



# STRATEGIC PLAN 2026 - 2030

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## Vision

To be an inclusive, dynamic and profitable world-class Sacco

01

## Mission

To mobilize savings, provide friendly, innovative and affordable credit facilities and other financial services to our customers

02

## Core Values

- Empowerment
- Integrity
- Customer centric
- Efficiency
- Innovation
- Team work

03

## Corporate Principles

- Self help
- Democracy and respect for others
- Dynamic
- Equity
- Solidarity
- Social responsibility
- Transparency and accountability
- Good governance

04

## Philosophy

Being pro-active in equitable wealth creation and management in response to the Society's and members'/customers' needs guided by the principles of good governance

05

## Identity

A community of co-operators who care for members' and other customers' needs

06

## Motto

"Forward Together"

07

## LIST OF DIRECTORS

- |                                  |                                     |
|----------------------------------|-------------------------------------|
| 1. Mrs. Mary Mugure Ngugi        | Chairperson                         |
| 2. Mr. David Abel Magiya Osebe   | Vice Chairperson                    |
| 3. Dr. Priscilla Nyawira Gitonga | Hon. Secretary                      |
| 4. Mrs. Hannah Wambui            | Treasurer                           |
| 5. Mr. Andrew Macharia           | Member - Board                      |
| 6. Prof. Ambrose Jagongo         | Member - Board                      |
| 7. Mr. Stephen Kiarie            | Member - Board                      |
| 8. Prof. Kennedy Awuor           | Member - Board                      |
| 9. Mr. Joseph Githae             | Member - Board                      |
| 10. Mr. Joseph Mutata            | Chairperson – Supervisory Committee |
| 11. Mr. Arthur Owino             | Secretary - Supervisory Committee   |
| 12. Dr. Stephen Monanda          | Member - Supervisory Committee      |



**ADOPTION OF 2026 - 2030 STRATEGIC PLAN**

We, the undersigned elected officials and management of Kenversity Savings and Credit Co-operative Society Limited, do hereby approve and support the implementation of this Strategic Plan on behalf of our members for sustainable growth and effective management of the Society.

Mrs. Mary Mugure Ngugi  
Chairperson

  
.....  
Signature

28/01/2026  
.....  
Date

Dr. Priscilla Nyawira Gitonga  
Hon. Secretary

  
.....  
Signature

28/01/2026  
.....  
Date

Mrs. Hannah Wambui  
Treasurer

  
.....  
Signature

28/01/2026  
.....  
Date

# CONTENTS

LIST OF DIRECTORS .....	3
ADOPTION OF 2026 - 2030 STRATEGIC PLAN .....	4
LIST OF ABBREVIATIONS AND ACRONYMS .....	6
CHAIRPERSON’S REMARKS .....	7
EXECUTIVE SUMMARY .....	9
1.0 INTRODUCTION .....	11
1.1 BACKGROUND .....	11
1.2 RATIONALE FOR THE STRATEGIC PLAN .....	11
1.3 METHODOLOGY OF DEVELOPING THE PLAN .....	12
2.0 SITUATIONAL ANALYSIS .....	13
2.1 EVALUATION OF PAST PERFORMANCE .....	13
2.1.1 Strategic Plan 2026-2030 Implementation .....	13
2.1.2 Financials .....	14
2.1.3 Membership .....	15
2.2 ENVIRONMENTAL ANALYSIS .....	17
2.3 SWOT ANALYSIS .....	21
2.4 STAKEHOLDER ANALYSIS .....	23
3.0 STRATEGIC MODELLING .....	25
3.1 STRATEGIC PILLARS .....	25
3.2 STRATEGIC OBJECTIVES AND STRATEGIES .....	26
CHAPTER FOUR .....	28
IMPLEMENTATION MATRIX .....	28
CHAPTER FIVE .....	47
MONITORING AND EVALUATION .....	47
5.1 OBJECTIVES OF MONITORING AND EVALUATION .....	47
5.2 M&E FRAMEWORK .....	47
5.2.1 Strategy Implementation Team .....	47
5.2.2 Supervisory Committee .....	47
5.2.3 Staff .....	47
5.3 CRITICAL SUCCESS FACTORS FOR IMPLEMENTATION .....	48
5.4 STRATEGIC PLAN REVIEW .....	48
5.5 CONCLUSION .....	48

## LIST OF ABBREVIATIONS AND ACRONYMS

<b>ATM</b>	Automated Teller Machine
<b>BOD</b>	Board of Directors
<b>BOSA</b>	Back Office Services Activity
<b>CEO</b>	Chief Executive Officer
<b>CSR</b>	Corporate Social Responsibility
<b>DMS</b>	Documents Management System
<b>DRC</b>	Disaster Recovery Centre
<b>FOSA</b>	Front Office Services Activity
<b>HR</b>	Human Resource
<b>HOD</b>	Head of Department
<b>ICT</b>	Information and Communication Technology
<b>IT</b>	Information Technology
<b>Kes</b>	Kenya Shilling
<b>KU</b>	Kenyatta University
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOU</b>	Memorandum of Understanding
<b>PMS</b>	Performance Management System
<b>POS</b>	Point of Sale
<b>Sacco</b>	Savings and Credit Co-operative
<b>SASRA</b>	Sacco Societies Regulatory Authority
<b>SGM</b>	Special General Meeting
<b>SLA</b>	Service Level Agreement
<b>SMS</b>	Short Message Service
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TAT</b>	Turnaround Time
<b>TNA</b>	Training Needs Analysis
<b>TV</b>	Television

## CHAIRPERSON’S REMARKS

It is with immense pride and deep gratitude that I present the Kenversity Sacco Limited Strategic Plan 2026–2030. This document marks not only the beginning of a new chapter in our journey but also a reaffirmation of our enduring commitment to empowering our members through savings and credit services.

As we close the curtain on the 2021–2025 Strategic Plan, we celebrate the remarkable progress we have achieved together. Over the past five years, Kenversity Sacco has grown steadily, reaching an asset base of Kshs.4.2 Billion as at 31st December 2024. This growth is not merely a number, it is a testament to the trust our members have placed in us, the sound leadership of our Board and the dedication of our staff. It reflects the resilience of our cooperative model and the collective spirit that has always defined Kenversity Sacco Limited.

Our core business—mobilizing savings and providing affordable credit to members—remains the heartbeat of our operations. Through these services, we have enabled thousands of members to access opportunities for education, housing, business expansion, and personal development. We have witnessed lives transformed, families uplifted, and communities strengthened. This is the true measure of our success.

Looking ahead, the 2026–2030 Strategic Plan sets out a bold vision for the future. It is anchored on five key pillars:



This plan is not simply a roadmap; it is a collective promise. It embodies the aspirations of our members, the insights of our stakeholders, and the vision of our leadership. It challenges us to think beyond the present, to embrace innovation, and to remain steadfast in our mission of financial empowerment.

As the Chairperson, I am deeply aware that our strength lies in unity. The success of this plan will depend on the active participation of every member, the dedication of our staff, and the unwavering support of our partners. Together, we will ensure that Kenversity Sacco continues to thrive, not only as a financial institution but as a beacon of cooperative excellence in Kenya and beyond.

On behalf of the Board of Directors, I extend my heartfelt appreciation to our members for their loyalty, to our management and staff for their tireless commitment, and to all stakeholders who continue to walk this journey with us.

Forever moving with our Motto of “Forward Together” as we uphold our core values of Innovation, Empowerment, Efficiency, customer centric and integrity to bring you new and better products for prosperity of the Sacco.

Let us step into the future with confidence, guided by our values, inspired by our vision, and united in purpose. The next five years hold immense promise, and with determination and collaboration, we will achieve even greater heights.



**CPA Mrs. Mary Mugure Ngugi Kahiga**

*Chairperson – Board of Directors*

*Kenversity Sacco Limited*

# EXECUTIVE SUMMARY

Kenversity Sacco Society Ltd is a deposit-taking Sacco registered under the Co-operative Societies Act and licensed under the Sacco Societies Act. The Sacco's headquarters are located at Kenversity Plaza, 1st North Avenue, Kahawa Sukari, off the Thika–Nairobi Superhighway. The Sacco was established in 1976 by a few founding members who were staff of Kenyatta University (KU). Since then, it has expanded its common bond to include professionals and entrepreneurs from all sectors. The Sacco offers both Front Office and Back Office Services Activities (FOSA and BOSA) to its members.

Kenversity Sacco has continued to record steady growth and deliver strong returns to its members, even amid the prevailing tough economic conditions and increased taxation. This impressive performance demonstrates the Sacco's resilience, prudent financial management, and commitment to protecting and growing members' investments. Through efficient resource utilization, strategic decision-making, and continuous innovation in service delivery, the Sacco has maintained stability and confidence among its members. The ability to achieve positive results despite external economic pressures underscores the institution's strong governance framework and its dedication to long-term sustainability and member satisfaction.

The Sacco has been implementing the 2021-2025 strategic plan whose expiry necessitated the development of this strategic plan (2026-2030). This plan build on past achievement and lessons learnt from the previous strategic plan. The Sacco's steady growth and the shifting business landscape create room for innovation and expansion, while also presenting challenges that require proactive responses. The key opportunities lie in diversifying membership, enhancing customer service, embracing digitization, and strengthening agility to remain competitive.

The development of the new Strategic Plan has been undertaken through a participatory approach that ensured the views of key stakeholders were well captured. This was achieved through consultative discussions, member engagement via an online questionnaire, and a Strategic Planning workshop involving the Board, Supervisory Committee, and management staff.

The 2026 – 2030 Strategic Plan is expected to propel the Sacco to new performance levels. Planned growth parameters include Sacco membership, loan book, deposits, revenue and shareholders' funds. Other aspects of interest are efficiency in operations, diversity in product offerings, staff capacity, and effective governance. The Sacco's strategic issues are addressed under the following key pillars:



- A** - *Finance and HR*
- B** - *Governance, Risk and Compliance*
- C** - *ICT and Innovation*
- D** - *Products and Services*
- E** - *Membership and Customer Experience*

To achieve the objectives of the strategic plan, appropriate strategies and corresponding activities have been clearly defined. The implementing actors and timelines have also been specified and documented in an implementation matrix. Additionally, a comprehensive monitoring and evaluation framework has been developed to facilitate objective assessment and measurement of Sacco's operations over the next five years, thereby ensuring successful implementation of the plan.

### 1.1 BACKGROUND

Despite the tough economic conditions experienced during the strategic plan implementation period, the Sacco has continued to grow steadily. Over the years, it has witnessed significant expansion in its assets, resources, and membership. By the close of 2024, Sacco had 9,249 active members, an asset base exceeding Kes. 4 billion, total revenue of more than Kes. 583 million, total deposits amounting to Kes. 2.8 billion, and a loan book of Kes. 3.2 billion. Building on this strong performance, the Sacco has further strengthened its institutional capacity through the strategic plan, including enhanced governance structures, improved operational systems, enhanced customer experience and diversified service delivery channels. These foundations have positioned the Sacco for even greater growth, with projections indicating continued expansion in membership, revenue, and product uptake in the coming years.

The Sacco is managed through officials who are elected by the members at the Annual General Meeting (AGM) and full time Sacco employees who oversee the day-to-day operations of the Sacco. Two key organs run the Sacco: The Board of Directors and the Supervisory Committee

### 1.2 RATIONALE FOR THE STRATEGIC PLAN

Kenversity Sacco operates in a dynamic environment that requires continuous monitoring and adaptive initiatives. The Strategic Plan provides clear direction for the Sacco's operations over the next five years, outlining the effective utilization of its human, financial, and physical resources. It also establishes a framework to guide operations and service delivery, as well as to track performance through regular monitoring, evaluation, and reporting.

The purpose of this Strategic Plan is to give strategic direction to the Sacco for its operations over the next five years. It outlines how the Sacco's resources (human, financial and equipment) will be utilized in the most effective and efficient manner to realize the Vision and Mission of the Society. It also provides a mechanism to be used to direct the operations, delivery processes and track performance through regular monitoring, evaluation and reporting framework.

### 1.3 METHODOLOGY OF DEVELOPING THE PLAN

The Strategic Plan has been developed through a participatory process. This was used to ensure ownership of the outcome of the planning process by the stakeholders and enhance effective and efficient implementation of the plan.

The process entailed involvement of an external consultant to facilitate the planning exercise, and members, the Board, Supervisory Committee and staff of Kenversity Sacco. Specifically, the methodology entailed the following:



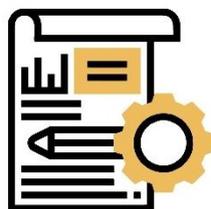
Administration of an online questionnaire to Sacco members to elicit their views on performance of the Sacco and proposals.



An assessment of the Society's past performance;



A two-days Strategic Planning workshop with Board Members and Sacco Management Staff;

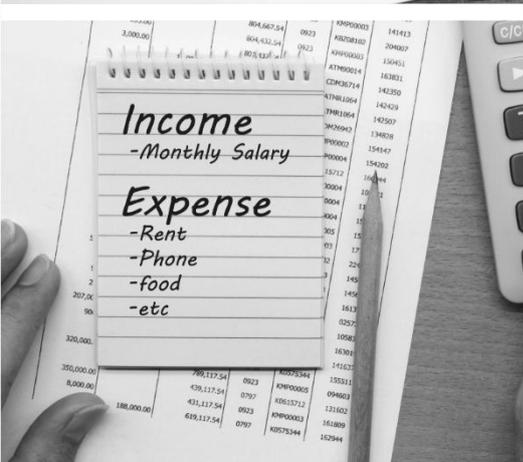


Documentation and launch of the Strategic Plan.



02

# SITUATIONAL ANALYSIS



## 2.1 EVALUATION OF PAST PERFORMANCE

As part of developing Kenversity Sacco’s 2026–2030 Strategic Plan, a review of the Sacco’s past performance was carried out. The purpose of the review was to identify the factors that helped the Sacco achieve good results, as well as those that may have created challenges. This helped the team understand what worked well and what needed improvement. The assessment looked at both financial indicators, such as revenue, assets, and loans, and non-financial indicators, such as customer satisfaction, service delivery, and internal processes. The findings from this review provided important lessons that will guide the Sacco in planning for the next five years.

### 2.1.1 Strategic Plan 2026-2030 Implementation

The Strategic Plan had an implementation rating of 85%. Some of the key milestones are:

- i) Automation of various services.
- ii) Increased revenues and returns on members’ investment.
- iii) Improved governance and risk management framework through policy formulation and implementation.
- iv) Timely issuance of loans.
- v) Timely issuance of interest on deposits and dividends.
- vi) Compliance with the set regulation ratios.
- vii) Review and development of products and services.

Despite the achievements registered, the Sacco never lacked challenges in the course of its operations. Some of the challenges experienced are:

- i) Budget constraints
- ii) Competition from other financial institutions

## 2.1.2 Financials

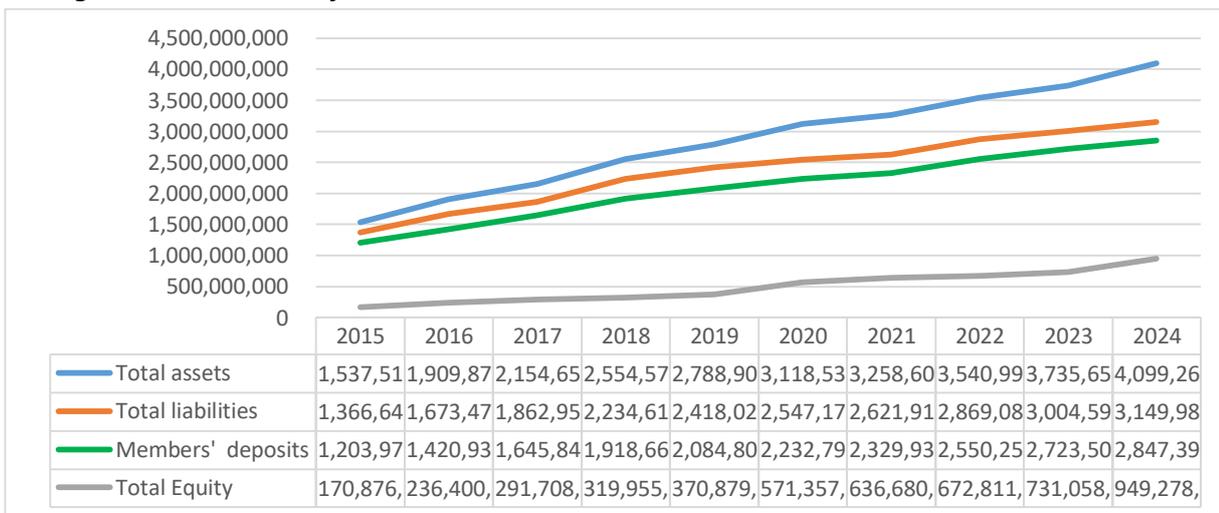
The Sacco's performance on some key financial indicators is captured below:

### i) Financial Position

During the 2021–2025 Strategic Plan period, the Sacco has realized remarkable progress across its key financial indicators. Its financial position strengthened significantly, with total assets growing from Kes 3.2 billion in 2021 to Kes 4.0 billion in 2024. Loans and advances to members, which form the largest portion of the asset base, increased from Kes 2.2 billion in 2021 to Kes 3.2 billion in 2024, reflecting higher member uptake and improved lending capacity.

Liabilities also recorded positive growth, with members' deposits rising from Kes 2.3 billion in 2021 to Kes 2.8 billion in 2024, demonstrating increased member confidence and a sustained savings culture. These achievements show that the strategies implemented during this period—such as improved service delivery, enhanced products, and greater operational efficiency—enabled the Sacco to achieve steady growth despite a challenging economic environment. Figure 1 capture the trend.

Figure 1: Statement of Financial Position

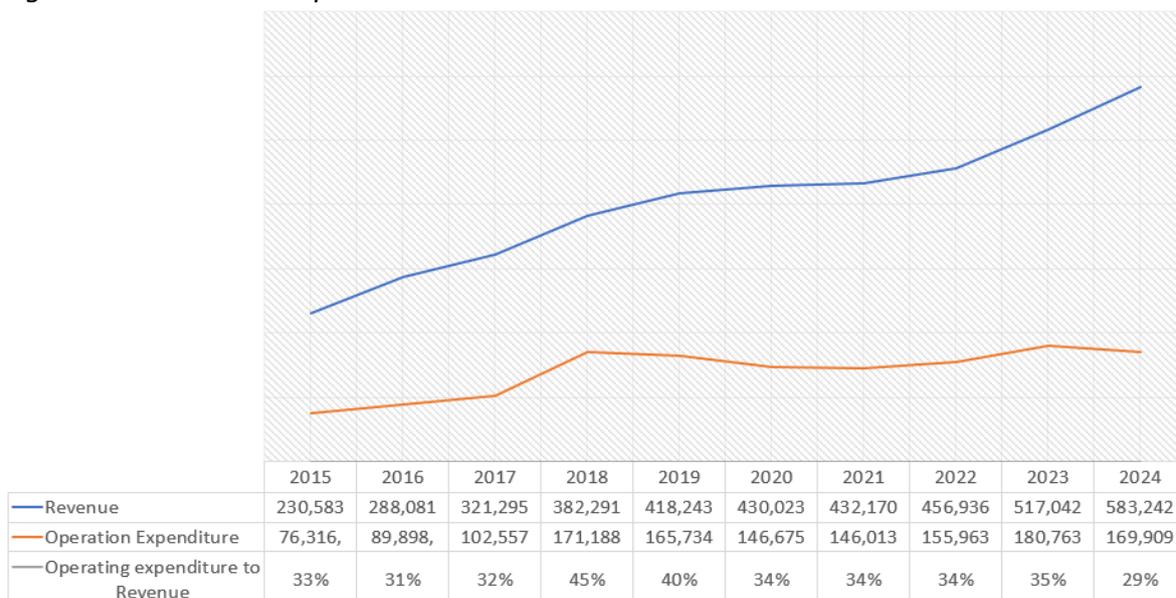


### ii) Income and Expenses

The Sacco's total revenue increased from Kes 432 million in 2021 to Kes 583 million in 2024, representing a 35% growth. During the same period, total expenses grew by 18%, indicating that the Sacco generated revenue at a much higher rate than its expenditure. This positive gap demonstrates improved financial performance. Furthermore, the new Strategic Plan outlines clear strategies aimed at further reducing the Sacco's cost-to-income ratio to enhance operational efficiency and sustainability.

The distribution is shown in Figure 2.

Figure 2: Income and Expenses Distribution



### iii) Key Financial Soundness Indicators

The Sacco's financial soundness has improved steadily over the years, with most regulatory and benchmark ratios now falling within the required standards. The Sacco has, however, identified liquidity as a key parameter that requires special attention during this plan period. To strengthen its position further, the Sacco will intensify deposit mobilization efforts. The key financial soundness ratios for the last six years are shown in Table 1.

	2020	2021	2022	2023	2024	Industry/ Regulatory Benchmark
Core capital/ Total Assets	18.3%	14.8%	14.8%	15.8%	18.9%	≥10%
Core capital/ Total deposits	30.8%	24.8%	24.7%	25.9%	31.3%	≥8%
Institutional Capital/ Total Assets	17.3%	13.6%	12.9%	13.1%	15.5%	≥8%
External Borrowing/ Total Assets	3.3%	2.4%	1.8%	0.0%	0.0%	≤25%
Loans/ Total Assets	72.8%	70.3%	68.3%	72.9%	79.1%	70-80%
Loans/ Deposits	101.7%	98.3%	94.8%	100.0%	113.8%	70-80%
Liquid assets/ Total deposits and short-term liabilities	14.1%	18.1%	23.8%	19.9%	14.6%	≥15%
Operating expenses/ Revenue	34.1%	33.8%	34.1%	35.0%	29.1%	≤45%
Operating expenses/ Total Assets	4.7%	4.5%	4.4%	4.8%	4.1%	≤5%
Staff costs/ Revenue	10.0%	11.6%	11.2%	13.6%	13.1%	≤15%
Interest on member deposits	10.7%	10.7%	10.8%	10.9%	11.0%	≥5%
Total delinquency loan/ Gross loan portfolio	13.3%	13.2%	9.9%	9.5%	5.7%	≤5%

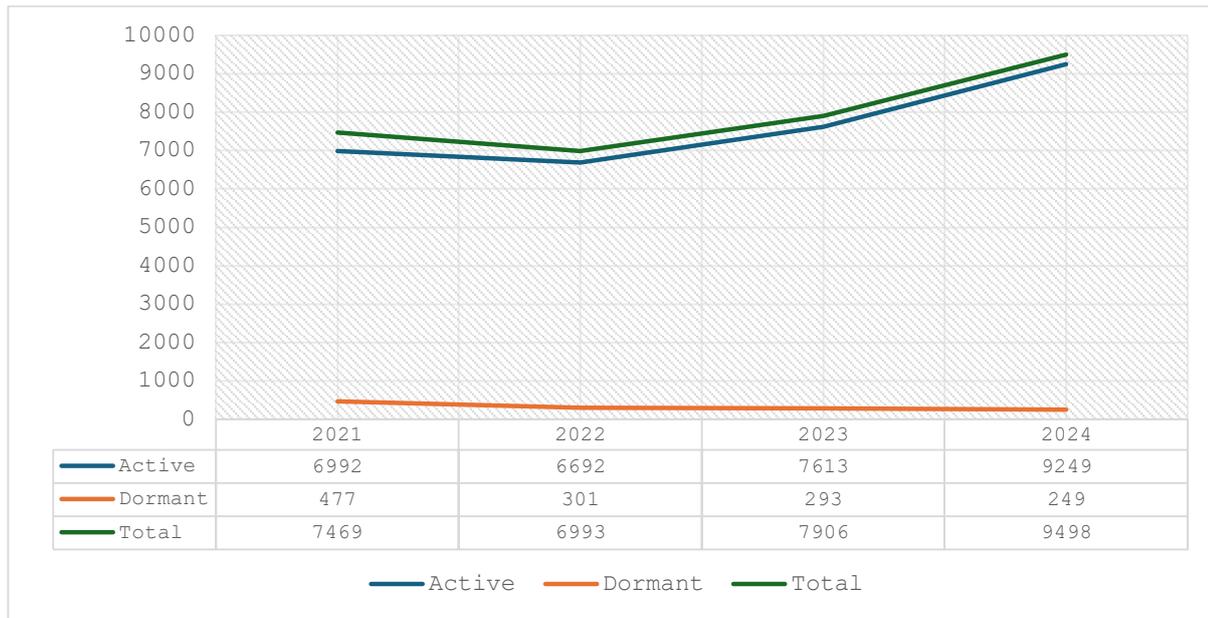
Table 1: Key financial soundness ratios

### 2.1.3 Membership

The Sacco has made commendable progress in strengthening member engagement. Active membership grew from 6,992 in 2021 to 9,249 in 2024, representing a 32% increase. Over the same

period, dormant membership declined markedly from 477 in 2021 to 249 in 2024, demonstrating effective retention and reactivation initiatives. Building on this momentum, the new Strategic Plan has outlined a robust framework to further accelerate membership growth and enhance retention through targeted recruitment, improved member services, and strengthened engagement strategies. The growth in members across the years is captured in Figure 3.

*Figure 3: Membership Distribution*



## 2.2 ENVIRONMENTAL ANALYSIS

The analysis looks at the external environment that the Sacco operates in and which the Society has limited control over.

Factor	Indicators	Implications	Mitigation Measures
<b>Political</b>	Regulatory directives and government policies	Strong regulatory oversight and well-defined policies promote stability within the Sacco sector. With an effective regulatory framework, guidelines, and procedures in place, Kenversity Sacco will continue enhancing its governance practices to maintain full compliance. However, regulatory changes can at times result in higher operational costs.	<ul style="list-style-type: none"> <li>i) Monitor evolving policy developments and prepare for potential regulatory changes.</li> <li>ii) Provide ongoing capacity-building for the Board and staff on new legislation, regulatory updates, and industry standards.</li> <li>iii) Adhere to all applicable legal and regulatory requirements.</li> <li>iv) Carry out periodic reviews to assess and ensure compliance.</li> </ul>
	Stable Geopolitical/political environment and positive relations.	<p>A stable political environment fosters favorable conditions for the Sacco and its members to grow their business operations. It also facilitates partnerships with stakeholders and international collaborators.</p> <p>any type of instability could have adverse effects on the Sacco. Such situations may result in property damage, displacement of people, and a slowdown in economic activities. Therefore, the Sacco should closely monitor political developments and implement measures to mitigate any potential negative impacts.</p>	<ul style="list-style-type: none"> <li>i) Expand and diversify products and services across multiple sectors and geographic regions.</li> <li>ii) Regularly track and assess how political developments will influence lending rates, exchange rates, and economic policies.</li> <li>iii) Create and continually update a business continuity plan to address potential political unrest.</li> <li>iv) Promote members' welfare and uphold corporate social responsibility to maintain goodwill, even in times of crisis.</li> </ul>
<b>Economic</b>	Interest rates	<p>Volatile interest rates from financial institutions pose challenges for Societies in setting loan prices, as their product rates are often fixed. This can lead to lower profitability, decreased member deposits, and higher operational costs.</p>	

	Inflation	When inflation is high, the tendency to save may decline as the cost of essential goods rises. Reduced disposable income amid rising prices is likely to negatively impact Sacco operations.	<ul style="list-style-type: none"> <li>i. Conduct regular assessments of products and services based on current market conditions and members' requirements.</li> <li>ii. Continuously evaluate products and services to ensure they address members' needs during periods of high inflation.</li> <li>iii. Reassess investment strategies to account for the impact of inflation.</li> <li>iv. Implement cost-reduction measures.</li> </ul>
	Competition	e x p a	
	Increased taxes	High taxes are likely to kill business incentive thus low economic participation by members. Increased taxes may reduce members ability to save and borrow.	<ul style="list-style-type: none"> <li>i. Have a strong compliance framework to avoid penalties and fines.</li> <li>ii. Make use of tax exemptions and incentives.</li> <li>iii. Lobby through sector associations for favourable tax policy.</li> </ul>
<b>Social</b>	Diversified tastes and preferences	Different age groups have different tastes and preferences. Thus, the Sacco should consider this when developing products and services. Urbanization also comes with trends and fashions that affect the needs of people.	<ul style="list-style-type: none"> <li>i. Develop products and services that align with members' needs.</li> <li>ii. Segment members as per their taste and preferences.</li> <li>iii. Continuous engagement with members.</li> </ul>
	Literacy levels	As the population gets more educated and aware, they become more demanding, price-sensitive, and quick to compare institutions.	<ul style="list-style-type: none"> <li>i. Promote engagement with members and strive to address their needs promptly.</li> <li>ii. Provide clear, honest, and timely information on products and services.</li> <li>iii. Aim to have consistent brand messaging and credibility.</li> <li>iv. Adopt innovation and value addition culture.</li> </ul>

	Savings culture	This makes individual and groups pull resources together and enhance the spirit of co-operating among individuals. Different age groups have different saving culture.	<ul style="list-style-type: none"> <li>i. Continuous training to members on importance of savings.</li> <li>ii. Use of Savings incentives.</li> <li>iii. Convenience and flexible savings tools.</li> </ul>
	High unemployment levels	High unemployment levels, coupled with the high cost of living, reduce the rate of member recruitment, leading to reduced or stagnant Sacco growth.	<ul style="list-style-type: none"> <li>i. Develop marketing strategy to recruit members outside formal employment sector (SMEs).</li> <li>ii. Diversify products to serve members from different demographics.</li> <li>iii. Develop products to support members with irregular income.</li> </ul>
<b>Technology</b>	ICT advancement	When embraced, technology may lead to streamlined work processes through automation, reduced operational costs and time, timely decision-making, and improved service delivery.	<ul style="list-style-type: none"> <li>i. Encourage Innovation and Digital culture.</li> <li>ii. continuous training of staff on technological emerging issues.</li> <li>iii. Regular system upgrade.</li> <li>iv. Develop Flexible ICT framework.</li> </ul>
	Negative effects of ICT	Implications of negative effects of ICT include the high cost of technology, such as automation systems; limited knowledge of optimal ICT solutions among Societies; ICT-related crimes and fraud; rapid technological changes requiring frequent adjustments; and skill gaps, particularly among users.	<ul style="list-style-type: none"> <li>i. Conduct periodic system audits and penetration testing.</li> <li>ii. Provide training for employees on new ICT systems and cybersecurity protocols.</li> <li>iii. Keep track of ICT trends and emerging risks to proactively address potential disruptions</li> </ul>
<b>Legal</b>	Improved regulatory framework	Creates a favorable environment for business and enhances confidence among members of the Co-operative Society.	<ul style="list-style-type: none"> <li>i. Develop a robust compliance framework.</li> <li>ii. Carry out regular compliance audits.</li> <li>iii. Promote a culture of compliance.</li> </ul>
	Adherence with various legal provisions such as Public Ethics Act, Anti-Money Laundering	This promotes sound ethical practices by the Board in managing the Co-operative Society. Failure to comply may result in negative consequences for the Society.	

<b>Climate related factors</b>	Climate changes/Global warming	Change in weather patterns leading to droughts, rising temperatures and flooding. These affect the work environment and food supply and ultimately affects the savings and borrowing patterns among members.	<ul style="list-style-type: none"> <li>i. Incorporate climate change considerations into the Sacco's risk management framework.</li> <li>ii. Periodically review the disaster recovery plan.</li> <li>iii. Ensure compliance with Environmental, Social, and Governance (ESG) regulations.</li> <li>iv. Factor climate-related risks into credit policies and product development decisions.</li> </ul>
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## 2.3 SWOT ANALYSIS

This is the analysis of Kenversity Sacco's internal and external operating environments aimed at identifying its strengths, weaknesses, opportunities and threats (SWOT). The Sacco's SWOT analysis is summarized as follows:





## 2.4 STAKEHOLDER ANALYSIS

Kenversity Sacco has identified the following groups as key stakeholders of the Sacco:

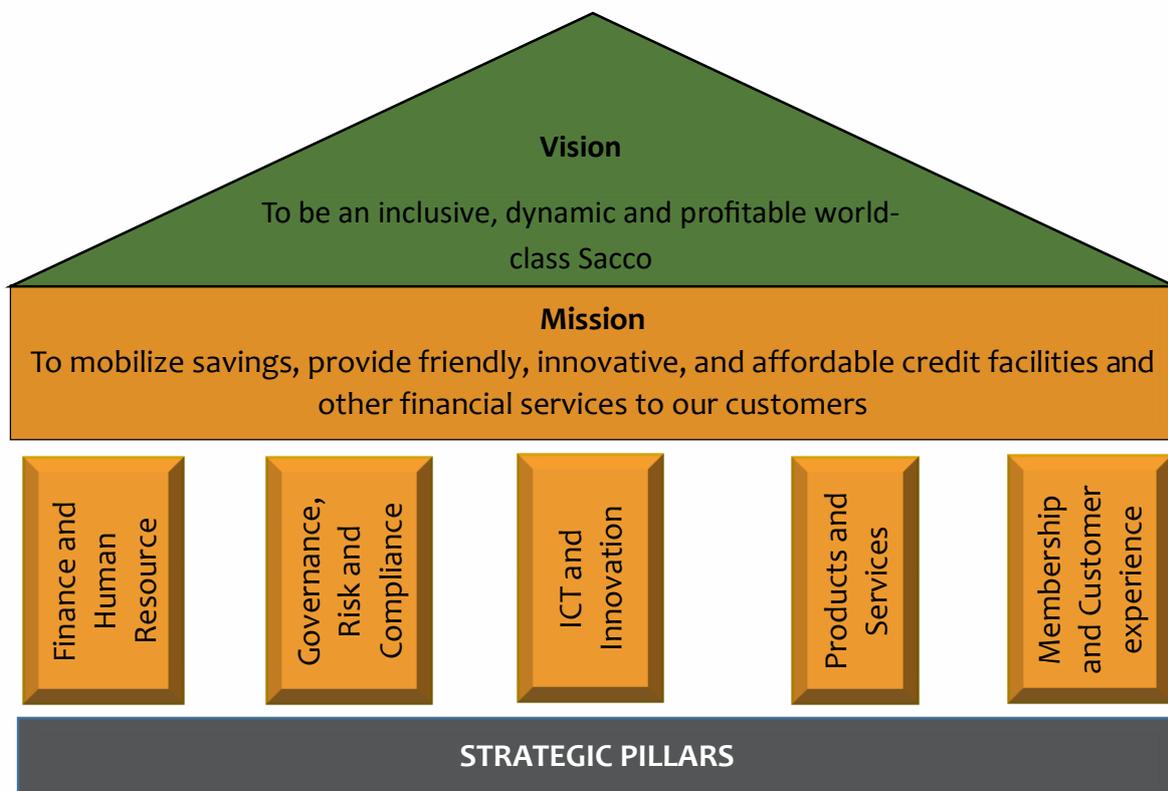
Stakeholder	Stakeholders' Expectations from the Sacco	Sacco's Expectations
<b>Members/ customers</b>	<ul style="list-style-type: none"> <li>i. Prudent management of savings and investments</li> <li>ii. Availability and quick disbursement of credit</li> <li>iii. Competitive pricing of products/services</li> <li>iv. Quality services</li> <li>v. Quality members education</li> <li>vi. Good returns on investments</li> </ul>	<ul style="list-style-type: none"> <li>i. Timely repayment of loans</li> <li>ii. Timely remittances</li> <li>iii. Loyalty to the Sacco</li> <li>iv. Patronage of Sacco products</li> <li>v. Provision of accurate information</li> <li>vi. Integrity</li> <li>vii. Participation in decision making at the AGM/SGM</li> </ul>
<b>Government and government agencies (e.g. Ministry, SASRA, KRA, etc.)</b>	<ul style="list-style-type: none"> <li>i. Operate within the legal framework</li> <li>ii. Pay taxes</li> <li>iii. Provide the necessary statistical information</li> <li>iv. Support economic growth</li> <li>v. Enhance financial access</li> <li>vi. Adhere to co-operative principles</li> <li>vii. Good corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>i. Support to the co-operative movement</li> <li>ii. A conducive and predictable operating environment</li> <li>iii. Equity and fairness in regulation</li> <li>iv. Prompt approvals</li> </ul>
<b>Development/ Business partners</b>	<ul style="list-style-type: none"> <li>i. Accountability for funds provided</li> <li>ii. Provision of timely and accurate reports</li> </ul>	<ul style="list-style-type: none"> <li>i. Financial and technical support</li> <li>ii. Adherence to signed MoUs and contract terms</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>i. Prompt payment</li> <li>ii. Keeping communication channels clear</li> <li>iii. Fairness and equal opportunity for business</li> </ul>	<ul style="list-style-type: none"> <li>i. Provision of quality products and services</li> <li>ii. Prompt delivery of goods and services in accordance with service level agreements (SLA)</li> <li>iii. Reliability</li> </ul>

<b>Board members</b>	<ul style="list-style-type: none"> <li>i. Implementation of policies</li> <li>ii. Achievement of Sacco objectives</li> </ul>	<ul style="list-style-type: none"> <li>i. Policy direction</li> <li>ii. Support in resource mobilization</li> <li>iii. Good corporate governance</li> <li>iv. Commitment to the Sacco</li> <li>v. Oversight and compliance checks</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>i. Good terms of employment</li> <li>ii. Job security</li> <li>iii. Professional development</li> <li>iv. Conducive working environment and equipment</li> </ul>	<ul style="list-style-type: none"> <li>i. Quality services to the Sacco</li> <li>ii. Loyalty to the Sacco</li> <li>iii. Innovation, creativity and productive workforce</li> <li>iv. Implementation of Sacco policies</li> <li>v. Integrity and accountability</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>i. Corporate social responsibility</li> <li>ii. Employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>i. Goodwill and general support</li> </ul>
<b>Apex Bodies</b>	<ul style="list-style-type: none"> <li>i. Participation in industry forums</li> <li>ii. Compliance with membership requirements</li> </ul>	<ul style="list-style-type: none"> <li>i. Policy directions</li> <li>ii. Accountability for funds contributed</li> <li>iii. Financial and technical support</li> </ul>

# 03 STRATEGIC MODELLING

## 3.1 STRATEGIC PILLARS

Strategic pillars are the thematic areas of performance for an organization in a given time period. Kenversity Sacco has identified seven strategic pillars the Sacco Plans to focus on during the 2026 – 2030 Strategic Plan period.



### 3.2 STRATEGIC OBJECTIVES AND STRATEGIES

The following are Kenversity Sacco’s strategic objectives and respective strategies under each of the strategic pillars for the five-year period:

KEY PILLARS	OBJECTIVES
<b>1. Finance and Human Resource</b>	<ul style="list-style-type: none"> <li>a) To enhance financial performance and capital adequacy</li> <li>b) To grow and retain liquidity ratio</li> <li>c) Assets growth</li> <li>d) Core Capital growth</li> <li>e) Revenue growth</li> <li>f) Cost reduction</li> <li>g) Grow the interest return on deposits</li> <li>h) Improved staff productivity</li> <li>i) Improved employees well-being and safety</li> <li>j) Recruit and retain competent staff</li> </ul>
<b>2. Governance, Risk and Compliance</b>	<ul style="list-style-type: none"> <li>a) Strengthen governance framework</li> <li>b) Strengthen risk management framework</li> <li>c) Enhance regulatory compliance and reporting</li> <li>d) Promote ethical leadership and integrity</li> <li>e) Improve board and management capacity</li> <li>f) Enhance transparency in decision- making and communication</li> <li>g) Strengthen Board and Committee effectiveness</li> <li>h) Enhance accountability and performance monitoring</li> </ul>
<b>3. ICT and Innovations</b>	<ul style="list-style-type: none"> <li>a) To automate, optimize, and secure all ICT systems and processes.</li> <li>b) To enhance and integrate business processes through ICT solutions</li> <li>c) Develop and maintain a robust, scalable, and cost-efficient ICT infrastructure.</li> <li>d) To build and retain a highly skilled, innovative, and adaptable ICT workforce</li> <li>e) Provide reliable, responsive, and customer-focused ICT support services.</li> <li>f) Strengthen cybersecurity and data protection</li> </ul>
<b>4. Products and Services</b>	<ul style="list-style-type: none"> <li>a) Grow the loan book to 8 billion by 2030</li> <li>b) Reduce the nonperforming loan ratio to below 5%.</li> <li>c) Reduce the turnaround time for long term loans to one day.</li> <li>d) Offering all short-term loans on mobile platform</li> <li>e) Diversify Sacco products and services.</li> </ul>
<b>5. Membership and Customer Experience</b>	<ul style="list-style-type: none"> <li>a) To increase the membership from 11,000 to 22,000 members by the end of year 2030 (15% annually).</li> </ul>

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|  | <ul style="list-style-type: none"><li>b) To increase membership and member satisfaction</li><li>c) Reduce membership withdrawals to less than 5% against annual membership recruited.</li><li>d) to improve customer satisfaction rates to 90% and above rating on an annual basis and a Net Promoter Score (NPS) of +50% and above</li></ul> |
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**CHAPTER FOUR**

**IMPLEMENTATION MATRIX**

**Pillar 1. Finance and Human Resources**

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>1. Grow annual revenue by 12% per annum</b>	To enhance financial performance and capital adequacy	Allocating surplus funds to profitable investment options.	Revenue generated from investment options	Q1 2026 and continuous	Finance, Staff and Administration Committee
		Diversify revenue streams	Number of new partnerships or ventures contributing to revenue growth	Q1 2026 and continuous	Finance, Staff and Administration Committee
		To attain and sustain an operating cost-to-revenue ratio of 35%	Identify specific areas for cost management and develop actions to reduce cost.	Q1 2026 and annually thereafter	Finance, Staff and Administration Committee
			Analyze the value and returns of projects and activities against their costs before undertaking any project.	Continuous	Finance, Staff and Administration Committee
			Monthly budget variance analysis	Monthly	Finance, Staff and Administration Committee
	Enhance financial transparency & accountability	Implement robust financial reporting systems.	Monthly financial reports	Q1 2026 and continuous	Finance, Staff and Administration Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
		Develop and implement realistic budget.	A realistic Annual budget	Annually	Finance, Staff and Administration Committee
		Strengthen financial controls and approval processes.	Internal Audit reports	Continues	Finance, Staff and Administration Committee
		Conduct regular audits	Audit reports	Monthly	Audit and Risk Committee
	Strengthen and enable strategic investments	Identify and prioritize high-impact investment opportunities	Market opportunities report	Monthly	Finance, Staff and Administration Committee
		Develop investment appraisal frameworks.	Investment appraisal framework	Biannually	Finance, Staff and Administration Committee
		Monitor capital efficiency	Capital efficiency report	Monthly	Finance, Staff and Administration Committee
<b>2. Maintain a staff retention rate of 100%</b>	Attract and retain top talent	Conduct salary survey and offer competitive compensation and benefits in line with market standards	Salary survey report	Biannually	Finance, Staff and Administration Committee
		Ensure fair and transparent staff onboarding programs	New staff on boarding procedure	Annually	Finance, Staff and Administration Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
		Strengthen employer branding	Str	Annually	Finance, Staff and Administration Committee
		Provide continuous training, mentorship, and professional development programs	Training schedules for staff	Annually	Finance, Staff and Administration Committee
		Conduct regular performance reviews with constructive feedback and support	Performance review reports	Quarterly	Finance, Staff and Administration Committee
		Upgrade and strengthen staff reward and recognition mechanisms through performance management system.	Staff reward procedure and manual	Annually	Finance, Staff and Administration Committee
		Promote a positive and supportive work environment	Occupational Health and Safety Audit reports	Continues	Finance, Staff and Administration Committee
		Conduct and implement a staff satisfaction survey	Staff satisfaction survey report	Annually	Finance, Staff and Administration Committee
<b>3. Achieve 100% of SACCO annual performance target</b>	Build a high-performance culture	Develop performance management systems	Performance management system	Annually	Finance, Staff and Administration Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
		Implement a performance-based reward and recognition system	Performance management system	Annually	Finance, Staff and Administration Committee
		Provide tools, systems, and resources that enable staff to work efficiently	Performance management system	Annually	Chief Executive Officer
		Conduct culture audit	Performance management system	Annually	Finance, Staff and Administration Committee
		Offer mentorship and coaching to improve staff performance.	Performance management system	Ongoing	Finance, Staff and Administration Committee
<b>4. Ensure that all staff complete 100% of the planned training and development programs.</b>	Develop leadership and capability	Establish leadership development programs	Curriculum for leadership development programs	Annually	Finance, Staff and Administration Committee
		Conduct training needs assessment	Training needs assessment report	Annually	Education and Training Committee
		Enroll all staff in the relevant training programs	Training calendar	Annually	Finance, Staff and Administration Committee
		Develop and Implement succession planning	Succession planning detailed report.	Ongoing	Finance, Staff and Administration Committee

## Pillar 2. Products and Services

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>1. Grow the loan book to Kshs. 8 billion by 2030</b>	Loans product diversification	Conduct a market survey to identify customer needs and gaps in current loan products offering	Market satisfaction survey report	Biannually	Education and Training Committee
		Develop and review loan products tailored to identified customer needs	Product development report	Biannually	Credit Committee
		Regular monitoring and review of loan products	Loans review report	Monthly	Credit Committee
	Streamline loan processing to reduce approval and disbursement time	Review current loan processing workflow	Workflow review report	Annually	Credit Committee
		Automate loan processing, credit scoring and recovery processes.	Automation of loan processing, credit scoring & recovery processes	By December 2030	Credit Committee
		Review Standard Operating Procedures (SOPs) for loan evaluation, approval disbursement and recovery.	Reviewed SOPs for loan evaluation, approval and disbursement	By December 2030	Credit Committee
		FOSA loans application online platform	Online FOSA loan application platform	By December 2026	Chief Executive Officer
		Collect feedback from staff and members to identify further process inefficiencies	Customer satisfaction survey report	Biannually	Education and Training Committee
		Target new membership, including youth,	Segment potential members based on demographic, business type, and geographic location	Member segmentation report	Ongoing

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
	SMEs, and diaspora clients	Develop loan and savings products suited to different demographic	Loans and savings products for MSMEs and diaspora clients	By end of 2026	Credit Committee
		Partner with diaspora organizations and platforms to promote membership abroad	Partnerships made	By end of 2026	Education and Training Committee
		Organize forums, workshop and webinars for targeted groups.	Organized forums, workshops and webinars	Biannually	Education and Training Committee
		Provide convenient products and services, and attractive interest on deposits.	Products review reports	Biannually	Credit Committee
<b>2. Increase Deposit mobilization by 10% annually</b>	Enhance deposit mobilization	Conduct deposit mobilization campaign	Deposit mobilization campaigns conducted	Annually	Education and Training Committee
		Tie contribution to amount of loan taken	Tied contribution amount on loan principal	Continuous	Credit Committee
		Introduce products tied to dividends and interests	Tied products to dividends introduced	By December 2026	Credit Committee
		Deposits/savings growth incentives	Dividend incentives developed	By December 2026	Finance, Staff and Administration Committee
		Capitalization campaigns of Dividends and interests on deposits	Campaigns for capitalization of dividend done	Annually	Education and Training Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
		Enhance Remittance solutions for diaspora clients	Availability of remittance solution to diaspora clients	Continuous	Credit Committee
		Develop products for retirees.	Product for retirees	By December 2026	Credit Committee
<b>3. Reduce the nonperforming loan ratio to below 5%</b>	Enhance loan appraisal and recovery system	Automate credit scoring and recovery processes	Automated credit scoring processes	Continuous	Credit Committee
		Strict adherence to the credit policy while appraising loans.	Adherence to strict policy guidelines.	Continuous	Credit Committee
		Members education on financial management and loan guarantorship	Member education conducted on financial management	Continuous	Education and Training Committee
		Review of loan products' terms for different categories of membership.	Loans review report	Biannually	Credit Committee
		Adopt portfolio management and member journey mapping.	Portfolio management implementation	Portfolio management framework developed	Finance, Staff and Administration
		Having proper MOUs with check-off institutions.	Proper MOUs, signed with checkoff institutions	Continuous	Education and Training Committee
		Timely sending of collection instruction (codings) for repayment.	Timely sending of instructions (coding) for payment	Monthly	Credit Committee
<b>4. Reduce the turnaround time</b>		Digitize all loan application process	Digitalization of all loan processes	December 2027	Credit Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>for long term loans to one day</b>	Improve loan disbursement SLA	Develop a real-time tracking system	Developed real time loan tracking system	By end of December 2026	Credit Committee
		Continuous training of staff and credit committee on best loan management practices.	Trained staff and credit committee on best loan management practices	Continuous	Education and Training Committee
		Review limit approvals	Reviewed loan approval limits	By December 2026	Credit Committee
<b>5. Offering all short-term loans on mobile phone platforms</b>	Enhance use of digital financial services for short term loans.	integrate all mobile banking platforms that supports short term loan application	Integrated mobile banking platforms.	December 2026	Chief Executive Officer
		Integrate real-time credit scoring	Integrated real time credit scoring	December 2026	Credit Committee
		Implement a 24/7 support system	24/7 support system in place	By end of 2030	Chief Executive Officer
		Continuous members education on mobile loan platform usage and data security	Conducted Education on mobile loan and data security	Continuous	Education and Training Committee
		Assess system security on integration	System assessment report on integration	Annually	Audit and Risk Committee
<b>6. Have segmented products and services for different demographic</b>	Diversify Sacco products and services.	Integration with National Payments System.	Integration with the national payment systems	By end of 2026	Chief Executive Officer
		Offer online banking.	Availability of online banking	By end of 2026	Chief Executive Officer

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
		Offer cheque books and cheque clearance.	Availability of cheque books. Ability to clear cheques.	By end of 2026	Chief Executive Officer
		Conduct Customer satisfaction survey	Customer satisfaction survey report	By end of 2026	Education and Training Committee
		Regular product performance review.	Performance review reports	Annually	Finance, Staff and Administration Committee
		Introduce agency banking	Establishment of agency banking	By end of 2027	Chief Executive Officer
		Introduce green financing	Products tailored for green financing	By end of 2027	Credit Committee
		Define guarantor's limit	Definition of guarantors' limits	By end of 2026	Credit Committee
		Offering bancassurance services	Launching bancassurance services.	By end of 2026	Education and Training Committee

**Pillar 3. Membership and customer Experience**

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>1. To increase the membership from 11,000 to 22,000 members by the end of year 2030 (15% annually).</b>	Aggressive members recruitment	Open 5 satellite offices and 4 branches	Opened satellite offices and branches	By end of 2030	Education and Training Committee
		Get into strategic partnership	Strategic partnerships entered into	continuous	Education and Training Committee
		Develop and review products to be competitive and friendly members.	Products developed and reviewed	continuous	Education and Training Committee
		Leverage on social media.	Social media presence	continuous	Education and Training Committee
		Market campaigns and publicity in various locations.	Conducted market campaigns	continuous	Education and Training Committee
		Target recruitment of Next of kin of departed members, exit tracking and rejoining options.	Membership Recruitment report	Monthly	Education and Training Committee
		Adopt digital onboarding for new members.	Digital onboarding platform	By end of year 2027	Education and Training Committee
<b>2. Reduce membership withdrawals to less than 5% against annual membership recruited.</b>	Reduce members withdrawals	Establish members loyalty reward programs.	Established program	By end of year 2026	Education and Training Committee
		Conduct pre-retirement engagement programs for members.	Program conducted	Annually	Education and Training Committee
		Conduct exit interview for exiting members	Interviews conducted	continuous	Education and Training Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
		Offer financial advice and support to financially distressed members.	Advise and support offered	continuous	Education and Training Committee
		Members training and empowerment.	Trained and empowered members	Continuous	Education and Training Committee
		Set staff targets for dormant members activation	Targets set	Continuous	Education and Training Committee
<b>3. improve customer satisfaction rates to 90% and above rating on an annual basis and a Net Promoter Score (NPS) of +50% and above</b>	Enhance customer experience	Enhance brand consistency and visibility.	Brand visibility activities	Continuous	Education and Training Committee
		Conduct regular customer satisfaction survey	Customer satisfaction survey report	Yearly	Education and Training Committee
		Conduct continuous product evaluation and reviews and adaptation.	Product evaluation reports	annually	Education and Training Committee
		Review guarantorship and security models.	Reviewed models	By December 2026	Credit Committee
		Enhance social media and digital marketing	Increased presence in social media	By end of year 2026	Education and Training Committee
		Continuous training of staff on customer experience.	Training report	continuous	Education and Training Committee
		Monitor and track Net Promoter Score and customer satisfaction rates regularly.	Net promoter score analysis report	continuous	Education and Training Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
		Establish a customer feedback management system.	An Established customer feedback management system	By end of year 2026	Education and Training Committee
		Net Promoter Score and customer satisfaction rates to be made a target for all staff.	Staff Net promotor score report	monthly	Education and Training Committee

#### Pillar 4. ICT and Innovation

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>1. To automate, optimize, and secure all ICT systems and processes by adopting emerging technologies and global best practices</b>	Conduct regular ICT process audits	Identify and map automation and process improvement gaps	Gap analysis report	continuous	Audit and Risk Committee
	Adopt cloud computing, AI, and other emerging technologies	Deploy and test digital systems and applications and policies development as necessary	Deployed digital systems	Continuous	Audit and Risk Committee
	Implement proactive system monitoring and maintenance	Set up and configure real-time monitoring and alerting tools	Digital set up tools for use	Continuous	Audit and Risk Committee
	Apply global ICT standards and best practices	Ensure ICT systems comply with ISO/IEC ( <i>ISO/IEC 27001: Information Security Management System (ISMS)</i> ) and other relevant standards	ISO/IEC ( <i>ISO/IEC 27001: Information Security Management System (ISMS)</i> ) compliance report	Continuous	Audit and Risk Committee
	Enhance user competence through targeted ICT training	Conduct periodic capacity-building and cybersecurity awareness sessions	capacity-building and cybersecurity awareness report	Continuous	Audit and Risk Committee
	Maintain ICT Security as a Service (SECaaS)	Maintain a ICT Security consultant to support implementation and compliance	SLA/ Contract signed by ICT security consultant	Annually	Audit and Risk Committee
<b>2. Enhance and integrate business processes through ICT solutions that improve</b>	Re-engineer and automate workflows and processes e.g. guarantorship	Analyze and document existing workflows and identify automation opportunities	Document workflow analysed and Automation opportunities identified.	Annually	Audit and Risk Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>productivity, service delivery, and data-driven decision-making</b>	Deploy integrated ICT and Business Intelligence (BI) systems	Implement BI dashboards and analytics tools for real-time reporting	BI and analytics tools developed.	By December 2026	Audit and Risk Committee
	Use APIs (Application Programming Interfaces) for integration	Integrate core systems and databases for seamless data exchange	Integrated database established	Continuous	Audit and Risk Committee
	Strengthen data governance	Develop and implement data governance framework and policies	Data governance policy developed.	By December 2026	Audit and Risk Committee
	Build staff capacity	Train staff on data analytics, BI tools, AI, emerging issues and system use	Staff training report	Annually	Audit and Risk Committee
<b>3. Develop and maintain a robust, scalable, and cost-efficient ICT infrastructure that supports operational excellence and business continuity</b>	Implement virtualization	Review and modernize ICT infrastructure to enhance scalability and efficiency	Upgraded ICT Infrastructure	Continuous	Audit and Risk Committee
	Improve infrastructure performance	Track system uptime and ICT operational costs quarterly	System uptime and cost report	Monthly	Audit and Risk Committee
	Adopt Green ICT practices	Implement energy-efficient equipment and environmentally friendly ICT operations	Energy efficient equipment implementation report	By December 2030	Audit and Risk Committee
		Ensure clean and reliable power supply for all ICT equipment	Clean and reliable power connected	Continuous	Audit and Risk Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
	Enhance Disaster Recovery (DR) and Business Continuity Plans (BCP)	Test DR and BCP plans to ensure operational readiness	DR and BCP report	Annually	Audit and Risk Committee
<b>4. To build and retain a highly skilled, innovative, and adaptable ICT workforce capable of delivering the digital transformation agenda</b>	Have a structured training and certification plans	Identify training needs through periodic skills assessments	Training needs assessment reports	Annually	Audit and Risk Committee
		Establish partnerships with accredited ICT training and certification bodies	Partnership established	Continuous	Audit and Risk Committee
		Enroll ICT staff in accredited ICT and cybersecurity certification programs	cybersecurity certification	Continuous	Audit and Risk Committee
	Encourage innovation and creativity	Organize innovation forums, hackathons, or idea challenges	Innovation forums report	Annually	Audit and Risk Committee
		Develop and implement recognition or reward programs for ICT excellence	Reward programs established	Annually	Audit and Risk Committee
<b>5. To provide reliable, responsive, and customer-focused ICT support services that enhance user experience and ensure optimal use of</b>	Establish an ICT Helpdesk system	Set up ticketing and feedback tools to manage and monitor ICT support requests	Ticketing and feedback tools in place	By December 2026	Audit and Risk Committee
		Conduct regular analysis of helpdesk and user feedback reports for improvement actions	Helpdesk analysis report	Monthly	Audit and Risk Committee
	Define and implement Service Level Agreements (SLAs)	Track ticket resolution and adherence to SLA timelines	Ticket resolutions report	By December 2026	Audit and Risk Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>technological resources</b>	Conduct user training and awareness sessions	Conduct user training on ICT systems, applications, and security practices	Training report	Continuous	Audit and Risk Committee
	Develop a Board of Directors (BOD) Portal integrated with CRM functionalities	Collect requirements and oversee development of a BOD dashboard for CRM monitoring and reporting	Board CRM monitoring tool developed	By December 2026	Audit and Risk Committee
<b>6. Strengthen cybersecurity and data protection</b>	Robust cybersecurity and data protection processes and policies	Develop, review, and implement ICT security and Data Protection policies	Policy developed	By December 2026	Audit and Risk Committee
		Deploy Multi-Factor Authentication (MFA), encryption, and Network Access Control (NAC) across systems	Deployed MFA and NAC across systems	continuous	Audit and Risk Committee
		Conduct cybersecurity and data protection awareness programs for all staff	cybersecurity and data protection awareness programs report	continuous	Audit and Risk Committee
		Perform annual cybersecurity and penetration testing to assess system resilience	cybersecurity and penetration testing report	continuous	Audit and Risk Committee
	Enhance regulatory and policy compliance	Audit compliance with all set regulations and standards	Audit compliance report	continuous	Audit and Risk Committee

**Pillar 5: Governance, Risk and Compliance**

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>1. Robust governance structure and framework</b>	Strengthen governance framework	Adopt delegate governance system	An adopted delegates governance system	By December 2026	Chairperson – Board of Directors
		Regular board evaluation	Board Evaluation report	Annually	Chairperson – Board of Directors
		Develop and enforce a code of conduct	Developed and enforced Code of conduct	Continuous	Chairperson – Board of Directors
		Build governance competency and leadership effectiveness	Governance & leadership training report	Continuous	Finance and Administration Committee
		Establish board charters and terms of reference for committees	Established board charters and terms of reference for committees	By December 2026	Finance and Administration Committee
		Continuous Board certification training for board of directors, Supervisory Committee and CEO on best governance practices	Certification Training reports	Annually	Chairperson – Board of Directors
<b>2. Enhanced risk management framework</b>	Strengthen risk management framework	Review and update society bylaw ,policies and board charter	Reviewed and updated society bylaw ,policies and Board charter	Biannually	Finance and Administration Committee
		Develop /review enterprise risk management register.	Developed /reviewed enterprise risk management register	Quarterly	Audit and Risk Committee
		Conduct annual risk awareness workshops.	risk awareness workshops report	Annually	Audit and Risk Committee

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
<b>3. 100% Legal and regulatory compliance</b>	Enhance regulatory compliance and reporting	Timely submission of regulatory reports.	Timely submission of regulatory reports	Monthly	Chief Executive Officer
		Timely implementation of circulars from SASRA and Commissioner of cooperatives development	Timely implementation of regulatory communication	Continuous	Finance, Staff and Administration committee
		Timely implementation of compliance audits findings,	Timely implementation of compliance audits findings,	Continuous	Chief Executive Officer
		Establish compliance monitoring and reporting framework.	Establishment if framework	Continuous	Chief Executive Officer
		Conduct financial, operational and compliance audits regularly	Financial, operational and compliance audits reports	Biannually	Chief Executive Officer
<b>4. Strategic Performance</b>	Ensure 100% board and board committee's activities are implemented as per the annual work plan, within approved annual budget and as per strategic plan	Develop and implement annual Board workplan aligned to the SACCO budget and strategic plan	Workplan developed and implemented as per Sacco budget and SP	Annually	Chief Executive Officer
		Built Human Capacity for M&E function (Staff, training mentorship and peer-learning).	Trained staff on Monitoring and evaluation	Annually	Finance, Staff and administration Committee
		Integrate M&E into Board and management reporting cycles.	Inclusion of M&E in Board reporting cycle	monthly	Chief Executive Officer

Objective	Strategy	Activities	Output indicator	Timeframe	Responsibility
		Develop a Results Framework /template aligned to the strategic plan to monitor & provide Assurance.	Developed Framework/template to monitor results	By December 2026	Chief Executive Officer
<b>5. Stakeholders relationship</b>	Build and maintain stakeholders' confidence, strengthening trust, loyalty, and long-term partnerships	Strengthen stakeholder engagement through CSR/ESG, member education, and community programs.	CSR/ESG, member education and community programmes conducted	Annually	Education and Training Committee
		Conduct ESG Awareness training to Board and Staff.	ESG awareness training conducted	Annually	Education and Training Committee
		Regular updates to stakeholders.	Stakeholder engagement report	Annually	Education and Training Committee

**CHAPTER FIVE  
MONITORING AND EVALUATION**

**5.1 OBJECTIVES OF MONITORING AND EVALUATION**

The purpose of Monitoring and Evaluation (M&E) in the Strategic Plan is to track implementation progress, assess goal achievement, and promote accountability in resource use. M&E highlights successes, challenges, and improvement areas, enabling timely decisions and continuous learning while ensuring alignment with the Sacco’s mission and vision. A participatory approach involving the Board and Senior Management will be emphasized to strengthen ownership, collaboration, and commitment, ensuring efficient, cost-effective delivery of results that enhance value for members and customers.

**5.2 M&E FRAMEWORK**

To enhance implementation of the Strategic Plan, the monitoring and evaluation process will involve preparation of annual work plans by the Sacco. The work plans are to be linked to the objectives, strategies and activities as documented in the implementation matrix.

The work plans will be cascaded to Board members and individual employees’ work plans in form of targets. To enhance reporting on implementation progress, the following actions will be undertaken:

**5.2.1 Strategy Implementation Team**

The Education Committee of the Board shall act as the Corporate Strategy Implementation Team to follow up and ensure that strategies are being implemented, performance is being measured, progress reports are made and discussed, and corrective action is taken where necessary. The team will be responsible for:

- Assigning the budgets for different projects and activities in this Strategic Plan;
- Monitoring the implementation of the Strategic Plan on a quarterly basis; and
- Evaluating the results achieved vis-à-vis the targets in the Strategic Plan quarterly and shortcomings followed up upon.

The M&E report will take the following format:

Objective/Target	Status	Explanations	Required action

**5.2.2 Supervisory Committee**

The Supervisory Committee shall bear the responsibility of reviewing progress made on the Strategic Plan implementation and discussing with the Board of Directors on quarterly basis and at general meetings.

**5.2.3 Staff**

The staff, led by the CEO shall be the primary implementers of the Strategic Plan. The team shall be required to develop annual work plans based on this Strategic Plan in consultation with the Board.

The CEO shall achieve this by breaking down the strategic objectives into annual, quarterly and monthly targets which shall be cascaded down to the individual staff members. The staff headed by the CEO will hold monthly meetings to review the status of the strategic plan implementation as it relates to their respective areas.

The CEO will be reporting quarterly to the Board on the progress of the Strategic Plan implementation. The CEO shall prepare strategic plan implementation progress reports detailing status of strategies and activities that should have been implemented and their impact on overall objectives, reasons for variations recorded and proposed way forward. The team shall be required to deliberate and take corrective action on areas of implementation that are not meeting the set performance parameters.

### **5.3 CRITICAL SUCCESS FACTORS FOR IMPLEMENTATION**

For effective implementation of the Strategic Plan, Board of Kenversity Sacco has identified the following critical factors that will need to be observe:

- a) Leadership and commitment;
- b) Understanding of the Strategy by all those who are involved in its implementation;
- c) Effective communication between all implementers on activities and outcomes;
- d) Timely implementation of activities;
- e) Appropriate organizational structure and allocation of resources as identified for each activity;
- f) Effective translation of Strategic Plan targets to departmental plans and individual work plans and targets; and
- g) Regular review, performance oversight, monitoring measurement and reporting.

### **5.4 STRATEGIC PLAN REVIEW**

The Strategic Plan will be reviewed annually to ensure that it remains relevant. Annual review will evaluate the year's activities and indicate the extent to which the Plan has been implemented. Corrective action will be taken on areas of implementation that are not meeting the set performance parameters.

### **5.5 CONCLUSION**

The following measures shall be taken for the successful implementation of the plan:

- a) The Strategic Plan implementation progress will be part of the agenda of every Board /staff meeting.
- b) The Strategic Plan will be available to all Board members and staff for reference and deeper understanding of what is expected of them.
- c) Any new board member shall be furnished with the Strategic Plan to ensure continuity of the plan.
- d) The output indicators in the implementation matrix will be the monitored parameter. Finally, the various activities itemized in the implementation matrix should be linked to the Sacco's annual budget allocation to avail financial resources necessary to facilitate implementation.



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