



*Rooted in Faith, Empowering Leadership and Stewardship
for a thriving Church in Africa*

CORAT AFRICA HALF YEAR IMPACT HIGHLIGHTS

JANUARY - JUNE 2025





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MESSAGE FROM CEO

“The first half of 2025 has been a period of significant progress for CORAT Africa as we continue to implement our new strategic plan, even amidst financial constraints. We have successfully launched new courses through a partnership with Kingdom Equip and forged new collaborations with the International Leadership University (ILU) for the upcoming **"Kanisa Bora Summit"** and with **African Enterprise** for training initiatives.

This period also saw us achieve greater organizational stability, with a strengthened management team, Board of Directors, and improved facilities. Our commitment to innovation is evident in the increased use of ICT for program delivery, which has enabled us to reach and positively impact partner organizations. CORAT is also committed to working with excellence, effective stewardship of resources, and has a zero-tolerance policy for corrupt practices, nepotism, or negative ethnicity.

This impact is affirmed by the positive feedback we've received, including specific examples where our support has helped at least five organizations achieve sustainability. We have also developed the Kanisa Bora campaign to create awareness of better management within Churches and are prioritizing strategic resource mobilization to enable strategic succession management within Church groups.

Looking ahead, we remain dedicated to upholding our core values of excellence and integrity, while focusing on strengthening our internal capacity to meet the evolving needs of the African Christian sector, which include an increasing number of Christians, greatly reduced foreign funding, and the need for church organizations to be examples of effective stewardship and prophetic voices in their respective countries.”



DR. OLIVER KISAKA
MANAGING DIRECTOR

PREAMBLE

Halfway through 2025, CORAT Africa stands as a testament to its commitment to fostering a professional and thriving workplace. Guided by its core mission to enable churches and church-related organizations in Africa to improve their management capability, the organization operates on four major Biblical/theological themes:

- Stewardship
- Biblical understanding of human nature
- Integrity
- Love

With a dedicated team of 46 staff members, CORAT has made significant strides in strengthening its internal processes. This report highlights key achievements and outlines strategic initiatives. By focusing on a multi-pronged approach to talent acquisition, continuous training, and robust staff engagement, CORAT Africa is poised for sustained growth and success in the coming years.



CORAT Africa Staff

EXECUTIVE SUMMARY

This Executive Summary highlights key achievements and financial performance for CORAT Africa during the first half of 2025, demonstrating strategic growth and a firm commitment to its mission of integrating professional management with Christian principles.

CONSULTANCY AND RESEARCH

Its Key Engagements: the C and R department has completed 7 consultancies focused on strategic planning, organizational capacity assessments, and policy development.

Its Impact: A key project involved a comprehensive assessment and strategic plan for a client, which addressed significant gaps in mission clarity and asset management.

Its Key Initiatives: The department launched major research projects, including a "Youth in the Church Study" and a "Leadership Perception Study." The department is also coordinating the upcoming Kanisa Bora Summit 2025.

LEARNING & CAPACITY DEVELOPMENT

Its Growth: The department has achieved a 26.23% increase in course participants, rising from 61 to 77.

Its New Courses: The learning and capacity development department introduced new courses in high-demand areas like IT Digital Skills, Digital Marketing, and Project and Financial Management.

Its Strategic Partnerships: the department has collaborated with organizations like the National Council of Churches of Kenya (NCCCK) and Africa Enterprise International (AEI) to expand our reach.

Its Future Plans: The department plans to implement a new CRM system, update older courses, and explore distance learning options to boost enrolment.

CENTRE FOR MANAGEMENT DEVELOPMENT (CMDC)

The CMDC department Achieved a 78% average room occupancy for the first half of the year, tracking well toward the 85% year-end target.

The CMDC provided a professional and conducive environment for training and retreats, which clients reported as a key factor in improving their own organizations' performance. Areas for Improvement: From client's feedback the identified needs are; more spacious meeting rooms and updated classroom facilities.

MARKETING AND COMMUNICATIONS

CORAT Africa is in the process of launching a modern website and it has maintained a consistent brand identity across all existing social media platforms. The Marketing team has successfully tailored communications to different audiences, including church leaders, professionals, and event organizers. Marketing efforts have increased partnerships with new institutions, such as International Leadership University, and leveraged testimonials to enhance credibility.

FINANCIAL SNAPSHOT

CORAT's Income Breakdown: The CMDC remains the largest income contributor at 63.49%. Learning and Capacity Development followed with 13.40%, and Consultancy and Research contributed 11.45%.

CORAT's Income Monthly Trends: CORAT experienced monthly income surpluses in March and April but ended the period with deficits in May and June. This highlights the need for continued focus on revenue stabilization.

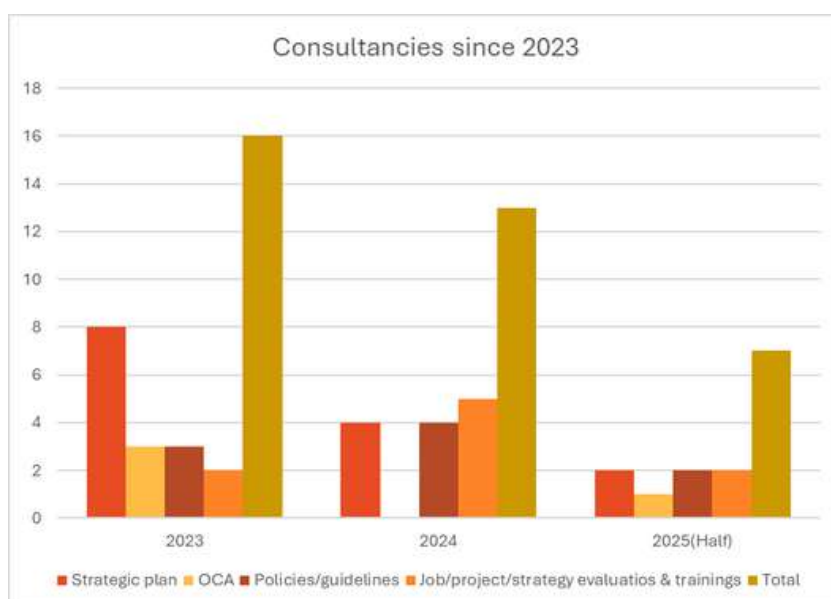
SECTION 1:

CONSULTANCY AND RESEARCH

This half-year report details the department’s strategic engagements, which are fundamental to enhancing organizational health and effectiveness. CORAT's core mandate encompasses the development of institutions that are both spiritually grounded and professionally managed. It champions the integration of biblically aligned stewardship principles into organizational management, ensuring policies reflect human dignity and people-centred leadership. CORAT empowers churches to ensure continuity during leadership transitions, build resilience against challenges, and foster long-term sustainability by developing solid policy frameworks. Its work is thus centred on equipping organizations with the requisite tools, systems, and values for holistic and impactful leadership and management.



Associate consultant on assignment



From this graph, the period January- June, the Consultancy and Research Department undertook 7 consultancies. These consultancies are distributed as follows:

- I. Strategic Planning and Implementation: 2 organizations
- II. Organizational Capacity Assessment: 1 organization
- III. Policies /Guidelines: 2 organizations
- IV. Job/Project/Strategy Evaluations and Trainings: 2 organizations

Graph 1.1: A graph representing Consultancy activities from 2023 to mid-2025

1.1: First Half of the Year Consultancy's Trading Income Trends



Graph 1.1 Consultancy Monthly Trading Income Trends

The performance of the Consultancy Department during the first half of 2025 was characterized by significant variability. The department began the year with no income in January, followed by a strong surge in revenue that peaked in March. This peak was followed by a noticeable decline in income over the subsequent two months, culminating in zero income again in June. The visual representation above illustrates this trend.

This data illustrates major projects concluding in the first quarter, followed by a period of lower activity. This pattern highlights both the potential for high-revenue months and the vulnerability to periods of low or no income.

1.2: Consultancy Engagements for the First Half of 2025

1. Policy Development and Implementation Support

Consultancy and Research department supported two organizations in developing critical operational frameworks. This included creating finance and procurement manuals, HR manuals, and comprehensive governance policies. Its approach was highly participatory, ensuring leadership was fully engaged and trained for effective implementation.

2. Organizational Capacity Assessment (OCA)

The department also conducted an Organizational Capacity Assessment for one organization. This involved a deep dive into the organization's governance and management structures, identifying key gaps, and providing actionable recommendations to enhance overall effectiveness and efficiency.

3. Strategic Planning and Implementation

Consultancy and Research department led strategic planning initiatives for one organization and provided strategy implementation support for another. The rigorous process included reviewing vision, mission, and core values, conducting thorough SWOT (Strengths, Weaknesses, Opportunities and Threats) and PESTEL (Political, Economic, Social, Technological, Environmental, and Legal factors) analysis, and engaging deeply with stakeholders. This culminated in the development of clear, measurable strategic objectives, robust implementation matrices, risk mitigation plans, and strategies for resource mobilization.

4. Financial Sustainability and Investment Assessments

The Consultancy and Research department assisted clients in conducting financial sustainability and investment assessments. This involved evaluating their long-term financial health and identifying potential investment opportunities, particularly by assessing dormant assets, to ensure sustained financial viability.

5. Data Management and Capacity Building

Working with associate consultants, Consultancy and Research department focused on raising awareness and providing support for data capture and storage solutions. This included assisting organizations in deploying the open-source DHIS2 software (a tool for collection, validation, analysis, and presentation of aggregate statistical data) to enable consistent data tracking for improved decision-making and forecasting.

6. Research and Knowledge Dissemination

Consultancy and Research department undertook several significant research initiatives. They include: Youth in the Church Study: In partnership with Friends of Africa (FAD), a US-based non-profit organization, a study is being conducted on youth engagement within the church in Kenya, Journal Publication and Conference Presentations: Consultancy and Research submitted an article to Global Conversations journal for publication, A presentation was made at the INCHE conference, a key industry event held at CORAT Africa and Leadership Perception Study: The Managing Director in collaboration with the department facilitated data collection and reporting on leaders' perceptions regarding the state of the church, with a comprehensive report underway for wider dissemination.

7. Event Planning and Coordination (Kanisa Bora Summit 2025)

The department is playing an active role in the planning and coordination of the Kanisa Bora Summit 2025. This major event is scheduled for 19th- 21st August 2025 and it serves as a significant highlight of the CORAT@50 celebrations.

1.3: Conclusion

The first half of 2025, Consultancy and Research department was engaged in a diverse portfolio of consultancy projects, reflecting a strong commitment to enhancing organizational capacity, strategic clarity, financial resilience, and data-driven decision-making. The breadth of engagements, from policy development to advanced research and major event coordination, underscores Consultancy and Research's comprehensive advisory capabilities and its impact across various sectors. In an effort to show impact, the department works with clients to monitor progress over time. While immediate, short-term changes in an organization are often hard to quantify, the primary method for assessing change stems directly from the action plan developed with clients after an organizational capacity assessment, strategic planning, or policy development exercise. If staff are actively implementing the proposed action plan, it's a clear sign that positive developments are underway. Beyond concrete actions, the enthusiasm and seriousness with which staff embrace their responsibilities as an indicator of meaningful organizational shifts is observed and considered. Moreover, stakeholder reports offer valuable insights. For instance, increased donor confidence in an organization strongly suggests a significant positive change has occurred.

1.4: Demonstrating Impact: A Case Study in Transformational Change

“The Consultancy and Research department carried out an Organizational Capacity Assessment and strategic planning for one of our clients. As a norm, OCA always precedes strategic planning. So, for this organization, when the OCA was concluded, there were glaring gaps that needed to be filled. For example, the vision and mission of this organization were not known to the staff. The organization owned properties and yet title deeds of some of those properties were untraceable. Policies, including the basic ones, like safeguarding and children’s policies were missing. Job descriptions had never been reviewed. Key documents like knowledge management plan, stakeholder management plan, risk management plan and resource mobilization plan were all missing. There was no monitoring and evaluation plan, meaning that projects had never been evaluated.

All these gaps meant that the organization was facing a myriad of challenges such as staff who could not align their daily work with organizational goals; leadership decisions were ad hoc, lacking a long-term focus; and relationships with partners were poorly managed. Organizational assets were at risk of loss or dispute, which would destroy public trust, donor confidence, and institutional credibility. Staff responsibility was overlapping, dampening the motivation and performance of staff. The organization couldn’t show impact to its donors and stakeholders. There was no clear way of managing insights and knowledge from the past and no clear revenue strategy. These challenges meant that the organization risked stagnation.

This is when CORAT Africa came in. Through a participatory approach, CORAT conducted a thorough organizational capacity assessment which revealed all the gaps mentioned above. Consequently, through an organizational capacity assessment, CORAT helped the organization to develop a clear action plan to fill the identified gaps. Next, CORAT helped the organization to develop a robust strategic plan that would help the organization become intentional, and goal focused in the long-term. The Strategic plan streamlined and clarified the vision, mission and core values of the organization. It also laid clear the strategic objectives and goals of the organization as well as a knowledge management strategy, stakeholder management strategy, risk management strategy, resource mobilization plan, implementation matrix and monitoring and evaluation plan.

Finally, CORAT Africa supported the organization in the initial implementation of the strategy through a mentorship program. This involved training the staff in change management, leadership, governance and monitoring and evaluation. Eventually, the organization rejuvenated and started attracting more resources. The staff enthusiasm rekindled, and you could see everybody eager to deliver on their mandate as outlined in the action plan that was developed. They continued to send their staff to CORAT Africa for further training and have become regular visitors at CORAT Africa.” Dr. John Makhoha, Head of Consultancy and Research Department.

SECTION 2:

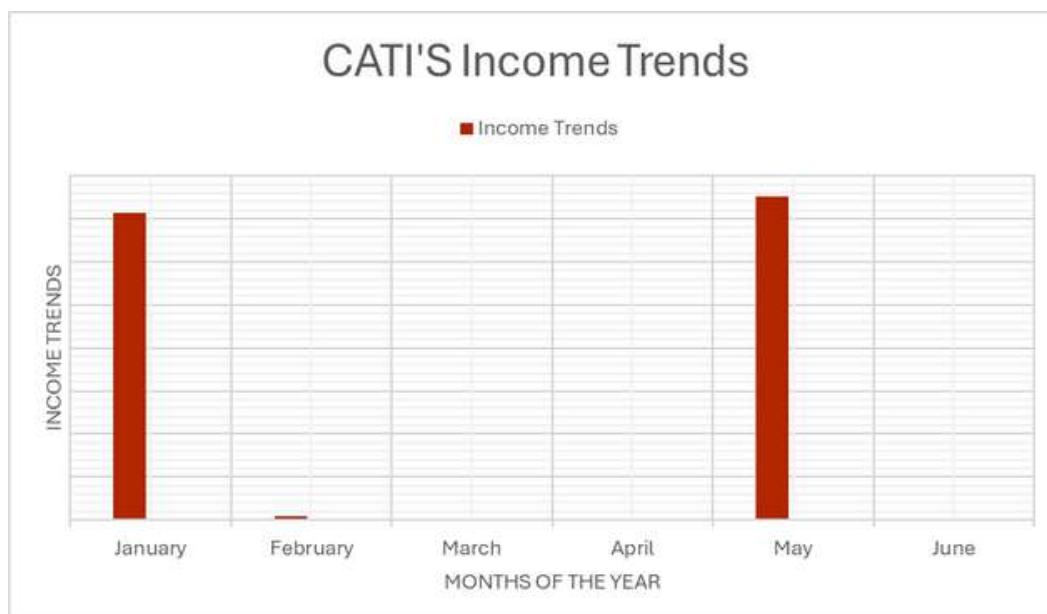
CORAT AFRICA TRAINING INSTITUTE (CATI)

The CORAT Africa Training Institute is a TVETA-registered institution that provides nationally recognized Diploma and Certificate courses aimed at equipping students with critical industry skills. In addition to these programs, CATI has collaborated with Daystar University and Africa International University to deliver specialized courses that enhance the management capabilities of staff in Christian organizations and NGOs. This report details the key activities and achievements of the department for the first half of the year, which structures its academic year into three semesters: January to April, May to August, and September to December.

2.1: Student intake First half of 2025

During this period, CORAT had a total of 27 students registered. Of these, 17 were continuing their courses from the previous year, while 10 were new registrants. Of the 10 new students, 7 registered between January and April 2025, and 3 of those were resuming their studies in May after deferring.

2.2: First Half of the Year CATI's Monthly Trading Income Trends



The trading income for the first half of the year showed a highly inconsistent pattern. Following a strong performance in January, which aligned with the first intake period, revenue experienced a steep decline in February and remained minimal through March and April. A substantial recovery occurred in May, coinciding with the second intake, but this was immediately followed by a sharp drop in June.



2.3: Student intake First half of 2025

In its ongoing effort to empower effective leadership, management, and accountability within churches, church-related bodies, and Christian organizations, CORAT Africa is strategically developing its course offerings and market presence. The goal is to ensure that programs are both professionally relevant and widely accessible.

One key initiative focuses on enhancing the value of our internal GSDC (Governance, Stewardship, and Development Centre) courses. The CATI department is currently identifying external professional certifications that can be integrated directly into the curriculum. CORAT will enable students to graduate with not only a CORAT certificate but also a valuable professional credential, by making these certifications part of the final training exams.

CORAT plans to collaborate closely with the GSDC secretariat to expand its external reach. This partnership will be designed to promote CORAT's courses on their international calendar, significantly increasing its visibility and attracting new participants from across the African continent.

Furthermore, to address the common challenges of cost and logistical difficulty associated with in-person attendance, CORAT plans to apply for approval to offer our TVET (Technical and Vocational Education and Training) courses through an Open, Distance, and e-Learning (ODEL) format. This move, which will be implemented after its website is revamped, is a direct response to inquiries and is expected to substantially boost admissions to our TVET programs.

2.4: Conclusion

In the first half of 2025, the CORAT Africa Training Institute (CATI) demonstrated its ongoing commitment to equipping students with valuable management skills. The January-April semester saw a total of 27 students, with a healthy mix of returning and new registrants. Looking ahead, CATI is focused on strategic initiatives to broaden its reach and enhance the value of its programs. By actively exploring new marketing channels for GSDC courses and pursuing partnerships for professional certifications, the institute aims to provide students with dual-recognition qualifications, increasing their professional value. Furthermore, the plan to seek approval for Open, Distance, and e-Learning (ODEL) will address key challenges for prospective students, such as time and cost, positioning CATI for greater accessibility and growth in the future.

SECTION 3:

LEARNING AND CAPACITY DEVELOPMENT

During this period, a total of 77 students attended courses covering a diverse range of topics, from Strategic Human Resource Planning and Management Courses for women in leadership to Graphic Design and Corporate Governance. A key component of these courses is the Action Plan, which empowers participants to apply their new knowledge in their professional lives. The organization follows up with a Google Form to measure the impact and achievements of the participants post-training.

Our learning approach is designed for maximum engagement and retention, utilizing various modes of study:

- **Case Studies:** Case studies provide a detailed exploration of complex concepts, offering an in-depth understanding that complements classroom instruction.
- **Simulation or Role Play:** In mediation and conflict resolution courses, these Role Play exercises imitate real-life scenarios, providing a practical way to apply what's taught in class.
- **Digital Platforms (Zoom):** Using digital platforms like Zoom, CORAT has overcome geographical barriers, making learning more flexible and accessible to a wider audience.
- **Peer-to-Peer Learning:** This exercise facilitates the exchange of experiences and insights among participants.
- **Participatory Group Work:** Through participatory group work, CORAT facilitators ensure that participants are fully immersed in the course content. This method also creates a space for participants from diverse regions and countries to interact and learn from one another.



3.1: Achievement

1. Growth in Participants:

The period from January to June 2025 has been a period of significant growth and strategic development for the Learning and Capacity Development section. CORAT is proud to report 26.23% increase in the number of participants, growing from 61 in the same period last year to 77 this year, a testament to the value of the programs it offers.

2. Partnerships:

CORAT Africa and African Enterprise have officially partnered to enhance the skills of church leaders. Under a new MOU, African Enterprise will provide evangelism courses while CORAT handles leadership and administration training. The collaboration also includes developing a joint research hub to support faith-based development and create proposals for sustainable and income-generating projects for African churches. CORAT has also taken part in strategic partnerships with other key organizations which include the National Council of Churches of Kenya (NCCK) and Kingdom Equip. These collaborations have allowed CORAT to expand its reach and impact.

3. Courses Evaluation:

CORAT has significantly improved its operational efficiency by implementing course evaluations through digital e-forms. This system automates work processes, providing real-time feedback that enhances the learning experience. The organization conducts this activity on a yearly basis to effectively monitor the progress of each participant's Action Plan, which they formulate at the conclusion of the course.

4. Continuous professional Development:

In a move to encourage continuous professional development, CORAT ensured that an intern had successfully completed a peace and conflict course.

5. CORAT @50 Sponsorship Programme:

In celebration of its 50th anniversary of empowering churches and church-related organizations to enhance their management capabilities, CORAT has launched the "CORAT @50 sponsorship" program. This initiative is specifically designed to fund participants, enabling them to take part in the courses offered by CORAT's Learning and Capacity Development Department.

6. Course Reviews:

The learning and capacity development team has also proactively reviewed existing courses to ensure they remain relevant and aligned with current industry standards, thereby improving the overall quality of the services provided.

7. Introduction of new courses:

As a result of a 2022 training needs analysis survey conducted among churches and church-related organizations, LCD has developed a new suite of courses. These courses are designed to address a range of identified needs, including resource mobilization, information technology, human resources management, community development, and gender inclusion. These course cover themes such as:

- a) IT Digital Skills and Security
- b) Human Resource and Organizational Development
- c) Project and Financial Management
- d) Communication, Public Relations, and Event Management
- e) Workplace Safety, Wellness, and Mediation
- f) Digital Marketing and Creative Media
- g) Community Development, Social Justice, and Inclusivity
- h) Procurement, Logistics, and Supply Chain Management
- i) Research, Knowledge Management, and Training

3.2: First Half of the Year LCD's Monthly Trading Income Trends



The monthly income exhibited a highly fluctuating pattern throughout the first half of the year. The period began with a strong performance in January, followed by a complete absence of income in February. A notable resurgence occurred in March, which was succeeded by a significant drop in April. The peak performance for the entire period was achieved in May before income declined again in June. This trend highlights the unpredictable nature of the income stream, with significant fluctuations between periods of high earnings and no activity.

3.3: Areas for Improvement

While CORAT's LCD department's achievements are notable, several areas have been identified for improvement to further enhance its growth and impact. These include:

- **Targeted Marketing:** CORAT aims to move beyond general email blasts and implement a more strategic approach that reaches interested individuals and organizations. This will reduce the number of communications treated as "junk" and increase engagement.
- **Increased Awareness:** CORAT feels there is a need to heighten public and organizational awareness of the courses offered and the value they provide.
- **Implementation of a CRM:** A Customer Relationship Management (CRM) system is a critical need. CORAT will pilot a new system to better manage client relationships and inform future marketing campaigns.
- **Comprehensive Course Review:** CORAT will conduct a full audit and update of all older courses to ensure every offering meets contemporary needs and maintains its high standards of quality.

3.4: Looking Ahead

The department's forward-looking goal is to achieve a 14% revenue increase by focusing on a multi-pronged strategy. This includes implementing more strategic and targeted marketing to reach specific audiences and piloting a new Customer Relationship Management (CRM) system to improve client engagement. Additionally, the department is leveraging key partnerships, such as the one with African Enterprise, to expand its reach. By continually reviewing and updating existing courses, introducing a new suite of programs based on a recent needs analysis, and launching the CORAT @50 sponsorship program, the organization aims to enhance course quality and accessibility, thereby driving growth in participant numbers and overall revenue.

3.5: Participant Testimonials

A strong indicator of its success is that CORAT has registered a number of participants who return to take another course or expand their training in an existing area, which serves as a powerful testament to the quality and relevance of its programs.

While the official questionnaires for this year's Action Plan are yet to be sent out, we have gathered valuable testimonials that speak to the impact of the courses:

- *"There have certainly been challenges along the way, but the training I received at CORAT Africa has been incredibly helpful in equipping me to navigate them effectively."*
- *"I took the course as one of the programmes during my sabbatical. It was very helpful. Currently, I do not have a ministry that involves finances directly however, the skills I gained have helped me whenever we have financial reviews for our house... Basically, the challenge is that I am not involved in managing finances at this time. However, I am using the skills applicable especially in lecturing."*
- *"It is my pleasure to have a wonderful Institution CORAT Africa for following up what they have given out to their participants. I am very excited about this kind of Management... Now in my Institution, we are progressing well due to the knowledge I learn from CORAT Africa and am very proud to learn more courses in CORAT Africa."*

3.6: In Conclusion

The first half of 2025 has been a period of significant growth for CORAT Africa's Learning and Capacity Development department. It reports a 26.23% increase in participants, a testament to the value of the programs offered. This growth was supported by the effective use of diverse learning methods and the implementation of digital course evaluations to enhance efficiency and participant feedback.

Its key achievements include the signing of a strategic Memorandum of Understanding (MOU) with African Enterprise to enhance leadership training, and the introduction of a new suite of courses based on a recent needs analysis. The launch of the "CORAT @50 sponsorship" program also highlights its commitment to making its training more accessible.

It has also identified key areas for improvement, including implementing targeted marketing strategies, adopting a new CRM system, and continuously updating the course offered. These initiatives, along with its forward-looking goal to achieve a 14% revenue increase, will ensure CORAT continues to provide high-quality, impactful training that meets the evolving needs of churches and Christian organizations.

SECTION 4:

CORAT MANAGEMENT DEVELOPMENT CENTRE (CMDc)

The CORAT Management Development Centre (CMDc) plays a crucial role in supporting CORAT Africa's mission of "enabling churches and church-related organizations in Africa to improve their management capability" by providing a conducive and professional environment for learning and development.



The Centre ensures the availability of well-equipped training rooms, clean and well-configured plenary and breakout rooms, and on-site technical support.

The serene and accessible location, combined with a learning-friendly ambiance, helps create an optimal environment for participants. The staff's exemplary hospitality services and dedicated support during sessions further contribute to a comfortable and productive experience for clients.

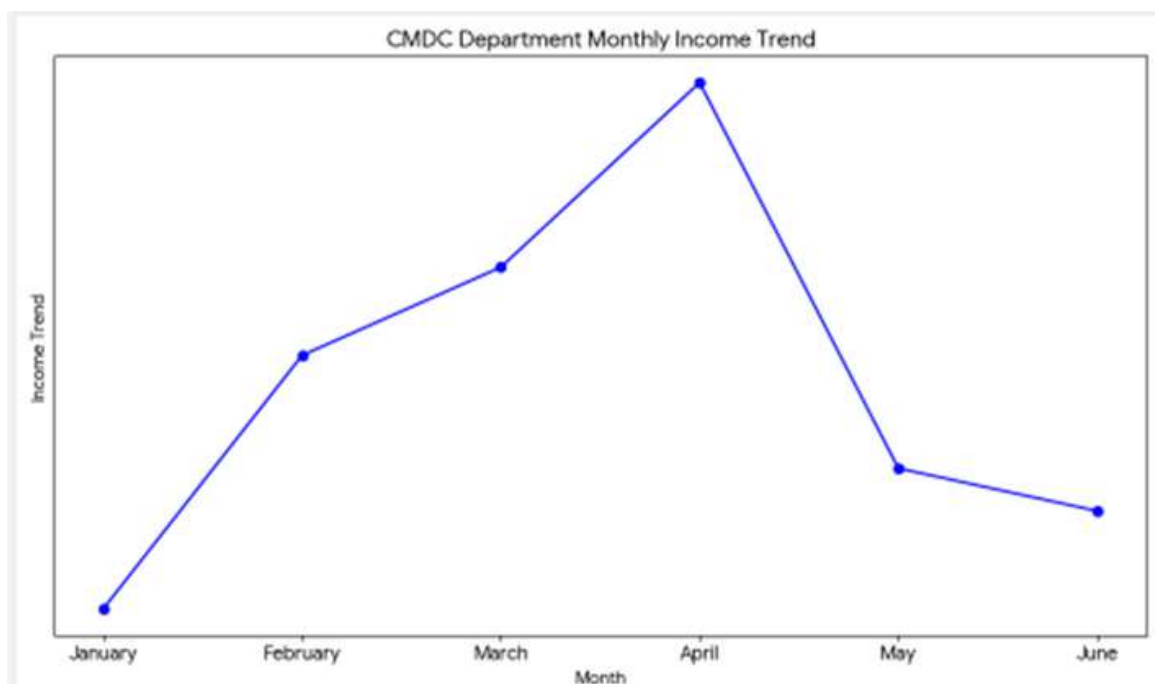


This report highlights key achievements and activities noted in the first half of the year.

4.1: Strategic Objectives

The CMDC's primary goal for 2025 is to achieve an 85% average room occupancy by the end of Q4. As of the end of Q2 (June 2025), the Centre has achieved an average occupancy rate of 78%. This represents a significant step towards the year-end target. The Centre has also implemented tiered pricing models for accommodation, conferencing, and training packages to attract a wider range of clients, contributing to revenue diversification.

4.2: The First Half of the Year CMDC's Monthly Trading Income Trends



The CMDC department's income for the first half of the year showed a strong upward trend, culminating in a peak in the second quarter, followed by a subsequent decline. The chart above visually represents this trend, highlighting the department's strong performance in the initial months and the downturn towards the end of the reporting period.

An analysis of the trend shows consistent growth from January to April, with the highest point of income being achieved in April. Following this peak, income decreased in both May and June. Building on this analysis, the department is working to identify the factors behind the decline in the latter months and develop strategies to ensure consistent performance throughout the year.

4.3: Operational Strategies and Client Impact

The CMDC has implemented several operational strategies to maximize usage and revenue, including yield management to minimize room vacancies and cost management to expand the bottom line. The Centre's efforts have translated into tangible outcomes for clients. Feedback indicates that after utilizing the facility, clients experience a "strengthening" and "better management" in their own organizations, as evidenced by improved team performance after retreats. Some clients have even requested ongoing partnerships and are replicating best practices from the Centre in their own institutions.

4.4: Key Achievements and Improvements

- 1.Room Occupancy Rate:** The CMDC achieved a 78% occupancy rate during the first half of the year.
- 2.Operational Excellence:** The CMDC team has demonstrated a commitment to professionalism through staff training and development, and to stewardship through facility improvements.
- 3.CORAT's Facility Enhancements:** The CMDC team has implemented the improvements to grounds maintenance to enhance the overall client experience.
- 4.Teamwork:** A key lesson learned by the CMDC team during this period was the importance of teamwork. By working together effectively, the team was able to leverage individual skills, share insights, and find better solutions, which ultimately led to achieving the department's goals more efficiently.

4.5: Client Feedback and Recommendations

A recurring piece of client feedback relates to the lack of spacious meeting rooms and the absence of TVs in accommodation rooms. To address these and further enhance the Centre's strategic contribution to CORAT Africa's mission and sustainability goals, it is recommended to:

- Increase accommodation capacity.
- Upgrade classrooms to a more modern standard.

4.6: In conclusion

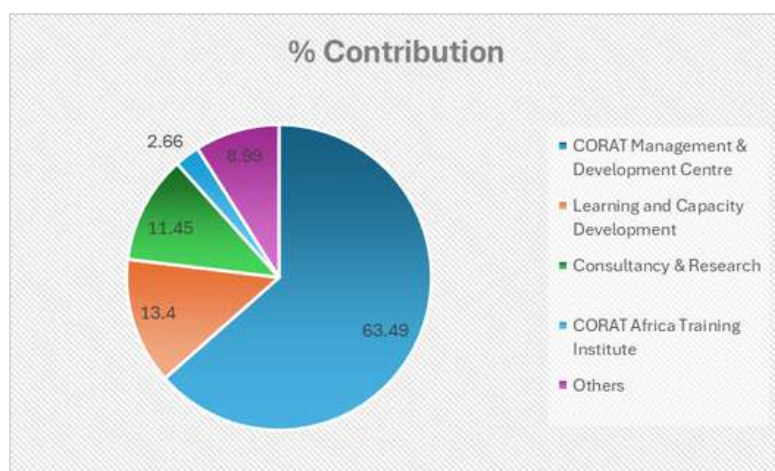
The Centre for Management Development (CMDC) has demonstrated strong performance in the first half of 2025, effectively supporting CORAT Africa's mission. The Centre achieved a commendable 78% occupancy rate, placing it on a promising trajectory towards its year-end target of 85%. This was supported by strategic initiatives such as tiered pricing and a focus on operational excellence. However, a review of the monthly income trends reveals volatility, with a peak in April followed by a decline in May and June, indicating a need for strategies to ensure more consistent revenue streams.

4.7: Looking ahead

Looking ahead, the CMDC is well-positioned for further growth by focusing on continuous improvement. Addressing client feedback by increasing accommodation capacity and upgrading classrooms will be crucial for enhancing the client experience and securing a competitive advantage. By leveraging the strong teamwork and professionalism of its staff and fostering a learning-friendly environment, the CMDC can continue to play a pivotal role in strengthening management capabilities across the region, thereby solidifying its contribution to CORAT Africa's mission and long-term sustainability.

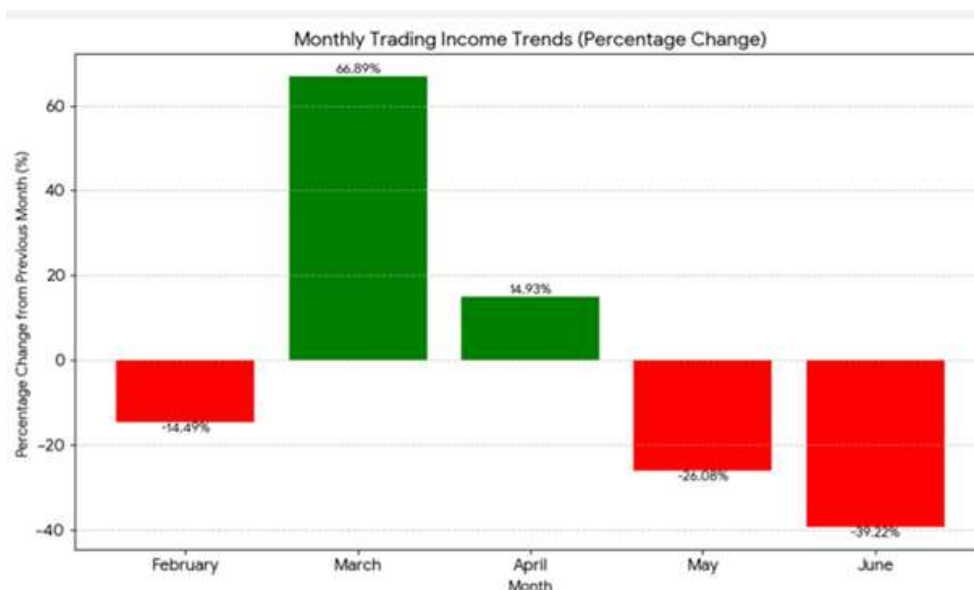
SECTION 5: FINANCIAL REPORT:

5.1: Income breakdown for the period January to June



An analysis of CORAT's income streams for the first half of 2025 reveals that the CMDC remains our most substantial revenue source, representing 63.49% of total income. While this highlights the strength of this program, it also underscores the need to strategically grow and diversify income from other areas, such as Learning Capacity and Development and Consultancy and Research, to ensure long-term financial stability.

5.2: Monthly trends of the trading income (total from all departments):



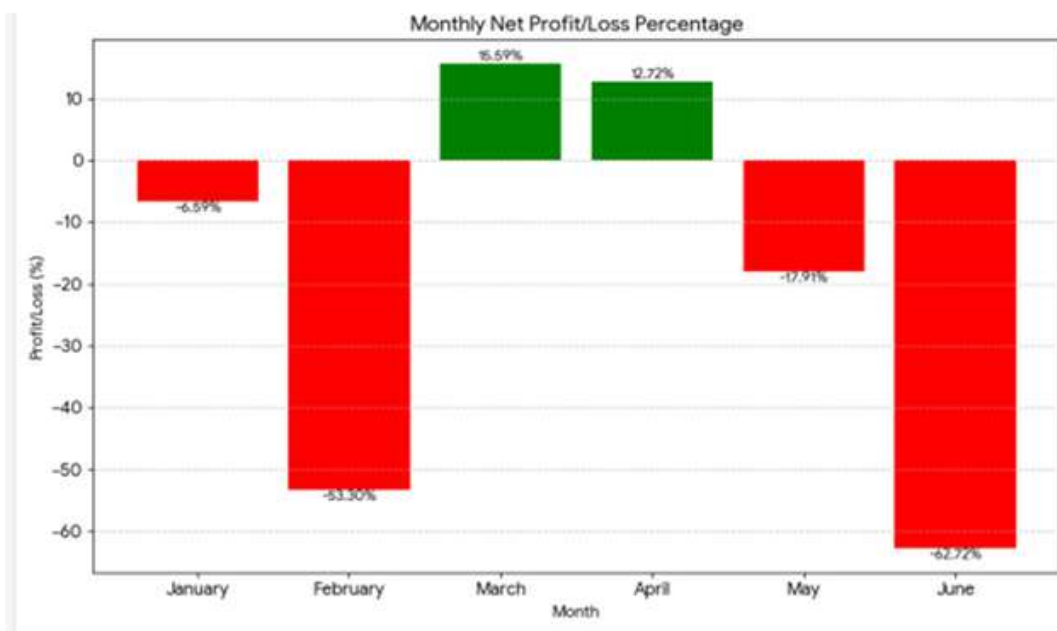
Graph 5.2.1 Monthly Trading Income Trends

Months	Deficit/surplus from the	% percentage increase or loss
January	-	-
February	deficit	-14.49%
March	Surplus	66.89%
April	Surplus	14.93%
May	Deficit	-26.08%
June	Deficit	-39.22%

Table 5.2.1 Monthly Trading Income Trends

The first half of 2025 saw fluctuating monthly trading income trends. After a deficit in February, there was a strong recovery with consecutive surpluses in March (+66.89%) and April (+14.93%). However, the second quarter concluded with a downward trend, as the organization experienced deficits in May (-26.08%) and June (-39.22%). This pattern indicates a need to analyse the factors contributing to the decline in the final two months of the reporting period and to implement strategies to stabilize and grow trading income in the second half of the year.

5.3: Monthly Net Surplus Performance



Graph 5.3.1 Monthly Net Surplus Performance

Month	Surplus/deficit
January	-6.59%
February	-53.30%
March	15.59%
April	12.72%
May	-17.91%
June	-62.72%

Table 5.3.1 Monthly Net surplus Performance

An analysis of the monthly net surplus reveals a challenging start to the year, with a deficit recorded in both January and a significant dip in February. CORAT demonstrated a strong recovery in the second quarter, achieving a positive net surplus in both March (+15.59%) and April (+12.72%). However, the surplus declined in the last two months of the period, with a substantial deficit recorded in June. Following a period of sharp fluctuations, CORAT is now thoroughly examining the factors that influenced its surplus and is developing strategies to ensure consistent financial performance for the second half of the year.

SECTION 6:

MARKETING AND COMMUNICATION EFFORTS

In line with up-to-date themes and trends, CORAT Africa has significantly enhanced its digital presence by updating its website with a modern design. Throughout the first half of the year, CORAT Africa has strategically communicated key themes, including faith-based leadership and stewardship, capacity building through certified professional development courses, and venue promotion for conferences and retreats. These efforts have been widely disseminated across various social media platforms, specifically Facebook, Instagram, LinkedIn, and X.

6.1: Marketing Achievements:

1. Tailored Messaging:

CORAT has successfully tailored its messages to resonate with diverse target audiences. Church leaders have received timely updates on leadership events, professionals have been specifically targeted with training opportunities, event organizers have seen prominent posts about CORAT's venue services, and job openings have been effectively shared with the wider community, primarily through social media.

2. Unified Visual Identity and Branding:

A clear and consistent visual identity, encompassing CORAT's logo and colour scheme, has been rigorously maintained across all social media platforms. This has been achieved through unified themes and language, ensuring a cohesive brand experience. This year, in celebration of its 50th anniversary, CORAT Africa has adapted the CORAT @50 logo across all platforms to further reinforce brand recognition and recall. Promotional efforts for events, courses, and general updates have featured coordinated visuals and messaging timelines across Facebook, Instagram, X, and LinkedIn, ensuring a cohesive brand experience.

3. Mission-Aligned Communication:

CORAT's communications consistently reflect its core mission, with a strong focus on faith-based leadership, comprehensive training programs, and dedicated support for churches and organizations. This alignment ensures that all external messaging reinforces the organization's strategic objectives.

4. Performance Monitoring:

The marketing team has been monitoring the Key Performance Indicators (KPIs) to gauge the effectiveness of marketing and communication efforts. These include the number of training participants, website visits, social media engagement (likes, shares, comments), post reach, and event attendance. This data provides valuable insights into the reach and impact of CORAT's initiatives.

5. Expanded Reach and Partnerships:

The reporting period shows clear signs of increased partnerships with new institutions, notably International Leadership University. Enhanced visibility through social media and events has further expanded CORAT's reach across different regions and organizations, indicating a growing influence within its sector.



6. Leveraging Testimonials:

CORAT has effectively utilized testimonials from training participants and highlighted positive feedback from events and conferences through social media and its guest services desk. These testimonials serve as powerful endorsements, reflecting CORAT's growing influence and recognition within the community.

7. Prominent Venue and Hospitality Services:

CORAT's venue and hospitality services have been frequently highlighted across social media platforms, underscoring their availability and suitability for various events and gatherings.

8. Strategic Role and Relevance:

CORAT continues to define its role by actively collaborating with churches and Christian institutions, hosting impactful leadership events, and offering training programs specifically tailored to meet the evolving needs of the African church.

9. Transparent Communication:

CORAT's communications demonstrate a strong commitment to transparency by openly sharing event outcomes, the impact of training programs, details of partnerships, and feedback received from participants.

10. Professional Communication Standards:

All communications consistently employ clear and respectful language, maintain consistent branding and visuals, and utilize well-designed promotional materials, ensuring a professional and engaging experience for the audience.

11. Feedback Integration:

CORAT actively incorporates feedback received from surveys and social media comments, demonstrating a commitment to continuous improvement and responsiveness to stakeholder needs.

SECTION 7:

THE UPCOMING KANISA BORA SUMMIT

CORAT Africa has been at the forefront of championing servant leadership, transformational education, and ethical governance for churches and faith-based organizations across the continent for five decades. Through divine grace, it has steadfastly pursued its mission to enable these organizations to achieve self-sufficiency in both human capital and resources.

The CORAT@50 celebration represents a pivotal moment to reflect upon the organization's journey, acknowledge its dedicated partners, and reaffirm its commitment to delivering professional training and advisory services in management, finance, and development.

The culminating event of this milestone will be the Kanisa Bora summit, scheduled for August 19-21, 2025. The summit will address themes such as:

1. The Church's role in rebuilding foundations for nationhood in challenging times
2. Re-imagining the Church in a digital/AI driven world
3. Inter-generational mentorship and succession
4. Leadership & Governance for resilient Churches
5. Faith, culture & community: Re-defining the African Christian identity
6. Christian education in schools and communities
7. The care of Church Leaders: Balance, boundaries and retirement
8. Investment, asset management and fundraising: The sustainability task of Church and Church-run organizations

SECTION 8:

CONCLUSION OF THE 2020-2024 STRATEGIC PLAN AND LAUNCH OF THE 2025-2029 PLAN

The 2020-2024 strategic plan has successfully concluded, guided by five key pillars:

1. Institutional Capacity: CORAT's focus was on strengthening CORAT Africa's systems and structures to enhance service delivery and resource generation.
2. Human Resources: CORAT prioritized improving business performance by developing a highly competent and skilled workforce.
3. Financial Stability: Key objectives included achieving a 10% annual growth, improving cash flow, and reducing debt.
4. Product Development and Quality Assurance: CORAT worked to create a diverse range of innovative solutions to empower organizations throughout Africa.
5. Regional Reach: A major goal was to expand CORAT's services to cover a wider geographical area across the continent.

Looking Ahead: The 2025-2029 Strategic Plan

CORAT is currently developing its new 2025-2029 strategic plan. This new plan will build upon the achievements of the previous five years, setting a clear and ambitious direction for our future growth and impact.