



CHRIST IS THE
ANSWER MINISTRIES
[CITAM]



STRATEGIC PLAN (2016-2025)

FOREWORD

Organizations that are keen on gaining and sustaining support from stakeholders, must have solid and sound plans on which to anchor their operations. Such plans must be reviewed from time to time in light of prevailing circumstances in an ever-changing environment within which they operate. Only that way can the organizations be assured of their relevance and survival in an ever changing external and competitive arena.

Christ Is The Answer Ministries (CITAM) ten year Strategic Plan (2016-2025) is anchored on the account and prayer of Nehemiah son of Hakaliah. Nehemiah took time to inspect Jerusalem's walls, got builders, rebuilt the wall and began to help the poor. In the same spirit, CITAM's Top Leadership took time to scan the environment and conduct a situation strategic analysis. We appreciate the tremendous support of our members, congregants and other partners who have continued to make significant contributions towards CITAM's operations. I am glad to present this Strategic Plan on behalf of CITAM's Top Leadership and the entire membership. CITAM needs your prayers as we move forward into an uncertain future, but a future with great opportunities. We remain grounded in the Christian practice influenced by the life, teachings and Spirit of Jesus Christ.

While the Ministry has achieved phenomenal success over the years, there is need to pursue and achieve further growth in line with our revised Vision statement and Core Values. We recognize that there are tremendous opportunities for the ministry in the midst of changing dynamics.

To pursue the vision and mission, CITAM has to strengthen the implementation of key strategies under the ten (10) identified pillars as described in this Strategic Plan.

We need collective effort and support from all our stakeholders in order to realize the desired outcomes. The opportunities ahead call for a focused and systematic approach in pursuit of our strategic goals. As we embrace the future, the leadership will continue in prayer as we endeavor to listen and move in the direction the Lord is leading us.

David Oginde (Rev.), PhD
Presiding Bishop - CITAM

EXECUTIVE SUMMARY

CITAM's Leadership recognized the need for a strategic plan to enable us carry out ministry as we enhance value to our stakeholders. This Strategic Plan helps us to be effective and focused in our ministry operations.

This Strategic Plan document has six (6) chapters outlined as:

1. Introduction
2. Strategic Direction
3. Strategic Analysis (Environmental Scanning)
4. Strategic Issues, Strategic Objectives and Strategies
5. Strategy Implementation Framework
6. Control, Monitoring and Evaluation

Introduction

The introduction highlights the history of the church from the inception to present day; it describes the management and governance structure; it gives the operating structure/situation analysis and the planning process

Strategic Direction

The Statement of Faith, Core values, Vision and the Mission statements of CITAM are discussed under *Chapter two* of this document. The Vision and Mission statements and Core Values are summarized herein below.

Our Vision Statement is:

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

Our Mission Statement is:

"To Know God and to Make Him known through Evangelism and Discipleship".

Our Core Values are:

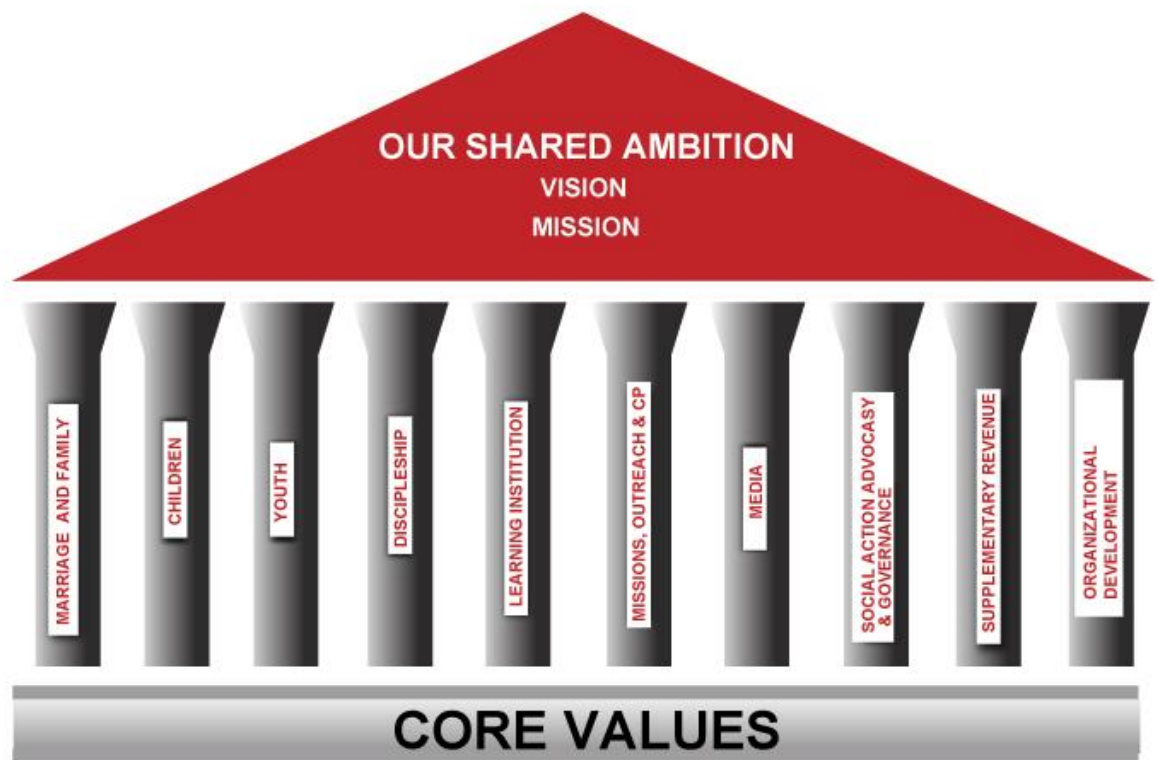
Community
Integrity
Transformation
Accountability
Ministry

Strategic Analysis

The strategic analysis informed the planning process and helped to understand the strategic position of CITAM. *Chapter three* discusses the strategic analysis (environmental scanning) and presents sub-headings under; external, internal as well as stakeholder analysis.

Pillars, Objectives and Strategies

Chapter four reviews the issues raised in the previous chapters of this document with a view to setting up the pillars and objectives for the Plan starting 2016 summarized as follows:



- i. *Marriage and Family Ministry:* To strengthen the family institution through effective ministry to married and single persons.
- ii. *Children:* To raise a God fearing generation of children and preteens who know and can explain confidently their faith in Jesus Christ.
- iii. *High Schoolers, Ex-Candidates, College and University Students:* To attract, retain and equip high school leavers, ex-candidates, college and university students to be agents of transformation in their spheres of influence.
- iv. *Discipleship, Fellowship and Pastoral Care:* To enhance growth, transformation, and multiplication of believers through intentional discipleship.
- v. *Learning Institutions:* To raise a generation of God-fearing leaders with academic excellence and spiritual maturity
- vi. *Missions, Outreach and Church Planting Ministry:* To plant English-speaking multi-ethnic congregations in all counties of Kenya, strategic cities of the world and establish indigenous churches amongst unreached people groups.
- vii. *Media:* To engage the media as a tool for outreach, information, education, entertainment, and holistic transformation
- viii. *Social Action, Advocacy and Governance Ministry:* To develop and implement a biblical response to matters Social Action, Advocacy and Governance.
- ix. *Supplementary Revenue Streams:* To initiate and grow profitable and sustainable investment ventures that contributes financially to our vision and mission.
- x. *Organizational Development:* To establish an efficient and effective governance and administration system that facilitates quick, smooth and robust service in all CITAM operations.

Strategy Implementation Framework

Chapter five presents a detailed implementation plan of the above strategic objectives. This framework provides the basis for drawing-up annual work plans. Resource mobilization and critical assumptions are discussed under this chapter.

Control, Monitoring and Evaluation

Chapter six discusses the control, monitoring and evaluation of the plan. This is an important component for timely and effective execution of the plan.

TABLE OF CONTENTS

STRATEGIC PLAN (2016-2025)	i
FOREWORD	i
EXECUTIVE SUMMARY	iii
Introduction	iii
Strategic Direction	iii
Strategic Analysis	iv
Pillars, Objectives and Strategies	iv
Strategy Implementation Framework	vi
Control, Monitoring and Evaluation	vi
TABLE OF CONTENTS	vii
ACRONYMS AND ABBREVIATIONS	ix
1. INTRODUCTION	1
1.1 Background Information	1
1.2 Management and Governance Structure	2
1.3 Strategic Planning Process	3
2. STRATEGIC DIRECTION	4
2.1 Strategic Plan Theme:	4
2.2 Identity of CITAM	4
2.3 Vision Statement	5
2.4 Mission Statement	5
2.5 Statement of Faith	5
2.6 Core Values	6
3. STRATEGIC ANALYSIS (ENVIRONMENTAL SCANNING)	7
3.1 External (PESTEL) Analysis	7
3.1.1 Political Factors	7
3.1.2 Economic Factors	7
3.1.3 Social-Cultural Factors	8
3.1.4 Technological Factors	9
3.1.5 Ecological Factors	9
3.1.6 Legal/Regulatory Factors	9
3.2 Internal Analysis	9
3.3 SWOT Analysis	10
3.4 Detailed Strategic Issue per Area of Operation	12
3.4.1 CITAM Assemblies	12
3.4.2 Missions	12
3.4.3 Discipleship	12
3.4.4 Media	12
3.4.5 Learning Institutions	13
3.4.6 Hospitality	13
4. Strategic Objectives and Strategies	14
4.1 Marriage and Family Ministry	14
Strategies:	14
4.2 Children Ministry	15
Strategies:	15
4.3 High Schoolers, Ex-Candidates, College and University Students	15
Strategies:	15

4.4	Discipleship and Fellowship	16
4.5	Learning Institutions	16
	Strategies:.....	16
4.6	Missions, Outreach and Church Planting Ministry	17
	Strategies:.....	17
4.7	Media	17
	Strategies:.....	17
4.8	Social Action, Advocacy and Governance Ministry	18
4.8.1	Social Action.....	18
	Strategies:.....	18
4.8.2	Advocacy	18
	Strategies:.....	18
4.8.3	Governance	18
	Strategies:.....	18
4.9	Supplementary Revenue Streams	19
	Strategies:.....	19
4.10	Organizational Development.....	19
	Strategies:.....	19
5.	STRATEGY IMPLEMENTATION FRAMEWORK	21
5.1	Implementation Matrix.....	21
5.2	Institutionalizing and Operationalizing Strategy	22
5.3	Resource Implications, Budgeting and Resource Mobilization	23
5.4	Critical Assumptions and Risk Analysis	24
6.	CONTROL, MONITORING AND EVALUATION.....	26
6.1	Responsibility and Accountability	26
6.2	Performance Monitoring	26
6.3	Performance Evaluation	27
6.4	Conclusion	28
ANNEXES	29	
Annex I:	Implementation Matrix.....	29
Annex 2:	Detailed SWOT Analysis per Area of Operation	80
Annex 3:	Stakeholder Analysis.....	86
Annex 4:	Strategy Implementation Budget.....	90

ACRONYMS AND DEFINATIONS

ADC	Annual Delegates Conference
AGM	Annual General Meeting
BOM	Board of Management
CED	Christian Education Department
CITAM	Christ is the Answer Ministries
COFEK	Consumers Federation of Kenya
CSR	Corporate Social Responsibility
DTM	Deposit-Taking Microfinance
DVBS	Daily Vocational Bible School
ERP	Enterprise Resource Planning
FM	Frequency Modulation
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HOU	Head of Unit
HR	Human Resources
ICT	Information Communication and Technology
ISO	International Standards Organization
KEBS	Kenya Bureau of Standards
KESHA	A night of prayer
KNBS	Kenya National Bureau of Statistics
Kshs	Kenyan shillings
NEMA	National Environmental Management Authority
NPC	Nairobi Pentecostal Church
PAOC	Pentecostal Assemblies of Canada
PESTEL	Political, Economic, Socio-cultural, Technological, Ecological and Legal
PTF	Parents Teachers Fellowship
SAFARI	CITAM's discipleship programme
SAP	Systems, Applications and Products
SOPs	Standard Operating Procedures
SP	Strategic Plan
SWOT	Strength, Weaknesses, Opportunities and Threats
TV	Television
USA	United States of America
WARMA	Water Resources Management Authority

1. 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. 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 2016, had missionaries in East Timor, Romania, USA, Namibia and Burundi in keeping with the Church's strategy of impacting the world.

By 2016, the beginning of the current strategic period, CITAM had a total of thirteen (13) assemblies: 7 located in Nairobi (Valley Road, Woodley, Parklands, Karen, Thika Road, Buruburu and Embakasi), 4 in the environs of Nairobi (Ngong, Kiserian/Rongai, Athi River and Thika Town), 4 in other towns (Kisumu, Nakuru, Eldoret, Kapsabet) 1 in Namibia and 2 out of Africa (Romania and USA).

CITAM runs mission stations in Marsabit, Isiolo and Turkana counties, with an outreach to the Rendille, Borana, Burji, Gabra, Elmolo, Samburu and Turkana communities. CITAM's goal is to establish indigenous churches amongst the unreached people groups.

Currently CITAM has seven (7) primary schools (Woodley, Buruburu, Athi River, Ngong, Nakuru, Kisumu and Eldoret), one (1) secondary school (Buruburu), Pan Africa Christian University and a Children's centre (Kiserian).

CITAM Media comprises radio and TV stations which also stream online. 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

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 45,000 by June 2015 and more than 250 regular staff.

The annual financial support through tithes and offering has grown from Kshs. 399 Million in 2007 to Kshs. 1.05 Billion in 2015.

Since its inception in 1959, CITAM has had two (2) strategic plans. The first five-year Strategic Plan covered the period between 2002 and 2006, while the second 10-year plan covered the period between 2007 and 2016. It is against this backdrop that a deliberate decision was made by CITAM Leadership to formulate the next 10-year Strategic Plan. The success of implementing this Plan is hinged on our total obedience to God.

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 structure has five levels:

- **The Annual General Meeting (AGM)** is the supreme governing organ of CITAM
- **The Annual Delegates Conference (ADC)** exercises delegated authority from the AGM with functions spelt out in the constitution of CITAM.
- **The Deacon Board** consisting of twelve members elected by local church registered members and ratified by the AGM, provides oversight of the 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 Senior Pastor**, with the support of the assembly **Advisory Committee**, is responsible for the functioning/running of individual Church Assembly assigned to them.

The management of CITAM's day-to-day operations is carried out under the supervision of the Presiding Bishop. He provides oversight to the Assemblies through the Deputy Bishop who oversees the Senior Pastors' functions and Forum. The Bishop's oversight to the Ministry operations and management of the Business Units is done through the Director for Administration. Legal custody of CITAM's property is entrusted to a Trust, with the Trustees being appointed by the Annual General Meeting.

1.3 Strategic Planning Process

Several planning workshops were held between the Consultants and CITAM's top leadership which included the Conclave (i.e. the Council of Elders, the Deacon Board and the Senior Pastors) besides the HODs and the HOU's.

The Conclave appointed a Reference team from among themselves to oversee the process which later on formed the Task force mandated to execute the development process. The Task force worked closely with the management and ministry teams to develop the different components of this plan.

The first step of the strategic planning process was to create a vision, mission statements and core values. This step of the process allowed the leadership to clarify what CITAM is trying to achieve (vision) and why it exists (mission). The strategic direction is what determines strategy, planning and budgeting of resources to achieve CITAM's vision. Throughout the planning processes the context within which CITAM operates, and how the future is likely to unfold under the changing environment were taken into consideration.

The second step involved environmental scanning and intensive strategic analysis, touching on SWOT, PESTEL and Stakeholder Analysis.

The third step focussed on strategic gap analysis to answer the question: "Where are we compared to where we want to be?" This part of the process looked at CITAM's vision – where do we want to be by 2025 – and compares it to where we are currently. The analysis was done in light of the strategic issues evident in various ministries.

The fourth step was grouping the strategic issues into thematic areas and developing both strategic objectives and corresponding strategies.

The fifth step involved the development of the implementation framework by the management and ministry leaders in collaboration with the Consultants.

2. STRATEGIC DIRECTION

This chapter sets out the Ministry's long-term strategic direction and strategic intent. The strategic direction of CITAM is articulated by the vision (the desired end state or result), mission statement (how the desired state will be pursued) and the core values that will guide the organizational operations during the next ten years.

2.1 Strategic Plan Theme:

The theme of this Plan is “***Building Capacity for Growth, Impact and Sustainability***”, and it intends to move CITAM from the current performance to a greater performance.

2.2 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.

2.3 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"

2.4 Mission Statement

"To Know God and To Make Him known through Evangelism and Discipleship"

2.5 Statement of Faith

The constitution clearly articulates our statement of faith as follows;

We believe in:

- i. One eternal God and in The Trinity of The Father, The Son and 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.
- ii. One Savior, 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 Savior 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.
- iii. The Holy Spirit, sent by God the Father to bear witness to His Son, whose power and works among men 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 wisdom of God. Thus, the Holy Spirit empowers believers to live a life and bear the witness of Christ to the unbelieving world.
- iv. Divine inspiration, truthfulness and authority of the Old and New Testament Scriptures as the infallible Word of God with power to accomplish His purpose of salvation.

- v. 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.

2.6 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.

3. STRATEGIC ANALYSIS (ENVIRONMENTAL SCANNING)

Understanding CITAM's external and internal environments is important in charting our path going forward. Whereas the external and competitive environments have implications for us as a ministry, in form of opportunities and threats, the internal environment help interpret our strengths and weaknesses. The external environment comprises of developments in the macro (remote) environment and the micro (immediate operating) environment.

3.1 External (PESTEL) Analysis

CITAM is operating in a highly dynamic environment with increasing challenges posed by major developments. These include political factors, economic trends, socio-political dimensions, technological, ecological and legal changes. A summary of some of the major developments in the external environment that impacts on the church is provided below.

3.1.1 Political Factors

Kenya has two governance levels: National and County Governments. Over the years, the church has enjoyed political goodwill and support from the leadership.

The political arena has witnessed that;

- Kenya has a stable political outlook, making expectations higher
- There is 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 – an increase in clamor for more space not only 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

3.1.2 Economic Factors

Since the promulgation of the Constitution of Kenya (2010), the country has witnessed positive economic developments. Kenya realized 1.6% economic growth (gross domestic product) in 2008, 2.6% in 2009, 5.4% in 2014 and projected 6% in 2015¹.

¹World Bank Report – June 2015

According to the World Bank study, the renewed economic growth increases the population's purchasing power. The improving economic trend has left many Kenyans better than they were 5 years ago. This has a direct effect on the financial position of the church. Key economic issues include:

- i. Government's move towards supporting youth entrepreneurship to spur investment
- ii. The middle class GDP has been improving and is expected to scale even higher
- iii. The Country and the Counties have experienced improved infrastructure
- iv. Inflation rate dropped from double digits in 2008 to around 6.7% in June 2015.
- v. Labour agitation
- vi. Weakening Kenya Shilling resulting to high exchange rate
- vii. High levels of unemployment (25%)
- viii. Inequitable distribution of resources.
- ix. Favorable environment to grow business

3.1.3 Social-Cultural Factors

In 2014, The Kenya National Bureau of Statistics (KNBS) (2015) indicated that the total population of Kenya stood at 45.6 million people up from 36.8 million in 2007 and 8.1 million in 1960, changing 462% during the last 50 years. According to KNBS, the population of Kenya represents 0.60% of the world's total population which arguably means that one person in every 168 people on the planet is a resident of Kenya. The increasing population growth rate, currently at 2.7%, impacts 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. The high unemployment rates, currently at 25% according to *Index Mundi.com*, have pushed many Kenya citizens to live in challenging socio-economic lifestyles.

Key issues include:

- Effects of HIV & AIDS
- Outbreak of communicable diseases
- Effects of non-communicable chronic conditions
- Inequitable and unfair compensation at the work place
- Dysfunctional families
- High poverty levels
- Drug and substance abuse
- Negative ethnicity
- Effects of globalization and post-modernism such as same-sex relationships, secularism, materialism, hedonism and extreme feminism, among others.
- Corruption

3.1.4 Technological Factors

The rapid and continuing growth and development of technology, especially information and communication technologies (ICT), is beginning to have a major impact globally. This provides CITAM with great opportunities. The effective use of new technologies offers ways in which the quality, effectiveness, and in particular, the flexibility of services can be improved. It also provides for major improvements in organizational administration by using intranet technologies to capture data, simplify processes and deliver support materials to the congregants. Access to and availability of new technologies including automation and other infrastructural investments is an added advantage. The technological arena is characterized by:

- i. The opportunities related to money transfer. Use of enterprise resource tools e.g. ERP in management like SAP, Navision
- ii. Use of social media as a tool of mobilization and communication
- iii. The obsolescence of print media and literature
- iv. A functioning of e-commerce

3.1.5 Ecological Factors

- Stringent environmental laws by NEMA and WARMA e.g. noise pollution laws and their impact on church activities like *Keshas*
- Statutory requirements of renewable energy
- Poor attitude towards environmental conservation by the average Kenyan

3.1.6 Legal/Regulatory Factors

- Impact of Constitution of Kenya (2010)
- Compliance with employment regulations
- Competitive regulations that are being enforced to make for an even playing field by bodies such as COFEK.
- Relevant issues that pertain to health and safety regulations
- Awareness of product regulations
- Regulations against aspects of discrimination
- Awareness of patent infringements in the country

3.2 Internal Analysis

The CITAM 2007-2016 Strategic Plan achieved success in the highlighted several strategies. A Strategic Plan review was conducted by select committees. These committees used the annual operational plans and CITAM's functional and departmental performance reports to review progress towards meeting the strategic goals and objectives. A high level study of CITAM's vision, mission,

core values, strategic objectives, key outputs, performance indicators and targets was undertaken to establish the strategies that had worked and those that had not. It is important to note and to appreciate that there are bottlenecks that can impede the implementation of even the best strategic plans. The challenges of implementing some of the strategies were due to absence of a communication strategy, execution gaps, limited resources and inadequate alignment to the Strategic plan.

3.3 SWOT Analysis

CITAM internal and external analysis revealed several strengths, opportunities and strategic gaps. Annex 2 presents a detailed SWOT summary per CITAM areas of operation. This section presents a summary with the following highlights:

Table 3.1: CITAM SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
i. Leadership and Governance structure that ensures smooth transition at critical levels	i. Over centralization of systems and structures resulting in heavy bureaucratic red tape ii. The absence of a clear communication strategy
ii. Embracing and using technology for efficiency	iii. Inferior multimedia equipment.
iii. The Safari: CITAM's discipleship programme	iv. Shifting approaches in the running of CITAM business units
iv. Holistic ministry (Children, Youth and Adults)	v. Over confidence and a sense of complacency
v. Established church systems and procedures	vi. Poor implementation of policies and strategies.
vi. Respectable middle-class congregation	vii. Under-utilization of lay potentials
viii. Endowed financial and human resources	
ix. Modern and equipped church facilities	vii. Unsustainable capital projects
x. Financial accountability and integrity	viii. Non-strategic financial

	expenditure/investments
xi. Qualified pastoral staff	ix. Inadequate depth in pulpit teaching x. Poor management and maintenance of facilities
xii. Unlimited lay leadership potential	xi. Major lapses in security systems
xiii. Effective community outreach programmes which includes CSRs	xii. Inadequate optimal financial mobilization
xiv. Readily available skilled human capital amongst the membership	xiii. Inadequate leaders and pastoral care programme.
<u>Opportunities</u>	<u>Threats</u>
i. Church planting in counties within Kenya and major cities of the world	i. Religious extremism (terrorism) and insecurity
ii. An increasing population of the urban class	ii. Negative ethnicity in the nation
iii. The youthful demographic of Kenya's population	iii. A high attrition of youth from CITAM churches
iv. Social media as a platform for advancing the Gospel	iv. The negative influence by the social media
v. Unexploited goodwill from stakeholders and partners.	v. Disgruntled service providers
vi. Potential to lead continental church movement.	vi. Toxic churches, cults and the occult
vii. Channels to expand influence through the diaspora	vii. Anti-Christian or oppressive legislation
viii. Potential to influence the national government	ix. Nationwide corruption
x. Ability to improve members' economic wellbeing.	
xi. Respected Church brand	
xii. Ability to develop strategic partnerships	

3.4 Detailed Strategic Issue per Area of Operation

Strategic issues for each CITAM area of operation were raised and summarized under the sub-headings below:

3.4.1 CITAM Assemblies

- i. Less than 30% of CITAM members are active in various ministry programmes; with a small percentage being faithful in paying tithe and giving offering
- ii. Increasing negative effects of modernization, globalization, terrorism and insecurity.
- iii. An expensive model (perceptively) of CITAM church planting
- iv. High attrition of youth to other churches
- v. Slow progress in embracing new technologies in CITAM worship services
- vi. Fluid nature of urban churches
- vii. Over centralization hence high bureaucracy

3.4.2 Missions

- i. Religious fundamentalism
- ii. The danger of syncretism and pluralism (tolerance)
- iii. Toxic churches
- iv. High financial demands of running mission stations
- v. Poverty and illiteracy
- vi. Materialism as a result of growing affluence
- vii. Terrorism and insecurity
- viii. Practice of Satanism and the occult in institutions of learning
- ix. A weak social action and advocacy function

3.4.3 Discipleship

- i. Lack of effective discipleship across social strata
- ii. The megachurch phenomenon and its attending challenges
- iii. Influence of Ethnic/cultural identities impacting formation of small groups
- iv. The perceived dichotomy between charisma and social action
- v. Demanding lifestyles of CITAM congregants
- vi. Need to build capacity in discipleship leaders

3.4.4 Media

- i. Rapidly changing technology and high setup and media operating costs
- ii. Growing intolerance against gospel-related media

- iii. Stringent regulatory requirements for Christian Media houses
- iv. Selective advertising resulting in low revenue to Christian Media houses
- v. Apparent inability to attract and retain highly skilled personnel due to attending costs

3.4. 5 Learning Institutions

- i. Unsatisfactory academic performance leading to low enrolments in our Schools
- ii. Inability to attract and retain the best teaching staff
- iii. Poaching of bright pupils by some competitors, especially in our primary academies
- iv. Unorthodox academic practises by some of our competitors
- v. Inadequate modern facilities and equipment, hence, inferior learning resources in comparison to the leading private schools
- vi. Non-compliance to some statutory requirements

3.4. 6 Hospitality

- i. Inhibited service and quality offering
- ii. Inadequate marketing and publicity of our product
- iii. Lack of clear and competitive business models
- iv. Inferior facilities in some of our establishments
- v. Lack of a human resource model relevant to hospitality industry

4. STRATEGIC OBJECTIVES AND STRATEGIES

CITAM will address each of the strategic issues identified, in part 3 above, by achieving a number of corporate strategic objectives. The strategic objectives below provide a link between the strategic issues listed above and the strategies that CITAM will employ in order to attain her vision and mission. Consequently, for the period 2016-2025, the Ministry will work towards achieving the set objectives through pursuing the identified strategies.

4.1 Marriage and Family Ministry

Strategic Objective 1: To strengthen the family institution through effective ministry to married and single persons

Strategies:

- i. Develop and implement comprehensive marriage and family programs – family discipleship and mentorship to be core functions
- ii. Increase participation of married couples in marriage enrichment programs
- iii. Standardize premarital counselling programs and follow up the couples to ensure sustainable marriages
- iv. Design and implement comprehensive programs for widowers, widows, orphans, senior singles and other groups with special needs
- v. Design and implement a comprehensive parenting, teaching and training programs
- vi. Develop an engaging and robust program for singles
- vii. Enhance the prophetic voice of the church on emerging issues related to marriage and family matters
- viii. Deliberately provide facilities e.g. crèches for new parents in CITAM assemblies

4.2 Children Ministry

Strategic Objective 2: To raise a God-fearing generation of children and preteens who know and can ably explain confidently what they believe in and why

Strategies:

- i. Recruit, develop and deploy pastors with a definite call and requisite skillset in children ministry for every CITAM Assembly
- ii. Benchmark with international best practice in children ministry
- iii. Adopt *The Safari* Junior (children) discipleship tool for all CITAM Ministries
- iv. Conduct an annual children's outreach and discipleship program (DVBS) in all CITAM assemblies and actively seek to export the same to other churches
- v. Mobilize participation of children ministry workers at 1:25 ratio for every child and preteen within our assemblies
- vi. Modernize and increase capacity of all CITAM Sunday School facilities with current multi-media equipment
- vii. Intentionally engage our children and preteens in regular pulpit ministry and leadership development
- viii. Enhance capacity to reach and disciple children with special needs
- ix. Pursue strategic partnerships with like-minded organizations
- x. Partner with parents and guardians as key stakeholders in raising God-fearing children

4.3 High Schoolers, Ex-Candidates, College and University Students

Strategic Objective 3: To attract, retain and equip high school leavers, ex-candidates, college, and university students to be effective agents of transformation in their spheres of influence

Strategies:

- i. Recruit, develop and deploy Pastors with a definite call and requisite skillset in teens and youth ministry for every CITAM Assembly
- ii. Benchmark with international best practice in youth ministry
- iii. Mainstream *The Safari* discipleship tool in youth ministry
- iv. Engage with parents and guardians as key stakeholders for support, guidance and formation
- v. Pursue strategic partnerships with like-minded organizations
- vi. Mobilize participation of adult youth workers at 1:10 ratio for every teen or youth within CITAM assemblies
- vii. Maximize the use of electronic media as a platform for outreach and discipleship
- viii. Modernize all the sanctuaries with current multi-media equipment

- ix. Engage teens/youth in regular ministry and relevant assembly leadership decision-making processes
- x. Incorporate youth in CITAM Leadership organs
- xi. Develop and implement a comprehensive mentoring programme

4.4 Discipleship and Fellowship

Strategic Objective 4: To enhance growth, transformation, and multiplication of believers through intentional discipleship

Strategies:

- i. Mainstream *The Safari* initiative as the basic discipleship tool for all CITAM Ministries
- ii. Develop a comprehensive mechanism to increase members' participation in CITAM ministries.
- iii. Entrench and nurture holistic stewardship among CITAM members.
- iv. Strengthen research and publication of discipleship (Christian Education Department) materials
- v. Empower small groups as a platform for discipleship and pastoral care
- vi. Develop ministry leaders and staff for effective ministry and service
- vii. Maximize use of media as a platform for discipleship initiatives
- viii. Develop a chaplaincy department in partnership with other organizations and institutions for inreach and outreach in CITAM Schools

4.5 Learning Institutions

Strategic Objective 5: To raise a generation of God-fearing leaders with academic excellence and spiritual maturity

Strategies:

- i. Develop a culture of excellent academic performance purposefully to attract and retain clientele
- ii. Attain sustainable financial independence
- iii. Develop and implement a staff training programme on sound biblical doctrine that effectively integrates faith and learning.
- iv. Influence the development of curricula in the education system of Kenya
- v. Establish and maintain qualified Guidance, Counselling and Chaplaincy services in all CITAM Learning institutions
- vi. Establish and Equip learning institutions with modern learning resources
- vii. Develop and implement a marketing strategy for our Learning institutions
- viii. Develop a mechanism to identify and nurture potential

- ix. Benchmark with like-minded institutions to establish partnership and exchange programmes for teachers and learners for best practices

4.6 Missions, Outreach and Church Planting Ministry

Strategic Objective 6: To plant English-speaking multi-ethnic congregations in all counties of Kenya, strategic cities of the world and establish indigenous churches amongst unreached people groups

Strategies:

- i. Plant at least two (2) cost-effective CITAM churches every year in targeted counties in Kenya by 2025
- ii. Engage every CITAM congregation in Nairobi that has been in operation for five (5) years to plant at least one CITAM church in the Nairobi Metropolis every three years
- iii. Engage every CITAM congregation outside Nairobi that has been in operation within ten (10) years spearhead planting of an Assembly in their locale every four (4) years.
- iv. Plant a multi-ethnic congregation in strategic Cities of the world every three (3) years.
- v. Engage bi-vocational, lay and associate ministers as CITAM church planters and missionaries
- vi. Equip CITAM members for personal, corporate and market place evangelism.
- vii. Enhance CITAM's outreach through media and develop a follow up mechanism for converts
- viii. Embrace partnerships with like-minded churches and para-church organizations in running outreach initiatives.
- ix. Provide opportunities for members to give towards CITAM Missions and Outreach initiatives
- x. Focus CITAM ministry to at least 5 priority unreached people groups in Kenya
- xi. Run CITAM missions initiatives sustainably through income generating projects
- xii. Establish and run an internship program for mobilizing missionaries and international church plants
- xiii. Enhance CITAM outreach to unreached communities in urban centres

4.7 Media

Strategic Objective 7: To engage the media as a tool for outreach, information, education, entertainment, and holistic transformation

Strategies:

- i. Expand the Hope Media footprint
- ii. In liaison with the CED, develop a comprehensive discipleship program for multi-media platforms
- iii. Enhance wholesome entertainment, information and educating programs
- iv. Enhance our creative outreach to the youth

- v. Establish a platform to exploit and utilize creative skills within CITAM family
- vi. Position Hope TV to compete with other players in the industry
- vii. Provide counselling services in conjunction with our assemblies where applicable on a 24 hour basis
- viii. Develop and implement a program to train media staff in sound basic biblical doctrines
- ix. Partner with other like-minded organizations to fulfil the media outreach
- x. Establish an effective resource mobilization mechanism to support media outreach and function

4.8 Social Action, Advocacy and Governance Ministry

Strategic Objective 8: To develop and implement a biblical response to matters Social Action, Advocacy and Governance

4.8.1 Social Action

Strategies:

- i. Develop and implement a timely and efficient mechanism in responding to natural disasters in Kenya
- ii. Proactively identify social needs for strategic communities and respond appropriately
- iii. Mobilise resources (Human and Financials) towards initiating and running social action programmes
- iv. Establish a relief and development agency as a vehicle for community transformation
- v. Expand and scale up our approach to rescue, rehabilitation and re-integration of the vulnerable members of the society

4.8.2 Advocacy

Strategies:

- i. Mobilize CITAM fraternity in articulating God's prophetic voice in their spheres of influence and leveraging on existing platforms
- ii. Establish a justice and peace commission as a platform for engaging in matters advocacy
- iii. Interrogate and influence relevant legislation in the county and national governments
- iv. Identify and partner with like-minded organizations in articulating the voice of the vulnerable and disadvantaged members of the society

4.8.3 Governance

Strategies:

- i. Identify captains of industry and corresponding working teams to influence and promote Christlikeness in public and private sectors
- ii. Develop and implement a curriculum of effective Biblical leadership models
- iii. Partner with like-minded individuals and organizations in promoting godly governance
- iv. Identify, mentor and equip christian leaders for political offices

4.9 Supplementary Revenue Streams

Strategic Objective 9: To initiate and grow profitable and sustainable investment ventures that contribute financially to our vision and mission

Strategies:

- i. Develop and enhance a vibrant research and development function
- ii. Develop and approve a business plan for all approved ventures
- iii. Explore and evaluate funding options, selecting the most optimal
- iv. Create business sustainability strategies
- v. Decentralize operational functions for all businesses to run with their own cash flows
- vi. Ensure all businesses contribute a percentage to the central kitty
- vii. Review and develop comprehensive business plans for existing investment ventures
- viii. Reward staff through various schemes to enhance performance and increase staff retention
- ix. Identify key sectors for new business against global trends in the following areas:
 - Agricultural sector
 - Education
 - Health
 - Financial Services Sector (e.g. DTM Banks)
 - Energy
 - Real Estate/Construction and
 - Hospitality

4.10 Organizational Development

Strategic Objective 10: To establish an efficient and effective governance and administration system that facilitates quick, smooth and robust services in all CITAM operations

Strategies:

- i. Strengthen the research function that relate to all strategic pillars

- ii. Conduct a market intelligence survey of our operations every three (3) years
- iii. Review the governance, management and operational structures to achieve an optimal decision making matrix for enhanced synergy
- iv. Review the HR management strategy to increase the attraction; development and retention of competent staff
- v. Optimize the research and development function to enable CITAM seize relevant growth opportunities
- vi. Facilitate the development of an effective and efficient infrastructure
- vii. Establish an effective communication strategy with a clear implementation framework
- viii. Develop and implement an operational strategy

5. STRATEGY IMPLEMENTATION FRAMEWORK

Strategy implementation involves putting the developed strategies into action. CITAM's pursuit of its vision and attainment of mission is hinged on successful implementation of this strategic plan. This includes developing steps, methods, and processes to execute the strategy. It also includes determining the strategies to be implemented immediately and those to be executed later. The strategies were prioritized based on the magnitude of the underlying issues. The plan provides strategic positioning and value-creating strategies that are difficult to duplicate. *Chapter 5* provides detailed execution requirements and resource allocation to implement the goals and objectives identified during the strategy formulation process.

5.1 Implementation Matrix

CITAM will continuously refer to the strategic plan as a roadmap because successful implementation will eventually lead to greater impact and transformation. Strategic implementation is important because it ensures:

- i. CITAM's compelling vision motivates and draws its stakeholders towards the future, thus contributing to both the Great Commandment and the Great Commission.
- ii. Achievement of the set Strategic Objectives hence enabling registration of remarkable growth
- iii. That resources are mobilized and focused on the achievement of the strategies necessitating optimal use of the same (resources)
- iv. That CITAM shall respond to a set of interrelated strategic issues and challenges in an intentional and coordinated manner, rather than responding to a series of problems as they arise.

The implementation framework, described in ***Annex 1***, is a consolidated matrix containing defined columns that guide the strategy implementation, namely:

- i. **Strategic objectives:** these are the proposed clear steps and accomplishments that CITAM will commit to complete to realize its mission
- ii. **Activities:** These are the planned actions to realize a given strategies, with set targets.
- iii. **Key Performance Indicators:** These are the measurable parameters that are to be used as measures of the extent to which the strategy/strategic objective has been fulfilled. These are given in form of a particular action to be completed or completed. Usually, this has been given in form of time, number, and percentage, indicating when a particular action completed.

- iv. **Expected Outputs:** This is a specification of the expected outputs after implementing a particular strategy. This should be tangible so as to be measurable.
- v. **Time Frame:** This indicates the time domain within which this strategy has to be completed.
- vi. **Responsibility:** The specific office/officer to be responsible for a given action is stipulated

5.2 Institutionalizing and Operationalizing Strategy

The implementation matrix details the activities as derived from the key strategic pillars and objectives. This framework provides the basis for drawing-up annual operating work plans. Each function/department will sign and commit themselves to achieve the stated objectives relating to their function/department within a given year. These activities have been scheduled to facilitate budgeting and planning for the resources to ensure timely implementation. The performance indicators in the implementation matrix will help the owner of the activity monitor progress and for the final evaluation of the strategic impact of the activities.

Just being able to conceive new strategies is not enough. A 'Strategic Plan' is a 'Call to Action' but the plan is only as good as the energy and commitment to implement it. The leadership is expected to translate the vision into concrete steps that "get things done". Strategy implementation is about change management and the action stage of the planning process. To ensure successful implementation of this plan, CITAM will assess the optimality of its current organizational structure and if necessary, undertake culture change management at all levels, offer the requisite training, recruit adequate staff, enhance the internal systems and processes, and mobilize adequate resources to undertake this critical tasks. This involves designing and managing systems to achieve the best integration of people, structure, processes and resources in achieving organizational objectives. Four broad areas that stand out include:

- i. Performing the recurring administrative tasks associated with strategy implementation.
- ii. Creating a fit between strategy and the various internal "ways of doing things" in order to align the whole Ministry behind strategy accomplishment.
- iii. Figuring out an agenda and a set of action priorities that matches up well with the overall situation and the context within which implementation must take place.
- iv. What managerial approach and leadership style to adopt in inducing the needed organizational changes.

Strategy implementers' challenge in performing these tasks is to bring the Ministry's internal operations into good alignment with strategy and to unite the total organization behind strategy accomplishment. Strategy-supportive matches are needed with organizational skills and capabilities, functional area activities, structures, reward systems, incentives, policies and

procedures, information systems and control mechanisms, budgets and programs, and shared values and cultural norms. Successful strategy execution depends greatly on good internal organization and competent personnel. The management's role in the implementation process is leading and keynoting the tone, pace and style of strategy implementation. A strategy implementer can opt for an active, visible role or a low-key, behind the scenes role, remaining aloof from the day-to-day problems. To some extent, therefore, each strategy implementation is unique enough to push for change in shaping the character of implementation and moving the process along.

The success of the strategies in this plan that would eventually lead to better performance, lies in implementation. The Ministry will continuously pursue this strategic plan as a roadmap for sustainability and success. CITAM management shall ensure effective institutionalization and operationalization during strategy implementation. Institutionalization requires that the plan is acceptable in CITAM and its business units. The structure, culture, policies, staff and leadership style will be driven towards successful implementation of this plan. Where there are inconsistencies, internal adjustment will be necessary. Operationalization requires that the strategic plan be broken into shorter time frames for implementation – immediate, short-term and long-term strategic initiatives. This will be done through extraction of annual work plans.

5.3 Resource Implications, Budgeting and Resource Mobilization

Resources are always scarce and must be optimally utilized for maximum returns. Effective strategy implementation requires careful attention to resource development and allocation. The base of both financial and human resources will require consolidation in order to sustain CITAM operations over the plan period. Putting in place a sustainable mechanism that ensures optimal utilization of human and financial resources is therefore critical. The Ministry will require funds to finance both recurrent and capital expenditure budgets. CITAM leadership will develop strategies to prioritize and mobilize resources (tangible, intangible and capabilities) aimed at meeting likely resource gaps.

The strategic plan is a ten year plan. This will mean that each year, the various departments will pick out strategies and activities planned for that particular year and schedule them. This will be done through assigning tasks and responsibility to the implementers as well as budgeting. Work plans will be completed before developing the budgets. In order to implement this plan, CITAM will need to carry out annual budgeting to ensure resource mobilization and determine the estimates required each year. The Ministry's budgetary requirements and projections will be developed and approved by the Deacon Board on an annual basis in form of an operational annual budget. Annual action plans will be extracted by the various parties responsible for implementation. These annual operating plans will then be synchronized with the Strategic Plan deliverables.

Attracting, maintaining and retaining qualified and competent human capital is one of the key drivers of successful implementation of this plan. Short-term and long-term staff development programs

should form part of the Human Resource Management Strategy that supports implementation of the planned activities in order to attain the set goals and objectives. Successful implementation of this Strategic Plan is dependent on CITAM human capital management. In order to match the demands of the Church planting strategy, it will be imperative to recruit missionaries for the international field, pastors for the national Church plants, administrators and missionary pastors every year appropriately. The Church plants will initially have the same structure as other existing assemblies, but with the growth to all the 47 counties, and presence in different countries. The Council of Elders and the Deacon Board will need to address matters of decentralization and probably cascaded devolution as well. In an effort to reduce undue bureaucracy and enhance efficiency, we recommend the following:

- i. That once a budget has been duly drawn up and approved by the Deacon Board, that all relevant local procurement functions be decentralized to the assemblies.
- ii. That regional governance structures be put in place for both national and international fields.

5.4 Critical Assumptions and Risk Analysis

The envisaged objectives of the plan shall only be realized if the conditions in the internal and external environment do not change in ways that shall not be anticipated at the time of its preparation. Successful implementation of this plan is thus premised on certain prevailing conditions and assumptions; lack of the same could derail the Ministry from the charted course. These assumptions act as constraints to the achievement of the various strategies, to which the action plan should then be sensitive. Human resource capacity and availability of funds were critical assumptions constraining successful implementation of this plan. At the same time there may be potential factors and risks, which if they occur, shall threaten the degree to which the planned objectives may be met. Whereas these factors and events can happen, it shall generally be assumed that they will not occur during this plan period. It shall therefore be necessary to qualify the success of the plan by making the assumption that the prevailing and anticipated conditions in the operating environment shall not vary significantly from what is already known. It has been assumed that:

- i) The Conclave will have legal positioning and will be supportive to the implementation process.
- ii) Most resources required for the implementation of this Strategic Plan will be funded by CITAM leadership through annual financial allocations.
- iii) HR and capacity gaps identified will be addressed in a timely manner.
- iv) The ICT function will be strengthened to respond to CITAM and stakeholders' needs.
- v) Required revenue targets for various strategies will be achieved.
- vi) The global and political environments and uncertainties will remain stable.
- vii) CITAM model of establishing a learning institution in every new assembly will continue.
- viii) The learning institutions will consistently and deliberately pursue academic excellence.
- ix) Government policies will allow the CITAM learning institutions to continue their twin role of outreach and provision of quality holistic education.

- x) The Discipleship ministry pillar be considered among the most critical in pastoral allocation and placement
- xi) Reserve 10% of the tithe allocation to scholarship and training support
- xii) Make the school of ministry mandatory for all ministry workers and church leaders at all levels
- xiii) Harmonize various ministries for maximum impact

The objective of risk assessment is to anticipate the occurrence of such risks, weigh their magnitude and gravity and to factor them into the Strategic Plan management for control purposes. It is important to identify risks that would hinder strategy execution or reduce the positive effect of this plan so as to allow for their mitigation. The potential risk factors and events which, if they occurred, would threaten attainment of planned strategic objectives were identified through environmental scanning to enable preparation of CITAM Contingency Plan: the “What if” scenario. The following factors could affect the momentum of implementing the plan unless mitigated:

- i. Weak internal systems and structures
- ii. Weak and unclear policies, processes and procedures
- iii. Weak succession planning framework
- iv. Insufficient resources to support the strategic objectives
- v. Unplanned and ineffective performance management
- vi. Lengthy administrative bureaucracy
- vii. Poor plan implementation and monitoring
- viii. High staff turnover

These are risks that are not easily quantifiable but can be handled by widening of the resource base and deflection of some activities during implementation. On a continuous basis, departments and functions are expected to identify and profile potential operational risks to facilitate documentation of the lessons learned. Contingency plan function recovery priorities may include off-site back up (secondary location) for CITAM most critical information for immediate recovery. In the event of a disaster or disruption of the office facilities/activities, then CITAM operations should progress based on the backed up data in a different location.

6. CONTROL, MONITORING AND EVALUATION

One of the key elements of strategic planning is studying why some organizations succeed while others fail. Strategy control links the elements of the strategic management process together and helps an organization to continuously adjust or revise strategic inputs and strategic actions in order to achieve desired strategic outcomes. It is noted that these elements will provide indicators for strategy control through continuous monitoring and periodic evaluation. Strategy monitoring and evaluation involves examining how the strategy is to be implemented as well as the outcomes of the strategy. *Chapter 6* outlines how CITAM will ensure timely strategy monitoring and evaluation.

6.1 Responsibility and Accountability

The overall responsibility of implementing the strategy rests with CITAM Management, under the leadership of the Deacon Board. The Council of Elders shall ensure that the implementation of the Strategic Plan adheres to the vision and mission of CITAM. However, it was necessary to form a Monitoring and Evaluation Team referred to as Strategic Plan Oversight Team (SPOT) to carry out this responsibility in order to ensure the achievement of strategic objectives in a timely manner, and in line with resource availability. The team will periodically receive reports, provide feedback, coordinate and supervise implementation of recommendations from the other stakeholders. The implementation matrix forms the basis for monitoring and evaluation. The Committee will also ensure:

- Total quality assurance standards and a continuous improvement process.
- Culture of change and effective management of change.
- Maintain healthy relations with all the stakeholders, taking stock and sharing success stories.
- Review performance management, monitoring and evaluation mechanism.
- Greater impact when carrying out various activities.

6.2 Performance Monitoring

Monitoring is a check on whether the results produced by implemented activities are the same as the expected outputs, and whether they were achieved according to the stated the performance measurement, including timelines. A desk top monitoring framework (dashboard) should be developed out of the implementation matrix to facilitate online check on the status of planned activities, thereby prompting action in case of delays or gaps. The monitoring framework should include prompts to the management on strategy implementation progress, detail activities that are behind schedule and those that are complete. Implementers should continuously ask: does the strategy need revising? Where are challenges likely to occur?

At the beginning of each year, all the units/functions/ministries will set their performance targets as part of their annual work plans as derived from their strategic plans. In setting these targets, it is

proposed that performance be monitored in a special management meeting chaired by the Bishop or a delegated officer. The milestones of strategy monitoring and reporting will be:

- a. Bi annual departmental work-plan implementation (monitoring) report
- b. Annual CITAM performance (evaluation) reports
- c. Mid-Term Review (MTR) report (impact) to inform subsequent review and revision
- d. Final evaluation in 2025, after ten years (impact)

The key reasons for monitoring are, among others, to:

- i) Establish if performance targets have been met and the deviations explained;
- ii) Act as an early warning system and detect potential difficulties as well as helping to address them during implementation; and
- iii) Provide feedback to the next phase of implementation, reduce the cost and/or increase the efficiency of post evaluation studies.

Table 6.1 presents a tool to guide the monitoring of strategy implementation.

Table 6.1: Strategy Monitoring Tool

Strategic Objective	Strategy	Activities	Timeline		Output	
			Planned	Actual Status	Expected	Actual Status

6.3 Performance Evaluation

Evaluation provides the impact of the plan at the end of a given period – financial year, mid-term and at the end of the plan period. CITAM's Strategic Plan will be evaluated during and after implementation to ensure that it is feasible and has been executed to produce the intended results. The evaluation of the annual plans remains critical during strategy implementation, to find out if the intended results have been realized. Performance evaluation shall be carried out at the end of the year. The agreed performance indicators and targets will be used as bench marks for year-end evaluations. The outcome of the annual evaluation will form a good basis for the plans for the following year. A tool for performance evaluation is presented in Table 6.2.

Table 6.2: Strategy Evaluation Tool

Strategic Objective	Strategy	Performance Indicator	Actual Status	Comments

It is preferable for CITAM to observe the following evaluation mechanisms:

- i. Half yearly ministry/departmental work-plan implementation review and reporting
- ii. Annual performance evaluation and reporting
- iii. Impact Assessment after every three (3) to inform the subsequent plan review and revision
- iv. Final plan evaluation by the ninth year if implementation

6.4 Conclusion

Monitoring, evaluating and amending strategy (strategic controls) provides continuous feedback for the Plan Review and enhances constant communication. Strategy monitoring checks whether results produced during the implementation of various activities. CITAM management will play a key role in the implementation of the Plan through providing leadership and inspiration to the CITAM staff.

Good strategic plans are not rigid: they are flexible and ought to be periodically reviewed and adjusted to reflect emerging realities. This strategic plan will be reviewed periodically to ensure it remains relevant and valuable to CITAM. Collective ownership, responsibility of and total commitment to this plan remain integral. All stakeholders are expected to understand what is expected of them and the role they should play. A strong performance management culture will be critical in getting everyone deliver according to expectations. The Ministry should be driven by a focus on continuous performance improvement.

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

ANNEXES

Annex I: Implementation Matrix

Strategic Objective 1: To raise a God-fearing generations of children and preteens who can explain confidently their faith in Jesus Christ					
Recruit, develop and deploy Pastors with a definite call and requisite skill set in children ministry for every CITAM Assembly.	Conduct immediate Orientations for newly recruited children's pastors and those transferred from other ministries.	Every newly planted church to have a children ministry pastor from the onset Documented orientation strategy	Smooth transition of pastors into the children ministry	2016	Coordinator
	Have a children's Ministry Coordinator as a substantive position	Organized and strategic coordination of ministry activities and programs.	Elimination of leadership gaps in the ministry	2017	Bishop's office
	Intentional Recruitment of male Children pastors in every assembly especially the large assemblies.	Pastors passionate about the ministry and with the relevant skills needed to manage the ministry	Every assembly having a children's pastor in charge	2020	Elder's Council
	Attend workshops and short courses on children ministry related matters offered by universities and partner organizations	Reduction in shifts of Pastors from children ministry to other ministries Growth in competence of children pastors and workers.	All CITAM assemblies growing together	Bi-annual	Senior Pastors

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	Recommend and facilitate relevant trainings for the newly recruited pastors.	Skills learnt to trickle down throughout CITAM Growth in competent children pastors.	Increase in motivation and morale among children pastors	Bi-annual	Senior pastors
	Frequent training on emerging trends in the children ministry.	Pastor in charge of Children Ministry in every assembly	Well managed and growing children ministries	Annual	Elder's Council
Benchmark with international best practice in children ministry.	Organize for transfer of knowledge and skills within a month after the training or exposure of children's pastors	Timely and prompt in-house children Ministry workshops	Uniformity and consistency in children ministry practices across CITAM assemblies	Bi-annual	Children ministry coordinator
	Conduct annual needs assessment	Annual needs Assessment report	Annual training needs Assessment Report	Annual, before September every Year	Children Ministry Coordinator
	Expose Children pastors by facilitating them to visit leading churches locally and internationally who are doing well in children's ministry	Have at least 3 children pastors attend training and/or exposure every year and each file a training and/or exposure outcome report.	Enhanced and relevant methodologies of doing children ministry in rapidly changing times.	Annually	Bishop's office Children's ministry Coordinator Children Pastors
	Compile and document clear training outcome reports and share a Plan of Action for implementation where appropriate.	Well documented annual reports and implementation plans	Continuous growth and improvement of ministry practices.	Annually	Children ministry coordinator Children pastors

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	Develop a strategic annual programme of training for churches and organizations desiring to learn from CITAM's children ministry programs	Professionally packaged ministry products Strategic and intentional transfer of ministry products to other non-CITAM churches locally and internationally	Enlarged ministry influence beyond CITAM Continuous innovation within the children's ministry	Annually	Children's ministry coordinator Bishop
Mainstream <i>The Safari</i> as junior (children) discipleship tool for all CITAM Ministries	Develop and review curriculum for children ministry: Put in place a mechanism that will ensure regular review and evaluation of existing curriculum from all stakeholders (parents and teachers)	Conduct a comprehensive curriculum review every three years A relevant curriculum that addresses current needs	Enhanced discipleship process for all age groups	2016 Every 3 years after the first review	Children ministry coordinator Children pastors
Conduct an annual children's outreach and discipleship program in all CITAM assemblies and actively seek to export the same to other churches	Develop and implement standard and comprehensive training kits for DVBS workers within CITAM and for export	Competent and committed teams of trainers and workers	Effective training of workers for DVBS programs within and without CITAM	Annually	Children ministry coordinator Children workers. Children pastors
	Develop and document an annual DVBS curriculum in line with the CITAM annual theme	Published and copyrighted curricula that is archived and available for future use and export to other churches	Increase impact of DVBS in reaching children	Annually	Children ministry coordinator

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	Create mechanisms for evaluation and quality control	Excellence in running of DVBS	Uniformity and consistency in running DVBS across CITAM assemblies	Annually	
Mobilize the participation of children ministry workers at 1:25 ratio for every child and preteen within our assemblies.	Pulpit advocacy and emphasis on importance and place of the children ministry	Participation of children in church services	Increased awareness, participation and appreciation of children's ministry by all stake-holders	2016	Senior Pastor Children pastors
		Monthly family Sunday service that includes children (e.g. Holy communion Sunday)	Enriched family experiences in church	Monthly	
		Periodic pulpit preaching and teaching in children matters	<ul style="list-style-type: none"> Enhanced sense of belonging and ownership of the church by children 	Quarterly	
	Deliberately Follow up workers and volunteers during DVBS with the intention of recruiting them into the Children Ministry	Significant increase in number of children ministry workers annually in all assemblies (At least 15%)	Adequately manned Sunday school classes at 1:25 (teacher-learner ratio)	2018	Children pastors.
	Facilitate professional training of children ministry pastors and workers (Partnership with PAC University)	All children pastors trained on children ministry	Trained, skilled and passionate Children's Pastors	2018	Ministry Coordinator
		All children ministry workers trained	<ul style="list-style-type: none"> 10% of all children's ministry workers trained annually beginning 2016 	2025	Deputy Bishop

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	Conduct successive short trainings for the workers to ensure they are constantly developed	Skilled and competent children ministry workers	<ul style="list-style-type: none"> Motivated and committed children ministry workers Change in general perception of children ministry as a substantive ministry	Annually	Children pastors Children ministry coordinator
Modernize and increase capacity of all CITAM Sunday School facilities with current multi-media equipment.	Fit every children's classroom with modern technologies	Modern multimedia equipment in every class room	Use of modern methods to teach	2019	Senior Pastors Children pastors DFA
	Increase the number of classrooms to allow the implementation of the recommended teacher-learner ratio	Adequate number of Sunday school class rooms with no more than 30per class learners in all assemblies	Closer and more effective discipleship of children in all ages	2019	
	Allocation and establishment of children libraries in all assemblies	A functional library in every assembly	Access to resources for both workers and children	2021	
	Invest in modern learning and teaching aids	Up-to-date teaching aids in all assemblies	Enriched learner experience in the classroom	2018	
Intentionally engage our children and preteens in regular pulpit ministry and leadership development.	Identify and engage gifts and talents among the children into the ministry	Regular engagement of children in ministry in the church services <i>(At least once a month)</i>	Development of gifts, talents and leadership qualities among the children	Monthly	Senior Pastor Children pastors
Enhance capacity to reach and disciple children with special needs	Advocate for special needs children from the pulpits	Increase in children with special needs attending Sunday school and relevant stake holder involvement	Integration of children with special needs into the larger Christian family	2016 Continuou s after that	Children ministry coordinator Children pastors

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	Train workers on ministry to children with special needs	At least 5 trained and competent workers in every assembly	Effective discipleship of children with special needs	2020	
	Develop facilities that cater for children with special needs	Basic infrastructural development in every CITAM assembly to cater for children with special needs	Enhanced capacity to take care and ensure the comfort of children with special needs in the assemblies	2020	
Pursue strategic partnerships with like-minded organizations	Identify and partner with para-church organizations locally and internationally that specifically deal with children ministries	Strategic partnerships that complement the CITAM children's ministry	Access to relevant print and electronic resources that enrich the children's ministry	2016 Continuous thereafter	Children ministry coordinator Children pastors
	Partner with PAC University and other universities in curriculum development, related research and training programs for children ministry workers	Availability of certified children workers training programs	Increased capacity of skilled children ministry workers	2016	
	Partner with HOPE FM, HOPE TV and other media to create and generate relevant media content for children's programs for broad cast	Relevant and regular broadcast of children programs	Enhanced outreach to children through media	2016	
Partner with parents and guardians as key stakeholders in raising God-fearing children	Train parents to prioritize their relationships to their children as a means of Christian discipleship	Annual Tailor-made trainings to meet needs of parents in different age clusters	Increased involvement of parents and guardians in the discipleship process of children	Annually	Children's pastors
	Incorporate the family altar as a key element of CITAM discipleship models	Families regularly praying together	Stronger Christian families	2016	

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	Organized and entrench Parent-teacher fora as part of the children discipleship model	Convene meetings at least twice a year	Enhanced fellowship and rapport between parents and children workers	2016 Twice a year	
--	---	--	--	----------------------	--

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 2: To attract, retain and equip high school leavers, ex-candidates, college, and university students to be effective agents of transformation in their spheres of influence.

Recruit, develop and deploy Pastors with a definite call and requisite skill set in teens and youth ministry for every CITAM Assembly.	1. Identify Pastors with a definite call to Youth Ministry; Capacity building	Recruit and identify a called pastor; every youth pastor having attended at least training; every assembly MUST have a definite youth pastor	Quality ministry to youth; holistic growth of the youth	2016	Recruitment: Council of elders/HR/Senior Pastors; Training: PAC University
	2. Hold Seminars with Ministers\pastors specialized in Youth Ministry	Empowered pastors: they will be empowered and challenged by those whom have made it in having effective and efficient youth Ministry.	Empowerment; exposure to greater ministry	2016	Bishop's office/ youth pastors
	3. Annual evaluate performance of pastors and the set goals of Youth Ministry	Realization of the goals in each assembly and positive impact the pastor has in the assembly to the youth	All assemblies will be working towards the realization of the set goals and the pastors being cautious of the goals	2016	Pastoral team
	4. Mentorship of upcoming youth pastors in various assemblies	Mentorship programs; those who are new to CITAM as pastors	They will be enculturated into CITAM culture and own the vision and goals set for the CITAM youth ministry	2017	Youth Pastors & Patron

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Benchmark with international best practice for the target group.	1. Send the youth pastors for international conferences, seminars and symposiums	International ministry exposure; youth pastor's experience	Understanding of the youth ministry within internationals standards in relation to our local assemblies; Diverse ministry approach	2016	Bishop's Office/ Senior Pastors
	2. Conduct exchange programs with international ministries	Exposure to different ways of running ministry and networking.	To become more effective	2017	Bishop's Office/ Senior Pastors
	3. Create mentorship programs	Skills acquired and character development	To become leaders in this ministry	2016	Senior & Youth Pastors
Mainstream The Safari as junior (teens and youth) discipleship tool for all CITAM Ministries	1. Develop and review curriculum for target group				
	2. Identify the needs of the target group	Using of a relevant and need based curriculum	Well-equipped and disciplined youth	2017	Youth Pastors and CED
	3. Identify gifted or qualified curriculum developers	Getting a curriculum development team from at least all our assemblies	Embraced by all CITAM assemblies	2017	
	3. Search for relevant curriculum resources	Impact on the youths that use the curriculum	To be well grounded on sound doctrine approved b CITAM	2017	
	4. Develop a comprehensive and balanced curriculum	A relevant curriculum that addresses current needs			

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Engage with parents and guardians as key stakeholders for support, guidance and formation	1. Parents and youth pastors meeting	Objective Parental and pastors meetings and trainings;	Good working relationships between parents, youth and youth workers; Development of strong family units; Enhance spiritual formation	2017	Youth Pastors
	2. Teenage parental training to parents/guardians	Close relationship between parents/guardians and teenagers; Create report cards that can be used by parents during a monthly or quarterly briefings for accountability	Parents/Guardians to understand the different phases of teenage hood	2017	Senior and Youth Pastors
	3. Provide parents with support resources for both their personal use and time with their students	Willingness to be helped	Restore broken families and bring healing to those wounded.	2017	Youth Pastors & Counsellors
	4. Enlist parents for short-term trainings as the primary spiritual developers in the lives of our youth	Engagement and involvement in partnerships	Foster inter-ministry relationships; Benchmarking of activities; grow the youth pastor to be more relevant in ministry	2018	Youth Pastors/ Senior Pastors/ Bishop's office
	5. Establish strategic partnerships with parents	Professional proposal writing Skills	Show forth professionalism and commitment to excellence	2018	
Pursue strategic partnerships with like-	1. Identify the like-minded organizations	Level of engagement with the partners	To become knit together	2018	

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

minded organizations	2. Develop partnership proposals	Accomplished targets and objectives	To access the progress, achievements and challenges and know how to counter them.	2019	Youth Pastors; Youth Leadership; Senior Pastor
	3. Participate in joint activities like conventions	Having a pool of passionate and equipped youth workers	Efficient and effective ministry to the youth; Foster posterity of the youth ministry; Shared ministry responsibility	2018	
	4. Organize annual meetings with them to plan, monitor and evaluate the progress	Planning meetings with deliverables	Progress report	2018	
Mobilize participation of adult youth workers at 1:10 ratio for every teen or youth within CITAM assemblies.	1. Identify, recruit and train passionate adult youth workers;	Adequate and competent workers recruited	Number of hired workers for this group	2016	Youth Pastors; Youth Leadership; Senior Pastor
	2. Create joint events that would be a platform for the teens to identify with the young adults	Harmonious Teens-Youth ministry	Number of forums available for the target group	2016	
Develop and implement an effective mentoring framework for effective ministry, professional	1. Identify potential mentors (members, companies) and work on integrating the mentorship program with the CITAM available attachment programs (STEP M; CAMP	Effective and running mentorship programs	Tangible growth in ministry, professionalism and family life; character formation	2018	Youth Pastors; Pastors and guardians

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

development and family life	Internships; Pastoral Internships);				
	2. Develop an Intentional discipleship program to grow the youth spiritually;	Spiritually Mature teens and youth	Developed program	2106	
	3. Develop skill set and job shadowing	Filling skills and competence gaps	Job shadowing plan	2018	
	4. Establish exchange programs for our youth with our international partners and networks.	Exchange program in operation	Number of target group enlisted into the exchange program	2017	
Maximize the use of electronic media as a platform for outreach and discipleship	1. Open relevant social media accounts;	Working and effective electronic media for outreach and discipleship	Qualitative and Quantitative growth in outreach and discipleship	2017	Youth Pastors; Senior Pastors; CED office
	2. Encourage and train the youth on the positive use of social media for discipleship and outreach;	Positive use of social media	Number of youth trained	By end of 2016	

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	3. Create online links for summons and church notices	1. Modernized sanctuaries	Numerical growth	2020	Bishop's Office; DFA; Senior Pastors; Youth Pastors
	4. Translate our new believers'/doctrinal/SAFARI materials into soft copies with copy rights then let members buy online	2. Modern musical instruments and lighting systems installed	Availability of soft copies of SAFARI materials	2018	
Modernize all the sanctuaries with current multi-media equipment.	1. All youth sanctuaries to be installed with modern/digital screens	Equipped sanctuaries	Number of fitted equipment	2017	Youth Pastors; Senior Pastors; Advisory Boards
	2. Build fully-equipped youth centres (studios], musical instruments, indoor games) in all assemblies;	Equipped sanctuaries	Furnished assemblies	2020	
	3. Youth services equipped with modern and proper musical instruments, lighting systems	Evident spiritual gifts and strengths	Equipped and well-lit assembly structures	2017	Youth Pastors; Senior Pastors; Advisory Boards

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Engage teens/youth in regular pulpit ministry and relevant assembly leadership decision-making processes	1. Appoint and involve youth in church leadership (e.g. deacons and elders);	Participation of teens and youth in church leadership	Number of youth/teens on duty within a month	2016	
	2. Engage youth in preaching and doctrinal classes	Target group sharing the Word (preaching)	Number of regular preachers from this target group	2018	
	3. Engage youth in our annual church calendar and activities planning	Involvement of the target group in church activities	Percentage of target group involved in ministry	2019	
	4. Allocate months or Sunday when the youth can run the church Sunday and weekly services	Youth participating in active ministry	Percentage of target group involved in ministry	2020	
	5. Encourage the youth/teens to maximize their potential	Full utilisation potential	Percentage of target group involved in ministry	2025	Youth Pastors; Senior Pastors; Advisory Boards
	6. Give the teens/youth platform to showcase their gifts and talents while supporting them, but without criticism	Exploitation of gifts	Percentage of target group involved in ministry	2023	
	7. Let the Teens participate in church missions and ministry projects	Teens'-led and teens'-initiated activities	Percentage of target group involved in ministry	2025	

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 3: To strengthen sustainability of the institutions of marriage and family through structured comprehensive programmes

Develop and implement comprehensive marriage and family programs	1. Assembly Family Seminars (in-house) or outdoors & Couples Dinners	Data base kept of couples attending the church family programs.	Evaluation reports of each family seminar or activity	Annually	Pastor
	2. Facilitate Assembly family month.	Number of get-together forums held annually			
	3. Implement Parenting seminars.				
	4. Develop various models of hosting married couples care groups				
Increase participation of married couples into the marriage enrichment programs	1. Placing individuals in MCCGs	Database kept of attendees to MCCG =participation of 60% by 2025	God fearing families	Monthly or Bi-monthly meetings	FACE Pastor.
	2. Attending married couples retreats.	Retreat 1per year	Record of those counselled		
	3. Attendance of Young couples (>5years) fellowship	Monthly or bi-monthly meeting.	At least one session in a year		
	4. Post-marital couple counselling.	Number that has received post- marital counselling:	90% of those taken through pre-marital counselling continue with post-marital counselling sessions during the first 3 years		

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
Standardize premarital counselling programs and follow up to ensure sustainable marriages.	1. Review and revise the current curriculum.	Standardized premarital curriculum in place.	Healthy Christian Families.	2 Classes annually in assemblies.	FACE Pastors
	2. Retreat for graduating PMCCs participants.	Minimum of 2 meetings with PMCC couple with a pastor before the wedding.			
	3. Individual PMCC counselling with Pastors before PMCC class.	Pastoral care beyond the wedding day			
	4. Develop a pastor-couple (client) relationship and establish pastoral care beyond the wedding day				
Design and implement comprehensive programs for widows, orphans and other groups with special needs	1. Formation of care groups and visitation to Widows, orphans, the Aged and other special needs.	Number of meetings for these groups in a year.	Evaluation reports Healthy families as a result of imparting parenting skills to this category	Monthly, Bi-monthly, 1 annual event & Continuou sly within the year.	FACE Pastors
	2. Recognize groups with special needs				
	3. Integrate these special groups in the family assembly programs (e.g. family fest, etc.)	1 Retreat for Spiritual Formation /Encouragement.			
	4. Partnership with institutions running similar programs.	1 or 2 seminars on coping mechanism.			
	5. Identify and equip all the key stakeholders (pastors, parents, leaders) to address				

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	emerging issues affecting the family				
Design and implement a comprehensive parenting, teaching and training programs	1. Develop and Implement Baby Dedication curriculum.	Bi-monthly parenting training for Baby dedication.	Healthy families as a result of imparting parenting skills to this category	Annually	FACE Pastors
	2. Participate in Parenting Seminars.	Ensure that the Baby Dedication, and Parenting training curriculum are in place.			
	3. Develop and Implement a parenting curriculum.				
	4. Equip parents/guardians to be primary disciplers of family units, hence the establishment of strong family altars	Percentage of families with family altars			
Develop an engaging and robust program for singles who are over 35 years of age	Form and establish Singles teams to engage active participation in ministry.	Monthly meetings for the singles. 1 Retreat.	Spiritually mature singles who are involved enthusiastically in church family growth	Monthly and Bi-monthly meetings	FACE and Youth Pastors
	Participate in spiritual formation and discipleship for personal growth.				

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 4: To enhance growth, transformation, and multiplication of believers through intentional discipleship and comprehensive involvement in the ministry of the church

Mainstream <i>The Safari</i> initiative as the basic discipleship tool for all CITAM Ministries	Develop initial curriculum and publish materials for all Safari stages	Published Safari Learners 'work- book and Facilitators' Manuals	2017	Head of CED
	Run the first phase of Safari in all CITAM congregations	Certificate award for all successful participants	2017	Senior Pastors
	Develop and publish Curriculum for various Schools envisioned in the Safari (School of Ministry, School of Missions, School of prayer etc.)	Published Curriculum	2018	Head of CED/Head of Missions/ Prayer coordinator
	Review and publish the Safari materials for use by the wider church (Beyond CITAM)	Published Curriculum	2020	Head of CED
Develop a comprehensive mechanism to increase members' participation in CITAM ministries.	Establish a school of ministry at every CITAM assembly	Published Curriculum Annual training calendar	2020	Senior Pastors
	Running an annual ministry fair and recruitment day at every assembly		Continuous	Senior Pastors

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	Setting forth a specific ministry focus every year that gives opportunity for every member to participate e.g 'buy a shoe for a shoeless child' Develop a ministry charter				
Entrench and nurture holistic stewardship among CITAM members.	Preaching and Teaching on Stewardship	Yearly schedule of teaching/preaching on stewardship Personal Testimonies of transformed lives	Continuous		
Strengthen research and publication of Discipleship (CED) materials for all age	Develop and ensure availability of relevant and contextualized Bible Study and Discipleship materials.	Library of published resources	Continuous		Head of CED
	Develop and publish at least 2 study guides and or Devotional guides annually	Published study guides			
	Review and publish Daily Vocational Bible School materials for use by the wider children church	Published DVBS material	Continuous		
	Review and enhance Pastoral and Chaplaincy support for CITAM academies/institutions	Trained chaplains in schools/institutions			
Establish strategic partnerships with organizations that major in discipleship	Join the Global Intentional disciple making churches' movement	List of partners MOU on partnership	2017		
	Support interested churches in running the Safari in their	The Safari User Guide			

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	own contexts			
	Adopt various disciple-making initiatives that are in line with the Safari	List of relevant disciple-making initiatives		
	Host a leaders' discipleship conference	Schedule of the Conference (s)	Every 2 years	
Empower small groups as a platform for discipleship and pastoral care	All verifications, recommendations, and membership recruitment to begin at the Safari Group levels	Recommendation to Church Membership and Ministry/leadership participation be from on the Safari Groups Trained small Group leaders	Continuous	Senior Pastors
	Map/zone out all areas for effective coordination			Senior Pastors/CED pastors
	Appoint pastors and or elders to oversee every zone			Senior Pastors
	Develop a systematic one-on-one and enhance group discipleship / mentorship programme for all church members			CED Office
	Enhance the recruitment process to ensure that at least 70% of people in all assemblies are registered members and are actively involved in the Safari Groups			
	Develop a comprehensive curriculum for the CAMP	Relevant training curriculum	2019	

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
Develop leaders for effective ministry programs	program and Lay Ministers				
	Equip members for ministry through teaching & training for service in specific areas of ministry and to counter the onslaught of other religions, cults, and negative cultural practices.		Continuous		Senior Pastors
	Establish a specialized ministry to empower and support members in political, executive and professional leadership for effective witness in the market place				Senior Pastors
	Partner with Theological training institutions in training ministry leaders and pastors in specific areas of need e.g Counselling, curriculum development, youth ministry, e.t.c		Continuous		
Maximize use of media as a platform for discipleship initiatives	Develop interactive online daily devotional platform	Collaboration between Hope FM/TV and CED	2018		
	Develop series of teachings on various emerging issues on HOPE media (Radio & TV)		Continuous		
	Publish an online CITAM Weekly – targeting various areas of focus like family, sexuality, governance, etc.		2017		CED
Enhance scholarship	Increase funding for the	Criteria for scholarship awards	2018		Elders Council

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

and educational support	CITAM Theological scholarship fund to enhance theological training				
	Establish Secondary School and college scholarship Foundation [Christ is the Answer Scholarship Foundation]- pick bright children from poor families and educate them from High school to college in partnership with our academies and PAC University	Criteria for scholarship awards			Deacon Board

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 5: To plant English-speaking multi-ethnic congregations in the 47 Counties of Kenya and in other Strategic Cities of the world in partnership with equipped congregants to be actively involved in personal and corporate evangelism.

Equip CITAM members for personal, corporate and market place evangelism.	1. Roll out school of evangelism in every assembly	At least 5% graduation of the congregants annually	5 percent increase in church attendance annually	February 28th 2016	Evangelism & Outreach Coordinator
	2. Monthly Pulpit emphasis on evangelism	Scheduled pulpit emphasis in assembly annual calendar	Increased participation in personal and corporate evangelism by our members	Annually	Senior Pastor
	3. Two annual training sessions for safari groups in effective evangelism	Graduation of Safari Group members from the School of evangelism	Numerical increase of the assemblies	Twice a year	Evangelism & outreach Coordinator
	4. Annual congregational outreach week (Easter/September)	Participation of at least 50% of the congregation in the annual outreach week	Numerical increase in every assembly	Annually	Assembly Missions Pastor
	5. 2 CITAM wide Crusades annually (Heavens gates hells flames)	Mobilization of all congregations to participate in 4 annual crusades	Numerical increase and spiritual growth of the participants	Quarterly	Evangelism & Outreach Coordinator
	6. Conduct two training of trainers seminars for at least 2 leaders per CITAM assembly	Graduation of at least two trainers from each assembly annually	Capacity building of trainers for each assembly	Annually	Evangelism & Outreach Coordinator
	7. Develop and equip a missions resource centre	A resource centre stocked with relevant evangelism material	Readily available resources for CITAM assemblies	Ongoing	Head of Missions
	8. Participate in the global day outreach (last Saturday of May)	At least 5% of our members of each assembly participating in the Global Outreach	Numerical growth of every assembly	Annually	Evangelism & Outreach Coordinator

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

		Day			
	9. Coordinated outreach through ministry teams	Every ministry participating in co-ordinated outreach initiatives annually	Numerical increase and spiritual growth of the participants	Twice a year	Assembly Missions Pastor
	10. Adopt 4 shopping malls annually in partnership with the assemblies	Every assembly adopting a mall and carrying out outreach to the same	Holistic outreach to mall patrons	Ongoing	Urban Missions Coordinator
	11. Host three annual strategic professionals and business forums	Three annual forums for strategic professionals and business people	Heightened mutual accountability and harnessed synergy among Christian professionals	Quarterly	Assembly Missions Pastor
	12. Facilitate/participate in at least one sports tournament annually	Successful hosting of at least one sports tournament	Enhanced outreach to urban youth and numerical increase	Annually	Urban Missions Coordinator
Enhance CITAM's outreach through media and develop a follow up mechanism for converts won.	1. Conduct a sustained media outreach programme	A weekly evangelistic program on Hope FM & Hope TV	Numerical increase of CITAM congregants	Weekly	Urban Missions Coordinator
	2. Establish a functional integrated digital platform outreach which is inclusive of a 24/7 tele/counselling centre	A fully fledged outreach program on all media platforms	Enhanced outreach and discipleship through digital platforms	December 2016	Urban Missions Coordinator
Embrace partnerships with like-minded churches and para-church organizations in running outreach initiatives.	1. Leverage on 2 existing corporate functions for targeted outreaches annually	Two successful annual outreach programs in partnership with corporates	Enhanced visibility of CITAM's presence and numerical increase in our assemblies	Annually	Urban Missions Coordinator

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	2. Mobilize at least 5% of our congregants to participate in an annual city wide stratified evangelism campaign in Kenya	5% of all CITAM congregants involved in an annual city wide stratified Evangelism campaign	Numerical increase in our assemblies and spiritual growth of the participants	Annually	Evangelism & Outreach Coordinator
Provide opportunities for members to give towards CITAM Missions and Outreach initiatives	1. Provide an opportunity for giving during the annual congregation outreach week	At least 10% of the annual missions budget raised during the week	Enhanced financial resourcing for missions and outreach	Annually	Head of Missions
	2. Create an online giving platform for giving for missions and outreach	An online giving platform with a link to every assembly	Increased financial giving towards missions and outreach	Ongoing	Head of Missions
	3. Fundraise for church planting initiatives	At least 20% of the outreach initiatives fundraised	Sufficient financial resources for outreach initiatives	Annually	Head of Missions
Prepare CITAM members to be effective witnesses at the market place	1. Hold business community clubs in the church twice a year per assembly	A business community club established in every assembly	A strong network of business people impacting the market place	Annually	Assembly Missions Pastor
	2. Conduct an annual Christian professionals empowerment workshop	An annual Christian professionals workshop in every assembly	Empowered witnesses at the market place	Annually	Assembly Missions Pastor
Develop a comprehensive outreach programs to learning institutions.	1. Host an annual gathering for CU patrons and CU leaders in our catchment areas	An annual gathering for all Christian Union patrons and CU leaders in every assembly	Strengthened school ministry and ministry opportunities		Assembly Missions Pastor
	2. Conduct an annual leadership conference for CU patrons and CU leaders in our catchment areas	An annual leadership conference for CU patrons and CU leaders	Empowered CU patrons and CU leaders	Annually	Assembly Missions Pastor
	3. Engage in strategic monthly outreach initiatives	Monthly outreach programs to learning	Conversions amongst students in learning	Monthly	Assembly Missions Pastor

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	to learning institutions in our catchment areas	institutions in every assembly	institutions		
	4. Host annual career days for the students within our catchment areas	An annual career day in every CITAM assembly	Enhanced students ministry and ministry opportunities to learning institutions within our catchment areas	Annually	Assembly Missions Pastor
Pursue chaplaincy opportunities in partnership with other organizations and institutions	1. Identify and offer chaplaincy services to at least one strategic institution within our catchment areas	Ongoing Chaplaincy services to at least one institution by every CITAM assembly	Enhanced ministry impact to strategic organizations and institutions	Ongoing	Assembly Missions Pastor
	2. Conduct annual training for existing and targeted chaplains	An annual training session for existing and targeted chaplains		Annually	Evangelism & Outreach Coordinator
Plant at least two (2) cost effective CITAM churches every year (in strategic locations in Kenya by 2025).	1. Carry out a feasibility study of strategic locations as per the church strategy	A documented feasibility report on targeted church planting locations	Commencement of church planting initiative	Annually	Church Planting Committee
	2. Identify, train and deploy relevant church planters and missionaries teams	At least two key church planters deployed	Commencement of church planting initiative	Annually	Missions Director
	3. Develop an intentional ministry development program that will serve as a pool of church planters and missionaries.	A functional school of missions and church planting with clear curriculum		Annually	Missions Pastors
	4. Every 5 year old CITAM congregation spearhead a church plant at least every 3 Years	Viable congregation on the ground	A church planted	Every Three Years	Assembly Missions Pastor
	5. Identify strategic partners for the church plants	At least one ministry partner (for each church plant) willing to	Sufficient human and financial resources for church plants	Annually	Missions Director

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

		either fund, train or offer relevant personnel			
	6. Carry out evangelistic Campaigns in the identified locations for church plants.	A nucleus gathering regularly for discipleship and fellowship	A functional church	Every Three Years	Missions Director
	7. Build a land bank by acquiring in at least one strategic urban location annually	Procurement of the lands	Procurement of the land and acquiring the title deed	Annually	Missions Director
Engage bi-vocational, lay and associate ministers as CITAM church planters and missionaries	1. Identify, train and commission international migrants (Expatriates, executives, international business people and students)	A successful completion of a hundred commissioned international migrants	Commissioned and Deployed international migrants	Bi-Annually	Urban missions Coordinator
	2. Develop a policy framework for engagement	Have an approved policy by the elders council in place	Enactment of the policy	Aug-16	Missions Director and Elders Council
Plant at least one CITAM church in a strategic location within the Nairobi Metropolis every two years	1. Carry out a feasibility study of strategic locations in Nairobi as per the CITAM church planting strategy	A documented feasibility report on targeted church planting locations	Commencement of church planting initiative	After every three (3) Years	Church Planting Committee
	2. Identify, train and deploy a relevant church planting team	A commensurate number of church planters available	Commencement of church planting initiative	Annually	Missions Director
	3. Establish a ministry development program that will provide a pool of church planters	A functional school of missions and church planting with clear curriculum	Trained, commissioned and deployed team of church planters	Annually	Missions Director
	4. Identify strategic partners	At least one ministry	Sufficient human and financial	Annually	Missions

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
	for the church plant in strategic location	partner (for each church plant) willing to either fund, train or offer relevant personnel	resources for the church plant		Director
	5. Carry out evangelistic campaigns in the identified locations for church plant	A nucleus gathering regularly for discipleship and fellowship	A functional church	Every Three Years	Missions Director
Plant a multi-ethnic congregation in strategic Cities of the world every two years. Have every CITAM congregation that has been in operation for five (5) years spearhead planting of an Assembly in every three (3) years.	1. Carry out a feasibility study of strategic locations as per the church planting strategy	A documented feasibility report on targeted church planting locations	Commencement of Church planting initiative	After every two (2) Years	Church planting committee
	2. Identify, train and deploy relevant missionary teams	A team of at least five (5) key church planters available	Commencement of Church planting initiative	Annually	Missions Director
	3. Establish a ministry development program that will provide a pool of missionaries	A functional school of missions and church planting with a clear curriculum	Trained, commissioned and deployed team of missionaries	Annually	Missions Office
	4. Identify strategic partners for the church plant in strategic locations	At least one ministry partner (for each church plant) willing to either fund, train or offer relevant personnel	Sufficient human and financial resources for the church plant	Annually	Missions Director
	5. Engage in strategic and relevant outreach activities	At least thirty (30) potential members to establish the Church	Commencement of church services and fellowships	Every two Years	Missions Director
Focus CITAM ministry to 5 priority unreached people in	1. Get update information of the unreached people group in Kenya.	A documentation that is verified by at least 3 recognized Christian	Priority unreached people group identified.	After every 3 years	Northern Kenya Missions coordinator

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Kenya		bodies.(Churches and parachurches)			
	2. Fact finding trip to unreached people every year/annual fact finding trip	Fact finding report after every year	Updated record of at least 5 unreached people group every year		
	3. Need analysis	Need analysis report for at least 10 unreached people group within 3 years	Report available every three years	3 years	Northern Kenya Missions coordinator
	4. Establish and run a children rescue centre.	A documented report and a functioning rescue centre.	Rescued rehabilitated, reintegrated children	on going	Children Centre manager
Recruit and send five trained missionaries to 5 unreached peoples in Kenya.	1. Annually awareness campaign in assemblies, theological college and universities	Annually awareness campaign in all our assemblies and 5 theological universities	At least 5 missionaries responding for the call;	2 years	Northern Kenya Coordinator
	2. Develop online and Newsletter awareness.	Updated online mission platform quarterly and annual newsletter	To raise 10 potential missionary available for recruitment	Every quarter/Annually	Head of Missions
Seek to partner with like-minded churches and church planting organizations in Kenya and other parts of the world	1. Arrange for annual missions networking forums for key leaders(mission leaders in churches and organizations)	A successful annual networking forum for 50 key leaders	Missionary resource pool for redeploy	Annually	Northern Kenya coordinator
	2. Exhibit in institutions	Exhibit in three institution annually	establish partnership with at least one institution after 2 years	Every two years	Northern Kenyan coordinator
Run CITAM missions Initiates sustainably through income generating projects.	1. Need assessment report	At least two years	At least 2 million a year	Annually	Head of missions
	2. Annually fund raising events from our partners and CITAM churches	An annually fund raising event taking place			
	3. Identify and recruit a	The person is recruited	profitable projects	Jun-16	Head of

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	professional personnel to manage and oversee field project				missions
Establish and run an internship program for mobilizing missionaries.	1. Create awareness in churches and Christian bodies and institutions	Information distributed to CITAM assemblies and institutions	At least 50 responses every year	Annually	Northern Kenya
	2. Conduct short term training and induction program	Will have conducted one month training	At least 20 People qualified.	Annually	Northern Kenya
Enhance CITAM outreach to unreached communities and groups in urban centres.	1. Map out and deploy relevant staff to targeted locations and groups	Identified and deployed staff	Committed and multiplying disciples	Annually	Urban Missions coordinator
	2. Establish an intentional and focused relevant outreach program in the assemblies	Annual relevant outreach programs	Committed and multiplying disciples	Annually	Assembly missions pastor
	3. Establish forums for countering the advance of the Cults, occults and false teaching	Annual forum of engagement	Believers equipped to defend Christian faith/	Annually	Assembly missions pastor
	4. Partner with strategic media houses in addressing current and emerging issues	Identified and engage strategic media houses	enhanced media outreach	On going	Urban Missions coordinator

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 6: To mobilize CITAM in articulating Biblical response to matters of Social Action, Advocacy and Governance and increase the influence of church through deeds (action).

Establish an effective mechanism in responding to natural and national disasters	1. Recruit and train a core team for emergency response in each assembly	A skilled emergency response team in every assembly	A rapid response team within 24hrs	Apr-16	Mission Pastors
	2. Organise drills to prepare our members on how to respond to natural disasters	One successful drill	Increased level of preparedness amongst our members	Every alternate September	Mission Pastors
	3. Carry at least out one sensitization program per year- on disaster management	A successful sensitization program	Increased awareness amongst our members	Annually	Mission Pastors
	4. At least 100 ,000/= Budget allocation for emergency response in every assemblies	Approved budgetary allocation	Available kitty for initial response to an emergency	Annually	Mission Pastors
Expand and scale up our approach to rescue, rehabilitation and re-integration of the vulnerable members of the society	1. Identify and partner with at least two existing institutions for referrals	Two structured partnerships	A sustainable rescue, rehabilitation and reintegration programs	Annually	Missions Office & Mission Pastors
	2. Training the counsellors & Missions & Outreach teams in our assemblies	A readily available trained team	Ongoing interventions towards the vulnerable	Annually	Mission Pastors
	3. Design a mentorship program for Kiserian Centre	A well-documented & functional mentorship program in place	Disciplined Children	End of 2016	Kiserian Centre Manager
	4. Design an exit program for the children in Kiserian Centre	A well-documented & functional exit program in place	Effectively reintegrated Kiserian children into the society	End of 2016	Kiserian Centre Manager

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 7: To employ the Media as a tool for outreach, information, education, entertainment, and as an agent of godly influence and social transformation.

Expand media outreach and coverage	1. Strengthen our frequencies nationally	Feedback from listeners from places not reached so far Nyeri, Meru, Kakamega	increased presence and interaction on all social media platforms	1 year After Radio Digital migration	Head of Media
	2. Employ relevant staff	Increased Facebook reach from the current 220,000 - to at least 1m			
	3. Avail programmed on podcast/online	Feedback from those who visit our website and leave their comment on the programmed			
	4. Avail programmed on electronic platforms (iPTV, Mobile, Social media, satellite, Content on demand etc.)	Installed equipment and activated platforms.	1. New believers converted 2. Increased audience 3. Satisfied clientele	Dec 2017 installation and	Head of Media
	5. Explore buying relevant frequencies	Nero included in our reach	Increased on-air questions	December 2016 and continuous	Media Board
Develop a comprehensive discipleship programmed for electronic and multi-media platforms	1. Set aside specific air-time that target New Believers.	A running discipleship programs		2016 and continuous	Head of Media
	2. Turn CITAM approved discipleship material into broadcast format.	A running discipleship programs		2016 and continuous	Head of Media
	3. Develop continuous on-air, online and social media campaigns towards listeners	Available discipleship content for on air, online, social media		2016 and continuous	Head of Media

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	spiritual maturity				
	4. Identify organizations that can partner to offer discipleship on-air		Increased facilitators from other churches in the discipleship program	2016 and continuous	Head of Media
Provide nourishment, information and education programs	1. Analyse current programming using research findings towards sustained relevance	Purchased research data	Better KARF ratings for Hope Media.	2016 and continuous	Head of Media
	2. Increase coverage of county News	Having correspondents covering every county	Increased listenership and viewership	December 2016 and continuous	Head of Media
	3. Enhance coverage of global Christian News	Have a weekend re-airing of the Beacon as "week that was" in Christian News	An audience that is educated, informed, nourished and growing in numbers	December 2016 and continuous	Head of Media
	4. Establish an optimally functioning TV station	Fully functional TV station	Smooth transmission of programs	December 2017 and continuous	Head of Media
Enhance our creative outreach to the youth fraternity	1. Enhance outreach to youth through outdoor events	Consistent Participation by CITAM and other Youth Pastors	Increased participation and listenership by 15%	December 2018 and continuous	Head of Media
	2. Enhance outreach and discipling of Teens	Consistent coaching of volunteers on air	Growing interaction and attention from youth on our youth targeted slots	December 2018 and continuous	Head of Media
		Introduce a throughout show for Teens that goes beyond on air studio to their base	Increased participation and listenership of the teen by 25%	December 2018 and continuous	Head of Media
Provide counselling services on 24 hour basis incorporating	1. Have an active counselling unit in all CITAM Assemblies that tasks	Create a comprehensive database of all listener	Increased feedback and satisfaction from the counselee by 50%	December 2017 and continuous	Head of Media

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

technological protocols (Virtual Private Networks (VPNS)/ Multiprotocol Label Switching (MPLS) telephone)	referrals from on air triggered cases	response			
	2. Install all necessary technological platforms	Create a platform for Feedback from those who come for counselling	To offer better services based on their feedback	December 2020 and continuous	Head of Media
	3. Employ a counselling coordinator for media	Use ERP to effectively store important counselling related data	A satisfied counselling based audience	December 2017 and continuous	Head of Media
Establish a platform to exploit and utilize creative skills within CITAM family for media	1. Develop a mentorship program that targets the CITAM Youth with talent and desire for media related fields	Youth Pastors recommendation list for youth to be mentored	For the mentee to serve both in Media and the Church	December 2020 and continuous	Head of Media
	2. Avail audition and basic training opportunities for Pastors who would like to get involved in media	Invites for Pastor's auditions	More participation and ownership by CITAM family in Media ministry	December 2020 and continuous	Head of Media
Offer church ministry on a virtual platform	1. Have online counselling that links listeners with church counsellors	Increased online participation	Increased Diaspora listeners in counselling programs	December 2018 and continuous	Head of Media
	2. Have Live church service airing quarterly	Buy outside broadcast equipment	Increased "church voice" on air	December 2016 and continuous	Head of Media
	3. Have a comprehensive system of airing sermons from the different CITAM assemblies	Have a database of all aired programmed	increase listenership and growth in the different assemblies	December 2016 and continuous	Head of Media
Develop and implement a programmed to train media staff in sound	1. Partner with Christian Universities towards staff Training on Theology	Feedback on live programmed	Spiritually Mature staff sound throughout the different shows		
	2. Develop periodic	Have all staff trained	Satisfied listeners and viewers	2016 and	Head of Media

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
biblical doctrine	theological training for all staff with CITAM Pastoral Team to synchronize response on theological and life questions			continuous	
Develop programs that enhance CITAM's prophetic voice on societal issues	1. Revive Spotlight programmed or its equivalent as platforms for the church to be heard on current issues	Increased coverage of church stand on relevant matters in the nation	Be a strong, well known platform of the voice of the church in the nation		
	2. Enhance News coverage on church stand and participation in national issues	Ensure every news bulletin has a church story / church position	Increased listenership and viewership by 25%	2017 and continuous	Head of Media
	3. Enhance participation in government and other forays that discuss issues affecting media in the country	Membership in Christian Media Associations and other lobbying bodies	The number of policies influenced		
Partner with other like- minded organizations to fulfil the outreach mission	1. Providing media partnership on events	Increased listenership, viewership and revenue	Brand visibility by 30%	2017 and continuous	Head of Media
	2. Church visits and CSR, prisons, hospitals, crusades, door to door, road shows etc.	Increased listenership, viewership and revenue		2017 and continuous	Head of Media
Establish an effective resource mobilization mechanism	1. Regularize Friends of Hope and other partners' communication	Annual meeting to recruit and appreciate partners	Met annual financial targets	2017 and continuous	Head of Media
	2. Work with CITAM Bishop and senior pastors to establish a system where members will take ownership of Hope Media and support in advertising	Have a database of new customers and Friends of Hope	Increased revenue by 20%	2017 and continuous	Head of Media

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	3. Brand visibility through on-line and outdoor advertising	Increased feedback from satisfied clientele	Be a well-known station that cannot be ignored by clients	2018 and continuous	Head of Media
	4. Empower the marketing team through training and motivation	Employ relevant media staff	Increased advertising scope and revenue by 20%	2017 and continuous	Head of Media
	5. Send devotions to our listeners and viewers	Keeping a database of listeners and viewers enrolled		2017 and continuous	Head of Media

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 8: To raise a generation of God-fearing leaders through academic excellence.

Develop a culture of excellent academic performance to attract and retain clientele	1. Put in place mechanism for high academic performance and excellence	Mechanism in place	Increase the number in top 100 candidates within the county to a minimum of 5	2016 and continuous High schools by 2016 C+ 2017 B-	Principals
	2. Develop a robust performance measurement tool with Clear KPIs through balance score card	Get relevant Resources (Course books, market place mentorship)	Functional academic Department	2018 B- 2021 B	
	3. Build a powerful sense of ownership spirit in the enterprise. Nurture, empower and link pay to business performance.	Ready Exams bank	Refined remedial programmes in place.	2022 B+ 2024 B+	

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	4. Develop a robust reward and celebrate system. Good Bonus schemes for best performing staff.	Reward system for good performers in place	Motivated teaching staff	2025 A+	
	4. Develop and manage Scholarship Fund, for bright, talented and needy Learners.	Scholarship Fund in place	No dropping out of a bright learner due to school fees		
	5. Engage a professional to rebrand hence create an image that resonates with the CITAM culture of excellence, reflected in the school image through the building structures, well maintained compounds, well-groomed learners with clean uniform, desks, chairs and face lifts that reflect quality.	Rebranding CITAM Learning Institution – value proposition	Attracting and retaining good pupils/students in CITAM schools		

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Attain sustainable financial independence	1. Establish and maintain transparent processes and procedures for accountable documents	Strong internal controls	Attain sustainable financial independence	2016 and continuous	Principals
	2. Have proper budgetary and financial systems and controls.	Financial strength of the learning institutions			
	3. Aggressive, consistent and maximum fees collection as per fee policy.	Timely collection of fees from all pupils/students			
	4. Stagger the fee payment with the bulk in first and second term	Constant cash flow for the running of the institutions			

Develop and implement a programme to recruit and train staff on sound biblical doctrine to effectively integrate faith and learning.	1. Strategic, intentional staff recruitment, while partnering with CITAM CED, PAC University and other institutions to develop and implement suitable staff programs.	Staff and learners ability to articulate and share the Vision, Mission and the Core values of CITAM and to share their Christian faith.	Staff with appropriate knowledge, skills and right attitude on board;	2018 and continuous	DB
	2. Promoting a culture of academic excellence	Academic excellence in CITAM learning	Pupils educated in a holistic manner, with a well-balanced character, qualifying to and being accepted by quality secondary schools and universities.		Principals
	3. Encourage Staff to share their faith with learners during	Grounded staff and learners in the Word of	Knowing Goa and making Him known		

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	Assembly, Class devotions, Bible Clubs, Green Pastures etc.	God			
	4. Intentional inclusion of Christian values within learning programmes through Christian Religious Education				

Establish and Maintain qualified Guidance, Counselling and Chaplaincy services to the school community in all the CITAM Learning institutions	1. Establish and institutionalize chaplaincy	Appointed Chaplain as with guidance and counselling program	Spiritually nurtured learners and staff	2016 and continuous	Deputy Bishop
	2. Establish a comprehensive outreach and discipleship programme for learners, parents/guardians and other relevant stake holders	Comprehensive outreach and discipleship programme in place	Mature learners ready to share the gospel		
	3. Use learning institutions activities for discipleship e.g. days for Prize Giving, Talent, Open, Sports, Swimming Gala Days, PTF AGMS, Prayer Break fasts, CITAM DVBS.	Events taking place in CITAM grounds	Increased visibility of CITAM institutions		
	4. Introduce Junior Safari and form an alumni association	Safari activities and an alumni forum in place	Impacting the school community with the Word and Gospel of Jesus Christ		

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Establish and Equip learning institutions with modern learning resources	1. Develop architectural brand for all our learning institutions	Well designed and refurbished facilities	Conducive learning environment	From 2016-2015	Principals VC's DB
	2. Construction of swimming pools in the CITAM schools starting with Buruburu, Kisumu, Ngong	Swimming pools available in most of the schools	Extra-curriculum activities; Efficient teaching methods		
	3. Construction of dining hall, kitchen, learning resource centre in Woodley, Kisumu, Nakuru, Eldoret, Athi River....	Number of new facilities started and completed within a year	Enhanced comfort of the learners		
	4. Develop a creative arts centre and Science laboratories	Evidence of E-classroom, E-books, E-boards, E-teacher, Over-head projectors.	Excellent educational institution of choice comprising high performing Learners.	2017 and continuous	

Marketing of CITAM Institutions to attract and retain Clientele	1. Broaden the curriculum to include foreign languages and other special subjects e.g. music, art and design, Vocational training, IGCE/ GCE, ACE, Sports academy etc.	Comprehensive curriculum in place	Diversity in clients base	2018 and continuous	Principal
	2. Develop an attractive, comprehensive and interactive CITAM Schools web-site	Interactive CITAM website in place	Increased visibility of CITAM learning institutions		All staff

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	3. Establish network with other Learning institutions	Number of organizations partnering with CITAM learning institutions	Networking and partnership with other organizations		
	4. Marketing publications (soft and hard copies) including an attractive set of brochures, newsletters and Year-Book	Availability of marketing materials and publications	Increased visibility and reputation of CITAM learning institutions		
	5. Facilitate the motivation of staff/parents and learners through the award of prizes or fees discounts.	Active participation by parents, learners and teachers in School activities	Supportive community for sustainability		

Develop a mechanism to identify and nurture talent in CITAM institutions of learning	1. Introduce sporting programs and develop appropriate sports facilities	Number of trained teachers on talent development	Trained teachers ready to nurture talents	2018 and continuous	Principal
	2. Organize swimming, athletics, sports, Music, French & Drama competitions	Number of competition events held within a year	Increased visibility and reputation		All staff
	3. Participate in Zonal, District, Provincial and National competitions; debating & science congress	Number of trophies won from various competitions	Increased reputation of CITAM learning institutions		

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Benchmark with like-minded institutions to establish partnership and exchange programmes for teachers and learners for best practices	1. Carry out a need assessment to identify the weak areas that require improvement	Needs Assessment Report	Need-based benchmarking visits	2017 and continuous	Principal DB
	2. Plan and coordinate visits by the learners and staff with bench-marked partners	Number of benchmarking visits in a year	Planned, organized and well-Coordinated visits		
	3. Conduct exchange programs both locally and internationally.		Local and international visit		
	4. Organize platforms for analyzing and reporting to the rest of the team.	Reporting sessions conducted	Implementation of the lessons learned		

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 9: To establish an efficient and effective governance and administration system that facilitates quick, smooth and robust service in all CITAM operations

Review the governance, management & operational structures to achieve an optimal decision making matrix for enhanced synergy	1. Map out and implement areas of decentralization for improved internal processes	Document detailing the scope of the decentralized plan	Increased efficiency in service delivery *Delegated authority *Consistency in service delivery	2019 (It should take a phased approach)	The Bishop
	2. Revise the financial approval matrix to adopt to current changes in Church growth	*Review and adoption of a new approval matrix	*Shorter lead time for payments and decision making	2016	The Bishop
	3. Carry out a SWOT analysis of our structures & policies to align with the new strategic plan	*A detailed document outlining areas that need to be amended within the CITAM system	*Eradication of the bureaucratic red tape *Revised organizational structure	Q1; 2016	The Bishop
	4. Consultancy for best practice review				
Review the HR management strategy to increase the attraction; development and retention of competent staff	1. Engage continuous awareness performance management campaigns	*Individual staff appraisal reports *Concrete employee management system	*A performance driven culture *Objective remuneration and promotion plan *Systematic succession plan	Q1, 2016	The Bishop
	2. Review the current HR policy manual *Review the organogram to include the expertise of a legal department *Identification and approval of rewards	*Revised HR Policy for best-fit organization in tandem with the changing market trends *Relevant legal advice provided for CITAM	*Motivated staff *Equity in staff cadres *Attraction and retention of qualified staff		

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
	3. Identification and approval of rewards	staff and property *Reduce legal costs	*Reward systems	Q2, 2017	DFA
	4. Link all training to the individual Balance Score Card *Staff training and development (Learning and Growth)	*Annual training schedule for all staff *Mentorship/Coaching plan for staff *Widely distribute staff manuals	*Improved staff performance *Growth of employees' skills and competencies *Optimization of CITAM's resources *Reduced supervision *Deliberate value addition to the lives of each employees	Ongoing	DFA
Optimize the research and development function to enable CITAM seize relevant growth opportunities	1. Carry out a needs assessment mechanism	*Needs assessment plan for CITAM units and assemblies	*Implementable innovations *Unique products *Competitive advantage	Ongoing	The Bishop
Facilitate the development of an effective and efficient infrastructure	1. Develop and implement a comprehensive plan for construction of CITAM facilities	*A comprehensive construction plan	*A conducive work environment	Q4, 2016	DFA
	2. Standardization of facilities to ensure consistency and regulation across the ministry	*Standard manuals & policies	*Optimized maintenance and support *Enhanced brand presence *Consistent quality of service across the ministry	Ongoing	DFA
	3. Embracing new technologies to leverage on cost, time and quality	*State of the art facilities and equipment	*Enhanced efficiency *Increased productivity	Ongoing	DFA

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Establish an effective communication strategy with a clear implementation framework	1. Induction and reorientation of new and current staff	*Shared knowledge	*Reduction of grapevine	Ongoing	DFA
	2. Establish and maintain a communication log	Communication logging in place	Effective communication		
	3. Channel & Re-channel information to the relevant offices	Mechanism of information flow in place	Timely information flow		
	4. Maximization of the integrated system for reporting	Level of usage of the available system	Optimal utilisation of the available resources		
	5. Develop a feedback and follow-through mechanism	Mechanism in place	Effective communication		
Establish a responsive and compact security strategy	1. Design and install relevant protective security systems of property (tangible & intangible) and persons that are structural and embrace modern technology	*Risk register	*Achieve the security threshold to best-fit	Ongoing	DFA
	2. Carry out a security systems SWOT analysis	*Security Policy	*Stakeholders security-conscious raised		
	3. Rigorous continuous security education	*Regular security reports	*Safety of persons and property		
	4. Development of a security policy	*Security levels register	*Reduced security incidences		
	5. Regular physical security audits	*Availability of a security execution plan			
	6. Creating control approaches				

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	7. Design counter-terrorism protective measures	Develop a counter-terrorism policy	*Security responsiveness		
	8. Networking and partnerships				

Develop and implement an operational strategy	1. Comprehensive budgeting process	*Budgeting schedule	*Prudent use of resources	Ongoing	DFA
	2. Development of annual procurement plans	*Procurement plan	*Timely service delivery		
	3. Creation of an ICT strategic plan	ICT strategic plan	*Reduced budget overrun		

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

Strategic Objective 10: To initiate and/or grow profitable and sustainable investment ventures so as to contribute financially to CITAM vision and mission.

Scout and appraise business proposals which may include mergers, acquisitions and start-ups for viability (profitability and risk appetite)	1. Carry out an extensive feasibility study *Research and development	Feasibility report	*Running profitable businesses *Viable business ventures with optimal returns	Continuous	DFA
	2. Put together a technocrat board that will review the proposals and will at the same time be facilitated financially	Business board			
	3. Develop business indicators/parameters	Net present value *Payback period *Internal rate of return			
Develop and approve a business plan for the approved venture	*Develop a standard best fit business template	*Approved business plan	*Efficient and profitable business	Continuous	DFA
Explore and evaluate funding options, selecting the most optimal	1. Negotiate favourable interest rates from the financier	*The selected financier(s) = Available funds	*Prudent use of resources *Net profit margins (pre-tax) that surpass the cost of funding	Continuous	DFA
	2. Leverage on strategic partnerships for resource mobilization	*Signed financial contract offer = Available funds			
Execute the approved business plan	*Implement an operational strategy that includes a staffing and marketing plan *Lay down the necessary relevant infrastructure efficiently within the given timelines *Prudent management of	*Operational profitable business *Motivation and retention of competent staff	*Increased revenue for CITAM	Ongoing	DFA

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
------------	------------	----------------------------	------------------	---------------------	--------------------------

	resources/facilities				
Create business sustainability strategies	*Determine a rate of return within a given stipulated period *Establish periodic reviews *Develop a monitoring and evaluation plan *Develop a wind-up plan for unprofitable ventures*Implement cost-cutting measures creatively *Dispose any asset not making business sense	*Regular financial reports *Periodic reviews of the business plan *A wind up plan *	*Sustainable businesses	Ongoing	DFA
Identify key sectors for new business against global trends	*Analyse and take a decision after studying the economic trends. * Submit the report to the Deacon Board for consideration. * Receive feedback for implementation	*An approved report and feedback	*New business sectors like: *Agricultural sector *Education *Health *Financial Services Sector (e.g. DTM Banks) *Energy *Real Estate/Construction *Hospitality	*Every 3 years at the point of SP review	DFA
Decentralize operational functions for all businesses to run with their own cash flows	*Review policies for best fit *Development of structures to support decentralization *Capacity building *Optimization of technology *Cascade the function *Implementation of the decentralization plan	*Revised policies *New structures *Regular reports	*Self-sustaining business units *Efficient service delivery *Customer delight *Surplus from the business units	Q2, 2016	DFA

Strategies	Activities	Key Performance Indicators	Expected Outcome	Timelines (By When)	Responsibility (By Whom)
-------------------	-------------------	-----------------------------------	-------------------------	----------------------------	---------------------------------

Ensure all businesses contribute a percentage to the central kitty	*Set and agree contribution targets unique to each business *Submit the contributions on a monthly basis *Monitor and evaluate financial performance	*Actual cash transfers to the central kitty *Monthly financial reports	*Sustained contributions to the central kitty *Increased contributions to the central kitty *Empowered heads of department	Q4, 2016	DFA
Review and develop comprehensive business plans for old and newly established investment venture	*Review all existing business plans *Develop business plans for newly established ventures *Submit the plans to relevant governance bodies	*Reviewed and developed comprehensive business plans *Official communication from the governance bodies (e.g. via minutes)	*Consistency in the implementation of the business plan	Q2, 2016	DFA
Reward staff through various schemes to enhance performance and increase staff retention	*Enhance the usage of the Balance Score Card *Set and agree performance targets *Deliberate training and intentional capacity development *Create competitive reward schemes	*Staff satisfaction *Appraisal and training reports *	*Increased ownership of the business venture *Motivated staff *Reduced attrition *Increased productivity	Ongoing	DFA

Annex 2: Detailed SWOT Analysis per Area of Operation

Strengths	Weaknesses
<p><u>Corporate – CITAM</u></p> <ol style="list-style-type: none"> Governance structure- a leadership structure that makes for smooth transition at critical leadership levels Embracing technology- integrating electronic payment of tithes and offerings Our discipleship program (The Safari) Holistic Ministry (Children, Youth and Adults) Established church systems and procedures Respected and influential middle class congregation Endowed financial and human resources Good facilities Financial accountability and integrity. Qualified and competent staff Unlimited lay leadership potential. Community outreach programmes <p><u>Assemblies</u></p> <ol style="list-style-type: none"> Strong pulpit ministry Trained ministers Dedicated ministry leaders Suitable facilities for ministry Generous giving Prime locations <p><u>Schools</u></p> <ol style="list-style-type: none"> Good catchment area The CITAM brand name 	<p><u>Corporate – CITAM</u></p> <ol style="list-style-type: none"> Inadequate financial mobilization of our constituents from the pulpit. Over centralization of systems and structures resulting in heavy bureaucratic red tape. Lack of clarity and shifting approaches in the running of our institutions & units. The absence of a clear communication strategy. Non-strategic financial expenditure/investments. Over confidence and a sense of complacency Poor implementation of policies and strategies. Inferior multimedia equipment in places of worship. Sloppy and mediocre staff performance Centralized operational structures Unsustainable capital projects Inflexibility to changing environment Poor management and maintenance of facilities Major security systems/Major security lapses Bureaucratic systems/processes Under-utilization of lay potentials Poor communication Inadequate leader care programme Inadequate pastoral care Inadequate depth in pulpit teaching Poor strategic partnership Limited of creativity.

<p>21. Holistic approach</p> <p><u>Missions</u></p> <p>22. Availability of financial resources</p> <p>23. Trained and committed personnel</p> <p>24. Clear policy framework for engagement</p> <p><u>Media</u></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>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><u>Hospitality</u></p> <p>38. Availability of product offering(food and facilities)</p> <p>39. Service offering to institutions of learning</p>	<p><u>Assemblies</u></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><u>Schools</u></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><u>Missions</u></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><u>Media</u></p> <p><i>Hope FM</i></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> <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><i>Hope TV</i></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> <p><u>Hospitality</u></p> <p>61. Inadequate facilities</p> <p>62. Poor systems of operations</p> <p>63. Inferior product offering – lack of standardization of service delivery & offering–attitude issues</p>
<p>Opportunities</p> <p><u>Corporate – CITAM</u></p> <p>1. Readily available skilled human capital amongst the membership</p> <p>2. Church planting in the counties and nations of the world</p>	<p>Threats</p> <p><u>Corporate – CITAM</u></p> <p>1. A high attrition of youth from our churches</p> <p>2. Negative ethnicity and corruption</p> <p>3. Duplication of corporate strategies that is contrary to Biblical</p>

<ul style="list-style-type: none"> 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><u>Assemblies</u></p> <ul 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><u>Schools</u></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><u>Missions</u></p> <ul style="list-style-type: none"> 23. Numerous unreached people groups 24. Unexploited partnerships and alliances with like-minded organizations 	<ul style="list-style-type: none"> 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><u>Assemblies</u></p> <ul 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 <p><u>Schools</u></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><u>Missions</u></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
---	--

<p>25. Financial mobilization from partners and well-wishers.</p> <p><u>Media</u></p> <p>26. Global evangelism and discipleship</p> <p>27. Transformation of communities</p> <p>28. Mission driven media</p> <p>29. Collection of offerings and Tithe</p> <p>30. New entrants with similar target audience</p> <p>31. Poor enforcement of government policies and corruption in the regulation of frequencies</p> <p>32. Mergers and acquisitions by media houses</p> <p>33. Rapidly changing technology</p> <p>34. Compromised media research data</p> <p>35. Entrance of competitors with secular media offering Christian programs</p> <p>36. Slow and bureaucratic CITAM systems not responsive to the fast paced media industry</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.</p>	<p>requirements.</p> <p><u>Media</u></p> <p>27. Unfair competition</p> <p>28. Clarification and implementation of media Mission and vision</p> <p>29. Relevant media staff to drive mission and vision of the church.</p> <p>30. Huge market potential especially if able to increase footprint</p> <p>31. No political interference</p> <p>32. No strong competition from other Christian stations for the English speaking segment</p> <p>33. Large potential exists in Swahili speaking listeners</p> <p>34. Availability of broadcast & communication technology to offer multiple and scalable alternatives for global coverage</p> <p>35. Opportunities to create partnerships and collaboration through networks with other media houses</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><u>Hospitality</u></p> <p>45. Competition in the industry.</p> <p>46. Non-compliance to statutory requirements.</p>
---	--

<p>i-PTV)</p> <p><u>Hospitality</u></p> <p>46. Strategic positioning in the food chain and industry</p> <p>47. An insatiable consumer market</p>	

Annex 3: Stakeholder Analysis

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.	<ul style="list-style-type: none"> • Commensurate compensation/total reward systems • Non-monetary benefits • Requisite training • Enabling (conducive) working environment • Clear and effective communication mechanism • Equity/fairness 	<ul style="list-style-type: none"> • Morale • Performance • Turnover • Legal suits 	<ul style="list-style-type: none"> • Talent management • Clear career path • Employment policy • Competitive remuneration • Staff recognition • Staff training and development • Performance management • Equitable and fair remuneration • Effective Communication processes
2. Congregants	<ul style="list-style-type: none"> • Encounter with God • Spiritual nourishment • Solutions to 	<ul style="list-style-type: none"> • Faithful members • Commitment to service • Giving • Spreading the word – happy customers 	<ul style="list-style-type: none"> • Strong pulpit ministry • Warm welcome • Vibrant worship • Strong fellowship and care

	<ul style="list-style-type: none"> problems Pastoral care & fellowship Ministry opportunity Business contacts Relationships Sense of belonging Empowerment Social support and status Good stewardship of financial resources 	<ul style="list-style-type: none"> Spiritual maturity Transformation/Vibrant Excitement for God Sense of ownership and belonging Ministry involvement Defend ministry Numerical growth Attrition, negative publicity 	<ul style="list-style-type: none"> Quick response to needs Strong follow up Intentional discipleship and mentorship Leadership development Social action
3. Leaders	<ul style="list-style-type: none"> Direction Affirmation Sense of belonging Empowerment 	<ul style="list-style-type: none"> God fearing leadership 	<ul style="list-style-type: none"> Intentional leadership Mentorship development program
4. Students/pupils	<ul style="list-style-type: none"> Quality education Wholesome training 	<ul style="list-style-type: none"> Responsible citizens Grounded disciples of Jesus Christ Intellectual and morally astute learners 	<ul style="list-style-type: none"> Integrating faith and learning Deliberate outreach programs for students and parents
5. Service providers	<ul style="list-style-type: none"> Timely payments Business growth Networking Ethical business practice 	<ul style="list-style-type: none"> Building of a strong corporate brand Facilitate and compliment ministry Quality service provision Reliable pool of service providers 	<ul style="list-style-type: none"> Compliance to ISO standards Strategic interaction with suppliers
6. Government agencies (national or county level) &	<ul style="list-style-type: none"> Source of taxes Developed and spiritual citizen 	<ul style="list-style-type: none"> A responsive government to emerging issues. A government that is 	<ul style="list-style-type: none"> Compliance to statutory requirements Law-abiding

Umbrella organizations (like EAK)	<p>leading to reduced crime and social evils</p> <ul style="list-style-type: none"> • Land rent and rates • Social and community development • Service to Kenyans 	considerate of church dynamics	organization
7. Para church organizations & Other churches	<ul style="list-style-type: none"> • Source of congregants for their church – ‘sheep-stealing’ • A transformed society for the LORD • Healthy competition/ complementing each other for the LORD 	<ul style="list-style-type: none"> • Unhealthy rivalry for followers • Division in the Universal Church of Jesus Christ 	<ul style="list-style-type: none"> • Encouragement to learn from each other and undertake some project together
8. Media	<ul style="list-style-type: none"> • A healthy partnership • Generation of local content • Business relationship • Encounter with God • Spiritual nourishment • Counselling • Solutions to problems • Entertainment • Business 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

	contacts <ul style="list-style-type: none"> • Information • Empowerment • Social support 		<ul style="list-style-type: none"> • Face-to-face interaction with listeners • Media policies
--	---	--	---

Annex 4: Strategy Implementation Budget

Strategic Objective	Strategies	Budget					Total Budget
		Year 1	Year 2	Year 3	Year 4	Year 5	
Strategic Objective 1							
	<i>Sub-Total</i>						
Strategic Objective 2							
	<i>Sub-Total</i>						
Strategic Objective 3							
Strategic Objective 4							
Strategic Objective 5							
Other SO....							
Grand Total Budget							

