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.

FOCUS Kenya 2021-2025 Strategic Plan

Reaching Students, Changing Nations
Since 1973

STRATEGIC PLAN
2021 - 2025

- Vision
- Mission
- Core Values
- 6 Critical Success Factors
- 5 Strategic Enablers
- Strategic Goals
- 4 Strategic Priority Areas

Overview

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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

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

EXECUTIVE SUMMARY

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

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.

RESULTS FRAMEWORK SUMMARY: **STRATEGIC PRIORITY AREAS**

SPA	GOAL	KEY RESULT AREA
Discipleship	*Increased number of Students and Associates equipped to be Christ-like in character, behavior and effective witness at personal level, family, church and society*	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.
Leadership Development	*Increased number of students and Associates equipped for transformational servant leadership*	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

RESULTS FRAMEWORK SUMMARY: **STRATEGIC PRIORITY AREAS**

SPA	GOAL	KEY RESULT AREA
Evangelism	*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.*	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.
Social Transformation	*Improved involvement of Students and Associates in Biblical Social Transformation.*	4. Enhance Involvement of Christian Students in Social Transformation. 5. Increase number of Social Transformation Initiatives targeting students. 6. Enhance Social Transformation Initiatives by Associates.

RESULTS FRAMEWORK SUMMARY: STRATEGIC ENABLERS

ENABLER AND GOALS	KEY RESULT AREAS
Strategic Enabler 1 **Institutional growth and Sustainability** **Goal:** *Strengthened and sustainable FOCUS governance, coordination and institutional capacity*	1. Improved structural performance for the Associates ministry. 2. Strengthen and expand CUs and Associate membership to FOCUS. 3. Strengthen 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.
Strategic Enabler 2 **Strategic Partnerships Development and Networking** **Goal:** *Established and improved reciprocal partnerships with strategic stakeholders.*	1. Strengthen Partnership with Chaplaincy, CU Patrons and University/ College Administration. 2. Enhance Partnership with churches Christian Organizations. 3. Enhance partnership with Donor Agencies and Corporates. 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. 7. Strengthen partnership function at the Secretariat

RESULTS FRAMEWORK SUMMARY: **STRATEGIC ENABLERS**

ENABLER AND GOALS	KEY RESULT AREAS
Strategic Enabler 3 Research, Innovation and Publishing **Goal:** *Enhanced research, innovations and publication of Christian content to promote knowledge driven ministry engagement.*	1. Promote and facilitate Research Projects and upscale content development and publication. 2. Enhance Capacity for Research, Content creation. 3. Promote Ministry Innovations.
Strategic Enabler 4 Investment in Digital Media and Strategies **Goal:** *Enhanced capacity in developing and utilizing digital tools and platforms for evangelism, discipleship, leadership development and social transformation.*	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.
Strategic Enabler 5 Infrastructural Development **Goal:** *Enhanced ministry capacity with relevant infrastructure for more efficient ministry delivery*	1. Expand the National Student Centre. 2. Acquire Regional Lands. 3. Acquire relevant equipment for ministry.

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 (NCCK) 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 are 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

We are committed to building:

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

3. OPERATING EXTERNAL ENVIRONMENT

3.1 OVERVIEW

The Republic of Kenya's 2019 census results show that Kenyans below the age of 35 years are 35.7 million (75.1%). From the Kenya National Bureau of Statistics (KNBS) 2019, the conventional population for the youth aged 18-34 years was 13,621,492 (28.8%), out of which only 8,436,418 (61.9%) were engaged in gainful employment while the rest were jobless. The statistics from KNBS also show that 37.9% of the Kenyan population at 17.8 million people are currently in learning institutions.

Based on latest UN estimates, Kenya is currently experiencing the so-called 'youth bulge' (defined as a situation when at least 20% of a country's population is between the age of 15 to 24). The country's youth population, between the ages of 15-24 years, is estimated to be over 9.5 million people, more than 20 % of all Kenyans. In other contexts, this situation has proven to be a major asset for national economies, when these young people were able to find appropriately paying employment, or other ways of gaining personal economic independence. FOCUS work primarily targets a strategic category of these youth in universities and colleges.

With these demographics in view, this Strategic Plan considered other environmental factors and trends that affect the Ministry of FOCUS classified under religious, social, economic, technological, political, environmental and legal factors.

3.2 UNIVERSITY AND COLLEGE EDUCATION IN KENYA

Kenya continues to experience growth in the number of students in universities and colleges. The KNBS Economic Survey Report for 2020 indicates that the number of students placed by Kenya Universities and Colleges Central Placement Service (KUCCPS) to public and private universities went up by 30.5 % from 68,550 in 2018/19 to 89,488 in 2019/20. From the same report, total enrolment in the universities in 2020 was estimated to be at 509,473.

In the recent past, the Government of Kenya has taken clear steps to invest more in Technical and Vocational Education and Training (TVET)

and support more youth to enrol in TVET institutions. According to the KNBS Economic Report for 2020, the total enrolment in TVET institutions increased by 19.7 per cent to 430,598 in 2019 from 359,852 in 2018. Enrolment of students in national polytechnics rose by 35.5 % to 102,078 in 2019, while that of public technical and vocational colleges increased by 32.8 % to 112,110 in 2019. These Institutions promise great potential for impact and thus it is strategic for FOCUS Kenya to respond proactively and in a timely manner with a clear ministry strategy and expansion plan to reach as many of these TVET institutions as possible.

Increasingly, the majority of the students in the universities and colleges do not find space for accommodation within the university and college campuses, and thus have to look for alternative spaces outside the campus and college leading to a rise in the number of Non-resident students. This phenomenon comes with several challenges including security issues, students struggling with livelihood issues due to the high cost of renting space and a significant number get involved in unethical behaviour for economic survival. Besides the rise in the number of students living outside the campus, COVID-19 pandemic forced many institutions of higher learning to establish reliable e-learning infrastructure and develop online programs. This is likely going to result in an increase in the number of online students.

3.3   CONTEXTUAL ANALYSIS

3.3.1   RELIGIOUS CONTEXT

There has been a notable rise in false teachings and doctrinal controversies among university and college students. Other trends identified include an increase in the number of students who are sceptics with declining confidence in organized religion and increased exposure and embracing of competing worldviews such as atheism, postmodernism and other faiths. It has also been noted that students are switching faiths far more easily. The need for enhanced Scripture engagement is therefore critical to curb the challenge of false teaching and doctrinal controversies. Building capacity for apologetics and developing Christian worldview is equally critical.

Another emerging trend is the growing number of churches and other religious groups interested in direct reach and establishment of groups among university and college students. Furthermore, with the influenced of the digital shift catalysed by COVID-19 social distancing regulations, online church and worship have been widely employed and this presents both opportunities to be utilized and challenges to be surmounted.

3.3.2 SOCIAL CONTEXT

The social context of young people today is characterized by significantly new realities. The establishment of social media has led to the rise of online interactions and virtual communities that come with both benefits and negative demands. Cases of mental health challenges are on the rise resulting from challenges such as broken family relationships, increase in drugs and substance abuse, unemployment and harsh economic realities and a sense of hopelessness, loss of confidence in the value of higher education among others. There is a greater push for the normalization of alternative lifestyles especially in the area of gender and sexuality including promoting same-sex relationships and multiple gender identities. Moral standards in society are highly compromised including the entrenchment of the culture of corruption and sexual permissiveness. Secularism, materialism, and excessive consumerism are on the rise as well.

There is a greater need, therefore, to develop counselling and psycho-social support programs alongside other targeted discipleship and integral mission programs addressing various social issues identified under various categories such as family, sexuality, mental wellness, integrity and ethics, LGBTQI+ (Lesbian, gay, bisexual, transgender, queer and intersex), drugs and substance abuse and many others.

3.3.3 ECONOMIC CONTEXT

Our country and the world at large are currently going through a difficult time of economic hardship characterized by job losses and reduced economic activity occasioned by the Corona Virus Pandemic. This comes in the phase of the high rate of unemployment in Kenya which has led to the questioning of the value of higher education.

On the other hand, more young people are leveraging on technology for business and wealth creation with a growing interest in entrepreneurship. Inventions such as crypto currency have the potential to significantly change the way business transactions will happen in future. The informal sector is growing and now commands a significant share of our economic activity. These present both opportunities that can be harnessed and challenges that must be engaged.

FOCUS discipleship and social transformation programs should therefore intentionally address these realities. These may include welfare programs to support the needy among our stakeholders, training programs on career development, business and entrepreneurship and advocacy initiatives to ensure proper management of public resources for common good.

3.3.4 TECHNOLOGICAL CONTEXT

Technological advancement, especially in Information and Communication Technology (ICT) has been a catalyst for the advent of virtual engagements for corporate, social and ministry life. Universities and colleges have now developed or implemented online learning platforms. The COVID-19 Pandemic has embedded this firmly in our culture and it is almost granted that the digital shift is for the long haul. These, alongside other major technological advancements especially in scientific research and medical field, have ethical implications, especially for Christians. For instance, more students are currently struggling with vices such as addiction to pornography and other negative habits on the internet.

FOCUS will do well to not only mainstream ministry on digital platforms for a wider reach and greater impact, but also facilitate relevant discipleship that equips the students to deal with emerging ethical and stewardship issues with regard to the use of technology.

3.3.5 POLITICAL CONTEXT

It has been observed that awareness and involvement in politics among Christian Students and Graduates had significantly improved over the last five years. This has partly been influenced by FOCUS social transformation agenda; mobilization for public participation and active involvement in

advocacy and social justice causes. The first half of the next five-year phase of the new SP will be characterized by political activity in the light of the Building Bridges Initiative (BBI), the referendum and the 2022 general elections. This has the potential to generate political polarization with heightened cases of incitements, hate speech and greater expression of tribalism. Besides what is happening on the local scene, the stakeholders must remain alive to what is happening in other parts of the world with regard to politics because it has implications locally.

Some of the interventions proposed in response to this include capacity building and mobilization for initiatives on mediation, peace building and national cohesion. FOCUS should develop training and mentorship programs for various stakeholders in these areas among other relevant initiatives. A case in point is the programme for Christian Union leaders and members interested in politics.

3.3.6 ENVIRONMENTAL CONTEXT

Environmental degradation and resulting negative effects such as global warming and radical climate changes are concerns across the world today. In Kenya, deforestation, dumping and other environmentally risky behaviours continue to thrive. Environmental stewardship must therefore be integrated into the discipleship and social transformation agenda of every Christian ministry, no less FOCUS ministry among Students and Associates.

3.3.7 LEGAL CONTEXT

It has been observed that legal strategies are being employed by various lobby groups to change laws (both through Parliament and judicial means) that could undermine the course of Christian mission. There are also concerns that the government of Kenya has recently expressed great determination to legislate and regulate religious activities. It is therefore essential that relevant capacity building for stakeholders be undertaken to enhance awareness and ability to engage these new dynamics as part of discipleship and social transformation.

4. STRATEGIC FOCUS AND PRIORITIES

Social Transformation

Discipleship

4 Strategic Areas

Leadership Development

Evangelism

FOCUS KENYA

STRATEGIC PRIORITY AREA 1

DISCIPLESHIP

Increased number of students and associates equipped to be Christ-like in character, behavior and effective witness at a personal level and in family, church and society

4.3.1 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 LGBQT 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.

Implementation Matrix: Discipleship

Key Result area	Stake-holder	Key Strategies	Key Targets	Indicators/ Outcome
Strengthen prayer engagement by Students and Associates	Students	Enhance capacity of CU members on prayer.	100 % of CU members.	Enhanced participation of CU members in personal and corporate prayer programs.
		Increase the number CU members participating in various prayer meetings: morning devotions, kesha, lunch hours, prayer retreats.	50% of CU members involved in prayer meetings.	
		Strength prayer in ministries and small groups.	100% of ministries and small groups in the CU have prayer as a core part.	
		Organize and participate in inter CU, regional and national prayer initiatives and events.	At least 1 event per year	
	Associates	Organize prayer activities in the Branch and Diaspora chapters.	At least 1 per year.	
	Secretariat	Build capacity for CU members on prayer.	100% member CUs per year	
		Build capacity for CU leaders on prayer coordination.	75% of small group leaders and other leaders in charge of prayer trained.	

Implimentation Matrix: Discipleship

Key Result area	Stake-holder	Key Strategies	Key Targets	Indicators/ Outcome
Strengthen prayer engagement by Students and Associates	Students	Enhance capacity of CU members on prayer.	100 % of CU members.	Enhanced participation of CU members in personal and corporate prayer programs.
		Increase the number CU members participating in various prayer meetings: morning devotions, kesha, lunch hours, prayer retreats.	50% of CU members involved in prayer meetings.	
		Strength prayer in ministries and small groups.	100% of ministries and small groups in the CU have prayer as a core part.	
		Organize and participate in inter CU, regional and national prayer initiatives and events.	At least 1 event per year	
	Associates	Organize prayer activities in the Branch and Diaspora chapters.	At least 1 per year.	
	Secretariat	Build capacity for CU members on prayer.	100% member CUs per year	
		Build capacity for CU leaders on prayer coordination.	75% of small group leaders and other leaders in charge of prayer trained.	

Implimentation Matrix: Discipleship

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Organize inter-CU, regional and national prayer activities.	At least 1 initiative per year.	
Enhance capacity and promote Scripture engagement among Students and Associates	Students	Enhance the participation in small group Bible Study by resident and non-residents students.	70% of resident CU members taking part in small group bible study.	Increased growth of Christian Students and Associates in biblical knowledge and application
			70% of Non-resident CU students in small group Bible study.	
		Run Online small group Bible study incorporating online and non-resident students.	At least 30% of online CU members involved.	
		Organize capacity building initiatives for Bible Study leaders.	100% of BS leaders involved.	
		Enhance CU members' participation in Consistent Bible Reading.	50% of CU members	

Implimentation Matrix: Discipleship

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Increase participation and strengthen accountability for personal devotion among CU members.	100% of small groups having accountability for personal devotion.	
			70% of CU members having consistent personal devotional.	
		Strengthen Bible Exposition in the CU.	At least 1 exposition per semester.	
			At least 1 active BEST-P class	
		Mobilize students for the regional and national Scripture engagement and Discipleship conferences.	100% of CU quota met	
		Enhance follow up for various scripture engagement conferences and training forums.	100 % implementation of follow up initiatives.	
	Associates	Mobilize Associates for regional and national Scripture engagement and Discipleship conferences.	100% of the Associates delegates' quota met.	

Implimentation Matrix: Discipleship

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
	Secretariat	Facilitate comprehensive capacity building for small group Bible study leaders.	All leaders trained in 100% member CUs.	
		Organize regional and national Scripture engagement and Discipleship conferences.	100% of the annual target met.	
		Build capacity for personal devotion among students	100% of member CU	
		Facilitate CUs to run various Bible exposition programs.	100 % member CUs.	
Develop the Christian mind and engagement of emerging issues among students	Students	Promote the reading culture among CU members.	30% of CU members in various reading initiatives.	Improved application of a Christian mind to daily life issues by Christian Students.
			At least 1 active book club	
		Develop an active digital library (eBooks, podcasts, movies).	1 active library	
		Facilitate CU members to acquire books and other reading materials to improve their library.	At least one book sale each semester.	

Implimentation Matrix: Discipleship

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Promote content creation on emerging issues through blogs and vlogs.	At least 1 active initiative.	
		Create platforms for engagement of contemporary/emerging issues (with a focus on LBTQ and Sexual Purity).	At least 1 issue engaged per semester.	
	Secretariat	Facilitate the CUs to acquire books, articles, podcasts and movies for the expansion of the CU library.	75% of member CUs with an active library.	
			book sales in 50 % of member CUs	
		Organize forums and initiatives for engaging and responding to contemporary issues.	At least 1 Forum per year.	
Equip students with life skills for application during and post campus life.	Students	Organize for career mentorship for CU members.	30% of CU members mentored through the career mentorship initiatives.	Students equipped with life skills to handle various issues in relationships, career, entrepreneurship and family.

Implimentation Matrix: Discipleship

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Equip students with life skills for application during and post campus life.	Students	Organize for career mentorship for CU members.	30% of CU members mentored through the career mentorship initiatives.	Students equipped with life skills to handle various issues in relationships, career, entrepreneurship and family.
		Establish and strengthen platforms for mentorship and capacity building on gender, sexuality, relationship, marriage and family.	70% CU members reached.	
			50% of CU members taking part in brothers and sisters forums.	
		Facilitate peer mentorship among students on life skills.	At least 30% of CU members involved.	
		Implement first year's integration (Anza FYT) program.	60% of first years registered by the CU participating.	
		Implement final year transition (VUKA FiT) program.	80% of final year students in the CU participating.	

Implimentation Matrix: Discipleship

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Facilitate the CUs to run final years' transition program (Vuka FiT).	100% of member CUs.	
		Facilitate CUs to establish and strengthen platforms for mentorship and capacity building on gender, sexuality, relationship, marriage and family.	100% of member CUs.	
		Link and coordinate mentorship and capacity building initiatives among students by Associates on key areas such as gender, sexuality, relationship, marriage and family, and career development	100% of member CUs.	
Strengthen the nurture of New Believers and other CU members	Students	Organize nurture program for new believers as per the Firm Foundation Manual.	100% of new believers nurtured.	Increased uptake of nurture programs in the CU.
		Facilitate systematic discipleship training program through year fellowships and other discipleship platforms as per the Growing Disciple Series.	40% of CU members participating.	

Implimentation Matrix: Discipleship

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
	Secretariat	Facilitate the CUs to run the nurture program for new believers.	100% of member CUs.	
		Develop and facilitate systematic discipleship training programs.	100% of member CUs.	
Involve more Associates in Students' discipleship programs	Associates	Organize forums for capacity building of Associates for Students' ministry.	50% of Associates trained per branch.	Enhanced involvement of Associates in students' discipleship programs
		Mobilize Associates to participate in the students' discipleship programs.	50% of Associates per branch.	
	Secretariat	Facilitate capacity building of Associates for Students' ministry.	1 Capacity building initiative at regional and national	
			500 Associates trained with long-term commitment to support CUs by 2025	
		Link and create opportunities for Associates involvement in discipleship programs in the CU.	At least 10 per CU per year.	

Implimentation Matrix: Discipleship

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Equip Associates for ministry in the family, marketplace, church and society.	Associates	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.	
	Secretariat	Develop and facilitate capacity building programs for Associates on family, marketplace, church and society engagement.	At least 1 program per year.	
		Facilitate mentorship program for young Associates through Fresh Graduates Integration Program (FGIP).	At least 1 initiative per year.	

Implimentation Matrix: Discipleship

FOCUS KENYA

L E A D E R S H I P
DEVELOPMENT

To have an increased number of students and Associates equipped for transformational servant leadership

Leaders need constant input to help them grow and develop
- John Stanko

4.3.2 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

Implementation Matrix Leadership Development

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Enhance leadership capacity of CU leaders.	Students	Organize induction and training of CU leaders	100% of CU leaders.	Equipped leaders for effective CU management.
		Organize specialized executive committee training.	100% of executive committee members.	
		Organize mentorship of CU leaders by Staff, Associates and Christian Faculty.	60% of leaders in the CU.	
	Associates	Organize mentorship initiatives for student leaders	At least 20% of Associates in the Branch involved.	
	Secretariat	Facilitate induction and training of CU leaders	100% of member CUs	
		Facilitate specialized executive committee training.	100%of member CUs	
		Coordinate training and mentorship of CU leaders by Staff, Associates and Christian Faculty.	100% of Member CUs	

Implimentation Matrix: Leadership Development

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Facilitate SP implementation and review induction for new CU leadership	100% of member CUs	
Develop capacity of Christian Students in transformational servant leadership	Students	Organize leadership development initiatives targeting all CU members.	50% of CU members per CU.	Equipped transformational servant leaders for impact in institution of higher learning, the church and the Society.
		Mobilize and enroll students to undertake FOCUS Leadership course.	At least 10% of CU members involved.	
	Secretariat	Develop and implement a leadership development course targeting all CU members.	1000 per year	
		Facilitate the planning and execution of various leadership forums for CU members.	100% of member CUs.	
		Organize leadership Summits at regional and national level.	At least 1 every 3 years.	

Implimentation Matrix: Leadership Development

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Develop capacity of CU members in ministry skills.	Students	Organize skill-based trainings for all ministries and technical departments.	100% of CU members in ministries.	Enhanced capacity of Christian students to serve effectively in various ministries in the CU and the church.
	Secretariat	Facilitate skill-based trainings for all ministries at CU, regional and national level.	At least 1 per year.	
			100% member CUs.	
Strengthen apprenticeship programs.	Secretariat	Enhance STEM mentorship.	100% of mentorship goals met	Increased number of well-equipped servant leaders for Church and society.
		Enhance partnerships for apprenticeship programs.	20 Fresh Graduates per year.	
		Enhance post STEM placement.	60% STEM Graduates absorbed	
Develop capacity of Associates for leadership in Branches	Associates	Organize induction and training for Branch leaders.	100% of Branch officials	Well managed Associates Branches.
		Organize Regional Branch Leadership Summits.	Once a year	
	Secretariat	Facilitate Branch leaders' induction to leadership and SP implementation.	100% of Associates Branches.	

Implimentation Matrix: Leadership Development

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Facilitate Regional Branch Leadership Summits.	1 per region per year.	
Improve Organizational performance of Christian Unions.	Students	Develop, update and implement policy documents.	Constitution, Leadership Manual, Finance Policy and Partnership Policy.	Well managed and resourced CUs.
		Establish functional support structures for the CU.	Patron, Advisory Board and external auditor.	
		Actively involve and seek support of CU Patrons and Chaplaincy to enhance CU programs.	Patron and Chaplain involved in the program at twice a year.	
		Coordinate effective implementation of the SP with effective planning, data collection and evaluation	At least 2 planning and review meetings per year.	
			Monthly CU data maintained using standard tool	

Implimentation Matrix: Leadership Development

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Enhance CU engagement with Alumni groups.	At least 1 initiative per year involving CU alumni	
	Secretariat	Facilitate the CUs to develop and implement policy documents and the Strategic Plan.	100% CUs	
		Facilitate CUs to ensure effective working relationships with Patrons, Chaplains Advisory and external Auditors.	100% of CUs trained and using the templates.	
		Establish a standard CU Monitoring and Evaluation framework.	100% of member CUs	
		Facilitate the CUs to enhance the engagement with Alumni groups.	In 100% of member CUs	
		Facilitate SP awareness campaigns for all CU members	100% of member CUs.	

Implimentation Matrix: Leadership Development

STRATEGIC
PRIORITY
AREA **3**

EVANGELISM

To see an increased number of Christian students evangelizing in and out of campus; with every student having an opportunity to know, understand and respond to the Gospel

FOCUS KENYA

EVERY CHRISTIAN STUDENT EVANGELIZING,
EVERY STUDENT EVANGELIZED

4.3.3 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.

Implementation Matrix: Evangelism

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Enhance the capacity for students to evangelise	Students	Equip CU members on campus and outreach evangelism (missions training).	75% of CU members	Increased number of students with capacity for evangelism.
		Organise capacity building of CU members on Muslim evangelism.	At least 10 students	
		Build capacity of CU members on Digital evangelism.	At least 1 team trained per year.	
		Mobilize and equip CU members for ministry to high schools and primary schools.	100% of those interested and involved to be trained.	
		Organise induction and training for the mission and evangelism committee	100% of mission and evangelism committee trained.	
		Mobilize CU members to attend Commission Conferences.	Achieve the quota allocated to the CU.	
		Mobilize CU missions and evangelism leaders for regional and national Evangelism Summits.	100% of Mission and evangelism leaders involved.	
	Secretariat	Build capacity of CU members on campus and outreach evangelism.	100% of member CUs.	
		Build capacity of CU members on Muslim evangelism.	50% of member CUs.	
		Facilitate capacity building to on digital evangelism.	At least 1 team trained per year	

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Facilitate capacity building on ministry to high schools and primary schools.	100% of CUs with high school and primary school ministry.	
		Facilitate induction and capacity building for Evangelism and Missions Leaders	In 100% of member CUs.	
		Organize Commission conference and facilitate effective follow-up programs	15% of the national CU population.	
		Organise regional and national Missions and Evangelism Summit.	As per the conference/summit cycle.	
Increase the involvement of Christian Students in evangelism and the number of students reached with the gospel.	Students	Organize evangelism campaigns	At least 30% of CU members being part of an evangelistic campaign.	Increased number of Christian students participating in evangelism and the number reached with the gospel.
			At least 10% of campus population reached.	
		Mobilise for evangelism through sermon topics.	2 mobilization sermons per year.	
		Establish digital evangelism teams.	At least 1 active digital evangelism team.	

Implementation Matrix: Evangelism

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Implement relational evangelism initiatives.	At least 5% of CU members engaging EBS and CENTS in small groups with seekers.	
		Utilize creative arts as a tool for evangelism.	At least 1 creative art initiative for evangelism.	
		Carry out evangelism as a key component of 1st year orientation.	50% of first years evangelised	
		Organize apologetic forums to reach out to sceptics, atheists, agnostics and escapists.	At least one per year.	
		Organize Campus/college community impact mission as per the concept.	At least once in 3 years.	
		Undertake evangelistic missions to high schools.	Reach at least 5 high school per year	
		Undertake evangelistic outreaches to primary schools/ Sunday school in churches.	At least 2 per year	
		Establish an active Muslim evangelism team.	At least 10 CU members involved.	
			At least 10 Muslims students reached.	

Implementation Matrix: Evangelism

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Organize outreach missions (annual missions) targeting urban centres, unreached people groups and or least reached people groups.	At least 1 major mission reaching the target groups annually.	
			25% of CU members involved.	
		Reach and integrate international students into CU.	1 key initiative for international students.	
		Enhance coordination and utilization of Evangelistic Teams in the CU.	100% Evangelistic teams working in harmony with the CU.	
	Secretariat	Design, popularize and facilitate evangelism campaign to CUs.	At least 1 campaign in 100% member CUs.	
		Facilitate formation of and support Digital evangelism teams.	100% of member CUs.	
		Promote use of relational and seeker friendly approaches for evangelism as per the missions and evangelism handbook.	100% of member CUs.	
		Facilitate CUs to hold at least one evangelistic apologetics event.	In at least 50% of member CUs.	

Implementation Matrix: Evangelism

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Design and popularize evangelism initiatives targeting 1st years.	100% member CUs.	
		Facilitate CUs to run outreach missions to urban centres, unreached people and least-reached people groups.	80% member CUs.	
		Undertake Short term mission exposure initiative for mentorship.	At least 50 students per year go through a mission exposure program.	
Enhance the involvement of Christian Students in praying for evangelism.	Students	Enhance prayer mobilization for evangelism.	At least 1 prayer initiative for evangelism to students per year.	Increased number of students engaged in praying evangelism
			Adopt at least 1 prayer focus for world evangelization.	
	Secretariat	Design and facilitate a prayer campaigns for evangelism.	100% member CUs having initiative for evangelism to students.	
			50% member CUs adopting at least one prayer focus for world evangelization	

Implementation Matrix: Evangelism

STRATEGIC
PRIORITY
AREA 4

FOCUS KENYA

SOCIAL
TRANSFORMATION

Improved involvement of Students and Associates in
Biblical Social Transformation

**TO BE SALT OF THE EARTH &
LIGHT OF THE WORLD**

4.3.4 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.

Implementation Matrix: Social Transformation

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Increase Awareness and Capacity Building for Social Transformation	**Students**	Build capacity and mobilize students for Social Transformation.	At least one initiative per year	Enhanced understanding and involvement in Social Transformation initiatives.
			50% of CU members reached.	
		Mobilize CU members for capacity building on Public Theology.	5 % of CU members involved.	
	Associates	Organize for Social Transformation awareness in the Branch, Regional and National programs.	At least 1 initiative per year.	
	Secretariat	Enhance Specialized Mentorship Program (SMP).	50 student participants engaged per year.	
			50 mentors trained per year.	
		Facilitate capacity building on Public Theology.	A functional program by 2022	
		Build capacity and mobilize students and Associates for Social Transformation initiatives.	In 100 % of member CUs	

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Build capacity and mobilize students and Associates for Social Transformation initiatives.	In 100 % of member CUs	
			In 100% of Associates Branches	
			1 publication on Social Transformation per year.	
		Integrate capacity building and awareness on Social Transformation in regional and national conferences.	At least 1 initiative in the conferences.	
		Mobilize and build capacity for students Union leaders	25 Student Unions by 2025.	
Enhance Involvement of Christian Students in social transformation.	**Students**	Organize forums and initiatives for engaging students' politics.	At least 1 forum or initiative per year.	Increased Participation in social Transformation initiatives by Students.
		Establish or strengthen the advocacy teams at the CU level.	An active advocacy teams.	
		Organize advocacy initiatives addressing	At least 1 per year.	

Implementation Matrix: Social Transformation

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Use digital media strategies in advocacy initiatives.	At least 1 digital initiative for advocacy.	
		Mobilize students for environmental stewardship initiatives.	At least 1 initiative per year.	
		Organize and implement social transformation initiatives in outreach missions (Annual mission, high school mission, hospital mission, and prison mission).	At least 1 per outreach.	
		Strengthen partnerships with University/College administration in running Social Transformation initiatives on campus.	1 partnership per year.	
	Secretariat	Catalyse and support Christian students to engage in Student Unions politics.	In 100% of member CUs.	
		Build capacity and facilitate the CUs to partner with the institutions of higher learning administrations for Social Transformation initiatives within campus.	In 100% of member CUs	

Implementation Matrix: Social Transformation

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Develop a framework for engagement in matters policy, legislation and other issues of national interest by Students.	1 policy framework paper.	
		Build the capacity for CUs to use digital media as a strategy for advocacy and social service.	In 30% of member CUs.	
		Lobby and support the CUs for environmental stewardship initiatives.	In 100% of member CUs.	
		Catalyse and support the CUs to form or strengthen advocacy teams.	In 60 % of member CUs.	
Increase number of social Transformation Initiatives targeting students	Students	Initiate and strengthen programs to address welfare issues, mental health issues and other emerging issues among universities and colleges.	At least 1 initiative per year.	Increased response to emerging issues facing students through social transformation initiatives.
	Secretariat	Catalyse and support CUs to run interventions for mental health, student's welfare and other emerging issues.	In 100% of member CUs.	
		Build capacity for peer counselling in the CU	50% of member CUs.	

Implementation Matrix: Social Transformation

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Enhance Social Transformation Initiatives by Associates	**Associates**	Mobilize Associates for enhanced participation in policy and legislative issues.	At least 10 Associates involved per year.	
		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.	
	Secretariat	Engage and partner with the relevant government institutions, Churches, and other Organizations on Social Transformation initiatives and programs.	At least 1 strategic partnership per year.	Increased participation in Social Transformation initiatives by Associates.
		Develop a framework for engagement in policy and legislation at both county and national level by Associates.	A policy framework paper.	
		Promote Associates engagement in various social transformation initiatives in partnership with professional groups.	At least 1 initiative per region.	

Implementation Matrix: Social Transformation

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Strengthen the mobilization of the Christian Faculty for enhanced influence in the universities and colleges.	30% growth in the number of Faculty involved in various regional faculty engagement initiatives.	
		Facilitate the establishment of Regional and National Christian Faculty Networks.	At least one Faculty Forum per year (National or Regional). 500 Christian Faculty engaged	
		Mobilize Associates to offer expert service in various social transformation initiatives.	At least 10 involved per year.	

Implementation Matrix: Social Transformation

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Use digital media strategies in advocacy initiatives.	At least 1 digital initiative for advocacy.	
		Mobilize students for environmental stewardship initiatives.	At least 1 initiative per year.	
		Organize and implement social transformation initiatives in outreach missions (Annual mission, high school mission, hospital mission, and prison mission).	At least 1 per outreach.	
		Strengthen partnerships with University/College administration in running Social Transformation initiatives on campus.	1 partnership per year.	
	Secretariat	Catalyse and support Christian students to engage in Student Unions politics.	In 100% of member CUs.	
		Build capacity and facilitate the CUs to partner with the institutions of higher learning administrations for Social Transformation initiatives within campus.	In 100% of member CUs	

Implementation Matrix Social Transformation

5 STRATEGIC ENABLERS

1. Institutional Growth and Sustaininability

2. Strategic Partnerships Development & Networking

3. Research, Innovation and Publishing

4. Investment in Digital Media & Strategies

5. Infrastructural Development

5.   STRATEGIC PLAN IMPLEMENTATION MANAGEMENT

5.1   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.

5.2   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.

5.2.1   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. Simtrengthen 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.

Implementation Matrix:
Institutional Growth and Sustainability

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Improved structural performance for the Associates ministry	Secretariat	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.	
Strengthen and expand CUs and Associate membership to FOCUS	Secretariat	Facilitate active non-member CUs to become member CUs.	7 CUs per year	Growth in the number of member CUs and Associates with high ownership of
		Mobilize and facilitate Associates to register for membership.	500 New Registrations per Year.	

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Facilitate regular reviews of membership for Associates and CUs.	Annual Reviews	
		Develop and implement an expansion strategy focusing on; FOCUS ministry to TVETs and new University campuses and establishment of new Associate Branches	By end of 2021	
		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	
Strengthen Governance and Management Structures	National Governing Council	Strengthen the operations of Regional Councils.	100% of the regions.	Improved effectiveness of governance and management structures and systems.
		Enhance performance management system for governance teams.	Annual reviews with updated tools.	

Institutional Growth and Sustainability

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Review the staff establishment and organogram for effective implementation of the SP.	Initial one by 2021 and successive ones on need basis.	
		Review structures for Student and Associates representation at Regional and National level.	By 2021.	
		Review geographical distribution of regions to align with expansion strategy.	By 2022.	
		Develop, review and implement relevant policies and operational guidelines.	Based on schedule to be developed.	
Enhance the Human Resource Capacity	Secretariat	Increase the number of staff to meet the expanding work demands	As per the expansion plan.	Improved utilization and maximum development of human resources while maintaining high levels of satisfaction and morale.

Institutional Growth and Sustainability

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Expand the STEM program to enhance human resource capacity and raise more potential Staff	Growth in the number of STEM staff as per the expansion plan.	
			Create 2 new STEM Streams by 2025.	
		Develop and implement an expansion plan for the Associates Staff program.	Reviewed concept and develop expansion plan by 2021.	
			Grow the number progressively as per the expansion plan.	
Enhance Resource Mobilization	Secretariat	Develop a long-term resource mobilization strategy for sustainability	By 2021	Well-resourced Secretariat to support programs and develop infrastructure for ministry
		Establish the FOCUS enterprise arm	By 2021	
			Meet at least 10% of annual income budget by 2025.	
		Monetize ministry content for income generation.	Based in Annual targets	

Institutional Growth and Sustainability

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Mainstream personnel fundraising.	Meet at least 10% annual income budget by 2025.	
		Increase students giving to FOCUS.	7 new CUs giving per year.	
		Increase the number of Associates giving to FOCUS.	20% annual growth in the number of givers	
			3 Million Growth in Income per year	
		Leveraging partnerships to meet the resource gaps.	At least 10% growth per year in various partner income streams	
		Strengthen STEM fundraising.	10% growth in STEM General Fund per year.	
		Build capacity of stakeholders on resource mobilization.	75% of CU and Branch Treasurers	
			100% Resource Mobilization Committees.	
	Associates	Mainstream Associates giving through the branches and regions	50% of Associates in the branches and regional database giving	

Institutional Growth and Sustainability

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Enhance and strengthen Monitoring and Evaluation Systems	Associates	Implement a standard planning, data collection and reporting system	100% of Associates Branches using the standard system.	Improved measurement of current and future outputs, outcomes and impact of FOCUS at various levels.
	Secretariat	Develop and implement a synchronized data gathering and reporting system.	A Functional System.	
		Facilitate induction and training of staff, CU leaders and Branch Leaders on the Monitoring and Evaluation System.	100% of Staff, CU and Branch Leaders per year.	
		Facilitate review of SP implementation.	At least 1 review per year for Students and Associates and the Secretariat.	
Enhance Organizational Branding	Secretariat	Enhance FOCUS awareness among Students and Associates.	100% of CU members and Associates reached.	Improved FOCUS publicity and visibility.
		Undertake re-branding of FOCUS.	Re-branding by 2023	

Institutional Growth and Sustainability

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
		Enhance publicity on both print and digital media	100% growth in stakeholders reached.	
			30% growth in commitment	
			2 mainstream media engagement per year	
		Facilitate FOCUS publicity and awareness in churches, and partnering organizations	1 Initiative per month.	
Enhance internal and external Communications	Secretariat	Build capacity for Stakeholders on effective communication.	100% Staff, Student leaders and Associates leaders equipped with basic communication skills	
		Maintain and utilize updated database of stakeholders for effective communication.	Functional and updated database management system by 2021.	
		Develop and implement a communication strategy.	Strategy by 2021.	

Institutional Growth and Sustainability

5.2.2 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.

Implementation Matrix:
Strategic Partnership Development

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Strengthen Partnership with Chaplaincy, CU Patrons and University/College Administration	Secretariat	Develop and implement Chaplains and Patrons working framework.	Functional Chaplains and patrons working framework by 2021	Improved working relationship between FOCUS, Chaplaincy and University/College Administrations.
		Develop strategic partnership with University/college Administrations.	100% of Institutions.	
Enhance Partnership with churches	Associates	Enhance Associates involvement in mobilizing churches to support FOCUS Ministry.	At least 2 Churches per Branch per year.	Improved partnership with churches.
	Secretariat	Review and implement a working model for partnership with churches in direct students ministry	Working model by 2021.	
			1 consultation per year at regional or national level.	
		Develop strategic mutual partnership with Churches	At least 10 Churches per region.	

Key Result Area	Stakeholder	Strategies/Key Actions	Key Targets	Indicators / Outcomes
Enhance partnership with Christian Organizations and Donor Agencies.	Secretariat	Increase Partnerships with like-minded Christian Organizations and Donor Agencies.	At least 1 new partnership with a donor agency per year.	Increase in the number of Organizations and Corporates supporting FOCUS.
			2 new partnership with Christian organizations per year.	
		Enhance relationship with partners.	At least 1 key partnership engagement initiative per year.	
Scale up support to other Student Movements in IFES	Secretariat	Enhance long term support to other IFES movements.	Support at least 2 Movements by 2025.	Greater contribution to students works in the Regional and globally.
		Enhance information and resources sharing between IFES and various movements in IFES.	At least one new exchange initiative per year	
Increase engagement of CU Alumni groups	Secretariat	Develop and implement CU Alumni engagement plan and operational guidelines	Functional Alumni groups engagement by 2021 and successive one's based on the plan	Established Alumni groups supporting CUs.

Implementation Matrix: Strategic Partnership Development

5.2.3 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.

Implementation Matrix:
Research, Innovation, and Publishing

Key Result Area	Stakeholder	Strategies/ Key Actions	Key Targets	Indicators / Outcomes
Promote and facilitate Research Projects and upscale content development and publication	Secretariat	Enhance STEM Research Projects.	At least 2 projects published per year.	Enhanced research and publications for ministry.
		Improve staff (CMF) research and writing initiatives.	At least 5 per year.	
		Enhance national research initiatives.	At least 1 per year.	
		Complete the FOCUS History writing project as part of FOCUS at 50 milestones.	By 2022.	
		Establish partnerships for research	At least 1 successful partnership initiative per year.	
		Leverage on digital media for publication.	100% of material converted to digital formats by 2025	
		Increase, diversify and update FOCUS publications.	2-New publications per year. 4-Existing publications revised per year	

Key Result Area	Stakeholder	Strategies/ Key Actions	Key Targets	Indicators / Outcomes
			5 Operational content development and editorial teams per year	
Enhance Capacity for Research, Content creation	Secretariat	Build capacity of students and Associates on research and content creation.	Students – 70 Staff – 50% Associates – 35 Trained per year.	Improved capacity among Staff, students and Associates for research.
		Enhance organizational capacity for research, content creation and publication.		
Promote Ministry Innovations	Secretariat	Leverage on stakeholders' creative potential for ministry innovation. Establish an innovation hub to catalyse development of creative ideas.	At least 1 innovation project per year.	Established culture of innovation and invention.
			At least 5 individuals engaged per year.	
			Operational Resource Centre by 2022.	

Research, Innovation, and Publishing

5.2.4 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.

Implementation Matrix:
Digital Media and Strategies for Student Ministry

Key Result Area	Stakeholder	Strategies/ Key Actions	Key Targets	Indicators / Outcomes
Promote and utilize digital tools and platforms for ministry	Secretariat	Develop and implement digital strategies for Ministry.	Strategy by 2021.	Well established and functional digital tools, platforms and strategies for ministry
		Utilize digital technology to *automate processes* and operations at the Secretariat.	By 2023.	
		Develop strategic partnerships for digital ministry	At least 5 partnerships.	
		Develop digital platforms for all key ministry programs.	At least 1 program per year.	
Enhance capacity for implementation digital strategies at the Secretariat	Secretariat	Establish the digital strategies section and office at the Secretariat	By 2021	
		Invest in digital infrastructure at the Secretariat	Based on annual plans to be developed	
Build capacity of Stakeholders in digital ministry	Secretariat	Organize and facilitate trainings of various stakeholders in digital ministry skills.	At least 1 training per year.	

5.2.5 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.

Implementation Matrix: Infrastructural Development

Key Result Area	Stakeholder	Strategies/ Key Actions	Key Targets	Indicators / Outcomes
Expand the National Student Centre	Secretariat	Mobilize resources for the development of student Centre.	Raise KS. 250 million by 2025.	Complete Hatua Project
		Construct the national Students Centre.	By 2023	
Acquire Regional Lands	Secretariat	Purchase Regional lands.	5 regions by 2025.	
Acquire relevant equipment for ministry	Secretariat	Develop and implement equipment acquisition plan.	As per the plan.	Well facilitated Secretariat.

6 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.

6. 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.

6.1 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.

6.2 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.

6.3 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.

6.4 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.

6.5 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.

6.6 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.

7. MONITORING AND EVALUATION SYSTEMS STRATEGIC FOCUS AND PRIORITIES

7.1 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.

7.2 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. This will be done at various levels as highlighted in the table below:

7.3 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.

Monitory and Evaluation Possibilities

	Task	Responsibility
1	Strategic plan approval, evaluation and planning.	Governing Council.
2	Annual review and planning.	Secretariat.
3	Resource mobilization, collaboration and partnerships.	Secretariat.
4	Design M&E tools, supervise data collection, analyse data and generate reports.	Secretariat.
5	Quarterly meetings to assess the implementation of the Strategic Plan.	Governing Council.
6	Development and presentation of progress reports on Key Performance Indicators during the quarterly meetings.	Secretariat.
7	Implement Strategic Plan, collect and analyse data, submit to M&E, receive feedback, and implement decisions.	CUs and Secretariat.

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