



2021-2025

Strategic Plan

FELLOWSHIP OF CHRISTIAN UNIONS

ASSOCIATES VERSION

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 fellowshiping 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.



1. IDENTITY, MISSION, VISION AND CORE VALUES

1.1 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.

1.2 MISSION

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

1.3 VISION

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

1.4 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.

1.5 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



2. STRATEGIC FOCUS AND PRIORITIES

2.1 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.

2.2 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.



2.2.1 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.

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.

Key result area	Key Strategies	Key Targets	Indicators/ Outcome
Strengthen prayer engagement by Students and Associates	Organize prayer activities in the Branch and Diaspora chapters.	At least 1 per year.	Enhanced participation of CU members and Associates in personal and corporate prayer programs.
Enhance capacity and promote Scripture engagement among Students and Associates	Mobilize Associates for regional and national Scripture engagement and Discipleship conferences.	100% of the Associates delegates' quota met.	Increased growth of Christian Students and Associates in biblical knowledge and application
Equip students with life skills for application during and post campus life.	Organize initiatives for Associates to mentor students on family, career, and entrepreneurship.	At least 30% of Associates per Branch participating in mentoring students.	Students equipped with life skills to handle various issues in relationships, career, entrepreneurship and family.
Involve more	Organize forums for capacity	50% of Associates trained per branch.	Enhanced involvement of

Key result area	Key Strategies	Key Targets	Indicators/ Outcome
Associates in Students' discipleship programs	building of Associates for Students' ministry.		Associates in students' discipleship programs
	Mobilize Associates to participate in the students' discipleship programs.	50% of Associates per branch.	
Equip Associates for ministry in the family, marketplace, church and society.	Organize capacity building programs for Associates on family, marketplace, church and society engagement.	At least 1 program per year at regional or national level.	Equipped Associates for Christian ministry in church and marketplace.
		At least 1 Program per year at Branch level	
	50% of Associates in Branches participating in various branch programs.		
	Organize mentorship initiatives among Associates.	At least 1 initiative per region.	

2.2.2 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.

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

Key Result Area	Strategies/ Key actions	Key targets	Indicators/ Outcomes
Enhance leadership capacity of CU leaders.	Organize mentorship initiatives for student leaders	At least 20% of Associates in the Branch involved.	Equipped leaders for effective CU management.
Develop capacity of Associates for leadership in Branches	Organize induction and training for Branch leaders.	100% of Branch officials	Well managed Associates Branches.
	Organize Regional Branch Leadership Summits.	Once a year	

2.2.3 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.

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.

Key result area	Strategies/ key actions	Key targets	Indicators / Outcomes
Increase Awareness and Capacity Building for Social Transformation	Organize for Social Transformation awareness in the Branch, Regional and National programs.	At least 1 initiative per year.	Enhanced understanding and involvement in Social Transformation initiatives.
Enhance Social Transformation Initiatives by Associates	Mobilize Associates for enhanced participation in policy and legislative issues.	At least 10 Associates involved per year.	Increased participation in Social Transformation initiatives by Associates.
	Organize advocacy initiatives at Regional/County or Branch level.	At least one initiative per year.	
	Organize social service initiatives at Branch level.	One initiative per Branch per year in 50% of the Branches.	

3. STRATEGIC PLAN IMPLEMENTATION MANAGEMENT

3.1 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.

3.2 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.

3.2.1 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.

3.2.2 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.

3.2.3 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.

3.2.4 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.

3.2.5 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.

Key Result Area	Strategies/ Key Actions	Key Targets	Indicators / Outcomes
Goal: Strengthened and sustained FOCUS governance, coordination and institutional capacity			
Improved structural performance for the Associates ministry	Facilitate effective leadership of Associates Branches.	100% of Associate Branches with Annual General Meetings.	Enhanced Associates ministry coordination and vibrant Associates Branches with proper leadership structures.
		100% of Branches with established leadership teams.	
	Implement operational guidelines for diaspora Associates Fellowships.	Implemented in all diaspora Associates chapters.	
	Facilitate the establishment and strengthening of Diaspora Associates Fellowships.	10% growth per year.	
		At least one new Fellowship per year.	
Enhance mobilization of Associates for involvement in Branches and Diaspora Chapters.	20% growth in number per year.		

Key Result Area	Strategies/ Key Actions	Key Targets	Indicators / Outcomes
Strengthen and expand CUs and Associate membership to FOCUS	Mobilize and facilitate Associates to register for membership.	500 New Registrations per Year.	Growth in the number of member CUs and Associates with high ownership of FOCUS Ministry.
	Facilitate finalist recruitment and effective integration of Fresh Graduates into Associates membership	At least 50% of Finalists recruited	
		At least 25% of Fresh Graduates integrated	
Enhance Resource Mobilization	Mainstream Associates giving through the branches and regions	50% of Associates in the branches and regional database giving	Well resourced Secretariat to support programs and develop infrastructure for ministry

3.2.6 STRATEGIC PARTNERSHIP DEVELOPMENT AND NETWORKING

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

Key Result Area	Strategies/ Key Actions	Key Targets	Indicators / Outcomes
Enhance Partnership with churches	Enhance Associates involvement in mobilizing churches to support FOCUS Ministry.	At least 2 Churches per Branch per year.	Improved partnership with churches.

4. MONITORING AND EVALUATION SYSTEMS STRATEGIC FOCUS AND PRIORITIES

4.1 MONITORING AND EVALUATION METHODS AND TOOLS

1. The Branch leaders will come up with Branch Annual Operational Plans (BAOPs). They will then report and review the implementation of the plans at least twice a year at Regional Level and in the National Associates Executive Committee (NAEC).
2. The NAEC Members will do the Associates regional reports for review at Regional and National level.



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CR

Central Rift (Nakuru)
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NR

North Rift (Eldoret)
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