FOCUS KENYA

2021 - 2025

STRATEGIC PLAN

REVISED IN 2023

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 Reviewed Strategic Plan

Reaching Students, Changing Nations

Since 1973

STRATEGIC PLAN
2021 - 2025

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

Overview

TABLE OF CONTENTS

Reaching Students, Changing Nations

DEFINITION OF TERMS

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

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, TVET, or college who have come together to worship God, fellowship, and witness their faith both in and out of their institution.

Non-Resident Students
Students who do not stay in the University or College campus hostel, or hostels next to the college/campus and therefore commute for more than one kilometre (1km) to attend classes and other programs on the college/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 as per 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 their profession.

Movement
An Association of many people, in this case, Christian students in universities and colleges and Associates in Kenya who have come together, intending to further 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 to manage the work of FOCUS across the country. There are currently seven regions (which will increase to nine by 2024). They include Northern Nairobi, Southern Nairobi, Central Rift, Mt. Kenya (Mt. Kenya East and Mt. Kenya West by 2025), Pwani, Western (Western Region and South Nyanza Region by 2024) and North Rift. The additional two regions were approved during the 2023 Annual General Meeting.

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, TVET, 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 of 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 Group

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

Hatua Project

An infrastructural development project by FOCUS Kenya to construct the National Students Training Centre in Nairobi and acquire lands to develop regional centres in the other seven regions.

ABOUT FOCUS KENYA

VISION

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

MISSION

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

CORE VALUES

Faithfulness to the Holy Scriptures
Integrity
Excellence | Student-centred
Teamwork | Creativity and innovation

MEMBERSHIP

IFES International Fellowship of Evangelical Students

Evangelical Alliance of Kenya

NCCK NATIONAL COUNCIL OF CHURCHES OF KENYA

REACHING STUDENTS

240 Institutions

65000 Students

35000 Associates

103 FOCUS staff

OUR DUTY

Developing Leaders
We identify, train, and nurture values-based and skilled leaders.

Discipleship
We provide support in the spiritual formation of students for effective Christian living and societal impact.

Mission Mindedness
We equip students for evangelism, mobilize and provide mission exposure opportunities.

Preparing graduates
We raise ethical and competent professionals for the job market and build their work-life convictions.

Social Responsibility
We model social transformation and mobilize stakeholders to participate in social transformation initiatives.
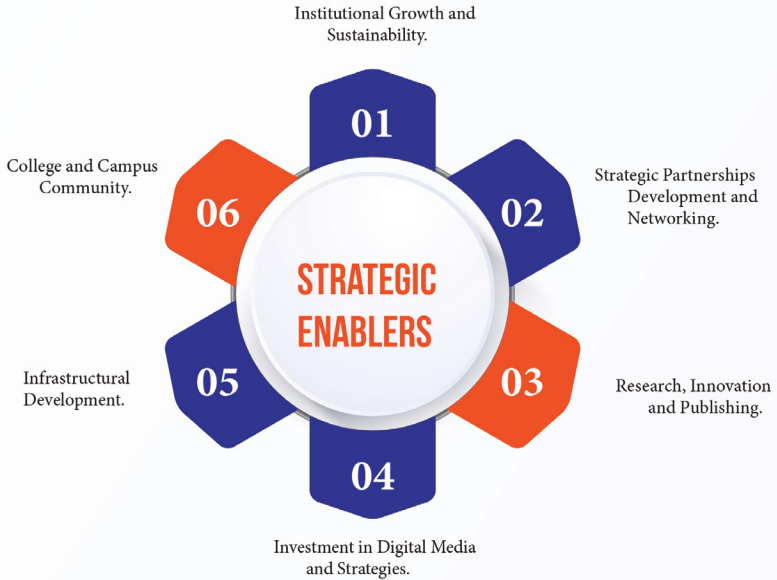
Linking and Networking
We create forums for stakeholders to be linked with impactful opportunities by our partners

STRATEGIC PRIORITY AREAS

Discipleship and Scripture Engagement

Leadership & Mentorship Development

Students Evangelism

Social Transformation

Missions

FOCUS KENYA

Reaching Students, Changing Nations

STRATEGIC ENABLERS

01 Institutional Growth and Sustainability.

02 Strategic Partnerships Development and Networking.

03 Research, Innovation and Publishing.

04 Investment in Digital Media and Strategies.

05 Infrastructural Development.

06 College and Campus Community.

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.

STRATEGIC PRIORITY AREA 1

DISCIPLESHIP AND SCRIPTURE ENGAGEMENT

The Goal - Increased number of Students and Associates equipped to be Christ-like in character, behavior and effective witness at a personal level, family, church and the society.

2.3 DISCIPLESHIP AND SCRIPTURE ENGAGEMENT

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 a 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 college and campus life.
5. Strengthen the nurture of New Believers and other CU members.
6. Involve more Associates in Students' discipleship programs.
7. Equip Associates for ministry in the family, marketplace, church and society.

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA1; Strengthen prayer engagement by students.	Students	Enhance the capacity of CU members on prayer.	% of CU members trained for intercessory praying. 2023; 25% 2024; 27% 2025; 30%	Enhanced participation of CU members in personal and corporate prayer programs.
	Students	Increase the number of CU members participating in CU prayer meetings.	50% of CU members are involved in CU Prayer Meetings per year.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
			Mainstream topics on effective praying in the main service per CU per year.	
	Students	Strength prayer in ministries and small groups.	Mainstream prayer in 100% (annually) of CU small groups.	
	Students	Organize and participate in inter CU, regional and national prayer initiatives and events.	At least 1 inter-CU, Regional or National event per year.	
KRA1; Strengthen prayer engagement by associates	Associates	Organize prayer activities in the Branch	At least 1 per year per Branch.	Enhanced participation of CU members in personal and corporate prayer programs.
KRA2; Enhance capacity and promote Scripture engagement among Students and Associates.	Students	Enhance the participation in virtual and physical small group Bible study by resident and non-resident students.	% of CU members in small group Bible Study 2023; 50% 2024; 60% 2025; 70%	Increased growth of Christian Students in biblical knowledge and application

FOCUS KENYA

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Organize capacity building initiatives for Bible Study leaders	100% Small Group leaders trained	
	Students	Enhance CU members' participation in Consistent Bible Reading.	% of CU Members. 2023; 25% 2024; 27% 2025; 30%	
	Students	Increase participation and strengthen accountability for personal devotion among CU members.	100% of CU small groups having accountability for personal devotions.	
			70% of CU members having consistent personal devotions.	
	Students	Strengthen Bible Exposition in the CU.	At least 1 Bible exposition session per CU per semester.	
			At least one active BEST P class per in 50% of CUs per year.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Mobilize students for the triennial regional and national Scripture Engagement and Discipleship conferences.	100% of CU quota for the Conference.	
KRA2; Enhance capacity and promote Scripture engagement among Students and Associates.	Associates	Mobilize Associates for regional and national Scripture engagement and Discipleship	100% of the Associates delegates' quota met.	Increased growth of Christian Students in biblical knowledge and application.
KRA3; Develop the Christian mind and engagement of emerging issues among students.	Students	Promote the reading culture among CU members.	2 active book clubs in 60% of the CUs by 2023.	Improved application of a Christian mind to daily life issues by Christian Students.

FOCUS KENYA

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Facilitate CU members to acquire books and other reading materials to improve their library.	At least 1 book sale per CU per year.	
			CUs to grow CU library by 10% per year.	
	Students	Promote content creation on emerging issues through blogs and vlogs.	At least one active initiative.	
	Students	Create platforms for engagement of contemporary /emerging issues (with a focus on LBTQ and Sexual Purity).	At least 1 contemporary issue engaged per CU per Semester/ module.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA4; Equip students with life skills for application during and post college/ campus life.	Students	Organize for career mentorship for CU members.	30% of CU members in various career	Students equipped with life skills to handle various issues in relationships, career, entrepreneur ship and family.
		Establish and strengthen platforms for mentorship and capacity building on gender, sexuality, relationship, marriage and family.	50% of CU members in mentorship programs on gender, sexuality, re-lationships, marriage and family	
			50% of CU members active in brothers and sisters' fellowships	
	Students	Facilitate peer mentorship among students on life skills.	At least 30% of CU members in peer mentorship initiatives	
	Students	Implement first year's integration (Anza FYT) program.	60% of registered first years effectively oriented and integrated in the CU through Anza FYT.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Implement final year transition (VUKA FiT) program.	80% of CU Finalists in Vuka FiT program.	
KRA5; Strengthen the nurture of New Believers and other members of the CU.	Students	Organize nurture program for new believers as per the Firm Foundation Manual.	100% of new believers in nurture programs	Enhanced involvement of Associates in students' Discipleship programs
	Students	Facilitate systematic discipleship training program through year fellowships and other discipleship platforms.	40% of CU members participating in various systematic discipleship training programs.	
KRA6; Involve more Associates in Students discipleship programs.	Associates	Mobilize and train Associates to participate in the students discipleship programs.	50% of Associates trained per Branch.	Enhanced involvement of Associates in students Discipleship programs.

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Associates	Mobilize Associates to participate in the students' discipleship programs.	30% of Associates per Branch per year.	
KRA7; 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.	
	Associates	Organize mentorship initiatives among Associates	At least 1 initiative per region.	
	Associates		50% of fresh graduates in mentoring initiatives.	

LEADERSHIP AND MENTORSHIP DEVELOPMENT

The Goal - Increased number of students and Associates equipped for transformational servant leadership.

2.4 LEADERSHIP AND MENTORSHIP 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. Equipping CU members with ministry skills.
4. Strengthen apprenticeship programs.
5. Develop capacity of Associates for leadership in Branches.
6. Improved organizational performance of Christian Unions.
7. Enhance mentorship among CU leaders and students.
8. Establish specialized mentorship for effective life and ministry.

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA1; Enhance leadership capacity of CU leaders.	Students	Organize induction and training of CU leaders.	100% of CU leaders trained.	Equipped leaders for effective CU management.
	Students	Organize Specialized executive committee training.	100% of Exec members taken through specialized exec training.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA2; Develop capacity of Christian Students in transformational servant leadership.	Students	Organize leadership development initiatives targeting all CU members.	50% of CU members per CU participating in various leadership development initiatives.	Equipped transformational servant leaders for impact in institutions of higher learning, church and society.
KRA3; Equipping CU members with ministry skills.	Students	Organize skill-based trainings for all ministries and technical departments.	70% of CU members in various ministries.	Enhanced capacity of Christian students to serve effectively in various ministries in the CU and the church.
KRA5; Develop capacity of Associates for leadership in Branches.	Associates	Organize induction and training for Branch leaders.	100% of Branch officials	Well managed Associates Branches.
	Associates	Organize regional Branch Leadership Summits.	Once every two years	
KRA 6; Improved organizational performance of Christian Unions .	Students	Develop, update and implement policy documents.	Updated policy documents (Constitution, Leadership manual, Partnership and Financial Policy)	Well managed and resourced CUs.

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Establish functional support structures for the CU.	Established functional support structures (Patron, Advisory board and external auditor).	
	Students	Actively involve and seek support of CU Patrons and Chaplaincy to enhance CU programs.	Engagement of Chaplaincy and CU Patrons at least 2 times in the CU program.	
	Students	Coordinate effective implementation of the SP with effective planning, data collection and evaluation.	SP implementation (Planning and review meetings, monthly data update)	
			100% of CUs trained and using the templates.	
	Students	Enhance CU engagement with Alumni groups.	At least 1 initiative per year involving CU alumni.	

Reaching Students, Changing Nations

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA7; Enhance mentorship among CU leaders and students.	Students	Organize mentorship of CU leaders by Staff, Associates and Christian Faculty	40% of CU leaders mentored by staff, Associates and Christian Faculty	Well mentored CU leaders mentoring other students.
	Students	Establish and strengthen mentorship structures in the Christian Unions.	Established mentorship in small groups by 2025.	
	Associates	Organize mentorship initiatives for CU leaders.	At least 20% of Associates in the Branch involved.	
KRA 8; Establish specialized mentorship for effective life and ministry.	Students	Organize mentorship of ministry leaders on skills by associates and staff.	Twice a year	Enhanced mentorship in specific areas such as marriage, career and entrepreneur-ship.
	Students	Organize group mentorship of students during Alumni weekends and Sundays.	Once a year	
	Associates	Participate in specialized mentorship sessions.	Twice a year by every Branch.	

STRATEGIC PRIORITY AREA 3

STUDENTS EVANGELISM

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

2.5. STUDENTS 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 college/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 evangelize.
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.

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA1; Enhance the capacity for students to evangelize.	Students	Equip CU members on college and campus and outreach evangelism (missions training).	75% of CU members equipped for college/ campus evangelism.	Increased number of students with capacity for evangelism.
	Students	Organize capacity building of CU members on Muslim evangelism.	Train students in at least 2 CUs per region on Muslim evangelism.	
	Students	Build capacity and awareness of CU members on Digital evangelism.	Hold at least 1 training on digital evangelism in 100 % of member CUs.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Mobilize and equip CU members for ministry to high schools and primary schools.	Train 100% of CU members involved in High school ministry.	
	Students	Organize induction and training for the mission and evangelism committee.	Induction training for 100% of the evangelism Committee.	
	Students	Mobilize CU members to attend Commission Conferences.	Achieve quota allocated to the CU.	
	Students	Mobilize CU missions and evangelism leaders for regional and national evangelism summits.	100% of mission and evangelism leaders involved.	
			Initiate school ministry in 10% of the CUs without.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA 2; 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.
			% of students' population 2023; 15% 2024; 30% 2025; 40%	
	Students	Mobilize for evangelism through sermon topics.	2 Evangelism mobilization and capacity building sermons per CU per year.	
	Students	Establish digital evangelism teams	At least one active Digital Evangelism Team per CU by 2025	
	Students	Implement relational evangelism initiatives.	5% of CU members practicing EBS and CENTS in small groups with seekers.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Utilize creative arts as a tool for evangelism.	At least 2 creative arts evangelistic initiatives per CU per year.	
	Students	Carry out evangelism as a key component of 1st year orientation.	50% of 1st years reached with the gospel.	
	Students	Organize apologetics forums to reach out to skeptics, atheists, agnostics and escapists.	At least 1 apologetic forum per CU per year.	
	Students	Organize Campus/ college community impact mission as per the concept.	At least 1 major campus/ college outreach per CU every 3 years.	
	Students	Undertake evangelistic missions to high schools.	Each CU to reach 5 High Schools per year.	

FOCUS KENYA

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA 2; Increase the involvement of Christian Students in evangelism and the number of Students reached with the gospel.	Students	Undertake evangelistic outreaches to primary schools/ Sunday schools in churches.	At least 2 per year	Increased number of Christian students participating in evangelism and the number reached with the gospel.
	Students	Establish an active Muslim evangelism team.	1 active Muslim evangelism initiative in at least 2 CUs per region.	
	Students	Organize outreaches through annual missions targeting unreached or least reached people groups.	At least 1 major mission reaching the target group annually.	
			25% of CU members involved in annual mission.	
	Students	Organize outreach missions targeting urban centers.	25% of CU members involved in annual mission.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Reach and integrate international students into CU.	At least one initiative for international students per year where they exist.	
	Students	Enhance coordination and utilization of Evangelistic Teams in the CU.	Enhance coordination with 100% Ets.	
KRA3; 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. At least one prayer initiative with evangelism emphasis.	Increased number of students engaged in praying for evangelism.
			Adopt one prayer focus for world evangeliza-tion.	
			50% member CUs adopting at least one prayer focus for world evangeliza-tion.	

SOCIAL TRANSFORMATION

The Goal - Improved involvement of students and Associates in Biblical Social Transformation.

STRATEGIC PRIORITY AREA 4

2.6. SOCIAL TRANSFORMATION

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

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

Key Result Areas

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

Increase awareness and capacity building for Social Transformation.

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

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA1; Increase Awareness and Capacity Building for Social Transformation	Students	Create awareness and mobilize students for Social Transformation.	At least 1 major initiative with 50% of CU members involved.	Enhanced understanding and involvement in Social Transformation initiatives.
	Students	Mobilize CU members for capacity building on public theology.	5% of CU members enrolling for public theology course.	
	Associates	Organize for Social Transformation awareness in the Branch, Regional and National programs.	At least 1 initiative per year.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA2; Enhance Involvement of Christian Students in social transformation.	Students	Organize forums and initiatives for engaging students' politics.	At least 1 forum or initiative per CU	Increased Participation in social Transformation initiatives by Students.
			At least 1 forum engaging student politics per CU.	
	Students	Establish or strengthen the advocacy teams at the CU level.	One active advocacy team per CU.	
	Students	Organize advocacy initiatives addressing various students' needs.	One advocacy initiative targeting students per CU per year.	
	Students	Mobilize students for environmental stewardship initiatives.	One environmental stewardship initiative per CU per year.	
	Students	Organize and implement social transformation initiatives in outreach missions (Annual mission, high school mission, hospital mission, and prison mission).	At least one social transformational initiative in annual Missions.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA3; Identify and initiate Social Transformation Initiatives targeting Students.	Students	Initiate and strengthen programs to address welfare issues, mental health 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.
KRA4; Enhance Social Transformation Initiatives by Associates.	Associates	Mobilize Associates for enhanced participation in policy and legislative issues.	At least 10 Associates involved per year.	Increased participation in Social Transformation initiatives by Associates.
	Associates	Organize advocacy initiatives at Regional/ County or Branch level.	At least one initiative per year.	
	Associates	Organize social service initiatives at the Branch level.	One initiative per Branch per year in 50% of the Branches.	

MISSIONS

The Goal - Increase the number of students and associates equipped, mobilized and involved in missions.

2.7. MISSIONS

Goal: We will mobilize and equip Students and Associates to bear witness to the transforming gospel through their personal and professional lives, both locally and globally, through missions.

Strategic goal: Increase the number of students and associates equipped, mobilized and involved in missions.

Strategic Result areas

Key Result Areas

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

1. Enhance capacity for local and global missions.
2. Enhance involvement of Students and Associates in Missions.
3. Increased Missions Networking and Partnerships.
4. Resourcing for Missions.

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
KRA1; Enhance capacity for local and global missions.	Students	Mobilize students for capacity building for missions.	75% of CU members are equipped on missions.	Enhanced awareness and formation for effectiveness in local and global missions.
KRA2; Enhance involvement of Students and Associates in Missions	Students	Undertake Short term mission exposure initiative for mentorship.	At least 50 students per year going through a missions exposure program.	Increased involved of Students and Associates involved in diverse missions.
	Students	Enhance coordination and utilization of Evangelistic Teams in the CU.	Enhance coordination with 100% ETs.	

Key Result Areas	Stakeholder	Key Strategies	Targets	Outcome
	Students	Undertake evangelistic missions to high schools	Each CU to reach 5 High Schools per year	
	Students	Undertake evangelistic outreaches to primary schools.	At least 5 per CU per year.	
	Students	Undertake evangelistic outreaches to Sunday school in churches around the institutions.	4 outreaches per CU per year.	
	Students	Enhance prayer mobilization for world missions.	At least 1 prayer initiative focusing on world missions per CU per year.	
KRA 2; Enhance involvement of Associates in Missions.	Associates	Mobilize Associates to be involved in market place ministry.	At least 1 initiative per Branch per year.	Increased involvement of Students and Associates in diverse missions.
KRA 3; Increased Missions Networking and Partnerships	Students	Seek for missions partnership for various initiatives.	At least one partnership for every annual missions.	Increase in the number of partners working with focus on local and global missions.

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.

6 College and Campus Community

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:

- Institutional Growth and Sustainability.
- Strategic Partnerships Development and Networking.
- Research, Innovation and Publishing.
- Investing in Digital Media and Strategy.
- Infrastructural Development.
- College and Campus Community

3.2.1. INSTITUTIONAL GROWTH AND SUSTAINABILITY

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

The Key Result Areas

- Improved structural performance for the Associates ministry.
- Strengthen and expand CUs and Associates membership to FOCUS.
- Strengthen Governance and Management Structures.
- Enhance the Human Resource Capacity.
- Enhance Resource Mobilization.
- Enhance and strengthen Monitoring and Evaluation Systems.
- Enhance Organizational Branding.

Key Result Area

3.2.2. STRATEGIC PARTNERSHIP DEVELOPMENT AND NETWORKING

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

The Key Result Areas
- Enhance partnership with churches.
- Enhance partnership with Christian Organizations and Donor Agencies.
- Scale up support to other Student Movements in IFES.
- Increase engagement of CU Alumni groups.
- Establish and strengthen Partnership with Government Agencies and Corporates.
- Strengthen partnership function.

3.2.3. COLLEGE AND CAMPUS COMMUNITY

Strategic Goal: Established and improved relationships with the College and Campus Community

The Key Result Areas
- Strengthen partnership with Chaplaincy, CU Patrons and University/ College Administration.
- Develop leadership capacity for university and college Student Union leadership.
- Enhance Spiritual and social well being of college and campus communities.
- Research and disseminate useful information to enhance social and spiritual welfare of the college and campus.

3.2.4. RESEARCH, INNOVATION AND PUBLISHING

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

The Key Result Areas
- Promote and facilitate Research Projects and upscale content development and publication.
- Enhance capacity for Research and Content creation.
- Promote Ministry Innovations.

3.2.5 DIGITAL MEDIA MINISTRY STRATEGIES

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

The Key Result Areas
- Promote and utilize digital tools and platforms for ministry.
- Enhance capacity for implementation of digital strategies.
- Build capacity of Stakeholders in digital strategies for ministry.

3.2.6. INFRASTRUCTURAL DEVELOPMENT

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

The Key Result Areas
- Expand the national Student Centre.
- Acquire Regional lands.
- Acquire relevant equipment for ministry

4. MONITORING AND EVALUATION

4.1. 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 the success of the revised 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.

4.2. MONITORING AND EVALUATION METHODS AND TOOLS

- Branch Annual Operational Plans (BAOPs) and reports for Associates.
- Review Meetings: There will be review meetings by the Student leaders, Associate Leaders and Secretariat at least twice every year.
- 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.
- The Christian Unions will also keep a data workbook that capture weekly for various ministry programs.
- The CU leadership will plan at least 2 review and evaluation meetings to monitor the implementation progress.
- Regional Students Executive Committee (RSEC) Members will do the Students' Regional reports for review at the Regional level.
- National Students Executive Committee (NASEC) Members will do the Students National reports for review at National level.
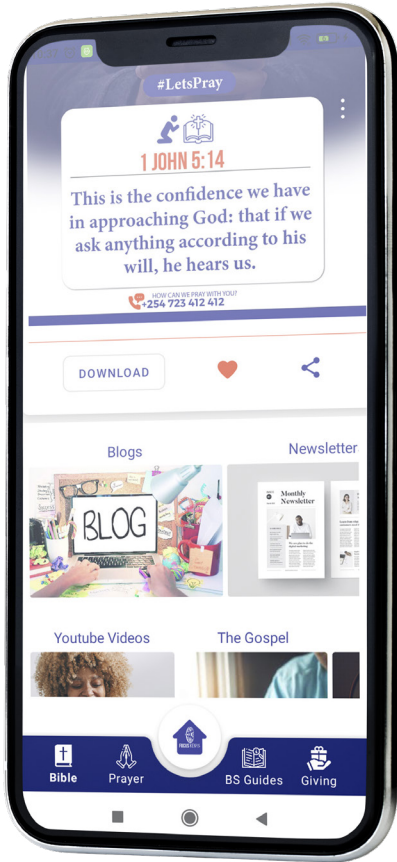
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