



FOCUS KENYA

2021 - 2025

STRATEGIC PLAN

REVISED EDITION

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

2021 - 2025 REVIEWED STRATEGIC PLAN

Reaching Students, Changing Nations

Since 1973

STRATEGIC PLAN

————— 2021 - 2025



Overview

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ACRONYMNS AND ABBREVIATIONS

FOCUS – Fellowship of Christian Unions

MAOPs – Ministry Annual Operation Plans

BAOPs – Branch Annual Operation 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

KMTC -Kenya Medical Training College

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 fellowshiping 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.

NGC CHAIRPERSON'S MESSAGE



Mr. George Alande

For the last fifty (50) years of FOCUS' existence, God has remained faithful in all that has gone on in the Ministry. It is one thing to set out for a journey: both physical and Ministry engagement (Strategic Plan), and completely another to see achievements therein made.

As has been our tradition, we have consistently developed a Ministry roadmap, commonly known as the

Strategic Plan. The 2021-2025 Strategic Plan which was developed in 2020 has given us great direction in executing the plans for the ministry. We have taken time to reflect on whether we are going in the right direction through the Mid Term review of the SP, with the outcome being the Revised 2021-2025 Strategic Plan.

Working with the SP has given us key milestones to ensure a thriving ministry, especially during the COVID-19 era. It is very fulfilling to know that the final phase of development of the 2021-2025 SP and its implementation was done under the COVID-19 cloud, yet we did not sit back and wait.

This reviewed SP gives us the refocus we need even as we go towards 2025. We have consolidated the gains we have had since 2021 and refined them in a way that helps us to offer dynamic ministry to our stakeholders. The introduction of Missions as Strategic Priority Area and College and Campus Community as a Key Enabler is a testament to engaging our stakeholders more.

On behalf of the National Governing Council, I thank all the stakeholders and facilitators who gave themselves fully to ensure that we do an honest review of this SP and chart the next phase for the remaining two years. The journey has now taken the last lap and it is important that we finish well. And our God, who began this good work, will bring it to a beautiful completion.

The Lord God richly bless you all.

NATIONAL DIRECTOR'S MESSAGE



Mr. Simon Kande

The Strategic Plan 2021-2025, which has been the road map for these five years, has helped the Organization in the implementation of the Ministry's goals and dreams. It has given the Students, Associates, Staff, and other key FOCUS stakeholders effective participation and opportunities to make an impact and contribution in their spheres of engagement.

We are thankful that the SP has enabled the Ministry to quantifiably

achieve her goals and objectives in a great way. With the growing student numbers in our CUs, it is evident that guiding measures and parameters can only make achievable progress be felt, and we are glad that the review process helped us make this conclusion.

With the reviewed SP, FOCUS Ministry will remain anchored to her motto, reaching as many Students to come to faith in Jesus Christ. The implementation of programs such as EveryFresher4Jesus in the last two years has allowed us to reach out to First Year Students with the gospel and mentor them from the time they come. Further, a review of the general organization of the ministry approach means that we have an inclusive leadership that brings together students from Universities, Colleges, TVETS as well as KMTCs.

This phase of the SP has made us reflect on the need to be more intentional with the Strategic Priority Areas reviewed to show this intentionality;

The first SPA which was Discipleship has been reviewed to Discipleship and Scripture Engagement to show our desire to engage the scripture more.

The second SPA on Leadership Development has been reviewed to Leadership and Mentorship Development, an indication of our desire to be more intentional in the mentorship of all our CU students.

The third SPA, which was Evangelism, has been reviewed to Students Evangelism. This helps us have a greater focus on reaching students while in colleges and on campus.

Social transformation has been retained, with a desire to see Christianity demonstrated in our daily lives.

Missions has been re-introduced as a SPA. This is meant to help us focus on local and global missions as a Student Movement.

On Key Enablers, we have introduced College and Campus Community in recognition of the great role that this plays in ensuring ministry to Students.

With the growing number of CUs, Associates and staff, one of the key aspects of this Strategic Plan is how every stakeholder can be engaged to ensure quality ministry. The SP therefore gives us an opportunity for strategic mobilization for all stakeholders to be involved in direct ministry. The need for partnerships with the Churches, the Corporates, and the Government agencies cannot be overemphasized

Infrastructural development is also a critical aspect of this Plan. The last two years have given us a chance to grow in the digital spaces, something that we will continue to work on. On physical infrastructure, we are thankful for the one Students Centre in Nairobi. This can however no longer serve the whole nation. We ask that you join us in raising similar Centres for all our regions. It is only through this that we can mobilize and equip the thousands of students in our CUs.

May the Lord, who moved with Moses, Joshua, and other servants, move with us, providing the grace for adequate human capital, financial resources, and the right partners to fulfill 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, Patrons and Christian Faculty and Administrators on colleges and campus for continued collaboration in service to the students who are the hope of any nation.

EXECUTIVE SUMMARY

The envisaged impact of the 2021-2025 Strategic Plan will be realized through Five Strategic Priority Areas (SPAs), Six Strategic Enablers, and Six Critical Success Factors as indicated below:

The Five Strategic Priority Areas

1. Discipleship and Scripture Engagement
2. Leadership and Mentorship Development
3. Students Evangelism
4. Social Transformation
5. Missions

<i>SPA</i>	<i>GOAL</i>	<i>KEY RESULT AREA</i>
Discipleship and Scripture Engagement	<i>Increased number of Students and Associates equipped to be Christ-like in character, behavior and effective witness at a personal level, family, church and society.</i>	<ol style="list-style-type: none"> 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.

<i>SPA</i>	<i>GOAL</i>	<i>KEY RESULT AREA</i>
Leadership and Mentorship Development	<i>Increased number of students and Associates equipped for transformational servant leadership.</i>	<ol style="list-style-type: none"> 1. Enhance the 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.
Students Evangelism	<i>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.</i>	<ol style="list-style-type: none"> 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.

<i>SPA</i>	<i>GOAL</i>	<i>KEY RESULT AREA</i>
Social Transformation	<i>Improved involvement of students and Associates in Biblical Social Transformation.</i>	<ol style="list-style-type: none"> 1. Enhance involvement of Christian students in Social Transformation. 2. Increase the number of Social Transformation Initiatives targeting students. 3. Enhance Social Transformation Initiatives by Associates.
Missions	<i>Increase the number of students and associates equipped, mobilized and involved in missions.</i>	<ol style="list-style-type: none"> 1. Enhance capacity for local and global missions. 2. Enhance the involvement of Students and Associates in Missions. 3. Increased Missions Networking and Partnerships. 4. Resourcing for Missions.

The Six 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.

<i>Enabler</i>	<i>Goal</i>	<i>Key Result Areas</i>
Institutional Growth and Sustainability	<i>Strengthened and sustainable FOCUS governance, coordination and institutional capacity.</i>	<ol style="list-style-type: none"> 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 Partnerships Development and Networking	<i>Established and improved reciprocal partnerships with strategic stakeholders.</i>	<ol style="list-style-type: none"> 1. Strengthen Partnership with Chaplaincy, CU Patrons and University/ College Administration. 2. Enhance Partnership with churches and 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.

<i>Enabler</i>	<i>Goal</i>	<i>Key Result Areas</i>
Research, Innovation and Publishing	<i>Enhanced research, innovations and publication of Christian content to promote knowledge driven ministry engagement.</i>	<ol style="list-style-type: none"> 1. Promote and facilitate Research Projects and upscale content development and publication. 2. Enhance capacity for Research and Content Creation. 3. Promote Ministry Innovations.
Investment in Digital Media and Strategies	<i>Enhanced capacity in developing and utilizing digital tools and platforms for evangelism, discipleship, leadership development and social transformation.</i>	<ol style="list-style-type: none"> 1. Promote and utilize digital tools and platforms for the ministry. 2. Enhance capacity for implementation of digital strategies at the Secretariat. 3. Build the capacity of Stakeholders in digital strategies for ministry.
Infrastructural Development	<i>Enhanced ministry capacity with relevant infrastructure for more efficient ministry delivery.</i>	<ol style="list-style-type: none"> 1. Expand the national Student Centre. 2. Acquire Regional lands. 3. Acquire relevant equipment for the Ministry.
College and Campus Community	<i>Established and improved relationships with the College and Campus Community.</i>	<ol style="list-style-type: none"> 1. Strengthen partnership with Chaplaincy, CU Patrons and University/ College Administration. 2. Develop leadership capacity for university and college Student Union leadership. 3. Enhance spiritual and social well being of college and campus communities. 4. Research and disseminate useful information to enhance social and spiritual welfare of the college and campus.



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.

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. As part of our organizational culture where the Strategic Plan undergoes a mid-term review, the NGC in 2023 undertook a mid-term review to evaluate the implementation of the Plan developed in 2020.

FOCUS 2021-2025 Strategic Plan (Revised in 2023) aims at providing strategic direction based on the mandate of the Organization. The process of reviewing the plan was participatory and involved all the key stakeholders and partners. The Plan is expected to form a solid foundation upon which work 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, and 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 Mid Term Review Team*

The Management established a Strategic Planning Team to carry out the task of mid-term review of the 2021-2025 Strategic Plan and development of the revised 2021-2025 SP with the guidance of an external Lead Consultant.

Stage 2: *Review of Documents*

The Mid Term SP Team analyzed various documents of the Organization including reports, policies and governance instruments.
aching Students, Changing Nations.

Stage 3: Data Collection from Stakeholders

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

Stage 4: Strategic Planning Workshops

Workshops at the national level to facilitate involvement and elicit consensus among the stakeholders focusing on the strategic direction of the Movement for the next two and a half years.

Stage 5: 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 8 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), Dr. George Ogalo (2014-2021) and Mr. Simon Kande (2021 to date).

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 27 members. These include the Chairperson, Vice-Chairperson, Honorary Treasurer, National Director (Secretary), Legal Advisor, Nine Students (National Students Executive Committee (NASEC)) representatives, National Associates Executive Committee (NAEC) Chairperson, Nine 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 the 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

Operation Guidelines.

There is also an Advisory Committee, comprising of 11 members, nominated by the NGC and appointed by the AGM. These are the conveners of the 9 Regional Advisory Committees. 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.

There are Regional Councils that operate under the delegated authority of the NGC. Their composition (Students, Associates and the Regional Coordinator) 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 within 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 44 long term Staff, 51 STEM Students Ministry Staff, 2 STEM Chaplaincy Staff, 2 STEM Community Development Staff, 2 STEM Missionary Staff and 35 FOCUS Volunteer Staff serving both at the Head Office and in the seven regions across the country.

The FOCUS Secretariat is led by a Senior Management Team composed of the National Director, Deputy National Director and six Heads of Departments. The Senior 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.

There is a Management Team, comprising of National Director, Deputy National Director, Heads of Departments and Regional Coordinators. The operational work is further organized in Sections in various departments and the 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



International Fellowship of Evangelical
Students



Evangelical Alliance of Kenya



NCCCK
NATIONAL COUNCIL OF CHURCHES OF KENYA

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 the 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 proved 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, TVETS, KMTCs 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% 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 promptly 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 college/campus, COVID-19 pandemic forced many institutions of higher learning to establish reliable e-learning infrastructure and develop online programs. This has resulted 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 a 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, the COVID-19 pandemic resulted in many churches and CUs having online services, a matter that has considerably affected the way ministry is conducted in the CUs at the moment.

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, and 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, LGBTQ (lesbian, gay, bisexual, transgender, and queer), 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 as the country emerges from 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 the 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.

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 last two years have been characterized by political activity some of which included the Building Bridges Initiative (BBI) and the 2022 general elections. The next two and half years maybe a bit silent on the political front bearing in mind that there will not be an election by 2025. However, discussions are ongoing on the National Dialogue Committee (NADCO) in addressing issues affecting our nation. Global incidents such as the war in Ukraine and in Palestine will in one way or another affect the local political space.

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 the 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.

STRATEGIC PRIORITY AREAS



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.

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.

Context and Trends

The discipleship landscape has been changing over the years, and more so in the recent past due to COVID-19 pandemic. Whereas physical meetings have resumed, the residual effects of virtual meetings linger, with many students getting alternative discipleship avenues online. Besides being a platform for the exchange of ideas, the internet has become a source of discipleship materials, both authentic and otherwise. The reality of the world becoming a global village comes with a new set of discipleship challenges. The exposure to competing worldviews puts Christian perspectives on sexuality, gender issues, relationships, morality and ethics into constant question. The LGBTQ agenda and other forms of sexual perversion are now commonplace. Other trends include having increasingly younger students on college and campus, family dysfunction and an increased need for an individualized approach to discipleship with inspirational role models from Staff and Associates. This is the context in which we seek to nurture every student into Christ-likeness.

The number of students continues to increase in the universities and colleges 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 that focuses on the whole person, private and public aspects of the Christian life. 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 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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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.	
			Mainstream topics on effective praying in the main service per CU per year.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Students	Strengthen 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.
KRA1; Strengthen prayer engagement by students and associates.	Secretariat	Build capacity for CU members on prayer.	100% member CUs per year.	Enhanced participation of CU members in personal and corporate prayer programs.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Build capacity for CU leaders on prayer coordination.	75% of small group leaders and other leaders in charge of prayer trained per year.	
	Secretariat	Organize inter-CU, regional and national prayer activities.	At least 1 initiative per year.	
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.
	Students	Organize capacity building initiatives for Bible Study leaders	100% Small Group leaders trained	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Students	Enhance CU members' participation in Consistent Bible Reading.	% of CU Members. 2023; 25% 2024; 27% 2025; 30%	
		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.	
		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	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	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 conferences.	100% of the Associates delegates' quota met.	Increased growth of Christian Students in biblical knowledge and application.
KRA2; Enhance capacity and promote Scripture engagement among Students and Associates.	Secretariat	Run small group Bible study incorporating online and non-resident students.	30% of non-resident or online students (CU members) in small group bible study.	Increased growth of Christian Students in biblical knowledge and application.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
			5 Bible study groups per region for non-resident/online students.	
	Secretariat	Design an accountability assessment tool for small groups.	By 2024	
	Secretariat	Enhance follow up for various scripture engagement conferences and forums.	Full implementation of the follow up concept.	
	Secretariat	Facilitate comprehensive capacity building for small group Bible study leaders.	All leaders trained in 100% member CUs.	
	Secretariat	Organize regional and national Scripture engagement and Discipleship conferences.	100% of the target met.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Build capacity for personal devotion among students.	100% of member CUs.	
	Secretariat	Design and implement student friendly Consistent Bible Reading programs.	Design by 2024.	
			Implement in 50% of member CUs annually	
	Secretariat	Facilitate CUs to run various Bible exposition programs.	100 % member CUs.	
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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	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.	
KRA3; Develop the Christian mind and engagement of emerging issues among students.	Secretariat	Facilitate the CUs to acquire books, articles, podcasts and movies for the expansion of the CU library.	Pilot a national Digital library open to the CUs by 2024.	Improved application of a Christian mind to daily life issues by Christian Students.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
			Book sales in 100 % of member CUs	
	Secretariat	Organize forums and initiatives for engaging and responding to contemporary issues.	1 regional or national Shahidi forum per year.	
	Secretariat	Design a student online bookstall catalogue and an online library with various resources.	By 2024	
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, entrepreneurship and family.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Students	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, relationships, 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	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Students	Implement first year's integration (Anza FYT) program.	60% of registered first years effectively oriented and integrated in the CU through Anza FYT.	
	Students	Implement final year transition (VUKA FiT) program.	80% of CU Finalists in Vuka FiT program.	
KRA4; Equip students with life skills for application during and post college and campus life.	Secretariat	Facilitate the CUs to run ANZA FYT and VUKA FiT.	100% of member CUs.	Students equipped with life skills to handle various issues in relationships, career, entrepreneurship and family.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	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.	50% of member CUs.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Associates	Mobilize Associates to participate in the students' discipleship programs.	30% of Associates per Branch per year.	
	Secretariat	Develop and facilitate systematic discipleship training programs.	100% of member Cus.	
	Secretariat	Facilitate the CUs to run the nurture program for new believers.	100% of member Cus.	
	Secretariat	Facilitate capacity building of Associates for Students' ministry.	500 Associates trained with long-term commitment to support CUs by 2025.	
			1 Capacity building initiative at regional and national level.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Link and create opportunities for Associates involvement in discipleship programs in the CU.	At least 10 per CU 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
			50% of Associates in Branches participating in various Branch programs.	
	Associates	Organize mentorship initiatives among Associates	At least 1 initiative per region.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Associates		50% of fresh graduates in mentoring initiatives.	
	Secretariat	Develop and facilitate capacity building programs for Associates on family, marketplace, church and society engagement.	At least 1 program per year.	
	Secretariat	Facilitate mentorship program for fresh and young Associates through Fresh Graduates Integration Program (FGIP).	At least 1 national initiative per year.	

STRATEGIC
PRIORITY
AREA 2



LEADERSHIP AND MENTORSHIP DEVELOPMENT

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

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 development 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 in a mentorship relationship. However, the increase in number of Students who are also relatively young 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.



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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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.	
	Secretariat	Facilitate induction and training of CU leaders.	100% of member CUs.	
	Secretariat	Facilitate specialized executive committee training.	100% member CUs.	
	Secretariat	Facilitate SP implementation and review induction for new CU leadership.	100% of member CUs.	
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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Develop and implement a leadership development course targeting all CU members.	Develop by 2024. Pilot the leadership development course in 2025.	
	Secretariat	Organize leadership Summits at regional and national level	At least 1 every 3 years.	
KRA3; Equipping CU members with ministry skills.	Students	Organize skill-based trainings for all ministries and technical departments.		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.	
KRA4; Strengthen apprenticeship programs.	Secretariat	Enhance STEM mentorship.	100% of mentorship goals met .	Increased number of well-equipped servant leaders for church and society.
	Secretariat	Enhance partnerships for apprenticeship programs	50 Fresh Graduates per year.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Enhance post STEM placement.	100% STEM Graduates absorbed.	
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	
	Secretariat	Facilitate Branch leaders' induction to leadership and SP implementation	100% of new Branch leaders.	
	Secretariat	Facilitate Regional Branch Leadership Summits.	1 per region per year.	
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.
	Students	Establish functional support structures for the CU.	Established functional support structures (Patron, Advisory board and external auditor).	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	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.		
KRA 6; Improved organizational performance of Christian Unions	Secretariat	Develop, and implement policy documents	Facilitate 50% of CUs without relevant policy documents to develop and implement policy documents.	Well managed and resourced CUs

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Facilitate the CUs to develop and implement policy documents and the Strategic Plan.	100% CUs	
	Secretariat	Facilitate CUs to ensure effective working relationships with Patrons, Chaplains Advisory and external Auditors.	50% of CUs without support structures with structures by 2025.	
	Secretariat	Establish a standard CU Monitoring and Evaluation framework.	By 2024	
	Secretariat	Facilitate the CUs to enhance the engagement with Alumni groups.	In 100% of member CUs	
	Secretariat	Facilitate SP awareness campaigns for all CU members.	100% of member CUs.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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.	
	Secretariat	Facilitate the CU to have a topic on mentorship in the CU services as a catalyst for improved appreciation of centrality of mentorship among the CUs.	Twice a year	
		Coordinate training and mentorship of CU leaders by Staff, Associates and Christian Faculty.	100% of member CUs.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Establish structures for mentorship of the executive committee by advisory committee, faculty and CU support group.	100% member CUs.	
	Secretariat	Support the CU leaders to adopt mentorship as a key strategy for students.	Mentorship adoptee in the CU structures by 2025.	
	Secretariat	Facilitate training of advisory committee, Branch associate and CU support group on mentorship.	All teams trained by 2025.	
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 entrepreneurship.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	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.	
	Secretariat	Facilitate ministry leaders' visitation to associates homes for targeted mentorship	At least two in a leaders' term of service	
		Facilitate a regional mentorship forum in all the RSEC forums supported by the associates	Once a year	
		Enhance Specialized Mentorship Program (SMP).	50 student participants engaged per region per year	
			10 mentors trained per region per year.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Organize and facilitate digital forums on mentorship of student on various life issues affecting them.		



**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.

STUDENT 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 two 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 the 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-resident 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.

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

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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.	
	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.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	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.	
KRA1; Enhance the capacity for students to evangelize	Secretariat	Build capacity of CU members on college/campus and outreach evangelism.	100% of member CUs	Increased number of students with capacity for evangelism.
	Secretariat	Build capacity of CU members on Muslim evangelism.	Carry out Muslim evangelism in at least 2 CUs per region per year	
	Secretariat	Facilitate staff capacity building on Muslim evangelism.	14 staff trained by 2025.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Facilitate capacity building on digital evangelism.	At least 1 digital evangelistic team trained per region per year	
	Secretariat	Facilitate capacity building on ministry to high schools and primary schools.	100% of CUs with high school and primary school ministry.	
			Initiate school ministry in 10% of the CUs without.	
	Secretariat	Facilitate induction and capacity building for Evangelism and Missions Leaders.	In 100% of member Cus	
	Secretariat	Organize Commission conference and facilitate effective follow-up programs.	15% of the national CU population.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Organize regional and national Missions and Evangelism Summit.	As per the conference/ summit cycle.	
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	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Students	Implement relational evangelism initiatives.	5% of CU members practicing EBS and CENTS in small groups with seekers.	
	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.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Students	Undertake evangelistic missions to high schools.	Each CU to reach 5 High Schools per year.	
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	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Students	Organize outreach missions targeting urban centers.	25% of CU members involved in annual mission.	
	Students	Organize outreach missions targeting areas around the colleges and universities.	25% of CU members involved in annual mission.	
	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.	
	Secretariat	At least 1 campaign in 100% member CUs.	At least 1 campaign in 100% member CUs.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
KRA 2; Increase the involvement of Christian Students in evangelism and the number of Students reached with the gospel.	Secretariat	Facilitate formation of and support Digital evangelism teams.	Pilot a Digital Evangelistic team in 1 CU per region by 2025.	Increased number of Christian students participating in evangelism and the number reached with the gospel.
	Secretariat	Facilitate CUs to hold at least 1 evangelistic apologetics event.	In at least 50% of member CUs	
	Secretariat	Design and popularize evangelism initiatives targeting 1st years.	100% member CUs.	
	Secretariat	Facilitate CUs to run outreach missions to urban centres, unreached people and least-reached people	80% member CUs.	
	Secretariat	Undertake Short term mission exposure initiative for mentorship.	At least 50 students per year go through a mission exposure program.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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 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.	

SOCIAL TRANSFORMATION

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

STRATEGIC PRIORITY AREA 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 levels, and the holistic implication of the Gospel to the life of an individual. In this, we seek 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 the Religious and Ethnic Affiliation index), it was reported that the majority, 85.5%, of the population are Christians - Protestants, Catholics and Evangelical churches accounting for 33.4, 20.6, and 20.4% 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 the application of the Christian faith at the family and societal levels.

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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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.	
	Secretariat	Build capacity of students for Social Transformation.	At least 1 training initiative per CU per year.	
	Secretariat		Develop the public theology course by 2024.	
	Secretariat	Facilitate capacity building on Public theology.	A functional program by 2024	
	Secretariat	Build capacity and mobilize students and Associates for Social Transformation initiatives.	In 100 % of member CUs	


<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
			100% of Branches	
			Move to Research and Publication.	
	Secretariat	Integrate capacity building and awareness on Social Transformation in regional and national conferences.	At least 1 initiative in the conferences.	
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.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Students	Organize and implement social transformation initiatives in outreach missions (Annual mission, high school mission, hospital mission, and prison mission).	At least 1 social transformation initiative in annual Missions.	
KRA 2; Enhance involvement of Christian students in Social Transformation.	Secretariat	Develop a framework for engagement in matters policy, legislation and other issues of national interest by Students.	Move to Research and Publications.	Increased participation in Social Transformation initiatives by students.
	Secretariat	Build the capacity for CUs to use digital media as a strategy for advocacy and social service.		
	Secretariat	Lobby and support the CUs for environmental stewardship initiatives.	In 100% of member CUs.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Catalyze and support the CUs to form or strengthen advocacy teams.	In 60 % of member CUs.	
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.
	Secretariat	Build capacity for peer counseling as an intervention for mental health and other emerging issues	In 100% of member CUs.	
	Secretariat	Build capacity for CUs to develop welfare support for students in need.	50% of member CUs.	
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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	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.	
	Secretariat	Engage and partner with the relevant government institutions, Churches, and other Organizations on Social Transformation initiatives and programs.	At least 3 strategic partnerships per year.	
	Secretariat	Develop a framework for engagement in policy and legislation at both county and national level by Associates.	By 2024	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Mobilize Associates engagement in various social transformation initiatives in partnership with professional groups	At least 1 initiative per region.	
		Strengthen the mobilization of the Christian Faculty for enhanced influence in the universities and colleges.	Plan for a Faculty Conference by 2025.	
		Facilitate the establishment of Regional and National Christian Faculty Networks.	By 2025.	



**STRATEGIC
PRIORITY
AREA 5**

MISSIONS

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

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.

Context and Trends

For the purpose of this Strategic Plan, we consider missions as external engagements by Christian Unions and Associates to share the gospel with people beyond their localities – this would mean anywhere outside the institution for the Christian Unions and beyond their residential areas for the Associates. Missions will include a combination of both evangelism and social transformation activities. This holistic approach will mainly target spaces and locations with high numbers of non-Christians.

Over the years, FOCUS stakeholders have been involved in the Great Commission through training, mobilizing and sending its stakeholders. Through the COMMISSION conferences, FOCUS has equipped and exposed over 25,000 delegates to global and local missions since 1988. Besides these, mobilizing CU members for local missions has been taking place since the Movement began, currently, an average of at least 10,000 new believers come to salvation through these missions. The FOCUS Associates have been mobilized and trained through various platforms to be involved in missions in the marketplace.

It has been observed over the years that, FOCUS Kenya has a large number of students and associates but their effect in missions has not been felt. This is because a few people participate in missions activities as compared to other activities. This brings the need to rethink our missions' engagement moving forward.

Strategic Result areas

Key Result Areas

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

5. Enhance capacity for local and global missions.
6. Enhance involvement of Students and Associates in Missions.
7. Increased Missions Networking and Partnerships.
8. Resourcing for Missions.



<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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.
	Secretariat	Develop publications and audio-visual materials for missions' awareness.	At least 2 per year.	
	Secretariat	Form at least 1 partnership to run a missions simulation or awareness program for cross cultural missions.	Two simulation programs per year.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Facilitate capacity building on ministry to high schools and primary schools.	100% of CUs with high school and primary school ministry. Initiate school ministry in 10% of the CUs without. Develop a training curriculum for high school and primary school ministries in CUs.	
			At least 2 trainings per year.	
	Secretariat	Organize Commission conference and facilitate effective follow-up programs.	8% of the national CU population.	
			At least 75% of Commission delegates making commitments for direct involvement in local and global missions.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
			At least 80% of mission agencies and partners engaged for partnership.	
			Mobilize mission partners for follow-up in missions mentorship, training and exposure for 100% of commission delegates).	
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.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	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.
	Secretariat	Facilitate CUs to run outreach missions to urban centres, unreached and least-reached people groups.	80% member CUs having at least one outreach every year	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
		Identify international students for intentional discipleship for missions.	At least 5 students per year.	
	Secretariat	Identify Kenyan students going abroad for studies for discipleship in global missions.		
	Secretariat	Recruit, prepare and place students and fresh graduates and different professionals in like-minded mission agencies and churches.	At least 30 fresh graduates placed in different Organizations per year.	
	Secretariat	Build capacity for students to pray for world missions.	100% member CUs having initiative for evangelism to students.	
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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Develop a missions partnership engagement framework for engaging missions agencies.	By 2024.	
	Secretariat	Identify like-minded missions agencies for partnership in missions.	At least 4 identified and engaged per year.	
	Secretariat	Increase the number of partnering missions agencies annually.	No. of Mission partners; 2023; 30 2024: 60 2025; 70	
	Secretariat	Organize a forum bringing together missions agencies for networking and partnership.	One forum every year.	
	Secretariat	Support missions opportunities initiated by other agencies to improve networking.		

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
		Seek partnership with missions agencies interested in international missions and facilitate their engagement.	Five per year.	
	Secretariat	Identify and partner with like-minded mission agencies, diaspora associates and churches for placement opportunities for students and fresh graduates and different professionals.	Five per year.	
		Initiate partnerships for the engagement of international students in college and campus communities.	1 forum per year in the respective Cus.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
KRA 4; Resourcing Missions	Secretariat	Develop partnership initiatives for funding for missions.	No. of partners. 2023; 3 2024; 5 2025; 8	Well resourced local and global missions.
	Secretariat	Develop missions' resources for use by staff, students, associates and partners.	As per the developed schedule.	



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.

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

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 Associates 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.

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
Improved structural performance for the Associates ministry.	Secretariat	Facilitate effective leadership of Associates Branches.	% of the Branches with Annual General Meetings; 2024-60% 2025-75%	Enhanced Associates ministry coordination and vibrant Associates Branches with proper leadership structures.
			% of branches with established and functional leadership 2023 - 70% 2024 - 80% 2025 - 90%	
	Secretariat	Restructure all the Associates Branches as per the new leadership structure.	% of branches 2023; 50% 2024; 100%	
	Secretariat	Implement operational guidelines for Diaspora Associates Fellowships.	Develop performance indicators for operationalization of guidelines.	
	Secretariat	Facilitate the establishment and strengthening of Diaspora Associates Fellowships and local Branches	Achieved 20% of growth of membership per Chapter per year.	
			At least 2 new Chapters per year	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Enhance mobilization of Associates for involvement in Branches and Diaspora Chapters.	At least 2 new Chapters per year	
Strengthen and expand CUs and Associates membership to FOCUS.	Secretariat	Facilitate active non-member CUs to become member CUs.	2024 - 15 2025 - 25	Growth in the number of member CUs and Associates with high ownership of FOCUS.
	Secretariat	Mobilize and facilitate Associates to register for membership.	500 New registrations per year.	
	Secretariat	Develop membership review criteria of member CUs	Do annual review of member CUs involvement based on the criteria.	
	Secretariat	Develop and implement an expansion strategy focusing on; FOCUS ministry to TVETS, KMTCS and new University campuses and establishment of new Associate Branches	Expansion to TVETS, KMTCS & colleges every year 2024 - 30 2025 - 30 1 Branch per year per region.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Facilitate finalist recruitment and effective integration of Fresh Graduates into Associates membership.	At least 50% of Finalists are recruited annually.	
	Secretariat		At least 25% of Fresh Graduates integrated annually.	
Strengthen Governance and Management Structures.	National Governing Council.	Induction and capacity building of regional councils and advisory teams.	100% of Regional Councils and advisory team being inducted annually.	Improved effectiveness of governance and management structures and systems.
	National Governing Council.	Enhance performance management system for governance teams.	Annual performance reviews of operational guidelines and set annual goals.	
	National Governing Council.	Regularly review the staff establishment and organogram for effective implementation of the SP.	Initial one by 2021 and successive ones on a need basis.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Review structures for Student and Associates representation at the Regional and National level.	By 2025.	
	National Governing Council.	Review the geographical distribution of regions to align with the expansion strategy.	By 2025	
	National Governing Council	Develop, review and implement relevant policies and operational guidelines.	On a need basis	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
Enhance the Human Resource capacity.	Secretariat	Increase the number of staff to meet the expanding work demands.	CMFs: 2024 - 3 2024 - 3 STEM Staff: 2024 - 5 2025 - 5	Improved utilization and maximum development of human resources while maintaining high levels of satisfaction and morale.
	Secretariat	Expand the STEM program to enhance human resource capacity and raise more potential Staff.	Increase the number of STEM Staff in all streams per year i.e STEM SM - 5, STEM CD - 2, STEM Missionary - 1, STEM Chaplaincy - 1	
			STEM Diaspora - 1	
	Secretariat	Develop and implement an expansion plan for the Associates Staff program.	Review the target to 2024	
			As per concept	
			2023; 30 2024; 40 2025; 50	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
Enhance Resource Mobilization.	Associates	Mainstream Associates giving through the Branches and regions.	50% of Associates in the Branches and regional database giving.	Well-resourced Secretariat to support programs and develop infrastructure for ministry.
	Secretariat	Develop a long-term resource mobilization strategy for sustainability.	Review target to 2025.	
	Secretariat	Establish the FOCUS Enterprise arm.	Achieved.	
			Meet at least 5% of annual income budget by 2025.	
	Secretariat	Monetize ministry content for income generation.	Retain target and strategy.	
	Secretariat	Mainstream personnel fundraising.	Meet a % of annual income budget; 2023; 7% 2024; 9% 2025; 10%	
	Secretariat	Increase students giving to FOCUS.	2023 - 7 new CUs 2024 - 30 new CUs 2025 - 7 new CUs	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
	Secretariat	Increase the number of Associates giving to FOCUS.	25% annual growth in the number of givers. 5 million Growth in Income per year.	
	Secretariat	Leveraging partnerships to meet the resource gaps.	At least 15% growth per year in various partner income streams.	
	Secretariat	Strengthen STEM fundraising.	10% growth in STEM General Fund per year	
	Secretariat	Build capacity of stakeholders on resource mobilization.	75% of CU and Branch Treasurers 100% Resource Mobilization Committees.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
Enhance and strengthen Monitoring and Evaluation systems.	Secretariat	Develop and implement a synchronized data gathering and reporting system.	A functional system integrated by 2024.	Improved measurement of current and future outputs, outcomes and impact of FOCUS at various levels.
	Secretariat	Facilitate induction and training of staff, CU and Branch leaders on the Monitoring and Evaluation system.	100% of Staff, CU and Branch leaders per year.	
			Design a tool for 2023 collecting data.	
	Secretariat	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.	Develop a measurement tool for awareness by 2023.	Improved FOCUS publicity and visibility.
	Secretariat	Undertake re-branding of FOCUS.	Develop a branding strategy by 2024.	
	Secretariat	Enhance publicity on both print and digital media.	100% growth in stakeholders reached.	

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
		Enhance stakeholder engagement.	Produce a unique student and associate brief once a quarter. 30% growth in commitment.	
			2 mainstream media engagement per year.	
	Secretariat	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.	Retain the target but reduce the target for students and associates (50%)	Improved stakeholder engagement
	Secretariat	Maintain and utilize updated database of stakeholders for effective communication.	Review the target number to 50,000 by 2025.	
	Secretariat	Develop and implement a communication strategy.	Achieved	

STRATEGIC PARTNERSHIP DEVELOPMENT AND NETWORKING

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

The Key Result Areas

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

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
Enhance Partnership with churches	Associates	Enhance Associates involvement in mobilizing churches to support FOCUS Ministry.	At least 5 churches per Branch per year.	Improved partnership with churches
	Secretariat	Review and implement a working model for partnership with churches in direct students ministry.	By 2024	
			1 consultation per year at regional or national level.	
Secretariat	Develop strategic mutual partnership with Churches.	At least 10 Churches per region.		

<i>Key Result Areas</i>	<i>Stakeholder</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
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 partnerships with Christian Organizations per year.	
	Secretariat	Enhance relationships with partners.	At least 2 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 region and globally.
	Secretariat	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 ones based on the Plan.	Established Alumni groups supporting CUs.

COLLEGE AND CAMPUS COMMUNITY

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

The Key Result Areas

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

<i>Key Result Areas</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
Strengthen partnership with Chaplaincy, CU Patrons and University/ College Administration	Develop strategic partnership with university/college Administrations.	100% of Institutions.	Improved working Relationship between FOCUS, Chaplaincy and University/College Administrations
	Develop and implement Chaplains and Patrons working framework.	Formalized working framework by 2024	
	Have introduction letters to College and Campus Administration during staff transitions.	All CUs, every year when there are STEM transitions.	
	Regular courtesy calls with University and College institutions.	Once per CU per year.	

<i>Key Result Areas</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
Develop leadership capacity for university and college Student Union leadership.	Build the capacity of Christian students to engage in student politics.	At least 1 imitative per member CU per year.	Improved effectiveness in Students' Union leadership.
	Develop a manual for training of Student Union leaders.	By 2024.	
	Mobilize training workshops for the Student Union leaders.	5 institutions per region per year.	
	Undertake a needs' assessment exercise for student leadership groups.	By 2024.	
Enhance spiritual and social well being of college and campus communities.	Design a special concept on how to enhance spiritual well being for college and campus communities	By 2024	Responsive programing and social welfare initiatives that meets the needs of the campus and college communities
	Identify areas of felt needs and design guidelines on how they should be engaged.	By 2024	
	Engage like minded Organizations for partnership in engaging the needs.	3 Organizations by 2025.	

<i>Key Result Areas</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
Research and disseminate useful information to enhance social and spiritual welfare of the college and campus.	Conduct and disseminate research on the college/campus community and identify needs.	1 initiative per year per college/campus.	Targeted intervention programs based on research.

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 and Content creation.
3. Promote Ministry Innovations.

<i>Key Result Areas</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
<i>Promote and facilitate Research Projects and upscale content development and publication.</i>	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 CMFs per year.	
	Enhance national research and survey initiatives.	At least 4 per year.	
	Establish partnerships for research.	At least 2 successful partnership initiatives per year.	
	Leverage on digital media for publication.	100% of material converted to digital formats by 2025	
	Increase, diversify and update FOCUS publications.	5 new publications per year.	
		4 existing publications revised per year.	
		5 operational content development and editorial teams per year.	

<i>Key Result Areas</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
<i>Enhance capacity for Research, Content creation.</i>	Build capacity of students and Associates on research and content creation.	Students – 1% 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.	Students – 1% Staff – 50% Associates – 35 trained per year.	
<i>Promote Ministry Innovations.</i>	Leverage on stakeholders' creative potential for ministry innovation. Establish an innovation hub to catalyze development of creative ideas.	Develop guidelines on innovation.	Established culture of innovation and invention.
		At least 5 individuals engaged per year.	
		Equip the Resource Centre with the necessary reference materials for staff.	

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.
3. Build capacity of Stakeholders in digital strategies for ministry.

<i>Key Result Areas</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
<i>Promote and utilize digital tools and platforms for ministry.</i>	Develop and implement comprehensive digital strategies for the Ministry.	By 2024.	Well established and functional digital tools, platforms and strategies for ministry.
	Utilize digital technology to automate processes and operations at the Secretariat.	By 2024.	
	Develop strategic partnerships for digital ministry.	At least 5 partnerships.	
	Develop digital platforms for all key ministry programs.	At least 1 program per year.	

<i>Key Result Areas</i>	<i>Key Strategies</i>	<i>Targets</i>	<i>Outcome</i>
<i>Enhance capacity for implementation digital strategies.</i>	Invest in digital infrastructure at the Secretariat.	Improve the digital equipment for ministry.	Well established and functional digital tools, platforms and strategies for ministry.
<i>Build capacity of Stakeholders in digital strategies for ministry.</i>	Organize and facilitate trainings of various stakeholders in digital ministry skills.	2 trainings per year.	Well established and functional digital tools, platforms 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.
3. Build capacity of Stakeholders in digital strategies for ministry.

<i>Key Result Areas</i>	Key Strategies	Targets	Outcome
<i>Expand the national Student Centre.</i>	Mobilize resources for the development of Student Centre.	2023; 50M 2024; 60 M 2025; 100M	Complete the Hatua project.
	Construct the national Students Centre.	2023; complete super structure. 2024; Complete two floors. 2025; complete 5 floors.	
<i>Acquire Regional lands</i>	Purchase Regional lands.	2024; one region 2025; two regions	Complete the Hatua project.
<i>Acquire relevant equipment for ministry.</i>	Develop and implement equipment acquisition plan.	By 2025.	Well facilitated Secretariat.

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 Ministry's 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 so 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 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 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.

7.2 MONITORING AND EVALUATION RESPONSIBILITIES

The Secretariat will conduct continuous monitoring of the strategic plan including input and output analysis of resource 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

7.3 MONITORING AND EVALUATION METHODS AND TOOLS

1. Ministry Annual Operational Plans (MAOPS) and reports for Secretariat.
2. CU Ministry Annual Plans (MAPs) and reports for students.
3. Branch Annual Operational Plans (BAOPs) and reports for Associates.
4. Review Meetings: There will be review meetings by the Student leaders, Associate Leaders and Secretariat at least twice every year.
5. Annual Operational Planning and Budgeting: The Secretariat will develop yearly work plans and budgets 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 the implementation of the annual work plans twice a year.

6. 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.
7. End Term Review: There will be an End Term Review to inform the writing of the next SP.
8. 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.
9. 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.
10. Resource Mobilization: The work plan will be accompanied by a detailed budget. The budget will guide the Governing Council and Secretariat to mobilize the required resources. This may be by illustrating available resources, potentially identified funding sources and financial gaps over the years.

	Task	Responsibility
1	Strategic plan approval, evaluation and planning.	Governing Council.
2	Annual review and planning.	
3	Resource mobilization, collaboration and partnerships.	Secretariat.
4	Design M&E tools, supervise data collection, analyze 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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