



2021-2025

Strategic Plan

FELLOWSHIP OF CHRISTIAN UNIONS

A five-year guide on the strategic direction based on the mandate of FOCUS Kenya in consideration of the changing operating environment and trends.

STRATEGIC PLAN

2021 - 2025



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ACRONYMS AND ABBREVIATIONS

FOCUS – Fellowship of Christian Unions

IFES – International Fellowship of Evangelical Students

CU – Christian Union

Vuka FiT – Finalists Transition Program

Anza FYT – First Years Orientation Integration Program

BEST-P – Bible Exposition Self Training Program

CMF – Campus Ministry Facilitator

M&E – Monitoring and Evaluation

MAPs – Ministry Annual Plans

MAOPs – Ministry Annual Operation Plans

BAOPs – Branch Annual Operational Plans

NGC – National Governing Council

RC – Regional Council

STEM – Short Term Experience in Ministry

Anza FIT – First Years Discipleship Program.

SP- Strategic Plan.

SPAs- Strategic Priority Areas

TVET - Technical and Vocational Education and Training

DEFINITION OF TERMS

In this Strategic Plan (SP), unless the context requires otherwise the following means:

Stakeholders

Those who are most affected by what FOCUS does and will largely determine the success or failure of the Ministry.

Christian Union

An interdenominational group of Evangelical Christian students within a university or college who have come together to worship God, fellowship and witness of their faith both in and out of their institution.

Non-Resident Students

Students who do not stay within the University or College campus, or in hostels next to the campus and therefore commute for more than one Kilometre (1km) to attend classes and other programs on the campus. This also includes students who are entirely day scholars and those who study online.

FOCUS Associate

An Evangelical Christian graduate from a Christian Union that is within the network of FOCUS or one who did not graduate from such an institution but has interest and commitment to the ministry of FOCUS and has been admitted into membership in accordance with the FOCUS constitution.

Associates Branch

A group of FOCUS Associates who have come together, thereby constituting themselves as a unit in either a town or a city with the aim of supporting and advancing the ministry of FOCUS.

Christian Professional Group

A group of Christian graduates who have come together under the auspices of their specific professions, and have organized themselves formally with an aim of fellowshipping together and promoting Christian impact in the profession.

Movement

An Association of many people, in this case, Christian students in universities and colleges and Associates in Kenya who have come together, with an intention of furthering their collective goal, aims and objectives and are governed by an agreed code of rules and regulations that reflect their beliefs, core values, objectives and leadership structure.

Fellowship

A group or association of Christian students or Associates who come together regularly for their spiritual nourishment.

Region

A geographic area/zone designated as such by the National Governing Council for the purposes of managing the work of FOCUS across the country. There are currently seven regions which include Northern Nairobi, Southern Nairobi, Central Rift, Mt. Kenya, Pwani, Western and North Rift.

Post-Graduate

A student who has graduated from a university/college with a bachelor's degree and is currently studying for a higher degree.

Christian Faculty

A member of the teaching staff of a University or College who is a born-again Christian. The Christian Faculty engagement focuses largely on research, mentorship and social transformation.

Chaplain

A Christian official, in most cases a clergy who is in charge of the religious needs of a university or college community.

Patron

A Christian member staff (usually academic) of an institution of learning appointed to work with the Christian Union to help them achieve their objectives and acts as a link to the Administration.

Life Skills

A set of basic skills acquired through learning and/or direct life experience

that enable individuals and groups to effectively handle issues and problems commonly encountered in daily life. In this Strategic plan, the emphasis is on the following areas: academics, relationships, marriage, family, gender issues, career development, business and entrepreneurship, and handling transitions. Some key skills include communication and inter-personal skills, emotional intelligence, decision making and problem solving, stress management and conflict resolution skills.

Small Groups

An intentional group of at least three students, engaging regularly for a specified purpose. This includes Small Bible Study Groups, Ministry Teams, Leadership Teams, Prayer Teams, among others.

Hatua Project

An infrastructural development project by FOCUS Kenya with the goal of constructing the National Students Training Centre and acquiring lands to develop regional centres in 5 regions.



National Governing Council Chairperson's Message

Mr. George Alande

With humble hearts, we truly thank God who has helped us to put together this Strategic Plan – The Fellowship of Christian Unions (FOCUS) Strategic Plan for the period 2021-2025. This document is a product of the stakeholders' prayers, brainstorming and reflections that have been consolidated through the guidance of the Holy Spirit.

It puts together our thoughts mirrored on our calling to the Students and the Associates ministry over the years. We reflected on the tremendous favour the Lord has given us through the implementation of 2016-2020 Strategic Plan and the current environment we find ourselves in and not forgetting the COVID-19 Pandemic which has jolted the world and will continue to have a major impact on how we navigate through our ministry in future. However, we know that the Lord God knows everything and we need not panic. The words of Jeremiah 29:11 –echo loudly to us at such a time like this. The Lord knows the plans he has for FOCUS, plans to prosper us and not to harm us, plans to give us hope and a future for our endeavors amidst challenges which He will carry us through.

As we roll out the implementation of the 2021-2025 Strategic Plan, history has taught us to re-invent ourselves again and again after periodic challenges. We all know the effects of COVID-19 Pandemic and the so called “The New normal”. We are committed to remain creative and innovative to remain responsive and relevant to our dynamic environment.

In conclusion, this strategic plan lays emphasis on among other things:

1. Mainstreaming ministry in digital platforms.
2. The need to focus on the small groups in our Christian Unions.
3. The strategic place of mentoring of the Students by the Associates.
4. Enhancing the capacity of the student to carry out evangelism.
5. Building the leadership capacity of the stakeholders.
6. Strengthening the prayer engagement of the stakeholders.
7. Involving the stakeholders on the emerging issues of social concern and action.
8. Enhancing partnership with the like-minded Churches, Organizations and Government agencies.
9. Improvement of the organization structures.
10. Infrastructural development - expanding the national student center, acquisition of regional lands and acquisition of relevant equipment for ministry.

Lastly allow me on behalf of NGC to thank all the stakeholders and facilitators who worked tirelessly to ensure that we finalize this task within the agreed timelines. The word in Philippians 1:6 is apt to all of us –“Being confident of this, that he who has begun a good work in you will carry it on to completion until the day of Christ Jesus.” The journey has just began and the faithful implementation of the SP 2021-2025 is what we now pray for.

The Lord God richly bless you all.

George Alande.

NGC Chairman.

National Director's Message

Mr. George Ogalo



The 2016-2020 Strategic Plan undoubtedly propelled the Ministry to achieve great milestones, to the glory of God. It is a delight to present a new Strategic Plan 2021-2025, which will be the road map for the next five years. It is significant that the new plan is an outcome of an inclusive process

where Students, Associates, Staff, and other key FOCUS stakeholders effectively participated over several months. The drafting of the new SP went alongside Organization Capacity Assessment (OCA) and the Evaluation of the Performance of the 2016-2020 SP. The previous plan was unique in different ways including: its emphasis on the need to rethink the theology and practice of integral missions and social transformation; and the implementation framework that enabled Students, Associates, and Secretariat to implement and monitor their execution based on their specific plans.

We are confident that the thoughts, insights, and dreams expressed through the new SP are responsive to the operating environment, and will provide us with the inspiration and operational clarity towards the God-given mandate of FOCUS. The outcome of this new Strategic Plan, in several ways attests to the need to consolidate the gains and aspiration of the previous plan, but also injects new approaches in the execution. The ministry remains focused in seeing as many Students come to faith in Jesus Christ, growing them to become His faithful followers. The ministry also remains committed to growing servant leaders for the Church and the Society at large. The net effect of this strategic plans, as we wait for the coming of the Lord Jesus Christ, is to bring transformation to people's lives, families, churches, and the market-place. Therefore, *Discipleship, Evangelism, Leadership Development, and Social Transformation* remain the 4 priority areas in the life of the new Strategic Plan.

The new plan envisions further expansion of the already handful work, especially with TVETS in view. Consequently, first, the need to mobilize and train more Associates to be involved in direct ministry is more urgent. Second, the Plan anticipates more and better partnerships with the Churches, the Corporates, and the Government agencies. Third, the plan envisions the continued mitigation between the sacred and secular, which has always led to Christians to the unresponsiveness to the socio-economic and political issues. Fourth, the Plan highlights the need to be light and salt and engage the social fabric, for Christ. Fifth, Covid-19 experience has emboldened the need to become more creative and innovative in order to reach more students and graduates for the desired impact. Lastly, in the next phase of the ministry, the plan anticipates that infrastructure capacity demands will see increased investment in digital infrastructure for enhance ministry through digital platforms, a Student Centre constructed at the FOCUS centre, Nairobi, as well as retreat centres in the various FOCUS regions.

May the Lord provide the grace for adequate human capital, the financial resources, and the right partners to fulfil the mandate expressed through the plan. On our part at the Secretariat, we are committed to remain faithful in following this SP as a pointer of where we want to go in reaching students and changing nations. We call upon all our Stakeholders (Students, Associates, Partners, and people of vision) to embrace it as we forge into the future of students' ministry and biblical transformation. We are grateful to the Chaplains and Christian Faculty and Administrators on campus for continued collaboration in service the students who are the hope of any nation.

George Ogalo

National Director

FOCUS Kenya

1. INTRODUCTION

1.1 OVERVIEW AND RATIONALE

FOCUS has been operating on five-year strategic plans that have guided its operations and programs. In 2020, the National Governing Council (NGC) commissioned the review of the 2016-2020 Strategic Plan and the development of a five-year strategic plan for the period 2021-2025.

FOCUS Strategic Plan (2021-2025) aims at providing strategic direction based on the mandate of the Organization. The process of developing the plan was participatory and involved all the key stakeholders and partners. The plan is expected to form a solid foundation upon which the work plans, annual operation plans and programme initiatives will be based. It is in this respect that the Organization has taken into consideration critical observations gathered through extensive consultation with various stakeholders including Students, Associates, Staff, Members of various Leadership Teams and leaders of Partnering Churches and Organizations. To come up with issues addressed in this Plan, the operating environment, the fact that the strategy is expected to set a clear direction for the future, be used as a management tool and to facilitate performance management was taken into account.

The Strategic Planning Process

The Strategic Plan provides a clear sense of direction and serves as a tool for improved decision-making, enhanced effectiveness and efficiency while setting a trend in organizational culture for improved performance in the strategic priority areas, coordination and action.

In developing the Strategic Plan, the steps below were followed:

Stage 1: Establishment of a Strategic Planning Team

The Management established a Strategic Planning Team to carry out the task of end-term review of 2016-2020 Strategic Plan and development of the new SP with the guidance of an external Lead Consultant.

Stage 2: Review of Documents

The SP Team reviewed various documents of the Organization including reports, policies and governance instruments.

Stage 2: Data Collection from Stakeholders

The SP team held interactive sessions with the Students, Associates, Regional leaders, Staff, Management and the Governance teams.

Stage 3: Strategic Planning Workshops

Workshops were held in all the seven regions followed by a day-long online session at the national level to facilitate involvement and elicit consensus among the stakeholders focusing on the strategic direction of the Movement for the next five years.

Stage 4: Finalizing the Strategic Plan

The Strategic Plan was drafted and shared with the Management and the National Governing Council (NGC) for input and approval. This then led to the development of the final version.

1.2 BACKGROUND INFORMATION ABOUT FOCUS

Historical Background

Student work in Africa started as a spontaneous work of God in the mid-1950s. In 1958, the Pan Africa Fellowship of Evangelical Students (PAFES) was formed bringing together Christian Unions from Kumasi and Legon in Ghana, Nairobi in Kenya, Monrovia in Liberia, Fourah Bay in Sierra Leone, Harare in Zimbabwe and Ibadan in Nigeria.

In 1960, PAFES appointed its first staff worker, Alonzo Fairbanks, who was based in Ibadan but travelled right across Africa. John Homes, who had been one of the pioneering university lecturers in Ghana, joined in 1962 and was based in Nairobi. In 1963, the late Rev. Dr David Gitari, the former Archbishop of the Anglican Church of Kenya (ACK), became the first Black full-time African PAFES General Secretary travelling Across Africa. He worked closely with Gottfried Osei-Mensah as Travelling Secretary for West Africa. In December 1972, as a result of the initiative of the Student leaders from Eastern Africa, Fellowship of Christian Unions (FOCUS) East Africa was born linking CUs in the region. In September 1973, Fellowship of Christian Unions (FOCUS) Kenya was registered at the Registrar of Societies, thus becoming an autonomous National Student Movement.



Since becoming an autonomous National Student movement, FOCUS has had 7 General Secretaries (National Directors); Rev. John Gichinga (1973- 1985), Dr Joshua Wathanga (1985-1992), Rev. Dr David Oginde (1992- 1997), Prof. Timothy Wachira (1998-2003), Mr Martin Karanja (2004-2007), Mr Simon Masibo (2007 - 2014) and Mr George Ogalo (2014 to date).

Affiliations

In 1979, FOCUS joined the International Fellowship of Evangelical Students (IFES) as a member Movement and therefore one of the over 160 national member movements of IFES from around the world. FOCUS is also an Associate member of National Council of Churches of Kenya (NCCCK) and the Evangelical Alliance of Kenya (EAK).

Key Stakeholders' Data

Currently, FOCUS works with 161 Christian Unions bringing together over 51,000 Christian Students from different universities and colleges in Kenya. FOCUS Ministry extends beyond the Christian Unions, targeting the over 500,000 other Students in the universities and colleges. Over the years FOCUS through the Christian Unions releases thousands of Christian Graduates to the marketplace, the church and wider society. It is currently estimated that over 7,000 Christian Graduates are released each year. We are currently in touch with a network of over 15,000 of these Associates across the country organized in Fellowships known as Associates Branches.

1.3 GOVERNANCE AND MANAGEMENT

Governance Structure

FOCUS recognizes that governance quality has a significant impact on its performance as an organization in achieving its mission and vision. To this extent therefore governance should be effective and efficient.

The Annual General Meeting (AGM) is the highest organ in FOCUS Governance Structures. FOCUS holds AGMs every year for stakeholders to review annual reports from the National Governing Council (NGC) and make key decisions for the Organization.

The NGC is the policy-making body of FOCUS. It has 23 members. These include the Chairperson, Vice-Chairperson, Honorary Treasurer, National Director (Secretary), Legal Advisor, Seven Students (National Students Executive Committee (NASEC)) representatives, National Associates Executive Committee (NAEC) Chairperson, Seven Regional Representatives who are the Chairpersons of the Regional Councils (RCs), Deputy National Director and two other members nominated by the NGC from amongst the FOCUS Member Associates. The link between NGC and Management is the National Director. NGC members are nominated by the NGC and appointed by the Annual General Meeting (AGM). The NGC operations are guided by the FOCUS Constitution and Governance Manual.

FOCUS has a Trustees Board. All properties and investments of FOCUS are vested in the name of the Registered Trustees of FOCUS. All matters related to acquisition or disposal of immovable property are therefore handled by the Trustees in consultation with the NGC and under the direction of the Annual General Meeting (AGM). The Trustees operations are captured in the Trustees Operations Guidelines.

There is also an Advisory Committee, comprising not less than five (5) and not more than nine (9) members, nominated by the NGC and appointed by the AGM. The NGC Chairperson and the National Director also sit in the Advisory Committee where they serve as Convener and Secretary respectively. The role of the Advisory Committee is to offer support and advice to the National Governing Council (NGC) and thus they do not play any executive role.

The Regional Councils that operate under the delegated authority of the NGC. Their composition and operations are also determined by the NGC and guided by the Regional Councils Operations Manual.

Management and Operations of the Secretariat

There is a FOCUS Secretariat comprising Staff and Officers of FOCUS with Headquarters in Nairobi and regional offices in other locations. The Regional Offices are strategically set up in different regions as established by the NGC for purposes of better program coordination and execution; closer cooperation with the grassroots and generation of resources for the

ministry work. Currently, FOCUS has 42 Long Term Staff, 45 STEM Staff and 18 Associates Staff serving both at the Head Office and in the seven regions across the country.

The FOCUS Secretariat is led by a Management Team composed of the National Director, the Deputy National Director and five (5) Heads of Departments. The Management Team is therefore responsible for all management functions and on-going operations of FOCUS affairs towards the effective implementation of the Vision, Mission, Policies and Plans under the guidance and leadership of the NGC.

The operational work is further organized in Sections in various departments and the Regions.

2. IDENTITY, MISSION, VISION AND CORE VALUES

2.1 IDENTITY

FOCUS is the umbrella body that links and networks Christian Unions in institutions of higher learning in Kenya and Associates (Graduates) involvement in society.

2.2 MISSION

To Reach and Equip Students in Institutions of Higher Learning and Associates for Effective Christian Living.

2.3 VISION

Christian Students and Associates Impacting the Institutions of Higher Learning, the Church and Society.

2.4 CORE VALUES

FOCUS has six core values:

1. Faithfulness to the Holy Scriptures

We regard faithfulness to the Holy Scriptures as the commitment to the fulfilment of God's will as revealed in His Word in all our aspects of ministry whether in living, teaching, preaching, missions and social responsibility.

2. Integrity

We regard integrity as the consistency of actions, values, methods, measures, principles, expectations and outcomes on the basis of an internal code framework of moral, spiritual or artistic value.

3. Excellence

We regard excellence as entailing merit, virtue and quality in delivering distinctive results.

4. Student-centered

We regard student-centered ministry, as putting students first and having them assume a high level of responsibility in the formulation and implementation of student ministry programs.

5. Teamwork



We regard teamwork as involving and partnering with people with complementary skills and committed to a common purpose and approach for which they hold themselves mutually accountable.

6. Creativity and innovation

We regard creativity and innovation as a commitment to remain dynamic, responsive and relevant in our ministry approaches through continuous learning, exploring and employing better and new ways of achieving our ministry goals.

2.5 CORE COMMITMENTS

1. We are committed to building:
2. An evangelizing Movement
3. A Bible Movement
4. A Movement committed to prayer
5. A missionary Movement
6. A student-led Movement
7. A Movement working primarily in universities and colleges
8. A Movement committed to creative thinking
9. A Movement serving the churches
10. A Movement transforming the society



3. STRATEGIC FOCUS AND PRIORITIES

3.1 OVERVIEW

This Strategic Plan sets out the FOCUS' priorities for the next five years and indicates how these will be pursued. It specifies the results areas and expected outcomes and provides a framework for the collective engagement of the various stakeholders and a benchmark with which achievements will be assessed.

3.2 STRATEGIC PRIORITIES, ENABLERS AND CRITICAL SUCCESS FACTORS

The envisaged impact of the 2021- 2025 Strategic Plan will be contributed to through Four Strategic Priority Areas (SPAs), Five Strategic Enablers, with Six Critical Success Factors.

The Four Strategic Priority Areas are:

1. Discipleship
2. Leadership Development
3. Evangelism
4. Social Transformation

The Five Strategic Enablers

1. Institutional growth and Sustainability
2. Strategic Partnerships Development and Networking
3. Research, Innovation and Publishing
4. Investment in Digital Media and Strategies
5. Infrastructural Development

The Six Critical Success Factors

1. Mainstreaming ministry through digital platforms.
2. Strengthening and prioritizing small group approach to ministry among students.
3. Enhancing and structuring mentorship as a key strategy for discipleship, leadership development and social transformation.
4. Effective capacity building, mobilization and coordination of prayer among key stakeholders.
5. Capacity building and involvement of Associates in direct student ministry.
6. Developing strategic partnerships with churches and other organizations for student ministry.

3.2.1 DISCIPLESHIP

Our aim is to deepen and strengthen the spiritual life of students and equip them to be Christ-like for a lifetime of effective service and witness in the family, church, market place and society.

Context and Trends

The discipleship landscape has been changing over the years, and more so in the recent past due to COVID-19 pandemic. Virtual engagements have taken centre stage with most discipleship programs at personal and group level are taking place online. Besides being a platform for engagement, the internet has become a source of discipleship materials, both authentic and otherwise. The reality of the world becoming a global village raises a new set of discipleship challenges. The exposure to other competing worldviews puts Christian perspectives on sexuality, gender issues, relationships, morality and ethics into constant question. The LGBTQ agenda and sexual permissiveness for instance, are now commonplace. Other trends include having an increasingly younger generation of students, dysfunction at the family and increased need for an individualized approach to discipleship with inspirational role models from Staff and Associates. This is the context under which we seek to nurture every student into Christ-likeness.

The number of students continues to increase in the University and many are non-resident. This makes small group ministry and ministry through digital platforms critical in reaching out to as many students as possible including those whose courses are entirely online.

Another area of interest is the need for holistic discipleship with both private and public aspects of the Christian life engaged. Discipleship should therefore entail strengthening prayer, Scripture engagement and community life of Students and Associates, and at the same time equipping them with essential skills for effective Christian living in the academic, professional, social and economic spheres of their lives.

Strategic goal: *Increased number of Students and Associates equipped to be Christ-like in character, behaviour and effective witness at personal level, family, church and society.*



Key Result Areas:

1. Strengthen prayer engagement by Students and Associates.
2. Enhance capacity and promote Scripture engagement among Students and Associates.
3. Develop the Christian mind and engagement of emerging issues.
4. Equip students with life skills for application during and post campus life.
5. Strengthen the nurture of New Believers and other CU members.
6. Involve more Associates in Students' discipleship programs.
7. Equip Associates for ministry in the family, marketplace, church and society.



3.2.2 LEADERSHIP DEVELOPMENT

We aim to develop effective transformational and value based servant leaders who will play key leadership roles in the universities and colleges, church and society.

Context and Trends

One of the core commitments of FOCUS is allowing the students take primary responsibility in leading and reaching their fellow students. Apprenticeship as a leadership model is well enacted as the students are given opportunities to take up key leadership roles and learn on the job. The inexperienced leaders are then trained progressively as they serve. This is coupled with active mentorship where Staff and Associates walk with the leaders. However, the growing number of Students in universities and colleges with more relatively younger students, is demanding for comprehensive training programs and closer walk with them through one on one mentorship and coaching.

Other emerging areas of concern that need to be effectively engaged are; increasing competence gaps in running of CUs, increasing number of student leaders with character issues, low regard for leadership authority promoted by postmodern worldviews, inadequate role models in political leadership and moral compromise among some of religious leaders in the country.

It has been observed that the training Christian Student leaders go through in the Christian Unions equips them to offer effective leadership in families, churches and the market place. Such impact has however been limited to those in positions of leadership in the Christian Unions. Expanding the reach of the various leadership training programs, therefore, has great potential to meet the growing need for transformational servant leaders in the Church and other sectors of the society. Leadership trainings and programs should therefore be more elaborate and extended to CU members and other students leaders such as Student Union/Council leaders and leaders of various other clubs and societies in the universities and colleges.

Strategic Goal: Increased number of students and Associates equipped for transformational servant leadership

The Key Result Areas

1. Enhance leadership capacity of CU leaders.
2. Develop capacity of Christian Students in transformational servant leadership.
3. Develop capacity of CU members in ministry skills.
4. Strengthen apprenticeship programs.
5. Develop capacity of Associates for leadership in Branches.
6. Improve Organizational performance of Christian Unions

3.2.3 EVANGELISM

We present Jesus as God incarnate, Saviour and Lord to every student in the universities and colleges, and seek to lead them to personal faith in Him. We aim to see every Christian student evangelizing, and every student evangelized.

Context and Trends

Evangelism among students is one of the key objectives of FOCUS Kenya. FOCUS seeks to mobilize, equip and coordinate students to share their faith with their fellow students and through this, many students will come to the knowledge of Jesus Christ. We desire to see Christ known, believed, loved and followed by as many students in institutions of higher learning.

As we embark on enhancing evangelism among students in the next five years, we are alive to the various emerging realities that are likely to influence how we engage in evangelism in the future. The first key notable reality is that the traditional evangelism strategies of crusades, door-to-door evangelism are no longer as effective and therefore more creative strategies should be employed. Many Christian students do not prioritize evangelism and therefore the need to enhance mobilization of students to be involved in evangelism together with having a sustained prayer focus towards student's evangelization

It has also been noted that evangelism among students still largely remains event based and this has had limitations. Christian Unions will need to move to continuous and relational evangelism by use of various tools with sustained evangelistic campaigns. There is also a growing number of students of other faiths, especially Muslims and international students that need to be engaged with the gospel. These are two key target groups that need to have a special focus.

With the rise of online students and non-residents students, leveraging various digital platforms is paramount. With all these changes and new realities for evangelism, the next five years will also focus heavily on capacity building for evangelism.

Strategic Goal: Increased number of Christian students evangelizing in and out of campus; with every student having an opportunity to hear, understand and respond to the Gospel.

The Key Result Areas:

1. Enhance the capacity for students to evangelise.
2. Increase the involvement of Christian Students in evangelism and the number of students reached with the gospel.
3. Enhance the involvement of Christian Students in praying for evangelism.

3.2.4 SOCIAL TRANSFORMATION

We will mobilize and equip Students and Associates to bear witness to the transforming gospel through their personal and professional lives and challenge them to engage in advocacy, social service and various social justice courses in the society.

Context and Trends

We consider Social Transformation as an integral part of God's mission, thus by default the Christian mission. This is in appreciation of the transforming power of the Gospel of Christ at both personal and societal level, and the holistic implication of the Gospel to the life of an individual. This therefore seeks to bring to focus the call by Jesus Christ for us (Christians) to be salt of the earth and light of the world (see Matthew 5: 13-16 in the context of the Beatitudes). As a result, we appreciate that the Gospel Proclamation has social consequences and that Social Involvement has evangelistic implications. This is our theological and philosophical underpinning for Social Transformation.

According to the 2019 Kenya Population and Housing Census report (under Religious and Ethnic Affiliation index), it was reported that majority, 85.5 percent, of the population are Christians - Protestants, Catholics and Evangelical churches accounting for 33.4, 20.6, and 20.4 percent respectively. One would consider this a critical mass for Social Transformation, yet going by the trends; increased rate of corruption, ethnic animosities, increased cases of dysfunctional families, economic inequalities and other forms of social injustices. There is a clear sense of deficit in the practice of the Christian faith. This is the gap that we seek to bridge under this Strategic Priority Area (SPA) - building on the foundation of God's Word and the gains that we have made in the past years. In this, we acknowledge students and graduates as a critical mass in

application of the Christian faith at family and societal level.

Strategic Goal: Improved involvement of Students and Associates in Biblical Social Transformation.

Key Result Areas

To realize the goal as stated, the focus shall be given to the following Strategic Result Areas:

Increase awareness and capacity building for Social Transformation.

1. Enhance Involvement of Christian Students in Social Transformation.
2. Increase number of Social Transformation Initiatives targeting students.
3. Enhance Social Transformation Initiatives by Associates.

4. STRATEGIC PLAN IMPLEMENTATION MANAGEMENT

4.1 OVERVIEW

FOCUS Strategic Plan gives the broad strategic direction for the Organization in the next five years. The implementation of this Strategic Plan will require deliberate investment in institutional growth and sustainability, strategic partnership and networking, research and innovation, digital media and strategy and infrastructural development as key enablers.

4.2 STRATEGIC ENABLERS

Recognizing that effective implementation of the Strategic Priority Areas will require an enabling environment both within and without FOCUS, we will pursue excellence and best practices in the following five key areas:

1. Institutional Growth and Sustainability.
2. Strategic Partnerships Development and Networking.
3. Research, Innovation and Publishing.
4. Investing in Digital Media and Strategy.
5. Infrastructural Development.

4.2.1 INSTITUTIONAL GROWTH AND SUSTAINABILITY

Strategic Goal: *Strengthened and sustainable FOCUS governance, coordination and institutional capacity.*

The Key Result Areas

1. Improved structural performance for the Associates ministry.
2. Strengthen and expand CUs and Associate membership to FOCUS.
3. Simtrenchen Governance and Management Structures.
4. Enhance the Human Resource Capacity.
5. Enhance Resource Mobilization.
6. Enhance and strengthen Monitoring and Evaluation Systems.
7. Enhance Organizational Branding.
8. Enhance internal and external Communications.

4.2.2 STRATEGIC PARTNERSHIP DEVELOPMENT AND NETWORKING

Strategic Goal: *Established and improved reciprocal partnerships with strategic stakeholders.*

The Key Result Areas

1. Strengthen Partnership with Chaplaincy, CU Patrons and University/ College Administration.
2. Enhance Partnership with churches.
3. Enhance partnership with Christian Organizations and Donor Agencies.
4. Scale up support to other Student Movements in IFES.
5. Increase engagement of CU Alumni groups.
6. Establish and strengthen Partnership with Government Agencies and Corporates.
7. Strengthen partnership function.

4.2.3 RESEARCH, INNOVATION AND PUBLISHING

Strategic Goal: *Enhanced research, innovations and publication of Christian content to promote information driven ministry engagement.*

The Key Result Areas

1. Promote and facilitate Research Projects and upscale content development and publication.

2. Enhance Capacity for Research, Content creation.
3. Promote Ministry Innovations.

4.2.4 INVESTING IN DIGITAL MEDIA AND STRATEGIES FOR MINISTRY

Strategic Goal: *Enhanced capacity in developing and utilizing digital tools and platforms for evangelism, discipleship, leadership development and social transformation.*

The Key Result Areas

1. Promote and utilize digital tools and platforms for ministry.
2. Enhance capacity for implementation of digital strategies at the Secretariat
3. Build capacity of Stakeholders in digital strategies for ministry.

4.2.5 INFRASTRUCTURAL DEVELOPMENT

Strategic Goal: *Enhanced ministry capacity with relevant infrastructure for more efficient ministry delivery*

The Key Result Areas

1. Expand the National Student Centre.
2. Acquire Regional Lands.
3. Acquire relevant equipment for ministry.

5. CRITICAL SUCCESS FACTORS

The following have been considered as critical success factors, which if implemented, would be game changers in enhancing the reach and impact of the ministry in the next five years.

5.1 MAINSTREAMING MINISTRY THROUGH DIGITAL PLATFORMS

With the increasing number of Non-resident and online students, coupled with a high Staff to Student ratio, physical contact with students will be limited. Mobilizing and developing capacity for Staff, Students and Associates to leverage digital technology will extend the ministries reach and impact to more students. This will include development and dissemination of digital content, design and utilization of digital platforms for ministry and establishment of Digital Strategies Teams to provide the needed leadership and technical support.

5.2 STRENGTHENING AND PRIORITIZING SMALL GROUP APPROACH TO MINISTRY AMONG STUDENTS

Prioritizing and strengthening ministry through small groups will enable regular interaction among students with the common purpose of developing authentic relationships, meeting felt needs of individual members and working together to achieve the various goals in evangelism, discipleship, leadership development and social transformation. This will also help to achieve the deeper engagement and enhanced accountability that students need.

5.3 ENHANCING AND STRUCTURING MENTORSHIP AS A KEY STRATEGY FOR DISCIPLESHIP, LEADERSHIP DEVELOPMENT AND SOCIAL TRANSFORMATION.

There is need for enhanced support to Students and young Associates both at individual and group level to manage their own learning in order that they may maximize their potential, develop their skills, improve their performance and become the persons they want to be in various areas of interest. Intentional and structured platforms and programs for mentorship among Students and young Associates facilitated by older Associates, Staff, CU Alumni groups and Christians will be harnessed to achieve this. Besides, structures for peer mentorship and accountability will enrich the mentoring process.

5.4 EFFECTIVE MOBILIZATION AND ENGAGEMENT IN PRAYER AMONG KEY STAKEHOLDERS

Enhancement of capacity building programs, structures for mobilization and coordination, and active engagement in prayer at personal and corporate level will be the fuel that drives the implementation of this Strategic Plan. Functional prayer networks, regular prayer events and initiatives shall be established for various areas of interest in the quest for the move of God in every area of implementation of the Strategic Plan.

5.5 CAPACITY BUILDING AND INVOLVEMENT OF ASSOCIATES IN DIRECT STUDENT MINISTRY.

To mitigate the challenge of low number of staff and lower rate of growth in the number of Staff compared to the growth in the number of CUs



and Students, the way forward is to increase the number of Associates involved in direct Students Ministry. Mobilizing and building capacity for as many Associates as possible to effectively support students as a long-term measure to fill the staffing gap is critical. Branches and individual Associates shall adopt and support CUs, especially where staff presence is limited.

5.6 STRENGTHENING STRATEGIC PARTNERSHIPS WITH CHURCHES AND OTHER ORGANIZATIONS FOR STUDENT MINISTRY.

Many Non-resident students and online students are actively involved in churches. On the other hand, many churches are coming up with programs to reach university and college students. Strengthening church partnerships will include designing a model for working with churches to reach more students, equipping student leaders to engage effectively with church, holding consultative meetings with senior church leaders and student ministry workers in churches and building capacity for church ministry to students where applicable among other initiatives.

6. MONITORING AND EVALUATION SYSTEMS STRATEGIC FOCUS AND PRIORITIES

6.1 OVERVIEW

Monitoring and evaluation of a strategic plan enhances the quality of planning and management as this will track achievement in the SPAs and the enablers of the Fellowship over the next five years. Monitoring of the plan will help the National Governing Council and Secretariat to know whether they are progressing on schedule and to ensure that the actions are proceeding as planned. Evaluation will be periodic and will be done annually, at the midterm of the implementation and at the end of the five years to assess the extent of achievement of the set priorities. The key to success of the Strategic Plan will be based on the quality of coordination and management between the National Governing Council, Secretariat, Christian Unions and the Associates through periodic reporting on the progress of implementation.

6.2 MONITORING AND EVALUATION RESPONSIBILITIES

The Secretariat will conduct continuous monitoring of the strategic

plan including input and output analysis of resources requirements and use. The Secretariat will also conduct some basic evaluations which will include monitoring implementation, assessment of quality achieved and case studies.

6.3 MONITORING AND EVALUATION METHODS AND TOOLS

1. Ministry Annual Operational Plans (MAOPS) and Reports for Secretariat.
1. CU Ministry Annual Plans (MAPs) and reports for students
2. Branch Annual Operational Plans (BAOPs) and reports for Associates.
3. Review Meetings: There will be review meetings by the Student leaders, Associate Leaders and Secretariat at least twice every year.
4. Annual Operational Planning and Budgeting: The Secretariat will develop yearly work plans and budget to implement the Strategic Plan. The work plans will be developed after review of the previous year's performance of each of the SPA and enablers. The Secretariat will review implementation of the annual work plans twice a year.
5. Midterm Review: There will be a midterm review to evaluate the progress in the SP implementation including the accomplishments, challenges, best practices drawing out lessons for performance and implementing changes for performance improvement.
6. End Term Review: There will be an End Term Review to inform the writing of the next SP.
7. Feedback and Information Sharing and Learning: The Secretariat will enhance information sharing at all levels. Lessons learnt will be documented and shared not only internally but with other key stakeholders.
8. External Audits: The Governing Council will ensure timely external audits are conducted while at the same time strengthening internal controls. This will require qualified certified accountants.
9. Resource Mobilization: The work plan will be accompanied by a detailed budget. The budget will guide the Governing Council and Secretariat to mobilize required resources. This may be by illustrating available resources, potentially identified funding sources and financial gaps over the years.



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