastoral programs of our church.

We thank God for His never-ending support and continuous provision for the very committed members of the PCEA Tassia Church, who have continuously given their time, talent and treasures, and who in humility and simplicity, gather here every Sunday in these tents to worship our Lord for the last 8-years, in rain or in sunshine. The beginning of PCEA Tassia may have been humble, but so great is our future. We are in a continuous pursuit of who God originally intended us to be, great Christians in every good and perfect way, spiritually and physically.

This is a historical milestone in our PCEA Tassia Church and we thank both the presbytery, the parish team, led by our Parish Minister Rev David Muthui, together with the entire congregation for their financial and spiritual support as we construct the Lords Altar.

Today marks the beginning of our long journey towards fulfilling our spiritual desires to manage our pastoral duties from a permanent sanctuary.

## Judea Church

## Life Transforming Centre

Judea church was born in 2011 when PCEA Embakasi Kirk session saw the need of starting a church in Soweto. On 1<sup>st</sup> May 2011 few members led by Elder Geoffrey Mukono Ngaruiya and his family came together under Rev. Jane W. Kariuki. The membership of the church by then was 8 and used to worship at the Presbyterian Education Centre (PEC). Elder Mukono was the first Chairman of the congregation and was assisted by Secretary Lukas Waweru Mburu and Treasurer Mary Wangare Njoroge. At the time, the congregation had 3 districts: Jericho had 20 members, Judea Central had 9 members and Elshadai with 10 members. The Congregation ensured that all Church Groups and committees were formed and leadership installed. By God's grace we bought two plots in 2015 and the building of the Sanctuary commenced on 1<sup>st</sup> June 2016. The foundation stone was laid by the Moderator Rev. Muthoni R. Ngaari on 19<sup>th</sup> June 2016. Then on 1<sup>st</sup> August 2016 there was Exodus.

### The Church Membership

The Church Membership has grown from the initial 8 members to 150 and 110 children. The districts have grown from the initial 3 to 5 districts. We are now in the new Sosian Parish under the leadership of Rev. David Muthui and 5 Elders.

	Name of Elder	Ordination Date	District
1	Elder Geoffrey Mukono Ngaruiya	14/04/2002	Jericho
2	Elder David Kimani Kariuki	05/08/2007	Elshadai
3	Elder Edward Githae Wanjau	26/04/2009	Judea Central
4	Elder Mary Wangari Njoroge	25/11/2018	Bethany
5	Elder Rose Mumbi Chabi	25/11/2018	Jerusalem

### The Current LCC Officials

Title	Name
Chairman	Elder Geoffrey Mukono
Secretary	Elder Rose Mumbi Chabi
Treasurer	Stanley Kamura Mbuthia

## CHAPTER 2:

### Strategic Direction

Our Vision, Mission and Core Values form part of our Strategic direction that our Parish wish to undertake in the next 5 years. We believe this direction is what God has called us to do in our duty to serve him. It's in team spirit that we shall be able to achieve this.

## TEAM WORK

This is the Key to the Strategic Direction of our Parish. It will steer the Vision and Mission of our Parish and ensure the Core Values become the guiding Principles of our Parish. The core Values make us unique from our peers.

### VISION

To be a worship center of excellence where everybody experiences the power of God

### MISSION

Spreading the love of Christ by reaching out to all through evangelization, transformation and empowerment

### CORE VALUES

- I. Spirituality
- II. Integrity
- III. Commitment
- IV. Teamwork
- V. Patience
- VI. Diligence

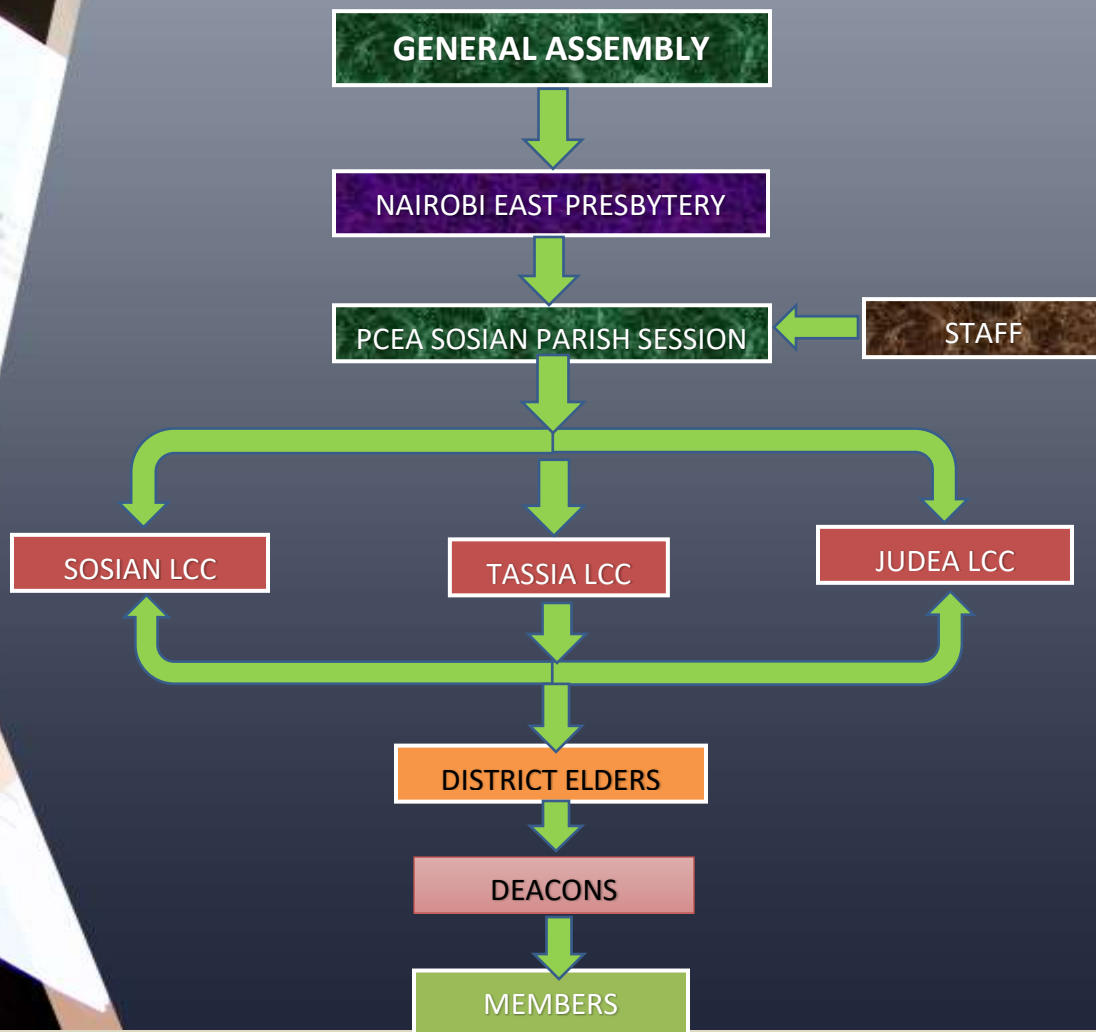
Thus the Lord says in HABAKKUK 2:2, And the LORD answered me: **"Write the Vision; make it plain on tablets, so he may run who reads it."** In Proverbs 29:18 the LORD says *"where there is no prophetic Vision the people cast off restraint, but blessed is he who keeps the law."*



## CHAPTER 3:

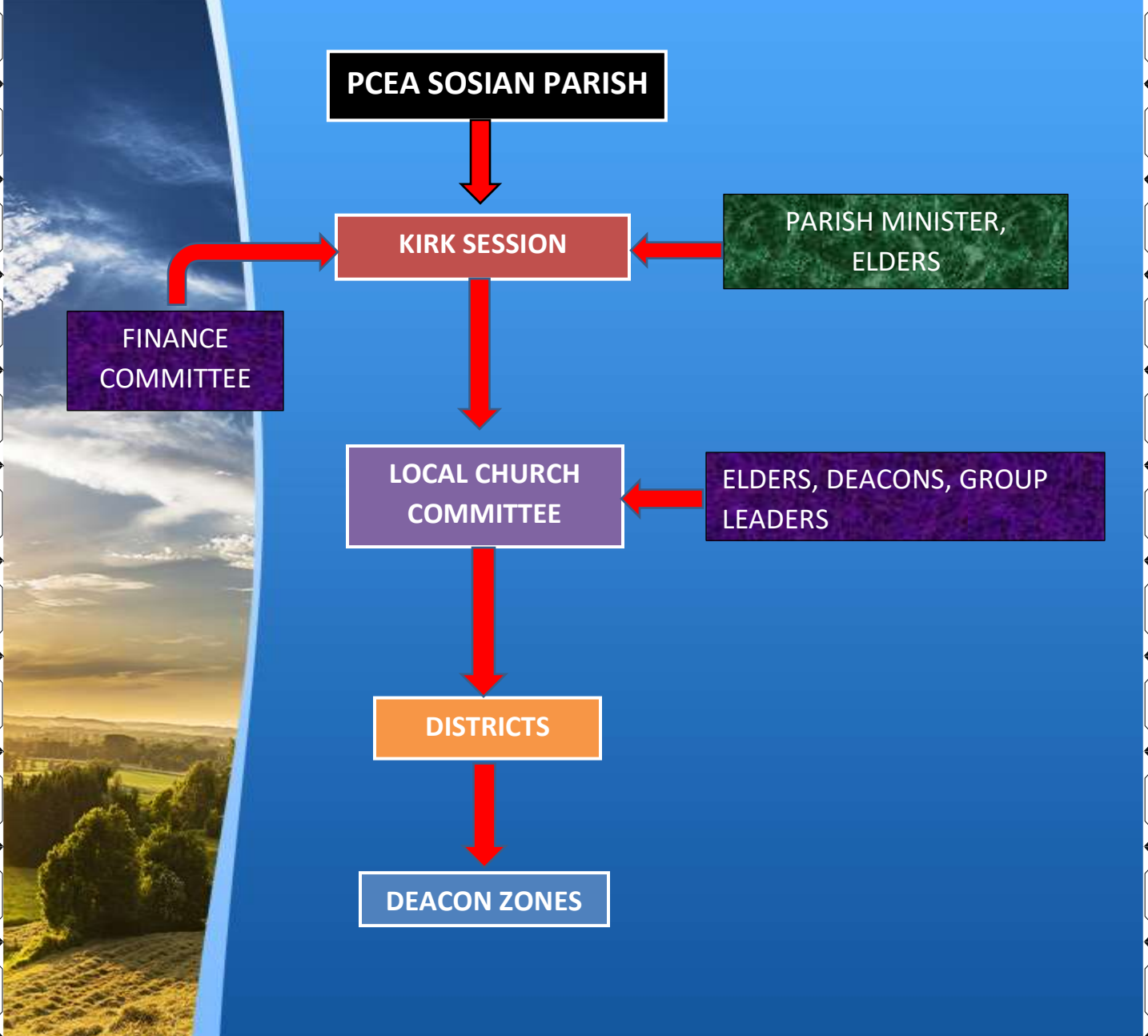
# Governance & Operations

## Governance





## Operations



## CHAPTER 4:

### 4.1 Strategic Analysis

Table 4.1.1 The SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>Church has clearly-defined hierarchical structure;</li> <li>Ministers are well read and experienced in service;</li> <li>Committed leadership</li> <li>Members are mid-age, energetic and dynamic;</li> <li>Political goodwill from National and County Governments;</li> <li>Our churches congregations are strategically located.</li> <li>Majority of our membership are middle-aged.</li> <li>Our membership is sizeable and growing.</li> <li>We have enhanced teaching programs.</li> <li>Professionals are slowly embracing the church.</li> </ul>	<ul style="list-style-type: none"> <li>Less numbers of full membership due to marriage red tape/bureaucracy for men.</li> <li>Less commitment to church work by members.</li> <li>Unemployment and Low economic endowment among our youth.</li> <li>Lack of a Nendeni centre to expand our evangelism</li> <li>Lack of Register for Professionals in church</li> <li>Poor time management</li> <li>Skill gap in leadership</li> <li>Poor Giving and Tithing among our membership</li> <li>Inadequate youth programs</li> <li>Space constraints for further developments</li> </ul>	<ul style="list-style-type: none"> <li>Partnership with County government and other stakeholders</li> <li>Create joint investments vehicles</li> <li>Create 3<sup>rd</sup> Service (Kikuyu) to avoid adulteration of English and Kiswahili Services with mother-tongue intones)</li> <li>Seminars and training to our members in all spheres of life.</li> <li>Embrace Technology and usage of digital platform among all congregations will enhance delivery of services.</li> <li>Partnership with media would boost our image as a church</li> <li>Craft Parish Master plan to guide development.</li> </ul>	<ul style="list-style-type: none"> <li>Divorces and Marriage institution instability</li> <li>Social decay due to Pornography and drug abuse</li> <li>Migration to other churches and cults</li> <li>Economic instability: Dependency on only Giving and lack of income generating projects to boost Giving and Tithing.</li> <li>Negative politics among our leadership &amp; members</li> <li>Lack of a Master plan to accelerate growth of the Parish.</li> <li>Insecurity within our neighbourhoods</li> <li>Poor access roads to our church establishments.</li> </ul>

S

W



T



**Table 4.1.2** PESTEL/PESTLE analysis: This is the basic tool used for environmental scanning

<b>P</b>	<b>POLITICAL ENVIRONMENT</b> Political stability after Handshake, Political corruption among members of society, political of our youth by Politicians, Political leaders lack youth programs and Polytechnics, lack of political good to train youth on vocational skills, terrorism and radicalization.
<b>E</b>	<b>ECONOMIC ENVIRONMENT</b> Poverty in our neighbourhoods, corruption and impunity in society, No economic empowerment, Lack of entrepreneurship skills among our youth, our youth dependency on handouts from the political class, No income generating activities to our members, low per capita income.
<b>S</b>	<b>SOCIAL ENVIRONMENT</b> Crime due to poverty, drug abuse, pornography access, divorce rate rising, instability to marriage institution, youth unemployment, prostitution, under-age pregnancy, alcoholism among men, school drop-out rate rising, young mothers, delinquent youth and teens, marriage under severe threat, emergence of prosperity gospel/ false prophets.
<b>T</b>	<b>TECHNOLOGICAL ENVIRONMENT</b> Low intake of Technology among our members, Lack of adequate digital investment within our congregations, lack of MIS to modernize our manual accounting practices in our congregations, lack of an ICT App to digitize Sunday Collections: Giving and Tithing.
<b>L</b>	<b>LEGAL ENVIRONMENT</b> Lack of Title/ land ownership documents, minimal knowledge of our Constitution by our membership, poor knowledge of our PCEA governing Constitution – the Practice and Procedure Manual, lack of knowledge of personal rights and by-laws.
<b>E</b>	<b>ECOLOGICAL ENVIRONMENT</b> Garbage challenges due to over-population, lack of planting of trees in our congregations, poor drainage systems and waste disposal systems, environmental degradation and poor climate change mitigation systems.

**Table 4.1.3 Stakeholder Analysis**

No	Stakeholders	What they expect of Parish	What Parish expect of Stakeholders
1	NE Presbytery	Prudency in management in finance, human capital and be good stewards	Appoint experts to guide policy, benchmarking, Strategic planning and alignment thereof.
2	Presbyterian Foundation	To deposit landed property documents with the foundation as Trustee	To advise on modalities of property registration with the Foundation.
3	Congregations	To provide leadership on Policy, Strategic planning and Benchmarking	To modernize delivery of Services in line with Strategic Plan, to account for their resources transparently
4	Employees	To provide conducive working environment, salary upgrade based on performance	To serve the Church with dedication, be results-oriented
5	National & County Governments	To regularize their land and buildings (properties) with the Government, keep inventory of their investments	To partner with the Church in community development, to incorporate the Church in Community and Public Boards to enable the Church contribute to political, social and economic development of our Youth and the vulnerable community around.
6	Members	Lively services, capacity building, seminars/workshops	To participate in Church programmes, assist in the church growth by Giving
7	Suppliers	To enact payments on time and avoid delays	To supply quality goods to the church
8	PEC	To support the vulnerable children in the slums by an annual contribution	To adhere to high Education standards in their Mission to transform Orphans to useful citizenry.
9	Public	The church to initiate programs for Youth Entrepreneurship & business	To support the Church to participate in environment upgrading by planting trees, to be good partners with the Church in community projects
10	Media	To have open invitation to the Media to cover their events and the projects that the Church has initiated.	To be good partners with the Church, support programmes of the Church to upgrade the community around it. Work with the church to identify social gaps that the Church can bridge

## 4.6 Gap Analysis



As we analysed both the external and the internal environments, we discovered we have various gaps in the execution of our mandate. Our potential is still under-utilized and our findings have aided us to craft the implementation methodology using strategic tools. The Implementation matrix and the M&E index form part of the tools that the Parish will employ to drive its mandate for the next 5 years. It is through planning that we can sorely achieve our objectives.

The Alignment of our Objectives with those of the NE Presbytery objectives will accelerate the growth of our church and give us a clear focus towards the 21<sup>st</sup> century Church. These aspirations are further harmonized by the roll out of 5 common Pillars of our faith in line with the wisdom of the Nairobi East Presbytery.

### Findings:

1. Transparency in decision making should be enhanced by establishing clear lines of communication using data-driven outcomes throughout the Parish.
2. The church should be dynamic to embrace the constant changes in technology and other useful methodologies applicable in the 21<sup>st</sup> century.
3. The Parish and congregations should be pro-active and forward thinking using Strategic planning including prudence in financial area.
4. The Parish should engage in Charity and Missions to help the vulnerable members of the society in addition to the PEC project.
5. The Church should enhance Pastoral and capacity programmes within its ranks to build capacity of its members and leadership.
6. Church should create synergies to create income and entrepreneurship vehicles.



## CHAPTER 5:

### Strategic Objectives/ Issues

#### 1. Leverage/adopt the usage of **Technology** in service delivery in our Parish

Employ usage of ICT in all areas of church activities including in service delivery, club activities and other thematic areas.

#### 2. Adopt **prudence** in Finance and management

Develop a framework for financial management and Resource management and utilize talent.

#### 3. Develop **Pastoral** programmes in the Parish

Promote and enhance pastoral activities to develop capacity among our members.

#### 4. Develop **capacity building** programmes

Cultivate skill development using various training tools and methodology.

#### 5. **Infrastructure/ Development** Projects

Initiate or complete ear-marked projects to enhance church capacity.

#### 6. Create **synergy** socially and economically

Create projects that can share resources and create synergy.

## CHAPTER 6:



# Strategy Implementation Framework

### 6.1 Process/ Methodology

The Strategic Plan formulation has enabled us to explore the factors and trends that affect the way we perform our core function.

The process of developing this Plan relied heavily on an extensive review of the relevant documents among them the SWOT and PESTEL inputs from the Congregations, our elders and other stakeholders.

The process also involved aligning our objectives and Pillars with those of NE Presbytery.

The formulation and implementation of this strategic roadmap is expected to positively impact the Parish and its membership.

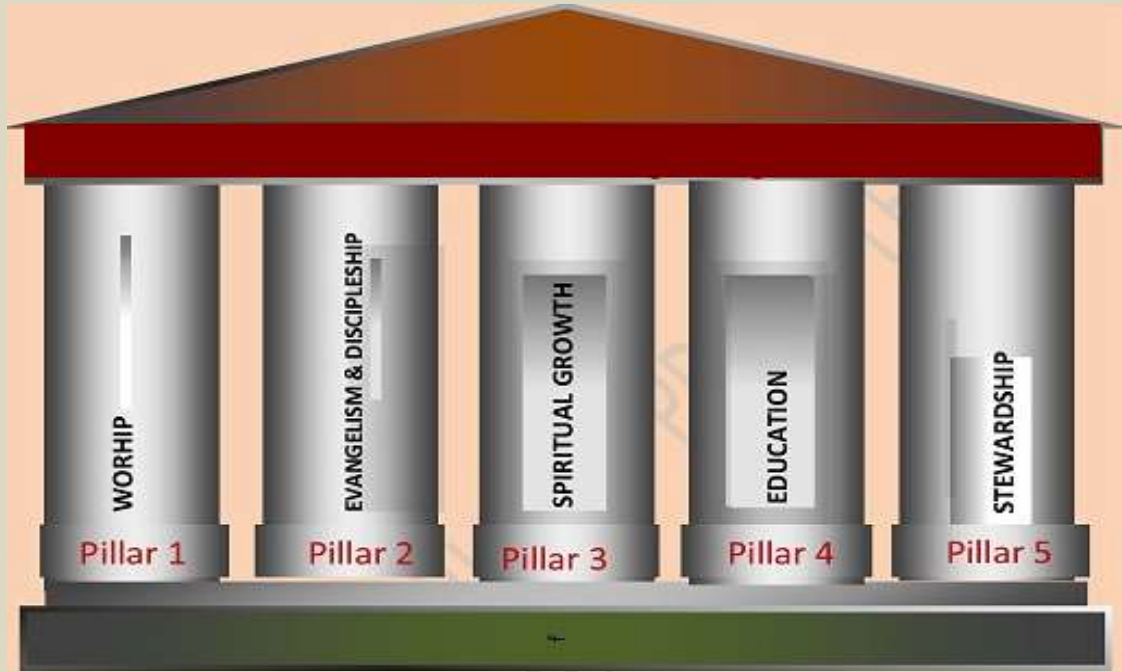
The Consultant and the planning team used a data collection form in the form of a Questionnaire to collect primary data from all the Church groups, committees and the leadership team. After pertinent data was analysed based on SWOT, it culminated to the identification of the strategic issues and development of the strategic framework.

### 6.2 Legal Framework

Kenya Constitution 2010 CAP 4:32 The Bill of Rights guarantees the freedom of Religion as under:  
“Every person has the right to freedom of conscience, **religion**, thought, **belief** and opinion”



## 6.3. Our 5 Pillars



**Pillar 1: Worship:** Our Parish wishes to promote Christian Worship as a lifestyle “ But the hour is coming, and is now here, when true worshipers will Worship the Father in Spirit and truth, for the Father is seeking such people to worship him. (John 4: 24)

**Pillar 2: Evangelism and Discipleship:** Our Parish wishes to promote both the Evangelism for converts and Discipleship to mature believers in our faith. This is in our road to grow people from new converts to mature people of faith. (Matt 28: 19-20)

**Pillar 3: Spiritual Growth:** Our Parish wishes to promote a sense of congregational fellowship, Bible Studies, VBS, TEE and Mission in our Congregation with a greater commitment to building bridges across age, class and ethnic differences within our great Parish. (1 Peter 2: 2-3)

**Pillar 4: Education:** Christian Education is an integral part of the Church ministry. Our Lord included it as an integral part of the Great Commission “Go therefore....(Proverbs 9: 9), Proverbs 16:16)

**Pillar 5: Stewardship:** God blesses His Church with many resources – people, time and money. He expects us to be good Stewards with what He provides. As members Tithe on their income to support the operations of our Parish and Congregation, let our Parish be good Steward and manage our financial resources responsibly. (1 Peter 4: 10)

## 6.4 Risk & Mitigation factors

Risks	Level of Risk	Mitigation of the Risks
<b>Strategic Risks:</b> Weak M&E Framework	Medium (M)	Inclusive Planning process to provide ownership, Establish M&E Committee, Effective monitoring and evaluation by the M&E Committee.
<b>Political Risk:</b> Lack of Political goodwill	High (H)	Continuous engagement with Political players for political goodwill in our neighbourhoods.
<b>Financial Risks:</b> Low Giving	Medium (M)	Ensure prudent utilization of resources, seek alternative source of income besides Tithing & Giving.
<b>Technological Risks:</b> Unable to cope with dynamic technological changes	Medium (M)	Adopt usage of emerging technology in our delivery, Acquire, deploy technology systems that create value to us, regularly train our staff and upgrade equipment.
<b>Operational Risks:</b> Lack of stakeholder support, inadequate facilitation	Low (L)	Regular Stakeholder forums to ensure stakeholder support and buy-in.

## 6.5 Parish Oversight role

The Session office is mandated to conduct the oversight role through the appointed members of the Monitoring and Evaluation (M&E) Committee. Regular reports would be deposited with the Session office to gauge the performance of the Monitoring and evaluation among our Congregations on a Quarterly basis.

## 6.6. Implementation of the SP at Parish and Congregation levels

The Parish will oversee the Congregations as they fund various objectives of this Strategic plan. The Parish has to ensure that their Congregations align their activities to the objectives envisaged in this Strategic plan to deliver the aspirations of the NE Presbytery.

## 6.7 Financing of the Strategic Plan

The financing plan of this Strategic plan is through Budget(s) allocations of the 2019/2020, 2020/2021, 2021/2022, 2022/2023, 2023/2024, 2024/2025 Financial Years by Congregation/ Parish.

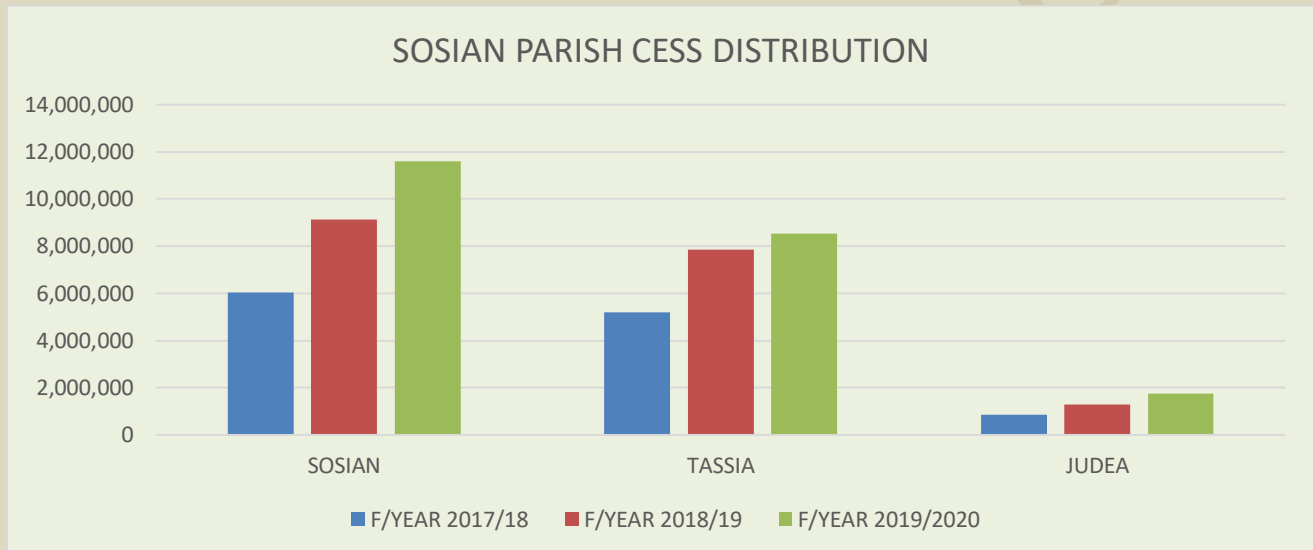


## CHAPTER 7:

# Financials

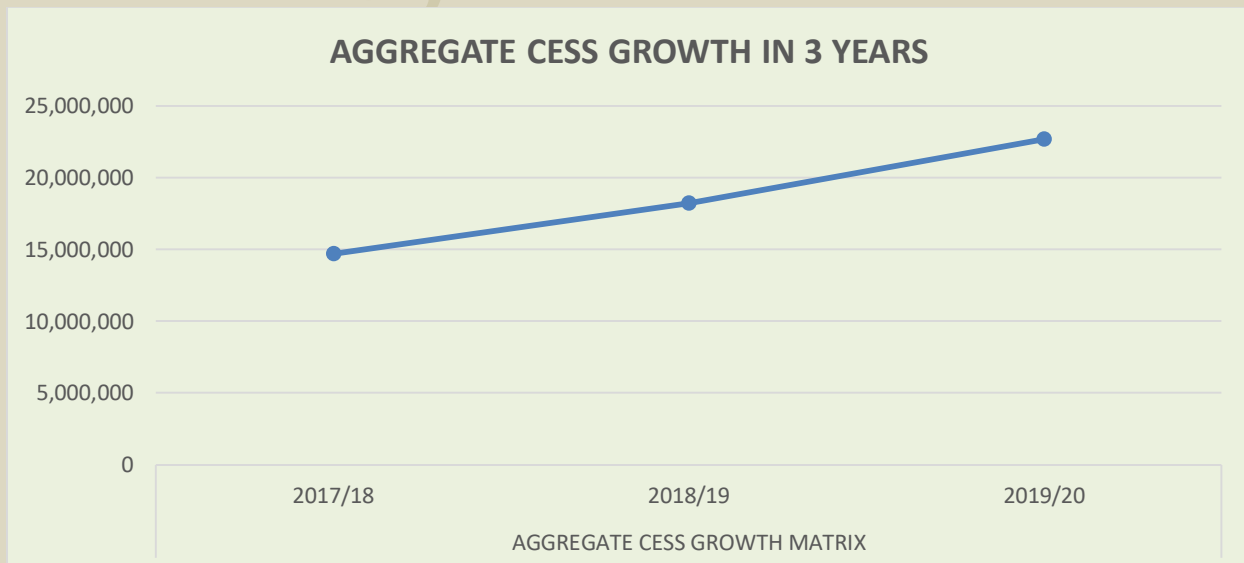
The Sosian Parish has grown in leaps and bounds. This is evident in its Cess distribution among its Congregations. The Cess allocation shown below is for the financial years 2017/18, 2018/19 and for 2019/20.

**Table 7.1**



Aggregate Cess growth in Sosian Parish in 3 financial years.

**Table 7.2**



## CHAPTER 8:

### M&E Framework & Strategy



No	ISSUE	Strategic Objective	Strategy	Player(s)	KPIs	Budget
1	<b>Issue 1:</b> <b>Leverage ICT usage</b>	<b>Obj 1:</b> Invest in ICT and Media: <ul style="list-style-type: none"> <li>Interactive screens</li> <li>Website</li> <li>Social media page</li> <li>Wifi &amp; MIS</li> </ul>	Deploy technology in all areas of the Parish for service, data interface and data broadcasting, data mining and reporting.	Development, CE	Quarterly Report, Deployed equipment/software	
		<b>Obj 2:</b> Leverage ICT in Administration to avoid paper usage to drive the church to an eco-friendly environment	Purchase an Enterprise Recourse Planning Software (ERP) to manage data resource and human resource	Development, CE	Paperless transactions	
		<b>Obj 3:</b> Deploy Firewall to secure our systems	Block pornography in our church network.	Development	Secure log accounts	
2	<b>Issue 2:</b> <b>Prudency in Finance and Management</b>	<b>Obj 1:</b> Create / form Benchmarking Committee to monitor GA Benchmarks	To Monitor Benchmarking standards	Benchmarking selected members	Annual Report, Committee	
		<b>Obj 2:</b> Create an M&E committee	M&E Committee to set up budgets and oversee SP implementation as per M&E	Resource persons from all congregations, Session office	Quarterly Report, M&E team	
		<b>Obj 3:</b> HR upgrades	To harmonise hiring with PCEA Service scheme plans	Clerk, Co-Clerk	Templates	

No	ISSUE	Strategic Objective	Strategy	Players	KPIs	Budget
3	<b>Issue 3:</b> <b>Pastoral Programmes</b>	<b>Obj 4:</b> Financial enhancement and planning	To create financial income plans	Treasurer, Chair-Finance	Financial Plans	
		<b>Obj 5:</b> Financial transparency	To create prudency structures and plans	Treasurer, Chair-Finance	Accounting Apps/ Software	
		<b>Obj 1:</b> Enhance Giving: Offertory, Tithing	To create seminars to educate members	Parish Minister, Evangelist, CE	Quarterly Report on Preaching	
		<b>Obj 2:</b> Promote Jubilee weddings	To increase number of full membership	CE, District Elders, PCMF	Number of Marriages annually	
		<b>Obj 3:</b> Assist vulnerable groups/ and Boy Child	Partner with donors to provide financial support	BSR	Quarterly Report on activities	
		<b>Obj 4:</b> Enhance Evangelism & Discipleship and spiritual growth	Plan for Kesha, Conventions and conferences	Elders, Evangelist and Evangelism team	Quarterly Report on activities	
		<b>Obj 5:</b> Reduce no of adherents in church and increase communicants	Design Crash programs for catechism classes to youth and adult members	Evangelist and Evangelism team, PCMF	Quarterly Report on activities	
		<b>Obj 6:</b> Spiritual growth	Create workshops to promote growth	Parish Minister, CE, Evangelism team	Quarterly Report on activities	
		<b>Obj 7:</b> Visiting the sick, the old and setting up a rehabilitation centre	To care for the vulnerable members of society and rehabilitate others	BSR, Evangelism team	Number of visits	

No	ISSUE	Strategic Objective	Strategy	Players	KPIs	Budget
	<b>Pastoral Programmes</b> <b>Cont.....</b>	<b>Obj 8:</b> Avoid mother-tongue in preaching	Create 3 <sup>rd</sup> Kikuyu Service: 1 <sup>st</sup> and 2 <sup>nd</sup> Service to adhere to English and Kiswahili to embrace other cultures into the church	Parish Minister, Elders, LCC	Report on activities	
		<b>Obj 9:</b> Programs for vulnerable groups	Seminars to the target group	LCC	Number of Seminars, Quarterly Report on activities	
		<b>Obj 10:</b> Create Ecumenism team	To have a wider range of gospel outreach	Session office, LCC Chairs	Report on activities	
		<b>Obj 11:</b> Educate the Family unit on divorce /separation consequences	Seminars on target group	Evangelism team, JPRC	Quarterly reports	
		<b>Obj 12:</b> Create a Nendeni Congregation	To enable members to take part in Mission work	Session Office, LCC Chairs	Nendeni partnership MOU,	
		<b>Obj 13:</b> Discourage drug abuse, corruption and other social ills in our membership	Seminar to the Target group	Youth Coordinators , Evangelism group	Quarterly Report	
		<b>Obj 14:</b> Structure the process of transfer of Parish Ministers	To create consistency and not disrupt delivery	Session Office liaise with Presbytery office	Report on activities	
		<b>Obj 15:</b> Organize conventions, revivals, crusades	To spread the Word of God	Session, LCC, CE, Evangelist, Evangelism team	Quarterly	



No	ISSUE	Strategic Objective	Strategy	Players	KPIs	Budget
4	<b>Issue4:</b> <b>Capacity Building</b>	<b>Obj 1:</b> Presbyterianism teachings: Teachings on Practice and Procedure of PCEA Church.	Seminars / workshop teaching on how to be a good Presbyterian.	Session Office, LCC	Report on activities	
		<b>Obj 2:</b> Capacity building for Ministers and leadership	Workshops, Seminars for target group	Session Office	Quarterly	
		<b>Obj 3:</b> Security training	Partner with local Police to train our members Workshops/ seminars	LCC Chairs	Partnership deeds	
		<b>Obj 4:</b> Ensure Gender parity	Seminars for men on catechism and marriage	CE, Evangelist	No. of Marriages per annum	
		<b>Obj 5:</b> Develop Income generating projects, Gym	To tackle youth unemployment	Woman's guild, BSR	Report and income statements	
		<b>Obj 6:</b> Buy additional plots	To expand generate income and expand church facilities	LCCs	Report and income statements	
		<b>Obj 7:</b> Plan Men Retreats – bonfires/ breakfasts/ workshops	To embark on Man Enough and other relevant programs	PCMF	Activity Report - Annual	
		<b>Obj 8:</b> Para-legal and civic education	To empower members on legal matters	JPRC	Activity Report - Quarterly	
		<b>Obj 9:</b> Enhance Brigade through: <ul style="list-style-type: none"> <li>Officers training,</li> <li>Basic skill training 1, 2</li> <li>Retreats</li> </ul>	To train our girls and boys team to skilled levels and commissioned officers	Girls and Boys Brigade	Activity Report - Quarterly	

No	ISSUE	Strategic Objective	Strategy	Players	KPIs	Budget
		<b>Obj 10:</b> TEE and VBS classes our Disciples to the work of God	To empower of our Disciples to the work of God	CE, TEE	Activity Report - Annual	
		<b>Obj 11:</b> Develop church choir CDs, buy musical instruments	Promote work of God through singing and worship	Choir	Activity Report - Quarterly	
		<b>Obj 12:</b> Raise funds towards related income projects	To raise funds to enhance church projects and facilities	Church school	Activity Report - Quarterly	
		<b>Obj 13:</b> Youth chapel, cultural and sporting exchanges	To develop variety of services towards youth empowerment	Youth	Activity Report - Quarterly	
		<b>Obj 14:</b> Income generating	Create vehicles to generate income	youth	Activity Report - Quarterly	
		<b>Obj 15:</b> Develop clinics	Create full-fledged health facilities	Health Board	Bank statement	
5	<b>Issue5:</b> <b>Infrastructure / Projects development</b>	<b>Obj 1:</b> Church property Inventory	To keep an up-to-date records of the Parish properties	Development committee	Updated Inventory	
		<b>Obj 2:</b> Land Titling and building Regularization	Regularize all land and premises with Nairobi County to secure ownership	Development committee, JPRC	Approval certificates	
		<b>Obj 3:</b> Roofing and completing of the Lord's Sanctuary	To complete the Church Facility on-going	Tassia LCC	Occupation certificate	
		<b>Obj 4:</b> Modernise PCEA Sosian Academy to Stone structure, Increase Church buses, build PCMF Hall	To structure the building to cater for a full-fledged Primary school status	Sosian LCC, PCMF	Nairobi County Approvals	
		<b>Obj 5:</b> Building church school classes	To set up a convenient class for children	Judea LCC, PCMF	Nairobi County Approvals	

No	ISSUE	Strategic Objective	Strategy	Players	KPIs	Budget
		<b>Obj 6:</b> Planned Infrastructure Projects as per NE regulations	Ensure projects meet NE Presbytery and Nairobi County Approval standards	Session Office	Approvals by Presbytery and Nairobi County Council	
		<b>Obj 7:</b> Self-funded buying of modern furniture, seats for target churches	Fundraise to buy modern seating arrangements	Sosian LCC, Judea LCC	Invoices/ Vouchers	
6	<b>Issue6:</b>  <b>Create Synergy – Social, Pastoral, Economic etc</b>	<b>Obj 1:</b> Create Sacco to empower our members economically	Empower members through Sacco investing and borrowing	Development, Finance Chair, Treasurer	Sacco registration certificate	
		<b>Obj 2:</b> Groups and committees encouraged to Partner - JPRC and Development to partner on land issues, regularise Church projects	To use economics of scale and to create synergy of ideas	CE, Evangelism	Annual Reports on Activities	
		<b>Obj 3:</b> Joint group partnership – CE and Evangelism to increase Membership in Church	CE to partner with Evangelism to create synergy for group dynamics- Evangelism to hold Keshas and Conventions to bring people to the Lord and CE to hold Catechism class to the converts	CE, Evangelism	Annual Reports on Activities	
		<b>Obj 4:</b> Talent Register	To compile a talent register in all Congregations	All Church Groups and committees	Updated Register	

## Budgetary Requirements per Objective

STRATEGIC ISSUE	STRATEGIC OBJECTIVE	FY1 2020/21 Kshs	FY2 2021/22 Kshs	FY3 2022/23 Kshs	FY4 2023/24 Kshs	FY5 2024/25 Kshs	TOTAL IN MILLIONS Kshs
ISSUE1: Leverage ICT Usage	Obj1: Invest in ICT and Media	1M	1M	1M	1M	1M	5M
	Obj2:						
	Obj3:						
ISSUE2: Prudency in Finance & Management	Obj1: Create Benchmark Team						
	Obj2:						
	Obj3:						
	Obj4:						
	Obj5:						
ISSUE 3: Pastoral Programmes							
ISSUE 4: Capacity Building							
ISSUE 5: Infrastructure/ Projects dev							
ISSUE6: Create Synergy							
TOTAL							XXXXXXXX



## CHAPTER 9:

# Parish in 2025

### Major Transformations expected within 5 years:

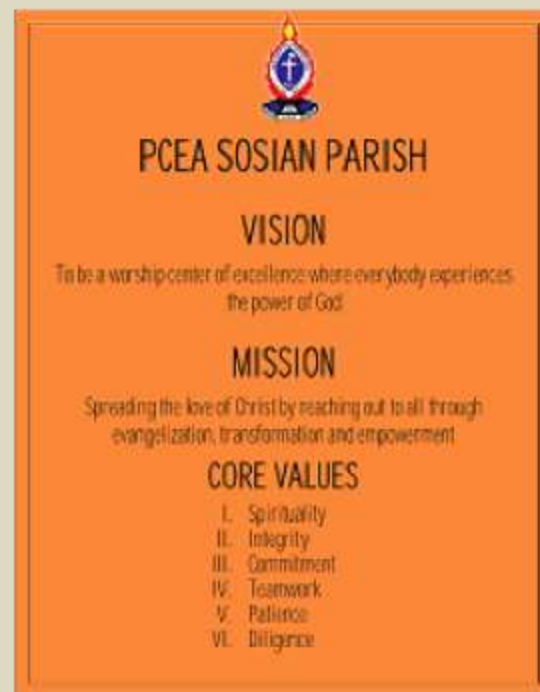
1. **Sosian Congregation:** PCEA Sosian Academy is in the process of ground-breaking for a Stone-walled School structure in this financial year. They are also lined up to increase their fleet of Buses and buy Modern seats for their Sanctuary.
2. **Tassia Congregation:** The New Sanctuary completion is underway. A major funds drive in the year 2020 will ensure the uncompleted structure is completed within the year. They are also in the process of extra land acquisition.
3. **Judea Congregation:** Judea Congregation is in its second phase of purchasing an adjacent plot for Church expansion projects and buying Modern seats for their Sanctuary
4. **BSR Project:** The Parish will continue to support the PEC project- a Soweto School project to transform the lives of Slum Children by imparting quality education to them.

# Deliverables

SP Booklet



Vision, Mission Plaque



The two deliverables shown above will form part of the instruments to be unveiled during the Launch ceremony of the Strategic plan at our Congregations' Premises. They are crucial part of the tools that the Congregations will ensure they take the right place in the history of their Congregations moving forward into the future. History will always remember that dedicated men & women of God sat down for long hours to ensure that our Parish became compliant to the Policies and Benchmarks of the Presbyterian Church of East Africa as per the GA Benchmarking Guidelines of 2020 to our Parishes in Nairobi East Presbytery.



**PCEA Sosian Parish** is honoured to be associated with Sosian Church Projects which are making a big impact to the local community. The Projects are fully owned by the Sosian Congregation but enjoy the Patronage of the Sosian Parish and so they qualify to be associated with Sosian Parish as Sosian Congregation is in the purview of Sosian Parish.

### **PCEA Sosian Church Academy**

The PCEA Church Academy is a promising project. From its inception, the school population has continued to grow. The numbers projection in the next few years is promising according to enrollment statistics experienced so far.

The school is in the process of ground- breaking for a stone foundation which will see children move from the iron-sheet/ wood structure to a more modern Stone walled structure with several floors space of classrooms, office space, hall and other amenities. It will be a site to behold and we believe this will be a true blessing to our Parish, neighbours and parents who entrust us with the Education of their children

### **Bus Project**

The Bus Project is an add-on to the school project that has been running for some time. It complements the school and the Sosian Parish Family. Though initially a Project of Sosian Congregation, it has become a blessing to the whole of Sosian fraternity.

We believe that our God will guide us as we use these tools, that he has given us, and to be good stewards to His Glory.

### **Rental Houses**

The Woman's Guild have 8 rental houses at Soweto known as PCEA Sosian Church Woman's Guild Project. The project comprise of 2 shops and 6 single rooms.





## The Apostles Creed

### ENGLISH

I believe in God, the Father Almighty, Maker of heaven and earth, And in Jesus Christ, His only Son, our Lord, who was conceived of the Holy Spirit, born of the Virgin Mary, suffered under Pontius Pilate, was crucified, died, and was buried. He descended into hell. The third day He arose again from the dead. He ascended into heaven and sits at the right hand of God the Father Almighty, from where He shall come to judge the living and the dead. I believe in the Holy Spirit, the holy Catholic Church, the communion of saints, the forgiveness of sins, the resurrection of the body and life everlasting. Amen.

### IMANI YA MITUME

Namwamini Mungu, Baba Mwenyezi, Muumba wa mbingu na nchi; Na Yesu Kristo Mwana wake wa pekee, Bwana wetu, aliyechukuliwa mimba kwa uwezo wa Roho Mtakatifu. Akazaliwa na Bikira Mariamu, akateswa zamani za Pontio Pilato, akasulubiwa, akafa, akazikwa, akashuka mahali pa wafu, siku ya tatu, akafufuka akapaa mbinguni. Ameketi mkono wa kuume wa Mungu Baba Mwenyezi, kutoka huko atakuja kuwahukumu walio hai na wafu. Namwamini Roho Mtakatifu, Kanisa Takatifu; Katoliko; Ushirika wa watakatifu, ondoleo la dhambi, kufufuliwa kwa mwili na uzima wa milele. AMINA.

### REFERENCES

1. The Holy Bible
2. The Practice & Procedure Manual (PP)



## THE IMPLEMENTATION TEAM



### Project Sponsor(s)

1. Parish Minister
2. Session Clerk
3. Session Co-Clerk
4. Session Treasurer
5. Session Finance Chair
6. Sosian LCC Chair
7. Tassia LCC Chair
8. Judea LCC Chair
9. **Project Lead Consultant**

### PCEA Sosian Parish

Rev. David N. Muthui  
 Elder Joseph Ngunjiri  
 Elder Martin Mutonga  
 Elder Florence Kihara  
 Elder David Kimani  
 Elder David Kigomo  
 Elder Elias Njeru  
 Elder Geoffrey Mukono  
**Dr. Moses Waigwa(0716355410)**

The above Implementation Committee members will steer the implementation process and guide the Monitoring & Evaluation process in Phase 2. Other men and women of repute will add into the list of future M&E help desk to ensure the Clerk of the Session is well briefed on the on-goings-on regarding Monitoring and Evaluation function and the Budgeting thereof. A Quarterly report on the Progress made would form the milestones achieved by the Parish within the period in review.



## CONTACTS



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## Mandate

*This Strategic Plan is owned by  
PCEA Sosian Parish Copyright 2020*

*Its user mandate is delegated only to  
the following Congregations:*



*PCEA Sosian Church*



*PCEA Tassia Church*



*PCEA Judea Church*

*By the order of the PCEA Sosian Parish Session*



## Congregations leaders

