

## **KENYA STUDENTS' CHRISTIAN FELLOWSHIP (KSCF)**

### **Report #K19**

*Motto: Jesus Christ of whom we are all witnesses (Acts 2:32)*

*Chairman: Mr. Martin Karanja*

*General Secretary: Mr. Joseph Odingo*

*Location of Headquarters: Nairobi, Kenya*

## **HISTORY**

The Kenya Students' Christian Fellowship is solely Kenyan in origin and is an inter-denominational, non-political organization registered with the Registrar of Societies since 1959. It is a national movement of Christian students in high schools and colleges that normally operates through Christian Unions. As a national movement, the Fellowship seeks to support the spiritual life of students in secondary schools and colleges by encouraging formation and growth of Christian Unions.

Since its registration in 1959, KCSF has grown in leaps and bounds to the point that there are over 3000 schools covered in one way or another, 60 Associates teams operational in different areas currently organized into 16 regions covering most parts of Kenya. To this effect, the fellowship has a greater geographical coverage area and a multidimensional constitution than any other group in Kenya.

### ***Formation and Significant Milestones***

The formation of the Fellowship dates back in early 50's to its registration in 1958. Following prayer and deliberation in 1957, the founders decided to name the union of student fellowships - **The Kenya Students Christian Fellowship (KSCF)** and on 1/2/1958 while at Kapsabet School, a national steering committee was elected which later sat and wrote a draft constitution and planned inaugural conference at Thogoto High. On April, 19<sup>th</sup> 1958 all present unanimously endorsed the Formation of KSCF leading to its Legal registration on 16<sup>th</sup> October 1959 with the Registrar of Societies. The significant work of the Fellowship continues to the point in 2012 when a memorandum of understanding was made between the Ministry of Education representing the Kenyan Government and the Fellowship that gives further legal status and protection to operate unhindered in Kenyan Schools.

### ***Operations***

The Fellowship operates through a team of Associates. The Associates are mature Christian youth workers that are organized in teams spread throughout the country. They disciple, nurture and mentor students in various dimensions related to their study, life, and faith.

Regional and team camps are held at least once a year at the team and/or region levels respectively.

A National Convention is held once a year and is hosted on a rotational basis by the various regions.

## **VISION/MISSION/ARTICLES OF FAITH/VALUES**

### ***Vision***

*A Generation of Role Model Christians, having Godly Values and Playing an Active and Positive Role in Church and Society*

### ***Mission***

*To lead students in secondary schools and colleges in Kenya to come to a personal knowledge of Jesus Christ as their Lord and Savior, mature in Him and equip them for effective service, & mobilize and empower Christian workers for effective service among the students.*

### ***Statement of Faith***

- ❖ *The unity of God the Father, the Son and the Holy Spirit*
- ❖ *Divine inspiration and trustworthiness of the Holy Scriptures as originally given, being supreme authority in all matters of faith and conduct*
- ❖ *Sovereignty of God in creation, revelation, redemption and final judgment*
- ❖ *Sinfulness and guilt of all men since the fall rendering them subject to God's wrath and condemnation*
- ❖ *Redemption from sin and its consequences solely through the sacrificial death of the Lord Jesus Christ, the incarnate Son of God*
- ❖ *The bodily resurrection of Jesus Christ from the dead and his ascension to the right hand of God the Father*
- ❖ *The necessity of the work of the Holy Spirit to make the death of Jesus Christ effective to the individual sinner granting him repentance towards God and faith in Jesus Christ*
- ❖ *Justification of the sinner by God's grace through faith alone*
- ❖ *The indwelling and work of the Holy Spirit in every believer*
- ❖ *The universal church which is the body of Christ and to which believers belong*
- ❖ *The expectation of Christ's personal return as King. The second coming of Jesus Christ*

### ***Core Values***

#### **❖ Youth**

We are committed to developing the potential in young people and helping to accomplish their God-given mandate. We believe that their optimum potential is actualized through their relationship with God.

#### **❖ Holiness**

We value holiness in all our relationships and our daily activities. There is no price too high to compromise God's standard of holiness on our daily operations. Therefore, we are committed to upholding biblical character and conduct in everything we do.

#### **❖ Truth**

We acknowledge that God is our source of knowledge and wisdom. We recognize that in this world there are many sources of knowledge and wisdom. We affirm that we shall continually check the rightness of knowledge from any source (for example from books, the internet, consultants or traditions we have inherited) based on biblical truth.

❖ **Faith**

We affirm our faith in God in all our endeavors and operations as enshrined in the Bible. We stand firm in faith as individuals and corporately to achieve our destiny.

❖ **Godly Relationships**

We recognize every activity or task we carry out with individual or entities is an opportunity to create permanent and friendly relationships. Every person or entity we interact with is to advance human dignity and build a selfless society. The basis of our relationships is friendship.

❖ **Excellence**

God is a God of excellence and quality. Hence, we seek to demonstrate higher standards of excellence and quality in all our activities. We strive to be role models of excellence.

❖ **Servant Leadership**

We believe in servant leadership where leaders advance the course of those they lead and developing others. These leaders serve and use their God-given authority appropriately not giving in to selfish interest or ambitions. We affirm that for order to exist we shall fully support and encourage our leaders.

❖ **Unity in Diversity**

We value the unity of the body of Christ which our Lord Jesus Christ prayed that we should portray before the world. We also appreciate the beauty of the diversity in which God has created us. Hence, we appreciate people regardless of race, ethnic background, the color of skin, language, age, personality, financial status, social standing or political persuasion. This diversity is confined within the unity of faith as stipulated in our statement of Faith.

***Activities of KSCF***

The Fellowship engages in the following activities in carrying out its mission

➤ **Bible Study**

Prepare and distribute suitable Bible study guides for use by small groups in high schools, colleges and among the KSCF Associates respectively. We also offer training on effective Bible study leadership and participation.

➤ **Counseling**

Offer students both preventive (guidance) and curative counseling to enable them to interpret life issues correctly and be able to face the issues responsibly as they also help others to do so.

➤ **Discipleship**

Helping the students that make initial commitment to Christ as a personal savior, to grow in Him in the discipline of a daily, personal, obedient walk with God

- **Evangelism**  
Committed to mobilize the students who know Christ to reach out to the others for Him through their walk and talk. We also endeavor to mobilize mature adult Christians and material resources to present clearly Jesus Christ to every student in all high schools and colleges in Kenya
- **Fellowship**  
Promoting the creation of Christian unions and fellowship among the Associates. The meeting together of believers enhances corporate confession, repentance, worship, celebration, sharing of testimonies, hearing the word of God, encouragement of one another, care for one another, training and involvement in team ministry.
- **Mentoring**  
Facilitation of life coaching through modeling of Christian life in every aspect of life, including academic excellence, career guidance, spiritual gifts, passion, abilities, personality and experiences to actively serve God in Church and Society.
- **Networking**  
Initiating and Enhancing networks and partnerships that enable KSCF to respond to the changing realities in the ministry areas
- **Resource Mobilization**  
Seeking to raise people through information, education and communication strategies to give financial, human and material resources in order to ensure sufficient resources for the optimum running of the ministry.
- **Social Responsibility**  
Being concerned for the welfare of others especially those in need both in our membership or the community around us through sacrificial giving and personal commitment of time and/energy.
- **Spiritual Warfare**  
Facilitating training on how to overcome spiritual enemies through various spiritual disciplines and mobilizing both students and associates for corporate spiritual warfare.
- **Training**  
Equipping the students with life-skills and ministry skills to help them develop personally and prepare them to take a positive role in the Christian Union, the institution they are learning in, their local church and society

## **OTHER ORGANIZATIONS WITH SIMILAR FOCUS/MISSION**

It was acknowledged that there are other players in the arena in School Ministries. Some of the notable mentions were Parkroad Fellowship, Scripture Union, Navigators and FOCUS (Fellowship of Christian Unions). Some Churches are also doing some work among Secondary School Students. Notwithstanding, what makes the KSCF unique is its geographical coverage

and the age of students it targets. The Fellowship has a national outlook---it operates all across the country---meaning that its composition is as diverse as the country's diversity. Further, the Memorandum of Understanding between the Fellowship and the Kenya Government is the first of its kind in Student Ministries across the country.

## **LEADERSHIP COMPOSITION AND STRUCTURE**

The leadership of the Fellowship reflects the governance structure of the Nation. The leadership has been restructured to reflect the political division of the country. The Fellowship is governed by a Council with representation of individuals from all the regions in Kenya. The Council is made up of 20 members that meet every quarter of the year. The Council then appoints the Executive, which runs the daily affairs of the Fellowship. Each member of the Executive is a professional with competencies directly useful to the KSCF. There are lawyers, social workers, specialists in Child affairs, educators, business people, etc. Membership to the Executive is more on the basis of technical competencies than the ability to financially support the Fellowship, though the fellowship continues to receive significant financial contributions from members of the Executive and Council. The Executive Council meets about eight times a year. The Executive Council is composed of 12 individuals 4 of which are women. The Fellowship maintains a core and lean staff of 14 in the Secretariat (including eight field staff) and continues to work with volunteers. The regions are administered by Associates who direct the affairs of the fellowship at the regional level. They train local School Fellowship leaders, organize rallies and ensure that Bible Study Materials are available to the students.

## **STAKEHOLDERS**

The primary constituency of service is the Secondary Schools of Kenya. The Fellowship has responsibilities to every Student in all Kenyan Schools for spiritual growth and nurture. To this effect, the parents of these students, members of the regions at large, Churches and the Ministry of Education are major stakeholders. Quite recently, the Fellowship signed a Memorandum of Understanding with the Kenyan Government that gives it the power to advise the government on spiritual issues in the Schools.

## **FINANCES AND OTHER RESOURCES**

We are funded by individual associates. The leadership gives significantly to the operations of the Fellowship. These give periodic gifts. Out of the funds, we run the secretariat of 14 staff members. The Executive together with the General Secretary administers the funds. The office has an accountant and an auditor who ensures financial prudence. To date, all the accounts of the Fellowship from the time of its inception has been audited annually, and such reports had always been presented to the National Annual Meeting of about 150 people.

Over the years, the financial needs of the Fellowship had and continue to far exceed the resources that come in. The leadership acknowledges that it is a tragedy that ministries like these are not considered by Churches as significant players in the spiritual nurture of people. Often the staff at the Secretariat go without salaries, or salaries are delayed and in any case, the remunerations are far below the services provided by the staff. They stay because of the special

call they have for the work. People give because of the indebtedness they feel towards the Fellowship who in their thinking had helped to shape their lives while in School...so it is like giving back to the Fellowship. It is through these gestures that we raise funds for the work of the Fellowship. However, notwithstanding budget shortfalls, the work continues to be done; it is expanding, and we see results mainly because of the commitment of our staff, council, and executive members.

## **PARTNERSHIPS**

Though the Fellowship had stated that some Churches are not recognizing what they are doing as major partners, some do and have been giving towards 20% of the budget. The Fellowship desires to forge partnerships with organizations and institutions that share in the mission and vision of the Fellowship, that uphold the core values of the leadership and believe in what the Fellowship is doing. The Fellowship avoids potential partners with questionable credibility no matter what they bring into the partnership; they avoid partners who want to promote their private agendas with their gifts. We have not gone aggressively seeking technical or delivery support, more of financial partnerships. We do have partners who provide materials for our work and on short term basis. Over the years, we have partners in World Relief and World Vision. Most of the materials we produce are Bible Study Materials. We give every Form 1 student materials that they use for four years.

## **LEADERSHIP DEVELOPMENT**

The Fellowship has a long history of discipleship. When the Missionaries finally left, those who took over leadership were those who had been mentored and disciple by the missionary leaders. That paradigm continues to date. We do leadership development through discipleship and mentoring. In addition to this, the Fellowship does leadership training through Conferences and Camps. The Fellowship organizes about 50 leadership camps around the regions each year and a National Convention. The discussions and topics during these camps and conferences are mainly on leadership. It is through these camps that future leaders of the Fellowship emerge. Also, Council and Executive members are trained before assuming office on how to run an organization like the Fellowship. Also, field and secretariat staff receive periodic training in leadership and administration in Conferences, Workshops, and Seminars.

For all these trainings, the Fellowship relies heavily on its Associates (call them alumni) who have received training elsewhere. They do not rely on external bodies to help them train their field workers, Associates, and Secretariat staff. The Fellowship seeks out credible and outstanding personalities who had once been members of the Fellowship in schools but are now in various leadership positions and brings them into the camps, conventions and other training sessions to give back to the Fellowship. In effect, the Fellowship is in a self-sustaining loop---“do spiritual investment in people who later invests in you that will empower you to invest further in others” is the strategy for financial sustainability and leadership continuity”.

## **IMPACT/SUCCESS/ASSESSMENT**

“It is our success stories that have made this interview possible,” the Chairman of the Fellowship remarked. The Fellowship can boast in the Lord when it affirms that every believer in this country who received Christ as personal Savior in High School did so from the efforts of KSCF Associate. The Fellowship does not run physical projects, but its investment in the lives of the youth of this nation is phenomenal. The leadership acknowledged that KSCF has produced more Christian leaders for this nation than any other organ to the effect that the Ministry of Education was willing to go into a memorandum of understanding with them. A significant number of notable Christians in top leadership positions in government agencies, nongovernmental organizations, financial institutions and Churches can trace the beginning of their Christian journey to the work of an Associate of KSCF. As noted, the Fellowship has over 50 years now survived on the donation of its alumni...that is a success story. Significant success in this organization is attributed to a commitment to God’s word and the passion to share it by all stakeholders, servanthood in all situations, and stewardship of God’s resources at all times.

## **PRINT AND ELECTRONIC MEDIA**

The Fellowship makes use of print media a lot as it publishes and distributes Bible Study Materials to almost all Form 1 students who join the Fellowship. Printing is done locally, and the developers of the materials are mostly Kenyans. For now, there has been no use of electronic media. Personally, I encourage the Council and Executive, and also our staff to read Bori’s Love: A Christian Signature, Kinoti’s Hope for Africa and Maxwell’s Road Map to Success

## **SWOT: STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS**

### ***Strengths of the Organization***

- ❖ The culture of mentoring and discipleship continue to give the Fellowship its internal strengths. The Fellowship has a large pool of potential leaders that it can draw from for its purposes and activities to the effect that for over 50 years there has always been a smooth leadership transition.
- ❖ The geographical scope, inclusiveness and diversity of the organization are internal strengths. The influence and scope of the Fellowship are felt everywhere in the country, and hence, it is strategically placed to effect its agenda nationwide without much difficulty
- ❖ The MOU with the Ministry of Education gives a strategic advantage to the Fellowship. Obviously within the MOU, the Fellowship may enjoy some political favors and unfettered access to the youths of this nation
- ❖ The commitment of everyone on board the Fellowship is an ace. It is this commitment that has led to prudence budget practices and sacrificial service by all involved

- ❖ The pool of human resources the Fellowship has is an added advantage. KSCF alumni are in strategic positions in the country and have tremendous resources (knowledge and skills) that the Fellowship draws on.

### ***Weaknesses***

- ❖ The Fellowship continues to depend on donations from its Associates to fund its activities. While this may sound good, such funding sources are not guaranteed. This may tell on the future sustainability of the Fellowship
- ❖ The composition of the Council and Executive are mainly individuals who are above 40 years. Such aging membership in an organization that is focused mainly on people below 20 years exhibits a generational gap. It may hamper leadership succession in the long run
- ❖ Since membership on the Council and Executive are on a voluntary basis, availability of such members is not always guaranteed when they are needed. The potential conflict between their commitment to KSCF and their professions is envisaged.
- ❖ Heavy dependence on print media when Kenya is becoming “digital” may hamper growth of the Fellowship
- ❖ Limited partnerships may tend to describe the Fellowship as a Silo. This is not good for a global world of connectedness. It may limit resources and innovation

### ***Opportunities***

- ❖ The emerging framework of national governance as given in the Constitution provides a platform for the governance structure of the Fellowship.
- ❖ The MOU with the Ministry of Education provides an opportunity for expansion to the remaining Schools that are yet to reach.
- ❖ The digitalization of education and access to high-speed internet connection enhanced by the fiber optic provides great opportunities for the use of electronic media to reach the youths of the country. The Fellowship can leverage on the “one computer per child” initiative.
- ❖ The mobility of Kenyans as they migrate to other countries provide an opportunity for KSCF to replicate itself in other African Countries and beyond

No Perceived threats except those related to national calamities like conflict, floods, etc that periodically hinder access to operational areas.



## **FUTURE**

### ***Strategies and Objectives (2010-2015)***

Given the above strengths, weaknesses, opportunities and strengths, the Fellowship has committed itself to the pursuance of the following in the very near future

#### **KSCF Strategic Objectives**

- Expansion of Students Ministry
- Benefiting from KSCF Legacy
- Positioning KSCF in Provision of Services to Students
- Effective KSCF Structure
- Development of Strategic Partnerships
- Resource Development
- Capacity Building

#### **Strategic Goals and Objectives**

##### ***Expansion of Students Ministry***

Strategic Goal: Ensuring growth and more effective ministry to students nationally and internationally

##### **Strategic Objectives**

- ❖ Establishment of a KSCF missions department and partnership with Mission Agencies by 2011
- ❖ KSCF Regional Offices in Coast and North Eastern provinces by 2012
- ❖ KSCF Associate Teams formed in 80% of the Districts in Kenyan Coast and North Eastern Regions by 2012
- ❖ KSCF chapters in all University Christian Unions by 2012
- ❖ Organization of triennial international students conferences from 2012
- ❖ Sending of KSCF members (Associates and students) to students' conferences in other African countries from 2013
- ❖ Facilitate formation of Students ministries in other countries from 2013
- ❖ Presence of KSCF in 80% of schools in Kenya by 2014
- ❖ Presence of KSCF in 60% of certificate colleges in Kenya by 2014
- ❖ Eighty (80%) of students exposed to the gospel message at least once by the time they graduate by 2014
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### *Linking KSCF History to its Future Growth*

#### Strategic Objectives

- ❖ Develop and put into operation a body of Champions, “goodwill ambassadors”, at REGIONAL and NATIONAL level by 2011
- ❖ A mechanism of involvement of former CU leaders as Schools Ministry Facilitators at Associate team level by 2011
- ❖ A mechanism for appreciating those who have served with distinction in the ministry over the years by 2011
- ❖ A forum for immediate high school Christian graduates (KESAT) set up in all teams by 2012
- ❖ A Forum for past KSCF Associates created and functioning (Alumni Association) including those in Diaspora by 2012

### *Positioning KSCF to be a Lead service provider for high school and college students.*

#### Strategic Objectives

- ❖ Relevant products and models that are cutting edge such as leadership training for prefects, and other leaders, developed by 2011.
- ❖ KSCF Represented in all relevant policy-making forums (Curriculum, education policy forums) EAK, NCKK membership by 2012
- ❖ The mandate of KSCF in high schools recognized by all authorities: government, parents, teachers, churches—local and national levels, local administration and opinion leaders by 2013.

### *To generate a structure that links the ownership, organization and operations of the fellowship*

#### Strategic Objectives

- ❖ An appropriate structure for students participation and coordination from the CU to National level by 2012
- ❖ A structure for associate participation and coordination from grassroots to national redefined and developed--Quality of associates, Charter of Service for Associates, skills and qualification by 2012.
- ❖ Functions of the regional team redefined and activities planning coordination mechanism put in place by 2012.
- ❖ Governance structure that responds to the real ownership and service mandate of the fellowship by 2012
- ❖ The constitution and policies of the organization reviewed and put into operation by 2013
- ❖ A revised ownership, governance and management as well as operation structure and guidelines developed and communicated by 2013

*To ensure KSCF operates in the context of other sister ministries, meets the needs of others as well as taking advantage of available resources in other ministries*

#### Strategic objectives

- ❖ Strategy for partnerships with facilitating Authorities, bodies and organizations by 2011
- ❖ Strategy Partnerships with like mind and faith students ministries ( Focus, Scripture Union, Life Ministry, Youth for Christ, Navigators, Source of Light, NAYNET etc.) by 2011
- ❖ Strategy for partnerships with other local and international agencies and ministries that offer ministry, materials and services to youth by 2011

*Ensuring Sufficient Resources for Optimum Running of the Ministry.*

#### Strategic Objectives

- ❖ Database of a pool of committed long time supporters for the Ministry by 2011
- ❖ Strategy for sustainable financial streams (investment and endowment master plan on fundraising to go alongside the ad hoc efforts) by 2011
- ❖ Strategy for use of services and materials to generate revenue, including special projects for students, associates and staff by 2012
- ❖ A facility built at the current Westland's KSCF plot to provide income for the Ministry by 2014.

*Ensuring adequate capacity to facilitate efficiency and effectiveness in ministry.*

#### Strategic Objectives

- ❖ Have a clear organization development plan and operating systems by 2011.
- ❖ A mechanism for a well-trained and adequate workforce in line with calling/skills of the fellowship continuous by 2011
- ❖ Adequate and relevant Infrastructure—offices, equipment, tools (including websites), brochures/fliers ongoing from 2011
- ❖ Having an adequate structure (including staff at the national and regional levels to coordinate the activities- trained/harmonized, clear responsibilities/ empowered people—delegation and standardization of approach) by 2012.
- ❖ Harmonized regional plans into the national strategic plan and shared with members at all levels for ownership from 2012

### COMMENTS AND OBSERVATIONS

It appears very clear that this organization knows what it is doing. Their core activities are clearly related, and the identified activities are very critical to the attainment of their mission. There is a measure of fit between the various elements of faith articles, values, mission and vision and activities.

The Chairman interviewed commented that it takes a lot of consultation, teamwork and clarity of communication to let this happen. Every department can relate to the values and interestingly enough all workers in the Fellowship have at one level or another been involved in the activities of the fellowship, so before someone ascends into leadership, they are already aware of why the Fellowship exists. This strategy is evident in the leadership and organizational structure of the Fellowship.

The deliberate self-sustaining loop is worth emulation. This only happens when stakeholders have confidence in service delivery and management of funds. However, the non-aggressive pursuit of partners and dependability on Associate funding can be the weakest link in this organization.

## **REPORT PREPARATION INFORMATION**

Report Prepared by John Jusu