



CHRIST IS THE  
ANSWER MINISTRIES  
[CITAM]

CHRIST IS THE ANSWER MINISTRIES

# STRATEGIC PLAN 2023 -2027

**THE ABRIDGED VERSION**

This document belongs to Christ Is The Answer Ministries. No part of it can be duplicated without written permission ©2022





CHRIST IS THE  
ANSWER MINISTRIES  
[CITAM]



CHRIST IS THE ANSWER MINISTRIES

# STRATEGIC PLAN 2023 -2027

**THE ABRIDGED VERSION**

This document belongs to Christ Is The Answer Ministries. No part of it can be duplicated without written permission ©2022



# Foreword



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

**This strategic plan will not only help to provide direction and focus, but it will also point to specific results.**



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.

**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.**

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, 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)





# CITAM 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 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 a Media House comprised of a creative department focusing on print media, radio and TV stations, which also stream online and a recording studio.**

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.

**Since its inception in 1959, CITAM has had three (3) strategic plans.** 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.

## CITAM 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 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.

## 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.

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.



# CITAM'S Foundation

## 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.

## 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”**



## Mission Statement

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

## 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.

### **Strategic Focus:**

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



## STRATEGIC GOAL, OBJECTIVES, AND OUTCOMES

**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.

### Strategic Pillars

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.

Each ministry, department or unit has its respective strategic focus which contributes towards the fulfillment of the set strategic objectives. The strategic objective will be fulfilled through the outcomes identified under each ministry, department or unit.



## Results Framework

**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.

PILLARS	1. Missions	2. Discipleship	3. Care	4. Social Transformation	5. 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 fulfill our core mandate and strategic focus.
S/OBJECTIVES INDICATORS	<ul style="list-style-type: none"> <li># of increased new believers.</li> <li># of new assemblies established.</li> <li># of new international church plants.</li> <li># mission stations established.</li> </ul>	% of our constituents who report having experienced growth.	<ul style="list-style-type: none"> <li>% of our constituents who report experiencing love and care.</li> <li># of people reached through Care Ministry.</li> </ul>	<ul style="list-style-type: none"> <li>Level of reported positive influence in the society.</li> <li># of National or county policies influenced.</li> <li># of like-minded organizations in partnership</li> </ul>	Level of sustained organizational health.

## 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 following CITAM ministries, departments and units.

1. Missions Department.
2. Christian Education and Discipleship department.
3. Children's ministry.
4. Youth ministry.
5. Men's Ministry.
6. Women's Ministry.
7. Golden Edge Ministry (GEM).
8. Care Ministry.
9. Family Care and Enrichment Ministry.
10. Worship Ministry.
11. Social Action and Advocacy Department.



12. CITAM Operations' Unit (Finance, Human Resources, Procurement, Legal, Projects, Administration, Security, ICT, Business Development, Corporate Affairs, Internal Audit and Communications.)
13. Learning institutions.
14. Hope Media (Business Unit).
15. CITAM Kadolta Resort and Catering Units (Hospitality Business Unit).
16. CITAM Business units (Outfitters, farm, carpentry).

## 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.

*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*





CHRIST IS THE  
ANSWER MINISTRIES  
[CITAM]

CHRIST IS THE ANSWER MINISTRIES

# STRATEGIC PLAN 2023 -2027

THE ABRIDGED VERSION

Head Office CITAM Parklands,  
2nd Parklands Avenue  
P. O. Box 42254-00100, Nairobi,  
Kenya Tel: +254 709 861 100  
Email: admin@citam.org

[www.citam.org](http://www.citam.org)

**OUR MISSION: TO KNOW GOD AND TO MAKE HIM KNOWN THROUGH EVANGELISM AND DISCIPLESHIP**