

KENVERSITY SACCO

Strategic Plan



2015



2019



Kenversity Co-operative Savings and Credit Society Limited

P.O. Box 10263-00100, Nairobi Kenya. Website: [www.http://kenversitysacco.coop](http://kenversitysacco.coop); Tel: 020-8712782; Fax: 020-8712781; Mobile: 0715-114454/0736-710906

Brief Introduction

Kenversity Co-operative Savings and Credit Society Limited was registered as a Savings and Credit Co-operative Society in 1976. Originally membership was drawn from Kenyatta University but now it has opened up its common bond to attract; recruit and retain satisfied customers from all sectors throughout East Africa and the Diaspora. Kenversity Sacco is now one of the deposit-taking Saccos in Kenya, licensed and regulated by SASRA (Sacco Societies Regulatory Authority).

Mission & Vision statements

Mission

To mobilize savings, provide friendly and affordable credit facilities and other world-class financial services for our customers.

Vision

To be the most dynamic and profitable SACCO in East Africa.

Core Values

- Empowerment
- Integrity
- Customers
- Teamwork
- Responsibility
- Innovation

Slogan

"Tuungane Tujijenge"

Philosophy

Being pro-active in equitable wealth creation and management in response to the society's and members'/customers' needs.

Corporate Colours

White, black, green and yellow

Corporate Principles

1. Self help
2. Democracy and respect for others
3. Dynamic
4. Equity
5. Solidarity
6. Social responsibility
7. Integrity

Identity

A community of cooperators who care for members' and other customers' needs

TABLE OF CONTENTS

Contents

Brief Introduction	ii
Mission & Vision statements	ii
Mission	ii
Vision	ii
Core Values	ii
Slogan	ii
Philosophy	ii
Corporate Colours	ii
Corporate Principles	ii
Identity	ii
FOREWORD	v
STATEMENT FROM, CHAIRMAN- B O D, KENVERSITY SACCO	vi
LIST OF ABBREVIATIONS AND ACRONYMS	viii
CHAPTER ONE	1
1.0 Introduction	1
1.1 Background Information	1
1.2 Product Portfolio	2
1.2.1 FOSA Services	2
1.2.2 BOSA Services	2
1.3 Management structure	2
1.4 The Rationale for the Strategic Plan	3
1.5 Our Aspirations	3
1.6 Development Methodology	4
1.7 Summary	4
CHAPTER TWO	5
2.0 Environmental Analysis	5
2.1 Strengths & Opportunities	5
2.2 Weaknesses and Threats	6
2.3 Adapting to the findings in the SWOT Analysis	7
2.3.1 Strengths	7
2.3.2 Opportunities	8
2.3.3 Weaknesses	8
2.3.4 Threats	9
2.4 PESTEL Analysis	10
2.4.1 Political Factors	10
2.4.2 Economic Factors	11
2.4.3 Socio-cultural factors	11
2.4.4 Technological Factors	11

2.4.5 Environmental Factors	11
2.4.6 Legal Factors	11
CHAPTER THREE	12
3.0 KEY RESULT AREAS (KRAS)	12
3.1 Revised KRAs	12
CHAPTER FOUR	13
4.0 STRATEGIC ACTION PLAN	13
4.1 Membership & membership services	13
4.2 Business Operations	14
4.3 Human Resource Development	19
4.4 Products and Service	21
4.5 Business Processes and Procedures	23
4.6 Leadership and Governance	24
4.7 Strategic Plan implementation	26
CHAPTER FIVE	28
5.0 THE BUDGET FOR STRATEGY IMPLEMENTATION	28
5.1 In depth Budget estimates	28
5.2 Summary of the Budget estimates	32
CHAPTER SIX	33
6.0 MONITORING AND EVALUATION	33
6.1 M& E Principles	33
6.2 Kenversity Sacco M & E strategies	34
APPENDICES	35
Appendix 1: The Board of Directors	35
The Supervisory Committee	36
Appendix 2: Organization Structure	39
Appendix 3: Functional Organization Structure	39
Appendix 4: Members of Staff of Kenversity Sacco Society Ltd.	40
Appendix 5: Group Photos of the Strategic Planning Workshops	40

FOREWORD

The SACCO movement in Kenya is billed as the largest in Africa and among the top 10 globally Sacco-driven economies. With over Ksh 500 billion in assets and a savings portfolio estimated at Ksh 420 billion, the SACCO movement in Kenya constitutes a significant proportion of about 20 % of the country's domestic savings. The Sacco revolution in Kenya has placed the country in the global map, which according to the International Co-operative Alliance (ICA), Kenya's cooperative movement is the fastest growing in the world and is ranked the best in Africa and the 7th best globally.

Currently, cooperatives employ over 500,000 people directly and over 63 per cent of the Kenyan population derives their livelihood directly from cooperative-based economic activities. At independence in 1963, Kenya had a mere 1,030 registered co-operative societies with a total share capital of Ksh.100,000 but today the number has grown to over 16,000 registered cooperative societies with a membership of over 13 million people and a turn-over of over Ksh.100 Billion

With the sector controlling such huge resources and savings, the need for regulation of the Sector was motivated by the concomitant propensity to attract theft and misappropriation of funds. It is in this context that the Sacco Societies Regulatory Authority (SASRA) was inaugurated in 2009 charged with the prime responsibility to licence and supervise deposit taking Sacco Societies in Kenya. The Authority, which is a semi autonomous government agency derives its powers to regulate the deposit taking Sacco Societies in Kenya from the Sacco Societies Act 2008 and the Regulations issued there under.

As at June 2013, Kenversity Sacco was one of the 128 SASRA-licensed Deposit-taking Saccos in Kenya. We are pleased to note that over the last five years, Kenversity Sacco has grown in leaps and bounds to emerge as one of the leading Saccos in Kenya.

Despite the phenomenal growth and the significant role that the co-operative movement is playing in the Kenyan economy, there have been increasing challenges and complexities of managing these portfolios in a dynamic competitive financial sector. The growth of Commercial Banks and the emergence of more micro-finance institutions with a rural outreach has posed stiff competition to SACCOs, whose traditional market niches targeting are rural and small urban communities is now firmly within the sights of commercial banks who are busy buying co-opertave loans using their advantaged access to more liquid cash than the ordinary Sacco.

I am delighted to note that Kenversity Sacco is fully aware of the threat of substitution by commercial banks and micro-finance institutions and has factored the need for unique and affordable loan products and competitive financial services

KUSCCO Limited is glad to be associated with Kenversity in this milestone of developing the 2nd Strategic Plan at this crucial time in its 4 decades since its inception. KUSCCO remains fully committed to supporting Kenversity Sacco with relevant trainings and consultancy services.

We pledge our support to Kenversity Sacco all the way in the implemenation process and are willing to lend a helping hand to ensure that Kenversity Sacco succeeds. The challenge now is for the Management of Kenversity Sacco to rise to the occassion and convert their vision of making the Sacco the most Dynamic and Profitable Sacco in East Africa.

George Ototo

Managing Director, KUSCCO Limited

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

STATEMENT FROM, CHAIRMAN- B O D, KENVERSITY SACCO

True to its vision, Kenversity Sacco has been an effective investment vehicle for its members whose interest income has been guaranteed at over 8 % every year over the last decade.

Upon the expiry of the 1st Strategic Plan in 2013, we reviewed the success rate of the Sacco and noted that we had achieved over 50% of our corporate objectives over the 5 years. We noted that most of the objectives and targets that are not yet achieved were closely related to issues of strategy implementation.

I am happy to report that the consultant's report on the Strategic Plan Review has been carefully studied by the Board and we have taken steps to ensure that the 2nd Strategic Plan has in-built mechanisms to address the issues of strategy execution and the need to review the progress of strategy implementation on a regular basis. It is notable for example that the Board has resolved to review the progress of the strategy implementation at least once a year at a predictable, preferably at pre-defined dates, that will bring together the members of the Board of Directors and the Management team to review the level of corporate performance as far as the strategy implementation is concerned.

I can also report at this point that the Board will conduct a Board Evaluation once every year in line with the corporate Best Practice benchmarks as well as train Board members in Good Corporate Governance.

In view of the passage of time between the expiry of the first Strategic Plan and the effective date of the new Strategic Plan, The board of Directors resolved in one of its meetings that the effective date of the 2nd Strategic Plan shall be 1st January 2015, thereby extending the lifespan of the first strategic Plan to 31st Dec. 2014. During this period, steps were taken to validate the contents of the 2nd Strategic Plan before launching it by the effective date.

Some of the tasks that the Strategy Implementation Committee will do includes proper dissemination - communication and publicity of the contents of the Sacco's Strategic Plan. Spot checks on a sample basis of the level of awareness of the contents of the Strategic Plan by such key stakeholders as members of staff and Board members will be conducted. Their role will also include a structured liaison with the CEO of the Sacco to get regular updates on the implementation of the strategic Plan by all departments and any challenges that require immediate remedial action. The Strategy Implementation Committee will report to the Board of Directors once every quarter. Staff members will be involved through short quarterly seminars.

Over the past few months, the Board of Directors of Kenversity Sacco have met to deliberately take the lead in defining the Sacco's Strategic direction. I am happy to report that this Strategic Plan is the product of a deliberate and painstaking effort involving all the members of the Board and the Management team who sought the opinion and advice of the subject experts including KUSCCO and its consultants while developing this strategic Plan. I take this opportunity to thank all the stakeholders, especially the Board members, secretariat staff and the Consultancy Division of KUSCCO Ltd. who made this Strategic Plan a success. I would like to re-assure every member and the management team of Kenversity Sacco that Board of Directors of the Sacco will remain committed to the implementation of this Strategic Plan.

With co-operative regards,

Tuungane Tujijenge.

Dr. George Makokha

Chairman – Kenversity Sacco.

THE EXECUTIVE SUMMARY

Kenversity Sacco is one of the leading Saccos in Kenya which has been licensed as a deposit-taking Sacco since June 2012. With the majority of its members emanating from Kenyatta University, the challenges of over-reliance on such a parent company have prompted the leadership of the Sacco to open its common bond to attract new and more members from other institutions throughout East Africa and abroad (the Diaspora).

Hoping to be the most dynamic and profitable Sacco in East Africa, the Sacco has identified seven (7) key Result Areas (KRAs) including Membership, Business Operations; Human Resource Development; Business Processes, Leadership and Governance as well as Strategic Plan Implementation. These Strategic Objectives are the key planks of its 2nd Strategic Plan (2015 – 2019) around which 28 Goals have been developed with 87 Tactical Strategies whose conscious reference and execution will be reviewed on an annual basis for relevance and impact.

With current membership standing at about 4,000 members, the Sacco hopes to implement aggressive membership recruitment objectives to more than double this membership during the plan period, a key objective whose significance is at the core of the co-operative movement anywhere in the world.

The Saccos' leadership also hopes to streamline its business operations and improve its efficiency through innovative adoption of modern technology to automate its business processes and attract more capital and deposits. During this plan period, the Sacco also intends to build its own ultra-modern Kenversity Plaza.

Noting that the execution is the defining moment for the success or failure of any organization, the Board has put in place several monitoring and evaluation mechanisms including the use of quarterly and annual reviews and the installation of the PEARLS (Protection, Earning, Asset quality, Rate of Return, Liquidity) system to check the level of success of this strategic plan.

The estimated cost of implementing this strategic Plan is Ksh 80 million. This is a conservative estimate which is subject to change that will be largely financed from the Sacco's Internal Revenues.

The Board intends to make conscious and frequent reference to this Strategic Plan through its Strategic Plan Implementation Committee which will review and report on the progress of its implementation on a regular basis.

LIST OF ABBREVIATIONS AND ACRONYMS

AGM	-	Annual General Meeting
BOSA	-	Back Office Saving Activity
BE	-	Board Evaluation
BCP	-	Business Continuity Plan
CEO	-	Chief Executive Officer
CCTV	-	Closed Circuit Television
DEG	-	Diesel Engine Generator
CSR	-	Corporate Social Responsibility
DRC	-	Disaster Recovery Centre
FOSA	-	Front Office Services Activities
GDP	-	Gross Domestic Product
HQ	-	Head Quarter
ICT	-	Information Communication Technology
IT	-	Information Technology
JE	-	Job Evaluation
Kenversity Sacco		Kenversity SACCO Society Limited
Ksh	-	Kenya Shilling
JD	-	Job Description
KPI	-	Key Performance Indicators
KRA	-	Key Result Area
KU	-	Kenyatta University
KUSCCO	-	Kenya Union of Savings and Credit Co-operatives
M & E	-	Monitoring and Evaluation
MC	-	Management Committee
MFIs	-	Micro Finance Institutions
PEARLS -	-	Protection, Earning, Asset quality, Rate of return, Liquidity
PESTEL	-	Political, Economic, Socio-Cultural; Technological; Environmental and Legal
SACCO -	-	Savings and Credit Co-operative
SASRA	-	Sacco Societies Regulatory Authority
SC	-	Supervisory Committee
SP	-	Strategic Plan
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TNA	-	Training Need Analysis
WOCCU	-	World Council of Credit Unions

CHAPTER ONE

1.0 Introduction

With an asset base of over Ksh 1 billion, Kenversity Sacco is now one of the leading deposit-taking Saccos in Kenya. This second strategic represents a key milestone that will take effect from January 2015.

Having come to the end of its 1st Strategic Plan in 2013, Kenversity Sacco subsequently reviewed its performance in 2014 and came to the conclusion that, despite substantial achievements, there was a compelling need to improve the content and implementation of its 2nd Strategic Plan. The review report revealed that with a performance index of 53.25%, the Sacco's performance had a lot of room for improvement. Even more significant was the finding that an estimated 75.25% of stakeholders may not have made a conscious reference to the Strategic Plan for decision making.

This 2nd Strategic Plan is intended to guide the Sacco over the next 5 years and hence the failures or weaknesses of the 1st Strategic Plan as observed during the Strategic Plan Review should be used as opportunities to make the Sacco stronger through effective strategy execution.

It is notable that the Sacco engaged in a highly inclusive process of institutional introspection to review the contents of the 1st Strategic Plan to come up with this 2nd comprehensive strategic plan that will serve as a guide to advance the Sacco's strategy of growth, financial sustenance and profitability; excellent customer service and adequate reward to members.

1.1 Background Information

Kenversity SACCO Society Limited (Kenversity Sacco) was registered in the year 1976 by few original founder members who were members of staff of Kenyatta University (KU). Kenversity Sacco was an immediate success and grew quickly from the few founder members to 387 by the end of 1979 having stashed away at least Ksh 800, 000 in capital reserves. It grew steadily at a monthly check-off remittance of Ksh 80,000 from Kenyatta University. With an assured membership base of a large university, the Sacco's initial growth impetus was immediately clear and foreseeable.

By the end of 2008, the Sacco's capital base had reached Ksh 500 million and over 2,100 members drawn mainly from KU and other institutions. By the time of writing this plan, the membership of the Sacco was about 4,000 and a capital base of over Ksh 1 billion.

Membership remains the most important driving force of the cooperative movement anywhere in the world and therefore it remains as the cornerstone of the business model of Kenversity Sacco. This is evident in the Sacco's slogan – "Tuungane Tujijenge" which is a derivative of two Kiswahili Phrases – "Tuungane" (which means let us unite -in numbers and savings) and "Tujijenge" (which means we develop ourselves – financially). The Sacco intends to double its membership within the next 5 years.

Indeed, the vision of the Sacco to be "The Most Dynamic Sacco in East Africa" is premised on the assumption that the Sacco's membership and deposits will be drawn from many institutions situated beyond the current membership catchment areas to include members from institutions in East Africa and beyond.

Initially housed inside the premises of the Kenyatta University Main Campus, the SACCO relocated in the year 2000 to the current rented offices located in Mizpah House at Kahawa Sukari, on Kahawa Sukari Avenue, approximately 100 metres off the Thika Superhighway.

1.2 Product Portfolio

The Thika Superhighway frontage of the Sacco's premises has been one of its key advantages as members and potential customers find it easy to access its services rendered through its FOSA and BOSA departments

1.2.1 FOSA Services

Some of the Sacco's main products offered under its FOSA are:

- i. Salary processing
- ii. Bankers cheques
- iii. Short Period Advance
- iv. Advance Loan
- v. Overdraft Loan
- vi. Kenversity Savings Account (Kensa)
- vii. Kenversity Fixed deposit Account (Kenfix)
- viii. Kenversity Holiday Account (Kenhol)
- ix. Kenversity Education Account (Kened)
- x. Kenversity Junior Account (Kenjunior)
- xi. Shares Booster Loan
- xii. Utility Loan Product
- xiii. Jiinue Loan
- xiv. Karibu Loan

The utility loan products assist its members to acquire consumer goods and Services from major manufacturers and service providers. Some of these goods and services include Cooking Gas, Mobile Phones; Roofing materials; Water tanks, Driving lessons, Insurance, Electronic and Electrical appliances and other consumer accessories

1.2.2 BOSA Services

The Sacco also operates BOSA through which the following are some of the main products listed are offered:

- Normal Loan
- Emergency Loan
- School fees Loan
- Super loan
- Diamond Loan

The minimum share contribution is Kshs.1,000/- per month.

The society also runs a Risk Management Fund that covers funeral expenses and loan insurance.

1.3 Management structure

The Management of the society consists of nine (9) Board members, 3 Supervisory Committee and Staff. The Supervisory Committee ensures that all actions of the Board of Directors (BOD) are within the provisions of the Co-operative Act, Sacco Act and the society By-laws.

The day to day operations are supervised by the CEO of the Sacco who reports to the BOD.

The BOD monitors the progress of the Sacco on a continuous basis and report to the members through the Annual General meeting (AGM) once every year.

1.4 The Rationale for the Strategic Plan

Inspite of all the challenges, Kenversity SACCO is determined to pursue a growth strategy to become a leading financial institution in East Africa through provision of competitive financial products and services and expansion of its FOSA services within the period of this strategic plan.

This five-year strategic plan shall act as a management tool to provide the strategic focus for all its operations. Upon the expiry of the 1st strategic plan, it became apparent that without adequate mechanism to execute the strategic action plans with precision, a strategic plan is only as good as it appears on paper.

Over the past few years, the Sacco's growth has been reduced by several challenges in the operating environment which included the following:

- i. Transfers by some members to other Sacco societies
- ii. voluntary withdrawals of some members who cite personal reasons
- iii. dormancy of several members' accounts due to competing investments opportunities
- iv. low disposable incomes;
- v. occasional cases of dishonesty
- vi. freezing of employment by the Kenyatta university and other major institutions
- vii. retirements, retrenchments and /or terminations of some members
- viii. competition from other financial institutions
- ix. compliance with Co-operative statutory regulations
- x. The rapid technological advancements.
- xi. High Staff Turnover

It is because of these among other reasons that this 2nd Strategic Plan has been written in order to address any challenges and optimize on opportunities

The Board of directors are committed to taking the lead in providing strategic leadership to its members and staff through adequate allocation of resources to the implementation of this strategic plan as well as its Monitoring and Evaluation.

1.5 Our Aspirations

The following are some of the aspirations envisaged by the board of directors, which will guide our actions:

- i. Double the Membership of the Sacco within 5 years
- ii. Construction of our own ultra-modern office block
- iii. Increase the society's capital base
- iv. Provide a higher rate of return on members' deposits/savings.
- v. Provision of more and innovative products to the members
- vi. Achieving an integrated computerized system for greater efficiency
- vii. Initiate more revenue streams for the members

1.6 Development Methodology

This Strategic Plan has been developed through a participatory approach involving the following main categories of the Sacco's Stakeholders: The Board of Directors, The Supervisory Committee, The Management staff; KUSCCO and its Associate Consultants.

Several consultative meetings were held that brought together the above stakeholders over a period of one year to review the successes and weaknesses of the 1st Strategic Plan and its implementation.

The team conducted the situational analysis to confirm the relevant external and internal factors that impact on the society's levels of performance. In addition, a Stakeholders analysis to identify the key actors that the SACCO has interacted with when delivering its mandate.

Specific action plans were then formulated for each Key Result Area (KRA) with appropriate challenges identified in the SWOT and PESTEL analysis playing an important role in defining the Sacco's goals and strategic objectives. The 16 KRAs in the 1st SP were merged into 6 KRAs and an additional KRA on Strategic Plan Implementation was included in the list to make 7 KRAs of this 2nd strategic plan.

1.7 Summary

A total of 28 goals and 87 Tactical Strategies were then developed and assigned tentative implementation budget values subject to further validation and review on a regular basis.

An indicative value of about Ksh 80 million was derived as the overall budget for implementing the 2nd SP from basic principles of activity-based budgeting. It is instructive to note that the relevance of each strategic objective is more important than the actual cost of implementing the activity which will be subject to frequent reviews. A very important aspect of Strategic Planning is the value of proper execution which represents the single most important success factor.

It is therefore very important to ensure that all stakeholders, notably the members of the board of directors, the Supervisory Committee and the staff of the Sacco are well sensitized and trained in order to deliver on their responsibilities as noted in the Responsibility Matrix established in the strategic action plan section of this Strategic Plan.

Finally, the Monitoring and Evaluation (M&E) section of the plan provides for a quality assurance mechanism through which the strategic plan will be monitored on a regular basis and any challenges are identified and rectified promptly so that the plan can deliver the objectives for which it was initially intended to achieve. It is this M&E stage of the SP that is as critical as the execution that will determine the rate of success of this Strategic plan.

In order to be able to execute this Strategic Plan properly, the actors must act with one accord with prompt action and due diligence which is itself premised on the presence of knowledge and skills.

CHAPTER TWO

2.0 Environmental Analysis

SWOT is an acronym that stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis is an organized list of your business's greatest strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal to the company such as reputation, patents and location. They can be changed over time but not without some work.

Opportunities and Threats are external such as the impact of power of suppliers, threat of competitors, and prices) - they are out there in the market, happening whether you like it or not. They cannot be changed, but a firm should know how to adapt to them to exploit the opportunities while reducing the impact of the threats.

2.1 Strengths & Opportunities

SN	Strengths:	SN	Opportunities:
1	A strong Common Bond	1	A strong Common Bond of many belonging to KU means that the Sacco has a growing momentum powered by the growth of the University which is one of the fastest growing universities in Kenya
2	About 95% of its members are KU employees whose check off is reliable source of liquidity	2	Open Common Bond implies the possibility of recruiting more members in East Africa
3	Open bond – means that the Sacco can now recruit more customers to boost the Sacco's assets	3	Availability of diversified products implies the possibility of serving many customer categories; Recruitment of members from other institutions increase the capital base and marketing the society
4	Young dynamic and qualified staff	4	A young computer literate workforce makes digitization and computerization of records very easy, they are innovative and flexible making it possible it easier to develop products and services and support existing products
5	An educated community of members rich in innovative ideas for the benefit to the society	5	Highly qualified manpower for employment
6	Close Proximity to KU as the base of a large membership	6	Ease of access to the Sacco's Products & Services – leads to greater demand of loans and products and hence leads to greater profitability
7	We are a licensed deposit taking Sacco with FOSA.	7	Being a Licensed deposit taking Saco means that the Sacco has a strong financial base effectively competing with other financial institutions with a high level of confidence.
8	A strong asset base	8	The fact that the Sacco has strong investment portfolio in Land assets makes it easier to expand while a large loan portfolio means that the Sacco has a strong foundation for increased interest income
9	Automated services	9	The fact that the Sacco now operates automated service delivery using the modern Navision Software System means that the Sacco has a strong operational efficiency.

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

10	Well remunerated members,	10	Well remunerated members leads to greater savings mobilization and patronage of Sacco's products;
11	A well motivated staff	11	Greater Productivity
12	Diverse knowledge and skills in the Sacco	12	Informed decision making for the benefit of the Sacco
13	The Deposit taking Status	13	Provides a platform form to render a competitive & diversified services through FOSA facilities
14	The availability of diverse products	14	Enable the Sacco to to serve diverse segments of its target market with satisfaction & customer retention
15	High Dividends/interest payments	15	Enables the Sacco to attract more investments and growth
16	Effective Check off system in place	16	Improves financial stability of the Sacco

2.2 Weaknesses and Threats

SN	Weaknesses:	SN	Threats:
1	Over Reliance on the parent company	1	Over reliance on one economy hence may affect liquidity
2	AGMs: Slow and inefficient decision making	2	Slow decision making and the high cost of financing AGMs
4	Micro-Management of the Management Team by the Board	4	There is the tendency of Board members to perform certain day to day management functions leading to role conflict
5	Some sections of the Bylaws are out-dated	5	Need to overhaul some of the Bylaws of the Society to provide for contemporary rules and regulations used by leading Sacco's
6	Weak Risk management system	6	Previous forensic audits has revealed d the need to tighten the function of Risk management to improve revenues and prevent fraud
7	Relatively High Staff Turnover	7	Though it might be generally within acceptable industry limits, there is a need for a lot more stability in Sacco staff turnover
8	Failure to Monitor and Evaluate the Strategic Plan implementation	8	The failure of the expired Strategic Plan was precipitated by the failure to mange and mitigate these multiple weaknesses including inadequate monitoring & Evaluation of the strategic Plan
9	Negative ethnicity and politicking	9	The political temperatures in the operating environment tend to find their way in to the Sacco's corporate culture causing a division along tribal lines among members and staff of the Sacco.
10	Cash flow problems hence Loan backlog and long loan wait times	10	Impact of the policies of the parent organization on the SACCO e.g. reduction of basic salary/freeze on employment
11	Operations not fully computerized	11	Inefficiency in service delivery
12	Dishonesty among the staff/officials/members	12	Loss of members' confidence in the Sacco
13	Lack of strong internal controls and poor implementation of existing ones	13	The Sacco is exposed to higher financial risks
14	Ignorance by members and officials on cooperative matters	14	Poor implementation of the Strategic Plan
15	Poor time management/Bureaucracy	15	Lower productivity and profitability

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

16	Inflexibility on topical/current issues	16	Market Obsolescence
17	Poor record management	17	Inefficient access to timely information for decision making

2.3 Adapting to the findings in the SWOT Analysis

A SWOT Analysis should be part and parcel of Strategic Planning and this happens when the findings of the SWOT analysis are used to inform strategic actions of the organization. The table below illustrates how Kenversity Sacco should react to each finding of the firm's SWOT analysis.

2.3.1 Strengths

Analysis of the strengths within the internal environment of the SACCO revealed many important advantages and areas of strength that SACCO needs to build on and safeguard in order to gain a competitive edge in its business endeavors.

SN	Advantage	Implication for the Sacco's Strategic Plan
1	About 95% of its members are KU employees whose check off is reliable source of liquidity	The Sacco Should ensure that it enters into a clear MOU with KU to ensure that it continues to guarantee timely remittances of savings and collections of loan repayments.
2	Open bond – means that the Sacco can now recruit more customers to boost the Sacco's assets	The Sacco should list the organizations outside the common bond from which it hopes to recruit more members outside KU and make targeted presentations to their employees and referrals using an incentive recruitment scheme
3	Well remunerated members, especially from KU are well hence better participation in savings mobilization and patronage of Sacco's products	Make targeted presentations to well remunerated staff of KU and other organizations to increase their monthly savings
4	An educated community of members rich in innovative ideas for the benefit to the society	Take advantage of the educated community of members by creating an incentivised plan to receive regular innovative ideas
5	A well motivated staff due to better remuneration hence better services to members	Confirm and maintain a very motivated staff especially in the FOSA and BOSA Departments to improve customer service
6	Diverse knowledge and skill sets within the Board allows the Sacco to gained specialized skills	Audit and confirm the level and presence of specialized skills within the Board and use them to implement the strategic Plan
7	The Deposit-taking Status enables the Sacco to renders a competitive & Improved service delivery due to FOSA facility	Audit and determine the level of competitiveness of the Sacco's services in its FOSA and BOSA departments when compared to similar services offered by other financial institutions
8	Availability of diverse products and services to the members a wide variety of choices and	Audit and determine the level of product diversity and compare them for effectiveness among the best in class organizations.
9	High Dividends/interest payments to members	Maintain the high Dividends and interest payments
10	Gender balance in staff and board	Maintain Gender Balance in the Board and Management teams
11	It is easier to pass on information to members – ease of communication	Maintain good communication within the Sacco
12	Effective Check off system in place guarantees stability of the Sacco and reliability to members	Maintain the check off system strategy among as many employers as possible
13	Proximity of the Offices to the members and highway frontage	Take advantage of the prominent location on the Thika Super Highway to attract many members to visit and enjoy its services
14	Enhanced security due to presence of police post	Take advantage of security to attract more members through the

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

around the premises of the Sacco

incorporation of the unique availability of security near the Sacco in the Sacco's Communication to members and potential members

2.3.2 Opportunities

Analysis of the opportunities within the operating environment of the SACCO revealed many important possibilities that the SACCO can exploit through various opportunities, namely:

SN	Opportunities:	Implication for the Sacco's Strategic Plan
1	Open Common Bond implies the possibility of recruiting more members in East Africa	Put in place membership recruitment plans and mechanisms to attract new members from East Africa.
2	Availability of diversified products implies the possibility of serving many customer categories	Determine the optimum level of product diversity
3	Provision Education to staff and willing members	Take advantage to develop an irresistible education loan product for members and their dependants
4	Highly qualified manpower for employment	Put in place a scheme to attract highly skilled manpower
5	Sourcing and updating of software	Put in place a mechanism to acquire advanced software
6	Cheaper external funding and micro-finance	Put in place a mechanism to develop a Micro Finance Institution to tap into deposits of the informal groups
7	Expertise in e.g. human resource and planning from KU	Put in place a mechanism to attract and use KU experts for consultancy services
8	Procure modern facilities	Put in place mechanisms for acquisition of modern facilities to increase the operational efficiency of the Sacco
9	Use of accumulated statutory reserves as collateral	Put in place mechanisms to use statutory reserves to acquire cheaper long term loans
10	Review staff terms and conditions of service	Put in place mechanisms to perform job evaluations and develop competitive terms and conditions of service for staff
11	Take advantage of the skills among the membership	Invite members of the Sacco to volunteer their skills especially in the recruitment of members and selling
12	Availability of a plot for office construction	Put in place mechanisms for building a new office block in the designated office space within the strategic plan period
13	Outsource non-core services	Put in place mechanisms to identify and outsource non-core activities of the Sacco to increase the efficiency of the Sacco
14	Incorporate CSR in the SACCO's services	Put in place mechanism to identify & implement relevant CSR activities and using them to generate positive publicity

2.3.3 Weaknesses

Analysis of the weaknesses within the internal environment of the SACCO revealed many weaknesses and areas of likely bottlenecks that generate risks that must be addressed by the Strategic Plan so that the SACCO can compete effectively and meet the expectation of its members and customers.

SN	Weaknesses:	Implication for the Sacco's Strategic Plan
1	Cash flow problems hence Loan backlog and long loan wait times	Increase the liquidity position of the Sacco by acquiring cheaper and long term funds for lending to members
2	There is poor marketing of products and services	Put in place mechanisms to hire marketing professionals to market the Sacco's products more aggressively and to evaluate the

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

		marketing effort regularly and provide adequate resources
4	Operations not fully computerized	Plan for full computerization of the Sacco's operations
5	Dishonesty among the staff/officials/members	Put in place mechanisms to vet employees and hold them to account on the Sacco's Code of Conduct and core values
6	Small office space/lack of own office accommodation	Put in place mechanisms to improve the set up of the current office space while plans are made to erect a modern office
7	Lack of strong internal controls and poor implementation of existing ones	Put in place mechanisms to evaluate existing internal controls while taking corrective action where necessary.
8	Lack of operations manual and service charter	Put in place mechanism to develop the required Operational Manuals and revise the Sacco's Service Charter
9	Ignorance by members and officials on cooperative matters	Put in place mechanisms for education members on the value of co-operative s and their relevant requirements
10	Low motivation to staff/officials	Put in place mechanisms to identify and rectify regularly the low motivation of staff and officials of the Sacco
11	Poor time management	Put in place mechanisms to manage time resources
12	Bureaucracy	Put in place mechanisms to identify and check any bureaucracy that may hamper the efficiency of the Sacco
13	Poor communication	Put in place mechanisms for identifying any poor communications among the Sacco's staff and to the market
14	Inflexibility on topical/current issues facing the SACCO	Put in place mechanisms for identifying and responding topical issues affecting the Sacco o a timely basis
15	Lack of an effective internal audit system	Put in Place a mechanisms to evaluate and rectify any shortcomings of the Sacco's internal audit system
16	Lack of supervision guidelines	Put in Place mechanism to develop and or update the Sacco's supervisory guidelines
17	Poor implementation of audit programs	Put in place mechanism for evaluating the implementation of the Sacco's audit programmes
18	Poor record management	Put in place mechanisms to manage the Sacco's records
19	Lack of modern infrastructural facilities	Put in place mechanism to plan for and implement the Sacco's infrastructural requirements
20	Non regular appraisals of programs and services	Put in place mechanism to appraise the Sacco's Programmes more regularly, at least once a year.

2.3.4 Threats

Analysis of the Threats within the exetrnal environment of the SACCO revealed many threats that must be addressed by the Strategic Plan by putting in place mechanisms to reduce their impact on the Sacco.

SN	Threats:	Implication for the Sacco's Strategic Plan
1	Impact of the policies of the parent organization on the SACCO e.g. reduction of basic salary/freeze on employment	Put in place mechanism to reduce the possible impact of an employment freeze or other policies by K on the regularity of saving remittance and collections of loan repayments
2	Election of Mgt Committee. and Supervisory	Put in mechanism to propose and adopt election recommendations

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

	Committee not distinct	to make the management and supervisory committees distinct but complementary.
3	Having loans attached to shares	Put in place mechanism to secure loans with other collateral
4	Competition - Commercial banks buying loans from the membership/unsecured bank loans	Put in place mechanism to challenge the competition from commercial banks by offering more competitive products
5	High Loan default rate	Put in place mechanisms to reduce the high default rate
6	High Inflation rate	Put in Place mechanisms to reduce the impact of inflation
7	Retirements/retranchments/resignations	Put in Place mechanism to reduce membership attrition
8	Mode of employment by parent company	Put in place mechanism to influence absorption of temporary and casual staff into permanent staff with ability to remit monthly payments by check off system
9	Impact of the death caused by chronic diseases e.g. Cancer & HIV/AIDS	Put in place mechanism to reduce the impact of Cancer & HIV/AIDS and other chronic diseases on the Sacco's liquidity position.
10	Changes in technology leads to obsolescence	Put in place mechanism to reduce the impact of technology changes and obsolescence on the Sacco's operations.
11	Conditions on statutory reserves usage	Put in place mechanism to influence the use of statutory reserves to solve the cash flow challenges of the Sacco.
12	Changes in legislation e.g. amendments to the SACCO Act	Put in place mechanisms to track and adapt to the amendments to the law such as the co-operative Act on a regular basis.
13	Lack of distinction between share capital and deposits	Put in place mechanisms to ensure that share Capital and Deposits are clearly distinct and managed separately.
14	Diversity in ethnicity during elections	Put in place mechanisms to develop and implement election rules that checks on negatively ethnic imbalances in the management teams of the Sacco
15	Effects of Insecurity in the operating environment	Put in place mechanisms to reduce the impact of real or perceived insecurity on the operations of the Sacco
16	Effects of political instability in the operating environment	Put in Place Mechanism to deal with real or perceived impact of political instability in the Sacco's operating environment
17	Poor savings culture among members	Put in place mechanisms, including incentive plans like the best Saver, for improving the members' savings culture

2.4 PESTEL Analysis

The word, PESTEL Analysis is an acronym standing ("Political, Economic, Social and Technological Environmental and Legal analysis") which is essentially describes a framework of macro-environmental factors used in the environmental scanning component of strategic management.

The table below illustrates the implications of the PESTEL observations for the Sacco's Strategic Planning:

2.4.1 Political Factors

SN	Political Factors	Implication for the Sacco's Strategic Plan
1	Political change in Kenya	The fact that we Kenya has transitioned into a new political dispensation featuring a 2-tier government structure and a multi-party democracy represents both an opportunity and a threat because on the one hand, the need for Sacco services will increase at the county

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

and rural-based economies thus leading to demand for Sacco services yet the prospect of political instability inherent in competitive politics represents a challenge of managing Sacco operations across political boundaries which tend to be marred by tribal politics.

2.4.2 Economic Factors

SN	Economic Factors	Implication for the Sacco's Strategic Plan
1	Vision 2030	The government has prepared a new long-term development blueprint for the country, Vision 2030. The Vision aims to transform Kenya into a prosperous and middle income economy in which all Kenyans enjoy a high quality of life by 2030. The Sacco needs to adapt to this economic blue print by setting for itself long term business Goal of what the Sacco aspires to achieve by 2030
2	Access to financial services	According to the Financial Access Survey 2007 concludes that 38% of Kenyans do not have access to financial products and services. This means that there is a big opportunity for Saccos to fill the niche and provide financial services to the many un-banked people in Kenya, let alone EA and the Diaspora

2.4.3 Socio-cultural factors

SN	Socio-cultural Factors	Implication for the Sacco's Strategic Plan
1	Corporate governance and leadership challenges	Despite the commitment to integrity and good corporate governance, Kenvesity Sacco like many Saccos have to contend with poor corporate governance and leadership issues
2	Poor Savings culture and low Loyalty among members	Like many Saccos, Kenversity Sacco faces a lot of liquidity challenges due to the poor Savings culture and a low sense of loyalty to the Sacco among members
3	Chronic diseases	HIV AIDS and other chronic disease presents a challenge to the stability of the Sacco

2.4.4 Technological Factors

SN	Technological factors	Implication for the Sacco's Strategic Plan
1	Slow rate of technological adoption among Saccos	The slow rate of adoption and use of technology is a major challenge which Kenversity Sacco seems to be adequately adapting to after a experiencing serious migration challenges from the CMIS system to the Navision System.
2	Mobile Money transfer revolution in Kenya	Like no other place in the world, the rapid integration of mobile money transfer into the financial services sector is a major technological innovation that Kenversity must adapt to

2.4.5 Environmental Factors

SN	Environmental factors	Implication for the Sacco's Strategic Plan
1	Environmental protection	Though not a major factor, the National Environmental Management Authority requires all organization including Kenversity Sacco to contribute to environmental protection

2.4.6 Legal Factors

SN	Legal Factors	Implication for the Sacco's Strategic Plan
	Legal tussle between regulators & Saccos regarding issues like capital adequacy requirements	<p>Saccos are required to meet the following minimum ratios or be merged with others</p> <ul style="list-style-type: none"> ▪ Core capital of not less than Kshs 10million ▪ Core capital of not less than 10% of total assets ▪ Institutional capital of not less than 8% of total capital ▪ Core capital of not less than 8% of total deposits

CHAPTER THREE

3.0 KEY RESULT AREAS (KRAS)

In its Strategic Plan, Kenversity SACCO had identified sixteen (16) Key Result Areas (KRAs). In this 2nd strategic Plan, the KRAs have been reduced to 7 broad areas as indicated in the table below:

3.1 Revised KRAs

In line with the recommendations of the Strategic Plan Review, some of the the previous KRAs have been merged and one additional KRA has been added as per the list below.

SN	Current KRAs	Remarks
1	Membership & membership services	Includes Membership recruitment; Member education and Training, marketing and customer Services; Networking and collaboration activities; etc
2	Business Operations	Includes all organizational activities aimed at raising capital and savings mobilization; BOSA and FOSA operations; Developing of ICT Services and infrastructural facilities & Social responsibility projects
3	Human Resource Development	Includes training & Development for staff; staff Motivation, staff welfare, management of chronic or terminal diseases
4	Marketing of Products and Service	Marketing of Products and Services includes the training of Marketing & Sales teams to better showcase product features and benefits; Online (website) and Social Media Marketing new products and product development;
5	Business Processes and Procedures	Includes Loans and loaning procedures; financial stability and sustainability processes; development of policies and internal control systems; and all other policies required by the law
6	Leadership and Governance	Leadership and Governance refers to executive leadership development for board members; development and implementation of Board charters; Codes of Conduct; implementation of Core Values
7	Strategic Plan implementation (new)	This includes the actions required to complete and launch the strategic Plan; Dissemination of the strategic Plan to all relevant stakeholders; monitoring of the internalization of the contents and conscious reference of the Strategic Plan to inform decision-making of the Sacco, regular monitoring and review of the contents of the strategic Plan

CHAPTER FOUR

4.0 STRATEGIC ACTION PLAN

4.1 Membership & membership services

SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	1 yr Budget (Kshs)	5 yr budget
4.1.1	Membership recruitment						
(a)	Recruit at least 1000 new Sacco members per year in East Africa	Establish an aggressive marketing department with stretch targets	No of New customers	Marketing Officer	By Dec every yr	200,000	1,000,000
(b)	Recruit at least 1000 students every year of KU & other institutions of higher learning into Kenversity Sacco membership	Develop Relationship & awareness among the KU students with a view to recruiting them on graduation	No of new Graduating Student members	Marketing Officer	By Dec every	100,000	500,000
(c)	Recruit at least 500 new members per year from the Diaspora	Develop a top of mind awareness of the Sacco & its products among the potential members in the Diaspora	No of new Diaspora Members recruited by the the Sacco	Chairman, Education Committee	By Dec every yr	200,000	1,000,000
4.1.2	Member education and Training						
(a)	Train at least 4,000 Members every year on Sacco services	Schedule at least 2 Internal Sacco Training seminars per year in Kenya	No of members trained per year	Chairman, Education Committee	By Dec every yr	3,000,000	15,000,000
(b)	Send or facilitate at least 100 members to attend at least one open training Sacco training forum per year	No of members and staff trained in open Sacco Training Fora	No of members and staff trained in open fora	Chairman, Education Committee	By Dec every yr	300,000	1,500,000
(c)	Facilitate self learning of Sacco services by at least 1000 members per year through an e-learning & interactive learning platforms	Develop an inter-active e-learning platform and e-portal for self care and learning	No of staff who access /complete e-learning curricula	Chairman, Education Committee	By Dec every yr	100,000	500,000
4.1.3	Marketing and customer Services						
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr budget

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

(a)	Develop a system of internal Marketing where at least 1000 members and staff per year do embrace the concept of Marketing and are able cross sell the Sacco's products	Develop and implement a system of internal Marketing for members and staff to gain new skills & attitudes	No of Members & staff evaluated as marketing champions per year	CEO	By Dec every yr	100,000	500,000
(b)	Develop & implement a Marketing Promotion programme in the Print and electronic media that generates new business valued at over Ksh 20 million per year	Advertising and sales promotion campaigns in the Prints (Daily news papers) & the electronic (TV& Radio) media	Value/worth of new business	CEO	By Dec every yr	200,000	1,000,000
(c)	Develop an incentivized Sales strategy for free lance marketers and members who can earn up to Ksh 100 per new members to deliver up to 1000 new Members referred to Kenversity per year	Pay an incentive commission of upto Ksh 100 per new member introduced and registered as a new Kenversity Member	No of new Members who have been registered through free lance marketers and staff	CEO	By Dec every yr	120,000	600,000
4.1.4	Networking and collaboration activities;						
(a)	Develop at least 360 new contacts and business Leads per year through networking in Sacco Fora and new appointments	Facilitate the Sacco marketers to attend Sacco forums and schedule appointments	No of new business Contacts and Business leads	Marketing Officer	By Dec every yr	100,000	500,000
(b)	Develop a Personal selling strategy in which at least 500 new institutions are visited for presentations and recruitment of members	Develop and an account management plan for recruitment new member institutions	No of new corporate institutions visited per year	Marketing Officer	By Dec every yr	300,000	1,500,000
(c)	Develop at least 24 partnerships with potential institutions with a Large no of staff	Identify at least 48 Potential corporate organizations	No of new partnerships per year	Marketing Officer	1 year	240,000	1,200,000

4.2 Business Operations

SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr budget
4.2.1	Savings Mobilization						

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

(a)	Identify and recruit at least 100 high net-worth members who can save at least 10% more Capital and Deposits every year	Promote a savings culture by identifying, encouraging & rewarding high net worth customers	The amount of additional Capital & Deposits saved every year	CEO	By Dec every yr	500,000	2,500,000
(b)	Raise the minimum Contribution of savings to Ksh 2,000 per month to raise at least 300 million in additional deposits per year	Develop a reward scheme that pays higher interest for higher savings	The amount of money raised from of additional deposits	CEO	1 year	500,000	2,500,000
(c)	Identify and recruit at least 20 new members per institution in at least 20 new institutions per year remitting deposits by check off system	Identify and reward at least 20 key influencers who facilitate the recruitment of new members	The no of new members and new institutions	Chairman, Finance & Investment Committee	1 year	200,000	1,000,000
(d)	Raise at least an additional Ksh 5 million in new deposits from at least 100 new relatives and friends of the Board & secretariat to be registered as members	Develop a reward system/scheme to encourage Board & staff members to identify recruit their relatives & friends as members	The Amount of new deposits and the No of New members from Relative & Friends	Chairman, BOD	By Dec every yr	100,000	500,000
(e)	Raise at least Ksh 20 million per year in additional deposits attributable to the marketing efforts of at least 20 opinions leaders among members who will be rewarded	Identify at least 20 opinions leaders among members who will influence member to make more deposits	The Amount of additional deposits and no of opinion leaders recruited	Chairman, Education Committee	By Dec every yr	100,000	500,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

(f)	Identify & recognize the top 20 savers annually	Introduce an annual trophy	The order of merit list	Chairman, Education Committee	1 year	100,000	500,000
(g)	Raise additional Ksh 10 Million per year through microfinance	Establish a micro-finance firm to tap into new deposits the casual & informal sector	The Amount of additional deposit and date of establishment	Marketing Officer	Dec 2015	500,000	2,500,000
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5yr budget
4.2.2	Financial Management						
(a)	Increase the scope of services offered by BOSA (Back office Services Activities) and to increase the income by 25 % per year	Increase the scope of BOSA products & services beyond the traditional services of Salary processing and customer care	The amount of new Revenues attributable to BOSA products and services	Senior Accountant	By Dec every yr	100,000	500,000
(b)	Increase the number of FOSA Accounts opened & income generated by FOSA accounts by 25% every year	Introduce new and appealing FOSA products that will increase demand by 25%	The no of new FOSA Accounts opened and the amount of revenue	FOSA Committee	1 year	100,000	500,000
(c)	Marketing of fixed deposit accounts by 100%	Introduce an incentive of a minimum of 15% pa interest on fixed deposits to be paid in advance for amounts over one million.	Number of accounts opened	FOSA Committee	By Dec every yr	500,000	2,500,000
4.2.3	Adoption of ICT systems and service automation						
(a)	Continuously Identify & automate at least 95% of the Sacco's operations within 1 yr	Introduce/upgrade & use all the elements ICT	The % level of the Sacco's IT installations & service automation	Head, ISA/MPA	Yearly	200,000	1,000,000
(b)	Improve the efficiency of the	Automate all the BOSA and FOSA	No of hours elapsed	Head, ISA/MPA	By Dec every yr	200,000	

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

	loan application & approval time to a 24 hours.	operations	from loan application to approval				1,000,000
(c)	Improve the storage and retrieval time of vital records of the Sacco to less than 1hour upon request by installing automated records management System in the Registry	Procure and tender for the automation of the Records in the Sacco's Registry within 2 years	% level of completion of the installation	Head, ISA/MPA	By Dec 2016	1,000,000	2,000,000
(d)	Reduce the time taken to transact with the Sacco to less than 1 hour on request thro mobile money services	Benchmark with leading Saccos & Banks on the use of Mobile & Internet services	% level of services accessing on mobile phones	CEO	By Dec 2015	100,000	500,000
(e)	Improve security of the Sacco's assest by installing a CCTV system and establish an alarm back up with the nearest Police station by Dec 2015	Outsource the installation of the CCTV system to an experienced security consultant by June 2015	% level of installation of the CCTV system	CEO	By Dec 2015	250,000	250,000
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr Budget
(f)	Outsource the daily back-up of financial data to a safe & secure Data Centre	Create a checklist of Daily back up routines by the IT Deptment for end of Day review by the CEO	% level of completions of the Daily IT back-up of data	Head, ISA/MPA	By Dec 2015	100,000	500,000
(g)	Develop the Sacco's own Disaster Recovery Centre (DRC) by Dec 2017	Create a checklist of DRC items to be included in the Tender for a DRC	% level of completions tender for DRC	CEO	By Dec every yr	200,000	1,000,000
4.2.4	Infrastructural Facilities						
(a)	Avail 100% of Modern office space & facilities for the secretariat and comercial premises at Kenversity Plaza by 2018 by buinding	Plan for and tender for the Construction of Kenversity Plaza within 2 years and complete it within 5 years	% Level of completion of annual stages (one Floor per year) of the construction	Chairman, BOD	By Dec 2016	50,000,000	50,000,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

	the Sacco's HQs in its plot						
(b)	Revise the existing floor plan of the current working area to an open plan system by Dec 2015 to separate work areas and customer waiting area	Revise & effect changes to the current floor plan on a priority basis to ensure that customer files are accessed by authorised persons only	% Level of completion of annual stages (one Floor per year) of the construction	CEO	By Dec 2015	150,000	150,000
(c)	Buy or lease a suitable motor vehicle for the Sacco by Dec 2016 to facilitate the efficiency of the movement of the Sacco's files and staff	Plan for & tender for the purchase or lease of a suitable motor vehicle for the Sacco by 2016	The % Level of completion of the Purchase process	CEO	By Dec 2016	1,000,000	1,000,000
(d)	Buy & Install a DEG (an automatic Diesel Engine Generator) or a Solar-Powered Battery Bank for improved power supply to the Sacco's mission-critical Services within a year	Plan for & tender for the purchase or lease of a suitable DEG or Solar power for the Sacco by 2015	The % Level of completion of the Purchase process	CEO	By Dec 2015	2,000,000	2,000,000
(e)	Purchase fire proof cabinets	Plan for and purchase the cabinets for the registry	% Level of the purchase process	CEO	By June 2015	120,000	600,000
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr Budget
4.2.5	To improve visibility of the Society through CSR activities						
(a)	Develop; publish & publicize a CSR Policy document with a year	A CSR Com. to develop, publish & publicise policy	% level of completion	Chairman, Education Committee	By Dec 2015	100,000	500,000
(b)	Identify and implement 2 CSR activities per year within the TORs of the CSR policy	A standing CSR implementation Committee to plan & execute CSR	% level of completion	Chairman, Education Committee	By Dec 2015	100,000	500,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

	document	activities					
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4.3 Human Resource Development

4.3.1	To attract and retain qualified and experienced staff in the service of the Sacco						
(a)	Conduct Job Evaluation (JE) at least once every 2 years w.e.f. Jan 2015 to determine optimum number of staff & the HR requirements of every department of the Sacco.	Plan and source for the Job Evaluation consultancy within a year of publication of this Strategic Plan	% level of completion of the JE process	CEO	Every Dec 2015	600,000	3,000,000
(b)	Review the terms and conditions of service for staff once every 2 years within a year With Effect from (WEF) Jan 2015	Plan & tender for the recruitment of the Terms & Conditions of Service Review Consultant by 2015	% level of The Review Process of the Terms & conditions of service	CEO	Jan 2017 and Jan 2019	200,000	400,000
4.3.2	To manage and improve the Performance of Staff						
(a)	In addition to the ongoing quarterly appraisals, Plan & execute Annual Appraisals; the renewals or terminations of Contracts of all staff with regard to their annual PC	Establish the annual appraisal Criteria & automate the appraisal system to execute appraisal	% level of completion of the annual appraisal s	CEO	By Dec 2015	50,000	250,000
(b)	Develop new & revise existing Job Descriptions (JDs) for all staff once every year.	Establish a committee of subject experts to develop & revise JDs for all Depts.	% level of Devt. & revision of JDs	CEO	By Dec 2015	50,000	250,000
(c)	Develop & monitor the implementation of the employee service Charter every year	Create a Team to develop, revise & implement the service charter	% completion	CEO	By Dec 2015	50,000	250,000
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr budget
4.3.3	To plan for the Training & Development for staff						
(a)	Conduct a comprehensive Training	Carry out the TNA for each	% level of completion	CEO	By Dec every	100,000	500,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

	Needs Analysis (TNA) survey & plan for the annual training program once every year of all staff	department within the last quarter of every financial year to plan for the next	of the TNA		year		
(b)	Develop & execute a Team Leadership Skills Development, Coaching and Mentorship Programme for all Managerial staff	Create a Committee to co-ordinate the Leadership, Coaching and Mentorship prog.	% level of completion of matching mentors and Mentees	CEO	By Dec every year	100,000	500,000
4.3.4	To improve the motivation and Team leadership in the organization						
(a)	Introduce an annual employee merit recognition award and reward scheme for outstanding performance by department	Create a staff motivation committee to identify and recognize outstanding performers	% level of meritorious awards every year	CEO	By Dec every year	100,000	500,000
(b)	Conduct an annual 2-day Team Building Retreat for all staff once every year	Create a Team Building Comm. that will plan for the annual Team Building Retreat	% level of completion of the Team Building	CEO	By Dec every year	400,000	2,000,000
(c)	Carry out an annual Staff Satisfaction survey once every year by the end of the 4 th Quarter	Create a team to carry out the staff satisfaction survey	% level of completion the survey	CEO	By Dec 2015	50,000	250,000
4.3.5	To create a strong strategy-supportive Corporate Culture & implement Core Values						
(a)	Develop and revise the Sacco's HR policy manual every 2 years	committee to revise the HR Policy manual	% revision of HR policy	CEO	By Dec 2016	50,000	100,000
(b)	Revise and monitor the the implementation of the Sacco's Code of Conduct for Staff with reference to its Core Values & Management Philosophy	Create a Team to develop and Monitor the implementation of the Sacco's Code of Conduct & Management philosophy	% completion of the Code of Conduct	CEO	By Dec 2015	50,000	250,000
SN	Strategic Objective	Activity	KPI	Action	Time	Budget	5 yr

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

				by Whom	Frame	(Kshs)	Budget
(c)	Revise and publish the Society's By Laws once every 2 years	Create a By-Laws Revision Team	% completion of the revision of the By Laws	Chairman, BOD	By Jan 2014	300,000	600,000
4.3.6	To improve the members' and staff Quality of Life through HSE, BCP and Succession Planning						
(a)	Carry out at least one annual Health; Safety & Environment (HSE) awareness campaigns & Counselling sessions	Develop an HSE Team to develop and publish a HSE Manual & buy PPEs for staff	% level of completion the HSE functions	CEO	By Dec 2015	50,000	250,000
(b)	Develop and revise a Business Continuity Plan (BCP) and a Succession Plan every year & publish a BCP and Succession Plan for every departmental Head and Supervisor of the Sacco every year	Create a BCP and Succession Plan Committee to plan for the development and publication of the Sacco's BCP and Succession Plan once every year	% level of completion of the BCP & Succession Plan	CEO	By Dec 2015	50,000	250,000

4.4 Products and Service

4.4.1	To enable marketing and Sales staff to show case the product features and benefits to customers						
(a)	Develop at least 3000 pieces of high quality Product Catalogues, Flyers and Brochures per year to showcase unique product features & benefits	Outsource the Design, printing and publication of the brochures online on the Sacco's website & social Media	% level of completion of the design, printing & publication	Marketing Officer	Every Dec	60,000	300,000
(b)	Develop & publish a soft copy of the Sales & Marketing Sales Processes and train sales & Marketing staff on the special sales & marketing techniques of financial services	Outsource the Development & use of the Sales & marketing Processes to train on special selling & marketing skills	% level of completion of Devt of Sales & Marketing Processes & Training	Marketing Officer	By Dec 2015	200,000	1,000,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

(c)	Re-design of the Sacco's website to make it highly interactive searchable with at least 100 linkages per year	Out-source the re-design and implementation of website linkages to create a wide reach	% level of completion of the re-design linkages	Head, ISA/MPA	By Dec 2015	100,000	500,000
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr budget
4.4.2	To develop products and services that meet and exceed customer expectations						
(a)	Conduct a customer satisfaction survey on existing products and services at least once every 2 years w.e.f Jan 2016	Design & conduct an in-house customer expectations & customer satisfaction survey	% level of completion of the re-design & conduct of the survey	Marketing Officer	By Dec every year	50,000	250,000
(b)	Evaluate the current product performance of each the Sacco's existing products every year with reference to their Product Life Cycle (PLC) stages	in-house assessment of each of the the Sacco's Product performance every year	% level of completion of the evaluation of each product	Marketing Officer	By Dec every year	50,000	250,000
4.4.3	Introduce new and innovative products to encourage member attraction & loyalty to the Sacco						
(a)	Introduce attractive Car Loans by Jan. 2016 for members & staff to encourage job stability, motivation and loyalty	Carry out a test marketing and feasibility study on the Car loan by Jan. 2015	% level of completion of the introduction of car loan	CEO	By Dec every year	50,000	250,000
(b)	Evaluate the Sacco's Product Line Width and Depth in the BOSA & FOSA departments once every year with a view to diversifying the	Out-source the product line evaluation by January 2015	% level of completion of the evaluation process	Staff	By Dec every year	50,000	250,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

	Product portfolio & income reliability						
(c)	Develop and launch at least 2 new Products per year by following a new Product Development process	Outsource the Development of 2 new products every year	% level of completion of the introduction of at least 2 products	Chairman, FOSA Committee	By Dec every year	50,000	250,000
(d)	Develop a strong Brand of the Sacco & its products by creating a sustained electronic, print; online & Social Media Marketing & publicity by Jan.2015	Outsource the Development of 2 new products every year	% level of completion of the introduction o the Marketing campaign	Chairman, Education Committee	By Dec 2015	500,000	2,500,000

4.5 Business Processes and Procedures

SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr budget
4.5.1	Increase the efficiency of the loan processing through revised Loan processes and procedures						
(a)	Review the provisions & publish the the Sacco's Loaning Proedure Manual once every year to ensure that it is efficient and fast	Set up a team to review & advise the Board on the the Sacco's Loaning process and Procedures	% level of completion of the revision of the Loaning policy	Chairman, Credit Committee	By Dec 2015	50,000	250,000
(b)	Improve the loan repayments by insuring all the loans that are likely to be in default to guard against the liklihood of bad debts.	Outsouce and tender for the insurance of high deafulf insidence loans	% level of completion of insurance of loans to guard against Bad Debts	Senior Accountant	By Dec 2015	50,000	250,000
(c)	Develop and Disseminate to Members their statements in person during the Sacco's Open days every six months and by Post where necessary	Develop and diseminate member statements	% level of completion the preparation of member statements	Head, ISA/MPA	By Jun 2015	50,000	250,000
(d)	Post all the loan	Develop & post	% level of	Head,	By Mar	10,000	50,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

	application processes and requirements on the Sacco's website by the end of the 1 st Quarter of every year	on the website all the loan processes and procedures & information	completion the preparation processes & procedures	ISA/MPA	2015		
4.5.2	To revise and standardize operational guidelines to enhance internal control.						
(a)	Revise existing and develop all the missing operational guidelines required by SASRA within 1 year of the publication of this SP	Development & publication of all operational guidelines to start by the end of the 1 st Quarter 2015	% level of completion of all the operational guidelines	Chairman, Audit Committee	By Mar 2015	300,000	300,000
(b)	Establish a risk Management system within 6 months of the publication of this SP	Create the Risk Management function and get quarterly reports by Jun 2015	% level of completion of all the operational guidelines	Chairman, Audit Committee	By Dec every year	500,000	500,000
4.5.3	To improve the performance & sustainability by adopting a Quality Management System (QMS)						
(a)	Work towards ISO Certification within 2 years of publication of this Strategic Plan	Create a ISO Taskforce to identify areas for internal & external Devt.	% level of completion of the ISO certification	CEO	By Jan 2017	100,000	500,000
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr budget
(b)	Train senior staff & BOD on ISO by Dec 2015	Create taskforce to Plan for training	% level of completion	CEO	By Dec 2015	100,000	500,000
(c)	Fully Develop ISO QMS documentation & apply for ISO certification within 5 year of the publication of this SP	Create a taskforce to co-ordinate the Development & use of the QMS & ISO documents	% level of completion	CEO	By Dec 2018	500,000	1,000,000

4.6 Leadership and Governance

4.6.1	To provide effective leadership and governance of the Society						
(a)	Ensure that the board complies with all legal requirements within six months of the publication of this SP	Create a Checklist of all legal requirements for Sacco Directors e.g all	% completion of the items on the checklist	Honorary Secretary	June 2015	20,000	20,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

		returns					
(b)	Develop & share clear roles & Job Descriptions for all the officials & board committees within six months on the publication of this SP	Create a taskforce to develop a document which delianantes Board and Secretariat roles	% Completion of the separation of roles of the Board & staff	Chairman, BOD	June 2015	100,000	100,000
(c)	Carry out an annual Board Evaluation (BE) within the 1 st Quarter of the succeeding year	Outsource the BE to a consultant by June 2015	% completion of the BE process	Chairman, BOD	June 2015	300,000	1,500,000
(d)	Develop & ensure that every Board member has a signed Board Charter & a Code of Conduct by Dec 2015	Outsource the developmnt of the Board Charter & Code of Conduct by March 2015	% completion of the developme nt	Chairman, BOD	June 2015	150,000	150,000
4.6.2	To equip the Board for effective leadership and governance of the Society through training						
(a)	Conduct a comprehseive TNA for all the the Board members by June 2015	Establish a taskforce to conduct the TNA	% completion of the TNA	CEO	June 2015	70,000	350,000
(b)	Schedule at least one skills-oriented training per year for Board members	Establish a training calendar for the Board	% completion the Training	CEO	June 2015	600,000	3,000,000
4.6.3	To equip the Board members to deal with leadership challenges through Team building						
(a)	Conduct a Team Building Retreat for Board members at least once a every year	Plan for the Board Team Building Retreat every last quarter	% completion of the Team Building	CEO	June 2015	250,000	1,250,000
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr budget
(b)	Hire a consortium of legal advisers to advice the Board on contemporary Governance issues at least once per quarter	Plan for the hire outsourcing the services of or hiring a company Secretary by June 2015	% completion acquiring the services of a Company Secretary	CEO	June 2015	500,000	2,500,000
4.6.	To equip Board members & Management withh Contempory ICT accessories and networking						

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

4	tools						
(a)	Equip all the Board Members with an ICT accessory like an Ipad to work and network seamlessly by Dec 2015	Identify affordable ICT accessories & networking tools for Directors	% completion of the acquisition	CEO	Dec 2015	300,000	300,000
(b)	Develop special products & incentives for Directors by Dec 2015	Develop special and motivating incentives for directors	% completion of products & incentives	Chairman, BOD	Dec 2015	200,000	200,000
(c)	Develop an annual Recognition Award Scheme for Directors by Dec. 2015	Develop & publish a criteria for identifying directors for recognition	% completion of the Directors Recognition Scheme	Chairman, BOD	Dec 2015	200,000	1,000,000

4.7 Strategic Plan implementation

SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	5 yr budget
4.7.1	To ensure effective implementation and evaluation of the strategic plan						
(a)	Complete the revision and validate the contents of this 2 nd Strategic Plan by Dec 2014 and Launch it ceremonially within the 2 nd Quarter of 2015	Share the Draft Contents of the 2 nd Strategic Plan for validation and adoption & printing of the launch copies by Dec 2014	% completion of the validation of the contents and printing of the 2 nd SP	CEO	feb 2015	100,000	100,000
(b)	Print at least 35 hard copies of the SP in high quality in full colour for the launch by Dec 2015	Identify a quality printing to develop artworks for approval by Nov 2014	% completion of the printing of SP	CEO	Feb 2015	25,000	25,000
(c)	Disseminate & publicise the contents of the 2 nd SP by availing both hard & soft copies of the SP to all stakeholders by June 2015	Set up an SP Implementation & Monitoring Committee to track publicity & dissemination	% completion of the publication, publicity of the SP within the Sacco	CEO	Feb 2015	200,000	200,000
SN	Strategic Objective	Activity	KPI	Action by Whom	Time Frame	Budget (Kshs)	

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

4.7.2	To ensure that the decision-makers in the Sacco make a conscious reference to the SP						
(a)	Require the Board and Management to make reports on the implementation of the SP by making reference the policy guidelines of the SP in standing SP Review calendar at least once per quarter	Task the SP Implementation & Monitoring Committee to set up a standing SP Review calendar & check list of SP issues for review every Quarter	% completion of the M&E issues stated in the SP	CEO	Quarterly	200,000	1,000,000
(b)	Require the Board to report on the achievement of the SP targets once every year	The evaluation of the SP to be part of the agenda of the the annual Board Retreat	% completion of the SP annual evaluation	Chairman, Supervisory Committee	yearly	50,000	250,000
4.7.3	To ensure the regular review of the SP through a participatory approach						
(a)	Conduct a Mid-term review of the SP by June 2017 and an End-term Review of the SP by Dec 2019	Task the SP Implementation & Monitoring Committee to plan for mid-term & end-term Reviews	% completion of the SP annual evaluation	Chairman, BOD	June 2017 & Dec 2019	400,000	800,000
(b)	Carry out at least 4 sensitizations & training seminars per year for staff involvement and participation in the internalization of the SP contents and its M& E	Identify Departmental SP Champions to lead and Involve staff at Departmental level to actively participate	% completion of the staff seminars on the SP contents & its M & E	CEO	Every Quarter	200,000	1,000,000

CHAPTER FIVE

5.0 THE BUDGET FOR STRATEGY IMPLEMENTATION

5.1 In depth Budget estimates

SN	Strategic Objective	Budget (Kshs)	5 year Budget
4.1.1	Membership recruitment		
(a)	Recruit at least 1200 new Sacco members per year in East Africa	200,000	1,000,000
(b)	Recruit at least 1000 graduating students every year of KU & other institutions of higher learning into Kenversity Sacco membership	100,000	500,000
(c)	Recruit at least 1000 new members per year from the Diaspora	200,000	1,000,000
4.1.2	Member education and Training		
(a)	Train at least 1200 Members every year on Sacco services	3,000,000	15,000,000
(b)	Send or facilitate at least 600 members to attend at least one open training Sacco training forum per year	300,000	1,500,000
(c)	Facilitate self learning of Sacco services by at least 1000 members per year through an e-learning & interactive learning platforms	100,000	500,000
4.1.3	Marketing and customer Services		
(a)	Develop a system of internal Marketing where at least 1000 members and staff per year do embrace the concept of Marketing and are able cross sell the Sacco's products	100,000	500,000
(b)	Develop & implement a Marketing Promotion programme in the Print and electronic media that generates new business valued at over ksh 120 million per year	200,000	1,000,000
(c)	Develop a an incentivized Sales strategy for free lance marketers and members who can earn up to Ksh 300 per new member to deliver up to 1000 new Members referred to Kenversity per year	120,000	600,000
4.1.4	Networking and collaboration activities;		
(a)	Develop at least 360 new contacts and business Leads per year through networking in Sacco Fora and new appointments	100,000	500,000
(b)	Develop a Personal selling strategy in which at least 1200 new institutions are visited for recruitment presentations	300,000	1,500,000
(c)	Develop at least 24 partnerships with potential institutions with a Large no of staff	240,000	1,200,000
	Sub-total 1: Membership	4,320,000	23,600,000
4.2.1	Savings Mobilization		
(a)	Identify and recruit at least 300 high net worth members who can save at least 10% more Capital and Deposits every year	500,000	2,500,000
(b)	Raise the minimum Contribution of savings to Ksh 3,000 per month to raise at least 500 million in additional deposits per year	500,000	2,500,000
(c)	Identify and recruit at least 20 new members per institution in at least 20 new institutions per year remitting deposits by check off system	200,000	1,000,000
(d)	Raise at least an additional Ksh 20 million in new deposits from at least 100 new relatives and friends of the Board & secretariat to be registered as members	100,000	500,000
(e)	Raise at least Ksh 20 million per year in additional deposits attributable to the marketing efforts of at least 20 opinions leaders among members who will be rewarded	100,000	500,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

(f)	Identify & recognize the top 50 savers annually	100,000	500,000
SN	Strategic Objective	Budget (Kshs)	5 year Budget
(g)	Raise an additional Ksh 10 Million per year from casuals labourers and traders in the informal (Jua Kali) Sector	500,000	2,500,000
4.2.2	Financial Management		
(a)	Increase the scope of services offered by BOSA (Back office Services Activities) and income by 25 % per year	100,000	500,000
(b)	Increase the number of FOSA Accounts opened & income generated by FOSA accounts by 25% every year	100,000	500,000
(c)	Marketing of fixed deposit accounts by 100%	500,000	2,500,000
4.2.3	Adoption of ICT systems and service automation		
(a)	Identify & automate at least 95% of the Sacco's BOSA & FOSA operations within 1 yr	200,000	1,000,000
(b)	Improve the efficiency of the loan application & approval time to a 24 hours within a year	200,000	1,000,000
(c)	Improve the storage and retrieval time of vital records of the Sacco to less than 1 hour upon request by installing automated records management System in the Registry	1,000,000	2,000,000
(d)	Reduce the time taken to transact with the Sacco to less than 1 hour on request thro mobile money services	100,000	500,000
(e)	Improve security of the Sacco's assets by installing a CCTV system and establish an alarm back up with the nearest Police Station by Dec 2015	250,000	250,000
(f)	Outsource the daily back-up of financial data to a safe & secure Data Centre by Dec 2015	100,000	500,000
(g)	Develop the Sacco's own Disaster Recovery Centre (DRC) by Dec 2017	200,000	1,000,000
4.2.4	Infrastructural Facilities		
(a)	Avail 100% of modern office space & facilities for the secretariat and commercial premises at Kenversity Plaza by 2018 by building the Sacco's HQs in its own plot at Kahawa Sukari	50,000,000	50,000,000
(b)	Revise the existing floor plan of the current working area to an open plan system by Dec 2015 to separate work areas and customer waiting area	150,000	150,000
(c)	Buy or lease a suitable motor vehicle for the Sacco by Dec 2016 to facilitate the efficiency of the movement of the Sacco's files and staff	1,000,000	1,000,000
(d)	Buy & Install a DEG (an automatic Diesel Engine Generator) or a Solar-Powered Battery Bank for improved power supply to the Sacco's mission-critical Services within a year	2,000,000	2,000,000
(e)	Purchase fire proof cabinets & a scanner to digitize records in Registry by June 2015	120,000	600,000
4.2.5	To improve visibility of the Society through CSR activities		
(a)	Develop; publish & publicize a CSR Policy document with a year	100,000	500,000
(b)	Identify and implement 2 CSR activities per year within the TORs of the CSR policy document	100,000	500,000
	Sub-Total 2: Business Operations	56,220,000	70,000,000
4.3.1	To attract and retain qualified and experienced staff in the service of the Sacco		
(a)	Conduct Job Evaluation (JE) at least once every 2 years w.e.f. Jan 2016 to determine optimum number of staff & the HR requirements of every department of the Sacco by Dec. 2015	600,000	3,000,000
(b)	Review the terms and conditions of service for staff once every 2 years within a year w.e.f Jan 2016	200,000	400,000
4.3.2	To manage and improve the Performance of Staff		

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

(a)	In addition to the ongoing quarterly appraisals, Plan & execute Annual Appraisals; the renewals or terminations of Contracts of all staff with regard to their annual PC	50,000	250,000
(b)	Develop new & revise existing Job Descriptions (JDs) for all staff once every year within the 1 st Quarter of every year	50,000	250,000
(c)	Develop & monitor the implementation of the employee service Charter every year	50,000	250,000
SN	Strategic Objective	Budget (Kshs)	5 year Budget
4.3.3	To plan for the Training & Development for staff		
(a)	Conduct a comprehensive Training Needs Analysis (TNA) survey & plan for the annual training programme once every year of all staff	100,000	500,000
(b)	Develop & execute a Team Leadership Skills Development, Coaching and Mentorship Programme for all Managerial staff	100,000	500,000
4.3.4	To improve the motivation and Team leadership in the organization		
(a)	Introduce an annual employee merit recognition award and reward scheme for outstanding performance by department	100,000	500,000
(b)	Conduct an annual 2-day Team Building Retreat for all staff once every year	400,000	2,000,000
(c)	Carry out an annual Staff Satisfaction survey once every year by the end of the 4 th Quarter	50,000	250,000
4.3.5	To create a strong strategy-supportive Corporate Culture & implement Core Values		
(a)	Develop and revise the Sacco's HR policy manual every 2 years	50,000	100,000
(b)	Develop ,revise and monitor the implementation of the implementation of the Sacco's Code of Conduct for Staff with reference its Core Values & Management Philosophy	50,000	250,000
(c)	Revise and publish the Society's By Laws once every 2 years	300,000	600,000
4.3.6	To improve the members' and staff Quality of Life through HSE, BCP and Succession Planning		
(a)	Carry out at least one annual Health; Safety & Environment (HSE) awareness campaigns & Counselling sessions	50,000	250,000
(b)	Develop and revise a Business Continuity Plan (BCP) and a Succession Plan every year & publish a BCP and Succession Plan for every departmental Head and Supervisor of the Sacco every year	50,000	250,000
	Sub-Total 3: Human Resource Management	2,200,000	9,350,000
4.4.1	To enable marketing and Sales staff to show case the product features and benefits to customers		
(a)	Develop at least 3000 pieces of high quality Product Catalogues, Flyers and Brochures per year to showcase unique product features & benefits	60,000	300,000
(b)	Develop & publish a soft copy of the Sales & Marketing Sales Processes and train sales & Marketing staff on the special sales & marketing techniques of financial services	200,000	1,000,000
(c)	Re-design of the Sacco's website to make it highly interactive searchable with at least 100 linkages per year	100,000	500,000
4.4.2	To develop products and services that meet and exceed customer expectations		
(a)	Conduct a customer satisfaction survey on existing products & services at least once every 2 years (Jan 2016)	50,000	250,000
(b)	Evaluate the current product performance of each the Sacco's existing products every year with reference to their Product Life Cycle (PLC) stages	50,000	250,000
4.4.3	Introduce new and innovative products to encourage member attraction & loyalty to the Sacco		
(a)	Introduce attractive Car Loans by Jan. 2016 for members & staff to encourage job stability.	50,000	250,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

	motivation & loyalty		
(b)	Evaluate the Sacco's Product Line Width and Depth in the BOSA & FOSA departments once every year with a view to diversifying the Product portfolio & income reliability	50,000	250,000
(c)	Develop and launch at least 2 new Products per year by following a new & unique Product using a New Product Development process	50,000	250,000
(d)	Develop a strong Brand of the Sacco & its products by creating a sustained electronic, print; online & Social Media Marketing & publicity by Jan.2015	500,000	2,500,000
	Sub-Total 4: Products & Services	1,160,000	5,550,000
SN	Strategic Objective	Budget (Kshs)	
4.5.1	Increase the efficiency of the loan processing through revised Loan processes and procedures		
(a)	Review the provisions & publish the Sacco's Loaning Procedure Manual once every year to ensure that it is efficient and fast	50,000	250,000
(b)	Improve the loan repayments by insuring all the loans that are likely to be in default to guard against the likelihood of bad debts.	50,000	250,000
(c)	Develop and share with Members their statements in person during the Sacco's Open days every six months and by Post where necessary	50,000	250,000
(d)	Post all the loan application processes & requirements on the Sacco's website by March 2015	10,000	50,000
4.5.2	To revise and standardize operational guidelines to enhance internal control.		
(a)	Revise existing and develop all the missing operational guidelines required by SASRA within 1 year of the publication of this SP	300,000	300,000
(b)	Establish a risk Management system within 6 months of the publication of this SP	500,000	500,000
4.5.3	To improve the performance & sustainability by adopting a Quality Management System (QMS)		
(a)	Work towards ISO Certification by training staff & the board on the 8 principles of a QMS within 1 year of publication of this SP	100,000	500,000
(b)	Train senior staff on QMS & ISO by Dec 2015	100,000	500,000
(c)	Fully Develop ISO QMS documentation & apply for ISO certification within 5 year of the publication of this SP	500,000	1,000,000
	Sub-total 5: Business Processes and Procedures	1,660,000	3,600,000
4.6.1	To provide effective leadership and governance of the Society		
(a)	Ensure that the board complies with all legal requirements within six months of the publication of this SP	20,000	20,000
(b)	Develop & share clear roles & Job Descriptions for all the Board Members & board committees within six months on the publication of this SP	100,000	100,000
(c)	Carry out an annual Board Evaluation (BE) within the 1 st Quarter of the succeeding year	300,000	1,500,000
(d)	Develop & ensure that every Board member has a signed Board Charter & a Code of Conduct by Dec 2015	150,000	150,000
4.6.2	To equip the Board for effective leadership and governance of the Society through training		
(a)	Conduct a compressive TNA for all the Board members by June 2015	70,000	350,000
(b)	Schedule at least one skills-oriented training per year for all the Board	600,000	3,000,000
4.6.3	To equip the Board members to deal with leadership challenges through Team building		
(a)	Conduct a Team Building Retreat for Board members at least once a every year	250,000	1,250,000
(b)	Hire the services of or hire a Company Secretary to advice the Board on contemporary Governance issues at least once per quarter	500,000	2,500,000

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

4.6.4	To equip and Board members through the use of Contemporary accessories and networking		
(a)	Equip all the Board Members with an ICT accessory like an Ipad to network seamlessly by Dec 2015	300,000	300,000
(b)	Develop special products & incentives for Directors by Dec 2015	200,000	200,000
(c)	Develop an annual Recognition Award Scheme for Directors by Dec. 2015	200,000	1,000,000
	Sub-Total 6: Leadership & Governance	2,690,000	10,370,000
4.7.1	To ensure effective implementation and evaluation of the strategic plan		
(a)	Complete the revision and validate the contents of this 2 nd Strategic Plan by Dec 2014 and Launch it ceremonially within the 1 st Quarter of 2015	100,000	100,000
(b)	Print at least 35 hard copies of the SP in high quality in full colour for the launch by Dec 2015	25,000	25,000
(c)	Disseminate & publicise the contents of the 2 nd SP by availing both hard & soft copies of the SP to all Board members & HODs and sending soft copies of the SP to all other stakeholders & Staff and publishing the SP on the Sacco's website by June 2015	200,000	200,000
SN	Strategic Objective	Budget (Kshs)	
4.7.2	To ensure that the decision-makers in the Sacco make a conscious reference to the SP		
(a)	Require the Board and Management to make reports on the implementation of the SP by making reference the policy guidelines of the SP in standing SP Review calendar at least once per quarter	200,000	1,000,000
(b)	Require the Board to report on the achievement of the SP targets once every year	50,000	250,000
4.7.3	To ensure the regular review of the SP through a participatory approach		
(a)	Conduct a Mid-term review of the SP by June 2017 and an End-term Review of the SP by Dec 2019	400,000	800,000
(b)	Carry out at least 4 sensitization & training seminars per year for staff involvement and participation in the internalization of the SP contents and its M&E	200,000	1,000,000
	Sub-Total 7: Strategic Plan implementation	1,175,000	3,375,000

5.2 Summary of the Budget estimates

SN	Strategic Objective	Budget (Kshs)	5 year Budget
1	Sub-total 1: Membership	4,320,000	23,600,000
2	Sub-Total 2: Business Operations	56,220,000	70,000,000
3	Sub-Total 3: Human Resource Management	2,200,000	9,350,000
4	Sub-Total 4: Products & Services	1,160,000	5,550,000
5	Sub-total 5: Business Processes and Procedures	1,660,000	3,600,000
6	Sub-Total 6: Leadership & Governance	2,690,000	10,370,000
7	Sub-Total 7: Strategic Plan implementation	1,175,000	3,375,000
8	Grand Total	69,425,000	125,245,000

CHAPTER SIX

6.0 MONITORING AND EVALUATION

6.1 M& E Principles

Monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, program or other kind of support to an outcome. Monitoring helps organizations track achievements by a regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation and learning.

Evaluation is the systematic and objective assessment of an on-going or completed project, program, or policy, and its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of both recipients and sponsors.

Monitoring and Evaluation of a strategic Plan therefore comprises a number of important management tools to track its implementation progress and facilitate decision making by management who are the sponsors. The greatest beneficiaries of an M& E Programme of an SP of a Sacco are its members and its stakeholders who stand to benefit from the success of the Sacco

By closely examining the design and organization of the Strategic Plan Projects, the M& E programme becomes some form of quality assurance that the organization will succeed in achieving its mission and objectives through the systematic implementation and review of the Strategic Plan

In addition to the strategic Action Plan Matrix which acts as a checklist tool for reporting the progress of the strategic plan implementation on a quarterly basis, the following tasks will be incorporated into the strategic Plan Monitoring and evaluation mechanism:

A strategic Plan implementation, Monitoring and Evaluation Committee will be set up from among the Board members and the Secretariat whose main responsibilities is to develop a checklist of items that will be reported in the Quarterly and annual Reviews of the Strategy Implementation reports

Although it remains a collective responsibility to implement the strategic plan, each activity has been assigned to the highest office holders of Board members and the CEO of the Sacco who will prepare a responsibility matrix for the monitoring and evaluation of specific activities by specific officers of the Sacco whose role clarity will be defined in their respective Job Descriptions and Board Charters

The Management of the Sacco will be tasked with the role of automating the records of the progress reporting of the Key Performance Indicators (KPIs) in a Dashboard that is easy to follow and interpret.

The Board and Management of the Sacco commit to providing adequate resources to address any bottlenecks in the course of time during the Strategy implementation

The key outputs of each Key Result Area (KRA) will be factored into the annual Performance Contracts and appraisals of the top office holders of the Sacco in order to create sufficient urgency to provide adequate attention to important aspects of the Strategic Plan implementation.

It is noteworthy that it is at the level of Strategy execution that many organizations tend to fail and that is why it is critical to attach a premium value to the role of the Chairman and the CEO of the Sacco in their roles of effective strategy execution









6.2 Kenversity Sacco M & E strategies

Monitoring and Evaluation will therefore require the Management and the Board of Kenversity Sacco to continuously follow-up, check and verify progress towards set objectives. This will involve tracking of various indicators as set in the strategic plan. Specific monitoring activities will be carried out such as:

- a) Standing agenda in the Management's monthly reports to BOD of the Board on various activities of the Strategic Plan
- b) Standing agenda on the Board's Quarterly sub-committees reports in which progress of specific Strategic Plan activities and work plans and overall targets as set in the strategic plan will be reviewed on a quarterly basis.
- c) Standing Agenda on the Board's annual Retreat in which the annual plans will of necessity be made with specific and conscious reference to the policy guidelines in the Strategic Plan. This is premised on the assumptions that all the Strategic Plan activities will be achieved as planned and executed. The Role of the Board is to hold specific Office Holders accountable every year for the achievement or non-achievement of strategic Plans goals and objectives.
- d) The renewal or termination of contracts for key accountable officers will be linked to their annual appraisal reports in line with the strategic direction of the Sacco as spelt out in the Strategic Plan. Performance appraisals for all other staff will be cascaded against set goals.
- e) The Sacco's annual report to the members attending the Annual General Meetings (AGMs) will contain a summary of the key plans and the key outcomes of the past year as well as the anticipated outlook over the next year. The AGM will act as a useful M & E forum in which accountable officers are expected to answer questions related to their roles in the strategic Plan
- f) The Sacco will assess the level of customer satisfaction among members every two years where issues of the strategic Plan are expected to form an important element of M&E of the Strategic Plan. In addition, staff will be actively involved in strategic plan implementation and review through quarterly strategic Plan seminars.
- g) To crown it all, there will be a mid-term review and an end-term review of the Strategic Plan in June 2017 and Dec 2019 in which an in-depth analysis of the strategic Plan achievements will be embedded in the Quantitative data analysis reports such as number of membership, amount of loans issued, amounts of loans disbursed and amount of savings mobilized over the respective periods. In each of these M & E milestones, the Board will take decisive steps to correct any shortcomings that will be identified by the M& E mechanisms.




APPENDICES






Appendix 1: The Board of Directors






		
	Dr. George Makokha, Chairman, BOD	
		
Dr. Ambrose Jagongo, Hon. Secretary, BOD	Mr. Job Maina Thuo, Vice Chairman, BOD	Mr. James Kamwenji, Treasurer, BOD
		
Mrs. Winnie Mwangi, Member, BOD		Mr Euclid Ombwayo, Member, BOD
		
Mr. Dunstone Indimuli, Member, BOD		Mr. Patrick Kilonzo, Member, BOD

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019













The Supervisory Committee

		
Mr. Cyrus Wakaro, Chairman, Supervisory	Mr. James Wambua, Secteray, Supervisory	Mr. James Langat, Member, Supervisory

1		Mr. Alfred Korir. Chief Executive Officer
2		Mr. Paul Njagatha Senior Accountant
3		Mr. Julius Kirui IT manager
4		Mrs. Ruth Murimi Accountant FOSA
5		Mr. Francis Adulu Internal Auditor

6		Mr. Kennedy Ochieng Marketing Officer
7		Ms. Lucy Karoita Loans Officer
8		Ms. Carolynne Wallace Administration Secretary
9		Ms. Violet Akola Administration Secretary
10		Mr. James Mwangi Assistant Accountant

KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

11		Mr. Onesmas Ngwili IT/ MPA Assistant	17		Ms. Lillian Otondi Registry Assistant
12		Mr. Philip Kipsang Assistant Accountant	18		Mr. Kepha Bosire Assistant Accountant
13		Ms. Linet Nyakoe Assistant Accountant	19		Mr. Samuel Wambugu Registry assistant
14		Mr. David Maingi Assistant Accountant	20		Mr. Elijah Mwangi Assistant Accountant
15		Mrs. Georgina Oliech Secretary	21		Mrs. Doreen Njeru Assistant Accountant
16		Mrs. Susan Maina IT/ MPA Assistant	22		Mr. Daniel Isamba Environmental officer

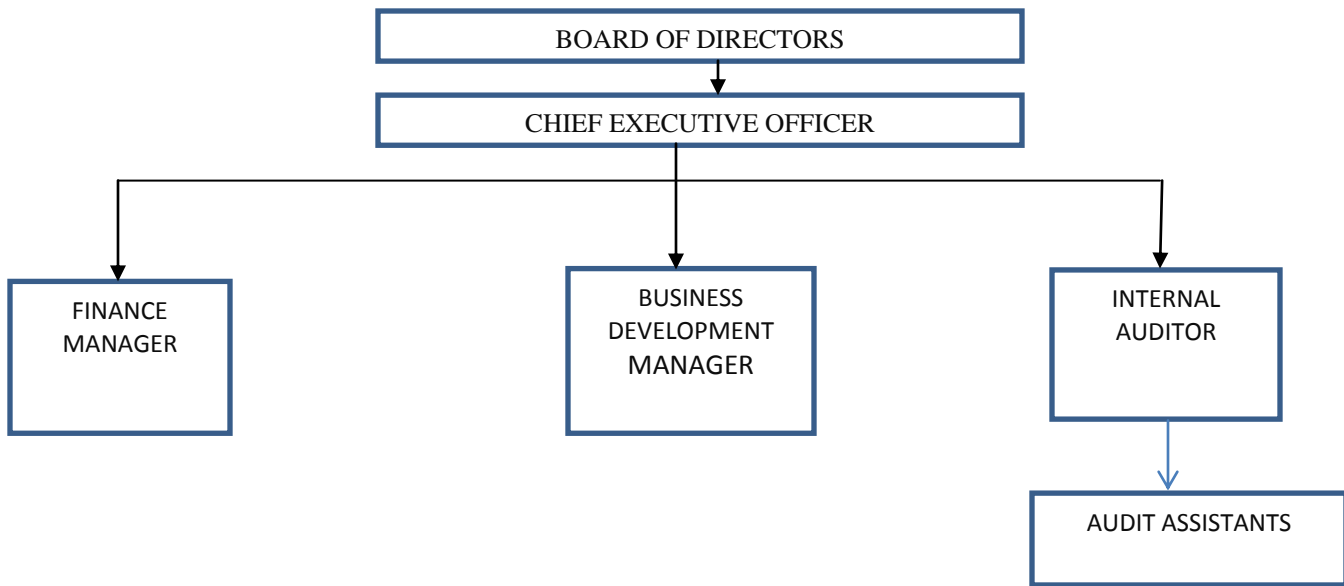
KENVERSITY SACCO STRATEGIC PLAN, 2015 – 2019

23

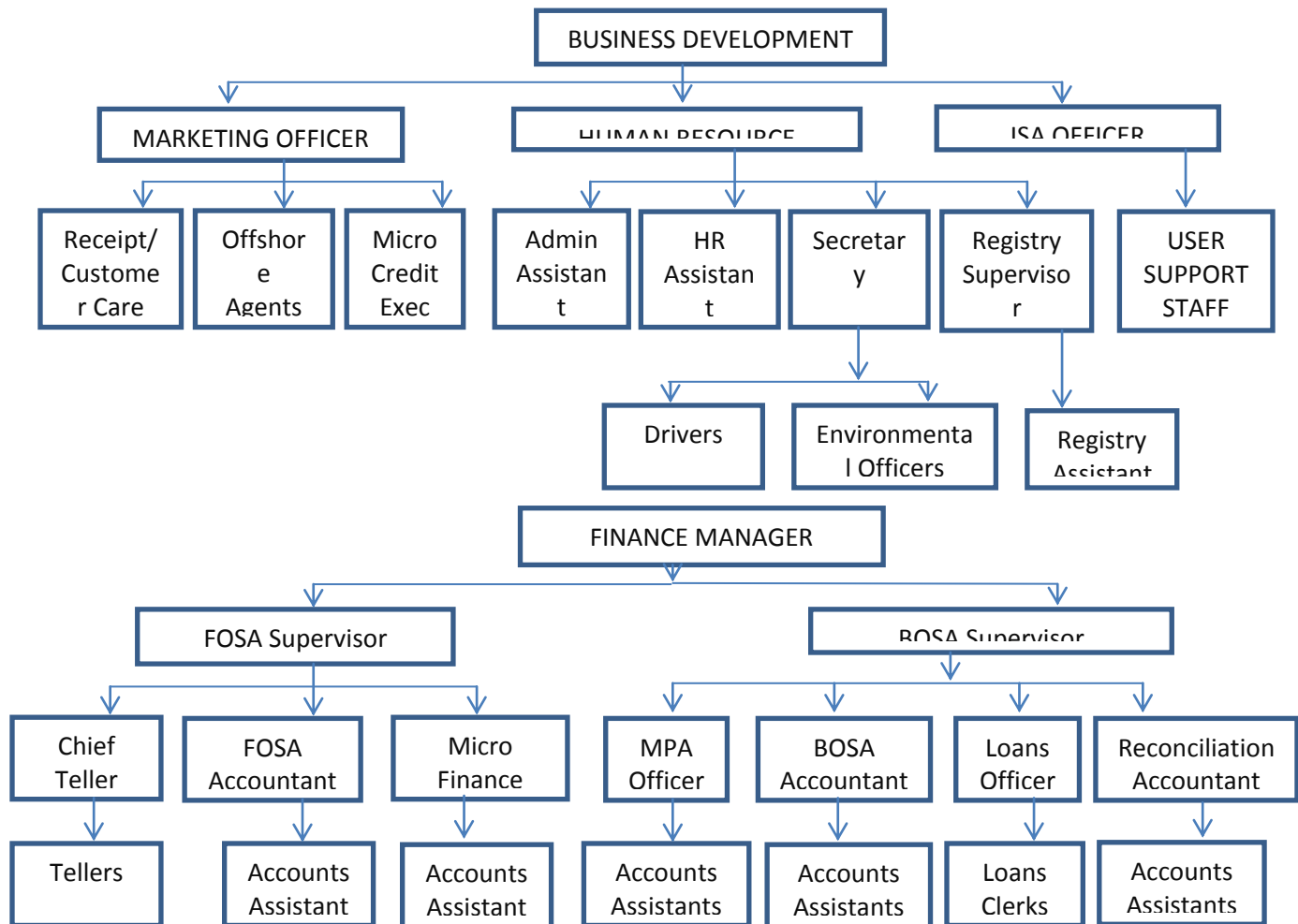


Ms. Purity Kendi
Environmental officer

Appendix 2: Organization Structure



Appendix 3: Functional Organization Structures



Appendix 4: Review of the 1st strategic plan and preparation of the 2nd strategic plan

Over a period of over six months between April and Dec. 2014, the Board of Directors, Supervisory Committee and Management staff of Kenversity Sacco held a series of consultative meetings using the experts of KUSCCO Limited.

The Group Photos (appendix 5) represents two (2) important retreats the Board to focus on the Sacco's Strategic Plan. The first photo was taken in May 2014 at Kasarani's Sportview Hotel on the occasion of the 1st SP review while the 2nd picture was taken at Lake Naivasha's Sweet Lake Resort on the occasion of revision the 1st SP to come up with this (2nd) SP for the period 2015 to 2019. It is important to note that the Sacco held many other consultative meetings in a participatory and consultative process that contributed immensely to the final product of the sacco's 2nd SP.

Appendix 5: Group Photos of the Strategic Planning Workshops



Members of the Board of Directors, Supervisory Committee and Management Staff at Sports View Hotel in May 2014



Members of the Board of Directors, Supervisory Committee and Management Staff at Sweet Lake Resort in Naivasha in August 2014