



CHRIST IS THE
ANSWER MINISTRIES
[CITAM]

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STRATEGIC PLAN 2023 -2027

TO KNOW GOD AND TO MAKE HIM KNOWN THROUGH EVANGELISM AND DISCIPLESHIP



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Executive Summary

CITAM Strategic Plan 2023 – 2027 succeeds the Strategic Plan 2016 – 2025, with a time overlap; being the result of one of a key mid-term review recommendation. This edition of the strategic plan incorporates improvements to the previous strategy while retaining a lot of what was relevant.

Below is a highlight of what each chapter contains.

Chapter 1: Introduction – introduces the ministry of CITAM capturing a historical background, an overview of the Ministry spread in the country and internationally, and the church's growth over the years. Also documented here is CITAM's governance structure and a brief on the strategic development process including the mid-term review of the Strategic Plan 2016 – 2025.

Chapter 2: CITAM's Foundation – documents CITAM's spiritual and philosophical foundations expressed in CITAM's identity statements, Vision statement, Mission statement, Statement of Faith, Core Values, and Strategic Focus. These set the foundation upon which the strategic plan is developed and executed.

Chapter 3: Situation Analysis – outlines the external and internal context analysis, that are key to understanding the strategic operating environment. External analysis was premised on PESTEL (Political, Economic, Social, Technological, Ecological, and Legal) factors. Under each factor are highlighted opportunities and threats with a concluding statement on their implication to CITAM and recommended direction. Internal analysis is maintained as Strengths and Weaknesses only, and not the usual SWOT analysis. Reason being that opportunities and threats were identified under PESTEL factors' analysis. Opportunities and threats usually occur in the external rather than internal environments, and it is more logical to draw and relate these from PESTEL analysis. Much of the previous Strategic Plan's Strengths and Weaknesses remain unchanged as captured here.

Chapter 4: Strategic Goal, Objectives and Outcomes – details the substance of the Strategic Plan 2023 – 2027. A goal statement is introduced in this Strategic Plan and is expressed as; "By 2027 we will have reached 9,200,000 children, youths, and adults directly, and a total of 42,000,000 children, youths, and adults in missions, discipleship, care, and social transformation".

Five strategic pillars and objectives are identified as listed below:

Pillar 1: Missions; Objective 1: We will witness an increase in the conversion of new believers through our ministries.

Pillar 2: Discipleship; Objective 2: Our constituents (children, youth, adults) will report experiencing growth in their Christianity.

Pillar 3: Care; Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care.

Pillar 4: Social Transformation; Objective 4: We will witness increased positive influence in the larger society through our ministry.

Pillar 5: Organizational Development; Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.

Chapter 5: Strategy Cascade and Results Framework – outlines the process of cascading the strategic plan for effective implementation. Also contained is a strategy results framework showing key results areas, desired outcomes, and indicators.

Annexes: A critical part of the annexes are highlights of the various ministries or departments' Action Plans. The Action Plans are derived from and aligned to the strategic pillars and objectives, through their respective Outcomes and Outputs, showing how each will contribute to fulfilling the strategic plan.

The strategic plan remains a living document and has been designed in a manner that allows flexibility especially on the implementing team, thus enabling them to effectively apply adaptive management, while remaining focused on fulfilling the strategic goal and objectives.



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Foreward

I am glad to present to you our new 5-year Strategic Plan 2023-2027.

In a conference that we organized as young people many years ago, an old man got up and asked us, “In this conference, where are you taking us from and where are you taking us to?” Strategic planning is key for any organization that seeks to grow and continually meet the needs of its beneficiaries in a relevant and sustainable way, for it shows us where we are and where we are going. Even our God plans and declares in His word in Jeremiah 29:11 (NIV), *“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future.”* This strategic plan will not only help to provide direction and focus, but it will also point to specific results that are to be achieved, establish a course of action for achieving them, and stipulate how the results will be measured and monitored.



Having come through two years, where the entire world was reset by the invasion of the Corona virus; the church also having gone through the leadership transition at the top, and the Strategic Plan 2016 – 2025, having gone through the mid-term period, it was important that we take stock to look again where we have come from and where we are going. This strategic plan therefore, comes at an imperative turning point when there is a great need to enhance our ministry’s effectiveness in the rapidly changing and expanding ministry context, while at the same time ensuring, relevance, depth and quality of our ministry. I believe this is CITAM’s opportunity to tremendously expand and leverage existing opportunities and create new avenues that will address the evolving needs of society and bring about great spiritual renewal. This Strategic Plan is intended to provide CITAM with a solid foundation for moving forward and hence have a tremendous impact in Kenya and globally.

In 2021, the leadership of CITAM decided to review the 2016-2025 Strategic Plan to appraise its progress and consequently develop a more effective implementation of the roadmap. It was imperative for CITAM to review the strategic plan in light of the prevailing circumstances in an ever-changing environment within which it operates. In May 2022, CITAM through a lead strategy and organization development consultant, Dr Anthony Mwaniki Mburu, and a select team from CITAM, set in motion a process of reviewing the 2016-2025 Strategic Plan.

The review team engaged in a very robust and consultative process, with stakeholders being involved through meetings, interviews, focus groups, and filling of questionnaires. A workshop was held to further churn the information and feedback from the stakeholders. As a result, it necessitated for the 2016 – 2025 Strategic Plan to be retired. Consequently,

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it meant there would be an overlapping period between the two strategic plan documents. However, the team exported much content from the 2016-2025 Strategic Plan into this new one. We therefore have a fairly comprehensive document that will lead us into God's agenda for us for the next five years.

I would like to thank all the people who took part in our consultations and offered us their insights, advice, evidence, experience and ideas. Without those contributions we simply would not have been able to develop a plan which was directed at the right targets. Much appreciation to Dr. Anthony Mwaniki Mburu, who offered his services pro-bono for this great work and to his employer, World Vision Kenya, who was willing to release him to assist us in this initiative.

We are elated to have a document that will guide us in re-establishing and re-focusing our organizational priorities, and enabling us to draw wise and proactive plans for the months and years to come under God's divine guidance. As we embark on the implementation of the new strategic plan, we are fully conscious of the words of counsel in Proverbs 19:2, *"Many are the plans in a man's heart, but it is the Lord's purpose that prevails"*. May God's purpose prevail, always.

Thank you and God bless you all.



Rev. Calisto Odede
The Presiding Bishop
Christ is the Answer Ministries (CITAM)



1

INTRODUCTION

Introduction

1.1 Background Information

The history of Christ Is The Answer Ministries [CITAM] dates back to 1959 when Nairobi Pentecostal Church (NPC) was founded as a multi-racial church grounded in the Word of God and sound doctrine. The church was established as a ministry of Pentecostal Assemblies of Canada (PAOC). The initial services were held in a tent near Jeevanjee Street in Rahimtulla Hall. In September 1960, the church moved to Valley Road where the present CITAM Valley Road is located. In 2003 Nairobi Pentecostal Church changed its name to Christ Is The Answer Ministries [CITAM] and was registered as an autonomous independent entity under the Societies Act of Kenya. The name of the ministry was changed to reflect the nature and the geographical spread which was beyond Nairobi. Although some expressed concern about the “Pentecostal” missing from the name, the church has maintained a complete and total reliance on the power of the Holy Spirit in its witness and the result has been evident. The focus of CITAM is urban ministry targeting English-speaking persons with an emphasis on outreach to young urban professionals. We have established mission stations among the unreached communities in Kenya and by 2022, had missionaries in East Timor, Romania, USA, and Namibia in keeping with the Church’s strategy of impacting the world.

By 2023, the beginning of the current strategic period, CITAM had a total of twenty nine (29) assemblies spread across Kenya, (Valley Road, Woodley, Parklands, Karen, Thika Road, Buruburu, Embakasi, Ngong, Rongai, Athi River, Thika Town, Kisumu, Nakuru, Eldoret, Kapsabet, Clay City, Nyeri, Meru, Kangundo Road, Mombasa, Naivasha, Kisii, Kiambu Road, Kakamega, Kericho, Syokimau-Katani, Ruiru, Machakos and Embu) 1 in Namibia and 3 out of Africa (Romania, East Timor, and USA).

CITAM has six local mission stations in the arid region of Northern Kenya based in Olturot, Archer’s Post, Kargi, Gororukesa, Mataarba and Loiyangalani reaching out to the largely less reached communities of the Rendille, Borana, Burji, Elmolo, Samburu and Turkana, and establishing Communities of Jesus’ followers among them. CITAM’s goal is to establish indigenous churches amongst the unreached people groups.

Currently CITAM has ten (10) primary schools named CITAM Schools (Woodley, Buruburu, Athi River, Ngong, Nakuru, Kisumu, Eldoret, Kiserian, Clay City and Rongai). CITAM also owns the Pan Africa Christian (PAC) University, a private chartered institution of higher education, and also runs a Children’s centre (Kiserian). In addition, plans are at advanced stages to have new schools in Thika Town and Kitengela.

CITAM has a Media House comprised of a creative department focusing on print media, radio and TV stations, which also stream online and a recording studio. The radio station, Hope FM, has become a premier station with a large listenership in Nairobi and its environs, Mombasa, Western Kenya and streaming to other parts of the world. In addition, we have

a CITAM Broadcast Service (CBS) which provides a weekly online service and CITAM Church Online reaching out through various social platforms.

The church has grown from a small assembly with a morning service attendance of about 20 to 30 people in 1959, to an estimated attendance of about 50,000 by June 2022, and more than 550 regular staff. Furthermore, we have thousands reached every week through CBS, CITAM Church Online and assemblies' social media platforms. The annual financial income has grown from Kshs. 1.05 Billion in 2015 to 2.5 Billion in 2021.

Since its inception in 1959, CITAM has had three (3) strategic plans. The first five-year Strategic Plan covered the period between 2002 and 2006, the second 10-year plan covered the period between 2007 and 2016 and the third 2016-2025. Granted the findings of the Mid-Term Review in 2022, the 2016-2025 Strategic Plan was retired in favour of a new SP with a new term (2023-2027) but with inclusion of relevant content from the previous SP.

1.2 Management and Governance Structure

CITAM has a well-defined management and governance structure that promotes sound stewardship and accountability with separation of financial management and pastoral ministry. In accordance with the Constitution of CITAM, the church management and governance is structured as follows:

- **The Annual Delegates Conference (ADC)**, which is the supreme governing organ of CITAM, is held nationally, by elected delegates. The delegates exercise delegated authority from the CITAM constitution with clearly spelt out functions and addresses issues which have arisen from the Regional Annual General Meetings (RAGMs).
- **Regional Annual General Meetings (RAGMs)** are held in the regions (Western, Southern and Northern, currently), where members prepare and process decisions for ratification by the ADC.
- **The Deacon Board** consisting of twelve members elected by local church registered members and ratified by the ADC, provides oversight of the administration and business affairs of the Ministry.
- **The Council of Elders** consisting of not more than seven members of CITAM, is responsible for spiritual, disciplinary and doctrinal oversight of the Ministry.
- **The Overseers Forum** consisting of the regional overseers, the deputy Presiding Bishop, the Director for administration and the selected heads of some ministries, acts as the main management organ that oversees the implementation of the Strategic Plan and other related matters.
- **The Senior Pastor**, with the support of the assembly **Advisory Committee**, is responsible for the functioning/running of individual Church Assembly assigned to them, while **Head of Units** give leadership to the various units

Apart from the above governance structure, the church also have **Trustees** who hold all legal custody of CITAM's property under Trust, with the Trustees being appointed by the Annual General Meeting.

The management of CITAM's day-to-day operations is carried out under the supervision of the Presiding Bishop. The Bishop provides oversight to the Assemblies through the Deputy Bishop who is the principle assistant and oversees the ministry and pastoral issues while the oversight over administrative, operational and business matters are provided by the the Director for Administration.

1.3 Strategy Development Process

Christ Is the Answer Ministries [CITAM] developed a 10-year Strategic Plan (SP) in 2016 that would guide ministry engagement till the year 2025. Towards the end of 2021 the leadership of CITAM deemed it necessary to pause, review, reflect, and ascertain progress made with a view to determine the way forward for the continued implementation of the strategic plan. This triggered the SP mid-term review (MTR) process led by a select team and facilitated by a strategy and organization development consultant.

The team carried out a number of reviews and assessments including a look at the Strategic Plan as well as other key documents, interviews with key stakeholders within and outside CITAM, a survey among CITAM members with a random sample 101, and a review and reflection workshop with 30 participants drawn from different assemblies and ministry representation.

The mid-term review process revealed an above average performance rating of 68% . The rating was backed by actual change or achievements observed under the SP implementation between 2016 and 2022. These included: Expansion to new assemblies; Growth in number of new members; Decentralized regional structure and leadership; Better Church Governance and leadership; Increased use of technology and online church; Better ways of working; Introduction of Safari groups; and More ministries and members' participation. Additionally, CITAM's revenue grew year-on-year, with the exception of 2020 due to covid-19, by 37% between 2016 and 2021.

This strategic plan 2023 – 2027 builds on the successes and lessons learned from the previous strategic plan 2016 – 2025. It is worth noting that the mid-term review of the 2016 – 2025 Strategic Plan necessitated its retirement, in favour of a new one, thus the overlapping period between the two strategic plan documents. Nonetheless, a fair amount of the content in the previous strategic plan remains relevant and has been retained in this new document. In actual fact, this strategic plan, 2023 – 2027 can rightfully be referred to as the second edition of Strategic Plan 2016 – 2025, with key changes and improvements.

Some key improvements and new features in this strategic plan from the previous one includes:

- High level SP document providing a broad picture and a general direction of travel upon which different ministries derive their specific action plans;

- An overarching strategic goal for the entire CITAM;
- Reduced strategic pillars from 10 to five, which are defined along critical thematic areas;
- Three-year ministry level action plans or medium-term plans, necessary to help implementers develop annual work plans and performance management plans;
- Retention of relevant content from the previous Strategic Plan 2016 – 2025; and
- Clearly defined results framework with clear outcomes, indicators and baselines.

These improvements will among other things enable effective communication and cascade of the strategic plan to key stakeholders especially those central to its implementation, will help to seamlessly and effectively coordinate CITAM-wide efforts in fulfilling its mandate, mission and vision, and will help to effectively monitor progress, document and measure achievement, draw lessons, and foster continuous improvement.



2

**CITAM'S
FOUNDATION**

CITAM's Foundation

This chapter articulates the basis and ideals upon which CITAM is established and executes its strategic mandate. It outlines CITAM's identity, Vision, Mission, Statement of Faith, Core Values and Strategic Focus.

2.1 Identity of CITAM

CITAM is a unique institution whose ownership and configuration need to be understood and appreciated by anyone who comes into contact with it. CITAM's identity as stipulated in the Constitution is a:

- i. Pentecostal Church submitted totally to the Blessed Holy Spirit.
- ii. Church that targets an English-speaking audience among the urban populace.
- iii. Missions oriented church, with an outreach to the wider community.
- iv. Community of believers open to people of all ethnicities, races and social-strata of the society.
- v. Church with a ministry approach that is holistic, seeking to reach out to the whole person with the life changing Gospel.

2.2 Vision Statement

“A Community of Believers Impacting the World with the Gospel of our Lord Jesus Christ through the transforming Power of the Holy Spirit”

2.3 Mission Statement

“To Know God and To Make Him known through Evangelism and Discipleship”

2.4 Statement of Faith

The CITAM constitution clearly articulates our statement of faith as follows:

The Church believes that Jesus Christ is the Answer to every problem in the world today. The Church undertakes to fulfil her divine mandate of making disciples of all nations within the philosophy and of her ministry (Colossians 1:28-29 and Mathew 28:18-20)

- a. We believe in the one eternal God who exists in the Trinity of God the Father, God the Son and God the Holy Spirit, the Creator and Lord of the world, who governs all things according to the purpose of His will, calling out of the world a people for Himself and sending them back into the world to be His servants and witnesses for the extension of His Kingdom, the building of Christ's church to the glory of His name.

- b. We believe in the one Saviour, Jesus Christ Himself being the only God-man, who died for the sins of mankind and was raised from the dead according to the scriptures; the only ransom for sinners and mediator between God and man; who is exalted above every other name as Saviour of the world; who offers forgiveness of sins and the liberating gift of the Spirit to all who repent, believe and come to him personally; and those who reject Him, by so doing, also reject the joy of salvation and condemn themselves to eternal separation from God.
- c. We believe in God the Holy Spirit who bears witness to Jesus Christ, and whose power works among men to lead to the conviction of sin, faith in Christ, new birth and Christian growth; and speaking through Scriptures illumines the minds of God's people in every culture to perceive the truth and disclose to the whole church of the wisdom of God;
- d. We believe in the divine inspiration, truthfulness and authority of the sixty-six (66) books of the Old and New Testament Scriptures as the infallible Word of God with power to accomplish His purpose of salvation;
- e. We believe in the return of Jesus Christ personally and visibly in power and glory to consummate His salvation and judgment; the interim period being filled with evangelism by the people of God, who eagerly await for Christ's return, the coming of the new heaven and new earth in which righteousness will dwell and God will reign forever.
- f. We believe in water baptism by immersion of believers as a public declaration of a believer's identity with Christ in His death, burial and resurrection; and as a public declaration of the initiation into the body of Christ (the Church) (Romans 6:3-4),
- g. We believe in the baptism of the Holy Spirit with the initial sign of speaking in tongues (Acts 2:4).

2.5 Core Values

CITAM espouses the following Core values and commitments.



Community:

We are committed to work with and exist in a community: where we encourage fellowship; uphold the family; and embrace unity. We believe that it is our responsibility to impact them in a holistic manner. We will stand in solidarity with those who are marginalized by society.



Integrity:

We are committed to personal integrity and holiness by pursuing Christ-likeness in the ministry. We are committed to teaching and practicing sound Biblical doctrine; pursuing excellence and encouraging fervent prayer.



Transformation:

We are committed to facilitating intentional discipleship and stewardship; encouraging servant-leadership in all areas of ministry and advocating for sustained social action.



Accountability:

We are committed to a culture of transparency and accountability to God, His Word, to one another and to government.



Ministry:

We are committed to living, preaching and teaching the word of God to the lost (Grace and Mercy), to the least (Love and compassion) and to the last (Dignity and respect). Our love for God and His calling shall be our driving force. The power and influence of the Holy Spirit is the key agent of transformation. We value, appreciate and recognize the diversity of gifts in the body of Christ.

2.6 Strategic Focus

The 2016 -2025 strategic plan mid-term review team identified the strategic focus for the 2023 – 2027 strategic plan as stated below:

“Our strategic focus shall be people; to connect, equip and positively impact children, youth and adults through diversified ministry, channels, and resources”

The strategic focus received the endorsement of the Deacon Board and forms the philosophical basis for the goal, objectives, and plans developed and executed under this strategic plan period.



3

SITUATION ANALYSIS

Situation Analysis

In the previous strategic plan, external and internal environments' situation analysis were conducted; external – premised on PESTEL (Political, Economic, Social, Technological, Ecological, and Legal) factors, while internal – premised on Strengths and Weaknesses analysis. This was a slight departure from the usual SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, since the Opportunities and Threats were deciphered from the PESTEL analysis. This is due to the fact that they are primarily derivatives of external factors.

The strategic plan mid-term review process sought to ascertain if there were any significant changes that had occurred with regards to the external and internal environmental factors, and observed that most aspects remained fairly unchanged, albeit with nuanced additions or shifts.

3.1 External Analysis

Below is a summary of the external factors analysis, with derived opportunities and threats.

3.1.1 Political Factors

The CITAM strategic plan 2016 – 2025 had identified specific elements under the political factor as highlighted below:

It was observed that the political arena witnessed:

- A stable political outlook, making expectations higher.
- Competitiveness and occasional power struggles between the different political levels or various organs – County versus National level; Senators versus Governors.
- Population movement to County headquarters – seeking employment opportunities.
- Civil rights push to be heard, but also direct involvement in some of the national affairs.
- Occasional heightened tension or politically motivated violence driven by the political class based on negative ethnicity.

The political factor remained largely the same as previously described in the 2016 – 2025 strategic plan. At the time of conducting the mid-term review, the country was in the election season with spirited campaigns by politicians. Analysts had predicted possibility of violence before, during and after the elections, and highlighted a number of hot spot areas and regions.

Elections were nonetheless peaceful, but not without isolated cases of violence and even election related fatalities. The presidential results were contested at the Supreme Court,

which delivered a verdict that the current president had been duly elected and that the elections had been conducted in a fair and transparent manner. This settled the dispute and the country returned to business as usual, although with some discontent from some circles. However, there was a peaceful inauguration and handover of power to the newly elected president and government. This underscored the element earlier identified that Kenya generally enjoys, “a stable political outlook”, which inspires hope and expectations for progress and growth.

It is worth noting that a coalition of churches and faith-based organizations, led by the Evangelical Alliance of Kenya (EAK) of which CITAM is a part of, were actively involved in sensitizing Kenyans towards peaceful coexistence before, during, and after the elections. The coalition went further to engage leaders through various forums, including the EAK National Convention held in May 2022, in which major presidential candidates were invited, but only three turned up, among them, the current sitting president. This was a clear demonstration of the critical role that the church can and should play in ensuring political cohesion and peace building among Kenyan citizens and leaders, especially in the electioneering period.

Below are some of the identified opportunities and threats associated to the political factor that should be considered in the implementation of the strategic plan:

Table 1. Political factor opportunities and threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ◇ Continued involvement in advocacy on matters affecting the country. ◇ Be the voice of the downtrodden and less privileged. ◇ Be involved in civic education to the masses on electing leaders of integrity. ◇ Be a peace-making agent. ◇ Maintain a non-party political stand that can allow for playing the role of arbitrator where necessary. 	<ul style="list-style-type: none"> ◇ Ethnicity has the capability of breaking the church into a tribal outfit. ◇ Rise of a political order that becomes a threat to the church. ◇ Legislation of harsh laws and tax policies that might hinder the growth of the church. ◇ Over-identity with a party or a candidate that can cause division in the church and water down the Christian testimony.

Through the Social Action and Advocacy (SAA) department, CITAM will ensure that it strategically engages leaders, communities, and citizens of the Republic of Kenya in ensuring peaceful coexistence, while championing social transformation and prosperity.

3.1.2 Economic Factors

At the time of drafting the 2016 – 2025 strategic plan, Kenya’s economy was on a growth trajectory at 6% in 2015. The growth continued till the 2019 but was disrupted by the effects of covid-19 pandemic in 2020 where it grew by less than 1%. In 2021 the economy bounced back and was reported to have grown by 7.4%, presenting an optimistic outlook for the future. IMF (International Monetary Fund) predicted Kenya’s economic growth to be sustained in the near term at 5.7% with moderate effects of global macro-economic factors such as the Russian-Ukraine war among others.

It is also worth noting that the effects of a heavy national debt coupled with the Russia-Ukraine war were being felt in the economy with increased prices on consumer goods. Consumers are under pressure from the inflation, which was at 9.18% (September 2022) rising from a low of 4.69% in 2018 .

This could mean strained household budgets with limited disposable income in the short to medium term. In turn, this could potentially negatively affect, CITAM’s revenue from offerings and tithes currently accounting for 75% of total income. This should inform subsequent planning and budgeting ensuring alignment with future income projections.

Below are some of the opportunities and threats with regards to the economic factor:

Table 2. Economic factor opportunities and threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ◇ The CITAM brand has goodwill of citizens in the country. Expanding the ministry (Assemblies and Business units) is easier due to the brand. ◇ Establishment of new business lines to support the ministry activities. ◇ Availability of market opportunities for new business lines such as Healthcare facilities. 	<ul style="list-style-type: none"> ◇ Change of government fiscal policies and regulations. ◇ Business units’ competitor strategies. ◇ Change in exchange rates affecting cost of transactions with overseas stations and foreign currency related transactions. ◇ Interest rate changes affecting cost of credit. ◇ Economic distress leading to pressure on available resources and ministry susceptibility to crime. ◇ Reduced revenues due to slowed economic growth.

As part of CITAM's organizational development mandate, the economic factor will be closely monitored to identify changes and ensure continuous adaptive management and effective implementation of the strategic plan.

3.1.3 Social-Cultural Factors

In the National Census conducted in 2019, Kenya's population was 47.6 million . With a population growth rate estimated at 2.3%, the population in 2022 is estimated at 50 million and should reach 58 million by 2027. Increase in population is deemed to progressively impact on both the supply and demand for resources and by extension CITAM's operations. Increasing population avails cheap and affordable labor which is instrumental in economic development. The same growth in population increases demand for services and products thus increase in the number of people requiring spiritual care.

Covid-19 brought about new social dynamics both positive and negative. Among other issues Covid-19 led to increased deaths, aggravated poverty, and human suffering, leading to immense social crisis. By extension the church was impacted immensely, needing to respond to emerging issues and reviewing ways of doing ministry. The Covid-19 pandemic brought about among other things:

Economic crisis: evidenced in the increased cost of living and an increase in the number of those living below the poverty line. A significant number of people either lost their means of livelihood or were forced to downsize. In Quarter 1 of the year 2021, the unemployment rate of persons aged between 20 and 29 years was recorded at 16.3%, which was a sharp increase from a low of 5.2% same period in 2020 .

Social crisis: has spurred emotional and mental distress. Increasing numbers of people struggle with mental illness, with some attempting or even committing suicide. Escalating cases of domestic violence, addictions, and crime are evidence of a society that is struggling to cope with the overwhelming pressures of life.

Health crisis: many families suffered from Covid-19. Several lost loved ones while some were hospitalized for long periods of time. The Covid-19 session also saw an increase in cases of depression and mental health issues as people suffered its impacts. These challenges, in addition to other existing health challenges facing families, including cancer, decimated family wealth and aggravated human suffering.

Below are some of the emerging opportunities and threats with regards to the social factor:

KNBS population census 2019 report
KNBS Quarterly Labour Force Report March 2021

Table 3. Social factor opportunities and threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ◇ More opportunities to offer counselling services especially to people experiencing hard times, depression, and mental health. ◇ Expanding ministry reach to a wider population through online ministry. ◇ Virtual/ online education/ learning. ◇ Increased digital content. 	<ul style="list-style-type: none"> ◇ Increased online meetings leading to less face-to-face interactions and therefore, threatening building and sustaining strong relationships. ◇ Breakdown of families and marriages. ◇ Scarce urban resources e.g., land due to population explosion. ◇ Reduced church income due to diminished household income and increased cost of living putting a strain on families. ◇ The new spread of Covid-19 or other similar health pandemics.

CITAM, through the Care Ministry, should intentionally seek to provide a platform to address current and emerging social issues. As families and communities emerge from the impacts of the Covid-19 pandemic, CITAM will play a critical role in the recovery process spiritually, emotionally, materially among other areas. A healthy and stable congregation will ensure continued growth and success in ministry as well as the fulfilment of the Strategic Plan aspirations.

It will be important to prioritise counselling, coaching and mentorship initiatives across the various ministries and make it intentional, thus effectively addressing all underlying social challenges suffered by most people inside and outside of CITAM.

3.1.4 Technological Factors

As previously identified and documented in the Strategic Plan 2016 - 2025, technology continues to change every year, presenting unique opportunities, as well as threats. A major technological highlight was the use of virtual platforms to sustain ministry during Covid-19 lockdowns. The mid-term review identified the critical role played by technology in ensuring ministry continuity. It was also during the Covid-19 period that CITAM Church Online accelerated in growth and is poised to grow even more.

Advancements in technology are deemed to continue and at an increased pace. Below are some of the opportunities and threats presented by the technological factor:

Table 4. Technological factor opportunities and threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ◇ Easier access to and generation of good content and easier broadcast. 	<ul style="list-style-type: none"> ◇ Increased access to negative content eroding values.
<ul style="list-style-type: none"> ◇ Easier access to information, and wider communication reach. 	<ul style="list-style-type: none"> ◇ High competition between similar institutions.
<ul style="list-style-type: none"> ◇ Enhanced social engagements through virtual platforms. 	<ul style="list-style-type: none"> ◇ Competition between human resource and technology.
<ul style="list-style-type: none"> ◇ Increased opportunities for creativity. 	<ul style="list-style-type: none"> ◇ Changing technology expensive to acquire and use.
<ul style="list-style-type: none"> ◇ Wider reach for the gospel by using the available platforms. 	<ul style="list-style-type: none"> ◇ Little control of harmful content especially to children and youth.
<ul style="list-style-type: none"> ◇ Information not limited to geographical boundaries. 	<ul style="list-style-type: none"> ◇ Depreciation of social skills and physical interactions.
<ul style="list-style-type: none"> ◇ Wider audience can translate to more income. 	<ul style="list-style-type: none"> ◇ Increased cyber-crimes.
<ul style="list-style-type: none"> ◇ Ability to improve internal operational processes through technology. 	

The technological factor will continually be a fascination, presenting great opportunities for innovation and growth of the ministry. Through the organizational development mandate, CITAM should optimise technological solutions to increase effectiveness and efficiency in fulfilling the Ministry’s mandate.

It should, however, be noted that investment in technology needs careful consideration due to relatively high acquisition costs for certain technological solutions, vis-à-vis the technology’s useful lifespan. The focus must be to obtain the most cost-effective, fit-for-purpose technological solutions, guaranteeing reasonable return-on-investment over a projected timeframe.

3.1.5 Ecological Factors

Climate change has become a great concern globally and nationally. Effects of climate change are closer home with 2022 experiencing one of the worst droughts in 40 years according to expert reports. This has caused massive loss of livelihoods for communities in

Arid and Semi-Arid Lands (ASALS), leading to increased deadly conflicts, child malnutrition and even loss of life, among other challenges. The World Food Program estimated 14 million people across East and Horn of Africa were facing severe hunger owing to the drought .

Various global actors are keen on reduction of carbon emissions and there is greater push for use of clean energy. Below are some of the opportunities and threats to consider under ecological factor:

Table 5. Ecological factor opportunities and threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ◇ Expand evangelism and outreach through social transformation especially for communities in arid regions. ◇ Invest in clean energy solutions as part of contributing to reduction of climate change impacts. ◇ Align with and seek to partner with external actors' strategies on environment conservation. ◇ Opportunity to engage community members through initiatives such as tree planting and climate smart agri-business. 	<ul style="list-style-type: none"> ◇ Continued destruction of livelihoods caused by extreme weather events such as drought and floods. ◇ Protracted poverty among communities affected by climate change. ◇ Difficulty in outreach to affected communities. ◇ Potential penalties and or high cost of non-compliance with climate protection legislations and regulations.

Care for the environment presents an opportunity for CITAM, through the Social Action and Advocacy department, to integrate climate change mitigation strategies and initiatives into ministry, especially in worst affected regions. The church cannot be silent about issues of environmental conservation, proper use of natural resources, and educating members on climate sensitive behaviour.

3.1.6 Legal/Regulatory Factors

The Strategic Plan 2016 – 2025 identified and documented a number of legal factors for consideration including the continued implementation of the Kenya 2010 constitution that introduced devolved governance among other major legal changes. Also highlighted is the increasing role of Government regulatory agencies whose effects must be considered.

Below are some specific legal aspects to pay close attention to:

Competition Act – Threat of Abuse of Buyer Power where CITAM was considered a dominant buyer thus faced the allegation of undermining a small vendor.

Societies Act – In 2020 the legislation was revised to allow for virtual and hybrid meetings.

Data Protection Act – this new law has laid a requirement on CITAM to engage in data protection. This will require the hiring of a data protection officer and the Ministry was duly registered as a Data Controller / Processor by July 2022 as per the requirements.

Laws on Schools (Basic Education, Children, Sexual Offences etc.) – These are ongoing and affect these with litigation that have faced our schools.

Labour Laws (Employment, Labour Relations etc.) – The Employment Act has been changing with the minimum wage being revised twice in the last 5 years. There has also been numerous labour related litigation.

Law of Contract – This is continual as we always engage in contracts.

Copyright Act – The Ministry has undertaken the copyrighting of its logos. The Ministry has also been involved in copyright disputes (some in court).

Land Act – The Ministry has been involved in the purchase, donation and transfer of property and all that appertains to conveyancing.

Further, the legal factor presents the following opportunities and threats:

Table 6. Legal factor opportunities and threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ◇ Redefine our data protection policy. ◇ Improve our procurement policy. ◇ Keep abreast with the labour laws ◇ Maintain a keen adherence to tax related regulations 	<ul style="list-style-type: none"> ◇ Litigations. ◇ Reputational risks. ◇ Society de-registration. ◇ Payment of fines and penalties.

3.2 Internal Analysis

The previous section having addressed opportunities in the context of external analysis factors, this section looks at internal strengths and weaknesses as shown below:

Table 7. CITAM strengths and weaknesses summary

STRENGTHS	WEAKNESSES
◇ Leadership and governance structure that ensures smooth transition at critical levels.	◇ Over centralization of systems and structures resulting in heavy bureaucratic red tape.
◇ Embracing and using technology for efficiency.	◇ The absence of a clear communication strategy.
◇ The Safari: CITAM's discipleship programme.	◇ Inferior multimedia equipment.
◇ Holistic ministry (Children, Youth and Adults).	◇ Shifting approaches in the running of CITAM business units.
◇ Established church systems and procedures.	◇ Over confidence and a sense of complacency.
◇ Respectable middle-class congregation.	◇ Poor implementation of policies and strategies.
◇ Endowed financial and human resources.	◇ Under-utilization of lay potentials.
◇ Modern and equipped church facilities.	◇ Unsustainable capital projects.
◇ Financial accountability and integrity.	◇ Non-strategic financial expenditure/ investments.
◇ Qualified pastoral staff.	◇ Inadequate depth in pulpit teaching.
◇ Unlimited lay leadership potential.	◇ Poor management and maintenance of facilities.
◇ Effective community outreach programmes which includes CSRs.	◇ Major lapses in security systems.
◇ Readily available skilled human capital amongst the membership.	◇ Inadequate optimal financial mobilization.
	◇ Inadequate leaders and pastoral care programme.

The list above is by no means exhaustive, but highlights some of the key strengths and weaknesses within CITAM. A more comprehensive list is presented in Annex 16. Also, worth noting is that these had previously been identified in the 2016 – 2025 strategic plan and remain relevant.

These will continue to inform CITAM on ways of applying the strengths to eliminate or minimise the effects of the weaknesses in order to effectively take advantage of existing opportunities as previously highlighted, and at the same time mitigate against future threats.

The situation analysis is key to informing necessary considerations in determining strategic priorities, ascertaining key assumptions for various plans, and laying the basis for continuous monitoring to ensure adaptive management and remaining on course to fulfilling the strategic mandate.

The remaining sections outline CITAM's strategic goal, strategic pillars otherwise known as strategic priorities, strategic objectives, summary of result areas and action plans, and the basic rollout plan.



4

**STRATEGIC GOAL,
OBJECTIVES,
AND OUTCOMES**

STRATEGIC GOAL, OBJECTIVES, AND OUTCOMES

The Strategic Plan Mid-Term Review (SP MTR) team identified the Strategic Goal, Objectives/Pillars, and Key Indicators as discussed below.

In keeping with the earlier stated strategic focus ... **“Our focus shall be people; to connect, equip and positively impact children, youth and adults through diversified ministry, channels, and resources”**, and the strategic goal is hereby stated as follows:

GOAL: By 2027 we will have reached 9,200,000 children, youths, and adults directly, and a total of 42,000,000 children, youths, and adults in missions, discipleship, care, and social transformation.

4.1 Strategic Pillars

As an improvement from the previous strategic plan, strategic pillars were reduced from 10 to 5, and defined thematically. The five pillars necessary to deliver the strategic goal are described as below alongside their respective objective statements:

Pillar 1: Missions – will focus on missions, evangelism and related initiatives. The strategic objective for Missions is thus stated:

Objective 1: We will witness an increase in the conversion of new believers through our ministries.

Pillar 2: Discipleship – will focus on all aspects of discipleship and biblical teaching. The strategic objective for Discipleship is thus stated:

Objective 2: Our constituents (children, youth, adults) will report experiencing growth in their Christianity.

Pillar 3: Care – will focus on extended care for church members and others within the reach of CITAM. The strategic objective for Care is thus stated:

Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care.

Pillar 4: Social Transformation – will focus on extended social transformation initiatives such as leadership development, ministry in the market place, learning institutions, community development, among others. The strategic objective for Social Transformation is thus stated:

Objective 4: We will witness increased positive influence in the larger society through our ministry.

Pillar 5: Organizational Development – will focus on all other organizational aspects including governance, administration, operations, projects, business enterprises, among others. The strategic objective for Organizational Development is thus stated:

Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.

4.2 Ministries, Departments, and Units Action Plans

The Strategic Objectives within the five pillars will be fulfilled through Action Plans or Medium-term Plans for the various CITAM ministries, departments and units (See Annexes 1 – 15).

Below is a description of each of the ministries, departments or units, highlighting their respective strategic focus and contribution towards fulfilment of the set strategic objectives.

4.2.1 Missions Department

The Missions department at CITAM endeavours to fulfil the great commission through continued evangelism, outreach and church plants, in Kenya and internationally. The Missions Department will mainly be anchored to Missions Pillar 1 and contribute to the fulfilment of Strategic Objective 1, “We will witness an increase in the conversion of new believers through our ministries”.

Fulfilment of the Strategic Objective 1 will be through five outcomes identified under missions’ department listed below:

Outcome 1: Mission work will be sufficiently and sustainably resourced.

Outcome 2: Congregants will be equipped in personal and corporate evangelism.

Outcome 3: There will be increased and/ or sustained participation in missions and evangelism.

Outcome 4: Local and international multicultural churches will be planted.

Outcome 5: Mission stations among less reached people groups in Kenya will be established.

A summary action plan for the Missions department is provided on Annex 1.

4.2.2 Christian Education and Discipleship department

The CITAM Christian Education and Discipleship (CED) department will mainly be anchored on Pillar 2 of the strategic plan and contribute to the fulfilment of Strategic Objective 2, “Our constituents (children, youth, adults) will report experiencing growth in their Christianity”.

Further, the Christian Education and Discipleship department will continue to be intentional in enhancing growth, transformation, and multiplication of believers through discipleship.

The CED department intends to fulfill this through five outcomes as listed below:

Outcome 1: There will be clear evidence of transformed lives.

Outcome 2: We will witness effective ministry through Safari Groups.

Outcome 3: Leaders will be developed for effective discipleship ministry.

Outcome 4: Discipleship to be facilitated on all Media platforms.

Outcome 5: There will be established and vibrant disciple-making partnerships.

A summary action plan for the CED department is provided on Annex 2.

4.2.3 Children's ministry

The Children's ministry draws its strategic mandate from Pillars 1,2,3, and 4 of the Strategic Plan. The focus for children's ministry is to continue to raise a God-fearing generation of children and preteens who know and can ably explain confidently what they believe in and why.

Under Pillar 1, Missions, Objective 1: "We will witness an increase in the conversion of new believers through our ministries", the Children's ministry intends to achieve the following outcome:

Outcome 1: Consistent and empowered children witnessing.

Under Pillar 2, Discipleship, Objective 2: "Our constituents (children, youth, adults) will report experiencing growth in their Christianity", the Children's ministry intends to achieve the following outcome:

Outcome 2: Christian growth and maturity in children.

Under Pillar 3, Care 3: "Our constituents (children, youth, adults) will report experiencing increased love and care", the Children's ministry intends to achieve the following outcome:

Outcome 3: Empowered and engaged parents, guardians, and the Children Ministry workers.

Under Pillar 4, Social Transformation Objective 4: "We will witness increased positive influence in the larger society through our ministry", the Children's ministry intends to achieve the following outcome:

Outcome 4: Intentional capacity and leadership growth.

A summary action plan for the Children's ministry is provided on Annex 3.

4.2.4 Youth ministry

CITAM's Youth Ministry will continue to focus on the youth, that is high school leavers, ex-candidates, college, and university students, to equip them to be effective agents of transformation in their spheres of influence.

The Youth Ministry draws its strategic mandate from four Pillars, namely Pillar 1: Missions, Pillar 2: Discipleship, Pillar 3: Care, and Pillar 5: Organizational Development.

Specifically, under each Pillar and the respective SP Objective, the Youth Ministry will seek to fulfil the stated outcomes as below:

Pillar 1, Missions: Objective 1: We will witness an increase in the conversion of new believers through CITAM.

Outcome 1: Young people confidently evangelizing locally and globally.

Pillar 2, Discipleship: Objective 2.0: Our constituents (children, youth, adults) will report experiencing growth in their Christianity.

Outcome 2: Young people actively serving God in their spheres of influence.

Pillar 3, CARE: Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care.

Outcome 3: Vibrant and flourishing fellowships.

Pillar 5, Organizational Development: Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.

Outcome 4: Leaders with a definite vocation to Youth Ministry.

Outcome 5: Harmonized youth programmes across assemblies.

A summary action plan for the Youth ministry is provided on Annex 4.

4.2.5 Men's Ministry

The CITAM Men's ministry focuses on the needs for fellowship and care among men. The ministry anchors its strategic focus on Pillar 3 Care and will contribute to the fulfilment of Strategic Objective 3, "Our constituents (children, youth, adults) will report experiencing increased love and care".

The Men's ministry will fulfil Strategic Objective 3 through the following stated five Outcomes:

Outcome 1: Encouraged, strengthened and peaceful men.

Outcome 2: Men championing spiritual leadership in family church and society.

Outcome 3: More men stepping out as witnesses/evangelists and missionaries.

Outcome 4: Men as providers and faithful stewards of finances.

Outcome 5: Empowered men serving as leaders, role model, coaches and effective professionals.

A summary action plan for the Men's ministry is provided on Annex 5.

4.2.6 Women's Ministry

Similar to the Men's Ministry, the CITAM Women's ministry focuses on the needs for fellowship and care among women. The ministry anchors its strategic focus on Pillar 3 Care and will contribute to the fulfilment of Strategic Objective 3, "Our constituents (children, youth, adults) will report experiencing increased love and care".

The Women's ministry will fulfil Strategic Objective 3 through the following stated five Outcomes:

Outcome 1: A vibrant woman enjoying fellowship.

Outcome 2: A prayerful woman engaged in ministry.

Outcome 3: A spiritually maturing woman impacting her spheres of influence.

Outcome 4: An anchored woman who is in a mentoring relationship while committed to mentor others.

A summary action plan for the Women's ministry is provided on Annex 6.

4.2.7 Golden Edge Ministry (GEM)

The Golden Edge Ministry takes care of the elderly members of the church. The ministry will seek to extend spiritual and physical nurture to members, providing them with the fellowship they so desire. GEM identified three outcomes under Pillar 3: Care, and Strategic Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care. The outcomes are as stated below:

Outcome 1: Golden edgers experiencing spiritual care from one another.

Outcome 2: Golden edgers experiencing consistent spiritual (and physical) fitness.

Outcome 3: Golden edgers volunteers mobilized for Christian service and mentoring the young.

A summary action plan for Golden Edge Ministry is provided on Annex 7.

4.2.8 Care Ministry

The Care Ministry of CITAM will look into the broader issues of well-being among congregants and those within their reach. The Care Ministry is premised on Pillar 3 and Strategic Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care.

Under this objective Care Ministry will fulfil the following outcomes:

Outcome 1: Transformed and empowered care workers, and counsellors.

Outcome 2: Peaceful, hopeful and joyful congregants.

Outcome 3: A cared for and healed congregation.

A summary action plan for Care Ministry is provided on Annex 8.

4.2.9 Family Care and Enrichment Ministry

The Family Care and Enrichment Ministry focuses on the well-being of the Family for members and those within reach. It is an extension of the Care Ministry premised on Pillar 3 and Strategic Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care

Under this objective Family Care and Enrichment Ministry will fulfil the following outcomes:

Outcome 1: We will witness God fearing families.

Outcome 2: We will witness thriving families.

Outcome 3: Will witness healthy Christian families.

A summary action plan for Family Care Ministry is provided on Annex 9.

4.2.10 Worship Ministry

The Worship Ministry of CITAM will be under Pillar on Discipleship and Strategic Objective 2: Our constituents (children, youth, adults) will report experiencing growth in their Christianity.

The Worship Ministry will contribute this objective through the following outcomes:

Outcome 1: CITAM school of worship established.

Outcome 2: CITAM creative arts ministry established.

Outcome 3: CITAM Worship Band established.

Outcome 4: CITAM Assemblies, centres for encountering God in worship.

Outcome 5: CITAM Assemblies, avenues for experiencing manifestation of spiritual gifts.

A summary action plan for Worship ministry is provided on Annex 10.

4.2.11 Social Action and Advocacy Department

The Social Action and Advocacy (SAA) department, will focus on the wider social transformation agenda, as anchored on Pillar 4, Social Transformation and Objective 4: We will witness increased positive influence in the larger society through our ministry.

Outcome 1: Social Action and Advocacy work will be sufficiently and sustainably resourced.

Outcome 2: Individual and institutional capacity enhanced for community transformation.

Outcome 3: Communities transformed and empowered through sustainable development initiatives.

Outcome 4: National and County policies affecting family welfare positively influenced.

Outcome 5: Partnership with like-minded institutions enhanced for common good.

A summary action plan for Social Action and Advocacy department is provided on Annex 11.

4.2.12 CITAM Operations' Unit

The CITAM Operations' Unit comprise of the critical management and administrative functions including, Finance, Human Resources, Procurement, Legal, Projects, Administration, Security, ICT, Business Development, Corporate Affairs and Communications. These functions collectively contribute to the sustained health of CITAM as the organisation, for the effective and efficient fulfilment of its core mandate, vision, mission, and strategy.

Under Pillar 5, Organizational Development, CITAM Operations' Unit's focus will remain to ensure an efficient and effective governance and administration system that facilitates quick, smooth and robust services in all CITAM operations.

Specifically, the Unit will contribute to the fulfilment of Strategic Objective 5, that, "There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus".

This will be achieved through the following five Outcomes:

Outcome 1: Enhanced and/or sustained Organizational Culture.

Outcome 2: Enhanced Governance, structure, and organizational processes.

Outcome 3: Motivated right people placed in right places and well facilitated.

Outcome 4: Increased Financial health and organizational sustainability.

Outcome 5: Enhanced Organizational Innovation.

A summary action plan for CITAM's Operations' Unit is provided on Annex 12.

4.2.13 Learning institutions

The focus of CITAM Learning Institutions shall remain to raise a generation of God-fearing leaders with academic excellence and spiritual maturity. The Learning Institutions' Action Plan is premised on Pillar 4, Social Transformation and Pillar 5, Organizational Development.

Specific outcomes identified for the two pillars are listed below under respective Strategic Objectives.

Objective 4: We will witness increased positive influence in the larger society through our ministry.

Outcome 1: Learners equipped through Christ centred education for life.

Outcome 2: Strive for world class educated citizens.

Outcome 3: Positive character instilled in learners.

Outcome 4: Neighbouring communities positively influenced.

Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.

Outcome 1: Increased revenue for sustainability.

Outcome 2: Motivated personnel.

Outcome 3: Improved equipment and infrastructure.

A summary of the Learning Institutions Action Plan is provided on Annex 13.

4.2.14 Hope Media (Business Unit)

Hope Media is a critical enabler to CITAM's mandate, vision and mission through outreach, information sharing, education, entertainment, and holistic transformation. Hope Media's strategic interventions are premised on Pillar 4 Social Transformation and Pillar 5 Organizational Development. Specific outcomes under each pillar's strategic objective are as listed below:

Objective 4: We will witness increased positive influence in the larger society through our ministry.

Outcome 1: Improved quality programming.

Outcome 2: Growth in audience.

Outcome 3: Talented and motivated work force.

Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.

Outcome 1: Strengthened hope media brand.

Outcome 2: Growth in market share.

Outcome 3: Increased revenue.

Outcome 4: Strengthened Hope Media as an institution.

A summary action plan for Hope Media is provided on Annex 14.

4.2.15 CITAM Kadolta Resort and Catering Units (Hospitality Business Unit)

CITAM Kadolta Resort and Catering units are the premium hospitality business units for CITAM, whose critical purpose is to generate supplementary revenue to the Ministry.

CITAM Kadolta Resort and Catering units will mainly focus on contributing to Objective 5 under Pillar 5 Organizational Development, which states, "There will be increased and

sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus”.

CITAM Kadolta Resort and Catering Units intend to contribute to the fulfilment of Objective 5 through the following key outcomes:

Outcome 1: We will have improved infrastructure to enhance greater customer service, growth in market share and increased profitability.

Outcome 2: We will have improved customer service for our guests and clients guaranteeing repeat and sustained business.

Outcome 3: We will have diversified products and service offerings to reach wider markets.

Outcome 4: Marketing and brand development.

Outcome 5: Our staff will experience growth, develop in their careers, and be highly motivated to perform.

A summary action plan for CITAM Kadolta Resort Hospitality Business Unit is provided on Annex 15.

4.2.16 CITAM Business units (Outfitters, farm, carpentry)

CITAM has established several strategic business units (BUs) whose critical purpose is to generate supplementary revenue as they contribute financially to the vision and mission of the Ministry.

The BUs mainly focus on contributing to Objective 5 under Pillar 5 Organizational Development, which states, “There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus”.

CITAM BUs intend to contribute to the fulfilment of Objective 5 through the following key outcomes:

Outcome 1: We will have improved infrastructure to enhance greater customer service, growth in market share and increased profitability and cashflow generation.

Outcome 2: We will have enhanced service delivery to our customers ensuring that we meet and exceed their expectations.

Outcome 3: We will have diversified products and service offerings to reach internal and external customers

Outcome 4: We will research, appraise and recommend new revenue lines so as to grow the topline of the existing and new businesses.

Outcome 5: We will employ efficient systems for cost control and containment to ensure that every business runs in a cost-efficient manner.

A summary action plan for CITAM Business Units is provided on Annex 16.



5

STRATEGY CASCADE & RESULTS FRAMEWORK

STRATEGY CASCADE AND RESULTS FRAMEWORK

This chapter briefly discusses the strategy cascade, implementation, and the pathway to change, that is, the attainment of key results with the respective result areas as well as alignment to the Goal and Strategic Pillars.

5.1 Strategy Cascade

The CITAM 2023 – 2027 strategic plan will be implemented through ministry level or units Action Plans, otherwise referred to as medium-term plans. These have been collaboratively developed with each team where participants were involved in interpreting the strategic plan pillars and unpacking the same into specific outcomes relevant to their ministries or units, and outlining specific outputs to be fulfilled through the Action Plan period.

Action Plans will in turn inform functional or team and individual annual work plans as well as performance planning and management. This approach to strategy cascade will ensure seamless and coherent alignment of all plans and activities to the strategic plan. It also ensures effective domestication and ownership of the strategic plan by all teams, ensuring commitment to making it a reality.

The strategic plan remains a living document, subject to constant review and adjustment where necessary. Nonetheless, the defined strategic objectives and pillars have been designed to be abstract, by adopting a thematic approach, thus they remain relevant in the medium to longer term, while leaving room for ministries and units to adjust their Action Plans according to the prevailing circumstances while remaining true to the fulfilment of strategic objectives and pillars.

5.2 Resource Implications, Budgeting and Resource Mobilization

A major observation and lesson learned out of the previous strategic plan mid-term review was that a number of strategic initiatives could not be accomplished due to lack of sufficient funds. In order for the strategic plan to achieve budgetary alignment, it is anticipated that annual planning as informed by ministry or unit level action plans, will be costed on an annual basis as activities will be highly dependent on availability of funds and key priorities year-on-year.

Additionally, where there may be funding shortfalls for specific critical initiatives or outputs, it will be necessary to intentionally plan for and engage in structured fundraising and resource mobilization.

5.3 Critical Assumptions and Risk Analysis

Strategic plan execution inevitably happens on the basis of certain assumptions and in the context of risks. Assumptions are those factors that should remain constant in the

course of implementing the strategic plan, while risks are uncertainties or possible future occurrences, which if they materialise may significantly alter the course of the strategic plan implementation.

Quite often, assumptions and risks tend to be viewed similarly as one is the opposite of the other. Below are some of the high-level assumptions/risks identified and possible mitigations:

Table 8. Assumptions/Risks and Mitigations

Assumption/Risk	Mitigation
◇ Availability of funds.	◇ Short-term and long-term financial planning and budgeting, including intentional resource mobilization where necessary.
◇ Human Resources: Human resource capacity, weak succession planning framework, High staff turnover and unplanned and ineffective performance management.	◇ HR capacity gaps identified and addressed with a strong and clear succession planning framework put in place. Staff retention strategies in place. ◇ Put in place an effective performance management system.
◇ Global and political environments and uncertainties like epidemics.	◇ Mitigating measures to cushion the ministry.
◇ Vibrant and reliable ICT function.	◇ Establish an ICT function that addresses the needs of the ministry's stakeholders.
◇ CITAM brand and "DNA" will be sustained with the rapid growth of assemblies.	◇ Standardization and promotion of CITAM brand. ◇ Inculcation of CITAM organizational culture.
◇ High standards of quality education and academic excellence are maintained with establishment of a school in every assembly.	◇ Enhancing capacity and standardization
◇ Changing government policies and statutory obligations affecting assemblies and business units.	◇ Legal advice on compliance. ◇ Ministry's advocacy engagement at the formulation stage.

5.4 Results Framework

The results framework illustrates diagrammatically how the strategic goal will be fulfilled through the five pillars, objectives, and the ministries' outcomes.

PILLARS	MISSIONS	DISCIPLESHIP	CARE	SOCIAL TRANSFORMATION	ORGANIZATIONAL DEVELOPMENT
SP OBJECTIVES	Objective 1: We will witness an increase in the conversion of new believers through our ministries.	Objective 2: Our constituents (children, youth, adults) will report experiencing growth in their Christianity.	Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care.	Objective 4: We will witness increased positive influence in the larger society through our ministry.	Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.
SP OBJECTIVES INDICATORS	# of increased new believers. # of new assemblies established. # of new international church plants. # mission stations established.	% of our constituents who report having experienced growth.	% of our constituents who report experiencing love and care. # of people reached through Care Ministry.	Level of reported positive influence in the society. # of National or county policies influenced # of like-minded organizations in partnership	Level of sustained organizational health.
*Outcome statements aligned to strategic pillars, objectives and ministries/departments/units				Indicator	
Pillar 1, Missions: SP Objective 1: We will witness an increase in the conversion of new believers through our ministries					
1.1	Mission work will be sufficiently and sustainably resourced (Missions Department).			Level of resourcing for missions.	
1.2	Congregants will be equipped in personal and corporate evangelism (Missions Department).			Level of competence acquired.	
1.3	There will be increased and/ or sustained participation in missions and evangelism (Missions Department).			Level of reported increased and/ or sustained participation.	

1.4	Local and international multicultural churches will be planted (Missions Department).	# of local and international multicultural churches planted Level of growth experienced.
1.5	Mission stations among unreached people groups in Kenya will be established (Missions Department).	# of established mission stations among the unreached. Level of positive change within the target community.
1.6	Consistent and Empowered Witnessing (Children's Ministry).	Level of engagement in witnessing.
1.7	Young people confidently evangelizing locally and globally (Youth Ministry).	Proportion of young people evangelizing.
Pillar 2, Discipleship: SP Objective 2: Our constituents (children, youth, adults) will report experiencing growth in their Christianity		
2.1	There will be clear evidence of transformed lives (Christian Education and Discipleship).	Level of reported and verified evidence of transformation.
2.2	We will witness effective ministry through Safari Groups (Christian Education and Discipleship).	Level of ministry performance.
2.3	Leaders will be developed for effective discipleship ministry (Christian Education and Discipleship).	Level of leadership competence acquired and exercised.
2.4	Discipleship to be facilitated on all media platforms (Christian Education and Discipleship).	Level of discipleship expanded reach through media platforms.
2.5	There will be established and vibrant disciple-making partnerships (Christian Education and Discipleship).	Level of partnership engagement in discipleship.
2.6	Christian growth and maturity in Children (Children's Ministry).	% of children showing growth.
2.9	Young people actively serving God in their spheres of influence (Youth Ministry).	Proportion of youth active in serving God in their spheres of influence.
2.10	CITAM school of worship established (Worship).	Level of functionality acquired.
2.11	CITAM creative arts ministry established (Worship).	Level of functionality acquired.
2.12	CITAM Worship Band established (Worship).	Level of functionality acquired.
2.13	CITAM Assemblies, centres for encountering God in worship.	Level of satisfaction with the worship experience at the assemblies
2.14	CITAM Assemblies, avenues for experiencing manifestation of spiritual gifts.	Level of observed expression on spiritual gifts

Pillar 3, Care: SP Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care

3.1	Vibrant and flourishing fellowships (Youth Ministry).	Reported evidence vibrant and flourishing fellowship.
3.2	Encouraged, strengthened and peaceful men (Men's Ministry).	Reported level of encouragement, strength, and peace among men.
3.3	Men championing spiritual leadership in family church and society (Men's Ministry).	Level of reported spiritual leadership by men in family.
3.4	More men stepping out as witnesses/evangelists (Men's Ministry).	Level of engagement by men in evangelism.
3.5	Men as providers and faithful stewards of finances (Men's Ministry).	Level of reported participation by men as providers and stewards.
3.6	Empowered men serving as leaders, role model and coaches (Men's Ministry).	Level of reported engagement by men as leaders, role models and coaches.
3.7	Empowered and engaged parents, guardians, and the Children Ministry workers (Children's Ministry).	Proportion of parents and guardians empowered and engaged.
3.8	Golden edgers experiencing spiritual care from one another (GEM).	% of members reporting experiencing spiritual care.
3.9	Golden edgers experiencing consistent spiritual (and physical) fitness (GEM).	% of members reporting experiencing spiritual and physical fitness.
3.10	Golden edgers volunteers mobilized for Christian service (GEM).	% of members actively participating.
3.11	Transformed and empowered care workers, and counsellors (GEM).	% of care and counselling workers report being transformed and empowered.
3.12	Peaceful, hopeful and joyful congregants (Care Ministry).	% of congregants reporting being at peace, hopeful and joyful.
3.13	A cared for and healed congregation (Care Ministry).	% of congregants reporting being cared for and healed.
3.14	We will witness God fearing families (Family Care Ministry).	% of families observed to be living a God-fearing life.
3.15	We will witness thriving families (Family Care Ministry).	% of families observed to be thriving.
3.16	Will witness healthy Christian families (Family Care Ministry).	% of families reporting to be healthy.
3.17	A vibrant woman enjoying fellowship	% of women reporting enjoying fellowship

3.18	A prayerful woman engaged in ministry	% of women observed as prayerful and engaged in ministry
3.19	A spiritually maturing woman impacting her spheres of influence	% of women observed to be maturing and impacting their spheres
3.20	An anchored woman who is in a mentoring relationship while committed to mentor others	% reporting to be in a mentorship relationship
Pillar 4, Social Transformation: SP Objective 4: We will witness increased positive influence in the larger society through our ministry		
4.1	Social Action and Advocacy work will be sufficiently and sustainably resourced (Social Action and Advocacy).	Level of resourcing for SAA.
4.2	Individual and institutional capacity enhanced for community transformation (Social Action and Advocacy).	Level of competence acquired.
4.3	Communities transformed and empowered through sustainable development initiatives (Social Action and Advocacy).	# of projects conducted.
4.4	National and County policies affecting family welfare positively influenced.	# of National or county policies influenced
4.5	Partnership with like-minded institutions enhanced for common good.	# of like-minded organizations in partnership
4.6	Intentional Capacity and Leadership Growth (Children's Ministry).	Level of leadership growth attained.
4.7	Learners equipped through Christ centred education for life (Learning Institutions).	Proportion of learners exemplifying Christ centred lifestyle.
4.8	Strive for world class educated citizens (Learning Institutions).	Level of academic excellence.
4.9	Positive character instilled in learners (Learning Institutions).	Level of observed positive character among learners.
4.10	Neighbouring communities positively influenced (Learning Institutions).	Level of reported positive influence to neighboring communities.
4.11	Attained and sustained quality media broadcast programming (Hope Media).	Level of quality attained.
4.12	Increased and or sustained audience and reach (Hope Media).	# of viewers/ listenership.
4.13	Talented and motivated work force in right places (Hope Media).	Level of staff satisfaction index.

Pillar 5, Organizational Development: SP Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus

5.1	Enhanced and/or sustained organizational culture (CITAM Operations Unit).	Level of culture strength.
5.2	Enhanced governance, structure and organizational processes (CITAM Operations Unit).	Level of organizational effectiveness & efficiency. Level of audit rating.
5.3	Motivated right people placed in right places and well facilitated (CITAM Operations Unit).	Level of performance.
5.4	Increased financial health and organizational sustainability (CITAM Operations Unit).	% of increased revenue. Level of sustained cashflow.
5.5	Enhanced organizational innovation (CITAM Operations Unit).	Level of innovation acquired.
5.6	Leaders with a definite vocation to (Youth Ministry).	Level of youth leadership observed.
5.7	Harmonized youth programmes across assemblies (Youth Ministry).	Level of harmonization attained.
5.8	Increased revenue for sustainability (Learning Institutions).	Growth in revenue contribution to sustainability.
5.9	Motivated personnel (Learning Institutions).	Level of staff motivation.
5.10	Improved equipment and infrastructure (Learning Institutions).	Level of improvement on equipment and infrastructure acquired.
5.11	Strengthened Hope Media brand (Hope Media).	Station ranking.
5.12	Growth in market share (Hope Media).	% of increased market share.
5.13	Increased revenue (Hope Media).	Amount of growth in revenue.
5.14	Strengthened Hope Media as an Institution (Hope Media).	Level of institutional maturity.
5.15	We will have improved infrastructure to enhance greater customer service, growth in market share and increased profitability (CITAM Kadolta Resort and Catering).	Level of attained infrastructural improvement.
5.16	We will have improved customer service for our guests and clients guaranteeing repeat and sustained business (CITAM Kadolta Resort and Catering).	Level of improved customer service from the baseline.
5.17	We will have diversified products and service offerings to reach wider markets (CITAM Kadolta Resort and Catering).	Level of products and service diversification acquired.

5.18 Marketing and brand development (CITAM Kadolta Resort and Catering).	Level of increased brand and market share.
5.19 Our staff will experience growth, develop in their careers, and be highly motivated to perform (CITAM Kadolta Resort and Catering).	Level of increased staff satisfaction attained.
5.20 We will have improved infrastructure to enhance greater customer service, growth in market share and increased profitability and cashflow generation.	Level of attained infrastructural improvement
5.21 We will have enhanced service delivery to our customers ensuring that we meet and exceed their expectations.	Level of customer service enhancement attained
5.22 We will have diversified products and service offerings to reach internal and external customers	Level of products and service diversification acquired
5.23 We will research, appraise and recommend new revenue lines so as to grow the topline of the existing and new businesses.	% increase in new revenue
5.24 We will employ efficient systems for cost control and containment to ensure that every business runs in a cost-efficient manner.	Level of effectiveness and efficiency attained

*The listed outcomes span across the different CITAM ministries as each contributes to fulfilling the Strategic Objectives in the five pillars.

5.5 Monitoring Evaluation and Learning

The CITAM Strategic Plan 2023 – 2027, as well as the ministry/department/units action plans have been developed with specific defined results at Goal, Strategic Objectives, Outcomes, and Output levels, with relevant results indicators and baselines. These will form a critical part of the subsequent and ongoing monitoring, evaluation, and learning activities, to be carried out by the office dedicated to strategy implementation, program and projects management, monitoring and evaluation.

An elaborate and detailed monitoring and evaluation plan, tools, data collection methods, and schedule will be defined as derived from the set Goal, Objectives, Outcomes, Outputs, Indicators, and baselines. This will ensure continuous monitoring of strategic plan implementation, data collection, ongoing reflection and review, adaptive management, and eventually, the measurement of achievement and determination of lessons learned for future continuous improvement.

5.6 Conclusion

CITAM Strategic Plan 2023 – 2027 carries forward the great work and successes achieved in the previous Strategic Plan 2016 – 2025. The time overlap between the two strategic plan documents being necessitated by external contextual shifts as well as leadership changes within CITAM. It however retains a lot that was relevant in the previous strategic plan.

The strategic focus for this plan is people, “to connect, equip and positively impact children, youth, adults through diversified ministry, channels, and resources”.

Through this strategic plan, CITAM will, by the year 2027, seek to reach a total of 9,189,315 people including children, youth, and adults directly and indirectly reach an estimated 41,959,876 people. The goal shall be fulfilled through five strategic pillars being Missions, Discipleship, Care, Social Transformation and Organizational Development.

The various ministries, departments, and units in CITAM will contribute to the realization of the strategic goal through medium-term action plans, aligned to the five pillars and set strategic objectives.

In an ever changing and dynamic environment, CITAM’s call remains firm and focused on fulfilling the great commission of our Lord and Saviour Jesus Christ. That, this strategic plan will help to remain true to this call while navigating the dynamic environment within which CITAM operates.

And by the power of the Holy Spirit, all aspirations in this document and more, being a prayer to the Almighty God, shall indeed come to pass because “...this is the confidence that we have in Him, that if we ask anything according to His will, He hears us. And if we know that He hears us, whatever we ask, we know that we have the petitions that we have asked of Him.” 1 John 5:14-15 (NKJV) Amen!



5

ANNEXES

ANNEXES

Annex 1.

Missions Department Action Plan Overview

Objective, Outcome, Output Statements		Indicator
Pillar 1 Missions: Objective 1: We will witness an increase in the conversion of new believers through CITAM		# of increased new believers # of new assemblies established # of new international church plants # mission stations established
Outcome 1.1	Mission work will be sufficiently and sustainably resourced	Level of resourcing for missions
Output 1.1.1	Resources mobilized for missions intentionally	Amount of Resources mobilized
Output 1.1.2	Relevant materials produced	# of materials produced
Output 1.1.3	Human, material, & financial capital adequately availed	level of resources availed
Outcome 1.2	Congregants will be equipped in personal and corporate evangelism	Level of competence acquired
Output 1.2.1	Trainings conducted toward missions	# of trainings conducted
Output 1.2.2	Pulpit ministry mobilisation for missions conducted	# of mission mobilizations conducted # of people signed up and participating
Output 1.2.3	Mainstreamed media as a basic tool of outreach	Level of media use for outreach
Outcome 1.3	There will be increased and/ or sustained participation in missions and evangelism	Level of reported increased and/ or sustained participation
Output 1.3.1	Evangelism and outreach initiatives conducted	# of evangelism initiatives conducted
Output 1.3.2	Missioners mobilized and sent out to frontiers	# of missioners participating
Output 1.3.3	Grown intentional partnerships for Missions	# of partnerships grown
Output 1.3.4	Injili mashinani initiatives conducted	# of initiatives conducted per period

Output 1.3.5	Online platforms (CITAM Church on line/ CITAM Motion pictures) leveraged for online evangelistic outreach ministry	# of online platforms leveraged
Output 1.3.6	Outreach to special people groups	# of special people groups reached
Outcome 1.4	Local and international multicultural churches will be planted	# of local and international multicultural churches planted Level of growth experienced
Output 1.4.1	Conducted feasibility studies	Evidence of study conducted
Output 1.4.2	Identified, oriented, and sent trained minister/s	# of trained ministers engaged
Output 1.4.3	Mobilised resources and facilitated the church plant	Amount of church plant resources
Outcome 1.5	Mission stations among unreached people groups in Kenya will be established	# of established mission stations among the unreached Level of positive change within the target community
Output 1.5.1	Recruited & sent trained missionaries	# of trained missionaries sent
Output 1.5.2	Initiated community transformational initiatives	# of initiatives initiated
Output 1.5.3	Internship program established for mobilizing missionaries (STEP-M)	# of interns completed internship

Annex 2.

Christian Education and Discipleship Department Action Plan Overview

Objective, Outcome, Output Statements		Indicator
Pillar 2: Discipleship: Objective 2.0: Our constituents (children, youth, adults) will report experiencing growth in their Christianity		% of our constituents who report having experienced growth
Outcome 2.1	There will be clear evidence of transformed lives	Level of reported and verified evidence of transformation
Output 2.1.1	Members living out their faith in the family, marketplace and society (evangelism)	Level of reported members' participation in market place evangelism

Output 2.1.2	Members disciplining others for growth and multiplication	Level of reported members' participation in discipleship
Output 2.1.3	Members responding to those with special needs	Level of reported members' participation in responding to special needs
Outcome 2.2	We will witness effective ministry through Safari Groups	Level of ministry performance
Output 2.2.1	Increased member participation in ministry	Level of increase in member participation in ministry
Output 2.2.2	Increased member enrolment and participation in Safari Groups	# of increased enrolment in Safari Groups
Output 2.2.3	Members exercising their spiritual gifts in ministry	Level of reported evidence of application of spiritual gifts in ministry
Outcome 2.3	Leaders will be developed for effective discipleship ministry	Level of leadership competence acquired and exercised
Output 2.3.1	Discipleship capacity for Assembly Leaders Built	Level of discipleship competence acquired
Output 2.3.2	Ministry leaders educated on Policies and SOPs	Level of awareness acquired and applied
Output 2.3.3	Ministry leaders reproduced through Mentorship	# of ministry leaders mentored
Outcome 2.4	Discipleship to be facilitated on all media platforms	Level of discipleship expanded reach through media platforms
Output 2.4.1	Availing all Safari Stages, SMLD Courses and new Discipleship material online	# of Safari materials online
Output 2.4.2	Engaging content creators in developing relevant, age-specific material	# of age specific materials developed
Output 2.4.3	Building capacity in the CED to fully utilize all available and new media platforms	Level of CED capacity acquired
Outcome 2.5	There will be established and vibrant disciple-making partnerships	Level of partnership engagement in discipleship
Output 2.5.1	Offering The Safari and other Discipleship materials beyond CITAM	% of Safari discipleship materials offered beyond CITAM

Output 2.5.2	Joint Discipleship Conferences and Training	# of joint trainings/conferences held
Output 2.5.3	Discipleship benchmarking with like-minded institutions conducted	# of benchmarking initiatives conducted

Annex 3.

Children's Ministry Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 2: Discipleship: Objective 2.0: Our constituents (children, youth, adults) will report experiencing growth in their Christianity		% of our constituents who report having experienced growth
Outcomes 2.6¹	Christian growth and maturity in Children (Discipleship)	% of Children showing growth
Output 2.6.1	Children and preteens who know and confidently articulate their faith in Jesus Christ.	Proportion of children and preteens who confidently articulate their faith
Output 2.6.2	Developed/Sourced relevant materials for children's discipleship	# of materials availed
Output 2.6.3	Annual children's outreach and discipleship program (DVBS) held in all CITAM assemblies	# of outreach and discipleship programs held
Output 2.6.4	Children experiencing baptism of the Holy Spirit through inculcated spiritual disciplines	% of children reporting experiencing baptism in the Holy Spirit
Output 2.6.5	Mainstreaming Safari Junior as discipleship tool in Assemblies	# of assemblies Safari Junior if mainstreamed
Pillar 3: Care: Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care		
Outcome 3.7²	Empowered and engaged parents, guardians and the Children Ministry workers (Care)	Proportion of parents and guardians empowered and engaged
Output 3.7.1	Partnerships to engage and equip parents and guardians as key stakeholders in raising rooted God-fearing children	# of partnerships engaged
Output 3.7.2	Equipped Children Ministry workers through strategic, regular and thematic trainings	# of children ministry workers equipped

1 Coding for Children's Ministry Outcomes i.e. 2.6, 2.7 etc. continues from outcome 2.5 under CED as both CED and Children's ministry contribute to the same Strategic Objective 2

2 Coding for Children's Ministry Outcomes 3.7 for Pillar 3, Care, and Objective 3 continues from outcome 3.6 for Men's Ministry

Output 3.7.3	Enhanced capacity to reach and disciple children with special needs	Level of capacity acquired to reach and disciple children with special needs
Output 3.7.4	Achieved participation of Children Ministry workers ratio of 1:20 children and preteens	Level of ratio attained and sustained
Output 3.7.5	Vibrant Parents Teachers Fellowships to respond to felt needs of children workers and parents in real-time	# of fellowships held
Pillar 4: Social Transformation: Objective 4: We will witness increased positive influence in the larger society through our ministry		
Outcome 4.6³	Intentional Capacity and Leadership Growth (Social Transformation)	Level of leadership growth attained
Output 4.6.1	Talents, abilities and gifts discovered, developed and deployed in Ministry	% of children and preteens reporting deployment of talents, abilities, and gifts
Output 4.6.2	Intentional engagement of children and preteens in regular pulpit ministry, intergenerational worship and leadership development.	# of engagements in a given period
Output 4.6.3	Benchmarking with dynamic Children Ministries globally and like-minded institutions	Evidence of benchmarking initiatives
Output 4.6.4	Modernized capacity of all CITAM Sunday School facilities with current multi-media equipment for impact in the digital space	Level of modernizations attained
Output 4.6.5	Integrating God's Word in addressing emerging contemporary issues facing Children	Level of integration attained

³ Coding for Children's Ministry Outcomes 4.6 for Pillar 4, Social Transformation, and Objective 4 continues from outcome 4.5 for Social Action and Advocacy

Pillar 1: Missions: Objective 1: We will witness an increase in the conversion of new believers through our ministries		
Outcome 1.6⁴	Consistent and Empowered Witnessing (Missions)	Level of engagement in witnessing
Output 1.6.1	Exporting the annual CITAM DVBS to other churches and like-minded institutions	# of other churches where DVBS is active
Output 1.6.2	Vibrant engagement in the Pastoral Program of Instruction (PPI) in schools in the environs of CITAM	# of schools reached
Output 1.6.3	Revamped Safari Bible Clubs and Children Crusades for outreach to estates, malls, schools and the unchurched Children	# of Safari Bible Clubs and Children Crusades held
Output 1.6.4	Children equipped and engaged in digital, sports and friendship evangelism to reach other faiths	# of children equipped and engaged
Output 1.6.5	Holistic outreach to the orphaned, vulnerable and children in crisis.	# of outreach initiatives to OVCs in crisis

Annex 4.

Youth Ministry Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 1 Missions: Objective 1: We will witness an increase in the conversion of new believers through CITAM		# of increased new believers # of new assemblies established # of new international church plants # mission stations established
Outcome 1.7⁵	Young people confidently evangelizing locally and globally	Proportion of young people evangelizing
Output 1.7.1	Clearly and confidently articulate their faith	% of youths articulating their faith
Output 1.7.2	Young people trained on digital, sports and friendship evangelism	# of youth trained

4 Coding for Children's Ministry's Outcome, i.e. 1.6 under Mission's Pillar 1, continues from Missions' Outcome 1.5

5 Coding for Youth Ministry's Outcomes, i.e. 1.7 under Mission's Pillar 1, continues from Children's Ministry Outcome 1.6

Output 1.7.3	Young people exposed to cross-cultural and international mission work	# of youth exposed to cross-cultural and international mission work
Output 1.7.4	Young people integrating God's word in addressing contemporary issues	Proportion of youth integrating God's work in contemporary issues
Pillar 2: Discipleship: Objective 2.0: Our constituents (children, youth, adults) will report experiencing growth in their Christianity		% of our constituents who report having experienced growth
Outcome 2.9⁶	Young people actively serving God in their spheres of influence	Proportion of youth active in serving God in their spheres of influence
Output 2.9.1	Baptised in the Spirit and personal encounters with God	# of youth reporting baptized in the Spirit
Output 2.9.2	Young people taught the basics of the faith	# of youth taught
Output 2.9.3	Young people practising the spiritual disciplines	% of youth observed to be practicing spiritual disciplines
Output 2.9.4	Young people enlisted in various ministries	# of youth enlisted
Output 2.9.5	Parents equipped to disciple young people effectively	# of parents equipped
Pillar 3 CARE: Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care		% of our constituents who report experiencing love and care # of people reached through Care Ministry
Outcome 3.1	Vibrant and flourishing fellowships	Reported evidence vibrant and flourishing fellowship
Output 3.1.1	Exponential growth in numbers of youths attending various programs and services	Level of growth attained
Output 3.1.2	Responded to felt and real needs swiftly	# of cases addressed Proportion of needs met promptly
Output 3.1.3	Young people walking in accountability	% of youth reported showing accountability
Output 3.1.4	Mentor and mentee paired together	# of mentor-mentee relationships active
Output 3.1.5	Engagement in Safari Groups	# of youth actively engaged in Safari Groups

6 Coding for Youth Ministry's Outcomes, i.e. 2.9 under Discipleship Pillar 2, continues from Children's Ministry's Outcome 2.8

Pillar 5 Organizational Development:		Level of sustained organizational health
Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.		
Outcome 5.6⁷	Leaders with a definite vocation to Youth Ministry	Level of youth leadership observed
Output 5.6.1	Young people with a clear call to ministry given opportunity to serve	# of youth engaged
Output 5.6.2	Capacity building for youth workers and leaders	# of youth workers and leaders capacity built
Output 5.6.3	Benchmarking with vibrant youth ministries	Evidence of benchmarking initiatives carried out
Outcome 5.7	Harmonized youth programmes across assemblies	Level of harmonization attained
Output 5.7.1/5.2.3	Revised CITAM Youth Policy	# of policy revisions

Annex 5.

Men's Ministry Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 3 CARE SP: Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care		% of our constituents who report experiencing love and care # of people reached through Care Ministry
Outcome 3.2⁸	Encouraged, strengthened and peaceful men	Reported level of encouragement, strength and peace among men
Output 3.2.1	Wellness initiatives	# of wellness initiatives conducted # of men involved in the wellness initiatives
Output 3.2.2	Support/Accountability mechanism	Evidence of accountability mechanisms in place # of men involved in support/ accountability mechanism

⁷ Coding for Youth Ministry's Outcomes, i.e. 5.6 under Organizational Development Pillar 5, continues from CITAM's Operations Unit Outcome 5.5

⁸ Coding for Men's Ministry Outcomes, i.e. 3.2, 3.3, etc under Care Pillar 3, continues from Youth Ministry's Outcome 3.1

Outcome 3.3	Men championing spiritual leadership in family church and society	Level of reported spiritual leadership by men in family
Output 3.3.1	Equipped men providing spiritual leadership	# of men equipped
Output 3.3.2	Develop training manuals	# of materials developed
Output 3.3.3	Create opportunity to celebrate outstanding leaders	# of outstanding leaders celebrated
Outcome 3.4	More men stepping out as witnesses/evangelists	Level of engagement by men in evangelism
Output 3.4.1	Trained men participating in regular evangelism	# of men trained for regular evangelism
Output 3.4.2	Men recruited for regular evangelism	# of men recruited
Output 3.4.3	Train and equip for marketplace evangelism	# of men trained for market place evangelism
Outcome 3.5	Men as providers and faithful stewards of finances	Level of reported participation by men as providers and stewards
Output 3.5.1	Training on entrepreneurship, finance management and wealth creation	# of men trained
Output 3.5.2	Men engaged in biblical stewardship	# of men engaged in biblical stewardship
Outcome 3.6	Empowered men serving as leaders, role model and coaches	Level of reported engagement by men as leaders, role models and coaches
Output 3.6.1	Men involved in ongoing leadership and mentorship relationships	# of men involved in leadership and mentorship
Output 3.6.2	Intentional training and recruitment of men into leadership positions	# of men trained

Annex 6.

Women's Ministry Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 3 CARE SP: Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care		% of our constituents who report experiencing love and care # of people reached through Care Ministry
Outcome 3.17⁹	A vibrant woman enjoying fellowship	% of women reporting enjoying fellowship
Output 3.17.1	Monthly women meetings organized and executed	% of women participating
Output 3.17.2	Organized and well attended regional and national conferences	# of women attending
Outcome 3.18	A prayerful woman engaged in ministry	% of women observed as prayerful and engaged in ministry
Output 3.18.1	Growth in small groups	# of increased small groups
Output 3.18.2	Plugging into service within the women ministry and local church	# of women participating
Output 3.18.3	Involvement in prayer at individual, small group and corporate levels	% of women involved
Outcome 3.19	A spiritually maturing woman impacting her spheres of influence	% of women observed to be maturing and impacting their spheres
Output 3.19.1	Participation in growing together groups	% participating
Output 3.19.2	Consistent devotional life in the family	% reporting regular family devotions
Output 3.19.3	Productive faith life at the work place	% reporting productive faith life at work place
Outcome 3.20	An anchored woman who is in a mentoring relationship while committed to mentor others	% reporting to be in a mentorship relationship
Output 3.20.1	Emergence of new leaders	# involved
Output 3.20.2	Maturity in relationships and leadership front	% reporting maturity in relationships and leadership

⁹ Coding for Women's Ministry Outcome 3.17 for Pillar 3, Care, and Objective 3 continues from outcome 3.16 for Family Care Ministry

Annex 7.

Golden Edge Ministry Overview

Objective, Outcome, Output Statements		Indicators
Pillar 3 CARE SP: Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care		% of our constituents who report experiencing love and care # of people reached through Care Ministry
Outcome 3.8¹⁰	Members experiencing spiritual care from one another	% of members reporting experiencing spiritual care
Output 3.8.1	Attending prayer & fellowship meetings	# of meetings held
Output 3.8.2	Debriefing and counselling offered to encourage GEM members.	# of members given counselling
Output 3.8.3	Offer Holy Communion Fellowships to the ailing or those incapacitated at homes.	# of members attended to
Outcome 3.9	Members experiencing consistent spiritual (and physical) fitness	% of members reporting experiencing spiritual and physical fitness
Output 3.9.1	Weekly exercise schedules with a devotion (helps fight stiffness of body parts and BP, etc),	# of sessions conducted
Output 3.9.2	Studying the Bible and other Bible study materials	# of Bible study sessions held
Output 3.9.3	Annual outreach	# of members participating
Outcome 3.10	Volunteers mobilized for Christian service	% of members actively participating
Output 3.10.1	Stewardship of the spiritual gifts and talents	# of members exercising spiritual gifts
Output 3.10.2	Stewardship of the life investments for the sake of ministry and families	% of members reporting active involvement in stewardship

¹⁰ Coding for Golden Edge Ministry Outcome 3.8 for Pillar 3, Care, and Objective 3 continues from outcome 3.7 for Children's Ministry

Annex 8.

Care Ministry Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 3 CARE SP: Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care		% of our constituents who report experiencing love and care # of people reached through Care Ministry
Outcome 3.11¹¹	Transformed and empowered care workers, and counsellors	% of care and counselling workers report being transformed and empowered
Output 3.11.1	Care workers and counsellors well trained and minister with great ministry skills	# of care works and counsellors trained
Output 3.11.2	Healthy, reliable and competent care ministry workers and counsellors	% of care workers and counsellors observed as healthy, reliable and competent
Output 3.11.3	Safari group leaders and other ministry leaders well trained on matters to do with care and counselling	# of Safari group and ministry leaders trained
Output 3.11.4	Daily counselling activities in all our assemblies to those in need of counselling	# of counselling sessions held
Outcome 3.12	Peaceful, hopeful and joyful congregants	% of congregants reporting being at peace, hopeful and joyful
Output 3.12.1n	Impactful, sustainable and transformational care ministry programs	# of programs executed
Output 3.12.2	Hospitals visits to the sick, home visits to the bereaved, and newborns, burial attendance and memorial services	# of hospitals visits conducted

¹¹ Coding for Care Ministry Outcome 3.11 for Pillar 3, Care, and Objective 3 continues from outcome 3.10 for Care Ministry

Output 3.13.3	Celebrating weddings, graduations, birthdays, home and business premise dedications	# of events celebrated
Output 3.14.4	Sign language interpretation and disability friendly assemblies and programs	# of assemblies adopting disability friendly processes
Outcome 3.13	A cared for and healed congregation	% of congregants reporting being cared for and healed
Output 3.13.1	A healed and strengthened congregation participating on matters to do with care in the church	% of congregants participating
Output 3.13.2	Mentorship, debriefing and fellowship engagements for care workers, challengers and counsellors	# of mentorship debriefing carried out
Output 3.13.3	Healing and restoration programmes to the hurting in all our assemblies	# of programs conducted
Output 3.13.4	Partnerships with like minded stakeholders such as: hospitals, schools, counselling centres and disability centres for chaplaincy engagements	# of partnerships established

Annex 9.

Family Care and Enrichment Ministry Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 3 CARE SP: Objective 3: Our constituents (children, youth, adults) will report experiencing increased love and care		% of our constituents who report experiencing love and care # of people reached through Care Ministry
Outcome 3.14¹²	We will witness God fearing families	% of families observed to be living a God-fearing life
Output 3.14.1	Placing individuals in PMCC	# of individuals place in PMCC
Output 3.14.2	Attending married couples' retreats	# of retreats held % of couples attending retreats
Output 3.15.3	Attendance of young couples (under 5 years) fellowship	% of young couples (under 5years) attending
Output 3.15.4	Post-marital couple counselling	% of couples engaged in post-marital counselling
Outcome 3.15	We will witness thriving families	% of families observed to be thriving
Output 3.15.1	Assembly family seminars (in-house) or outdoors & couples' dinners	# of family seminars or events held
Output 3.15.2	Facilitate assembly family month	# of assembly family months facilitated
Output 3.15.3	Hold parenting seminars	# of parenting seminars held
Output 3.15.4	Develop various models of hosting married couples care groups	# of models developed
Outcome 3.16	Will witness healthy Christian families	% of families reporting to be healthy
Output 3.16.1	Retreat for graduating PMCCs participants	# of participants
Output 3.16.2	Individual PMCC counselling with Pastors before PMCC class	# of pastors counselled

¹² Coding for Family Care Ministry Outcome 3.14 for Pillar 3, Care, and Objective 3 continues from outcome 3.13 for Children's Ministry

Output 3.16.3	Equip parents/guardians to be primary disciplers of family units, hence the establishment of strong family altars	# of parents equipped
Output 3.16.4	Develop a pastor- couple (client) relationship and establish pastoral care beyond the wedding day	% of couples with pastor-couple relationship

Annex 10.

Worship Ministry Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 2: Discipleship: Objective 2.0: Our constituents (children, youth, adults) will report experiencing growth in their Christianity		% of our constituents who report having experienced growth
Outcome 2.10¹³	CITAM school of worship established	Level of functionality acquired
Output 2.10.1	A comprehensive worship curriculum in place	Evidence of a curriculum in place
Output 2.10.2	Equipment acquired	# of equipment acquired
Output 2.10.3	A core team of facilitators in place	# of facilitators in place
Outcome 2.11	CITAM creative arts ministry established	Level of functionality acquired
Output 2.11.1	A state-of-the-art creative arts theatre constructed	Evidence of arts theatre in place
Output 2.11.2	An annual calendar of creative arts activities and programs	# of activities scheduled and held
Output 2.11.3	A creative arts department in all CITAM assemblies	# of active departments in assemblies
Outcome 2.12	CITAM Worship Band established	Level of functionality acquired
Output 2.12.1	Musical equipment acquired	Evidence of musical equipment in place
Output 2.12.2	Training conducted	# of participants trained
Output 2.12.3	Team facilitated	Level of facilitation availed

¹³ Coding for Worship Ministry Outcome 2.10 for Pillar 2, Discipleship, and Objective 2 continues from outcome 2.9 for Youth Ministry

Outcome 2.13	CITAM Assemblies, centres for encountering God in worship.	Level of satisfaction with the worship experience at the assemblies
Output 2.13.1	Dedicated assembly music and worship teams in place	# of teams established in assemblies
Output 2.13.2	Assembly music and worship teams' schedule established	Evidence of an annual schedule per assembly
Output 2.13.3	Assembly music and worship teams' prayer and bible study plan in place	# participating
Outcome 2.14	CITAM Assemblies, avenues for experiencing manifestation of spiritual gifts.	Level of observed expression on spiritual gifts
Output 2.14.1	Training on spiritual gifts and ministration conducted	# of participants trained
Output 2.14.2	Special services on the outpouring of the power of the Holy Spirit organized	# of services organized per assembly

Annex 11.

Social Action and Advocacy (SAA) Department Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 4 Social Transformation: Objective 4: We will witness increased positive influence in the larger society through our ministry		Level of reported positive influence in the society
Outcome 4.1	Social Action and Advocacy work will be sufficiently and sustainably resourced	Level of resourcing for SAA
Output 4.1.1	Resources mobilized for Social Action and Advocacy internationally and nationally	Amount of Resources mobilized
Output 4.1.2	Relevant documents produced	# of documents produced
Output 4.1.3	Human, material, & financial capital adequately availed	level of resources availed
Output 4.1.4	National and County policies affecting family welfare positively impacted	# of policies positively influenced

Outcome 4.2	Individual and institutional capacity enhanced for community transformation	Level of competence acquired
Output 4.2.1	Trainings conducted towards social action and advocacy initiatives	# of trainings conducted
Output 4.2.2	Pulpit ministry mobilization for social action and advocacy conducted	Level of resources mobilized
Output 4.2.3	Mainstreamed media as a basic tool of advocacy	Level of media mainstreamed
Outcome 4.3	Communities transformed and empowered through sustainable development initiatives	# of projects conducted
Output 4.3.1	Development initiatives implemented in the Northern Kenya	# of initiatives implemented
Output 4.3.2	Leaders developed through training and mentorship	# of leaders trained
Output 4.3.3	Grown intentional and national partnerships for Social action and Advocacy	# of partnerships grown
Outcome 4.4	National and County policies affecting family welfare positively influenced.	# of National or county policies influenced
Output 4.4.1	Research on critical policy issues conducted and documented	# of research initiatives carried out
Output 4.4.2	Stakeholder forums conducted	# of stakeholder forums conducted
Output 4.4.3	Policy change/improvement submissions with relevant authorities carried out	# of policy submissions made
Outcome 4.5	Partnership with like-minded institutions enhanced for common good.	# of like-minded organizations in partnership
Output 4.5.1	New strategic partnerships developed	# of strategic partnerships developed
Output 4.5.2	Joint initiatives with partners carried out	# of joint initiatives carried out
Output 4.5.3	Resources mobilized with partners for social transformation	Amount of resources mobilized

Annex 12.

CITAM Operations Unit Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 5 Organizational Development: Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.		Level of sustained organizational health
Outcome 5.1	Enhanced and/or sustained Organizational Culture	Level of culture strength
Output 1.1.1	CITAM culture audit conducted.	Evidence of Culture Audit report
Output 1.1.2	Culture improvement plan executed.	% of Execution
Output 1.1.3	Ideal CITAM culture sustained.	# of culture initiatives conducted. % of culture improvement participation
Outcome 5.2	Enhanced Governance, structure and organizational processes	Level of Organizational effectiveness & Efficiency Level of Audit rating
Output 5.2.1	Improved governance oversight.	# of Governance improvement initiatives conducted
Output 5.2.2	Improved organizational structure.	Evidence of Improved organizational structure
Output 5.2.3	Improved organizational policies & processes for effectiveness & efficiency.	%of adherence to Policies
Output 5.2.4	Attained and sustained operational quality standards.	Evidence of certification Level of operational Efficiency
Output 5.2.5	Improved Infrastructure.	#of improved infrastructural facilities.
Outcome 5.3	Motivated right people placed in right places and well facilitated	Level of performance
Output 5.3.1	Developed and well executed HR strategy.	% of execution
Output 5.3.2	Staff Capacity development executed.	Level of staff capacity development executed
Output 5.3.3	Enhanced utilization of ERP system.	% of utilization Level of competence by users
Output 5.3.4	Reviewed HR Policy.	#HR Policies reviewed
Output 5.3.5	Staff well facilitated.	Level of staff facilitation

Outcome 5.4	Increased Financial health and organizational sustainability	% of increased revenue Level of Sustained cashflow
Output 5.4.1	Optimized revenue.	Level of Revenue Optimization
Output 5.4.2	Improved financial efficiency.	Level of improved efficiency
Output 5.4.3	Acquired critical assets.	#of newly acquired strategic assets
Output 5.4.4	Increased financial reserves.	% increase in financial reserves
Outcome 5.5	Enhanced Organizational Innovation	Level of innovation acquired
Output 5.5.1	Innovation policy and strategy developed.	Evidence of Policy & Strategy document
Output 5.5.2	Innovations Policy and strategy executed.	Level of policy & strategy execution
Output 5.5.3	Innovations tested, validated and scaled up.	#of innovations validated and/or scaled up

Annex 13.

Learning Institutions Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Social Transformation: Objective 4: We will witness increased positive influence in the larger society through our ministry		Level of reported positive influence in the society
Outcome 4.7¹⁴	Learners equipped through Christ centred education for life	Proportion of learners exemplifying Christ centred life style
Output 4.7.1	Teachers, staff and contractors equipped to instil Christ character among learners	# of people trained/equipped
Output 4.7.2	Relevant materials (learning and teaching) availed	# of materials availed
Output 4.7.3	Intentional evangelism and discipleship initiatives carried out	# of initiatives carried out
Outcome 4.8	Strive for world class educated citizens	Level of academic excellence
Output 4.8.1	Increased and or sustained learner enrolment	# of students enrolled
Output 4.8.2	Quality learning dispensed through regular classes and co-curricular activities	Evidence of ongoing uninterrupted learning

14 Coding for Learning Institutions Outcome 4.7 for Pillar 4, Social Transformation, and Objective 4 continues from outcome 4.6 for Children's Ministry

Output 4.8.3	Learner examination standards met and or exceeded	Proportion of students excelling in Examinations
Output 4.8.4	Learner skills, talents and competencies identified and nurtured	# of students whose skills, talents and competencies are identified and nurtured
Outcome 4.9	Positive character instilled in learners	Level of observed positive character among learners
Output 4.9.1	Stipulated rules and regulations kept	Level of adherence to rules and regulations
Output 4.9.2	Intentional guidance and counselling sessions carried out	# of sessions conducted
Output 4.9.3	Structured mentorship programs conducted	# of structured mentorship programs
Output 4.9.4	Instilled high moral standards and discipline	Observed evidence of maintained high moral standards
Output 4.9.5	Bench marking with like-minded institutions for best practice	Evidence of benchmarking carried out
Outcome 4.10	Neighbouring communities positively influenced	Level of reported positive influence to neighboring communities
Output 4.10.1	Accessible affordable quality education	Level of accessibility and affordability maintained
Output 4.10.2	Creation of job opportunities	# of job opportunities created
Output 4.10.3	Community service	# of community service initiatives conducted
Pillar 5 Organization Development: Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.		Level of sustained organizational health
Outcome 5.8¹⁵	Increased revenue for sustainability	Growth in revenue contribution to sustainability
Output 5.8.1	Positioned as preferred schools for academic excellence (to also involve aggressive marketing and brand profiling)	# of marketing and branding initiatives carried out
Output 5.8.2	Increased learner enrolment	% growth in student enrolment
Output 5.8.3	Refined effective efficient revenue collection process	Level of effeteness and efficiency acquired
Output 5.8.4	Diversified revenue streams	# of diversified income streams in place

15 Coding for Learning Institutions Outcome 5.8 for Pillar 5, Organizational Development, and Objective 5 continues from outcome 5.7 for Youth Ministries

Outcome 5.9	Motivated Personnel	Level of staff motivation
Output 5.9.1	Qualified and competent staff recruited	# of qualified and competent staff recruited
Output 5.9.2	Competitive performance-based reward system in place	Evidence of a performance-based reward system in place
Output 5.9.3	Staff capacity continuously and intentionally built	# of staff engaged in capacity building initiatives
Outcome 5.10	Improved equipment and infrastructure	Level of improvement on equipment and infrastructure acquired
Output 5.10.1	Cutting edge infrastructure in place	Evidence of infrastructure in place
Output 5.10.2	Quality, durable and attractive	Level of quality maintained
Output 5.10.3	Continuous maintenance and improvement	Level of adherence to maintenance schedule

Annex 14.

Hope Media (Business Unit) Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 4 Social Transformation: Objective 4: We will witness increased positive influence in the larger society through our ministry		Level of reported positive influence in the society
Outcome 4.11¹⁶	Attained and sustained quality media broadcast programming	Level of quality attained
Output 4.11.1	Targeted Programs for Children and Youth	# of Programs
Output 4.11.2	Enhanced live programming	# of engagements and live programs
Output 4.11.3	Impactful Christian content/ segments	# of new Christian content
Output 4.11.4	Improved prime time detailed news-TV and Radio	# of Prime-time news

¹⁶ Coding for Home Media Outcome 4.11 for Pillar 4, Social Transformation, and Objective 4 continues from outcome 4.10 for Learning Institutions

Outcome 4.12	Increased and or sustained audience and reach	# of Viewers/ Listenership
Output 4.12.1	Hosted influential personalities	# of Engagements
Output 4.12.2	Increased digital presence	# of Subscribers
Output 4.12.3	Improved partnerships	# of Partners
Output 4.12.4	Win KUZA awards for TV and Radio	# of recognition awards
Outcome 4.13	Talented and motivated work force in right places	Level of staff satisfaction index
Output 4.13.1	Developed presenters' skill/ talent sets	Level of Customer satisfaction
Output 4.13.2	Established internship program	# of on job training professionals
Output 4.13.3	Regular scheduled staff training	# of trainings and trained staff
Output 4.13.4	Established high performance culture	staff motivation/satisfaction index
Pillar 5 Organizational Development: Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.		Level of sustained organizational health
Outcome 5.11¹⁷	Strengthened hope media brand	Station ranking
Output 5.11.1	Elevated Station (FM, TV) ranking	National and regional ranking
Output 5.11.2	Retained key staff	# of turnover
Output 5.11.3	Increased Brand visibility	# of marketing Activities
Outcome 5.12	Growth in market share	% of Increased Market Share
Output 5.12.1	Expanded broadcast footprint- RADIO	# of Transmitter Sites,
Output 5.12.1	Expanded broadcast footprint- TV	# of active platforms

¹⁷ Coding for Home Media Outcome 5.11 for Pillar 5, Organizational Development, and Objective 5 continues from outcome 5.10 for Learning Institutions

Output 5.12.3	Competitive pricing model	Enforcement of pricing schedules
Output 5.12.4	Increased share of voice	% of brand awareness
Outcome 5.13	Increased Revenue	Amount of growth in revenue
Output 5.13.1	Attracted external customers/ clients	# of New Customers
Output 5.13.2	Retained repeat clients	# of repeat clients
Output 5.13.3	Expanded the Marketing team	# of Marketers
Output 5.13.4	Improved profitability on external sales	% of external sales
Output 5.13.5	New Revenue streams (including fundraising)	# of new revenue streams
Outcome 5.14	Strengthened Hope Media as an Institution	Level of institutional maturity
Output 5.14.1	Attained regulatory compliance	100%. Compliance
Output 5.14.2	Acquired modern technology	# of Investments
Output 5.14.3	Registered as independent entity	Registration Licence

Annex 15.

Kadolta Resort and Catering Units (Business Unit) Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 5 Organizational Development: Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.		Level of sustained organizational health
Outcome 5.15¹⁸	We will have improved infrastructure to enhance greater customer service, growth in market share and increased profitability	Level of attained infrastructural improvement
Output 5.15.1	Adequate, well standardized hotel rooms	# of additional rooms
Output 5.15.2	Diverse, well equipped and modern conference halls	# of modern conference halls in place
Output 5.15.3	Modern furnished restaurants and kitchens	# of new furnished restaurants and kitchen
Output 5.15.4	Comfortable hotel lounge	Hotel lounge in place
Output 5.15.5	Improved security system	Improved security system in place
Output 5.15.6	Sizeable swimming pool	Swimming pool in place
Output 5.15.7	Adequate staff houses	# of additional staff houses in place
Outcome 5.16	We will have improved customer service for our guests and clients guaranteeing repeat and sustained business	Level of improved customer service from the baseline
Output 5.16.1	Hotel Booking System	Functional booking system in place
Output 5.16.2	Quality service and products	Level of reported quality on products and services
Output 5.16.3	Attractive, captivating guest activities i.e. kids corner, teambuilding	# of kid's activities implemented

¹⁸ Coding for Kadolta Outcome 5.15 for Pillar 5, Organizational Development, and Objective 5 continues from outcome 5.14 for Hope Media

Output 5.16.4	Customer loyalty programme	Loyalty program in place
Output 5.16.5	Guest feedback system	Feedback system in place
Output 5.16.6	Trained staff on customer service	# of staff trained
Output 5.16.6	Customer transfer van	Van in place
Outcome 5.17	We will have diversified products and service offerings to reach wider markets	Level of products and service diversification acquired
Output 5.17.1	Create friendly Attractive rates and packages	Level of affordability compared to competition
Output 5.17.2	Events destination e.g. weddings, team building	# of events facilitated
Output 5.17.3	Family leisure holidays	# of family holidays held
Output 5.17.4	Location for corporate meetings	# of corporate meetings held
Output 5.17.5	Delicious cuisines	# of cuisine variety
Outcome 5.18	Marketing and brand development	Level of increased brand and market share
Output 5.18.1	Brand awareness - reach more people	% of market share reached
Output 5.18.2	Service/reputation - get more 5-star reviews	Level of stars attained
Output 5.18.3	Event business - book more weddings or social events	# of events booked
Output 5.18.4	Retention/loyalty - get more guests to book repeat stays	# of repeat customers
Output 5.18.5	Captivating marketing campaigns	# of campaigns carried out
Output 5.18.6	Establish up to date marketing channels	# of marketing channels
Output 5.18.7	Improve connecting road (needs influence to the County Government)	Level of road improvement attained

Outcome 5.19	Our staff will experience growth, develop in their careers, and be highly motivated to perform	Level of increased staff satisfaction attained
Output 5.19.1	Hire professional skilled staff	# of professional staff engaged
Output 5.19.2	Regular staff trainings and development	# of staff trainings held
Output 5.19.3	Internal promotions	# of internal promotions done
Output 5.19.4	Create a reward and recognition system	Reward system in place
Output 5.19.5	Create teamwork	Level of team work attained

Annex 16:

CITAM Business Units (Outfitters, Farm, Carpentry) Action Plan Overview

Objective, Outcome, Output Statements		Indicators
Pillar 5 Organizational Development: Objective 5: There will be increased and sustained organizational health (people, processes, technologies) to fulfil our core mandate and strategic focus.		Level of sustained organizational health
Outcome 5.20 ¹⁹	We will have improved infrastructure to enhance greater customer service, growth in market share and increased profitability and cashflow generation.	Level of attained infrastructural improvement
Outcome 5.21	We will have enhanced service delivery to our customers ensuring that we meet and exceed their expectations.	Level of customer service enhancement attained
Outcome 5.22	We will have diversified products and service offerings to reach internal and external customers	Level of products and service diversification acquired

¹⁹ Coding for CITAM Business Units Outcome 5.20 for Pillar 5, Organizational Development, and Objective 5 continues from outcome 5.19 for Kadolta Resort and Catering BU

Outcome 5.23	We will research, appraise and recommend new revenue lines so as to grow the topline of the existing and new businesses.	% increase in new revenue
Outcome 5.24	We will employ efficient systems for cost control and containment to ensure that every business runs in a cost-efficient manner.	Level of effectiveness and efficiency attained

* Outputs for the respective Business Units to be developed separately for each

Annex 17:

Detailed SWOT Analysis per Area of Operation (SP 2016 – 2025)

Strengths	Weaknesses
<p>Corporate – CITAM</p> <ol style="list-style-type: none"> 1. Governance structure- a leadership structure that makes for smooth transition at critical leadership levels 2. Embracing technology- integrating electronic payment of tithes and offerings 3. Our discipleship program (The Safari) 4. Holistic Ministry (Children, Youth and Adults) 5. Established church systems and procedures 6. Respected and influential middle class congregation 7. Endowed financial and human resources 8. Good facilities 9. Financial accountability and integrity. 10. Qualified and competent staff 11. Unlimited lay leadership potential. 12. Community outreach programmes 	<p>Corporate – CITAM</p> <ol style="list-style-type: none"> 1. Inadequate financial mobilization of our constituents from the pulpit. 2. Over centralization of systems and structures resulting in heavy bureaucratic red tape. 3. Lack of clarity and shifting approaches in the running of our institutions & units. 4. The absence of a clear communication strategy. 5. Non-strategic financial expenditure/ investments. 6. Over confidence and a sense of complacency 7. Poor implementation of policies and strategies. 8. Inferior multimedia equipment in places of worship. 9. Sloppy and mediocre staff performance 10. Centralized operational structures 11. Unsustainable capital projects 12. Inflexibility to changing environment 13. Poor management and maintenance of facilities 14. Major security systems/Major security lapses 15. Bureaucratic systems/processes 16. Under-utilization of lay potentials 17. Poor communication 18. Inadequate leader care programme 19. Inadequate pastoral care 20. Inadequate depth in pulpit teaching 21. Poor strategic partnership 22. Limited of creativity.

Strengths	Weaknesses
<p>Assemblies</p> <p>13. Strong pulpit ministry</p> <p>14. Trained ministers</p> <p>15. Dedicated ministry leaders</p> <p>16. Suitable facilities for ministry</p> <p>17. Generous giving</p> <p>18. Prime locations</p>	<p>Assemblies</p> <p>23. Disparity in provision of ministry facilities</p> <p>24. Inadequate pastoral and administrative staff</p> <p>25. Poor retention of good staff</p> <p>26. Inadequate security</p> <p>27. Mismanagement (Wastefulness)</p> <p>28. Poor Synergy in campuses</p>
<p>Schools</p> <p>19. Good catchment area</p> <p>20. The CITAM brand name</p> <p>21. Holistic approach</p>	<p>Schools</p> <p>29. Inadequate learning facilities</p> <p>30. Weak advancement of the mission and Vision of CITAM</p> <p>31. Poor management of facilities</p> <p>32. Unsatisfactory school performance</p>
<p>Missions</p> <p>22. Availability of financial resources</p> <p>23. Trained and committed personnel</p> <p>24. Clear policy framework for engagement</p>	<p>Missions</p> <p>33. Inadequate financial resources for growth</p> <p>34. Lack of sustainable initiatives in Northern Kenya</p> <p>35. Inadequate structures of operation</p>
<p>Media</p> <p>25. Adequate coverage</p> <p>26. Wholesome content</p> <p>27. An arm of CITAM</p> <p>28. Has skilled and knowledgeable staff</p> <p>29. Founded & guided by Christian Principles</p> <p>30. Appeals to both Christians and non-Christians</p> <p>31. Rated top English Christian station for 8 years running</p>	<p>Media</p> <p>Hope FM</p> <p>36. Inadequate follow up mechanism system</p> <p>37. Lack of a counselling center</p> <p>38. Divided focus</p> <p>39. Lack of clear identity (ministry vs. business)</p> <p>40. Limited income streams</p> <p>41. Limited resources and equipment</p> <p>42. High staff turnover of experienced human resource</p>

Strengths	Weaknesses
<p>Media</p> <p>32. Friendly station - reaches out & is responsive to individual and community needs</p> <p>33. Non-partisan</p> <p>34. Enjoys goodwill from the stakeholders</p> <p>35. Competes favorably for market share with the secular stations</p> <p>36. A platform for influencing the local gospel music scene and the socio-political environment</p> <p>37. Well positioned to make the change-over to digital age</p>	<p>Media</p> <p>Hope FM</p> <p>43. Poor work culture</p> <p>44. Non-competitive remuneration compared to market</p> <p>45. Suffers from low brand visibility</p> <p>46. Limited geographical reach and footprint</p> <p>47. Low market penetration</p> <p>48. Too many interested parties</p> <p>Hope TV</p> <p>49. Lack of a competitive remuneration scheme</p> <p>50. Lack of responsive working conditions, such as having relievers or co-presenters</p> <p>51. Low investment in technology</p> <p>52. Insufficient resources for training and development</p> <p>53. No income streams at the moment.</p> <p>54. Lacks brand visibility.</p> <p>55. Low staffing</p> <p>56. Limited funds</p> <p>57. No investment in studios and equipment</p> <p>58. The digital platform has many Christian channels with similar content</p> <p>59. Lack content differentiation for relevance and freshness</p> <p>60. Lack of sufficient local content</p>

Opportunities	Threats
<p>Corporate – CITAM</p> <ol style="list-style-type: none"> 1. Readily available skilled human capital amongst the membership 2. Church planting in the counties and nations of the world 3. An increasing population of the urban class in the counties 4. The youthful demographic of Kenya's population 5. Social media as a platform for advancing the Gospel 6. Unexploited goodwill from stakeholders and partners. 7. Potential to lead continental church movement. 8. Opportunities to expand influence through the diaspora 9. Potential to influence the Government of Kenya and other governments 10. Ability to improve social economic wellbeing of our members. 11. Goodwill and a respected brand 12. Ability to develop strategic collaboration 13. Potential to be a global player in setting mission agenda 	<p>Corporate – CITAM</p> <ol style="list-style-type: none"> 1. A high attrition of youth from our churches 2. Negative ethnicity and corruption 3. Duplication of corporate strategies that is contrary to Biblical precepts. 4. The negative influences of social media 5. Toxic churches, cults and the occult 6. Religious extremism and insecurity 7. Disgruntled service providers 8. Self- conceited /self-belief 9. Divided focus and energy on projects unrelated to the core business 10. Overdependence on clergy leaders 11. Pre-occupation with building projects 12. Mission drift and creep 13. Politicization of leadership 14. Spiritual dryness and lack of formation 15. Lack of futuristic thinking and engagement.
<p>Assemblies</p> <ol style="list-style-type: none"> 14. Goodwill 15. Lay leadership potentials; unutilized potential 16. Poor strategic partnership 17. Local assembly to generate content for media; TV, Radio. 18. Outreach to community around our local assemblies 	<p>Assemblies</p> <ol style="list-style-type: none"> 16. Disconnection from our communities 17. Security concerns and terrorism 18. Inconsistency of membership 19. Migration of the Teens and youth

Opportunities	Threats
<p>Schools</p> <ul style="list-style-type: none"> 19. Excellent performance 20. Impacting pupils/Students and parents 21. Raising Christian workers 22. Holding mission schools over the school holidays 	<p>Schools</p> <ul style="list-style-type: none"> 20. Complaisance 21. Going out of business 22. Mission drift and creep 23. Poaching of good staff by competitors
<p>Missions</p> <ul style="list-style-type: none"> 23. Numerous unreached people groups 24. Unexploited partnerships and alliances with like-minded organizations 25. Financial mobilization from partners and well-wishers. 	<p>Missions</p> <ul style="list-style-type: none"> 24. The advance of Islam, other religions and non-Christian ideologies. 25. Religious extremism and persecution. 26. Non-compliance to national and foreign government statutory requirements.
<p>Media</p> <ul style="list-style-type: none"> 26. Global evangelism and discipleship 27. Transformation of communities 28. Mission driven media 29. Collection of offerings and Tithe 30. New entrants with similar target audience 31. Poor enforcement of government policies and corruption in the regulation of frequencies 32. Mergers and acquisitions by media houses 33. Rapidly changing technology 34. Compromised media research data 35. Entrance of competitors with secular media offering Christian programs 36. Slow and bureaucratic CITAM systems not responsive to the fast paced media industry 	<p>Media</p> <ul style="list-style-type: none"> 27. Unfair competition 28. Clarification and implementation of media Mission and vision 29. Relevant media staff to drive mission and vision of the church. 30. Huge market potential especially if able to increase footprint 31. No political interference 32. No strong competition from other Christian stations for the English speaking segment 33. Large potential exists in Swahili speaking listeners 34. Availability of broadcast & communication technology to offer multiple and scalable alternatives for global coverage 35. Opportunities to create partnerships and collaboration through networks with other media houses

Opportunities	Threats
<p>Media</p> <p>37. Peer pressure inclined towards moral degradation</p> <p>38. Huge market potential</p> <p>39. Larger coverage area by a single TV transmitting station</p> <p>40. Flexibility to simultaneously accommodate high definition and standard definition channels, mobile TV and digital audio</p> <p>41. Improved security to prevent unauthorized persons from receiving services.</p> <p>42. Gap in clean wholesome contents in the market</p> <p>43. Availability of technological shared services</p> <p>44. Opportunities to create partnerships and collaboration through networks</p> <p>45. Modern communication technology offers multiple and scalable alternatives for global coverage via the internet (e.g. i-PTV)</p>	<p>Media</p> <p>36. There exists a gap in clean wholesome contents in the market</p> <p>37. New entrants with similar target audience</p> <p>38. Poor enforcement of policies and corruption</p> <p>39. Mergers and acquisitions by media houses</p> <p>40. Rapidly changing Technology</p> <p>41. Peer pressure inclined towards moral degradation</p> <p>42. Compromised media research data</p> <p>43. Entrance of competitors from secular media offering Christian programs</p> <p>44. High setup and operational costs</p>
<p>Hospitality</p> <p>46. Strategic positioning in the food chain and industry</p> <p>47. An insatiable consumer market</p>	<p>Hospitality</p> <p>45. Competition in the industry.</p> <p>46. Non-compliance to statutory requirements.</p>

Annex 18:

Stakeholder Analysis (SP 2016 – 2025)

Stakeholders are an integral part of the day to day operations of CITAM, spreading across Kenya and other parts of the world. An understanding of who the stakeholders are and what relationships exist between them and CITAM is important because the satisfaction of their interests is key to the success of the Ministry in the achievement of strategic objectives. There are a few instances where there are many variances between the stakeholder’s expectations (both internal and external) and CITAM expectation as shown on table below.

Stakeholder & the Role	Stakeholder Interest(s) and/or Expectations	Perceived impact of their interest	Strategies: - Obtaining Support - Reducing Obstacle
1. Staff: rendering service to CITAM.	Commensurate compensation/total reward systems Non-monetary benefits Requisite training Enabling (conductive) working environment Clear and effective communication mechanism Equity/fairness	Morale Performance Turnover Legal suits	Talent management Clear career path Employment policy Competitive remuneration Staff recognition Staff training and development Performance management Equitable and fair remuneration Effective Communication processes

Stakeholder & the Role	Stakeholder Interest(s) and/or Expectations	Perceived impact of their interest	Strategies: - Obtaining Support - Reducing Obstacle
2. Congregants	Encounter with God Spiritual nourishment Solutions to problems Pastoral care & fellowship Ministry opportunity Business contacts Relationships Sense of belonging Empowerment Social support and status Good stewardship of financial resources	Faithful members Commitment to service Giving Spreading the word – happy customers Spiritual maturity Transformation/Vibrant Excitement for God Sense of ownership and belonging Ministry involvement Defend ministry Numerical growth Attrition, negative publicity	Strong pulpit ministry Warm welcome Vibrant worship Strong fellowship and care Quick response to needs Strong follow up Intentional discipleship and mentorship Leadership development Social action
3. Leaders	Direction Affirmation Sense of belonging Empowerment	God fearing leadership	Intentional leadership Mentorship development program
4. Students/pupils	Quality education Wholesome training	Responsible citizens Grounded disciples of Jesus Christ Intellectual and morally astute learners	Integrating faith and learning Deliberate outreach programs for students and parents

Stakeholder & the Role	Stakeholder Interest(s) and/or Expectations	Perceived impact of their interest	Strategies: - Obtaining Support - Reducing Obstacle
5. Service providers	Timely payments Business growth Networking Ethical business practice	Building of a strong corporate brand Facilitate and compliment ministry Quality service provision Reliable pool of service providers	Compliance to ISO standards Strategic interaction with suppliers
6. Government agencies (national or county level) & Umbrella organizations (like EAK)	Source of taxes Developed and spiritual citizen leading to reduced crime and social evils Land rent and rates Social and community development Service to Kenyans	A responsive government to emerging issues. A government that is considerate of church dynamics	Compliance to statutory requirements Law-abiding organization
7. Para church organizations & Other churches	Source of congregants for their church – ‘sheep-stealing’ A transformed society for the LORD Healthy competition/ complementing each other for the LORD	Unhealthy rivalry for followers Division in the Universal Church of Jesus Christ	Encouragement to learn from each other and undertake some project together

Stakeholder & the Role	Stakeholder Interest(s) and/or Expectations	Perceived impact of their interest	Strategies: - Obtaining Support - Reducing Obstacle
8. Media	A healthy partnership Generation of local content Business relationship Encounter with God Spiritual nourishment Counselling Solutions to problems Entertainment Business contacts Information Empowerment Social support	Responsible and professional journalism Loyal listenership Committed in service Giving (Friends of Hope) Spread the word – happy customers Spiritual maturity Transformation Vibrant community Excitement for God Sense of ownership and participation	A healthy and intentional interaction with members of the fourth estate 24 hour counselling centre Cyber pastor/minister Strong follow up Intentional discipleship and mentorship Leadership development Social action Face-to-face interaction with listeners Media policies



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STRATEGIC PLAN 2023 -2027



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