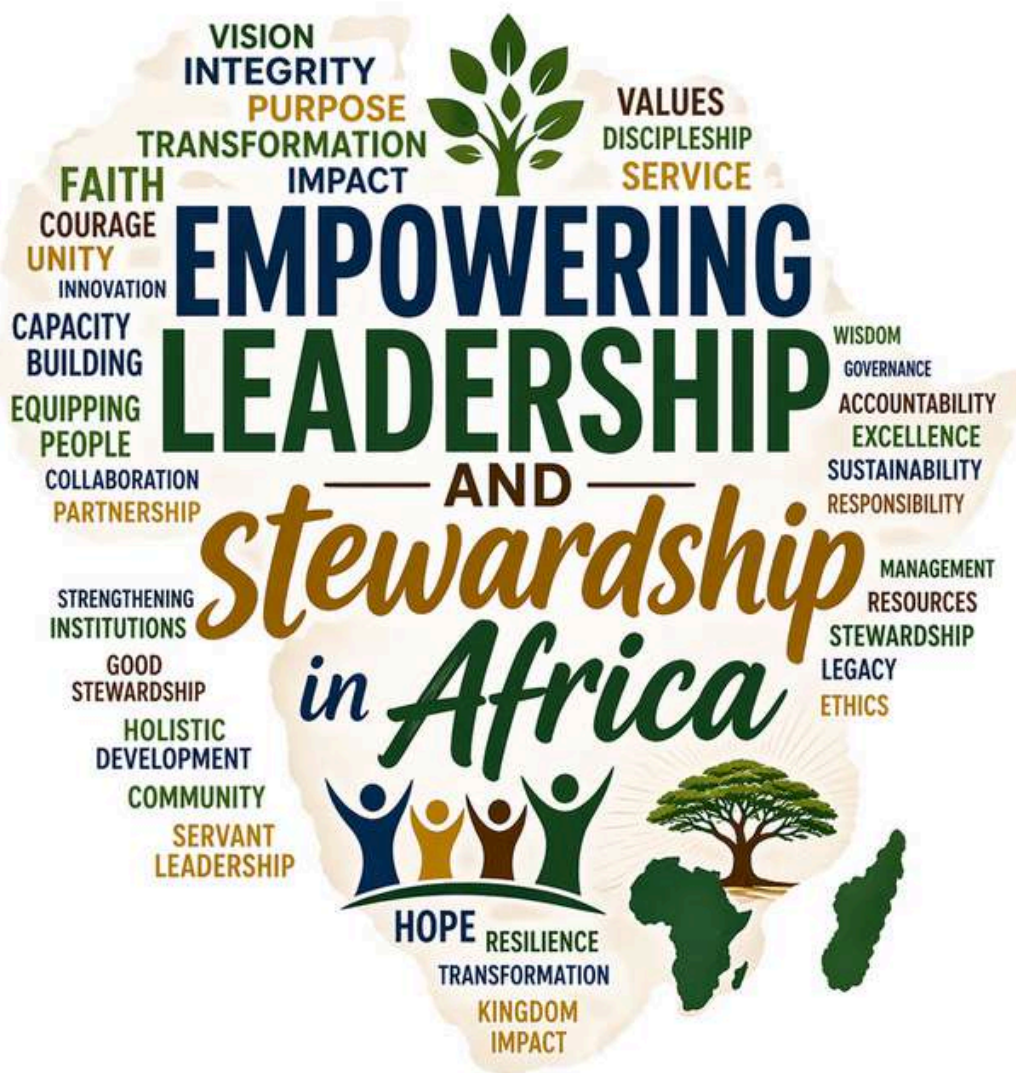


CORAT AFRICA 2025 ANNUAL REPORT



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MESSAGE FROM THE CEO

At CORAT Africa, the year 2025 marked a significant milestone in our journey of impact, reflection, and renewal. As we celebrated 50 years of service, we were reminded not only of our rich heritage but also of the enduring relevance of our mission—to strengthen leadership, governance, and stewardship within churches and church-related organizations across Africa.

This report captures a year defined by both progress and pressure. On one hand, we witnessed meaningful transformation among our clients and partners. Through our consultancy engagements, research initiatives, and training programs, institutions have strengthened their governance systems, improved financial stewardship, and embraced more structured and sustainable ways of operating. The Kanisa Bora Summit, a highlight of our golden jubilee celebrations, further reinforced our conviction that the future of the Church in Africa lies in integrating faith with sound management and accountable leadership.

On the other hand, 2025 also exposed structural challenges—particularly around financial sustainability and the governance gaps that persist within many institutions we serve. These realities have sharpened our strategic focus. We recognize that the work ahead is not merely technical, but deeply transformational: shaping mindsets, strengthening systems, and restoring the integrity of institutions.

As an organization, we have continued to invest in our internal capacity—improving our financial stewardship, enhancing our digital presence, and strengthening our training and service delivery models. These efforts are geared toward ensuring that CORAT Africa remains both relevant and resilient in a rapidly changing environment.

Looking ahead, our priority is clear: to deepen our impact by building institutions that are not only effective but also principled: institutions that reflect both professional excellence and biblical stewardship. We will continue to pursue strategic partnerships, expand our research footprint, and innovate in our training approaches to meet emerging needs.

I extend my sincere gratitude to our partners, clients, staff, and stakeholders for your continued trust and collaboration. Your commitment fuels our work and strengthens our resolve. As we step into the future, we do so with clarity of purpose and confidence in the transformative power of faith-informed leadership.



Dr. Oliver Kisaka
Managing Director, CORAT Africa

PREFACE

This Annual Report presents an overview of the work, achievements, and challenges of CORAT Africa for the year 2025. It provides a comprehensive account of the organization's efforts to strengthen institutional capacity, enhance leadership effectiveness, and promote sustainable management practices within churches and faith-based organizations across Africa.

The report is structured to reflect the multi-dimensional nature of CORAT Africa's work. It highlights key engagements from the Consultancy and Research Department, financial performance and stewardship, advancements in marketing and communications, and the contributions of core departments including the CORAT Management and Development Centre (CMDCC), CORAT Africa Training Institute (CATI), Human Resources, and Learning and Capacity Development.

A central theme emerging from this report is the critical link between governance, leadership, and sustainability. Many of the challenges faced by institutions—particularly within the church—are not merely moral or spiritual, but structural and institutional. This underscores the importance of CORAT Africa's role in equipping organizations with the systems, frameworks, and competencies required for long-term effectiveness.

The report also documents the organization's continued commitment to research and knowledge generation as a foundation for evidence-based practice. Through studies, publications, and convenings such as the Kanisa Bora Summit, CORAT Africa is contributing to thought leadership at the intersection of faith, governance, and development.

While the year recorded notable achievements, it also highlighted areas requiring strategic attention, particularly around financial sustainability and scaling impact. These insights have informed the organization's forward-looking priorities and strategic direction.

This document is therefore not only a record of performance but also a reflection of learning, accountability, and commitment to continuous improvement. It serves as a resource for stakeholders, partners, and practitioners interested in institutional development within the faith-based sector.



Mr. Frederick Olweny
Programmes Manager, CORAT Africa

EXECUTIVE SUMMARY

The 2025 Annual Report of CORAT Africa presents a comprehensive overview of the organization's performance, impact, and strategic direction during a landmark year that coincided with its 50th anniversary. The year was characterized by both significant achievements in institutional capacity development and notable challenges that have informed future priorities.

Throughout 2025, CORAT Africa remained steadfast in its mission to strengthen leadership, governance, and stewardship within churches and faith-based organizations across Africa. Through its Consultancy and Research Department, the organization delivered a diverse portfolio of services including strategic planning, policy development, financial sustainability assessments, resource mobilization strategies, feasibility studies, and project evaluations. These engagements contributed to improved governance structures, enhanced operational efficiency, and strengthened accountability among client institutions.

A major highlight of the year was the Kanisa Bora Summit, which convened church leaders, scholars, and practitioners from across the continent to reflect on the future of the Church in Africa. The summit reinforced CORAT Africa's role as a thought leader in integrating faith and professional management, while also generating valuable research outputs and collaborative networks.

From a financial perspective, the report highlights prudent stewardship, achieving improved financial management, reduced debt levels, and a clean audit report. However, a decline in revenue across key departments and efforts to strengthen marketing efforts is also discussed. The Training Institute (CATI) and Learning and Capacity Development (LCD) Departments reported impactful programs that enhanced professional competencies, leadership capacity, and institutional effectiveness among participants. The adoption of blended learning approaches and participatory methodologies strengthened participants' interaction and knowledge transfer. Similarly, the CORAT Management and Development Centre (CMDC) contributed significantly to revenue generation and client satisfaction through improved service delivery and operational efficiency.

Despite these achievements, the report identifies persistent governance gaps within many church institutions, including weak oversight structures, unclear roles, and limited accountability mechanisms. These challenges reaffirm the critical need for continued investment in institutional development and capacity building.

SECTION 1: CONSULTANCY AND RESEARCH

This annual 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.

1.1: Consultancy Engagements For The Year 2025

Here are the core contributions to improving management capacity, governance and operational systems of each of the assignments we did for our clients this year;

1. Strategic planning

The Consultancy and research department supported two clients by improving the client's management capacity. The process included clarifying mission, vision, and organizational priorities, translating organizational purpose into strategic objectives and outcomes, improving coordination across departments around shared goals and providing a basis for performance measurement and accountability. Boards of the two organizations can now exercise better oversight because they can track whether management is delivering on agreed strategic goals.

2. Operational manuals

The Consultancy and research department supported the development of operational Manuals (Finance, Procurement, Training & HR) for a client. These manuals organize standard operating procedures (SOPs), reduce reliance on individual knowledge, improve efficiency, consistency, and compliance and enable easier onboarding and staff continuity. The organizations support so far have reported reduced fraud, errors and abuse of office because misalignment can be detected early.

3. Policy document and implementation support

Further we supported the development of policy Documents (Governance & Oversight) for one client. Policy documents define roles and boundaries between board, management, and staff, decision making authority, and help clarify conflict of interest for leadership and staff.

4. Financial and investment assessment

The Consultancy and research department developed a financial Sustainability Assessment for a client. This exercise enabled the organization to establish clear revenue streams, identify funding gaps and financial vulnerabilities for their organization.

5. Resource mobilization strategy

With the completion of the resource Mobilization Strategy, our client can now align their funding efforts with strategic priorities, identify target donors, partners, and markets, professionalize fundraising beyond reliance on grants, and ensure predictable cash flow and program continuity.

6. Cybersecurity audit

The cybersecurity Audit addressed digital risk management & resilience. Through this exercise the organization was able to identify vulnerabilities in the data systems, strengthen digital governance and firewall staff and beneficiary information.

7. Feasibility study

In the case of a feasibility Study, this provided evidence-based decision-making for the client. It helped the client to avoid costly failures of trial and error. It enhanced the client's capacity to allocate resources to a viable initiative.

8. Project evaluation

The Consultancy and research department further conducted a project Evaluation to determine the effectiveness, efficiency, and impact of a client's project. Effectively the client was able to ensure accountability to stakeholders and donors.

9. Research and knowledge dissemination

Consultancy and Research department undertook several significant research initiatives. They included:

- a) Consultancy and Research department conducted 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.
- b) Journal Publication and Conference Presentations: Consultancy and Research submitted an article on "The socio-legal framework of religious regulation in Kenya" to Global Conversations journal for publication.
- c) Consultancy and Research Lead consultant presented a paper on "University Graduates Employability preparedness" at the International Network for Christians in Higher Education (INCHE) conference, a key industry event held at CORAT Africa.
- d) The Managing Director in Collaboration with the Consultancy and Research department facilitated data collection and reporting for NCKK on "Leaders' perceptions regarding the state of the church". The resultant paper was presented at the Kanisa Bora Summit.
- e) The Consultancy and Research Lead consultant in partnership with Africa Enterprise (EE) and NCKK, developed a paper on "Clergy Retirement" that was shared at the Kanisa Bora Summit.

10. Kanisa Bora Summit.

The summit was held between 19 – 21 August 2025 at CORAT Africa. It was the highlight of the 50th anniversary celebrations for CORAT Africa. The summit brought together more than 86 scholars, clergy and other Christians from all over Africa for a 3-day conference themed: “Rooted in Faith: Empowering Leadership and Stewardship for a Thriving Church in Africa”.

A total of 28 abstracts were submitted for presentation, and 27 papers were finally presented. The conference was officially opened by Rev. Dr. Fidon Mwombeki of AACC and graced by eminent persons as guest speakers including Rev. Dr. Esther Obasi-ike, Prof. Timothy Kirui, Rev. Dr. Martin Mujinga, Prof. William Ogara and Mr. Frazier Kilonzo. After the summit 20 full papers were received from presenters and peer reviewed and are underway for publication in a technical conference proceedings journal.

Overall, consultancy services enabled organizations to improve on their management capacity, governance quality, and operational efficiency.



1.2 Research

CORAT Africa conduct research in diverse areas so long as the topic is relevant to contemporary issues affecting the church. However, emphasis is given to church investments, youth and the church, faith and policy, church & society, family & relationships and church governance, leadership & management.

Research outputs so far include a training manual developed for UNICEF known as Mindheart. Through a study CORAT Africa was able to distil appropriate teaching approaches that are suitable for children known as Mindheart dialogues.

Further, CORAT Africa conducted a study on management of church assets with support from Globethics. Resultant from the study were tools that churches and other institutions can use to invest and secure their investments. Thirdly, CORAT Africa conducted a study on religious regulations in Kenya. Coincidentally, the recommendations in that paper, for dual regulation, is what the Taskforce on religious regulations opted for.

CORAT Africa is seeking partnerships with other institutions to be able to amplify its research capability to address the emerging needs. CORAT Africa also hosts an annual academic event where scholars from all walks of life converge to share and discuss church related research. CORAT Africa is a pioneer of a network known as Christian Universities and Research Institution Network (CURIN) whose mandate is to collaborate on joint research initiatives.

1.3: Case Study

“A sister representing a church organization walked into my office. She had a need, but she didn’t know how to express it. After a long discussion it became clear that she was seeking for financial advice on how to utilize their congregation’s diverse resources and create sustainability. That’s when we embarked on a financial investment and sustainability assessment. The exercise involved looking at all their assets – some which were thriving, others were on the blink of collapse while others had never been utilized. Consultancy and Research department deployed experts who looked at whether the group’s income sources were predictable, diversified and resilient. The results questioned the financial health, revenue sustainability, cost efficiency, investment viability, and sustainability aspects of the organization. Through a participatory process, the staff and leadership of the group appreciated where they are, and a plan of action was developed to do among others: - Train staff in financial management, conduct feasibility studies for the dormant assets and those not performing, Diversify investment options including money market, endowment fund and pension schemes.

As a result, CORAT Africa hopes to walk with the group to develop medium term financial strategy, design a resource mobilization strategy to diversify revenue sources, introduce cost recovery revenue models, strengthen financial policies and SOPs, introduce financial management systems (FMIS) and build capacity of staff and leadership in financial literacy and strategic budgeting”. **Dr. John Makokha - Consultancy & Research Lead**

1.4 Challenges

There exists a governance gap in churches in Africa. Governance refers to who has authority, how decisions are made, how leaders are held accountable, how resources are overseen and how power is limited and checked. When these areas are evaluated, in most African churches power is personalized, roles are unclear, oversight is weak, policies are absent and boards are symbolic and not functional. For example, in most African churches board members are appointed by the pastor, they lack independence and can rarely challenge leadership. Many churches do not have written constitutions, policies, SOPs and financial manuals. This opens a door for inconsistency and abuse.

The result is poor governance where finances are never audited, procurement is haphazard, funds are entirely handled by the pastor, no budget discipline, and no expenditure reporting to members.

This governance gap emanates from how churches grew in Africa. Churches were mission movements which were not meant to be permanent structures or organizations. So, the idea of governance was alien to church formation. Members were expected to respect elders and spiritual authority. This created spiritualization of management problems. As a result, the church lacked institutional structures, governance systems, and organizational maturity. Weak governance in churches is not just a church problem — it is a development, governance, and public accountability issue for African society. Neither is it a moral problem, it is an institutional problem that can be rectified through training and capacity building. That's why CORAT Africa comes in to change the narrative.

1.5 Conclusion

Consultancy and research department was engaged throughout the year in a diverse portfolio of activities reflecting a strong commitment to enhancing organizational capacity, strategic clarity, financial resilience, and data driven decision making. The breath of engagement from policy development to advanced research and a major event coordination, underscores consultancy and research comprehensive advisory capabilities and its impact on the church. 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 the client after an organizational capacity assessment, strategic planning, or policy development exercise. If staff are actively implementing the proposed action plan, it is a clear sign that positive development is underway. Beyond concrete actions, the enthusiasm and seriousness with which staff embrace their responsibilities as an indicator of meaningful organizational shift is observed and considered. Moreover, stakeholder reports offer valuable insights of transformation. For instance, increased donor confidence in an organization strongly suggests a significant positive change that has occurred.

SECTION 2: FINANCE DEPARTMENT REPORT

2.1 Financial Stewardship And Mission Delivery

During the year 2025 financial stewardship and mission delivery played a role to increase trust with donors, stakeholders, and gave more opportunities for partnership. The key main financial decision made in the year 2025 enabled program implementation through the allocation of funds to fix the outdated IT infrastructure, improve efficiency and reduce long term costs. This enhanced the internal capacity allowing the organization to focus more in expanding and delivering high quality programs.

During the year 2025 there were several indicators that demonstrated that CORAT Africa's financial health improved. The organization recorded a decrease in debt levels and having a clean audit report provided transparency and compliance with regulatory standards that further reinforced stakeholder confidence. Financial planning helped in making informed decisions in resource allocation and investment that ensured stability of the programs effectiveness.

The finance department upholds the CORAT Africa's core values by being open about financial dealings, decisions, implementing strong internal controls and audit, acting in the best interest of the organization and stakeholders. The finance department implemented the fraud prevention measures by monitoring unusual transactions in the year 2025 and none was reported.

2.2 Revenue Stream Performance And Organizational Sustainability

Revenue Breakdown (2025)

Revenue Stream	Amount (Ksh)	% of Total Income
CMDC	91,661,643	66.7%
C&R	7,913,724	5.8%
CATI	2,398,202	1.7%
LCD	23,636,772	17.2%
Other Income	11,826,653	8.6%
Total Income	137,436,994	100%

Table 2.2.1 Revenue Breakdown

Despite CMDC being the primary revenue contributor in 2025, there was a noticeable drop in income compared to previous periods. Similarly C & R also recorded a drop in income in the reporting year. This drop of income increased pressure on operational expenses, leading to budget cuts and making hard financial decisions. Strengthening marketing strategies was identified as one key improvement area to increase income generation and improve departmental performance.

2.3 Financial Efficiency And Resource Utilization

The finance department maintained financial efficiency by prioritizing spending based on priority impact. Without compromising the program quality, cost savings were achieved through streamlining operational activities. Streamlining approval processes for expenses and transaction was recommended to further enhance efficiency of the finance department.

In the year 2025 CORAT Africa faced pressing financial challenges that were occasioned due to cash flow constraints, which affected the implementation of certain activities in the organization. This led to the organization shifting its focus on increasing income through marketing efforts to attract new partners and clients.

2.4 Conclusion

The finance department played a critical role in identifying the financial opportunities and risks that informed decision-making, which was essential for achieving organizational objectives and maintaining the operational continuity. Throughout the year 2025, several best practices such as effective cost reduction initiatives, enhanced operational efficiency, strengthened strategic financial planning and ensured better alignment between resources and goals. These were monitored through improved financial reporting processes that promote transparency, accountability, and sound decision-making. These practices reflect strong financial stewardship and offer valuable lessons for broader organizational management.

SECTION 3: MARKETING & COMMUNICATION

In alignment with emerging trends and contemporary communication practices, CORAT Africa has significantly strengthened its digital presence through the redesign and modernization of its website, enhancing both user experience and brand visibility. During the year, the organization strategically amplified key thematic areas, including faith-based leadership and stewardship, capacity building through certified professional development programs, and the promotion of its conference and retreat facilities. These strategic messages were consistently disseminated across major social media platforms—Facebook, Instagram, LinkedIn, and X—thereby expanding outreach, increasing engagement, and reinforcing CORAT Africa’s positioning as a leading institution in leadership development and professional training.

3.1 Communications And Marketing Strategy

In the year 2025 CORAT Africa used various key major messaging aspect that were centred on training and professional development. Using the social media platforms, conference engagements and across newsletters CORAT Africa consistently highlighting the upcoming courses that are aimed at the organizations effectiveness and leadership strengthening. This positioned the organization as a hub for institutional development and professional growth within faith-based context and church. During the year 2025 Croat Africa celebrated 50-year milestone on March 25, 2025. Communications surrounding the golden jubilee celebration emphasized on the organization’s heritage, mission, and long-standing contribution to leadership development across the region. The messaging also expressed gratitude for partnerships, stakeholder support, and sustained service over the years, reinforcing CORAT Africa’s organizational identity and legacy.

1. Visual Identity And Branding

The marketing department has managed to consistently use the CORAT Africa branding colours which include brown, maroon and cream tones along with consistent logo application that ensures recognizability across materials. The organization consistently communicates the same core themes such as leadership development, organizational effectiveness, stewardship, and Christian values, whether on the website or social updates.

2. Tailored Messaging

The communication department did tailor the messaging to the different stakeholders. The messaging emphasized on leadership, governance, stewardship and capacity building in churches and Christian organizations that align with their institutional and ministry needs. The prospective trainees and students content normally focuses on courses, professional development, skills acquisition, and enrolment information. For the wider community communications tend to include inspirational messages, seasonal greetings, and general organizational updates.

3. Metrics And Indicators

The communication and marketing department used various metrics and indicators to track the reach of the organization's communication services. The indicators included social media engagement: Likes, shares, comments, and reach of posts on platforms (Facebook, Instagram, Twitter, LinkedIn, TikTok). Number of participants enrolled in courses, workshops, and programs. Event participation: Attendance at summits, conferences, and other organized events. In 2025 there has been an increase in demand for CORAT's services or recognition in new geographic or organizational contexts and this has increased MOUs and collaborations with networks and strategic partners indicating and expanding influence. In the year 2025 training workshops, diploma programs and short courses attracted significant participation and engagement from churches, NGOs in addition, the Kanisa Bora Summit drew a considerable attention for fostering networking, learning, and sector-wide engagement.

4. Testimonials

In the year 2025 the impact of capacity building was reflected and was shared in the organizations YouTube channel. The training participants explained how the CORAT programs have strengthened their leadership, governance and management capabilities by enabling them to improve their decision-making process and enhancing their organization.

5. Mission and Vision

Kanisa Bora Summit played a big role in addressing the mission and vision of CORAT Africa. Mission in action: The summit brought together church leaders, administrators, and development practitioners to share knowledge, strengthen governance, and engage in leadership training directly reflecting CORAT's commitment to building leadership capacity and organizational effectiveness.

Vision in practice: The event fostered collaboration, learning, and strategic reflection, demonstrating CORAT's goal of empowering Christian institutions to excel in stewardship, management, and ministry impact.



SECTION 4: CORAT MANAGEMENT AND 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.



4.1 Strategic Objectives

In the year 2025 the CORAT Management and Development Centre (CMDC) reflects a year of intentional service improvement and CMDC achieved the following strategic objectives that strengthened the guest experience and service excellence by introducing the CORAT Signature Service standard and Trained teams on guest welcome, speed of service and problem handling; increased revenues and profitability in the year 2025 through successfully improved sales revenue; accomplished Driver Operational Efficiency and Cost Reduction through successfully implementing methods to reduce power and reducing unnecessary reordering; The improvement of Staff Development, Leadership and Engagement was successfully achieved by conducting multiple job trainings as well as sending team members to Kenya Utalii College for refresher training.

4.2 Positive Feedback



The CMDC department received positive ratings in terms of hospitality and operational excellence. Staff professionalism, the check-in/check-out process, and client handling were rated as good, while Food & Beverage services, technical support, and ambience were rated as fair. Notably, clients such as Entrust, Compassion, and ABO provided compliments, positively reinforcing CORAT Africa's brand reputation

4.3 Key Achievements

CMDC recorded an occupancy rate of 62% that contributed to financial sustainability through income from external clients, booking repeat clients and long-term partnerships by upselling of services such as accommodation and meals. CMDC contribution to financial sustainability through income from external client bookings, repeat clients, cost-efficiency in hosting internal programs, yield management and strategic pricing were implemented to maximize usage.

Operationally, the Centre recorded an occupancy rate of 62% in 2025. CMDC contributed to financial sustainability through income from external client bookings, cost-efficiency in hosting internal programs, repeat clients, Yield management and strategic pricing were implemented to maximize usage and revenue.

Client experience remained a strong focus area. The Centre was rated highly for friendly and responsive staff, secure and accessible spaces, timely access to facilities, tailored services with feedback mechanisms, and on-site support for presentations, IT, and logistics. However, adaptable meeting rooms and breakout areas were identified as an area requiring further enhancement. Client feedback, including positive remarks from Entrust, affirmed satisfaction with the services offered.

4.4 Conclusion

In the year 2025 CMDC demonstrated stewardship through the wise management of casual wages and by closing unused power blocks, resulting in a 15% reduction in power consumption. Professionalism was reinforced through service standards and improved client handling practices. Operational improvements included strengthened food cost control, portion control measures, and creative service approaches to enhance value delivery.

Key lessons learned in 2025 emphasize the need for continuous improvement. Moving forward, a critical recommendation is to prioritize ongoing facility maintenance—even when costly—to preserve service standards, protect infrastructure, and strengthen the Centre's long-term strategic contribution to CORAT Africa's mission and sustainability goals.

SECTION 5: CORAT AFRICA TRAINING INSTITUTE (CATI)

The CORAT Africa Training Institute (CATI) 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 year 2025, which structures its academic year into three semesters: January to April, May to August, and September to December.



5.1 Courses Being Offered

1. Diploma in Health Systems Management: This course is designed to equip students with the necessary skills and knowledge to excel as hospital managers and administrators in healthcare field. It prepares students to tackle the challenges of healthcare administration and management by improving their understanding of information technology, leadership principles, legal and policy frameworks, financial management, and quality assurance. Upon completion of the course the students will be well equipped to contribute towards strengthening of health systems for the betterment of their facility and society.

2. The Diploma in Project Management course is structured to provide learners with a comprehensive understanding of essential project management principles and practices, applicable across various sectors. By the end of the program, participants will be equipped with the expertise needed to navigate complex project environments, drive innovation, and contribute effectively to organizational success in both public and private sectors.

3. The Diploma in Monitoring and Evaluation (DME) is designed to equip learners with skills for effectively assessing project progress, impact, and expenditure accountability in projects. Upon completion of the program, graduates will possess the skills and knowledge necessary to effectively evaluate projects and contribute towards the timely completion and achievement of project goals.

4. The Housekeeping Management Level 6 qualification consists of competencies that an individual must achieve to manage accommodation services. It consists of managing guest experience, front office operations and revenue performance. It also involves managing laundry and linen operations; facilities and property repairs and maintenance as well as performing administrative duties.

5. Project Management Level 6 qualification consists of competencies that an individual must achieve to manage projects. It entails managing project inception phase, managing project implementation, monitoring and evaluating projects, auditing and reviewing projects, managing project environment and managing project closure.

6. Diploma in Human Resource Management (Level 6): This course is designed to equip individuals with the competences required to practice as Human Resource Assistants in both public and private sectors. It reflects the employers' demand for qualified personnel, that would enable them to compete in an environment where the technology is constantly evolving, and the expectations of clients are becoming ever more demanding.

7. Housekeeping Level 5 Qualification consists of competencies that an individual must achieve to carry out housekeeping operations. It entails managing guest experience, front office operations, housekeeping operations, laundry and linen from operations and facilities and property repair maintenance.

8. Project Management Level 5 qualification consists of competencies that an individual must achieve to manage projects. It entails managing project inception phase, project design, project implementation, project risks, project financing, monitoring and evaluating projects, auditing and reviewing projects, managing project environment, project closure, project stakeholders and project scope.

9. Certificate in Care Giving Level 5: Caregiving level 5 qualification consists of competencies that an individual must have to provide caregiving services in healthcare facilities, hospices and homes. It involves performing housekeeping services, carrying out client's dietary interventions, providing psychosocial support and carrying out pre-departure process. It also involves providing care-giving catering services and supporting special needs care.

5.2 Innovative Approaches And Learning Models

1. Case Studies

Case studies involves using real work scenarios for studies. Students are given a narrative of company/ facility facing some challenges. They must diagnose the problem, identify constraints, and propose solutions. Benefit Observed: This approach bridges the gap between theory and practical work.

2. Digital Platforms (e.g., Zoom, Moodle)

Zoom platform, Microsoft Teams and Google meet are utilized for evening online classes and coordination meetings involving the lecturers. The platforms provide real time communication medium with the students and trainers. CORAT Africa is in the process of developing the Moodle platform which will be very useful for coordination of the courses. Observed Benefits: The platforms allow for flexibility in learning pace and ease in access to learning materials.

3. Peer-to-Peer Learning

Students are assigned specific topics to research and then present to the rest of the class through formal presentations. This forces the student to master the material well enough to explain it and answer questions from fellow students. Observed Benefits: Builds soft skills like public speaking, slide design, and critical thinking while responding to questions.

4. Participatory Group Work

Students are assigned specific topics to research and discuss as a group then share with the rest of the class. This requires active collaboration to conclusively discuss the topics and prepare a unified presentation. Observed Benefits: Teamwork in the group assignments strengthens their collaboration skills and prepares them for professional world where almost all work is done in teams.

5.3 Impact And Application Of Learning

The courses delivered in 2025 significantly strengthened participants' professional competencies and practical application of knowledge within their respective work environments through the Leadership principles necessary to tackle challenges in healthcare management. (HSM), Skills in managing the project inception phase, implementation, and closure, Competency in project design, project financing, and managing project scope, Skills for effectively assessing project progress and impact.

5.4 Recommendations And Insights

The flexible mode of study encouraged continuity of learning and increased student retention rate because the participants were able to balance their personal and professional commitments and enabled them to stay engaged in class; the digital platforms supported effective delivery of training programs that enabled seamless communication and participants were able to access reading materials. Furthermore, the presence of qualified and experienced trainers ensured that all activities remained focused, relevant, and meaningful, thereby enhancing the overall quality and impact of the training.

Despite the overall success of the training delivery, some challenges were observed in the year 2025. These challenges included variations in participants' digital literacy and access to reliable internet occasionally affecting engagement during online sessions. These factors limited full participations of some participants and slowed the pace of proper communication.

CATI department recommends for the future trainings that more time should be allocated for interactive learning. Interactive activities such as group work, case studies, and student presentations have shown strong impact on engagement and learning.

5.5 Conclusion

In conclusion, the 2025 training programs registered by TVET and delivered in partnership with Africa International University and Daystar University demonstrated strong alignment with institutional capacity-building goals and professional development needs. The courses contributed to measurable transformation, including increased learner confidence, strengthened leadership capacity, improved project implementation skills, and reinforced ethical stewardship and sustainability practices. Despite minor challenges related to digital literacy and internet access, the overall delivery model proved effective and impactful. Continued emphasis on interactive methodologies and technological support will further enhance future training outcomes and institutional impact.

SECTION 6: HUMAN RESOURCE

6.1 Recruitment And Onboarding

Over the past year, the department has not recruited any new employees, indicating a period of staffing stability. Despite the absence of recent hiring activity, the recruitment process was rated as “Good,” suggesting that while the system is functional and efficient, there remains room for improvement. The onboarding process was rated as “Effective,” demonstrating that when new hires are brought in, they are adequately supported and integrated into the organization. However, a key recommendation provided was the introduction of recruitment and selection software, such as an Applicant Tracking System (ATS), to streamline hiring processes, improve efficiency, and enhance overall HR data management.

6.2 Training And Development

In the last year, five staff members have participated in training and development programs. The relevance of these trainings was rated as “Very relevant,” indicating strong alignment between the training content and the staff’s roles and responsibilities. This reflects positively on the organization’s ability to identify and address capacity-building needs effectively. Looking forward, there is a clear interest in expanding training opportunities, particularly in data analysis for programme staff. This suggests a growing emphasis on strengthening analytical skills and promoting data-driven decision-making within the organization.

6.3 Performance Management

The findings indicate that performance management processes are active and effective. The respondents confirmed having participated in a performance review or feedback session in 2025 and rated the exercise as “Very useful.” This demonstrates that the performance management system is not only operational but also valued by staff as a meaningful tool for feedback, professional development, and alignment with organizational goals.

6.4 Employee Engagement & Work Environment

In terms of employee engagement and the overall work environment, the respondents highlighted that enhanced cross-departmental collaboration and team engagement initiatives would significantly improve staff experience. This suggests that while the current work environment is functional, there is a need to strengthen teamwork, communication, and collaboration across different departments to foster a more cohesive and engaging workplace culture.

6.5 Diversity, Equity & Inclusion (DEI)

The organization is perceived to foster an inclusive and respectful work environment. This indicates a generally positive perception of organizational culture in terms of inclusivity. However, the respondents noted that they have not participated in any DEI-related training or activities in 2025. It highlighted an opportunity for the organization to further strengthen its DEI efforts by introducing structured training programs and initiatives aimed at promoting awareness, inclusion, and equity across all levels.

6.6 Conclusion

In 2025, a key HR initiative implemented was the improvement of HR data management, particularly ensuring that all staff records and files were up to date. This reflects a proactive effort to enhance administrative efficiency, maintain accurate employee records, and support better organizational decision-making.

SECTION 7: LEARNING AND CAPACITY DEVELOPMENT



The Department of Learning and Capacity Development at CORAT Africa plays a central role in advancing the organization's mission of strengthening leadership and enhancing institutional effectiveness across faith-based and development-oriented organizations. The department is responsible for designing, coordinating, and delivering high-quality training programs, workshops, and consultancy services that equip individuals and institutions with practical skills in leadership, governance, financial management, and organizational development.

7.1 Training Programs/Workshops conducted in the year 2025

In 2025, CORAT Africa implemented a comprehensive portfolio of training programs and workshops designed to strengthen leadership, management, and institutional capacity across faith-based and development organizations. The Learning and Capacity Department delivered a wide range of residential courses covering diverse thematic areas.

These included Strategic Human Resource Planning, Job Analysis and Evaluation, Human Resource Management, and HR Audit, Metrics and Analytics, which focused on strengthening workforce management and organizational effectiveness. Leadership and governance were addressed through programs such as the Management Course for Women in Leadership, Management Course for Senior Church Administrators/Executives, and courses for administrative secretaries, executive assistants, and school managers.

In addition, CORAT Africa offered specialized programs in financial and operational management, including Financial Management for Non-Finance Officers, Financial Management for Donor-Funded Projects, Procurement and Supply Chain Management, and Risk Management and Strengthening Internal Control Frameworks. Courses such as Project Cycle Management, Results-Based Monitoring, Evaluation, Accountability and Learning (MEAL), and Planning, Monitoring and Evaluation further supported program effectiveness and accountability. The institution also addressed emerging and cross-cutting issues through courses in Peace Building and Conflict Transformation, Trauma Counselling and Healing, Advocacy for Social Change, and Grassroots Financial Inclusion and SILC project management. Complementary skills-based programs such as Graphic Design, Customer Care, PR and Strategic Communication, and Hotel and Retreat Centres Management enhanced practical competencies for participants.

Beyond residential trainings, CORAT Africa expanded its reach through online and tailor-made programs delivered in collaboration with regional and international partners. These included Strategic Leadership and Planning Training for the daughters of St. Paul, Corporate Governance and Succession Planning programs in collaboration with Kingdom Equip Ghana, and capacity-building initiatives for institutions such as Loreto Sisters, MVTC Tanzania, and IBVM Eastern Africa. Additional offerings such as Finance for Non-Finance Officers (online) further demonstrate the institution's adaptability in delivering flexible and accessible learning solutions.

7.2 Application of Training Outcomes and Institutional Impact

Training programs delivered by CORAT Africa in 2025 resulted in significant practical application of knowledge and skills at both individual and institutional levels. One participant reported that within one month after graduation, they conducted a restitution session with the leadership of their organization (CBCA), demonstrating accountability and knowledge transfer. The participant further undertook the development of a procurement policy for the organization, strengthening governance and operational frameworks. In addition, they are actively involved in the renovation of an institutional facility (Presbyterate), reflecting improved project planning and management capabilities. Through collaborative efforts with their team, the participant successfully contributed to funding applications that resulted in eight programs being secured for implementation in 2026. Enhanced administrative capacity was also evident through consistent staff performance tracking and adherence to organizational policies in decision-making processes.

At the institutional level, the training contributed to strengthened management systems and improved accountability structures. Participants reported the development and implementation of a wide range of organizational policies, accompanied by internal training to support their adoption. These included policies on education, communication, complaints handling, finance, human resources, procurement, risk management, health and safety, child protection, and staff management (including staff handbooks and homework policies). Collectively, these outcomes demonstrate the effectiveness of CORAT Africa's training programs in fostering sustainable institutional development, promoting good governance practices, and enhancing organizational performance.

7.3 Qualitative Outcomes and Evidence of Transformation

Beyond attendance metrics, the 2025 training programs by CORAT Africa demonstrated clear qualitative indicators of deeper transformation among participants and their institutions. These were observed through structured daily evaluation exercises, which captured participant reflections and learning progress throughout the training period. Additionally, the development of action plans at the end of each training provided evidence of participants' ability to translate knowledge into practical, context-specific strategies. Follow-up feedback on participant progress further indicated sustained application of skills and continued engagement with training outcomes.

Further evidence of impact is reflected in participant testimonials and observed behavioural and systemic changes. One participant reported actively leading the renovation of an institutional facility (Presbyterate), demonstrating enhanced project management and leadership capacity. The same participant successfully collaborated with their team to secure funding for eight programs scheduled for implementation in 2026, highlighting improved resource mobilization and teamwork. At an organizational level, there was notable progress in strengthening management systems, including consistent staff performance tracking and adherence to established policies in decision-making processes.

Significant institutional transformation was also evident in the development and implementation of key organizational policies. These included policies on education, communication, complaints handling, finance, human resources, procurement, risk management, health and safety, and child protection. The participant further indicated that they are currently facilitating internal trainings to support the adoption of these policies, demonstrating increased confidence, autonomy, and leadership in driving organizational change. Collectively, these outcomes highlight meaningful shifts in practice, improved governance structures, and strengthened institutional resilience because of the training programs.

7.4 Application of Training Methods and Observed Benefits

The training programs delivered by CORAT Africa in 2025 incorporated a range of participatory and learner-centered methods, including case studies, simulations and role plays, digital platforms, peer-to-peer learning, participatory group work, and blended learning approaches. These methods were applied across training sessions to ensure an interactive and practical learning environment.

Digital platforms were particularly utilized to facilitate online and hybrid (blended) trainings, enabling participants to engage remotely while maintaining the quality of instruction. At the same time, methods such as role plays, case studies, and group work were integrated into sessions to encourage active participation and real-life application of concepts.

As a result, these approaches significantly enhanced the learning experience. They contributed to the simplification of complex concepts, making content more accessible and easier to understand. Additionally, they improved participant engagement by promoting interaction and collaboration, while also strengthening comprehension and practical application of knowledge within participants' respective organizational contexts.

7.5 Training Delivery Effectiveness, Challenges, and Recommendations

The 2025 training programs implemented by CORAT Africa demonstrated notable strengths in both delivery and impact. A key success factor was the use of hybrid and blended learning approaches, which combined in-person and online methods to enhance accessibility and flexibility for participants. In addition, the integration of role plays, and practical exercises significantly strengthened participant engagement and facilitated the application of theoretical concepts to real-world scenarios. These interactive approaches contributed to deeper understanding, improved retention of knowledge, and greater confidence among participants in applying acquired skills within their respective organizations.

Despite these successes, several challenges were encountered. The primary limitation identified was time constraints, which restricted the depth and breadth of content delivery. Participants expressed a strong desire for more comprehensive coverage of training materials, indicating high levels of interest and demand for extended learning opportunities. However, the limited duration of training sessions made it difficult to fully meet these expectations.

To enhance future training effectiveness, a key recommendation is the updating and modernization of the Learning Management System (LMS). Strengthening the LMS would improve content delivery, support blended learning models more effectively, and provide participants with continued access to learning resources beyond the training period. This would help address time limitations while sustaining engagement and reinforcing learning outcomes over the long term.

2025 AUDITED ACCOUNTS

CORAT (Africa)
Financial Statements for the year ended 31 December 2025
Statement of Financial Position

	Note	As at 31 December	
		2025 Kshs	2024 Kshs
REPRESENTED BY			
Non-current assets			
Property and equipment	8	492,945,005	482,506,007
Prepaid operating lease	9	9,191,454	9,570,995
Work in progress	10	-	14,779,403
Intangible assets	11	122,104	162,806
		<u>502,258,564</u>	<u>507,019,211</u>
Current assets			
Inventory	12	1,113,789	1,441,337
Trade and other receivables	13	21,841,343	22,867,935
Kyalo & Associates Advocates	14	97,000,000	97,000,000
Cash and cash equivalents	15	1,306,893	2,447,033
		<u>121,262,025</u>	<u>123,756,305</u>
Current liabilities			
Bank overdraft	15	3,327,942	20,054,403
Trade and other payables	16	41,279,393	42,174,385
Short-term borrowings	18	10,343,168	9,825,592
		<u>54,950,502</u>	<u>72,054,380</u>
Net current assets		<u>66,311,522</u>	<u>51,701,926</u>
		<u>568,570,086</u>	<u>558,721,136</u>
FINANCED BY:			
Reserves			
General reserves		31,475,316	51,054,080
Fixed assets fund		192,904,305	182,506,007
Prepaid leasehold land fund	17	9,191,454	9,570,995
Revaluation reserve		300,000,000	300,000,000
		<u>533,571,074</u>	<u>543,131,082</u>
Non-current liabilities			
Long-term borrowings	18	34,999,012	15,590,054
		<u>34,999,012</u>	<u>15,590,054</u>
		<u>568,570,086</u>	<u>558,721,136</u>

CORAT (Africa)
Financial Statements for the year ended 31 December 2025
Statement of Comprehensive Income

	Note	2025 Kshs	2024 Kshs
Operating income	4	137,436,994	165,454,994
Total income		<u>137,436,994</u>	<u>165,454,994</u>
Direct expenses	5	97,920,651	101,370,478
Overhead expenses	6	33,768,877	29,998,680
Finance cost	7	7,564,153	10,374,035
		<u>139,253,681</u>	<u>141,743,193</u>
(Deficit)/Surplus for the year		<u>(1,816,687)</u>	<u>23,711,801</u>

ABOUT CORAT AFRICA

The **Christian Organization Research and Advisory Trust of Africa (CORAT Africa)** was established with the help of CORAT UK which was set up in the 1960's to provide professional services on all aspects of church management and administration, and to run special courses for church leaders and other Christian organizations. By the early 1970's its work in the Third World had developed so quickly that efforts were being made to open an office for Africa. CORAT Africa was registered in Kenya as a company limited by guarantee in March 1975.

CORAT Africa is a non-profit making company and is dedicated to enabling Christian Organizations and Church related Organizations to improve their leadership and management capabilities. CORAT Africa was established in response to the recognition that good leadership and effective management was a desperate need of Christian organizations in Africa.

CORAT Africa provides professional consulting, training and advisory services in management, administration, finance, human resource, strategic planning, healthcare system management, and development among others.

Specifically, CORAT Africa offers the following services:

1. Learning and Capacity Development (LCD): Registered with National Industrial Training Authority (NITA), LCD houses more than 80 different residential and online professional courses.

2. CORAT Africa Training Institute (CATI): Registered with the Technical and Vocational Training Authority (TVETA), CATI in partnership with Daystar University and Africa International University (AIU), offers TVET accredited diploma courses and certificates.

3. Consultancy and Research: CORAT Africa working with a diverse team of associate consultants, offers consultancy & research services. Our team analyzes opportunities and supports clients in finding solutions tailored to meet their specific needs.

4. Conference and Accommodation services: Our CORAT Management Development Centre (CMDC) facility is ideal for committee meetings, graduations, retreats, trainings, team building and birthdays. We offer both in-house and outdoor catering services.

The organization is committed to enabling churches and other organizations achieve a significant measure of self-support in skilled manpower and material resources through capacity building of the individuals and organizations.