



# Church Army Africa

A Community of Anglican Evangelists



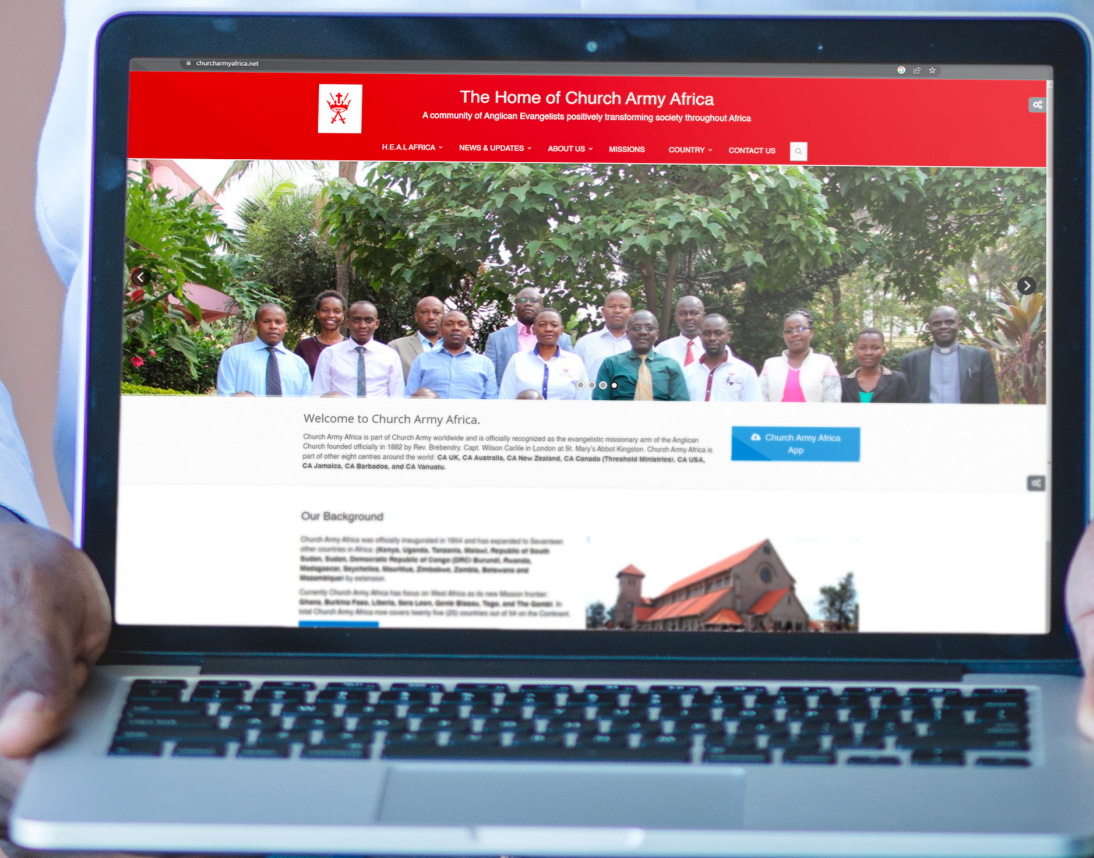
70<sup>th</sup> ANNIVERSARY

## AGM REPORT

Positively Transforming Society throughout Africa







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**Church Army Africa**

A Community of Anglican Evangelists



**AGM**  
22<sup>REPORT</sup>  
23

Positively Transforming Society throughout Africa



## ANNUAL GENERAL MEETING REPORT

2023 Theme:

**"Walking in the Presence of God."  
(Exodus 33: 15)**

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## OUR MISSION

Enabling the Church to Evangelize in Africa.

## OUR PHILOSOPHY

The philosophy of CAA is established and rooted in the scripture with a rallying theme of the kingdom of God; a concept that is prominent in the H.E.A.L Vision and Mission strategy( Health, Education, advocacy, Leverage and Wealth creation). This philosophy includes the redemptive power portrayed during the death and resurrection of Jesus Christ and view the cross as integral to the theme of the Kingdom of God, giving every person involved in the vision and mission of CAA to have first encounter with the saving grace of our Lord and Savior Jesus Christ. The theme of the Kingdom of God gives CAA and its departments' guidance and definitive point on how to run its spiritual, social, economic and political life.

## FAITH STATEMENT

Church Army Africa is part of the Anglican Communion worldwide. Officially a designated evangelistic society of the Church whose mandate is to train men and women for works of evangelism. Church Army believes in the 39 articles of faith as stated within the Anglican faith and tradition rooted in the scripture, established in the saving grace of Jesus Christ who was born by the Virgin Mary, who died and resurrected. Church Army believes in the Holiness of life, following real conversation and eager desire for the salvation of the people; among those we live to proclaim the gospel of Jesus Christ. We believe in the leading of the Holy Spirit who enables us to witness and bring others in the fold of Jesus Christ. We believe in the death and resurrection of Jesus Christ, the trinity of the GodHead in the life to come. We believe in a life of prayer, reading the word of God and submission to Church discipline.

## CORE VALUES



### Love

Demonstrating God's love as a free gift to all humanity



### Justice

Seeking shalom of all humanity



### Honesty

Willingness to share opportunities and challenges



### Integrity

Upholding uprightness in all our dealings



### Teamwork

Acknowledging that there is strength in diversity



### Humility

Self-respect and respect of others



### Discipline

Demonstrating self-dedication and commitment to our duties



### Stewardship

Being faithful managers of all entrusted to us on behalf of God and society



A wooden chess piece, specifically a king, is dressed in a brown suit and stands on a light-colored chessboard. In the background, other chess pieces are visible but out of focus. A large, semi-transparent red circle is centered on the page, containing the title text in white.

# I. CHAIRMAN'S REPORT

## CHAIRMAN'S REPORT

**I take this opportunity to thank the Almighty God for the gift of life, good health and the hope He has given us under the ongoing unprecedented global circumstances. We are living in a very critical moment in our history. Church Army Africa among other organizations has undergone serious economic challenges in the recent past. Therefore, C.A.A under the leadership of the General Secretary need to remain on track and continue to fulfil its God given mandate of Healing Africa and training men and women for Evangelization of the continent.**



**Mr. Emmanuel Kisombe (CBS)**  
Chairman,  
Board of Directors

Kenya among other countries in the World is encountering the worst socio-economic down turn. Admittedly, matters were made worse in 2022 by the Russian-Ukrainian conflict paralleled by escalating cost of living. Earlier this year (2023), the Kenyan currency was said to be on a free fall

against the dollar and other foreign currencies. But whatever the case, resources are needed for CAA to fulfill the cardinal organizational objective of achieving consistent mission work outreach and sustainability. I appreciate the respective Boards for their effort to ensure that CAA remains afloat during the ongoing unprecedented moment.

As reflected in the 2022 audit reports, CAA registered some drop against the same year's budget projections but a cognitive improvement in overall performance compared to the year 2021. Just like 2021, academic institutions failed to achieve their enrollment projections in 2022 due to the impact of the deteriorating economy. Many parents in Kenya withdrew their children from private institutions of basic education and took them to public institutions where education is free or highly subsidized by the government. For this reason, 2022 can be summed up as a year that was characterized by radical economic adjustments to fit in the undeniable ailing economy. As we get along with 2023 that unfortu-

nately has been characterized by the same perennial escalation of the cost of living, I call upon Church Army Africa management to strategize how to remain relevant and offer solutions to the African communities.

### Our Mission Strategy:

Church Army Africa's vision and mission strategy H. E. A. L (Health, Education, Advocacy and Leveraging wealth creation) is essential for contextual and contemporary ministry in Africa today. Since 2009, C.A.A has pursued this vision consistently with desire to see Africa transformed and empowered for wholesome living. Am happy that H. E. A. L has been translated into a curriculum for training of our Evangelists and starting to inculcate the same in all Church Army academic departments. Our zeal and commitment as Board of Directors is to safeguard milestones achieved and build on the same foundation to propel C.A.A to greater heights in the 21st Century. Actualizing the HEAL Africa vision regardless of the circumstances should remain an irreducible minimum.





## Growth:

By the grace of God, C.A.A's growth process has been charted and has been very profound. Through implementation of our mandate against the operational strategic plan, we are convinced that C.A.A shall continue to impact Africa with the transformative power contained in the Word of God. The completion of Tafakari Centre at the heart of Kibra, the biggest informal sector in Nairobi is a visible sign that C.A.A has come of age. The next major assignment is to ensure that C.A.A. grows into a viable organization progressively. Firstly, the management should intensify the growth of academic institutions and other community services to the least, lost and last. Secondly, the medical clinic should be expanded to provide more comprehensive health care services to communities in Nairobi and beyond. Thirdly, mercy ministries should be championed as a social welfare platform through which C.A.A will reach out to thousands of economically challenged and the marginalized communities in Africa under the current hard economic time. Fourthly, the office of the General Secretary should establish CAA work in the rest of African countries on the continent with a clear mandate of growing C.A.A into continental movement.

Finally I thank all the CAA Directors, various committees' members and CAA partners for choosing to continue supporting CAA mission work amidst the turbulent waters experienced globally from 2020 to date. The grace of God has brought us this far and will carry us through. I hereby welcome you to peruse the CAA departmental reports and the financial statements for the year ended December 2022. Kindly continue to pray for tenacity and expansion of Church Army work.

God bless you.

A close-up, blurred background image of a hand holding a pen, poised to write on a document. A large, semi-transparent red circle is centered over the image, containing the title text in white.

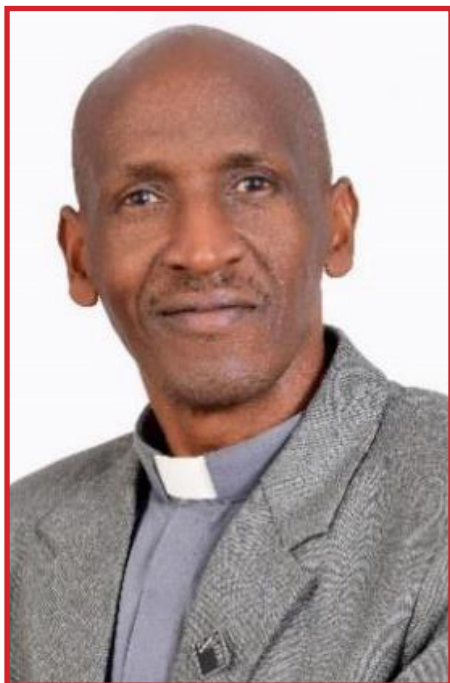
## **II. THE GENERAL SECRETARY'S REPORT**



## THE GENERAL SECRETARY'S REPORT

### PREAMBLE

Receive greetings in the name of our Savior Jesus Christ from Church Army Africa Headquarters, Nairobi. The year 2022 provided CAA management with another opportunity to come into terms with the reality of the unprecedented socio-economic circumstances and continue with the transformative agenda in Africa. CAA's members of staff were encouraged to tighten their belts, position themselves and courageously confront and transform the situation. The office of the General Secretary organized and conducted departmental meetings that culminated with CAA staff retreats outside Nairobi County.



**Rev. Capt. Dr. Danson K. Mwangi (PhD)**  
General Secretary, CAA

CAA compound has become a beehive of activities. All the members of staff are convinced that by the grace of God the history of Church Army Africa will never be the same again. CAA has started the journey to create a new dispensation in its history after the negative profound impact of COVID-19 and the subsequent global economic crisis. The members of staff resolved to move on with their commitment to fulfill their mandate

as envisaged on the Strategic Plan. We thank all our leaders and partners for their continued moral and material support. We note with much appreciation that in spite of the fact that the ongoing global circumstances haven't spared anyone, they have continued to support CAA mission work. God bless them abundantly.

### 2023 THEME

CAA 2023 theme is taken from Exodus 33:15, "Then he said to Him, 'If your Presence does not go with us, do not bring us up from here.'" According to Exodus chapter 3, God called Moses at the burning bush and sent him to liberate the Israelites from the Egyptian bondage. He instructed him to go and confront Pharaoh but Moses thought that he wasn't the right person. Yahweh promised to accompany him, "I will be with you" (3:12a). Therefore, this promise was very pertinent in Moses' assignment since he knew that it would depend on God's assured presence.

Consequently, Moses continually experienced God's presence among the Israelites on their journey from Egypt in a very intelligible manner. He honored Moses with a personal interaction. The Lord would speak with Mo-

ses face to face, as a man speaks with his friend, (Exo. 33:11a). But in this passage, Moses pushes God further by asking for his tangible presence. Many people can confess that the last few years have been paradoxical. The escalating cost of living occasioned by global economic downturn, the drastic climatic changes notwithstanding has affected everyone including the global economic giants. Nevertheless, 2023 provides some new hope if we become conscious of God's presence.

Therefore our 2023 theme is

**"Walking in the Presence of God."**

I now kindly request you to peruse Church Army Africa 2022 departmental reports although there are some reflections for this year, 2023. We are very optimistic that the economy will start to pick up soon, that the cost of living will become favorable and that God will bless us with enough rainfall. Amidst a very dire situation, we managed to accomplish several activities envisaged in the HEAL Africa strategy and the current CAA Strategic Plan.



An envisioning retreat with the managers

## STRATEGIC FOCUS

To facilitate actualization of Church Army Africa's agenda, H. E. A. L. Africa (Health, Education, Advocacy and Leveraging Wealthy Creation) is our fundamental focus. C.A.A being a continental outfit appreciates that Africa is faced with serious challenges today in the four thematic areas raised above than never before. Our current strategic focus and in the near future is to set up a strong self-sustainable mission and social outreach movement to impact the increasingly helpless society in Africa. We desire to enable the church in Africa to catch the vision of developing a holistic approach to the mission work.

C.A.A has modeled a H. E. A. L concept on Jogoo Road as a piloting Centre for the rest of its work in Africa.

- a. We have a growing medical Centre whose expansion is underway to provide diverse health services such as mother to child care and a registered pharmacy. We look forward to setting up similar health Centres across Africa. Some space has been provided for health services in our new building in Kibra-Church Army Tafakari

Centre for Urban Mission.

- b. Carlile College is composed of two major schools, Church Army School of Missions and Church Army Business School. It is currently operating with a capacity of over 600 students. Enrollment went down significantly due to the impact of the pandemic and the unfriendly economic situation. But by the grace of God, the number of students has started to grow which is a clear indicator that the future is bright and promising. C.A.A runs another School of Missions in Malawi Lilongwe for Evangelists that has grown into an accredited University. The University has been requested to retain the training of Evangelists as a major academic programme in the School of Theology. More so, we are currently enhancing the growth of existing Church Army Satellite Centres and have a plan to open more.
- c. CAA offers Basic Education in Pre-primary, Primary and High School academic departments. Church Army Academy that admits learners from play group to Junior High School. We also have

Church Army High School and C.A. informal High School.

- d. The Centre for Urban Mission works in over seventeen slums in Nairobi, running youth vocational centers, pastors' training, Schools of hope, children ministry and economic empowerment among women and the youths.
- e. Bungokho Rural Development Centre (BRDC) in Uganda Mbale runs a youth polytechnic offering masonry, carpentry, Agroforestry, Fishery, poultry keeping, coffee firm and Church Army Academy for basic education up to grade 3.

Our vision is to ensure that C.A.A becomes a growing self-sustainable, visible and relevant mission organization across Africa. Our ultimate goal is to see similar projects set up across Africa and thus making C.A.A an unstoppable missionary movement in this historical dispensation.

You will agree with me that as we go about implementing H. E. A. L Africa vision on this continent, the Church shall be one of the leading job creators in the labor market as many of



our young graduates shall become job creators in the job market and not job seekers. This shall in turn reduce joblessness and enable affordable livelihood on the continent. Our dream is to establish a strong and prosperous Church Army Africa to enhance a Healthy Africa for the glory of God. Desire to be part of this story by praying for us and availing your support by all means.

## SECURING THE FUTURE

As we celebrate CAA's 70 years presence in Africa in August this year, we also need to secure our future that heavily depends on our strategic Vision and Mission focus. Our Vision and Mission strategy should be SMART-specific, measurable, attainable realistic and time bound. It must be anchored in three pillars-prayer, passionate proclamation of the gospel and wholesome community service.

C.A.A among other mission organizations and sectors has passed through very challenging circumstances in the past that were aggravated by COVID-19 and a very harsh socio-economic state. But the management is working hard to reverse the trend. We want to create a new dawn for CAA, an ethos that will enable us to remain relevant in the 21st Century. We believe that this is our Kairos-not only to start again but also to launch a viable mission ethos in the African continent.



## A. THE OFFICE OF THE GENERAL SECRETARY

Strategic objective I: To attain Financial Sustainability. As indicated above, 2022 and the beginning of 2023 was characterized by a drastic global economic downturn.

Goal: To enable CAA to fund operational costs and Mission activities by expanding CAA partnerships and Fundraising initiatives.

The challenge ahead is making CAA a self-sustainable organization. Based on the current global economy, this is undeniably an uphill task. Nevertheless, the management is focusing on resource mobilization and partnership to remain afloat and impactful in Africa. CAA has partly depended on donor funding that declined significantly upon the pandemic encounter the strained local revenue generation streams notwithstanding. We are working very hard to fund the operational costs amidst the unfriendly business environment in Kenya and avoid accumulating debts.

Allow me to enumerate our mitigation response and long term plan;

- a. Limiting Capital Expenditure and maximizing revenue collection
- b. Keeping in touch with CAA partners through regular reports
- c. Intensifying marketing activities and visibility in the digital space
- d. Offering maximum customer satisfaction in all CAA departments and phase lift of our premises to attract more clients. To accomplish this, we secured some funding to upgrade our gate and repair and repaint our buildings including the perimeter wall.
- e. Revive the borehole water infrastructure and install solar panels to provide water to C.A.A community. This will bring down the water bills to the City Council.
- f. Establishment of new partnerships: CAA is passionately seek-



The shape of the new gate



The G.S, some CAA managers, Carlile College students and AMADET officials

ing new partnerships both locally and internationally.

- g. Restructuring and monitoring performance of CAA departments by creating an intentional business model working environment. The primary objective is to tap any business opportunity and set a collective growth ethos for all the departments to bounce
- h. Re-application to the URCO foundation was successful to provide a Mile Deeper to the Margins Strategy (integral mission) training in DRC Congo. The security situation in DRC Congo couldn't allow any training to be
- conducted. Therefore, it will be conducted immediately when the ongoing crisis in DRC ends. But meanwhile the training team preferred to conduct the training in Baringo (Kenya) and Shinyanga (Tanzania).
- i. Self-Sustainability Project



**Strategic Objective I:****Construction of  
Church Army Africa Centre**

CAA management is considering construction of Church Army Africa Towers at Jogoo Road Headquarters compound that would consist of modern business space, lecture halls, faculty offices and rental/guest rooms units. The Centre would provide more space for the expansion of Carlile College and enhance sustain-

ability of CAA.

CAA has considered the above need in the context of slow growth of CAA towards self-sustainability, availability of unused land at Church Army compound, the need to expand Carlile College, strategic location of CAA headquarters and the hope to secure grants for the construction. This has become necessary for it will enable CAA to become a viable growing mission organization in Africa and

manage to cater for her recurrent expenditure, become debt free and fund mission work for more significant impact in Africa. The building would enhance the growth and expansion of Church Army Africa to address the diverse and complex academic needs in Kenya and at the same time provide CAA with a springboard for more economic growth. Below is the dream structure. Kindly dream and pray with us.



Dream Church Army Towers Project

**Strategic Objective II:****To Strengthen CAA Mission Activities in Africa**

**Goal:** To implement the CAA HEAL Agenda for spiritual and social transformation.

**Action Plan:**

- a. CAA sought partnership with various Dioceses and local churches

and intensified Primary evangelism, Leadership Development, Capacity Building and Church Planting.

- b. Developing, designing and providing CAA training and mission activities through the mile deeper to the margins strategy and the Community and Church Mobilization Process (CCMP) con-

cept. We propose to strengthen our vision to achieve a holistic community transformation

- c. Conducting outreach ministries with focus on church planting and discipleship throughout Africa. We managed to engage in both local and international mission activities as shown below.

d. Expanding the Church Army Africa Ministry Presence with Africa with Uganda, Tanzania, Congo, Burundi and S. Sudan as key targets. WhatsApp walls for the Officers from various countries have been created to facilitate ease in communication. A church planting mission was conducted in Uganda at the end of 2022 that was attended by Captains from Kenya and Uganda led by the General Secretary and the Director of Missions as shown below.

e. More emphasis laid on chaplaincy and staff/students' moral and spiritual formation among all the departments through:

- A weekly Community chapel worship
- Morning and evening chapel ministry by the SOM students
- Sunday Placement ministries for the theological students as well as counselling sessions for everyone
- Wednesday lunch hour Christian Union prayer meetings targeting the School of business and High School
- Chaplaincy, pastoral and community care programs have been running up so well. Pastoral groups for the School of Mission students, PPI at the Church Army Academy and Church Army high school on the basis of

HEAL agenda within the community

- There have been weekly prayer sessions with Academy staff and Business school staff.
- CAA conducted several mission outreaches through open air ministries, church revival fellowships, door to door evangelism in partnerships with local churches as shown below
- Strengthening chaplaincy, pastoral and community care programs have been running up so well. Pastoral groups for the school of mission students, PPI At the church army academy and church army high school on the basis of Heal agenda within the community.
- Mentorship programs are running at the Church Army Business side and their incorporation to School of Mission programs and community life. This has been effective through the Christian Union bringing all these students together.
- CAA also continued to appeal for foodstuffs and other necessities in continuous response to the different needy groups within Nairobi slums and needy students. We continue to request more from our Leaders more economic growth. Below is the dream

structure. Kindly dream and pray with us.

We have also been able to participate in various Primary Evangelism activities and some of the success stories is that we have managed to reach out to thousands of people directly and indirectly and more than 700 giving their lives to Christ.

We participated in missions in the following places:

- St. Mary Magdalene Girls' High School - Embu county
- Iveeti Archdeaconry - ACK Machakos Diocese
- Lunga Lunga Local Church, St. Stephen's Cathedral - Nairobi Diocese
- Ngere Boys High School - Kisumu County
- ACK Holy trinity Katani - Machakos Diocese
- ACK St. Micheals Kaugwiri Parish - Embu Diocese
- ACK St. Stephens Dandora Parish - Nairobi Diocese
- ACK Matu Parish – Muranga South Diocese
- ACK St. Mary's Kenol - Diocese of Murang'a South
- ACK Wendani parish - Diocese of Murang'a South
- ACK Christ the King Rongai - Diocese of Kajiado
- ACK St. Peters Kahawa Sukari - Diocese of Nairobi
- ACK St. Mary's Kabete - Diocese of Nairobi
- ACK Malindi Diocese
- ACK Mbeere Diocese
- Anglican Church of England



## Missions' Activities Pictorial



Church planting mission from 23rd-31st October 2022, The Jubilee Community Church Kulambiro, Ntinda – Kampala Diocese-Uganda hosted by Rev. Capt. David Serunjonji.



8th - 13th – December: Annual Convention of the St. Stephens Cathedral where we saw the manifestation of God calling His people at the Mountain to speak to them





Mission Outreach in Murang'a County



Mission Outreach in ACK Malindi Diocese, Kilifi County





A Pastoral Visit in Migori

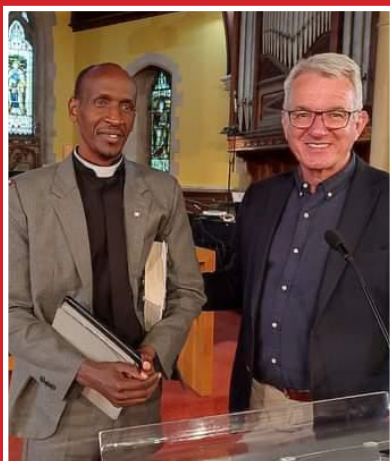


24th December 2022, we mobilized support from local partners and fed over 350 street Children on the eve of Christmas 2022





A Prison's Ministry



G.S's Mission/Partnership/Fundraising Visit in the UK



### Strategic Initiative III: Human Resource management and development

#### Goal:

To establish a competent and motivated staff to offer quality services.

#### Action plan:

To strengthen community welfare programs on the basis of HEAL agenda at Church Army Africa headquarters by intensifying Pastoral, Welfare and Chaplaincy matters to promote

consistent cohesion and professionalism for significant results and growth (both personal and institutional)

CAA Conducted a suicide prevention awareness campaign among the staff and students to assist manage mental health issues in partnership with Befrienders Kenya.

#### Challenges:

a. Financial constraints hindered implementation of proposed mission programs.

Response: Making efforts to identify more partners as specified above

b. Apathy and hopelessness by both members of staff and students.

Response: Regular meetings with the members of staff, emphasize the essence of community fellowship and enhance psycho-social support in small groups. Applying more appealing ways to offer hope.

## 2023 Focus

To actualize CAA's ultimate vision of becoming a self-sustainable and debt free mission organization in Africa

To lead the team to reflect on how we can communicate the unchanging gosmmmf of Culture, Technology, Worldview, Philosophy, climate change, community needs, the HEAL aspect of church army, Rising ethical & theological deliberations on various topics including the LGBTQ, Drug and substance abuse, Polygamy marriages etc.

To Train the team for a zealous and open minded perspective of ministry in regard to the great commission From Planting Institutions to Planting Indigenous, Contextualized Churches, From Conversion as Implying Cultural Discontinuity to Conversion as Involving Worldview, From Inadequate Training Models to More Thorough Missiological Training.

To lay a profound foundation for growth of CAA academic and social services programmes .

To implement HEAL agenda within and without CAA compound reaching out to hundreds of people for both spiritual and social transformation.

To revitalize and implement income generating projects to sustain annual budgets

To Celebrate CAA 70th Anniversary in August 2023.

To launch CAA Tafakari Community Centre at Kibra that will consist of a Medical Clinic, youth vocational training Centre, Pastors/Church leaders/women etc workshops space, a studio, a gym or any other community project as it may be relevant at any given time.





The Archbishop of the A.C.K, G.S, CUM Director and Nancy, the O.C.A. officer in Africa at the ground breaking ceremony-Dec. 2021



Progress attained by end of March, 2022



Early June, 2022





End of June



Early July





Oct. 2022



Nov. 2022





February 2023



GS, CAA staff and our Partners from Local Leaders at the roof top of Tafakari Centre



Training in Shinyanga





A Successful commissioning retreat and service from 6th-9th Dec 2022



Urco Training in Baringo Diocese

## CHURCH ARMY MALAWI

|                                                                 |                                                                                                                                                                                   |                                 |                  |                   |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------|-------------------|
| <b>Name of Diocese</b>                                          | Church Army Malawi (CAM)                                                                                                                                                          |                                 |                  |                   |
| <b>Current number of members</b>                                | DLM - 13, associates 6<br>DSM - 7<br>ADUS - 6, associate 1<br>DNM - 6, associates 8<br><br>TOTALS = 47                                                                            |                                 |                  |                   |
| <b>Members that joined in the past 12 months</b>                | None, BUT many are willing to join if training is offered                                                                                                                         |                                 |                  |                   |
| <b>Reasons for the increase/decrease</b>                        | <ul style="list-style-type: none"> <li>• Desire to spread the gospel.</li> <li>• Promotion of the ministry.</li> <li>• Clear vision and structure of the organization.</li> </ul> |                                 |                  |                   |
| <b>Reporting period DD/MM/YYYY</b>                              | <b>From:</b>                                                                                                                                                                      | January 2022                    | <b>To:</b>       | December 2022     |
| <b>Date report produced (DD/MM/YYYY)</b>                        | 2nd February 2023                                                                                                                                                                 |                                 |                  |                   |
| <b>Name/Position of primary person who compiled this report</b> | <b>Name:</b>                                                                                                                                                                      | Captain Gilbert Gregory Awadi   | <b>Position:</b> | Country Secretary |
| <b>1.10 Name / Position of contact point</b>                    | <b>Name:</b>                                                                                                                                                                      | Captain Gilbert Gregory Awadi   | <b>Position:</b> | Country Secretary |
|                                                                 | <b>Email:</b>                                                                                                                                                                     | gregoryawadi@yahoo.com          |                  |                   |
|                                                                 | <b>Phone:</b>                                                                                                                                                                     | +265 999 354 420 / 0884 604 494 |                  |                   |



### Achievements

#### a. Conducted meetings:

- Two executive meetings.
- Attended a full Anglican Council meeting.
- One management meeting.
- One extraordinary meeting.
- Annual General meeting.

#### b. Outreaches:

- Diocese of Southern Malawi outreach at Madziabango Primary School.
- Facilitating conferences for

various guilds.

- Door to doors.

#### c. Finances:

- Reactivated a dormant bank account.

#### For 2023

- Recruiting and training of captains.
- Finalization of the constitution.
- Annual General Meeting and a rally in the Diocese of Lake Malawi.

### Major challenges

- Lack of commitment by captains.
- Lack of reliable sources of finances.
- Lack of awareness about Church Army and its activities in Anglican Communion.

## MADAGASCAR

### Achievements

- Several new churches have been planted and growth is imminent.
- New ministry leaders have been selected
- 1 permanent church has been built and 1 other is under construction.
- Celebrated 50 years of ministry in my parish
- Our Diocesan training center has been upgraded to offer undergraduate level

### Challenges

- With the numerical growth we lack in human resources, in that there are few leaders. These few have little training
- We have high illiteracy levels hence it becomes difficult to train leaders
- Drought in the past year hence a zero harvest for this season. It has been difficult to access water and people have had to move to other places, and sadly some

churches have been left without leaders as a result. And in other places, half of the congregation is missing because they moved to other areas where they can access water.

- Cyclones have hit us twice. And a third one is on the way. Property is destroyed and nothing much goes on.



In a Church Service



A new Local Church under construction & after completion



### Church planting

To the glory of God, four new local churches were planted in the parish so far in 2022. Out of the four local churches established, two requested a water tank and a school. Construction of one tank was completed in two daughter local churches because lack of water was an immense challenge as stated above.

### Discipleship

The Discipleship groups have grown over the years and are in the cycle where those who have been in Discipleship groups are leading new groups. There is an intentional commitment to a discipleship that is also

relational and transformational.

### Leadership development

With the challenge of leadership, leadership training was prioritized. There was just one back in March where 32 leaders were trained.

### Literacy

Majority of people are unable to read and write. In a certain church, only the catechist and Rev. Capt. Osoro could read. Both took turns to do all the reading needed during the service! Out of that experience, a training of trainers' session for 25 people was organized to teach adults how to read, write and do basic arithmetic.

There's hope that things will improve in the next 3 months. The Christians seemed excited that after they were taught to be able to read the word of God for themselves and sing from the hymn book.

### Cyclones

This year has been a tough one since 4 cyclones hit Madagascar in a row. This had never happened before. A few local churches' structures were damaged and the Christians were concentrating on reconstruction. Another damage was that crops in the farms got spoiled by the excess rain and the strong winds. Keep them in your prayers.



Literacy Training



A newly installed water tank



Christians at a newly constructed local church structure

### 2023 objectives

- Launch adult literacy classes
- Have all Christians in intentional discipleship groups
- Set training centers where we have leaders come regularly for training.
- Have family care ministry

## FRONTIER MISSIONER NORTHERN KENYA - MARSABIT

Rev. Kennedy Akhongo in Marsabit has been active in mission work amidst very strained resources. The Omega 2 support was stalled after the partners experienced hard times from which they had not recovered. The following are brief reports from them.

### What to give thanks for:

- The rains: it had not rained for long and the drought was making life unbearable.
- Peace: Thanks for peace and

calm- the situation is resuming to normalcy after the government imposed a night curfew to help deal with lawlessness in Marsabit County where many lives were lost hampering the mission work.

- Positive Transformation: Many lives were being transformed each day through our ministry to the young people through the Brigade Ministry.

### Prayer points:

- Praying for lasting peace and more so during this electioneering period that the county and the entire region will continue being peaceful.

- Pray for my new posting at Marsabit town from Sololo at the border of Kenya and Ethiopia.

### Looking forward to:

- A fruitful ministry at Marsabit town church as an urban mission field.
- Reaching out to men who are not really reached, the single parents and the ministry to those under oppression.
- Holistic growth of the young people-youth and Sunday school.



Ministry to the young people



Ministry to the men



A close-up, shallow depth-of-field photograph of a hand holding a pen, poised to write on a document. The background is blurred, showing what appears to be a desk and some papers. A large, semi-transparent red circle is overlaid on the center of the image, containing the text 'III. CARLILE COLLEGE REPORT' in white, bold, sans-serif capital letters.

### **III. CARLILE COLLEGE REPORT**

## II. CARLILE COLLEGE REPORT

### PREAMBLE

Carlile College exists as the training College of Church Army Africa for Evangelists and Vocational courses. We feel privileged to be part of the journey to implement the School Vision. Our paramount obligation is to remain in a state of alert lest we are called to odd times with all the challenges notwithstanding. The focus of Carlile College, School of Mission is primarily missiological – that is, it focuses on people for cross-cultural Christian mission in Africa and beyond. The School runs five academic programs; Certificate in Christian Mission (CCM), Diploma in Christian Mission (DCM), Diploma in Christian Ministry and Civic Responsibility both regular and school based (DCMCR), Diploma in Christian Ministry, School Chaplaincy (DCSC) and Diploma in Children and Family Ministry (DCFM).

The current number  
of students stands  
as follows:

Main Campus:

- 🏆 DCM 40
  - 🏆 DCMCR 29
  - 🏆 DCMCR (School Based) 18
  - 🏆 DCMSC 18
  - 🏆 DCFM 5
  - 🏆 CCM 9
- Total = 113 SOM students**

### The Centers for Continuing Education

In December 2022 there were 73 students and in early 2023 there were 93 students, an increase of 20 students.

### Achievements

1. Through the intervention of Rev. Dr. Danson the acting Principal, the St. Paul's University and Carlile Result Scripts and Certificates have been issued.
2. Staff members (tutors, academic registrar's office and librarians) development in partnering with the St. Paul's University for pedagogy training.
3. Acquiring newly published and

scholarly theological books from Longhorn Publishers (UK)

4. Registering a relatively high number of students in SOM departments as compared to the previous semester.
5. Practical implementation of CCMP curriculum
6. Graduation: In spite of several challenges, the third term of 2022 ended with a graduation ceremony that was conducted on Friday 2nd Dec, 2022. 167 graduands successfully completed their training despite the college enrolment drop. The graduands were drawn from the school of

Business as well as the School of Missions. The guest speaker Dr. Ngure from St. Paul's University reminded the learners that they had been properly equipped with the necessary skills and knowledge to serve hence no excuse for non-performance. His speech was based on the theme "Equipped to serve." He called upon everyone to serve all with equity and as professionalism that also resonates with the vision of the founder of Church Army i.e Wilson Carlile to reach to the Lost, Last & Least as well as creating lasting solutions with the wide scope of skills gained during the training period. Below is the 2022 graduation photo.





Carlile College 2022 Graduation

### Challenges

1. Low number of students prevented the College from fulfilling 2022 budget obligations.
2. In the School of Mission majority of students are under partial scholarship which only comes according to the schedule and ability of the donor.
3. The College has continued to experience financial constraints, an issue that has been taken very seriously by this Board.

### Strategic Initiatives

#### 1. Financial Sustainability

The following strategies has been used

- Expand enrolment of new students in the main campus and centers
- Use of students and college fields for hire to generate income for SOM
- Persuading students to apply for bursaries and scholarships that are available

within and outside the college

- The College strived to operate within her budget

#### 2. Ministerial formation of students (mentorship)

The objective of this initiative is to incorporate the relational nature of mentoring in ministerial formation to facilitate the integration of students' classroom experiences and their intellectual imaginations into practical ministerial skills in both the church and community (college life).

#### Results

- This strategy has enabled or ensures that students are biblically competent, theologically sound, culturally engaged and spiritually well-formed.

- This kind of formation equips students to integrate theory and practice.

- Helps students to develop awareness of the knowledge skills and attitude required for the effective practical ministry community level, establishing the Kingdom of God at the missional level.

#### 3. Staff Development

Both Schools are currently running with academically qualified staff who continue to handle the different courses in all the academic programs. They have been encouraged to upgrade themselves academically. Education is one of the most important sectors that are enhancing with pace. With every now and then, substantial improvement is making the education ecosystem improves. Carlile

College (SOM) just like any other learning institution (theological colleges) have been encouraged to go through what is known pedagogy in education and learning. Almost all the our tutors went through this process. This has been introduced to make or equip tutors with the knowledge that enables them to be creative and develop the learning methods, skills and attitudes of learning.

#### 4. Implementation of HEAL Curriculum

Academic performance is a major indicator of quality education. It is mainly achieved through successful implementation of developed curriculum and mainly involves coverage of syllabus which endeavors to inculcate certain skills and attitude through various course units. This only happens when tutors are prepared in advance to teach. We are pleased

to report that teaching and learning has been taking place in the School of Mission and the report we have received from the students shows all tutors were able to cover the syllabus within the time given. We are highly convinced that the performance of work by tutors impacts the quality of learning of the students.

## CENTER FOR CONTINUING EDUCATION (CCE)

| CENTRE             | NO. OF STUDENTS | COURSE                |
|--------------------|-----------------|-----------------------|
| Embu               | 8               | DCMSC- 4<br>DCMCR- 4  |
| Katakwa            | 8               | DCMCR- 8              |
| Makueni            | 28              | DCMCR- 28             |
| Malindi            | 24              | DCMSC- 24             |
| Nambale            | 21              | DCMSC- 14<br>DCMCR- 7 |
| St. Faith Kajiando | 4               | DCMCR 4               |
| DCMCR              | 51              |                       |
| DCMSC              | 42              |                       |
| <b>TOTAL</b>       | <b>93</b>       |                       |

Note: In December 2022 there were 73 students and in early 2023 there were 93 students, an increase of 20 students

### Church and Community Mobilization Process {CCMP}

In the previous semester, SEP. – DEC. 2022, we have been reflecting through Church and Community Mobilization Process (CCMP) which has

seen the students build interest in the concern of reaching out to the community and apart from sharing the gospel of Christ, we can also open up the locked potentials in our communities and also help them live good

lives here on earth. CCMP aims at being able to envision the community to use fully the locally available resources to get what they do not have.

This can be done through several



awareness programs, mapping out the opportunities in the community and also Understanding this through the perspective of the bible through

well drafted bible study sections. This has been so helpful and an eye-opening lesson to both the students and the staff. Below is a CCMP training in

September at Carlile Chapel.



CCMP Training-Carlile Chapel



Some Church Army Formal High School students during the cultural week

| COLLEGE SECTION                 |                |               |            |
|---------------------------------|----------------|---------------|------------|
| Department                      | Cont. Students | New. Students | Total      |
| Health and Development studies  | 36             | 18            | 54         |
| Business and Management studies | 42             | 18            | 60         |
| KASNEB                          | 7              | 10            | 17         |
| Hospitality                     | 30             | 6             | 36         |
| Hairdressing                    | 6              | 2             | 8          |
| Technical (Electrical)          | 10             | 1             | 11         |
| Technical (Plumbing)            | 7              | 0             | 7          |
| DECTE (Formally ECDE)           | 11             | 8             | 19         |
| ICT(Courses)                    | 17             | 5             | 22         |
| ICT (Packages)                  | -              | 80            | 80         |
| <b>Total</b>                    | <b>166</b>     | <b>148</b>    | <b>314</b> |
| HIGH SCHOOL SECTION             |                |               |            |
|                                 | Cont. Students | New. Students | Total      |
| Adult High School               |                |               |            |
| Level one (Day)                 | 5              | 19            | 24         |
| Level two(Day)                  | 30             | 19            | 49         |
| Level one (Evening)             | 5              | 15            | 20         |
| Level two (Evening)             | 15             | 14            | 29         |
| KCPE                            | -              | 7             | 7          |
| <b>Total</b>                    | <b>55</b>      | <b>74</b>     | <b>129</b> |
| FORMAL HIGH SCHOOL              |                |               |            |
|                                 | Cont. Students | New. Students | Total      |
| Form one                        | 0              | 3             | 4          |
| Form two                        | 5              | 1             | 6          |
| Form three                      | 5              | 3             | 8          |
| Form four                       | 10             | 7             | 17         |
| <b>Total</b>                    | <b>20</b>      | <b>14</b>     | <b>35</b>  |
| <b>Total CABS STUDENTS</b>      | <b>241</b>     | <b>236</b>    | <b>477</b> |

NOTE: The number will continue to increase since admission of new students is still ongoing



### The Way Forward for The College

- Intensifying marketing including digital platforms
- Introducing teaching monitoring mechanism
- Restricting fees collection to the Accounts office
- Regular Staff and students' meetings (one of such is a staff retreat conducted on January this year)
- A letter has been written to request clearing of the hawkers and bus stage next to the main gate.

### Expected Results

- Increased enrollment
- Hope and confidence have been restored in both the students and

staff in both Schools

- There's hope that SOM employees will be paid

### Conclusion

Towards the end of last year, 2022 Church Army secured a 100% scholarship for Rev. Patience to pursue her PhD studies. The Deans were requested to be handling all internal management issues. She's currently working as a Tutor and the Coordinator of Community Church Mobilization Process (CCMP). She's still in the College payroll according to the Human Recourse policy document. The General Secretary has been handling the external management and correspondences.

In conclusion, the College has started off well at the beginning of 2023. Much of what is being done is to build a sustainable foundation for the growth of the College. The drastic enrollment growth of enrollment in all the academic programmes is amazing. Kindly pray with us that the College attains God's grace for consistent growth. Below are delegates from St. Paul's University after a meeting with the General Secretary and Dean SOM. In attendance was the Admin, the Accountant and the Chaplain.



NOTE: The number will continue to increase since admission of new students is still ongoing



Malindi Satellite Centre Students



**IV.  
CHURCH  
ARMY  
ACADEMY**



## CHURCH ARMY ACADEMY

**Mr. Caleb Omollo holds a Bachelors in Education (U.O.N) and is currently pursuing masters in Administration and Planning (University of Nairobi)**



**Mr. Caleb Omollo**  
Principal,  
Church Army Academy

The school is founded on strong and sound Christian principles with high levels of discipline. It has a conducive environment for open learning and spiritual nourishment of young boys and girls because our members of staff have a strong Christian background. The school offers holistic education hence produces well molded pupils who can fit well in the society

### School Motto

Gaining wisdom and changing lives

### Mission Statement

To provide quality and holistic education for transforming individuals to be agents of positive change in the dynamic society.

### Vision Statement

To positively transform the society through education

### Achievements

#### 1. 2022 KCPE Results

We are glad to report about the improved K.C.P.E performance of 2022 class. We managed to attain a mean score of 368.38 marks compared to 331.74 marks in K.C.P.E 2021. The school was position 3 in Makadara Sub-County out of 54 schools which took part in the K.C.P.E 2022. The K.C.P.E. analysis was done by Makadara Sub-County Director of Education Office and released to all schools.

The tables below give KCPE comparison results in the previous years .

| YEAR       | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   | 2022   |
|------------|--------|--------|--------|--------|--------|--------|--------|
| MEAN SCORE | 333.24 | 324.45 | 339.93 | 345.00 | 316.74 | 331.83 | 368.38 |
| VARIANCE   | +2.06  | -8.84  | +15.48 | +5.17  | -28.26 | +15.09 | +36.55 |

#### 2. Kenya Primary Education Assessment (KPSEA)

We also presented our Grade VI for KPSEA which was done successfully and all of them registered tremendous Assessment outcomes. 99% of learners reg-

istered Exceeding and Meeting expectation in tested knowledge, skills and values in different learning areas.

#### 3. Junior Secondary School

We were given a letter of opera-

tion by the government through the Office of Director of Education, Makadara Sub-County to offer Junior Secondary School at the Academy. The school is up and running with a total of 42 learners as shown below.



We are working on how to do more marketing through co-curricular activities and social media. We have exposed our Junior Secondary School teachers for training mainly in Curriculum Interpretation, Teaching methods and Assessment methods.

We are looking forward to continuing having such training in future to fully equip our teachers.

We are currently facing difficulties in employing CBC teachers in technical learning areas (subjects) especially in Visual and Performing Arts. This is because those who are available are demanding salaries due to inadequate supply of such teachers in the Labor Market.

#### 4. Co-curricular Activities

The school participates in co-curricular activities that consist of

sports and music festivals as shown below.





The academy presented 10 items for Zonal Music Festivals out of which 8 items are proceeding to the Regional level i.e. 2 solo verses, 1 public speaking, 4 choral verses and a folk dance. We are aiming to reach the National level of the competition.

## Challenges

### 1. Learners Population.

We have realized low enrollment of new learners against the transfer request in the year.. The transfer requests were mainly coming from the former Grade 6 learners who were transiting to Boarding schools around. Most private schools in Makadara Sub-County have gone the private way to respond to the problem raised by working/career and business parents who don't have enough time with children especially on Competency Based Curriculum (CBC). We have been following the Ministry of Education on the establishment of a Boarding section with little success due to confusion of the same in the policy formulation at the Ministry of Education. We are waiting for the final verdict from the Ministry of Education on establishment of New Boarding Schools in the Country.

### 2. School Fees

We have been facing difficulties in School fees collection due to hard economic times faced by most parents. We have seen parents with high accumulated school fees balances transferring their children to public schools though others have opted to remain despite their children stay-

ing out of close for several days in the term. We are also happy to report that we are working closely with most parents on a working payment plan of school fees.

### 3. High Cost of Operation

High cost of living currently experienced in the Country has caused a high cost of operation in school. This is mainly experienced in bus fuel and cooking gas. Consumptions. We are working on bulk purchases, cost cutting and rationing on consumptions where necessary as mitigating factors during this period.

### 4. Government Policy

We received a circular on school transport policy from the Ministry of Education which required school vehicle/buses transporting school children to operate from 6.00am – 6.00pm. This policy has been in existence though with difficulties in implementation in the City due to traffic congestions. If implemented as expected, the school will be affected negatively since our learners come from different directions and must be picked very early in the morning to beat the traffic jam in the city. The Kenya Private School Association picked the issue with the government and we are waiting for the feedback.

### 5. Decline/Partial Withdrawal of Needy Children Funding

A donor supporting needy children in the Academy for a long period of time has been reducing the number of children in the program every year. It was her tradition to replace needy children who were transiting after K.C.P.E. in equal numbers. However, since 2021 after resumption of school after prolonged closure of school due to Covid-19, the number of learners in the program has been declining. We currently have 6 learners in the program compared to 15 learners in the previous years.

We covet your prayers in regards to the support of needy children in the program.

## 2023 Goals

- To have more activities of learners' character development in conjunction with Church Army Africa Mission Office.
- To equip Junior Secondary School learning rooms (Music, Home Science and Library) to the required standard.
- To continue training Junior Secondary School Teachers on CBC
- To enhance school online marketing.
- To sensitize parents on Junior Secondary School
- To upgrade the Assembly ground, footpaths and Kindergarten external play ground with modern equipment.

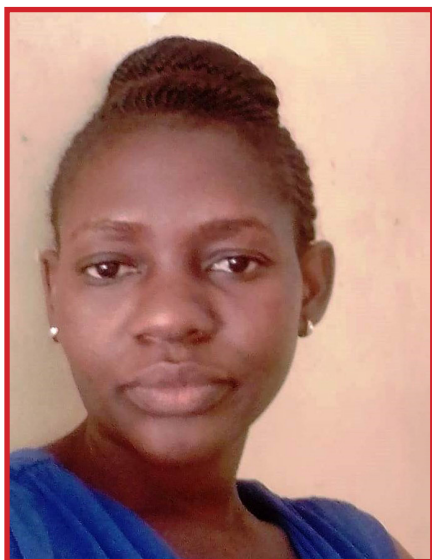
The background of the image is a blurred photograph of medical equipment. In the foreground, there is a large, circular, metallic object, possibly a dial or a part of a machine, with a textured surface. To its right, there is a black, cylindrical object, possibly a handle or a part of a device. The overall color palette is warm, with shades of brown, gold, and red. A large, semi-transparent red circle is overlaid in the center of the image, containing the text.

**V.  
CHURCH  
ARMY  
MEDICAL  
CLINIC**



## CHURCH ARMY MEDICAL CLINIC

Church Army Medical Centre is a registered faith based health institution licensed by the Government of Kenya under the Medical Practitioners and Dentist Board cap 253 of the laws of Kenya. It is founded on Christian Principles of love, compassion and professional excellence thus strives for high patient satisfaction and quality of care.



**Margaret Dactari**  
Admin Clinician

### Vision:

To offer services rooted in the philosophy of Christian pastoral care to patients.

### Mission:

Expose Evangelistic training at Church Army School of mission, to learn and acquire skills of healthcare as an integral part of evangelistic ministry.

### Core Values:

Love, Honesty, Integrity, Humility, Teamwork, Discipline, Stewardship.

The vision of the clinic is to continue with the healing ministry of Jesus medical Centre within the CAA community by promoting wellness and providing physical, emotional, and spiritual care with dignity as the medical Centre meets missionary expectations of CAA through the H.E.A.L strategy. The medical Centre carries out this vision through providing comprehensive medical care to the community at an affordable cost in a sustainable manner.



**Consultation**



**Laboratory**



**Pharmacy**



**MCH / Family  
planning**



**HIV testing  
& counseling**



**Antenatal  
Clinic**



**Post Nata  
Clinic**



**Minor  
Surgeries**

The clinic has intensified her services by reaching out and extending services to more clients from the community and students in local Schools.

Through every challenge and situation we have learned to trust in Jesus who is our ultimate hope and our salvation. We are hopeful that the

next quarter will be better and we are working on strategies that would facilitate the growth of CAA medical clinic.

### Achievements

1. Increment of national scheme patients to over 1200
2. Ability to buy and provide medication consistently
3. Ability for the Clinic to retain four employees (two full-time and two on locum)
4. Completed paying for the Hemo-gram machine higher purchase

costs

5. A new computer for installing Hospital Management System and Mounting of a screen
6. Increase in capitation members from 1180 to 1223.

### Challenges Encountered

1. Facilitating a facelift required

2. Inconsistent and inadequate cash flows caused by NHIF inconsistent reimbursements.

### Looking Forward

#### Strategic Objectives

Below are the five strategic objectives that guide the Church Army Medical Clinic

| Strategic Initiative 1 | FACILITY EXPANSION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Goal:                  | <i>Increase the number of services in the facility.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Strategies             | <ol style="list-style-type: none"> <li>1. Increase the number of quality service deliverables.</li> <li>2. Improve existing outpatient services.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Action plan            | <p>Increase the number of outpatient services and improve existing ones.</p> <ul style="list-style-type: none"> <li>. Reintroduce immunization services and market mother and child clinic to attract more clients.</li> <li>i. Enhance laboratory services by purchase of a Biochemistry machine. Set up ultrasound services by Purchase of an ultrasound machine.</li> <li>ii. Start specialist clinics where we shall engage specialists to review patients on booking basis and pay per patient basis for example Sick cell clinic, diabetes and hypertension clinics.</li> </ul> |
| Strategic Initiative 2 | MARKETING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Goal:                  | <i>Increase the number of outpatient visits</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Strategies             | <ol style="list-style-type: none"> <li>1. Liaise with the CAA marketing department to comprehensively market the clinic.</li> <li>2. Branding of the Church Army Medical Centre.</li> <li>3. Collaboration with other insurances to sign service level agreements. These insurances include; CIC, Britam, APA etc.</li> </ol>                                                                                                                                                                                                                                                         |
| Action plan            | <ol style="list-style-type: none"> <li>1. Marketing of the clinic through branded clinic sign boards with arrows directing clients to the clinic and services offered.</li> <li>2. Hold marketing activities such as medical camps, health talks with the neighboring communities. Plan for at least one medical camp per year.</li> <li>3. Approach other insurance covers such as Britam, CIC etc.</li> <li>4. Marketing the clinic on various social media platforms such as Facebook, twitter, Instagram etc.</li> </ol>                                                          |



| Strategic Initiative 3 | CLINIC UPGRADE AND FACELIFT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Goal                   | <i>To enhance and better the look of the clinic( modernized)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Strategies             | <ol style="list-style-type: none"> <li>1. Repainting.</li> <li>2. Purchasing of chairs.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Action plan            | <ol style="list-style-type: none"> <li>1. Repainting of the whole clinic</li> <li>2. To start the Mother to Child Health Care Unit</li> <li>3. Buy a thermometer and get a cold box for the vaccines</li> <li>4. Purchase of a Biochemistry machine.</li> <li>5. Expand the Clinic Pharmacy</li> <li>6. We are looking forward to doing more marketing to increase NHIF registration to our facility and patients turn out.</li> </ol>                                                                                    |
| Strategic Initiative 4 | STAFF MOTIVATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Goal:                  | <i>Motivate employees to provide quality services to our clients</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Strategies             | <ul style="list-style-type: none"> <li>• Involving medics in CMES both internal and external from NCC and MOH.</li> <li>• Staff appraisal for salary increment consideration.</li> <li>• Renewal of licenses on time</li> <li>• Ensures conducive environment</li> </ul>                                                                                                                                                                                                                                                  |
| Action plan            | <ul style="list-style-type: none"> <li>• We should organize for a medical CMES programmer to ensure continuous learning and awareness of new guidelines and Updates of patient management.</li> <li>• HR should develop an appraisal process for clinic staff annually for salary increment consideration.</li> <li>• We should ensure timely renewal of the licenses to avoid penalties.</li> <li>• Staff motivation by timely payment of salaries and locum dues to ensure staff satisfaction and retention.</li> </ul> |
| Strategic Initiative 5 | FINANCIAL SUSTAINABILITY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Goal                   | <i>Increase cash inflow to the clinic through partnership with other organizations</i>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strategies             | <ul style="list-style-type: none"> <li>• To increase daily cash collection from walk-in clients.</li> <li>• Seek for other organizations to partner with e.g All Saints, H.R.F</li> <li>• Comprehensive marketing</li> </ul>                                                                                                                                                                                                                                                                                              |



Church Army Medical Clinic Staff



New Furniture



The background of the image shows a hand with a dark complexion touching a digital screen. On the screen, there are several glowing blue icons within diamond-shaped frames. These icons represent various human resource concepts: a group of people under a globe, a person with a magnifying glass, a group of people, a person with a checkmark, and a person at a podium. A large, semi-transparent red circle is centered over the screen, containing the text 'VI. HUMAN RESOURCE OFFICE' in white, bold, sans-serif capital letters. The overall aesthetic is modern and technological, with a network of glowing blue lines and dots in the background.

## **VI. HUMAN RESOURCE OFFICE**



## HUMAN RESOURCE OFFICE

The CAA HR Office stands to develop and implement employment policies & procedures, offer advice to the management on the best HR practices, develop job descriptions and in consultation with line managers develop HR strategies for both short and long term requirements. To employees, the office offers advice and support on work related issues while maintaining a record of basic employment details.



**Raphael M. Munyao**  
Human Resource Officer

As at May 2023, CAA has a total of 83 employees on contract across all departments as tabled

below and we also engage casual employees.

| Department      | No. of Employees | Male      | Female    |
|-----------------|------------------|-----------|-----------|
| Secretariat     | 6                | 4         | 2         |
| C.U.M           | 6                | 4         | 2         |
| Clinic          | 2                | -         | 2         |
| Academy         | 35               | 17        | 18        |
| Carlile College | 34               | 18        | 16        |
| <b>TOTAL</b>    | <b>83</b>        | <b>44</b> | <b>37</b> |

CAA has experienced a high staff turnover in the year 2022, crossing 2023 with few replacements. This was resulted by delayed salaries occasioned by low cash flows from the main streams. Mostly affected was Carlile College that closed the year 2022 with more salary arrears, which was a great demotivating factor to the employees. The organization is dealing with litigation issues from aggrieved former employees, which has been a great challenge in honoring payment schedules on time. The management, headed by the General Secretary resolved to ensure all salary payments for the year 2023 are done effectively and consistently in spite of existing arrears.

There were also changes in the management structure of Carlile College.

This was occasioned by the recommendations of an ad hoc committee constituted by BOM (Carlile) to find out why the college was hailing for a long time and also after the Principal requested for a partial study leave. Some employees in the department were laid off due to malpractices and poor service delivery hence low student enrolment and retention. Currently, the college is managed by the office of the General Secretary and the Dean's in both CABS & SOM departments. In consultation with the CAA management we have held staff meetings to discuss the way forward as the status may not be changing anytime soon especially the accumulation of salary arrears. This has called for restructuring and right placement in the CABS department with the need for technical training especial-

ly to the teaching staff to acquire the basic qualifications to teach at the tertiary level.

Also affected was the Academy and High school teaching staff, who transitioned to work in the Government following massive TSC recruitment in the month of January 2023. However, replacements have been made after interviews were contacted for the same in consideration of both Junior and Senior High Schools.

CAA Management held a staff retreat in January 2023 to welcome staff for the New Year, listen to their grievances and complements and also understand the staff's input towards implementation of the CAA strategic initiatives.



CAA Staff Retreat at Murang'a County on January 2023



**VII.  
CENTRE  
FOR URBAN  
MISSION**



## CENTRE FOR URBAN MISSION

Centre for Urban Mission (C.U.M.) is a ministry of Church Army Africa that was founded in 2003. C.U.M. seeks to accompany, equip, incubate imagination, inform and facilitate transformation of local communities through the ministry of local churches in urban areas. CUM has its head office at Church Army Africa offices located at Jogoo road Nairobi and a training Centre in the heart of Gatwekera in Kibera informal settlement. The Centre has an extensive non-formal or grassroots training and capacity building programme operating among about 300 churches situated in 17 informal settlements of Nairobi. Within the period under review, the Centre is working along churches in 12 communities namely Kibera, Kawangware, Mukuru, Mathare, Soweto-Kayole, Gitwamba, Kiambui, Korogocho, Nairobi Central Business District, Dandora, Huruma and Kangemi.



**Capt. Simon Peter Waiti Gitau**  
Director,  
Centre for Urban Mission

We welcome you to interact with this report and bear witness to what God has done through the department. The report captures impacts realized in this department throughout the reporting period. The achievements would not have been possible without the effort, resilience, ingenuity and hard work of C.U.M. staff and the support of local and international supporters.

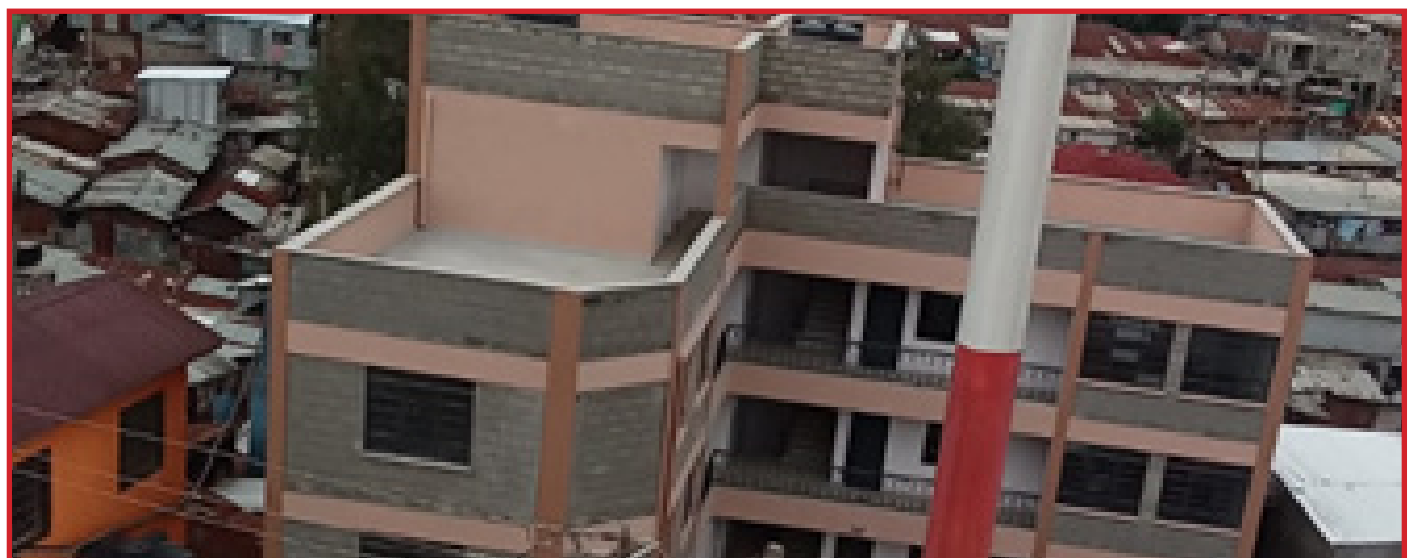
The report is hinged on the impact realized in alignment to the department's 5 strategic goals

for the year 2020-2025 which are outlined later in the report.

Preliminary updates

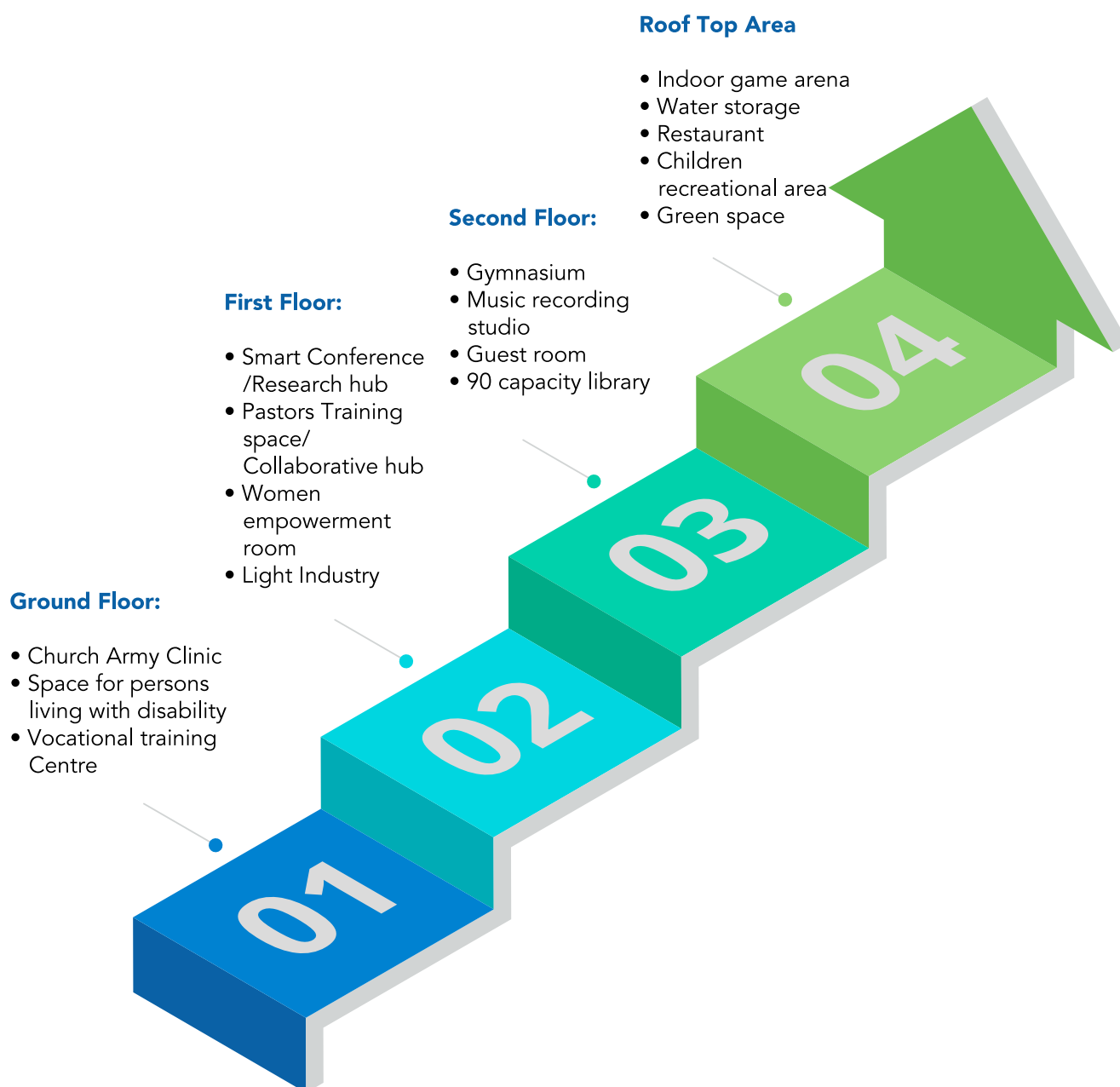
Tafakari Centre completion

The Tafakari Centre was completed in the month of April 2023 and handed over to the General Secretary of Church Army Africa in the month of May 2023. The facility will be able to serve the community whilst bringing some income for running some of the programs at the Centre for Urban Mission.



An aerial view of the Tafakari Centre

## Tafakari Centre Floor Plan





Centre for Urban Mission staff 2022 end of year retreat in Ngong

### Staff retreat in December 2022

The Centre for Urban Mission in the month December went for an away day so as to fellowship and take stock of the events of the year 2022. The volunteers who the Centre works with were also invited so as to celebrate each other and close the year together.

The following are the departmental impacts for the year 2022 that are enumerated in the order of the department's strategic goals:

### Strategic Goal 1: Promoting Theological Education within cities in Africa

#### Impacts:

- CUM was represented in a consultative forum to discuss an urban curriculum on Leadership and Urban Transformation
- 106 church leaders envisioned and trained on the Holistic Training Program on church mobilization on urban spaces from Goma, Kaiduguri, Nairobi and Vihiga in Western Kenya.
- Set up a Smart Classroom along Jogoo Road so as to facilitate online theological learning
- CUM was part of the Create Conference in the month of June seeking to establish the link between social work and businesses.

tween social work and businesses.

- CUM was represented in the bi annual urban consultation in Pretoria with and the discussions aimed at the interphase between sustainability, innovation and subversion



Samaritan's Strategy Trainig Pastors' Graduation in Chavakali Vihiga County



## Strategic Goal 2: Promote access to quality education for children

### Impacts:

- 84 students sat for KCSE. 12 got direct entry to university, 10 joined colleges and the other 52 managed to join artisan courses.
- 340 girls with improved menstrual hygiene through the monthly sanitary towels issuance program.
- 234 students from grade 6 to 8 with increased access to library services and learning support during the year with daily attendance of 20-40 students
- 189 high school students with access to library space during the year with daily attendance of 18-20 students
- 120 students with improved talent through participation in

sports activities such as chess, football and volleyball.

- 35 teachers with improved skills on teaching mathematics, sciences and English via an online teachers training program.



Students from Schools of Hope during the music festivals

## Strategic Goal 3: Promote collaboration and networking among city stakeholders so as to upscale service delivery

### Impacts:

- 50 urban leaders with improved knowledge and skills in collaboration with an aim of improving service delivery in the city. This was achieved through a 3 days meeting in an Urban consultation in the month of May.
- 30 leaders drawn from church, business and social enterprises from 7 countries with increased awareness on (a) the interface between business and faith based, (b) exploring best models of funding communities and strength based community development through the Create Conference in June 2022.
- Facilitated in the development of the Micah Kenya Global strategic

plan. This gives the movement a sense of direction and shapes the future engagements of the movement.

- Participated in a consultative forum with 5 organizations to discuss the development of the Leadership in Urban Transformation training program



Centre for Urban Mission staff hosting guests from All Saints Cathedral Nairobi and A.C.K. St. Jerome Parish in Kibra

**Strategic Goal 4: Enhance the capacity of local churches through innovation**

**Impacts:**

- 20 church leaders from Nairobi's informal settlement with improved knowledge and skills on detecting and addressing sexual and gender based cases in their communities.
- 20 church leaders with increased knowledge on referral pathways in relation to sexual and gender based violence issues in urban communities .
- 60 households from Korogocho and Kibera in Nairobi with increased awareness on identifying and mitigating disasters .
- 60 households from Korogocho and Kibera with reduced vulnerability through a 4 months cash transfer.
- 60 household from Korogocho and Kibera with improved livelihoods through business trainings and asset transfer programs .
- 15 church leaders with increased knowledge on the relationship between Islam and Christianity through an online training platform.
- 64 high school candidates and 54 form 3 students with increased access to online education/re-vision of math and sciences via zoom .
- 79% of learners with improved test scores; 7 out of 8 Schools of Hope performed better than the public schools in the national exam.



School of Hope students undergoing training on journalism in collaboration with Mtoto News

### Strategic Goal 3: Increase C.U.M. efficiency and service delivery through sustainability

#### Impacts:

- The speedy construction of the Tafakari Centre in Kibera brings the goal of sustainability of the Centre for Urban Mission a step closer Initiated 3 strategic partnerships with World Evangelical Alliance- Business Coalition, Lithuania Christian College and Beautiful Gate in South Africa
- Strengthened relationships with local and international partners through regular updates on social media
- Equipped over 80 young people with knowledge and skills on how to prepare business plans and partnering with investors
- kick started a process of coming up with a social enterprise plan for Centre for Urban Mission

#### Key Plans for 2022

- Please pray with us as we look forward to the following:
- Strengthen the Centre for Urban Mission programs and spur growth
- Operationalize the gym, light industry and training room at the Tafakari Centre and pursue sustainability through a social enterprise.
- Strengthen collaboration with other like-minded organizations so as to raise more resources for CUM work
- Play a pivotal role in the 2023 annual urban consultation.





## **VIII. TREASURER'S REPORT**

## TREASURER'S REPORT

Mr. Joseph Wanjau is the Finance & Administration Officer at Church Army Africa. He is a C.P.A (K) holder with a Bachelors in Business Management (FINANCE) with over 12 years' experience in accounting.



**Mr. Joseph Wanjau**  
Finance & Administration Officer ,  
Church Army Africa

**Kenya's economy:** Real GDP growth slowed to 5.5% in 2022 from 7.5% in 2021, attributable to the drought, increased commodity prices and tight financial conditions. Growth was driven on the supply side by services and on the demand side by household consumption.

According to CBK statistics, the 2022 average inflation rate stood at 7.6 % compared to 6.1 % in 2021. This was largely driven by uptake in food, housing and electricity. Inflation was moderated

by subsidies and raising the policy rate to 8.25%.

The fiscal deficit narrowed to 6.3% of GDP from 8.2% in 2021 due to improved revenue collection and adherence to the IMF supported fiscal consolidation path. Public debt rose to 70% of GDP from 68% in 2021 driven by higher interest payments and exchange rate depreciation.

### Overview

During the year the CAA consistently pursued its Vision; "A community of Anglican evangelists positively transforming communities throughout Africa through the Gospel".

## CAA Financial Statements for the Year 2022.

### Church Army Africa Combined Financial Statements

#### A. Overall Performance of Church Army Africa.

| Ksh.            | 2022        | 2021        | Growth-Ksh. | Growth (%) |
|-----------------|-------------|-------------|-------------|------------|
| Income          | 109,924,423 | 105,101,161 | 4,823,262   | +4.5       |
| Expenditure     | 112,757,271 | 112,089,805 | 667,466     | +0.5       |
| Surplus/deficit | (2,832,848) | (6,988,644) |             |            |

#### Performance highlights

- Increase in income was as a result of a major donation from Local Leaders International for the construction of Tafakari Center.
- There was an overall increase in running costs due to the escalation of basic commodities especially on food and fuel.

## B. Departmental Performance

### I. General Secretariat

| Ksh.            | 2022         | 2021         | Growth-Ksh. | Growth (%) |
|-----------------|--------------|--------------|-------------|------------|
| Income          | 9,942,289    | 10,220,257   | (277,968)   | -2.7       |
| Expenditure     | 25,931,178   | 25,483,673   | 447,505     | +1.7       |
| Surplus/deficit | (15,988,889) | (15,263,416) |             |            |

**This was as a result of;**

- The departmental income decreased because one main client did not renew his lease on billboard.
- Total expenditure increased because of the escalated prizes of basic commodities.
- The deficit of Ksh. 15,000,000 million has been arrived at after factoring Amortization of Ksh. 11,000,000 million and depreciation of Ksh. 2,500,000 million which is not actual movement of cash.

### II. Church Army Academy

| Ksh.            | 2022       | 2021       | Growth-Ksh. | Growth (%) |
|-----------------|------------|------------|-------------|------------|
| Income          | 24,000,200 | 25,504,417 | (1,504,217) | -6         |
| Expenditure     | 20,493,532 | 19,654,315 | 839,217     | +4.2       |
| Surplus/deficit | 3,506,668  | 5,850,102  |             |            |

**This was as a result of;**

- The reason for the decrease of income was as a result of a decrease in numbers of pupils. Most parents preferred taking their children to government funded schools due to the increased cost of living.
- During the year overall operating costs went up because of the escalation of prizes of basic commodities (food and fuel).



### iii. Church Army Kindergarten

| Ksh.            | 2022      | 2021      | Growth–Ksh. | Growth (%) |
|-----------------|-----------|-----------|-------------|------------|
| Income          | 6,543,450 | 8,417,250 | (1,873,800) | -22        |
| Expenditure     | 6,371,098 | 5,809,450 | 561,648     | +10        |
| Surplus/deficit | 172,352   | 2,607,800 |             |            |

#### This was as a result of;

- The reason for the decrease of income was as a result of a decrease in numbers of pupils. Most parents preferred taking their children to government funded schools due to the increased cost of living.
- During the year overall operating costs went up because of the escalation of prizes of basic commodities (food and fuel).

### iv. Bus Transport

| Ksh.            | 2022      | 2021      | Growth–Ksh. | Growth (%) |
|-----------------|-----------|-----------|-------------|------------|
| Income          | 4,652,982 | 4,872,500 | (2,234,758) | -10        |
| Expenditure     | 4,729,825 | 4,353,616 | (1,713,054) | -8         |
| Surplus/deficit | (76,843)  | 518,884   |             |            |

#### This was as a result of;

- The bus income decreased because most parents withdrew from the service because of high costs of living.
- The cost of running of the buses went up because of the high costs of fuel and spare parts.

## v. Carlile College School of Mission

| Ksh.            | 2022      | 2021      | Growth–Ksh. | Growth (%) |
|-----------------|-----------|-----------|-------------|------------|
| Income          | 4,652,982 | 4,872,500 | (2,234,758) | -10        |
| Expenditure     | 4,729,825 | 4,353,616 | (1,713,054) | -8         |
| Surplus/deficit | (76,843)  | 518,884   |             |            |

### This was as a result of;

- The revenue from the school of mission went down because there was a reduction in the number of students, especially those who were on scholarship.
- Expenditures for the department went up due the escalation of prizes of services and household items.

## vi. Church Army Business School

| Ksh.            | 2022        | 2021        | Growth–Ksh. | Growth (%) |
|-----------------|-------------|-------------|-------------|------------|
| Income          | 20,971,337  | 22,866,076  | (1,894,739) | -8.2       |
| Expenditure     | 22,964,517  | 25,107,194  | (2,142,677) | -8.5       |
| Surplus/deficit | (1,993,180) | (2,241,118) |             |            |

### This was as a result of;

- Incomes went down because of a drop in students' numbers due to economic hardship.

## vii. Center for Urban Mission

| Ksh.            | 2022       | 2021      | Growth–Ksh. | Growth (%) |
|-----------------|------------|-----------|-------------|------------|
| Income          | 20,820,833 | 8,336,407 | 12,484,426  | +149       |
| Expenditure     | 9,148,004  | 7,270,071 | 1,875,933   | +26        |
| Surplus/deficit | 11,672,829 | 1,066,336 |             |            |

### This was as a result of;

- There was an increase in income because a donor (Local Leader International) donated money for the construction of Tafakari Center.
- The overall expenditure went up because there was an increase in funding towards programs.

## viii. Medical Clinic

| Ksh.            | 2022      | 2021      | Growth–Ksh. | Growth (%) |
|-----------------|-----------|-----------|-------------|------------|
| Income          | 2,648,150 | 2,304,314 | 343,836     | +15        |
| Expenditure     | 2,362,554 | 1,946,180 | 416,374     | +21.3      |
| Surplus/deficit | 285,596   | 358,134   |             |            |

### This was as a result of;

- The incomes went down because there was a decrease in capitation amounts from Ksh 300 to Ksh 250 per person registered in the facility and a reduction in numbers from 1324 to 927.
- Expenditure went up because the department hired a new staff (Nurse) to oversee the operations on mother and child programs and vaccines.

**Prepared By Canon Philip Njuki**

Treasurer, Church Army Africa.



**CHURCH ARMY AFRICA LIMITED**  
**Annual report and financial statements including Carlile College**  
**For the year ended 31 December 2022**

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**COMPANY INFORMATION**

**Board of directors**

|                                            |                                 |
|--------------------------------------------|---------------------------------|
| The Most Rev. Dr. Stephen Samuel K. Mugalu | President                       |
| Mr. Emmanuel Kisombe (CBS)                 | Chairman                        |
| Rev. Capt. Dr. Danson K. Mwangi            | General Secretary               |
| Canon Peter Gachuhi                        | Legal Advisor                   |
| Rt. Rev. Julius Wanyoike                   | Member                          |
| Rt. Rev. Wilson Kamani                     | Member                          |
| Rev. Capt. Felibien Ndintore               | Member                          |
| Rt. Rev. Alinafe Kalemba                   | Member                          |
| Dr. Dan Oyuga                              | Member                          |
| Canon Phillip Njuki                        | Treasurer                       |
| Mrs. Beatrice Mwangi                       | Member                          |
| Rd. Jasper Oloo                            | Member                          |
| Rev. Capt. Patience Wanzala                | ex-official-Principal (Carlile) |

**Company secretary**

Kaplan and Stratton  
 Advocates  
 Nairobi

**Independent auditor**

Fine Accounting Services LLP  
 Certified Public Accountants  
 Thome Estate, Marurui Road  
 Mukuyu Court, No. 178  
 P.O. Box 1189 - 00100  
 Nairobi

**Principal place of business**

L.R. No. 209/8247  
 Jogoo Road  
 P.O. Box 72584  
 Nairobi

**Principal bankers**

Stanbic Bank  
 CFC Centre Branch  
 Chiromo Road  
 Nairobi

Kenya Commercial Bank  
 Industrial Area  
 Nairobi

**CHURCH ARMY AFRICA LIMITED**  
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**Report of the independent auditor to the members of Church Army Africa Limited (cont'd)**

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- (i) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (ii) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- (iii) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (iv) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- (v) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Report on other matters prescribed by the Kenyan Companies Act, 2015**

In our opinion the information given in the report of the Directors on page 2 is consistent with the financial statements.

The engagement partner responsible for the audit resulting in this independent auditor's report is **CPA Joseph Macharia Chege - P/No. 1555**.

For and on behalf of:  
**Fine Accounting Services LLP**  
**Certified Public Accountants**  
**Firm Licence Number - PF/0050**  
**Nairobi**  
  
 4th August 2023

**CHURCH ARMY AFRICA LIMITED**  
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**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

|                                                | <b>Note</b> | <b>2022<br/>Kshs</b>            | <b>2021<br/>Kshs</b>      |
|------------------------------------------------|-------------|---------------------------------|---------------------------|
| Revenue                                        | 5           | <b>109,924,423</b>              | 105,101,161               |
| Administrative expenses                        | 6           | <b>(51,545,341)</b>             | (50,198,971)              |
| Other operating expenses                       | 6           | <b>(61,209,013)</b>             | (61,870,415)              |
| Finance cost                                   |             | <b>(2,917)</b>                  | (20,419)                  |
|                                                |             | <u><b>(112,757,271)</b></u>     | <u>(112,089,805)</u>      |
| <b>Operating loss</b>                          | 7           | <b>(2,832,848)</b>              | (6,988,644)               |
| Income tax expense                             | 8           | <u><b>23,884,245</b></u>        | <u>2,410,565</u>          |
| <b>Profit/ (loss) for the year</b>             |             | <b>21,051,397</b>               | (4,578,079)               |
| <b>Other comprehensive income for the year</b> |             | <u>-</u>                        | <u>-</u>                  |
| <b>Total comprehensive income for the year</b> |             | <u><u><b>21,051,397</b></u></u> | <u><u>(4,578,079)</u></u> |



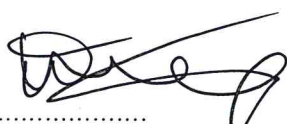
**CHURCH ARMY AFRICA LIMITED**  
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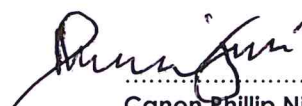
**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2022**

|                               |      | 2022<br>Kshs       | 2021<br>Kshs       |
|-------------------------------|------|--------------------|--------------------|
|                               | Note |                    |                    |
| <b>CAPITAL EMPLOYED:</b>      |      |                    |                    |
| <b>Equity</b>                 |      |                    |                    |
| Revenue reserves              |      | 31,023,198         | 9,971,801          |
| Capital reserves              |      | 548,262,683        | 548,262,683        |
| Revaluation reserve           |      | 36,356,445         | 36,356,445         |
| General Reserve               |      | -                  | 655,000            |
| <b>Total equity</b>           |      | <b>615,642,326</b> | <b>595,245,929</b> |
| <b>Total capital employed</b> |      | <b>615,642,326</b> | <b>595,245,929</b> |
| <b>REPRESENTED BY:</b>        |      |                    |                    |
| <b>Non-current assets</b>     |      |                    |                    |
| Property, plant and equipment | 9    | 145,422,509        | 148,074,503        |
| Deferred tax                  | 10   | 65,021,279         | 41,137,034         |
| Work in progress              | 11   | 13,034,947         | -                  |
| Right of Use Assets           | 11   | 332,204,740        | 343,204,740        |
| Biological Assets             | 13   | -                  | 655,000            |
|                               |      | <b>555,683,475</b> | <b>533,071,277</b> |
| <b>Current assets</b>         |      |                    |                    |
| Cash and bank balances        | 14   | 1,206,129          | 1,820,382          |
| Investments                   | 15   | 53,927             | 53,927             |
| Receivables and prepayments   | 16   | 135,028,016        | 126,925,443        |
|                               |      | <b>136,288,072</b> | <b>128,799,752</b> |
| <b>Current liabilities</b>    |      |                    |                    |
| Payables and accruals         | 17   | 76,196,594         | 66,292,598         |
| Borrowings-short term portion | 18   | 132,627            | 332,502            |
|                               |      | <b>76,329,221</b>  | <b>66,625,100</b>  |
| <b>Net current assets</b>     |      | <b>59,958,851</b>  | <b>62,174,652</b>  |
| <b>Net assets</b>             |      | <b>615,642,326</b> | <b>595,245,929</b> |

The financial statements on pages 5 to 27 were approved for issue by the board of directors

on 29/6/ 2023 and were signed on their behalf by:

  
 .....  
 Rev. Capt. Dr. Danson K. Mwangi

  
 .....  
 Canon Phillip Njuki

**CHURCH ARMY AFRICA LIMITED**  
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**STATEMENT OF CHANGES IN FUND BALANCES**

|                                         | Revenue<br>reserve<br>Kshs | Revaluation<br>reserve<br>Kshs | General<br>reserve<br>Kshs | Capital<br>reserve<br>Kshs | Total<br>Kshs      |
|-----------------------------------------|----------------------------|--------------------------------|----------------------------|----------------------------|--------------------|
| <b>Year ended 31 December 2022</b>      |                            |                                |                            |                            |                    |
| At start of year                        | 9,971,801                  | 36,356,445                     | 655,000                    | 548,262,683                | 595,245,929        |
| Reversal                                | -                          | -                              | (655,000)                  | -                          | (655,000)          |
| Loss for the year                       | 21,051,397                 | -                              | -                          | -                          | 21,051,397         |
| Other comprehensive income for the year | -                          | -                              | -                          | -                          | -                  |
| Total comprehensive income for the year | 21,051,397                 | -                              | -                          | -                          | 21,051,397         |
| <b>At end of year</b>                   | <b>31,023,198</b>          | <b>36,356,445</b>              | <b>-</b>                   | <b>548,262,683</b>         | <b>615,642,326</b> |
| <b>Year ended 31 December 2021</b>      |                            |                                |                            |                            |                    |
| At start of year                        | 14,549,880                 | 36,356,445                     | -                          | 548,262,683                | 599,169,008        |
| Injections during the year              | -                          | -                              | 655,000                    | -                          | 655,000            |
| Loss for the year                       | (4,578,079)                | -                              | -                          | -                          | (4,578,079)        |
| Other comprehensive income for the year | -                          | -                              | -                          | -                          | -                  |
| Total comprehensive income for the year | (4,578,079)                | -                              | -                          | -                          | (4,578,079)        |
| At end of year                          | 9,971,801                  | 36,356,445                     | 655,000                    | 548,262,683                | 595,245,929        |

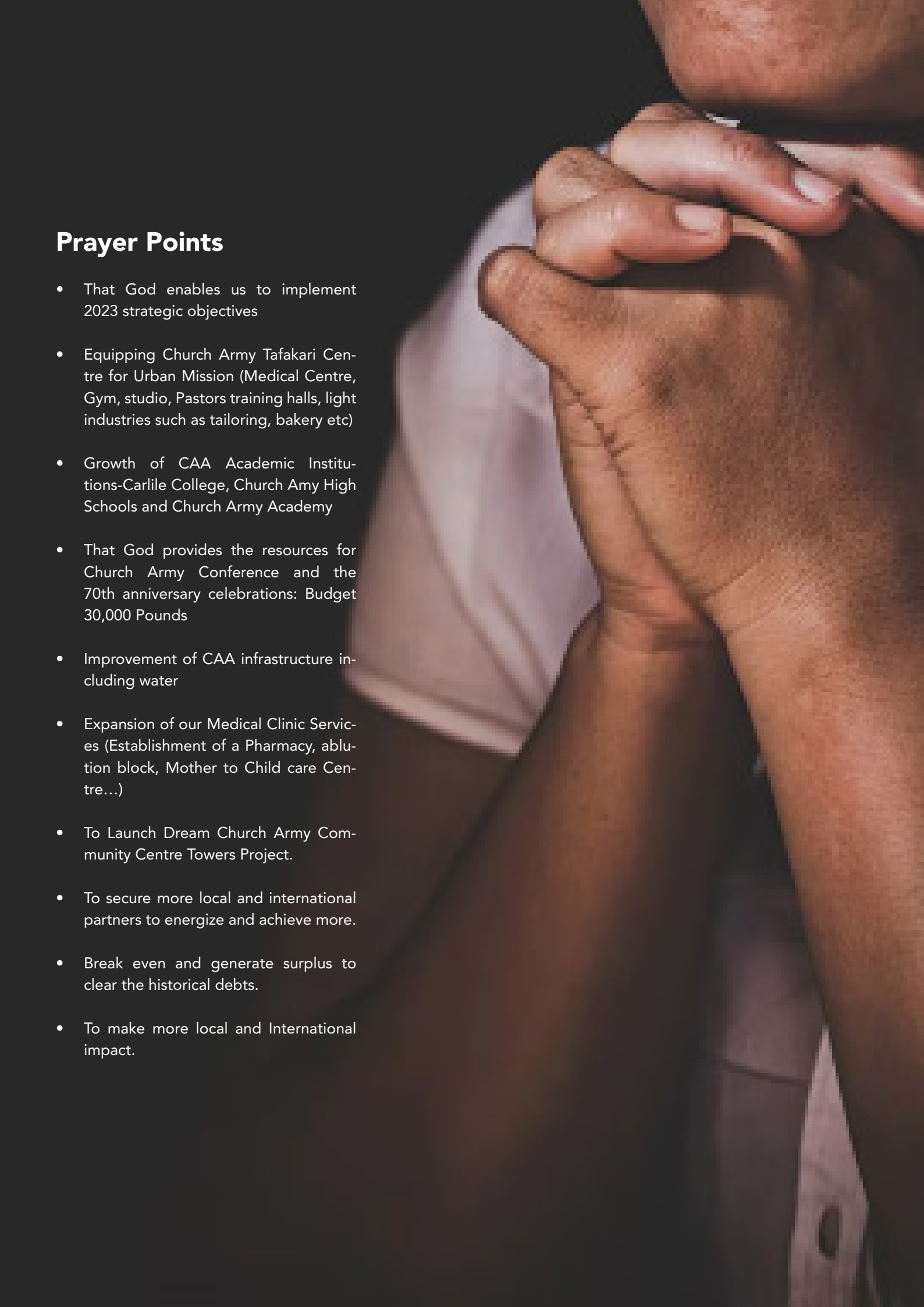
Reversal was due to project recurrent losses hence terminating the project at cost.

**CHURCH ARMY AFRICA LIMITED**  
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**STATEMENT OF CASH FLOWS**

|                                                                 |             | 2022<br>Kshs        | 2021<br>Kshs       |
|-----------------------------------------------------------------|-------------|---------------------|--------------------|
| <b>Cash flow generated from operating activities</b>            | <b>Note</b> |                     |                    |
| Operating profit                                                | 7           | (2,832,848)         | (6,988,644)        |
| Adjustments for:                                                |             |                     |                    |
| Depreciation of property, plant and equipment                   | 9           | 3,131,344           | 3,091,485          |
| Gain on disposal                                                | 6           | -                   | 370,000            |
| Amortisation                                                    | 11          | 11,000,000          | 11,000,000         |
| <i>Operating cash flow before working capital changes</i>       |             | <u>11,298,496</u>   | <u>7,472,841</u>   |
| Working capital changes:                                        |             |                     |                    |
| Change in trade and other receivables                           | 16          | (8,102,573)         | (10,623,054)       |
| Change in trade and other payables                              | 17          | 9,903,996           | 4,990,737          |
| Increase/(decrease) in borrowings                               | 18          | (199,875)           | 325,000            |
| Cash used in operations                                         |             | <u>1,601,548</u>    | <u>(5,307,317)</u> |
| <i>Net cash flow generated/(used in) operating activities</i>   |             | <u>12,900,044</u>   | <u>2,165,524</u>   |
| <b>Cash flows from investing activities</b>                     |             |                     |                    |
| Purchase of property, plant and equipment                       | 9           | (479,350)           | (1,986,614)        |
| Purchase of biological assets                                   |             | -                   | (655,000)          |
| Disposal of property and equipment                              | 6           | -                   | (370,000)          |
| Work in progress increase                                       | 11          | (13,034,947)        | -                  |
| <i>Net cash used in investing activities</i>                    |             | <u>(13,514,297)</u> | <u>(3,011,614)</u> |
| <b>Cash flows from financing activities</b>                     |             |                     |                    |
| Investment                                                      | 6           | -                   | (14,232)           |
| Investment in biological assets                                 |             | -                   | 655,000            |
| <i>Net cash (used in) / generated from financing activities</i> |             | <u>-</u>            | <u>640,768</u>     |
| <i>Change in cash and cash equivalents</i>                      |             | <u>(614,253)</u>    | <u>(205,322)</u>   |
| At start of year                                                |             | <u>1,820,382</u>    | <u>2,025,704</u>   |
| At end of year                                                  | 14          | <u>1,206,129</u>    | <u>1,820,382</u>   |





## Prayer Points

- That God enables us to implement 2023 strategic objectives
- Equipping Church Army Tafakari Centre for Urban Mission (Medical Centre, Gym, studio, Pastors training halls, light industries such as tailoring, bakery etc)
- Growth of CAA Academic Institutions-Carlile College, Church Army High Schools and Church Army Academy
- That God provides the resources for Church Army Conference and the 70th anniversary celebrations: Budget 30,000 Pounds
- Improvement of CAA infrastructure including water
- Expansion of our Medical Clinic Services (Establishment of a Pharmacy, ablution block, Mother to Child care Centre...)
- To Launch Dream Church Army Community Centre Towers Project.
- To secure more local and international partners to energize and achieve more.
- Break even and generate surplus to clear the historical debts.
- To make more local and International impact.

## Partners of Church Army Africa

St Stephens Cathedral, Nairobi  
Council of Anglican Provinces in Africa(CAPA)  
TRIAD Foundation  
Tearfund UK  
Challenge Aid  
Africa Evangelistic Enterprise (AEE)  
St. Mary's Fetchem  
Porticus CV  
The Point Church  
Anglican Aid  
CMS NewZealand  
Overseas Council of Australia (OCA)  
Jerusalem Trust  
ACK Kampala Diocese  
All Saints Diocese  
Madi and West Nile Diocese  
Bishop Southern Sudan  
Morogoro Diocese  
Diocesan Education Coordinator  
Lusaka Diocese  
ACK Nambale Diocese  
Tomasina Diocese  
Sebei Diocese  
Masasi Diocese  
Diocese of South West Tanganyika  
Adrian Morton Northampton, Diocese of Peterborough  
St. Matthew's Elburton  
Bucke Collins Trust  
Christ Church Bedford  
CMS Australia  
CMS Britain  
Crosslinks International  
Crossview Lutheran Parish  
Diocese of Chichester  
Kenya Church Association

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