

KANISA REGULATED NWDT SACCO

STRATEGIC PLAN 2025 – 2027



FEBRUARY 2025

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FOREWORD

I am delighted to present to you Kanisa Regulated Non-Withdrawable Deposits (NWD) SACCO **2025-2027 Strategic Plan**. This plan will be implemented over the next three years and outlines the strategic focus that we have identified to help the Sacco realize its full potential and better fulfil its mission. The mission of the Sacco is to promote thrift, member education and participation, development of dynamic systems that will ensure growth and security of funds through use of best practices in its Management. Following the expiry of the strategic plan for the period 2020-2024, the Board of Directors embarked on an all-inclusive participatory process of developing a new plan for the period 2025-2027, taking into account changes in the operating environment as well as the need to align the products and services with the membership financial needs.

This plan is the fourth formal framework to be developed since the SACCO's establishment in 1981. It outlines the vision and the goals that have been identified to help the Society realize its full potential and better fulfill its mission to serve the members as well as the wider community of its stakeholders.

The plan comes at a time when a lot of changes have happened in the Cooperative movement. Thus, there is need for adapting to evolving economic and social landscapes, by integrating innovative strategies, empowering members as they embrace digitization, innovation and professionalism. This will foster inclusive growth, improve efficiency, thus reaching a wider customer base. Implementation of this plan is at a time when the SACCO is under the *Sacco Societies Regulatory Authority (SASRA) Reg. 2020*. The Sacco will therefore continue strengthening its governance structures to promote transparency, accountability, and democratic decision-making.

We are rolling out this plan within a challenging operative environment, which is highly dynamic and characterized by amongst other things stiff competition and fluid market dynamics. Hence the need to position the Sacco strategically to continually grow its market share. We will build on the growth trajectory gained by the SACCO in the previous periods as this plan will enable the Society to actualize its vision and mission and spur growth.

We look forward to the successful implementation of this plan with the unwavering support from all our stakeholders

On behalf of the Board of Directors, I am happy to present to you our 2025 – 2027 Strategic plan and invite you all to support the outline herein for successful implementation.

Ann Kioi
Chairperson
Kanisa SACCO Society Limited.

ACKNOWLEDGEMENT

The development of the Strategic Plan for 2025 to 2027 has been possible through the active participation of all stakeholders including: Board of Directors, Supervisory Committee (SC), Management and members who dedicated their time to review the 2020-2024 Strategic Plan and gave valuable inputs to the development of this plan.

Special gratitude goes to the members of the Adhoc Committee whose dedication and time helped piece up this roadmap for the Society.

The valuable contribution and insights of all stakeholders during the strategic planning process is greatly appreciated.

I sincerely thank all those who participated in the development of this strategic plan.

Ann Kioi
Chairperson, Kanisa SACCO Society Limited.

ABBREVIATIONS

AACC	All Africa Conference of Churches
ADR	Alternative Dispute Resolution
AGM	Annual General Meeting
AI	Artificial Intelligence
BETA	Bottom -Up Transformational Agenda
BOSA	Back Office Savings Activities
CAK	Cooperative Alliance of Kenya
CBK	Central Bank of Kenya
COVID	Coronavirus Disease
CRB	Credit Reference Bureau
ERP	Enterprise Resource Planning
ESG	Environmental, Social, and Governance
FOSA	Front Office Service Activities
GoK	Government of Kenya
ICT	Information Communication and Technology
KES	Kenya Shillings
KHL	Kanisa Holdings Limited
KUSCCO	Kenya Union of Savings and Credit Cooperative Societies
LPO	Local Purchase Order
MFI	Microfinance Institutions
MMF	Money Market Fund
NCD	Non-Communicable Diseases
NWDT	Non-Withdrawable Deposit-Taking
NPLs	Non-Performing Loans
PESTEL	Political, Economic, Social, Technological, Environmental and
Legal PPP	Public-Private Partnerships
Regulations 2020	SACCO Societies (Non-Deposit Taking Business) Regulations 2020
ROI	Return on Investments
SACCO	Savings and Credit Cooperative Societies
SASRA	SACCO Societies Regulatory Authority
SLAs	Service Level Agreements
SMEs	Small and Medium Enterprises
SWOT	Strength, Weaknesses, Opportunities and Threats
USSD	Unstructured Supplementary Service Data

EXECUTIVE SUMMARY

The Strategic Plan for 2025 to 2027 provides a roadmap, framework and implementation plan through which Kanisa NWDT SACCO will implement its strategies towards the achievement of its goals during a 3 year period. The three-year period has been necessitated due to the rapidly changing operating environment not only by the need to address challenges emanating from the dynamic operating environment and changes in the industry but also by the desire of the Board of Directors to consolidate the gains made so far as we chart the way forward. The Board of Directors has assessed the Society's past performance and extent to which the desired results were achieved during the implementation of the 2020-2024 Strategic plan. The success, lessons learnt and recommendations has informed the formulation of this strategic plan 2025-2027.

In the development of this strategic plan, the Board considered the evaluation report of the 2020-2024 strategic plan which provided detailed analysis of the SACCO's current status using various tools (SWOT, PESTEL, Risk Analysis and Stakeholders Analysis). The report provided a thorough understanding and appreciation of the SACCO's strengths, weaknesses, risks and untapped potential. This has served as the basis for identifying the Key Areas of Focus, strategic objectives and the expected key performance indicators (KPIs) that enabled the Board to identify four strategic pillars outlined in this strategic plan.

The four pillars identified in this plan are as follows: -



For each of the above strategic pillars, strategic objectives, strategies and activities were identified thus an implementation plan has been developed. During the implementation period, the Board and staff will streamline operations and enhance service delivery through mobile banking technology, allowing members to apply for loans and access funds electronically. We will invest in cybersecurity to protect member funds and maintain financial health and trust. Reducing costs by automating processes, minimizing human error, and improving payment collection systems for faster, more efficient transactions.

We will review policies, and research on new products that meet members' needs. Operational effectiveness will be enhanced and the Board will be keen on compliance with legal and regulatory framework. This plan comes with a new organogram which shows the structure in which this plan will be implemented and provides for delegation of responsibilities and authority which is important for the successful implementation of the strategic plan. The plan also has a chapter on monitoring and evaluation detailing the strategies that the Sacco will adopt in order to keep track of the strategic objectives identified. This plan shall be reviewed annually to ensure least divergence from the stated goals while at the same time looking at how to revamp the objectives to match prevailing economic and market changes. We will ensure compliance as well as good governance in all areas of the Society's operations.

Budget provision will be made annually for the implementation of this plan and presented to the members for approval at the AGM. As a Board, we are confident in our capacity to implement

this strategic plan using internally generated resources supplemented by external support from our stakeholders.

To help ensure successful implementation of this plan a Monitoring and Evaluation (M&E) framework will be implemented. The CEO in consultation with the Board Chairperson will be responsible for M&E.

1. CHAPTER ONE: INTRODUCTION

1.1. Background Information

Kanisa Regulated NWDT SACCO was established in 1981 by the staff of the All Africa Conference of Churches (AACC) to promote the welfare of members by enabling them to mobilise savings and facilitate lending. The SACCO has since opened the common bond and has membership from other organisations drawn from international and local non-governmental organisations) at corporate level and individually making contributions towards its growth. At the time of establishment, Kanisa Regulated NWDT SACCO had a membership of 18 and a financial base of Kenya Shillings (KES) 200,000. This has since grown to over 4,000 members and a financial base of over **Kenya Shillings 600,000** as at the end of 2024. It has also diversified its products and services to members. The number of products and services has increased from 3 in 1981 to over 12 loan and loan-related products and over 5 services as at the end of 2024.

Kanisa Regulated NWDT SACCO is registered under the Cooperative Societies Act, 2004. The SACCO derives its mandate from its By-Laws which are interpreted in accordance with SACCO Societies Act, No. 14 of 2008, SACCO Societies (Non-Deposit Taking Business) Regulations, 2020, Co-operative Societies Act (Cap 490) the Cooperative Societies Act, 2004 and the Rules. The vision of Kanisa Regulated NWDT SACCO is to be the leading one-stop financial institution providing diverse products and services for members' economic empowerment. Whereas the Mission is to promote thrift, prudent management, members' participation, regular education, development of dynamic systems that will ensure growth, security of funds and encourage a positive organizational culture.

To achieve its mission, Kanisa Regulated NWDT SACCO has so far developed three strategic plans (2009-2013, 2015-2019, and 2020-2024). These have been instrumental and have provided strategic directions over the years during which the Society has undergone major transformation and evolution processes in terms of growth, membership development and institutional strengthening. Kanisa Regulated NWDT SACCO Strategic Plan 2025 – 2027 is therefore expected to spur the Society's growth as it continues to offer value to its members as well as respond to the ever changing socio-political and economic environment. This plan will guide the growth and sustainable development of the Society in the SACCO's competitive environment in Kenya.

1.2. Products and Services

Kanisa Regulated NWDT SACCO offers the following products and services to its members through its Back-Office Savings Activities (BOSA). As at the end of 2024, the following products and services were on offer by the society namely: -

Loan Products	Loan related products and strategic partnership services	Savings Products
Principal loan, Development loan; Emergency loan; Mjengo loan; Malimali loan; Car loan; Vision loan; Motor vehicle insurance loan; Instant loan; Elimu (Scholar's) loan; Vuka loan; Karibu loan; Trustee loan; and Interest on Deposits loan.	Loan related products: Refinancing; Factoring; Restructuring; Consolidation; Deposit Boosting Facility; and Zidisha Deposit Boosting Facility Strategic Partnerships Services: Personal Motor Vehicle Insurance, Water tank Mobile devices	<ul style="list-style-type: none">• Jiokoe Savings scheme• Mwanangu (Children's) savings scheme

Table 1: Loan Products and savings products

1.3.Rationale for the Strategic Plan

The development of the strategic plan for 2025 to 2027 enables Kanisa Regulated NWDT SACCO to deal with emerging challenges in the business environment for the next 3 years and to also re-examine its mandate and core functions. It assists in anticipating changes in the operating environment and determining how to best position the society for continued growth and profitability. The major achievements and performance of the SACCO since inception are highlighted and a road map for future growth is charted.

The strategic plan takes into consideration the external environment in which the SACCO operates and identifies appropriate strategies of utilizing its resources to achieve its objectives. Current and future challenges are identified and addressed including the increased competition in the cooperatives and financial services sectors.

1.4. Methodology of Developing the Strategic Plan

This strategic plan was developed in a participatory process that involved the Board of Directors, Supervisory Committee, Staff and Kanisa SACCO members.

A survey tool was developed and shared with all members to elicit their input into the planning process. Members' responses were analysed and this informed the deliberations in the brainstorming workshop which kick-started the development of this plan and brought together all the named stakeholders.

The staff, the Board, and the Supervisory Committee held a validation meeting that reviewed the draft plan and worked towards finalizing this strategic plan. It is anticipated that the participatory strategic planning process will foster ownership of the strategic plan among all stakeholders.

1.5. Structure of the Plan

This strategic plan consists of seven chapters.

2. CHAPTER TWO: INSTITUTIONAL REVIEW

This section presents the mandate, vision, mission, and core values of Kanisa Regulated NWDT SACCO

2.1 Identity Statement

Kanisa Regulated NWDT SACCO is registered under the Cooperative Societies Act, 2004. The SACCO derives its mandate from its By-Laws, Cooperative Societies Act (Cap 490), Cooperative Rules 2004, SACCO Societies Act, No. 14 of 2008 and SACCO Societies (Non- Deposit Taking Business) Regulations, 2020 where the Society derives its mandate from. The objectives for which the SACCO society is established are:

- a) To promote thrift among its members by affording them an opportunity for accumulating their savings and deposits and providing them with credit exclusively for provident and productive purposes, at fair and reasonable rate of interest; thereby enabling them to use and control their money for their mutual benefit.
- b) To ensure personal growth through the introduction of new products and services that will promote the economic base of the members such as Front Offices Services Activities.
- c) To ensure progress of members and SACCO society through continuous education programs on savings and proper use of credit, reduction of poverty, human dignity and co-operation.
- d) To apply the Co-operative principle of cooperation among co-operatives in order to promote members' interests.
- e) In furtherance to its objects, the society may affiliate to the relevant National Co- operative Union and the Apex societies.

2.2 Vision

To be the leading one-stop financial institution providing diverse products and services for members' economic empowerment.

2.3. Mission

To promote thrift, member education and participation, development of dynamic systems that will ensure growth and security of funds through use of best practices in SACCO Management

2.4.Core Values

In addition to the cooperative values and principles, Kanisa Regulated NWDT SACCO adheres to the following core values:

- a) **Integrity:** The society's operations are characterized by mutual respect and openness; exhibit impartiality, independence and honesty and upholding of the highest ethical and professional standards in an open and consistent way.
- b) **Transparency:** The society remains committed to serve members with openness in all her transactions while maintaining good communication links and adherence to rules and regulations.
- c) **Innovation:** The Society will strive to improve its products, services and processes through applying new ideas and technologies to ensure a competitive advantage in the dynamic financial industry.
- d) **Professionalism:** The society maintains high standards and adequate level of knowledge and skills to enable the provision of quality services.
- e) **Teamwork:** The society harnesses synergies of members to realize set goals through commitment towards organizational goal attainment and ensuring that interests of the society supersede those of individuals and that everyone's contribution and participation is valued.

2.4.Motto

Bridging financial gaps, building futures

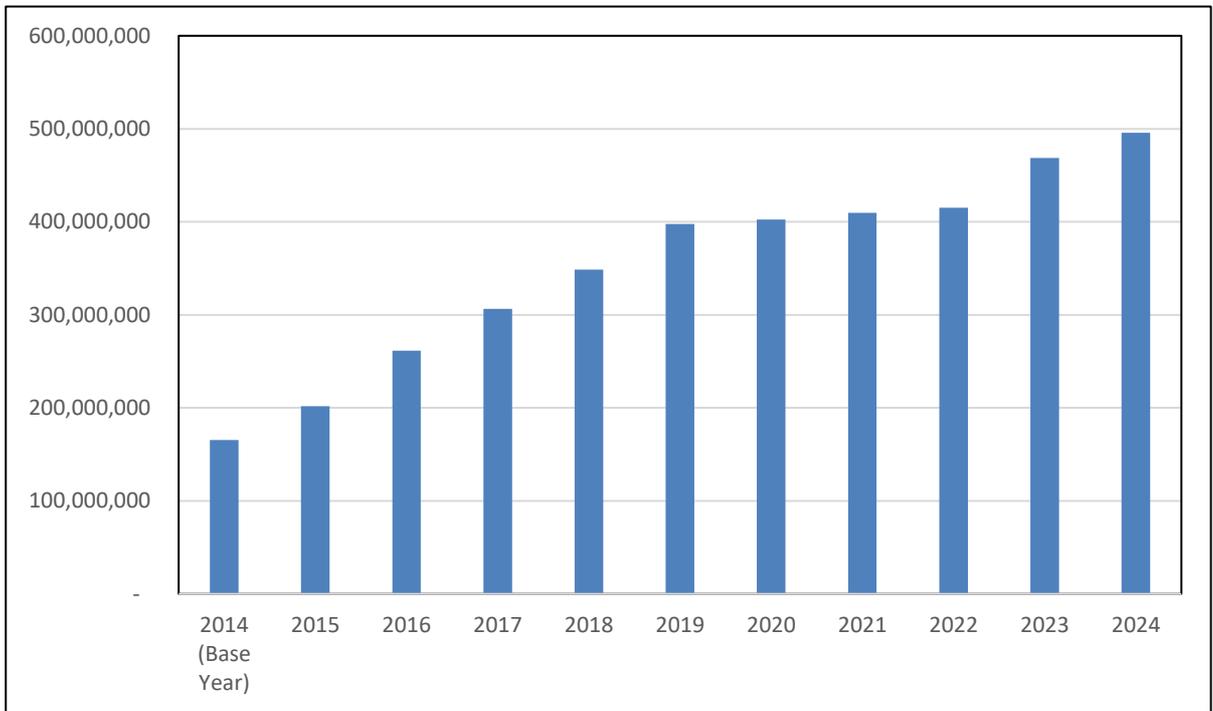
3. CHAPTER THREE: EVALUATION OF PAST PERFORMANCE

3.4.Situational Analysis

This chapter presents an evaluation of past performance of Kanisa Regulated NWD T SACCO, an analysis of the internal and external environment and a stakeholder analysis. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis are used to determine the factors that may influence the attainment of the society’s objectives.

3.5. Evaluation of Past Performance¹

3.5.1. Members deposits growth

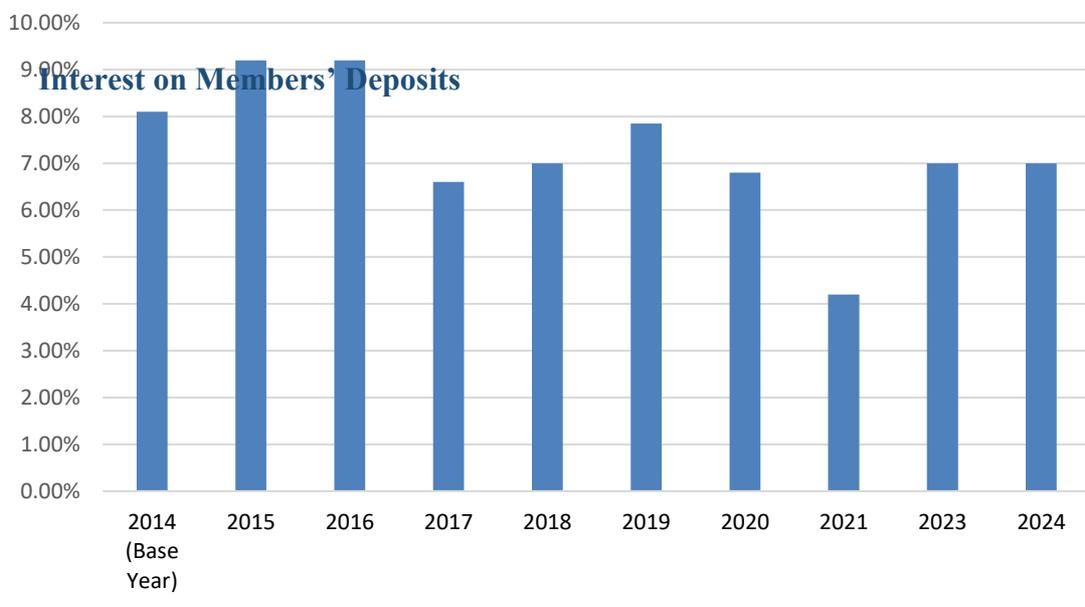


Source: Kanisa Regulated NWD T SACCO Documents

3.5.2. Loan Portfolio

Year	Amounts	Growth Percentages
2014 (Base Year)	182,712,582.00	
2015	217,486,057.00	19%
2016	292,681,800.40	35%
2017	339,181,150.54	16%
2018	388,492,713.54	15%
2019	426,770,259.89	8.85%
2020	382,663,728.00	(9.24) %
2021	323,263,600.00	(15.52) %
2022	376,160,083.00	16.36
2023	433,325,012.00	15.20
2024	449,991,395.00	3.85%

3.5.3.



3.5.4. Membership

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Membership growth and decrease in numbers	1222	1503	1828	2219	2474	2933	1816	3041	3341	3127	3393
Membership growth and decrease in Percentage		23%	21.6%	21.4%	11.5%	18.6	(38%)	67.5%	9.9%	6.4%	8.5%

3.5.5. Income and Expenditure Analysis

Year	Revenue	Expenses	Percentages of Expenses to Revenues
2014 (Base Year)			30%
2015	26,916,347.00	7,213,150.93	26.80%
2016	34,220,561.49	8,950,668.28	26.16%
2017	31,983,189.51	8,772,202.00	27.43%
2018	37,306,375.80	10,899,219.34	29.22%
2019	48,768,537.04	14,356,747	29.44%
2020	47,270,214	11,955,003	25.29%
2021	45,927,947	22,561,756	49.12%
2022	57,092,174	23,130,626	40.51%
2023	62,098,009	24,449,429	39.37%
2024	72,058,000	29,826,932	41.39%

3.5.6. Performance Benchmarks

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of Members	1,222	1,503	1,828	2,219	2,474	2,933	1816	3041	3341	3127	3393
% Growth in Members per annum	29%	23%	21.6%	21.4%	11.5%	18.6%	(38%)	67.5%	9.9%	6.4%	8.5%
Loan portfolio	182,712,582	217,486,057	292,681,800.40	339,181,150.54	388,492,713.54	421,628,357.58	382,663,728	323,263,600	376,160,083	433,325,012	449,991,395
% Increase in loans		19%	35%	16%	15%	8.5%	(9.24)	(15.52)	16.36	15.20	3.85%
Number of products and services	13	17	19	20	20	20	20	20	20	20	20

3.6. External Environment

3.6.1. PESTEL Analysis

3.6.1.1. Political Environment

The government's commitment to upholding cooperative principles remains strong, affirming the importance of cooperatives as a means of socio-economic empowerment. Members of Kanisa Regulated NWDT SACCO are drawn from the 47 counties of Kenya and diaspora. Hence the political stability in Kenya and the world over is critical in ensuring that Kanisa Regulated NWDT SACCO operations are uninterrupted.

The National Government recognizes the cooperative movement as a significant contributor to Kenya's socio-economic objectives, such as rapid economic growth and sustainable development. The Bottom -Up Transformational Agenda (BETA) prioritizes Agriculture, Micro, Small, and Medium Enterprises (MSME) economy, Housing and Settlement, Healthcare, and Digital superhighway and creative economy. Kanisa Regulated NWDT SACCO can align its products to support these pillars in order to empower its members. By tailoring credit and financial services to enable members' involvement in projects related to BETA, the SACCO will increase member engagement and contribute to national development objectives. Additionally, government-led lending initiatives present partnership opportunities for the SACCO.

3.6.1.2. Economic Environment

Kenya's Real Gross Domestic Product (GDP) expanded by 5.6 per cent in 2023 compared to a revised growth of 4.9 per cent in 2022 as recorded in Economic Survey 2024. The positive growth was notable across most sectors of the economy and the economy is expected to sustain this growth. This growth supports positive lending and savings conditions for financial institutions, including SACCOs. The government's dedication to sound fiscal policies and investment in infrastructure aligns with economic resilience, creating opportunities for members interested in leveraging new economic projects for investment or business expansion. Nevertheless, global and regional economic shifts, particularly in trade and investment flows, could impact Kenya's economy, necessitating agile financial strategies from Kanisa Regulated NWDT SACCO to support member needs in fluctuating market conditions.

The diaspora market presents a largely untapped opportunity for Kanisa Regulated NWDT SACCO, with many Kenyans living abroad interested in investing in their home country. By targeting the diaspora market, the SACCO can create tailored loan products and savings plans that cater to diaspora members who wish to support family or invest in property in Kenya. Additionally, this diversification would help Kanisa Regulated NWDT SACCO offset the potential decline in local savings due to economic challenges associated with climate change. Offering innovative digital banking solutions, such as online loan applications and real-time account access, would make the SACCO more accessible to diaspora members, fostering sustained growth.

3.6.1.3. Social Environment

Based on the 2019 Kenya Population and Housing Census, the country's population has grown to 47.6 million, marking a significant increase over the previous decade. A declining birth rate has shifted Kenya towards a favorable dependency ratio, as the working-age population (25-60 years) grows relative to dependent age groups. This demographic trend presents an opportunity for Kanisa Regulated NWDT SACCO to focus on tailored financial products and services for the working population, whose financial needs, including saving, investing, and securing credit, are likely to increase as they support both younger and older dependents. Products aimed at long-term investment, education savings, and retirement planning would be particularly beneficial to this group.

3.6.1.4. Technological Environment

As digital banking gains momentum in Kenya, Kanisa Regulated NWDT SACCO members are increasingly relying on online and mobile platforms for financial transactions, including loan applications, savings deposits, and payments. To remain competitive, the SACCO must prioritize the integration of advanced mobile banking features to allow members to perform transactions seamlessly and securely, regardless of business hours. Additionally, Kanisa Regulated NWDT SACCO could enhance its mobile app with features such as real-time account tracking, instant loan application, automated notifications, and payment reminders. Providing these digital services not only enhances member satisfaction but also positions the SACCO as a forward-thinking financial partner.

With digital transformation comes an increased risk of cybercrime, including threats like hacking, information theft, and fraud. Given the sensitivity of member data, Kanisa Regulated NWDT SACCO should invest in robust cybersecurity infrastructure to protect against potential breaches. Key initiatives could include implementing advanced encryption protocols, adopting multi-factor authentication for online transactions, and conducting regular cybersecurity audits. The SACCO should also maintain compliance with Kenya's Data Protection Act, which mandates secure handling and storage of personal data. Ensuring data privacy and security will build member trust and establish Kanisa SACCO as a secure and reliable institution.

3.6.1.5 Environmental Factors

Kenya faces significant challenges from climate change, with extreme weather patterns such as droughts, floods, and irregular rainfall increasingly affecting agricultural productivity and food security. These disruptions contribute to higher inflation rates and an increased cost of living, which in turn affect members' savings and borrowing capacities. Kanisa Regulated NWDT SACCO may experience fluctuations in loan repayments and reduced savings as members face economic hardship. To mitigate these impacts, the SACCO will consider developing flexible loan products or restructuring options for members directly impacted by climate change, supporting them through financially challenging times.

Educating members on the financial and environmental benefits of sustainable practices can empower them to make more informed decisions. By encouraging members to adopt environmentally friendly practices, Kanisa Regulated NWDT SACCO can indirectly contribute to reducing environmental degradation. Introducing programs or partnerships that promote responsible farming, waste reduction, or eco-friendly business practices could help reduce members' operational costs, enhancing their ability to save and repay loans. Additionally, aligning the SACCO's messaging with Kenya's environmental goals may attract younger, environmentally conscious members, further supporting long-term growth.

3.6.1.6 Legal / Policy Environment

Kanisa Regulated NWDT SACCO operates within a robust legal framework, defined by the Co-operative Societies Act No. 12 of 1997 (amended 2020), SACCO Societies (Non-Deposit taking) Regulations, 2020 and various national policies that govern cooperatives. As Kenya continues to strengthen regulations in the cooperative sector, the SACCO must prepare for potential legislative changes. It will need to stay agile, monitoring new legislative developments, and positioning itself to comply with and benefit from these regulatory shifts.

3.7. Internal and External Environment

This section outlines issues within and without the society that can positively or negatively affect its performance.

3.4.1 Strengths and Weaknesses

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Liquidity - Availability of funds for lending ● Accessibility/Location of the SACCO ● Potential for product diversification and revamping ● Regulated by SASRA ● Competent and experienced Board of directors and staff ● Efficient Infrastructure ● A functioning ERP system- that integrates key business processes like accounting, member management, loan processing, and reporting into a unified system. ● Membership diversity. 	<ul style="list-style-type: none"> ● Guarantorship model dynamics ● Collateral dynamics ● Loan recovery leading members opting for withdrawals ● Low marketing

3.4.2 Opportunities and Threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Existing mechanisms of addressing loan default ● Asset Financing ● Local Purchase Order (LPO) financing ● Collaborating with other financial institutions ● Availability of credit facilities from other financial institution ● Existing ICT infrastructure that is easy to adopt ● Investment opportunities ● Technology and digitization (mobile banking, online platforms, and financial management software) ● Diaspora membership. ● Strategic Partnerships ● Kanisa SACCO name 	<ul style="list-style-type: none"> ● Competition from other financial institution's competitors such as Microfinance Institutions (MFIs), Small and Medium Enterprises (SMEs), Fintech and other SACCOs; ● Exorbitant legal fees and unprofessionalism of service providers; ● Increase of social welfare groups e.g. Chamas ● Political and Social Instability ● Global Economic Trends/ Global Recession Risks and rising inflation. ● Regulatory Changes /Stricter Regulatory Requirements: ● Cybersecurity Threats: ● Changing consumer behaviour ● Decrease Member Loyalty ● Societal attitudes that discourage members from joining and saving in SACCOs ● Downsizing of organizations whose staff are members of the SACCO ● Umbrella association instability hurting the reputation of the value proposition of SACCOs.

3.8.Stakeholder Analysis

Name of Stakeholder	Role of Stakeholder / Mandate or function	Expectation of Stakeholders from the SACCO	Obligation of the SACCO to the Stakeholder	Expectations of the SACCO from the Stakeholder
Shareholders / Members	Own and invest in the SACCO, contributing capital through savings and shares	Regular dividends or interest on shares, transparency in management, and access to loans and other benefits.	Ensure fair returns on investment, transparent financial reporting, and provide regular updates on SACCO performance	Regular contributions through savings and participation in meetings and decision-making processes.
Government / Regulatory Authorities	Create and enforce regulations governing SACCO operations, such as tax compliance, financial transparency, and member protection.	Compliance with laws and regulations, regular submission of required reports, and payment of taxes.	Meet all legal and regulatory requirements, file necessary reports, and adhere to government policies.	Provide a conducive regulatory environment, ensure fair and reasonable regulations, and support sector growth.
External Auditors	Review and provide an independent assessment of the SACCO's financial statements and compliance.	Transparency and accuracy in financial reporting, access to necessary records for auditing purposes.	Provide accurate financial data, access to relevant records, and cooperation during audits.	Objective and thorough audits, identification of risks, and recommendations for improvements.
External Service Providers / Vendors	Supply goods and services necessary for the SACCO's operations, such as technology systems, security, and office supplies.	Timely payments, clear contracts, and fair business practices. Timely vendor support where applicable	Honour contractual agreements, make payments on time, and maintain professional relationships.	Reliable service delivery, competitive pricing, and adherence to agreed-upon terms.
Employees	Execute the day-to-day operations of the SACCO, ensuring efficient service delivery and operational management.	Fair compensation, good working conditions, opportunities for growth, and job security.	Provide competitive wages, a conducive working environment, training, and career development opportunities.	High productivity, adherence to SACCO policies, and commitment to delivering quality service to members.

Insurance Providers	Offer insurance products to cover the SACCO's operational risks, including asset protection and employee welfare.	Timely premium payments and accurate disclosure of necessary information for coverage.	Honour insurance agreements, pay premiums on time, and maintain accurate risk profiles.	Provide comprehensive coverage, fair premium pricing, and timely settlement of claims
Members of the Public / Community	The community in which the SACCO operates, which may be impacted by its activities through CSR or employment opportunities.	Positive community impact through corporate social responsibility (CSR) initiatives and ethical business practices.	Contribute to the social and economic development of the community through CSR, job creation, and ethical business.	Support for the SACCO's business, participation in community programs, and collaboration on local development efforts
Board of Directors	Strategy implementation by management to ensure members enjoy return on their investments	Proper management from staff Implementation of policies	Conducive working environment	Accountability and proper leadership
Supervisory Committee	Ensure compliance of the business with the regulations in place Continuous monitoring and review of the Regulations and operations	Good record keeping; Compliance and adherence to the society's By-Laws; and Prudent financial management	Compliance with the regulatory requirements Feedback from the SACCOs on the impact of the regulations to their businesses Ensuring compliance with the regulatory requirements to safeguard the businesses.	Professionalism Diligence Integrity Hard work

Apex Bodies	Networking, collaborations, trainings and advocacy	Communication Cooperation Good working relationship	Ensuring compliance with the regulator Requirements to safeguard the business.	Guiding the Society in the implementation of regulations. Being responsive to feedback given by the Society to enhance business growth.
Strategic Partners	Supply of goods and services to enable smooth running of the Society's business Support and maintenance	Prompt payment for goods and services delivered to SACCO satisfaction. More business opportunities. SACCO to have clear specifications of the goods and services they need from the strategic service providers. Good customer relationship. Honesty.	Delivery of goods and services as per specifications and/or LPOs. Competency on the side of the service provider. Honesty on the side of the service provider.	Supply of quality goods and services. Adherence to supply level agreements.

3.6 Risk Analysis

Kanisa Regulated NWDT SACCO is exposed to risks in terms of threats to service provision and potential loss of resources and opportunities. The SACCO identified anticipated risks which have a likelihood of negatively influencing the implementation of outlined activities and determined their mitigation measures as summarized in table 3.6. The mitigation measures have been considered in the determination of strategic themes. Risks have been categorised depending on their potential impact as high, medium and low. The summary identifies risks that were classified as high and medium and the mitigation measures therein.

Table 3.6: Risk Analysis

Type of Risk	Anticipated Risk	Level of Potential Impact	Mitigation measures
Credit risk	Default in loan repayments	High	Develop adequate credit policies and procedures
Operational risk	Inadequate appropriate policies and procedures	Medium	Develop adequate policies and control procedure in all business processes
Technological risk	Failure to keep pace with rapid technological changes Cyber attack	High	Investing in modern security technological innovations (firewalls,
Market Risk	Risks due to fluctuations in the money and investment market	Medium	Make sound investment decisions that are supported by adequate data
Legal and Regulatory Risk	Risks of Non-Compliance could lead to penalties	Medium	Ensuring compliance with all the laws and regulations
Liquidity Risk	Risks due to the depreciation of the KES, inflation and interest rates	Medium	Ensuring most of the cash is used in lending and investments
Reputation Risk	Loss of reputation in the SACCO sector	High	Ensure that there is a proper crisis communication system in place
Financial Risk	Debt penalties Fraud and money laundering	High	Ensure all financial obligations are fulfilled in good time

Natural disasters	Loss of business	Medium	Disaster Preparedness and Business Continuity plan
Management Risk	Wrong business decision	High	Board oversight and review management decisions especially those that will highly impact business continuity.
Political Risks	Uncertainty due to elections, civil strife, terrorism	Medium	Securing the office premises
Pandemics and health emergencies	Loss of business	Medium	Disaster Preparedness and Business Continuity plan

4. CHAPTER FOUR: STRATEGIC PILLARS

4.4.Strategic pillars

This chapter presents the strategic pillars, strategic objectives and strategies the Society will focus on during the strategic plan period. These are:

1. Membership Development
2. Credit Risk Management
3. Investment and Financial Sustainability
4. Governance and Compliance

4.5.Strategic Objectives

From each of the strategic pillars, strategic objectives have been identified that will drive the SACCO into productivity and increase business growth. These are summarized as follows:

Strategic Pillar	Strategic Objective	Strategies
Membership Development	Achieve an annual membership growth-rate by 10% with a retention and satisfaction rate of 90% through robust engagement	<ul style="list-style-type: none"> ● Increase Membership Enrolment ● Increase Member retention, Engagement and Participation ● Diversify Products and Services to Meet Member Needs ● Enhance Member Financial Literacy and Capacity Building ● Strengthen Digital and Technological Integration ● Strengthen Digital and Technological Integration
Credit Risk Management	To reduce non-performing loans to Utmost 5% of total loan book	<ul style="list-style-type: none"> ● Enhance adherence to Credit Policy ● Credit Risk assessment ● Credit Monitoring ● Enhanced loan recovery
Investment and Financial Sustainability	To grow the asset base from KES 600 Million to KES 1 Billion.	<ul style="list-style-type: none"> ● Enhancement of revenue streams ● Revamp investment options ● Core capital Growth ● Effective and efficient Budgeting process ● Prudent financial management
Governance and Compliance.	To ensure compliance to all legal and statutory requirements	<ul style="list-style-type: none"> ● Policies development, Implementation and review ● Statutory Compliance - taxes, licences etc ● Financial Reporting ● Enhance governance structures ● Institutional strengthening and Sustainability ● Ethical standards and codes of conducts

5. CHAPTER FIVE: - IMPLEMENTATION PLAN

Strategic Pillar 1: Membership Development

Strategic objective: - Achieve an annual membership growth-rate by 10% with a retention and satisfaction rate of 90% through robust engagement

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Increase Membership Enrolment	<ul style="list-style-type: none"> Implement targeted marketing campaigns and recruitment drives 	X	X	X	<ul style="list-style-type: none"> 300 members recruited. Quarterly marketing campaigns conducted Enhanced visibility and promotion of SACCO'S value proposition. 	Business Development & Education Committee
	<ul style="list-style-type: none"> Develop incentives for referrals to encourage existing members to bring in new ones. 	X	X	X	<ul style="list-style-type: none"> Increased referrals Growth in membership 	Business Development & Education Committee
	<ul style="list-style-type: none"> Develop online registration processes to make joining easy and accessible. 	X	X	X	<ul style="list-style-type: none"> Number of online registrations 	Business Development & Education Committee
Increase Member retention, engagement and participation	<ul style="list-style-type: none"> Update on social media platforms, the SACCO website and member portal 	X	X	X	<ul style="list-style-type: none"> Increased social media engagement, website traffic, and portal activity 	Business Development & Education Committee
	<ul style="list-style-type: none"> Implement feedback channels such as surveys, suggestion boxes, and digital platforms to gather member opinions. 	X	X	X	<ul style="list-style-type: none"> Number of feedback sessions, improvement in satisfaction rates Biannual member satisfaction survey 	Business Development & Education Committee

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Increase Member retention, engagement and participation	<ul style="list-style-type: none"> Organize chai days for new members to familiarize them with SACCO by-laws, products and services. 	X	X	X	Chai day report	Business Development & Education Committee
	<ul style="list-style-type: none"> Segment members based on their individual profiles and needs 	X	X	X	<ul style="list-style-type: none"> Enhance personalized services Dedicated account managers 	Business Development & Education Committee
	<ul style="list-style-type: none"> Enhance member information management processes and verification tools. 	X	X	X	<ul style="list-style-type: none"> Updated KYC requirements. 	Business Development & Education Committee
	<ul style="list-style-type: none"> Dormancy Management through calls SMS and email 	X	X	X	<ul style="list-style-type: none"> Reduced member dormancy 	Business Development & Education Committee
	<ul style="list-style-type: none"> Ensure adherence to the customer service charter with defined response timelines. 	X	X	X	<ul style="list-style-type: none"> Reduced number of complaints 	Business Development & Education Committee

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Enhance Member Financial Literacy and Capacity Building	<ul style="list-style-type: none"> Conduct annual financial education workshops and webinars. 	X	X	X	<ul style="list-style-type: none"> Number of events held, Participant feedback Number of participants 	Business Development & Education Committee
	<ul style="list-style-type: none"> Create content on personal finance, investment, and business development. 	X	X	X	<ul style="list-style-type: none"> Short videos, articles and Documentaries 	Business Development & Education Committee
	<ul style="list-style-type: none"> Create an online accessible resource library with guides, videos, and articles. 	X	X	X	<ul style="list-style-type: none"> Added resources 	Business Development & Education Committee
Diversify Products and Services to meet Member Needs	<ul style="list-style-type: none"> Develop loan products that meet user needs 	X	X	X	<ul style="list-style-type: none"> Number of new products developed 	Business Development & Education Committee
	<ul style="list-style-type: none"> Review and update the SACCO's products and services to meet member needs 	X	X	X	<ul style="list-style-type: none"> Number of products updated and improved member satisfaction Annual business intelligence report 	Business Development & Education Committee
	<ul style="list-style-type: none"> Undertake market segmentation and market loan products for increased uptake 	X	X	X	<ul style="list-style-type: none"> Percentage increase in loan uptake 	Business Development and Education Committee

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Strengthen Digital and Technological Integration	<ul style="list-style-type: none"> Develop a member portal, USSD platform and mobile applications for easy access to services. 	X	X	X	<ul style="list-style-type: none"> Increase in digital platform engagement, number of transactions through digital channels 	Board
	<ul style="list-style-type: none"> Automate member services for efficient processing and real-time updates on transactions. 	X	X	X	<ul style="list-style-type: none"> Reduction in service time, increased member satisfaction 	Board
	<ul style="list-style-type: none"> Provide digital support channels, such as chatbots and online help centres. 				<ul style="list-style-type: none"> Increase in digital support usage 	Board
Records management and archiving and digitization	<ul style="list-style-type: none"> Implement Document Management System (DMS) 	X	X	X	<ul style="list-style-type: none"> System Utilization - Percentage of employees actively using the DMS (target: 90%) 	Business Development and Education Committee
	<ul style="list-style-type: none"> Digitization of Existing Records 	X	X	X	<ul style="list-style-type: none"> Percentage of records digitized (target: 100%) 	Business Development and Education Committee
	<ul style="list-style-type: none"> Set Up Records Retention Policies 	X	X	X	<ul style="list-style-type: none"> Compliance Rate: Compliance with records retention policies (target: 100% adherence). 	Business Development and Education Committee

Strategic Pillar 2: Credit Risk Management

Strategic Objective: - To reduce non-performing loans to Utmost 5% of total loan book

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Enhance adherence to Credit Policy and procedures	• Update the Credit Policy and Procedures as per emerging issues and trends	X	X	X	• Updated Credit Policy and Procedure manual	Credit and Risk Management Committee
	• Compliance to Credit Policy and Procedure manual	X	X	X	• SC reports	Credit and Risk Management Committee
Credit Risk assessment	• Undertake a credit risk assessment	X			• Credit Risk Assessment Report	Credit and Risk Management Committee
	• Develop a credit risk framework	X			• Credit Risk Framework in Place	Credit and Risk Management Committee
	• Implement the credit risk framework	X	X	X	• Percentage implementation of Credit Risk Framework	Credit and Risk Management Committee
	• Develop and maintain Risk Register	X	X	X	• Updated Risk Register in place	Credit and Risk Management Committee
Credit Monitoring	• Automate credit processes to enhance monitoring	X	X	X	• Number of Processes Automated	Finance and Administration
	• Monitor accounts and communicate to members as their obligations fall due	X	X	X	• Decrease of NPL	Credit and Risk Management Committee

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
	<ul style="list-style-type: none"> Segmentation of credit related communication 	X	X	X	<ul style="list-style-type: none"> Number of Segmented Communication and communicated to members 	Business Development and Education Committee
Enhanced loan recovery	<ul style="list-style-type: none"> Undertake background check on the member to determine creditworthiness 	X	X	X	<ul style="list-style-type: none"> Decreasing NPL 	Credit and Risk Management Committee
	<ul style="list-style-type: none"> Prudent Loan Appraisal 	X	X	X	<ul style="list-style-type: none"> Decreasing NPL 	Credit and Risk Management Committee
	<ul style="list-style-type: none"> Use of debt collectors 	X	X	X	<ul style="list-style-type: none"> Amount of NPL collected by debt collectors 	Credit and Risk Management Committee
	<ul style="list-style-type: none"> Tailored Loan restructuring 	X	X	X	<ul style="list-style-type: none"> Reduction in Number of non- performing accounts 	Credit and Risk Management committee
	<ul style="list-style-type: none"> Assessment of Collaterals 	X	X	X	<ul style="list-style-type: none"> Annual Collateral assessment reports 	Credit and Risk Management Committee
	<ul style="list-style-type: none"> Disposal of Collaterals for defaulted loans 	X	X	X	<ul style="list-style-type: none"> Amount of defaulted loans recovered through disposal of collaterals 	Credit and Risk Management Committee

Strategic Pillar 3: Investment and Financial Sustainability

Strategic Objective: - To grow the asset base from KES 600 Million to KES 1 Billion.

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Enhancement of Revenue streams Activities	<ul style="list-style-type: none"> Digital Lending Enhancement introduce more mobile services through the USSD Constant review of loan limits based on positive credit appraisal 	X	X	X	<ul style="list-style-type: none"> Number of products and services accessible through the USSD Percentage increase in mobile loan adoption among members. Number of loans disbursed via USSD per month. percentage increase in amount paid for loans and savings through the USSD number of members accessing their interests and dividends through the mobile wallet increase in revenue from the Fees charged to members for the USSD services 	<ul style="list-style-type: none"> Finance and Administration Committee, Credit Committee, Business Development Committee & CEO
Revamp investment options	<ul style="list-style-type: none"> Equip KHL with necessary resources to execute its mandate 	X	X	X	<ul style="list-style-type: none"> Percentage increase returns to SACCO and Members 	<ul style="list-style-type: none"> Finance and Administration Committee, CEO
	<ul style="list-style-type: none"> Explore strategic partnerships with likeminded investors 	X	X	X	<ul style="list-style-type: none"> Number of contracts signed and partnership brought on board. 	<ul style="list-style-type: none"> Finance and Administration Committee, CEO

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Growth of core capital	<ul style="list-style-type: none"> • Increase Share Capital from 6,000 to 20,000 • increase reserves to match the growth in share capital in the ration of 50:50 	• X	• X	• X	<ul style="list-style-type: none"> • % Increase in share capital • % Increase in reserves • % of members attaining 20k and above 	<ul style="list-style-type: none"> • Finance and Administration Committee, CEO
Effective and efficient Budgeting process	<ul style="list-style-type: none"> • Budget Preparation of the budget aligned to organizational goals 	X	X	X	<ul style="list-style-type: none"> • A realistic and optimistic annual budget 	<ul style="list-style-type: none"> • Finance and Administration Committee
	<ul style="list-style-type: none"> • Implementation and regular monitoring of the approved budget 	X	X	X	<ul style="list-style-type: none"> • Favorable variances 	<ul style="list-style-type: none"> • Finance and Administration Committee, Business Development Committee, CEO
Prudent management of financial resources	<ul style="list-style-type: none"> • Liquidity and cash flow management 	X	X	X	<ul style="list-style-type: none"> • Liquidity ratio at 10% 	<ul style="list-style-type: none"> • Finance and Administration Committee, CEO

Strategic Pillar 4: Governance and Compliance.

Strategic Objective: - To ensure compliance to all legal and statutory requirements

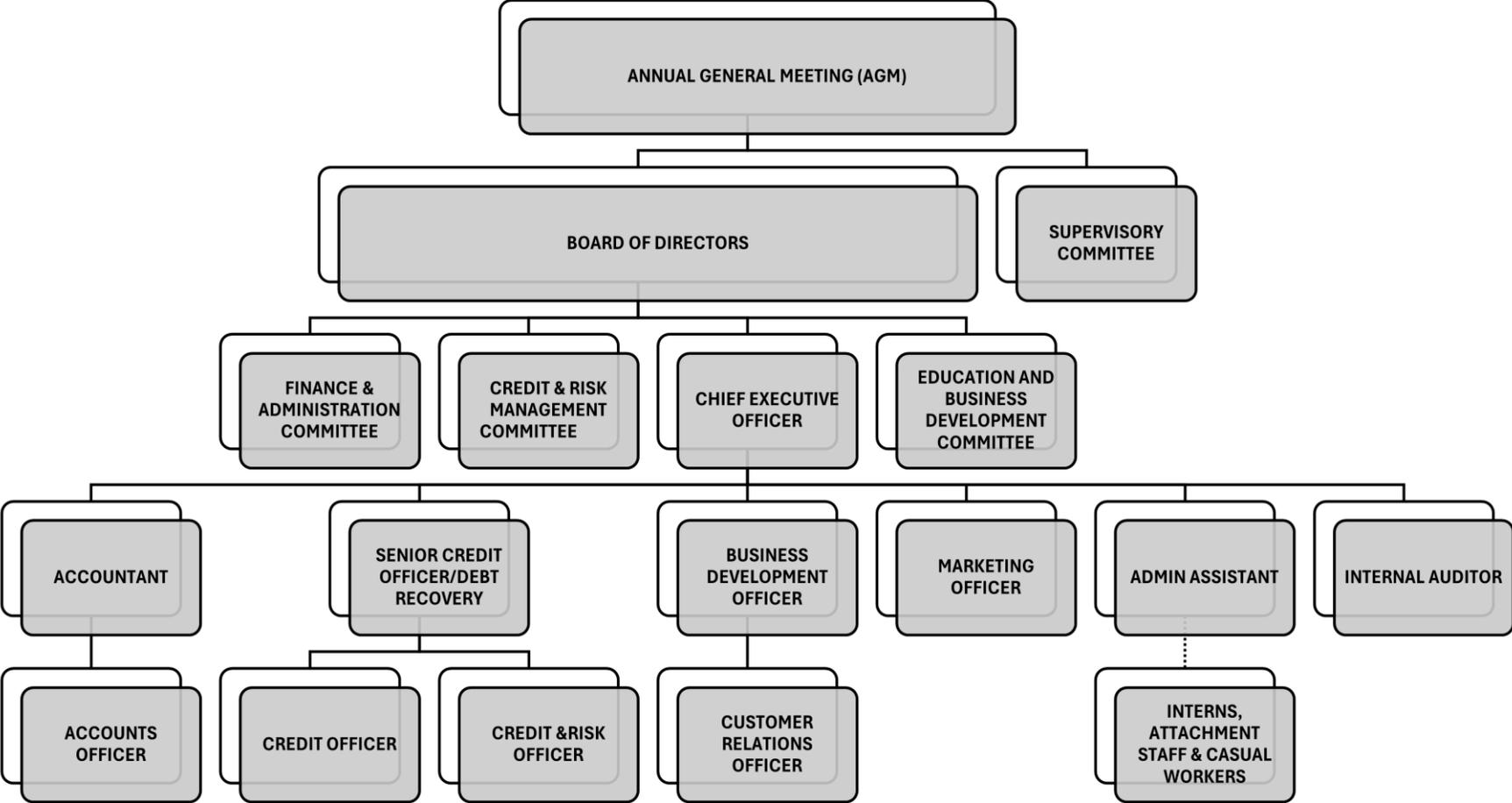
Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Policies development, Implementation and review	<ul style="list-style-type: none"> Develop and implement policies in compliance with regulatory requirements 	X	X	X	<ul style="list-style-type: none"> Policies adopted by the Board 	Board
Legal and Regulatory Compliance	<ul style="list-style-type: none"> Ensuring all statutory deductions/returns are complied with 	X	X	X	<ul style="list-style-type: none"> Compliance reports 	CEO
	<ul style="list-style-type: none"> Timely renewal of operating licenses 	X	X	X	<ul style="list-style-type: none"> Compliance reports 	CEO
	<ul style="list-style-type: none"> Develop and implement Service Level Agreements (SLAs) 	X	X	X	<ul style="list-style-type: none"> Compliance reports 	CEO
Financial Reporting	<ul style="list-style-type: none"> File returns and reports as per SASRA regulations 	X	X	X	<ul style="list-style-type: none"> Compliance reports 	CEO
	<ul style="list-style-type: none"> Proper documentation and data management systems 	X	X	X	<ul style="list-style-type: none"> Proper Filing system 	Business Development Committee
	<ul style="list-style-type: none"> Timely preparations of AGM & Audited Accounts 	X	X	X	<ul style="list-style-type: none"> AGM held on time Feedback from stakeholders 	CEO & Chairperson
	<ul style="list-style-type: none"> External Auditing 	X	X	X	<ul style="list-style-type: none"> unqualified audit reports 	Finance & Admin. Committee

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
Enhance governance structures	• Review of Board Charter	X	X	X	• Reviewed board charter	Chairperson
	• Develop and maintain Ethical Standards and Codes of Conduct	X	X	X	• Code of conduct in place	Chairperson
	• Induction for new board & supervisory members.	X	X	X	• Induction report	Education and BD
	• Capacity building for staff, Board training & seminars.	X	X	X	• Capacity building report	Education & Business Development Committee
	• Vetting of Board members	X	X	X	• Vetting report	Vetting Committee
	• Staff Performance appraisal system	X	X	X	• Appraisal reports	Finance & Admin
	• Leadership appraisal	x	X	X	• Appraisal reports	Chairperson
	• Engagement with regulatory authorities in the industry	X	X	X	• Number of engagements	Chairperson & CEO
	• Review the committee annual plans in line with strategic plan	X	X	X	• Annual plan review	Education and Business Development Committee
Human Capital	• Staff development • Succession planning • Staff welfare	x	x	x	• Low staff turnover • Seamless transition	Finance & Admin. Committee
Institutional Strengthening and Sustainability	• Implement Sustainable Governance Practices - Environmental, social, and governance (ESG)	X	X	X	• ESG Practices in Place	Board & CEO

Strategy	Activities	Time Frame			Performance Indicators	Responsible Committee
		2025	2026	2027		
	<ul style="list-style-type: none"> Review policies to integrate ESG principles across all levels of governance. 	X	X	X	<ul style="list-style-type: none"> Number of policies reviewed 	Board & CEO
	<ul style="list-style-type: none"> Conduct regular ESG audits and assessments. 	X	X	X	<ul style="list-style-type: none"> Audit reports 	Board & CEO
	<ul style="list-style-type: none"> Promote Environmental Responsibility 	X	X	X	<ul style="list-style-type: none"> Reduction in stationeries expenses 	Board & CEO
	<ul style="list-style-type: none"> Introduce eco-friendly practices, such as paperless operations and energy-saving initiatives. 	X	X	X	<ul style="list-style-type: none"> Uptake rate by members of digital products 	Board & CEO
	<ul style="list-style-type: none"> Invest in sustainable technology for digital transformation and reduced carbon footprint. 	X	X	X	<ul style="list-style-type: none"> No. of process automated and being accessed online 	Board & CEO
	<ul style="list-style-type: none"> Strengthen Social Impact and Community Engagement 	X	X	X	<ul style="list-style-type: none"> Number of programs developed 	Board & CEO
	<ul style="list-style-type: none"> Develop programs that support community welfare, financial literacy, and member education. 				<ul style="list-style-type: none"> Number of programs developed 	Education & Business Development Committee
	<ul style="list-style-type: none"> Engage in impactful Corporate Social Responsibility (CSR) initiatives. 				<ul style="list-style-type: none"> No of CSR initiatives undertaken 	Education & Business Development Committee

CHAPTER SIX: - INSTITUTIONAL STRUCTURE

KANISA REGULATED NWD T SACCO ORGANOGRAM



6. CHAPTER SEVEN - MONITORING, REVIEW AND EVALUATION

6.1. Monitoring and Review

Monitoring and review of the Strategic Plan shall be a continuous process. The Strategic Plan shall be monitored constantly and reviewed periodically to assess the degree to which set objectives are being achieved. The monitoring process will highlight issues before they become critical to give a chance for the management to take corrective action. Review of the plan shall be done periodically, at which time it can be amended or additional resources allocated. Monitoring and control systems will be established at all levels. These will include review meetings, budgets and budgeting control systems and progress reports. Quarterly review meetings on the strategic plan will be held by the Board. During these meetings, the Board will receive and review progress reports from the CEO indicating overall progress made on key strategic objectives. This will be carried out as follows:

6.1.1. Board of Directors

The Board shall oversee the Overall Strategic Plan implementation process, and will hold reviews during their monthly meetings. If no progress is recorded, the Board will agree to review on the best way forward so that time and other resources are not wasted.

6.1.2. Chief Executive Officer (CEO)

The CEO will be a key person in monitoring the implementation process. He will oversee the overall performance, noting and correcting deviations from the plan. He shall ensure that all the set objectives in the key areas mentioned are achieved in the stipulated time frame. He shall be at the forefront to encourage and support all members of staff in the implementation process. The CEO shall always be on the lookout for external and internal factors that can inhibit the Kanisa Regulated NWDT SACCO from achieving its objectives such as government actions, changes in the economic environment, and inform the Board of Directors to take appropriate action.

The CEO shall report the Kanisa Regulated NWDT SACCO's progress to the Board of Directors every month.

6.1.3. Supervisory Committee

The Supervisory Committee shall be responsible for reviewing progress made on the implementation process and reporting to the board on a quarterly basis during the joint meeting and at the AGM.

6.2. Evaluation

Towards the end of the strategic plan period, an evaluation will be carried out to assess the performance of the plan and extent to which it has achieved its desired results (including, who, what, when, where, and how activities were accomplished) and generate information and learning to inform the formulation of the next strategic plan.