



KEMA
Kenya Mission Association

Charter & Strategic Plan 2026 - 2028

›Unite

›Mobilize

›Equip



KEMA

Kenya Mission Association

›Unite

›Mobilize

›Equip

KEMA **Charter**





KEMA
Kenya Mission Association

Charter



➤ Background

Momentum for a national mission association coalesced at a 2016 breakfast meeting at **CITAM, Valley Road**, convened to consider Kenya's participation in the Worldwide Missionary Council in **Madrid (2016)**, following the **Tokyo 2010 Global Mission Consultation**.

Leaders present expressed a shared conviction that it was time to turn the page and pursue a bold, national platform to **unite** Kenya's churches and maximise collaboration toward reaching the yet-unreached people groups in the country. Subsequent informal consultations culminated in a first formal meeting in 2019, led by **Dr Stephen Mbogo** and **Dr Sam Ngugi**, where like-minded mission leaders resolved to establish the **Kenya Mission Association (KEMA)**.

The KEMA Charter was debated and adopted in **2020**; KEMA was **registered as a trust in 2021** and formally **launched in 2022** to catalyse unity in mission among Kenya's **churches** and **mission movements** for the sake of the least reached. The Charter outlines KEMA's strategic pillars and organisational architecture, including its core values, objectives, working groups, and governance mechanisms.

› Who we are

KEMA is an association of organisations, churches, and individuals in Kenya involved in frontier missions. Kenya has had the gospel for over 180 years, but about 5% of the population is still unreached. This is about 30% of the people groups in the country. Our responsibility is to take the gospel beyond Kenya to the Horn of Africa and North Africa, where millions have not yet heard. We will do better if we work together.

› Vision

Churches and mission movements in Kenya united and collaborating to reach the least reached people groups.

› Mission

To catalyze unity in mission to the least reached people groups through fellowship, communication, equipping, and mobilization of the body of Christ in Kenya.

› Objectives

1. **Mobilize** all expressions of the body of Christ (local churches, Christian groups, etc.) by way of mission awareness and education.
2. Facilitate the **training, equipping, and sending** of gospel workers to communities with least access to the gospel for disciple-making and church planting.



3. Develop **cross-cultural missions** within the church of Kenya.
4. Work in **partnership and collaboration** with like-minded organizations and networks to catalyze a mission movement in Kenya.
5. Conduct **mission research and publish** findings.
6. Provide relevant **mission information** to the global mission movement for strategic partnerships, networking, and collaboration.

➤ Core Values

1. Unity of the Body of Christ – John 17:21
2. Trust and Accountability – Col. 3:14
3. Partnership, Networking, and Collaboration – Philippians 1:3-8
4. Cultural Diversity and Interdependency
5. Creativity and Innovation

➤ Distinctives

1. Focus on Unreached/Least Reached People Groups
2. Mobilization of All God's People
3. Membership-driven Approach
4. Resource Sharing
5. Training and Equipping
6. Consultative Leadership
7. Catalytic and Facilitative

➤ National Leadership Team(NLT)

The National Leadership Team (NLT) shall provide the executive leadership of the association in consultation and on behalf of the members. The NLT shall comprise of at least seven and utmost nine members as below.



National Chairman
Dr. Stephen Mbogo



Deputy Chairman
Dr. Sam Ngugi



Deputy Chairman
Dr. Judy Wangombe



National Treasurer
Dr. Aila Tasse



Prayer Coordinator
Stanley Wandeto



Human Resource
Florence Nzau



Advisory Council Rep
Bsp. Ibrahim Omondi



National Coordinator
Anthony Mburu

The NLT office bearers shall serve for a maximum of 2 three (3) terms. Resignation shall be per circumstances dictate and as per the constitution.

Services by the NLT shall be voluntary. KEMA shall reimburse authorised expenses to the office bearers per the financial policies.



➤ KEMA Strategic Working Groups

1

**Mission
Research**

2

**Information,
Communication
and Technology**

3

**Training &
Equipping**

4

**Missionary
Care**

5

**Mobilization
(Local Church &
Youth)**

6

**Resources
Development**

7

**Partnership
Development**

8

**Prayer
Coordination**



› Operations Team (OT)

The OT shall provide the necessary administrative office support to the NLT. This team shall be led by the National Executive Director (NED).

The NLT shall hire the NED. The National Executive Director shall be a non-voting member of the NLT.

› Advisory Council

This will be a team of experienced and resourceful individuals committed to the vision, mission, core values and distinctives of KEMA, who will journey with the NLT to provide the needed spiritual and professional advice, wisdom and accountability for the benefit of the association. The Advisory Council shall act as the mediation and reconciliation organ for any internal and external conflicts.

They may be experienced church leaders, mission leaders, Christian professionals, who are passionate and active in and for missions.

› KEMA General Assembly

This will be a general meeting bringing together delegates selected from the constituent organizations to celebrate, share, network and develop relations.

GA will be the Apex of the Structure – similar to an AGM. It shall be the highest policy making body of KEMA.

- The NLT will plan and organize for the General Assembly which will be chaired by the NLT chairman.
- The constitution will give guidelines on the General Assembly.
- The NLT shall propose to the General Assembly new NLT office bearers for consideration through voting.



➤ KEMA Membership

Guiding Principle: Commitment to the Least Reached people groups.

Membership shall be drawn from:

1. **Organizations** involved in Missions to the Least Reached people groups.
2. **Churches** involved in Missions to the Least Reached people groups.
3. **Special interest groups** involved in Missions to the Least Reached people groups. directly or in supporting capacity
4. **Christian professional associations**, and business involved in Missions to the Least Reached people groups.
5. **Associate members** – people who may have moved on from their organisations but are passionate about cross cultural missions.
6. **Kenya Christian Diaspora** – Individuals, churches and organizations in the diaspora

➤ Benefits to Members

1. Networking/Fellowship with like-minded Mission Organizations and Churches
2. Capacity building – Training / Conferences
3. Fundraising/support/consultancy
4. Missionary Care
5. Mission Research resources
6. Promoting the programs of member organizations
7. Featuring member organizations on the KEMA website
8. Offering a unique platform for partnership for member organizations
9. Recommendation and Validation for member organizations

Annual Subscription

- a) Members Organizations **Kshs 5,000**
- b) Individuals **Kshs 2,000**





KEMA

Kenya Mission Association

›Unite

›Mobilize

›Equip

Strategic Plan

2026 – 2029



"The Great Commission is too big for anyone to accomplish alone and too important not to try to do together,"

~Steve Moore



Executive Summary

» Overview of the Process

The Kenya Mission Association (KEMA) Strategic Plan is the outcome of consultations between the National Leadership Team (NLT), Advisory Council, members, and other stakeholders. The process began in 2022 when the NLT reviewed the Vision, Mission, and Values to align KEMA's strengths with its developmental needs. The result is a plan built on collaboration to unite churches and mission movements in Kenya to reach the least reached people groups globally.

In January 2023, the Strategic Planning Committee (SPC) was formed and engaged consultant Tony Swanson, Regional Executive Officer for AIM Eastern Region, to guide the process. From 15–17 March 2023, the NLT and SPC held a three-day retreat to clarify issues, set goals, and draft an execution plan. We are grateful to Tony and the SPC for their contributions.

After the retreat, the NLT appointed a Task Force (TF) to refine the draft. The TF reviewed feedback from leaders and members and worked diligently to produce this final Strategic Plan in line with KEMA's Vision and Mission.

The plan sets out six Strategic Priority Areas and eight working groups to achieve the stated goals. These goals address key opportunities and challenges over the next three years. Each working group has clear initiatives, with leaders responsible for implementation and reporting.

This plan is KEMA's roadmap for the next three years. It will guide decisions, shape actions, and inspire confidence in the mission of our association. Our desire is to see KEMA reach new horizons by focusing on the least reached people groups in Kenya and beyond.

I call on every church and mission leader to read this plan and play a role in ensuring success through unity and collaboration. We welcome you as partners in this work and pledge to serve together as faithful servants of the Lord. May He grant us wisdom like the sons of Issachar, who understood the times and knew what Israel should do.

Blessings in Christ,

A handwritten signature in black ink, appearing to read 'Mbogo', with a stylized flourish underneath.

Rev. Dr. Stephen Mbogo

Chairman, KEMA



Strategic Priority Areas

Following prayerful listening and wide consultation among KEMA members, we commit to six Strategic Priority Areas for the next three years.

1. Mobilization of the Body of Christ toward Global Missions

KEMA will promote missions through its members and partners engaged in mobilization across Kenya and the region. We will recognize ongoing efforts and create opportunities through existing networks to mobilize and educate local churches, mission agencies, students, and the diaspora on the biblical mandate for missions.

Key result areas:

- a. Increase awareness among local churches of their role in the Great Commission.
- b. Strengthen collaboration between mission agencies and churches.
- c. Develop and share mission mobilization resources.
- d. Promote missions education.

2. Capacity Development of Gospel Workers

Through its networks, KEMA will enhance the effectiveness of gospel workers serving in various mission fields. Research will identify areas that need empowerment and

the organizations or individuals best placed to build the required capacities in the short and long term.

3. Sending of Gospel Workers to the Least Reached

This priority addresses barriers that hinder the sending and sustaining of workers among the least reached. The working group will identify critical requirements and promote solutions that support fruitful and ongoing ministry in the neediest communities.

4. Provision of Mission Information through Research and Publications

Effective engagement of the least reached requires accurate knowledge. KEMA will prioritize competent field research that produces relevant information to guide ministry. Findings will be documented to support ongoing and future mission efforts.

5. Resource Development for Global Missions

KEMA will work toward establishing a stable fund to support mission activities, including sending workers, building capacity, and advancing research.

6. Prayer Mobilization for Global Missions

KEMA will catalyze a prayer movement to fuel missions locally and globally. Churches, mission agencies, students, and children will be mobilized to engage creatively and consistently in prayer, sparking revival in the church.



Working Groups

The Kenya Missions Association will form teams to implement its Strategic Plan. Each working group has operational initiatives aligned with KEMA's objectives to advance excellence in their area. The leaders of these groups, together with selected KEMA leaders, are responsible for defining, implementing, and reporting on progress.

It is recommended that the working groups be supported by the Monitoring and Evaluation (M&E) resources of the Strategic Planning team. To achieve excellence and impact, every member must carry out their role diligently and strive to go beyond expectations.

Working Groups in KEMA

KEMA has identified eight working groups to drive the Strategic Plan:

1. **Mission Research** – Conducts field research and produces data to guide mission strategy.
2. **Information, Communication and Technology** – Manages digital platforms, communication tools, and information sharing.
3. **Training, Equipping, Planning & Monitoring** – Coordinates training programs, equips workers, and monitors progress.
4. **Missionary Care** – Provides support in areas such as conflict resolution, security, and member care.
5. **Mobilization Ministry** – Engages local churches, youth, and mission organizations in mobilization efforts.



6. **Resource Mobilization & Development** – Develops and manages financial and material resources for missions.
7. **Partnership and Networking** – Builds and strengthens collaboration among mission stakeholders.
8. **Prayer Mobilization and Coordination** – Leads prayer initiatives to fuel missions locally and globally.

Overview of the Working Groups

1. Mission Research

This working group will engage in continuous and relevant research to provide adequate and objective information that supports mission activities in diverse cross-cultural contexts. The team will identify key research areas, relevant individuals, institutions, and approaches to address significant mission issues. Research is essential for effective ministry and must remain an ongoing exercise to support both existing work and the initiation of new efforts.

Focus areas will include priority people groups for mission engagement, baseline surveys, opportunities for mission, and recommended approaches for sustainable transformation.

2. Information Communication and Technology

This team will advise on effective ways to disseminate information to members and the wider body of Christ. It will identify best practices for sharing information relevant to KEMA, including the calendar of events. The team will also explore and adopt suitable platforms and technologies to advance KEMA's vision. In addition, it will research emerging technologies and support members in leveraging them for evangelism and discipleship.



3. Training, Equipping, Planning and Monitoring

This team will advise on effective ways to disseminate information to members and the wider body of Christ. It will identify best practices for sharing information relevant to KEMA, including the calendar of events. The team will also explore and adopt suitable platforms and technologies to advance KEMA's vision. In addition, it will research emerging technologies and support members in leveraging them for evangelism and discipleship.

4. Missionary Care

Missionary care, or member care, is vital for sustainable and effective service among the least reached. This team will clarify key aspects of member care, assess the current situation among KEMA members, and recommend training and support. It will also serve as a source of information and counsel to KEMA members in this area.

5. Mobilization Ministry (Local Church, Youth, & Mission organisations)

This team will work to raise awareness and engage churches and mission-sending organizations in Kenya at local, regional, and global levels. It will identify effective ways of connecting with potential senders, helping them understand the needs of the least reached, and guiding them to respond creatively. Mobilization is a key first step in encouraging more churches and organizations to prioritize reaching those yet to hear the gospel of Christ.

6. Partnership and networking

KEMA seeks to strengthen bonds among mission entities and build synergy in reaching the least reached. This working group will map members based on strengths, expertise, and mission involvement to foster connection and information sharing within and beyond KEMA. It will identify areas in missions that need renewed focus and engage partners who can contribute. The team will also set targets for expanding partnerships and networks for frontier missions.

7. Resource mobilization

Given the enormous task ahead and the resources required, KEMA is committed to developing creative ways to meet this need. This working group will focus on identifying and developing short- and long-term resource mobilization goals, to be implemented through the National Leadership Team (NLT). The NLT will provide a policy framework to guide the scope and mandate of this group in achieving the expected outcomes.

8. Prayer Mobilisation and coordination

Recognizing the critical role of prayer in fulfilling KEMA's mission, this working group will activate prayer for missions among members and the wider Church in Kenya. It will sustain the sharing of prayer needs and organize forums that encourage cooperation in prayer.



Strategic Priority Area **1**

» Mobilization towards Global missions.

KEMA will promote missions through its stakeholders engaged in mobilization across the country and region. It will recognize their efforts and use existing networks to raise awareness and educate local churches, mission agencies, students, and diaspora communities about the biblical mandate for missions.

KEMA will provide a platform for contextualized missional resources to serve the body of Christ and pursue collaboration with regional networks to mobilize Africa for the Great Commission by promoting and hosting mission mobilization conferences.

» Mobilization towards Global missions.

Outcome

1

Enhanced
Missions
Awareness

Activity 1.1:
Promote ministries that are creating awareness of missions

10 Ministries on mobilization supported.

June 2026

Activity 1.2:
Hold gatherings in form of conferences, seminars, etc.

2000 individual believers reached

Aug 2026

Activity 1.3:
Encourage mission emphasis seasons in local churches

50 churches having a mission emphasis.

Dec 2026

Activity 1.4:
Create opportunities for mission awareness seminars in universities and colleges

Identify 8 tertiary institutions every year

Dec 2026

Outcome

2

Effective
missions
collaboration

Activity 2.1:
Build relationships and networks among Churches and ministries

Focus on at least 5 partners with mobilization skills for the next three years

Dec 2026

Activity 2.2:
Create a platform for regular collaborative meetings

Platform created

Aug 2026

Outcome

3

Development
and sharing of
missions
mobilisation
resources.

Activity 3.1:
Create a missional resource repository for mobilization [digital].

Publish and share twice in a year beginning 2026

June 2026

Activity 3.2:
Contextualize available missions mobilization resources..

Identify existing resources

Dec 2026

Activity 1.3:
Promote available mobilization resources

Sensitize and seek uptake by at least 10 mission entities

June 2026

» Mobilization towards Global missions.



Outcome

4

Missions
Mobilisation
Education

Activity 4
National Consultations for
Mission Mobilizers

Find at least 20
mobilizers to lead annual
consultations

Aug 2026

Outcome

5

Create KEMA
Chapters &
Interest Groups

Activity 5.1:
Develop regional platforms
to allow fellowships
across the country.

Establish 5 regional
fellowships for
mobilization

Mar 2027

Activity 5.2:
Have an elaborate
leadership structure for
representation.

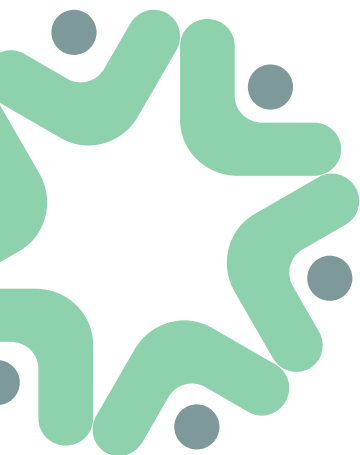
National to grassroots
structure and protocol

Dec 2026

Activity 5.3:
Create platforms for
various mission interest
groups

Organize at least one
national and two regional
conventions in a
year

Dec 2027



Strategic Priority Area **2**

» Facilitate Capacity development towards Global missions

KEMA will use its membership and networks to enhance the effectiveness of gospel workers in different mission fields. Through research, it will identify areas needing empowerment and connect with organizations or individuals best suited to build the required capacities.

Equipping will focus on ongoing knowledge and skill development for mission priority areas. Even though the establishment of a training school is not infeasible, KEMA will partner with members and institutions such as seminaries and universities to provide capacity building for workers before deployment, during service, and upon returning home.

» Capacity Development towards Global missions.

Outcome

1

Enhance learning for Gospel workers

Activity 1.1:
Assess knowledge gaps and capacity building needs for gospel workers.

Research started
Issues for training identified

Dec 2026

Activity 3.2:
Co-create contextual mission training with partner organizations

Curriculum Developed
Training processes in place

2026

Activity 1.3:
Offer capacity development through online platforms.

Recommend three frontier mission resources yearly.

2026

Outcome

2

Establishment of infrastructure for crosscultural missions.

Activity 2.1
Develop a cross-cultural missions model.

Special task force formed
Cross-cultural missions proposal ready.
Draft model ready

Early 2026

Activity 2.2
Adoption and operationalization of the model.

Stakeholder's forum for feedback and adoption

2027

Outcome

3

Enhanced mission education

Activity 3.1:
Provide mission training to members and partners online and in person.

Hold two training seminars for members and two field seminars each year

2026

Activity 3.2:
Collaborate with institutions on mission curriculum and certification.

Enter into MOU with at least two institutions involved in mission training

2027

Activity 3.3:
Support student's training in mission for research, placement, and funding.

Establish a fund with at least two institutions for annual support

2027

Activity 3.4
Partner with institutions, organizations, and individuals to develop and publish missional resources

Identify two local institutions to publish with twice a year

2026



Strategic Priority Area **3**

» Catalyze the sending of gospel workers to frontier missions.

There is no localized framework for frontier missions, and major gaps remain in identifying, equipping, sending, and caring for missionaries. KEMA will address these gaps by defining key issues and developing strategies that accelerate effective engagement among least reached peoples, ensuring sustained growth and witness in the neediest communities.

» Catalyze the sending of gospel workers to frontier missions.

Outcome

1

Create awareness of, and equip for, frontier missions.

Activity 1.1:
Sensitize the church on the need and opportunities in frontier missions

Church affiliations and key forums identified and prompted

2027

Activity 1.2:
Develop or obtain guiding resource materials on frontier missions

A localized concept on frontier missions
Published local resources on frontier missions.

Dec 2026

Activity 1.3:
Organize training on frontier mission for members and partners

At least 100 gospel workers and 20 senders trained

Apr 2027

Outcome

2

Supporting members for frontier missions.

Activity 2.1
Publicise/Disseminate relevant data of the least reached peoples.

Data available for use to at least all members of KEMA.

Dec 2027

Activity 2.2
Networking/connecting potential senders, gospel workers, and mission trainers for effective frontier missions

Partners identified and documented

June 2027

Activity 2.3
Grow prayer and funding partners for frontier missions

At least 5 funding partners identified for engagement

Dec 2027

Outcome

3

Encourage voluntary adoption of all the least Reached peoples in Kenya.

Activity 3.1:
Develop and popularise concept and policy guidelines on adoption.

Hold two training seminars for members and two field seminars each year

2026

Activity 3.2:
Facilitate the process of adoption as per policy guidelines.

Enter into MOU with at least two institutions involved in mission training

2027

Activity 3.3:
Create a framework to ensure sustainability and fruitfulness of the initiative.

Establish a fund with at least two institutions for annual support

2027



Strategic Priority Area 4

» Mission Research and Publication

This priority focuses on engaging least-reached people through accurate knowledge of their context. It requires competent field research to provide relevant information for effective ministry. Findings will be documented to guide and support ongoing and new mission efforts in specific contexts.

» Mission Research and Publication

Outcome

1

Empowerment of KEMA members on formal and informal research

Activity 1.1:
Sensitize KEMA members on research skills

Publish research framework

2027

Activity 3.2:
Develop Capacity for missionaries and KEMA members for mission research.

Training on mission research

2028

Activity 1.3:
Create a community of mission researchers.

WhatsApp group created

2026

Outcome

2

Collaborative research for Updated missional information in Kenya and beyond

Activity 2.1
Carry out a research on the state of the Kenya mission field in collaboration with KEMA members.

County Focused

2026

Activity 2.2
Partner with learning institutions and other research agents on collaborative mission research

Disseminate university research
Sponsor research areas.

2026

Activity 2.3
Produce current mission information and opportunities in Kenya & beyond

Mapping, Missionary placement, LRPGs /UPGs

2026

Outcome

3

Establish a database with up-to-date mission statistics.

Activity 3.1:
Create a secure online database of mission information

data control measures agreed upon and set up

2026

Activity 3.2:
Publish updated data on needs in mission priority areas

Basic information on all priority areas in Kenya published

2026

Activity 3.3:
Popularize mission information to member

Information accessible to at least 90 % of KEMA members

2027

» Mission Research and Publication



Outcome

4

Collaborate with publishers to train members on writing and publishing papers and books.

Activity 4.1: Partner to offer trainings, seminars & webinar on writing and publishing for members	A seminar for at least 30 writers in missions	2026
Activity 4.2: Catalyze “writing by African Authors” on missional issues.	10 areas of writing in African context identified	2026
Activity 4.3: Develop MOUs for collaborative publishing	MOUs with at least three publishers	2026



Strategic Priority Area **5**

>> Resource development for global missions.

KEMA seeks to establish a stable fund to finance mission activities among its members and beyond. This will cover sending workers, capacity development, funding research, and sustaining missions. Funds will be raised from members, non-members, and both local and global partners. Strong accountability systems will be set up to ensure efficiency and build trust for long-term mission engagement.

» Resource development for global missions.

Outcome

1

Raise funds from KEMA members

Activity 1.1:
Strengthen Annual membership subscriptions within existing members

At least 500 members retained consistently

Every April

Activity 3.2:
New Membership drive to increase members in Kenya and in the diaspora.

At least 20 corporate and 200 individuals

2026

Activity 1.3:
Make appeals for special giving and budget support to members.

20% of budget supported by members

2028

Outcome

2

Raise funds from other non-member churches, partnering organizations, corporate and government

Activity 2.1
un regular giving campaigns targeting churches, organizations and individuals (key focus on diaspora Christians.

Annual giving events
30% of budget

2026

Activity 2.2
Seek financial partnerships for various KEMA initiatives

85% of initiatives with financial partners

2026

Activity 2.3
Develop a KEMA financial/giving platform to support missions work countrywide (e.g. Stewardship UK)

Digital giving platform
Global giving framework

2026

2027

Outcome

3

Mobilize other material resources for global missions

Activity 3.1:
Promote in-kind giving and legacy giving towards missions

A guideline for in-kind giving
10% of operational budget met with in kind giving

2026

Activity 3.2:
Encourage volunteering and giving of professional(pro-bono) services

50% of services given through volunteering

2026-2028

» Resource development for global missions.



Outcome

4

Create structure towards future sustainability for KEMA

Activity 4.1:
Develop a KEMA enterprise to enhance sustainability

Developed Guidelines for income development

2027

Activity 4.2:
Set up a team for financial sustainability.

A team set-up and convened

2026

Activity 4.3:
Invest in resource development initiatives.

At least 2 initiatives

2028



Strategic Priority Area 6

Prayer mobilization for global missions.

This priority seeks to catalyze a prayer movement that fuels missions locally and globally.

KEMA will mobilize different expressions of the body of Christ, including local churches, mission agencies, students, and children, to engage in prayer for missions in creative and consistent ways.

» Prayer mobilization for global missions.

Outcome

1

Equip and create awareness for mission focused prayer

Activity 1.1:

Provide up to date mission information and prayer needs

National Regional and Chapters with information

Once a year

Activity 3.2:

wareness sessions on the place of prayer in global missions

Prayer retreats and conferences

Twice a year

Outcome

2

Support Missionary prayer

Activity 2.1

Support/Coordinate mission prayers by missionaries in the field

Identify existing prayer fellowships and encourage 3 new in the field

Dec 2026

Activity 2.2

Organize Missions prayer exposure initiatives

Outcome

3

Establish a Missions Prayer Movement

Activity 3.1:

reate a Kenya mission prayer tool/platform for sharing of prayer requests

Develop a digital forum for KEMA members

June 2026

Activity 3.2:

Recruit dedicated mission intercessors and prayer partners

Identify prayer groups teams for partnership in Kenya and beyond

Dec 2026

Activity 3.3:

Create missions prayer partnership with different church expressions.

Approach networks with at least 50 churches for missions

Dec 2027

Activity 3.4:

Organize regular prayer initiatives for global missions in collaboration with KEMA members (children, youth, churches, students).

At least one prayer congress for each category in a year

Dec 2026

» Prayer mobilization for global missions.



Outcome

4

Create structure towards future sustainability for KEMA

Activity 4.1:
Develop a KEMA enterprise to enhance sustainability

Developed Guidelines for income development

2027

Activity 4.2:
Set up a team for financial sustainability.

A team set-up and convened

2026

Activity 4.3:
Invest in resource development initiatives.

At least 2 initiatives

2028





Organizational effectiveness & sustainability



KEMA, being a new organization mandated to catalyze mission activity in Kenya and beyond, requires clear organizational structures and systems to effectively deliver on its mandate as outlined in the six Strategic Priority Areas (SPAs) above.

» Organizational Effectiveness and sustainability

Area	Particulars	Activities
1 Institutional Growth	1. Recruit and build capacity for KEMA Staff.	1. Recruit a coordinator in 2024.
	2. Invite KEMA corporate members to second staff to KEMA.	2. Prioritize hiring an administrator, working groups, Fundraising & Partnerships coordinators in 2025 and 2026.
	3. Develop a volunteer-ship policy and invite people to serve as volunteers.	3. Develop HR manual with JDs and other provisions.
2 Organizational Visibility and Branding	4. Strengthening governance structures	4. Develop governance policy/ NLT Operational manual.
	5. Structures to enhance ownership and wide participation.	5. Develop a comprehensive membership policy.
	6. Website development/ Social media presence.	6. Have a robust grassroots structures for recruitment and involvement of members.
3 Working Groups	7. Enjoining strategic bodies/ initiatives	Secure KEMA domain Recruit an IT/media person or volunteer
	8. Develop comprehensive working groups Operations Manual	Enjoin strategic church bodies, both locally and internationally e.g. NCCCK, EAK, Lausanne etc.
4 Infrastructural development	9. Recruit and empower working group conveners	Set up a Working group coordinating team to work on the manual and operationalize the working groups
	Acquire basic office infrastructure through purchase or donations.	Office space- Rented space or donated office space Office equipment – Laptop, printer, phone, projector, LCD etc. Other Ministry Assets – Office Furniture, office car etc



Area	Particulars	Activities
5 Operational Costs	Development of clear financial management structures including but not limited to financial systems, Budgets, Ministry Fund development and Resource development initiatives	<ul style="list-style-type: none">• Develop KeMA financial policy• Set up giving platforms for KEMA- bank, paybill, online transfers etc.• Develop annual KEMA budget and set up clear fundraising plan
6 Monitoring and Evaluation	Develop PMEL framework with clear measurable goals.	<ul style="list-style-type: none">• Annual plans/ deliverables• Evaluation and appraisal structures.