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## Chess Kenya Strategic Plan 2024 - 2029

### Paradigm shift

### By Chess Kenya

Jan 2024



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## List of Abbreviations

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ACC – Africa Chess Confederation

CEO – Chief Executive Officer

CK – Chess Kenya

FIDE - *Federation Internationale des Echecs* (French for World Chess Federation)

MoE - Ministry of Education

MoSCA - Ministry of Sports, Culture and Heritage



## Preface

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This Strategic Plan has been developed by the executive board of Chess Kenya with an aim to provide a disciplined and focused approach to the management of the sport of Chess in Kenya for the years 2024 – 2029. Building a solid foundation is the mantra that Chess Kenya follows as we identify this as the fundamental challenge within the sport and see the next five years as sufficient time to establish a firm foundation for the sport.

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## 1.0 INTRODUCTION

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### 1.1 Chess as a sport

Chess is a very popular sport worldwide and by FIDE estimates we have 700 Million players currently with a target of 1 Billion. FIDE has affiliation of 188-member country federations only second to FIFA which has the highest at 205.

Chess as a sport has several educational benefits and is played competitively at several levels including

- ❖ Continental games, All African games and other continents
- ❖ Commonwealth Games
- ❖ Winter Olympics
- ❖ Chess Olympiad – Biennial
- ❖ Is seeking introduction to the Olympics.

### 1.2 Chess Kenya

Formerly known as Kenya Chess Association, Chess Kenya (CK) was formed in 1976 under the Societies Act. Chess Kenya was formed as the sole association responsible for promoting and organizing the sport of Chess in Kenya by being the Association that shall Champion the aspiration of Chess Players and other stakeholders with regards to Chess.

The current office bearers were elected on April 2017 and re-elected February 2022 and to date there have been several key accomplishment including;

1. Completion of Chess Kenya registration process with registrar of sports to comply with Sports act of 2013,
2. Re-established Chess Kenya website and post office box.
3. Revival of all traditional national tournament on chess Kenya Calendar-Kenya Open, Kenya National youth chess championship, National League and National chess championship
4. Increase of prize fund for all National chess events with a minimum first prize of Ksh. 100,000
5. Increased number of corporate teams in the National Chess League



6. Increased visibility on main stream media, online and live stream of all national and international events hosted by Chess Kenya. This have assisted in professional valuation of Publicity value gained by our sponsors.
7. Secured sponsorships for various activities amounting to over 20million in 2018.
8. Eradication of conflict within chess circles and establishment of amicable forum to resolve conflict.
9. Increased International exposure for both youth and senior players.
10. Increased Internationally certified personnel from thirty-four (34) to one hundred and fifty-two (152).
11. Increase of International registered players from two-hundred and forty-five (245) to four-hundred and fifty-two (452).
12. Successfully hosted continental premier events Africa youth Chess Championship, Zone 4.2 under 16 chess Championship and First Africa Chess Confederation board meeting after election.



## 1.2.1 Organizational Tenets

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### 1.2.1.1. Vision

*To have chess take its place as a premier sport in the country.*

### 1.2.1.2 Mission Statement

*To bring together all chess stakeholders into an organized entity, promote chess as a professional sport and promote the growth and development of chess players, while moving Kenyan chess onto the world map.*

### 1.2.1.3 Organizational Values

1. Patriotism
2. Diligence
3. Professionalism
4. Integrity
5. Equal opportunity
6. Fairness



## 1.2.2 Chess Kenya Stakeholders

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Chess Kenya serves several

### 1. Chess Players

I. Amateurs and hobbyists II.

Professional

### 2. Chess Professionals

i. Arbiters

ii. Organisers

iii. Trainers

### 3. Chess Kenya

Members I. Juniors

II. Seniors

III. Schools

IV. Clubs

V. County Branch and Associations VI.

Academies

### 4. Special interest groups

I. Refugees

III. Economically deprived

persons IV. Persons with Disability

V. Women





### **1.2.3 Chess Kenya Collaborators**

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Chess Kenya is fortunate to have a number of collaborators that assist in its functions. However, the potential with these collaborators and more so the potential to liaise with more collaborators is great and needs to be cultivated aggressively.

#### **1.2.3.1 List of Collaborators**

##### **1. Government of Kenya**

###### **a. Ministry of Sports, Culture and The Arts - MOSCA**

###### **b. Ministry of Education - MoE**

###### **c. County Governments**

##### **2. Corporate Sponsors**

##### **3. Learning Institutions**

###### **a. Primary schools**

###### **b. Secondary schools**

###### **c. Universities**

##### **4. Donors and individual well wishers**

##### **5. FIDE and ACC**

##### **6. Churches and Religious institution**

##### **7. Community and Social Clubs**

##### **8. International Bodies and Donors**



### 1.2.4 Chess Kenya Officials

Board members for the administrative period from 13<sup>th</sup> February 2022 to February 2026 under the ratified new constitution are as follows:

Name	Position
Benard Wanjala	<i>President (Elective)</i>
Andrew Owili	<i>Vice-President (Elective)</i>
John Mukabi	<i>Secretary-General (Elective)</i>
Ms Aurelia Chumo	<i>Deputy Secretary-General (Elective)</i>
Ms Rodah Olisa	<i>Gender &amp; Special Interest Secretary (Elective)</i>
Gilbert Wandera	<i>Treasurer (Elective)</i>
Terence Chazima	<i>Deputy Treasurer (Elective)</i>
Ms Ivini Boke	Branch Secretary
Crispus Wathimba	<i>Executive Officer – PR and Marketing Committee</i>
Matthew Kanegeni/Gloria Jumba	<i>Executive Officer – Player Reps</i>
Saphinah Kenyando	<i>Executive Officer In Charge Of the Youth</i>
Dr. Paul Aloyo	<i>Development, Universities And Colleges Committee</i>
Stephen Ouma	<i>Executive Officer In Charge Of the Events, Arbiters And Trainers Committee</i>
Dr. Victor Ng'ani	<i>Executive Officer In Charge Of the Disciplinary Committee Executive Officer In Charge Of Women and Special groups Committee Executive Officer In Charge Of Branches, Clubs and Election</i>



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## **2.0 SITUATIONAL ANALYSIS**

### **2.1 SWOT ANALYSIS**

To honestly assess the current situation of Chess in the country and inform the resulting strategies in tackling the weaknesses and threats while capitalizing on the strengths and opportunities at our disposal.

#### **2.1.1 Strengths:**

1. Available Government support
2. Available corporate support and external collaborators
3. Increased Chess Equipment for Distribution
4. New Constitution
5. Increased visibility of Chess in media
6. Increased reach in the country and participation
7. Convenient payment platforms
8. Good will from executives, players and partners
9. International appeal of the sport with several international tournaments in the year

#### **2.1.2. Opportunities**

1. Huge interest among public especially parents
2. Sports Act provides for professionalization of the running of federations
3. Potential partnership with the MoE
4. Large target group of the Chess Players at 100% of entire Kenyan population
5. Chess is inexpensive with many educational benefits of chess, great package
6. Increased internet and information sharing
7. Rehabilitation of social halls and training centres





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8. New Kenya Constitution with County structures in place that can support county rollout
  9. Improved country infrastructure and economy

### **2.1.3 Weaknesses**

1. Lack of management board
2. Low membership and active players especially women
3. Lack of feeder programmes for numbers
4. Poor technical experts including Arbiters, Organizers and trainers
5. Constitution constraints e.g. administrative structure not practical, lack of clauses to prioritize and capitalize on membership and empowerment of clubs





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6. Inadequate skill sets within the executive board
  7. Poor membership recruitment, visibility and marketing
  8. Poor financial position
  9. Poor branch network, activities centralized in the capital and major towns.
  10. Inadequate personnel in the counties including coaches, administrators and clubs

#### **2.1.4 Threats**

1. Uncertified technical personnel
3. Competition from mainstream sports
4. Resistance by school heads to allow chess activities
5. Low level of collaboration among members
6. Perception and myths regarding chess challenges





## 2.2 Chess Kenya Beneficiary Analysis Table

	Beneficiaries	Expectation:	Responses
1	Chess Players Amateurs	Access to amateur tournaments and facilitation to improve. Rating, Ratings and increased prize funds, increased activity, league and recognition, local and international exposure. International tournaments participation, require federation to bring major regional, continental and world	Timely publishing of Calendar of events, Attract more sponsorship bid for regional tournaments, establish local and international rating, build technical capacity, purpose to attend all major regional and international tournaments
2	Chess Players professionals	tournaments, facilitate proper training and incorporate training process	
3	Chess Professionals Arbiters	Increased roles, upward movement, training and local and international exposure	Seek new partnerships to increase activity, accreditation, fair distribution roles, regulation, set
4	Chess Professionals Organizers	Cohesive calendar, certification, recognition	basic pay regulation





5	Academies	Certification, Recognition and increased interest in Chess and	Vet teaching methods, accreditation, marketing of academies, favorable
6	Trainers	inflow of chess players, Regulation	policies
7	Chess Kenya Members	Member benefits articulated, democratic rights, Information, introduction of pragmatic tiered membership, tangible and well-articulated memberships, member identification,	Articulation of benefits, tiered memberships, Member Ids, Inclusion in decision making process, networking, tangible benefits
8	Member Schools	Identify talent, coordination, participation in events, technical assistance and personnel, Official favourable communication from MOE to introduce Chess in the as an activity and integrate into curriculum	Lobby for favourable policy at government to introduce CIS, develop a School starter kit and manuals for growing a chess club, integrate into Chess Kenya Database and network with nearby schools and county branches
9	Member Clubs	Empowerment, coordination, recognition. Affiliation, semi-autonomy, financing,	Create new clubs by formulating favourable policies, aggressive recruitment and empowerment.





10	Member County Branch and Associations	popularization, guidance in starting and sustaining the clubs, capacity building and personnel	Increased attention, competition and greater apportionment of resources and energies towards the same
11	Special interest groups (refugees, inmates, economically deprived, PWD, women Chess	Increased attention, competition and greater apportionment of resources and energies towards the same	

## 2.3. Competitor Analysis

Competitors		What they do	Beneficiaries
1	<b>Mainstream sports</b> – Football, Athletics, Rugby etc	Hog media, sponsorship and divert attention away from chess	Sponsors, target players,
2	<b>Other board games</b> – Scrabble, Ajua, ludo,	Players make a choice between Chess and rest	Players







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	draughts etc		
3	<b>Unaccredited Trainers -</b>	Repel potential chess persons, players and sponsors	Unsuspecting collaborators, players and sponsors
4	<b>Other existing sports associations eg KUSA,KESSA</b>	Manage their sporting activities whose membership include chess Kenya members.	Public





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### 3.0 KEY STRATEGIC GOALS

Chess Kenya team describes the current situation in Kenyan chess as being at an infancy stage. This is thanks to a lack of sustained master plan for the growth of Chess over the years and with the introduction of the Sports Act and the new administration, time is ripe to elevate Chess to the next level. Building the base will have a key target to increase numbers of active chess players and members to ten thousand registered members by 2020.

To attain this goal, Chess Kenya requires Key Strategic goals set out as follows:

1. Increase Membership to one hundred thousand (10,000) by 2021.
2. To promote Chess Kenya activities across all the 47 counties
3. Good governance and Capacity Building - Increase Chess Kenya ability to efficiently absorb, manage and maintain rapidly increasing membership.
4. Marketing and Branding - Increase awareness of Chess in the Country and raise the profile of Chess Kenya to a household name by 2020
5. Increase Activity and Technical Personnel
6. Improve quality of players through camps and produce IM by 2020





### 3.1 Key Objective 1: Increase Membership to one hundred thousand (10,000) by 2020.

Issues:	Activities:	Expected Results	Responsibility	Timing	How	Cost Ksh
Constitutional loopholes that do not enforce/require membership and disempower clubs and branches	Constitution Amendments	Constitution to Require membership of Chess Kenya and affiliation to a Chess Club/institutions to participate in Chess Activities	Constitutional Committee, Members, Clubs and ALL stakeholders	Jan - April 2019	AGM Ratification, Workshop	50,000
Prohibitive cost of membership	Preparation of Financial projections and report implications	Reduce Membership fees by at least 66.7% and reduce reliance of Membership fee in yearly budget	Finance Committee, Members	Jan - April 2019	AGM Ratification	25,000





### 3.2 Key Objective 2. To promote Chess Kenya activities across all the 47 counties

Issues:	Remedial Activities:	Expected Results	Responsibility	Timing	How	Cost Ksh
Lack of County Structure - Shift from Association to a Federation	Constitutional Amendments to embrace Counties and Formation of County branches	Chess Kenya Constitution to allow County Branches and give them mandate.	Executive Board, Members,	Jan - June 2019	AGM, workshops	50,000
Poor membership recruitment and lack of County Branches	Aggressive Recruitment and Awareness Drive to 25 Counties. Meeting with County governments, school heads, Pupils at Assembly and workshops, coaching clinics.	Visit 25 Counties, Establish 500 Schools Clubs, 5000 Members (10 per school), inaugurate 25 county branches.	Executive Board, Chess Mentors, County Governments, Ministry of Sports, Culture and the Arts with MoE, Sponsors,	Jan - June 2019	Financed by: Funds Drive, Sponsorship, Members fees.	2,500,000

### 3.3 Key Objective 3: Good governance and Capacity Building - Increase Chess Kenya ability to efficiently absorb, manage and maintain rapidly increasing membership.

Issues:	Remedial Activities:	Expected Results	Responsibility	Timing	How	Cost Ksh
Lack of Management Board	Constitutional amendment to accommodate Management board and embrace desired Organizational Structure	Staffing of full-time CEO and Administrative Secretary. They should generate sponsorship and increase numbers.	Chess Kenya Executive Board, Stakeholders	Jan-2020	Requires initial capitalization for one year becomes self-sustainable thereafter	1,800,000





Lack of Database Management System for registration, communication and reports for Membership	Development and maintenance of a Database Driven Website with dynamic Content Management System	Automated registration, payment, classification of members with ability for queries.	Admin Secretary, Outsourced Web Dev Company	Jan - June 2019	Initial high cost and low maintenance cost (Year Costs)	500,000
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#### 4.4 Key Objective 4: Marketing and Branding - Increase awareness of Chess in the Country and raise the profile of Chess Kenya to a household name by 2020

Issues:	Remedial Activities:	Expected Results	Responsibility	Timing	How	Cost Ksh
Lack of aggressive marketing campaign	Media Campaigns and promotions on TV, Print and Social media	Increased awareness and interest in joining Chess and Chess Kenya	Marketing Committee and all Stakeholders	From Jan 2019	Campaign, Promotions, Raffles, articles, shows (100,000 pm)	1,200,000
Lack of access to Chess Literature and Information	CK to develop/acquire copyrighted books, Beginner to Intermediate level to be distributed to schools. Source, produce, sell and distribute Chess magazines, journals etc	Sponsors who would like to create awareness/ advertise to assist book production, increased knowledge on chess and increased interest and income generating activity	Marketing Committee, Executive, Kenya National Library Services, Chess Publishers, Ck Executive	From Jan 2019	Require capitalization and will become self-sustainable	1,000,000





### 3.5 Key Objective 5: Increase Activity and Technical Personnel

Issues:	Remedial Activities:	Expected Results	Responsibility	Timing	How	Cost Ksh
Lack of International Qualified technical Personnel - Trainers and Arbiters in counties	Organize International Workshop with facilitators from FIDE to train Technical Personnel	Increase of 50 new Accredited professional personnel per year (at least one per county at approx 30,000shs Per person)	FIDE, Sponsors, County Governments, Ministry of Sports	Jan - Dec 2019	International Workshop	1,500,000
Lack of Ratings and FIDE Rated Tournaments	Chess Kenya to support/ enable branches and clubs to run FIDE rated tournaments	Minimum one tournament a month	Events Committee	Jan - Dec 2019	Approx 50,000 per tournament	500,000

### 3.6 Key Objective 5: Improve quality of players through camps and produce IM by 2020

Issues:	Remedial Activities:	Expected Results	Responsibility	Timing	How	Cost Ksh
Lack of dedicated player development program and holiday camps	Organize full time specialized training for selected players with potential. organize holiday camps for the youth	Produce high quality players able to propel Kenya to continental and world stage	FIDE, Sponsors, County Governments, Ministry of Sports	April - Dec 2019	Full time training and holiday Camps	4,500,000
Low rating of our top rated players	Chess Kenya to support/ enable selected players participate in international tournaments to grow their rating.	Minimum one tournament a month	Events Committee	Jan - Dec 2019	Approx. 500,000 per tournament	5000,000





4.0 Implementation Plan					YEAR				
Key Objective	Progression	Unit	Curr ent	2019	2020	2021	2022	2023	
Increase Membership to one hundred thousand (100,000) by 2020.	Expect Exponential growth	Membership in Numbers	245	1000	5000	10000	12000	15000	
To promote Chess Kenya activities across all the 47 counties	Constitutionally Require 25 minimum at onset Hence high growth at beginning	Number of County Branches Formed	3	25	30	35	40	47	
Good governance and Capacity Building - Increase Chess Kenya ability to efficiently absorb, manage and maintain rapidly increasing membership.	Gradual Rise	Percentage level of attainment of ideal level of governance	40%	50%	60%	70%	80%	90%	
Marketing and Branding - Increase awareness of Chess in the Country and raise the profile of Chess Kenya to a household name by 2020	Gradual Rise after initial surge	Percentage level of attainment of ideal level of governance	10%	40%	50%	60%	70%	80%	
Increase Activity and Technical Personnel	Seek to attain 500 Technical Personnel	Number of FIDE accredited Arbiters and Trainers	34	50	100	200	300	500	
Improve quality of players through camps and produce IM by 2020	See to subject players with potential to full time training	Number of players	0	4	6	10	20	20	





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Yours Sincerely,  
CHESS KENYA FEDERATION

Benard Wanjala  
PRESIDENT

