



**2021-2025**

# **Strategic Plan**

**FELLOWSHIP OF CHRISTIAN UNIONS**

**STUDENTS VERSION**

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

## OVERVIEW

# STRATEGIC PLAN

2021 - 2025



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## ACRONYMS AND ABBREVIATIONS

**FOCUS** – Fellowship of Christian Unions

**IFES** – International Fellowship of Evangelical Students

**CU** – Christian Union

**Vuka FiT** – Finalists Transition Program

**Anza FYT** – First Years Orientation Integration Program

**BEST-P** – Bible Exposition Self Training Program

**CMF** – Campus Ministry Facilitator

**M&E** – Monitoring and Evaluation

**MAPs** – Ministry Annual Plans

**MAOPs** – Ministry Annual Operation Plans

**BAOPs** – Branch Annual Operational Plans

**NGC** – National Governing Council

**RC** – Regional Council

**STEM** – Short Term Experience in Ministry

**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.

# 1. IDENTITY, MISSION, VISION AND CORE VALUES

## 1.1 IDENTITY

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

## 1.2 MISSION

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

## 1.3 VISION

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

## 1.4 CORE VALUES

FOCUS has six core values:

### 1. Faithfulness to the Holy Scriptures

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

### 2. Integrity

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

### 3. Excellence

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

### 4. Student-centered

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





## 5. Teamwork

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

## 6. Creativity and innovation

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

# 1.5 CORE COMMITMENTS

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



## 2. STRATEGIC FOCUS AND PRIORITIES

### 2.1 OVERVIEW

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

### 2.2 STRATEGIC PRIORITIES, ENABLERS AND CRITICAL SUCCESS FACTORS

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

#### The Four Strategic Priority Areas are:

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

#### The Five Strategic Enablers

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

#### The Six Critical Success Factors

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

## 2.2.1 DISCIPLESHIP

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

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

### **Key Result Areas:**

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

## Implementation Matrix: Discipleship



Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
Strengthen prayer engagement by Students and Associates	Enhance capacity of CU members on prayer.	100 % of CU members.	Enhanced participation of CU members and Associates 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.	
	Strengthen 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	

Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
Enhance capacity and promote Scripture engagement among Students and Associates	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		50% of CU members	

## Implementation Matrix: Discipleship



Key Result Area	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.	

## Implementation Matrix: Discipleship



Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
Develop the Christian mind and engagement of emerging issues among 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.	
	Promote content creation on emerging issues through blogs and vlogs.	At least 1 active initiative.	

## Implementation Matrix: Discipleship



Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
	Create platforms for engagement of contemporary/emerging issues (with a focus on LBTQ and Sexual Purity).	At least 1 issue engaged per semester.	
Equip students with life skills for application during and post campus life.	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.		

## Implementation Matrix: Discipleship





Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
	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.	
Strengthen the nurture of New Believers and other CU members	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.	
	Facilitate systematic discipleship training program through year fellowships and other discipleship platforms	40% of CU members participating.	

### Implementation Matrix: Discipleship



## 2.2.2 LEADERSHIP DEVELOPMENT

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

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

### The Key Result Areas

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

## Implementation Matrix: Leadership Development

Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
Enhance leadership capacity of CU leaders.	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.	
Develop capacity of Christian Students in transformational servant leadership	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.	

## Implementation Matrix: Leadership Development

Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
Develop capacity of CU members in ministry skills.	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.
Improve Organizational performance of Christian Unions.	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.	

## Implementation Matrix: Leadership Development



Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
	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	
	Enhance CU engagement with Alumni groups.	At least 1 initiative per year involving CU alumni	
	Establish functional support structures for the CU.	Patron, Advisory Board and external auditor.	

## Implementation Matrix: Leadership Development



### 2.2.3 EVANGELISM

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

*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	Strategies/Key Actions	Key Targets	Indicators /Outcomes
Enhance the capacity for students to evangelise	Equip CU members on campus and outreach evangelism (missions training).	75% of CU members	Increased number of students with capacity for evangelism.
	Organize 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.	

## Implementation Matrix: Evangelism



Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
	Mobilize CU missions and evangelism leaders for regional and national Evangelism Summits.	100% of Mission and evangelism leaders involved.	
Increase the involvement of Christian Students in evangelism and the number of students reached with the gospel.	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.	
	Mobilize 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	Strategies/Key Actions	Key Targets	Indicators /Outcomes
	Implement relational evangelism initiatives.	At least 5% of CU members engaging EBS <b>and</b> 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 1 <sup>st</sup> 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	

## Implementation Matrix: Evangelism



Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
	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.	
	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	

## Implementation Matrix: Evangelism



Key Result Area	Strategies/Key Actions	Key Targets	Indicators
	Enhance coordination and utilization of Evangelistic Teams in the CU.	100% Evangelistic teams working in harmony with the CU.	
Enhance the involvement of Christian Students in praying for evangelism.	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.	

## Implementation Matrix: Evangelism



## 2.2.4 SOCIAL TRANSFORMATION

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

*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:

1. Increase awareness and capacity building for Social Transformation.
2. Enhance Involvement of Christian Students in Social Transformation.
3. Increase number of Social Transformation Initiatives targeting students.
4. Enhance Social Transformation Initiatives by Associates.

## Implementation Matrix: Social Transformation

Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
Increase Awareness and Capacity Building for Social Transformation	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.	
Enhance Involvement of Christian Students in social transformation.	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 issues facing students in campus.	At least 1 per year.	
	Use digital media strategies in advocacy initiatives.	At least 1 digital initiative for advocacy.	

## Implementation Matrix: Social Transformation



Key Result Area	Strategies/Key Actions	Key Targets	Indicators /Outcomes
	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.	
Increase number of social Transformation Initiatives targeting 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

## Implementation Matrix: Social Transformation



## 3. STRATEGIC PLAN IMPLEMENTATION MANAGEMENT

### 3.1 OVERVIEW

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

### 3.2 STRATEGIC ENABLERS

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

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

#### 3.2.1 INSTITUTIONAL GROWTH AND SUSTAINABILITY

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

#### The Key Result Areas

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

### 3.2.2 STRATEGIC PARTNERSHIP DEVELOPMENT AND NETWORKING

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

#### The Key Result Areas

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

### 3.2.3 RESEARCH, INNOVATION AND PUBLISHING

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

#### The Key Result Areas

1. Promote and facilitate Research Projects and upscale content development and publication.
2. Enhance Capacity for Research, Content creation.
3. Promote Ministry Innovations.

### 3.2.4 INVESTING IN DIGITAL MEDIA AND STRATEGIES FOR MINISTRY

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

#### The Key Result Areas

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



### 3.2.5 INFRASTRUCTURAL DEVELOPMENT

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

#### The Key Result Areas

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

### 3.2.6 STRATEGIC PARTNERSHIP DEVELOPMENT AND NETWORKING

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

## 4. MONITORING AND EVALUATION SYSTEMS STRATEGIC FOCUS AND PRIORITIES

### 4.1 MONITORING AND EVALUATION METHODS AND TOOLS

1. The Christian Union leaders will come up with the Christian Union Ministry Annual Plans (CU MAPs). They will report and review the implementation of the plans.
2. The Christian Unions will also keep a data workbook that capture weekly for various ministry programs.
3. The CU leadership will plan at least 2 review and evaluation meetings to monitor the implementation progress.
4. Regional Students Executive Committee (RSEC) Members will do the Students' Regional reports for review at the Regional level.
5. National Students Executive Committee (NASEC) Members will do the Students National reports for review at National level.



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NR

North Rift Eldoret)  
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MR

Mt. Kenya (Nyeri)  
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**FOCUS**KENYA

# A MOVEMENT

We are **committed** to building:

An evangelizing, Bible, missionary, student-led Movement.

A Movement committed to prayer, working primarily in universities and colleges, committed to creative thinking and serving the churches.



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**A Movement  
transforming  
the society**

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**Reaching Students, Changing Nations**