



KENYA TEACHERS
SACCOS ASSOCIATION



KETSA STRATEGIC PLAN 2023-2027

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CHAIRMAN'S STATEMENT

As we embark on the implementation of this new strategic plan, I am pleased to extend my gratitude to all the stakeholders who have contributed their time, insights, and expertise to the development process. It is an honour to be part of KETSA which is committed to advancing our shared mission, and I am confident that this strategic plan will provide a clear roadmap for achieving our goals over the next five-years.

Our association is at an exciting juncture. We have made significant progress in our efforts to advance our mission, but we recognize that there are still challenges ahead. This strategic plan will help us build on our strengths, address our weaknesses, and seize the opportunities that lie ahead.

The process of developing this strategic plan included open communication, collaboration, and creative thinking. We drew from the diverse perspectives and experiences of our stakeholders, including member saccos, CEOs forum, Board of Directors, and delegates, to develop a plan that is truly reflective of our shared vision.

This strategic plan will serve as a guidepost for KETSA's future. It will provide a clear direction for our work, establish priorities for our resources, and help us measure our progress towards achieving our goals. By working together, we can ensure that KETSA continues to make a positive impact on the stakeholders we serve.

Thank you for your commitment to our mission, and I look forward to the work we will do together to implementing our strategic plan.

**Regards,
Chairman, KETSA.**



BOARD OF DIRECTORS' APPROVAL AND ADOPTION

We, the undersigned approve the contents of, adopt and support the implementation of this new 2023 – 2027 Strategic Plan by Kenya Teachers Sacco Association Limited.

Name	Designation	Signature
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
7. _____	_____	_____
8. _____	_____	_____
9. _____	_____	_____
10. _____	_____	_____

WITNESSED BY:

Name _____ Designation _____

Signature: _____

Date: _____

ACRONYMS AND ABBREVIATIONS

ADM	Annual Delegates Meeting
AGM	Annual General Meeting
AML	Anti-Money Laundering
CEC	County Executive Committee
CEO	Chief Executive Officer
COE	Centre of Excellence
DTS	Deposit Taking Sacco
ICT	Information Communication Technology
KETSA	Kenya Teachers Sacco Association Limited
KPI	Key Performance Indicators
MIS	Management Information System
MOU	Memorandum of Understanding
NITA	National Industrial Training Authority
SACCO	Savings and Credit Cooperative
SASRA	Sacco Societies Regulatory Authority
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
SME	Small and Medium Enterprises
WOCCU	World Council of Credit Unions
KCF	KETSA Central Fund

EXECUTIVE SUMMARY

In order to continue setting a structured direction for KETSA and deepen stakeholder satisfaction, the Board of Directors with the approval of the delegates collectively embarked on development of a new five-year (2023 – 2027) strategic plan after expiry of its previous one. The CEO's forum, the Board of Directors, and Management with the help of two appointed consultants brainstormed this Strategic Plan in a number of face to face sessions before convening an all-inclusive stakeholder validation workshop held on 8th to 9th December 2022 at Pride Inn Flamingo in Mombasa.

A strategic plan committee from KETSA brainstormed the philosophy that included Vision, Mission, Core values and Motto statements for the organisation. Further, the committee assessed analysed KETSA's operational environment using SWOT analysis.

A full situational analysis was done that included financial performance trend and ratio analysis, PESTLE (Political, Economic, Social, Technological, Legal and Ethics) analysis and stakeholder needs analysis.

Subsequently, key strategic issues were noted and earmarked as focus areas over the next five years. These focus areas were: membership and networks, financial sustainability, centre for excellence, lobbying and advocacy, and institutional capacity strengthening.

Under each focus area, SMART objectives were set. Some of the key objectives include growing the assets to kes. 1,127,760,977 by 2027, grow revenue to kes. 335,995,698 by 2027, growing revenue reserves to kes. 11,056,010 by 2027 and creation of a 'centre for excellence' that includes constituting a consultancy and research function. To achieve the set objectives, strategies were identified and then broken down into activities with set timelines for completion and responsibilities assigned to respective parties.

For monitoring and evaluation, it was resolved that the Strategic Plan will be reviewed periodically (every year) to track implementation progress and make adjustments on requisite areas. This would ensure desired progress was being made towards achieving the set objectives throughout the five-year period.

Finally, the strategic plan implementation progress will be an agenda in all Board meetings and adoption of an organisation structure that will support the desired growth of KETSA.

1. INTRODUCTION

1.1 Organisation Background

The Kenya Teachers' Sacco's Association was formed in 2007 and registered in 2011 under Cap 108 of the laws of Kenya as Kenya Teachers Sacco Association to provide a collaborative forum for sharing and learning from one another, as well as addressing operating challenges of the primary member SACCOs.

The main objective of KETSA is to advocate for the interests and challenges affecting the member SACCOs in their day-to-day operations of their business.

KETSA is led by the board of directors drawn from the executive board of the all the member SACCOs with the CEOs being the technical team. The executive board of each Sacco forms the KETSA delegate's forum which is the supreme decision-making organ of the organisation.

1.2 Objects of KETSA

The Association's objectives are:

- a) To advocate for issues, interests and challenges affecting the member Saccos by bringing together and uniting the teachers Saccos in the country in pursuit of common interests.
- b) Provide a forum where merger of teacher Saccos into a larger body is promoted.
- c) To provide means for cooperation among the committees of member Saccos and to facilitate the expression of their collective views, opinions and to secure effective representation as may be required.
- d) To participate in all matters calculated to lead the economic improvement of the members Saccos general membership.
- e) To foster education and training of the members and employees through exchange programs and to provide a forum to disseminate and exchange information and experience for mutual benefit of the members.
- f) To establish and maintain funds by means of Share capital, entrance fees, annual subscriptions, monthly contribution (KETSA Central Fund) and levies or from any other source approved by the Association.
- g) To cooperate with other organizations in order to promote the members' interests and in furtherance of this object this Association may affiliate to other relevant organizations and institutions.
- h) Any other object in furtherance of the above objects.

1.3 Rationale for Strategic Planning

The reasons why organisations undertake strategic plan development is for:

a) Setting a clear direction for the Organisation

One of the United Nations five principles of good governance is 'direction', where leaders should have long term commitment to the organization's vision and mission. This long-term commitment is best articulated through a strategic plan. KETSA will benefit from development of this strategic plan by having a clear vivid direction that can rally stakeholders in one focused direction for the next five years.

b) Revamping organisational growth

With time, business growth can slow down, stagnate or even decline depending on circumstances e.g. business exploits the market, market dilution by competitors, increase in operational costs or changes in demand and supply. It is during these times that an organisation needs to strategize on how to revamp growth putting into consideration its operational environment. KETSA therefore expects to rejuvenate its growth through development and implementation of this strategic plan.

c) Development of sustainable value proposition

The secondary co-operatives subsector within the larger co-operative movement has been experiencing an increase in number of players offering similar products, services and value propositions to primary co-operatives. This has led to a scramble for member onboarding with each secondary player looking to get in as many co-operatives as possible. This has brought about the need for KETSA to distinguish itself from would-be competition for it to be able to be the preferred advocacy body for teacher based Saccos. A good and robust strategy is thereby important to assist in creating a strong value proposition to current and would-be members.

d) Adaptation to change

The operational environment today is highly dynamic especially due to technological advancement, demographic and regulatory changes. New emerging issues, shifts in member expectations, fluctuating economic circumstances among other events all cause organisations to continuously alter and change their business models and operations in order to match the prevailing operational environment. It is therefore imperative that organisations should strategize on how they can best adapt to these changing dynamics for them to remain relevant in now and in future.

1.4 Methodology of Developing the Strategic Plan

Development of this strategic plan was inclusive and participatory.

The exercise entailed the following:

- i. Review of the KETSA working documents i.e. Constitution, policies and procedures for overall understanding of the roles and functions of the association. performance analysis and objectives setting.
- ii. Review of the previous strategic plan to evaluate achievements made, shortcomings thereof and lessons learnt.
- iii. An analysis of the associations previous five-year financial statements to analyse business performance and key performance indicators.
- iv. Undertaking stakeholder consultations through face-to-face meetings with the association's secretariate and CEO's forum to deliberate on pertinent issues arising ahead of the planning period.
- v. Desktop research on Sacco subsector regarding teacher based saccos business performance and regulatory environment.
- vi. Facilitation of a two (2) day strategic planning workshop with all internal stakeholders to brainstorm on courses of action over the next five-years.
- vii. Compilation and documentation of a five-year strategic plan document for the association by the appointed consultant.

1.5 Planning Assumptions

In developing the strategic plan, the following assumptions were made:

- i. KETSA is a going concern over the next five years;
- ii. A cordial relationship between KETSA and its stakeholders will continue;
- iii. There will be political stability in the country; and
- iv. There will be stable fiscal and monetary policies in Kenya.

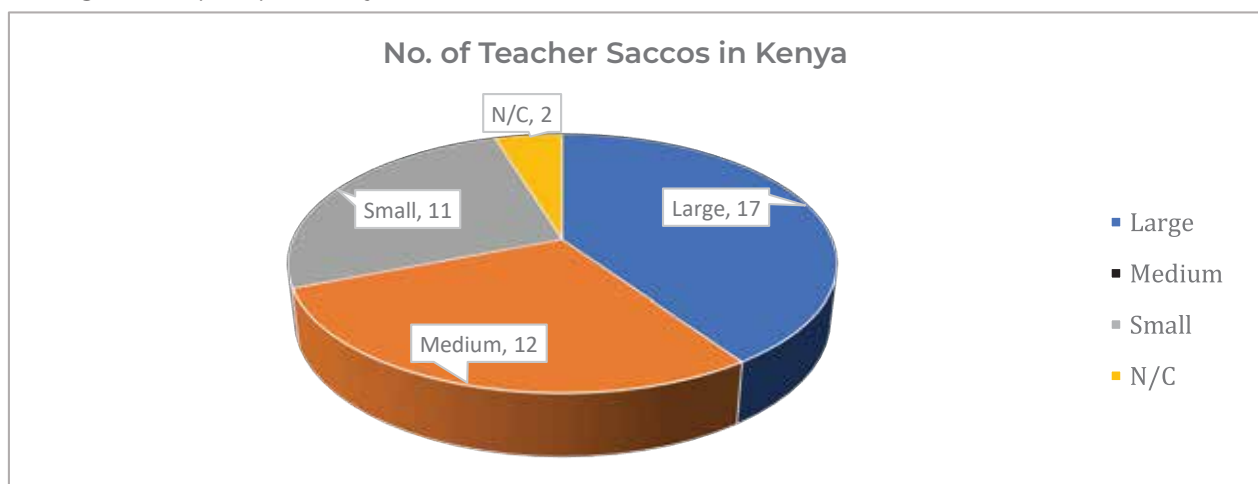
2. STRATEGIC DIRECTION

Vision	'To be the leading Association in Kenya championing Sacco growth'
Mission	'To innovatively promote unity and socio-economic growth of our members through trainings, advocacy, resource mobilization and investments, for maximum shareholders' returns'
Core Values	Professionalism We are responsible, have integrity, abide by code of ethics and are accountable at all times. Integrity We do the right thing even when no one is watching. Equity We are fair, impartial and unbiased in the process of delivering our mandate to all our stakeholders. Teamwork We collaborate and coordinate with others to achieve our goals, provide assistance and support to others, and create desire for team accomplishment. Quality Service We always strive to exceed our customer expectations. Dedication We are committed to spending time and any available resources at our disposal to ensure we achieve our business purpose. Equality We accord everyone an equal opportunity irrespective of their gender, race, religions, special needs or social background. Respect We treat all our stakeholders with sensitivity and politeness in all our engagements.
Motto	Unity our strength

3. SITUATIONAL ANALYSIS

3.1 Market Analysis

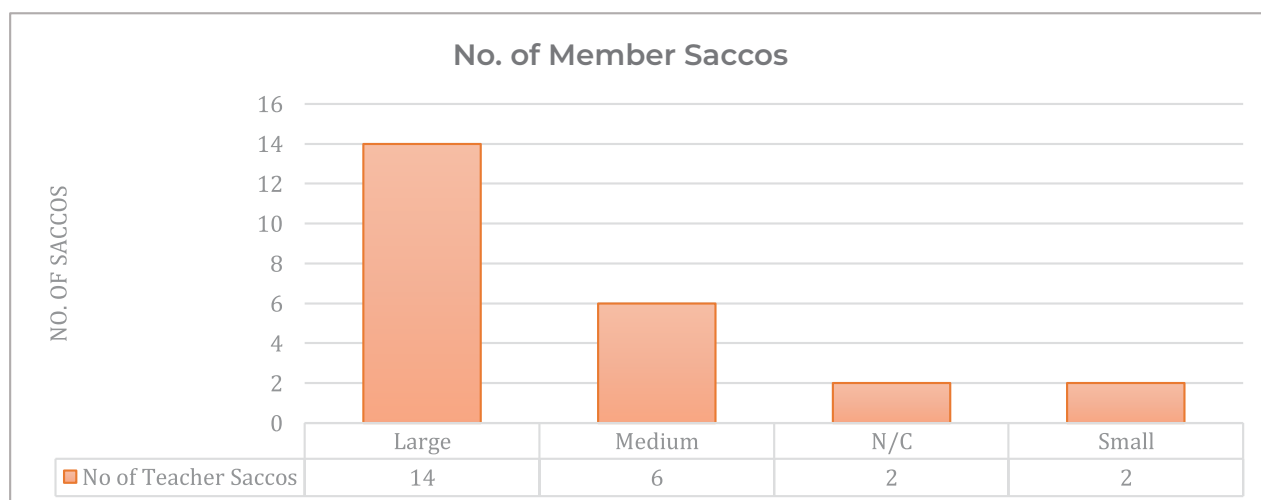
According to the Sacco Supervision Report 2021, the total number of teacher-based deposit taking Sacco (DTS) in Kenya were as follows:



From the report, there are 17 tier one, 12 tier two and 11 tier three teacher based Saccos in Kenya. Two Saccos (N/C) from KETSA's database were not in SASRA's database and hence not classified.

3.2 KETSA's Membership by Tier

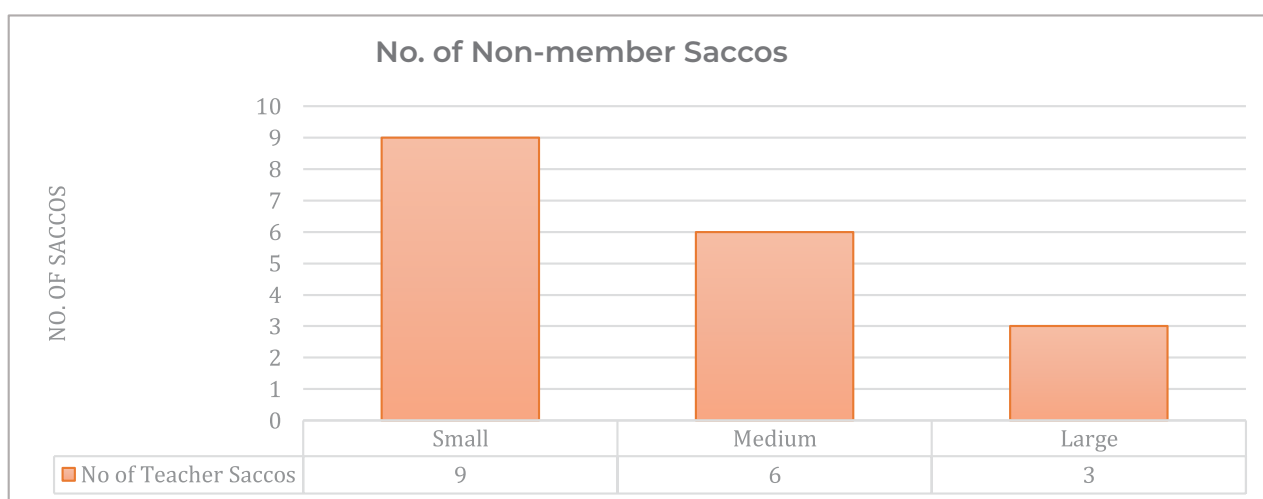
From KETSA's database, the chart below shows the association's current membership (2022) based on SASRA deposit taking Saccs classification:



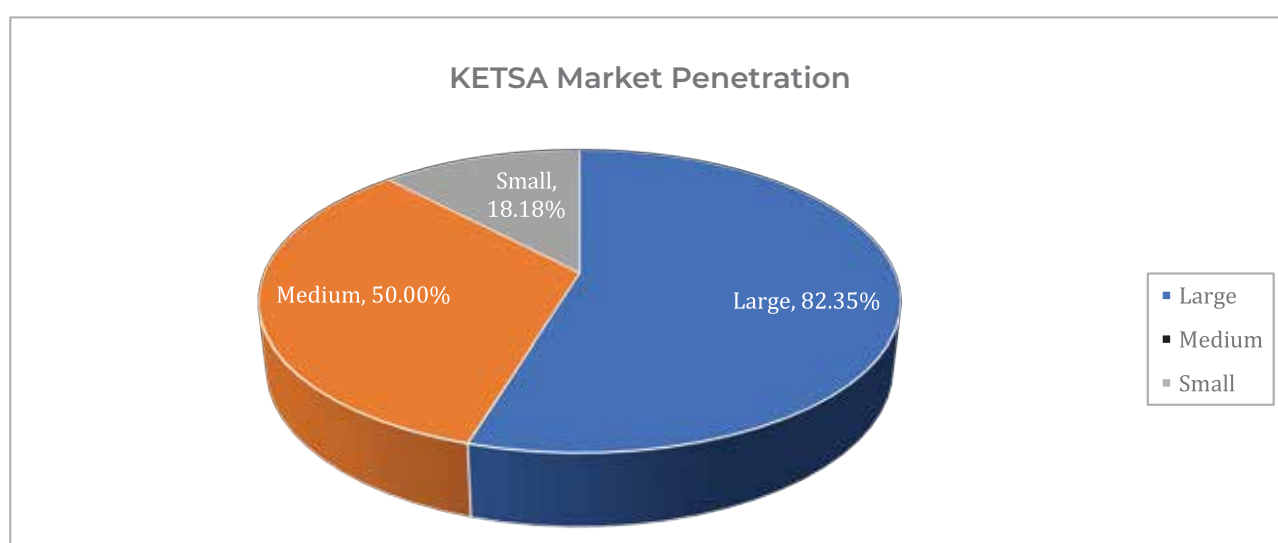
KETSA's membership is comprised of 14 tier one Saccos, 6 tier two Saccos, 2 tier three Saccos and 2 not classified.

3.3 KETSA Market Penetration

Based on the SASRA supervision report 2021 and KETSA's database, an analysis of the non-member Saccos according to tiers is as follows:



Out of eleven (11) small sized Saccos, nine (9) are non-members which represents 18.18% market penetration. For medium tier Saccos, six (6) out of twelve (12) Saccos are non-member which represents a 50% market penetration. Finally, for the large sized Saccos, three (3) out of the seventeen (17) are non-member which represents 82.35% market penetration. The chart below summarised KETSA market penetration by Sacco size:



3.4 Historical Business Performance

3.4.1 Membership

The chart below shows KETSA's membership trend from 2017 through to 2022:

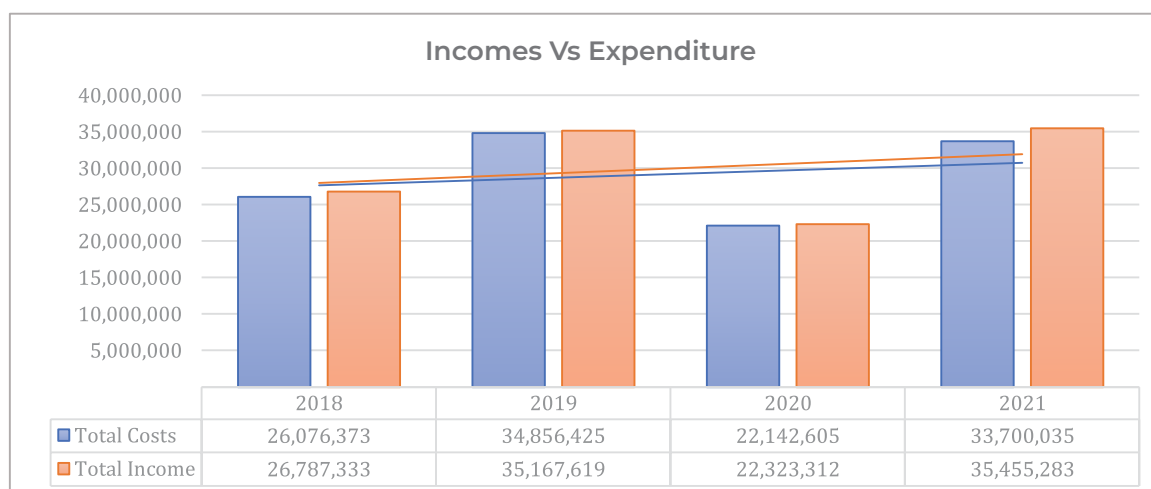


From the chart, KETSA's membership is observed to be on an upward trend which is a positive outlook. The membership in 2017 and 2018 was flat at 17 members, grew to 19 and 20 members in 2019 and 2020 respectively. In 2021, the membership grew to 22 before finally closing 24 in 2022 as at the time of developing this new strategic plan.

Membership growth is the most important pillar for KETSA's growth and will therefore continue to be a focus area for the next five-years.

3.4.2 Income Statement Analysis

Based on KETSA's audited financial statements, below is a summary analysis of the incomes and expenses for the years 2018 through to 2021:

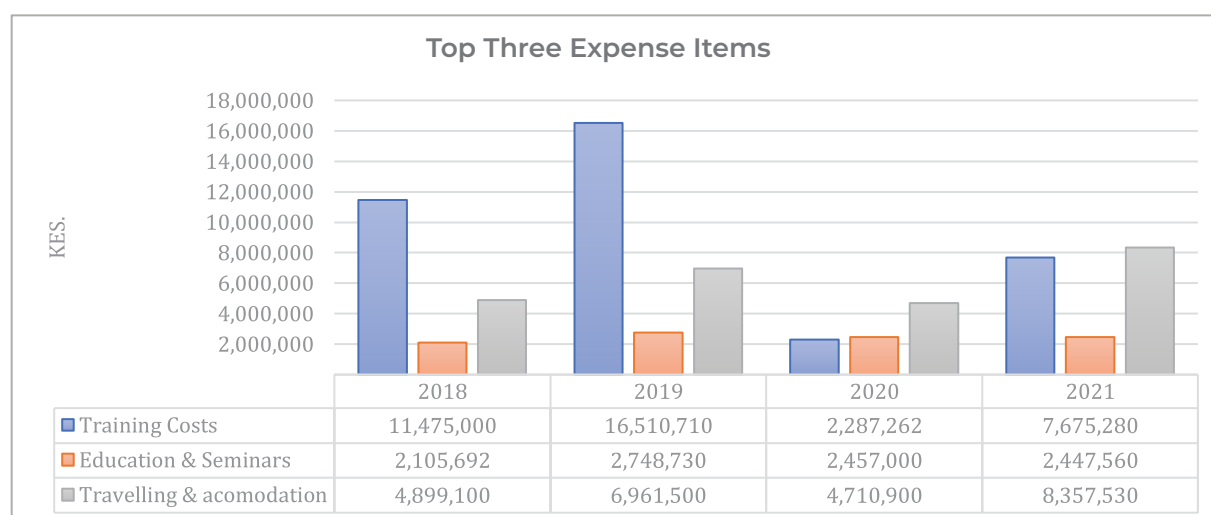


From the chart, the overall trend on both costs and revenues is upward which is an indicator for growth. In 2019, costs grew from Kes. 26,076,373 in 2018 to kes. 34,856,425 which is a 33.67% growth. In 2020, costs declined to kes. 22,142,605 which was a -36.47% declines. Finally, cost increased to kes. 33,700,035 in 2021 which was a 52.20% increase. Overall, the four-year average growth rate for costs was 16.47%.

For incomes, 2019 saw incomes grow to kes. 35,167,619 in 2019 up from kes. 26,787,333 in 2018 which was a 31.28% increase. In 2020 however, incomes declined to kes. 22,323,312 down from the previous year. This represents a -36.52% growth. In 2021, incomes grew to kes. 35,455,283 up from the previous year. This represents a 58.83% growth. Overall, the four year average growth rate was 17.86%.

3.4.3 Top Three Expense Items

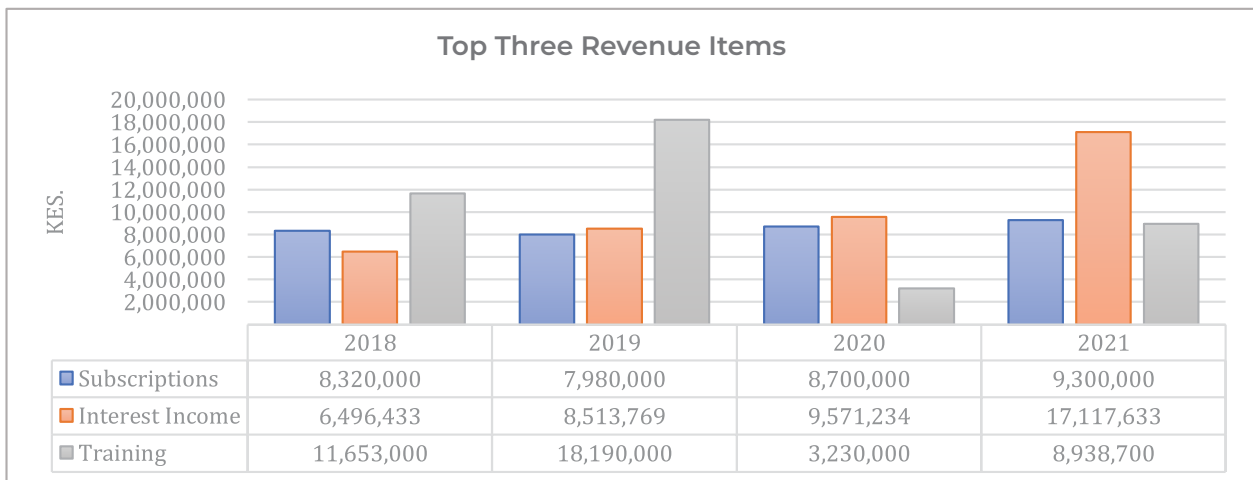
Below is a trend analysis of the top three cost items in KETSA's income statements:



In 2018 and 2019, training costs was the highest cost contributor followed by travelling and accommodation. In 2021, travelling and accommodation was the highest cost contributor closely followed by training costs. Cost management will also be a key focus area in the next 5 years in order to ensure that the association's cost to income ratio is maintained at 70% and below.

3.4.4 Top Three Revenue Items

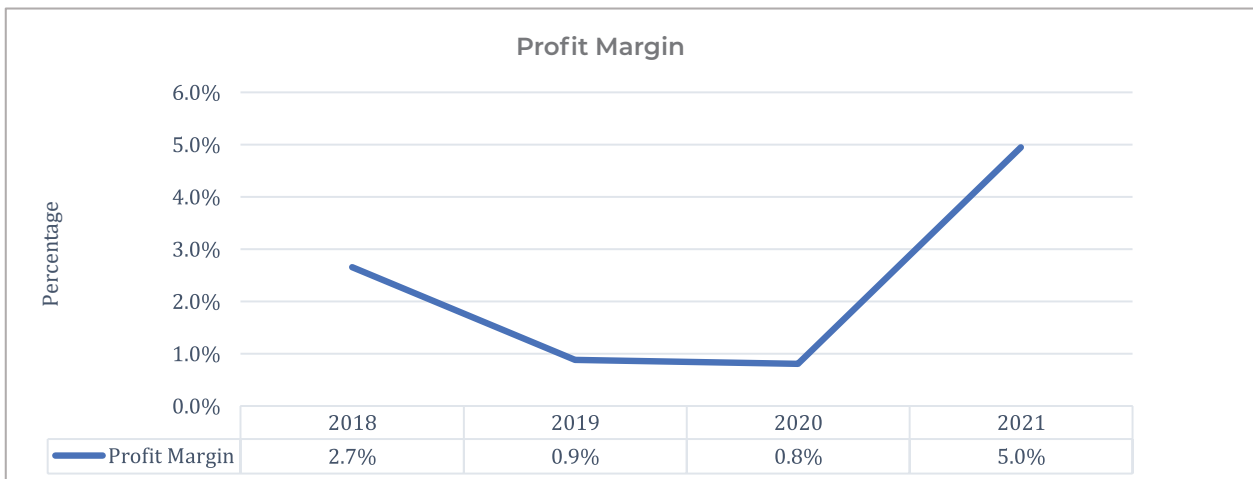
Below is a trend analysis of the top revenue items in KETSA's income statements:



From the chart, interest income is observed to be on a steady upward trend throughout the period. Interest income grew to the from the least of the top three revenue contributors in 2018 to the highest income contributor in 2021. As of 2018, training was the highest revenue contributor but reversed in 2020 and 2021. Training and interest income items are however focus areas in the next five years as the association looks to reduce its reliance on subscription business model.

3.4.5 Profitability Margin

The graph below shows KETSA's profitability margin trend from 2018 through to 2021:



In 2018, the association's profit margin was 2.7% and declined to 0.9% in 2019. In 2020, the profit margin declined further to 0.8% however in 2021, the margin made a remarkable turnaround to close at 5%. Profitability margin will be a focus area for the association as it moves to a position of 100% financial sustainability and reduced reliance on subscriptions from members.

3.4.5 Balance Sheet Analysis

The below table is an analysis of the balance growth over the previous five-year period:

Year	2017		2018		2019		2020		2021	
Item	CY BS Amount	YOY BS Growth	CY BS Amount	YOY BS Growth	CY BS Amount	YOY BS Growth	CY BS Amount	YOY BS Growth	CY BS Amount	YOY BS Growth
Furniture & Fixtures & Computers		0.0%	55,860	0.0%	119,798	114.5%	178,890	49.3%	1,166,810	552.3%
Cash at hand & Bank	41,391,868	0.0%	64,878,960	56.7%	105,555,454	62.7%	159,719,560	51.3%	215,687,421	35.0%
Loans		0.0%		0.0%	1,871,010	0.0%	435,427	-76.7%		0.0%
Total Assets	41,391,868	0.0%	64,934,820	56.9%	107,546,262	65.6%	160,333,867	49.1%	216,854,231	35.3%
Capital & Reserves		0.0%	3,400,000	0.0%	3,800,000	11.8%	4,114,000	8.3%	4,537,420	10.3%
Members Contributions	39,380,000	0.0%	60,460,115	53.5%	99,895,170	65.2%	153,981,908	54.1%	208,890,533	35.7%
Revenue Reserve	2,011,868	0.0%	861,417	-57.2%	965,253	12.1%	968,327	0.3%	1,820,354	88.0%
Proposed Dividends		0.0%		0.0%	114,000	0.0%	123,420	8.3%	453,742	267.6%
Prepayments		0.0%		0.0%	1,760,638	0.0%	500,000	-71.6%	500,000	0.0%
Accruals		0.0%		0.0%	225,000	0.0%	150,000	-33.3%		0.0%
Other Payables		0.0%		0.0%	722,000	0.0%	452,000	-37.4%	475,100	5.1%
Tax		0.0%	213,288	0.0%	64,201	-69.9%	44,212	-31.1%	177,083	300.5%
Total Equity	41,391,868	0.0%	64,934,820	56.9%	107,546,262	65.6%	160,333,867	49.1%	216,854,232	35.3%

Total assets are also observed to be on an upward trajectory growing from kes. 41,391,868 in 2017 to kes. 64,934,820 and kes. 107,546,262 in 2018 and 2019 respectively. This was a 56.9% growth in 2018 and 65.6% growth in 2019. The total assets further grew to kes. 160,333,867 in 2020 before closing at kes. 216,854,231 in 2021. This represents a growth of 49.1% and 35.3% growth in 2020 and 2021 respectively.

Cash at hand and bank which includes KETSA's investment's portfolio is observed to be on an upward trajectory with double digit growth from 2018 through to 2021. The item grew from kes. 41,391,868 in 2017 to kes. 64,878,960 and kes. 105,555,454 in 2018 and 2019 respectively. This represents a growth of 56.7% in 2018 and 62.7% in 2019. The item further grew to kes. 159,719,560 and kes. 215,687,421 in 2020 and 2021 respectively. This represented a 51.3% and 35% growth respectively.

Member contributions are also observed to be on an upward trend with the item growing from kes. 39,380,000 in 2017 to kes. 60,460,115 in 2018. This represented a 53.5% growth.

The item grew to kes. 99,895,170, kes. 153,981,908 and kes. 208,890,533 in 2019, 2020 and 2021 respectively. This represented growths of 65.2%, 51.1% and 35.7% in 2019, 2020 and 2021 respectively.

Share capital growth had a positive growth in 2018, 2019, 2020 and 2021. The item grew from kes. 3,400,000 in 2018 to kes. 3,800,000 in 2019 which was a 11.8% growth. In 2020 and 2021, the item grew from kes. 4,114,000 to 4,537,420 respectively. This was a growth of 8.3% in 2020 and 10.3% in 2021.

Finally, revenue reserve declined to kes. 861,417 in 2018 down from kes. 2,011,868 in 2017 which was a 57.2% decline. However, the trend changed in 2019, 2020 and 2021 with the reserve growing to kes. 965,253, 968,327 and kes. 1,820,354 respectively. This represented a growth of 12.1%, 0.3% and 88.0% respectively 2019, 2020 and 2021 respectively.

3.5 SWOT Analysis

Strengths	Impact
i. Capital that is internally generated capital from our membership contributions.	• Ability to grow the brand from internal sources. • Ability to undertake capital intensive projects. • Better leverage. • Purpose driven growth. • Members able to get a return on investment hence increased satisfaction.
ii. Quality leadership that has high level academic, professional qualifications coupled with experience.	• Informed decisions being made on key aspects of member Saccos and the association. • Standardized ethical standards guide the conduct of the officials. • Leadership can read and interpret the various policies, analytics and regulatory obligations and act in best interest of the association. • Ability to establish transformational policies and strategies.
iii. Good governance structure in place including succession planning.	• Less acrimony in the choosing of the leadership. • The going concern of the association is expected.
iv. Enlightened and knowledgeable members in business operations and management.	• An enlightened market to uptake the association's products and services.
v. Strong unity - KETSA has a common unity of purpose.	• Easier fund raising and allocation of resources towards common goal. • Easier to achieve the vision and mission of the association. • Ease of monitoring success and failures in implementation of the strategy.

vi. Legally constituted - we are registered under the Societies Act Cap 108.	• The government recognizes the registration hence no tussles with government agencies. • Less likelihood of litigations associated with illegality. • Ability to enter into contracts and binding negotiations with stakeholders. • Leverage in wake of new regulations on matters of unions and federations.
vii. Strong dedication/commitment to the Association by members (patriotic members).	i. Capital raising is easier as the focus is on the vision ii. Ability to dedicate resources to boost the goals of the association
viii. KETSA has come from a region where there is a rich co-operative movement.	i. Easy to expand the brand among its market, since the model is known ii. Products and services easily understood as they aren't new iii. An available model to mirror for expansion
ix. Goodwill from Apex bodies and Governments.	• Stakeholder support in projects and programs. • Ability to work on synergies with Apex organizations. • Enhanced stakeholder participation of the role of lobbying and advocacy.
Weaknesses	Impact
i. Collision between KETSA programs with those of Member SACCOs.	• Reduced market uptake for the association's products and services.
ii. Lack of adequate operating funds.	• Limited ability to effect infrastructural developments and projects.
iii. Low market penetration in medium and small sized SACCOs in Kenya.	• Limited market for KETSA's products and services. • Lower brand penetration.
iv. Weak capacity in envisioned projects' management.	• Inability to realise full return on investment from envisioned projects.

v. Lack of a robust MIS system.	• Missed benefits associated with robust MIS systems e.g. data analytics and business intelligence. • Manual business processes that are time consuming and prone to human errors.
vi. Missing policies and procedures in various aspects of business.	• Missing risk profiling and guidelines. • Likelihood of inconsistency in handling business or operational activities.
vii. The subscriptions model is a barrier to member on-boarding.	• Failure to be able to on-board all teacher-based sacco in Kenya.
viii. Not registered with relevant accrediting professional bodies e.g. NITA	• Likely to affect training uptake by members.
Opportunities	Impact
i. Availability of funds for on lending and ready market.	• Opportunity for KETSA to gain extra income by on-lending. • Opportunity to grow the impact of the association or brand perception beyond the original membership.
ii. At least 18 potential members not in the associations register (open membership to all Teacher SACCOs in Kenya)	• Brand penetration to more regions in the country. • Additional share capital, contributions and subscriptions. • More clients to patronize the products and services of KETSA.
iii. Investment opportunities in high yield bonds and securities.	• Higher incomes from less risky business activities. • Reduced concentration risk from diversified investment portfolio.
iv. More partnerships and collaborations with development partners.	• Additional development projects and programs to grow income statement and balance sheet items.

v. Ability to influence policy on Sacco sector.	Improved value proposition and member satisfaction by advocating for emerging teacher-based issues.
vi. Advancements in digital finance and electronic communication.	• Potential to lead the research and development aspects within the membership. • Efficiency in business operations.
vii. KETS A becoming a Teacher-based Federation	• Increased span of control on member Sacco operations. • Become an authoritative centre of excellence.
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vii. KETS A becoming a Teacher-based Federation	• Increased span of control on member Sacco operations. • Become an authoritative centre of excellence.
Threats	Impact
i. Limited funds by individual Sacco members	• Limitation of the Association's operations. • Inability to grow the brand.
ii. Emerging legal structures that are stringent and require full compliance.	• Model of operations might need to be redefined. • Risk of de-registration due to non-compliance.
iii. Competition from external institutions on investment matters.	• Risk of losing staff to other institutions. • Risk of losing membership and member investments to other organizations.
iv. High cost and obsolescence of technology	• Need for constant investments into technology. • Higher cost of delivering service to the members.

3.6 PESTLE Analysis

PESTLE is an acronym for Political, Economic, Socio-cultural, Technological, Legal and Environmental factors that affect an organisation. It is a simple but effective method of analyzing the macro environment for factors that might create an opportunity or present a threat to our association. A PESTLE analysis of KETSA is summarized as follows:

Factor	Indicator	Implication
Politics	Government policies	With stringent regulatory framework and policies and procedures, the association and its members have to strengthen governance processes to comply with the changing regulatory environment.
		The new government policies will change the drive-in member Saccos that might impact the association.
		New funding to be funnelled through the Sacco sector e.g. the hustler fund and the necessary preparations for compliance purposes.
	Political stability and goodwill	Political stability creates a conducive environment for the association and its members to do more business. There is also room for collaboration with the stakeholders.
	Ministry of Cooperatives & SME.	More confidence in the development that the cooperatives sector enables in the national agenda.
		Realignments in the operations of the newly create ministry and any reporting shifts.
		iii. With better regulatory framework and policies and procedures, SACCOs have to strengthen their governance processes to comply.
Economy	Interest rates	Fluctuating interest rates from financial institutions make it a challenge for proper pricing of the various products and services. The member Saccos borrow from the banks whose interest is easily controlled by the prevailing inflation rates.
	Inflation	High inflation depletes the disposable incomes to the population which in turn affects the propensity to save. Decreased disposable income with increasing inflation is

	Fluctuation in taxation	The government has been trying to bridge the revenue expenditure gaps with more drive towards revenue generation. High taxes are likely to reduce the accessible incomes thus low economic participation by members. Whereas the association is committed to meeting its tax obligations, it will play its part in lobbying the government for conducive tax regime through the available sector forums.
Socio-cultural	Diversified needs and expectations of our members due to size	Different clusters of membership have different aspirations, tastes and preferences. This affects the uptake of the products and services provided by association based on among others the size of the member Sacco. The Association should thus segment the members and develop products for the general membership and cluster-specific products according to the size.
	Increased information access levels	With the growing information access, information sharing forums have to be more engaging. This makes members or potential members to be more analytical before committing into the investments / products of the association.
		The members will have become more demanding and are causing KETSA to constantly improve its competitiveness.
	Savings culture	Savings have to be invested in safe higher yielding investments, as a diversified portfolio. With member Saccos providing the funding to KETSA for potential investments, the association needs to provide a market rate return to the individual members. There is need for KETSA to constantly seek high yielding safe investments for this purpose.
Technology	ICT advancement	Effective and timely decision making (data-driven)
		Reduced work processes through automation, operational costs and time
		Enhanced service delivery

	Negative effects of ICT	High cost of technology e.g. on automation, maintenance and human capital.
		Inadequate knowledge on ideal ICT systems.
		Crime acts and frauds.
Legal	Enhanced legal and regulatory framework	Conducive for doing business and instils better confidence within the market about the safety of funds
		The constant monitoring by various government agencies ensures trust by the market hence more uptake of Sacco service by the market and enhances the potential for growth.
	Compliance to various legal provisions, e.g. AML	This ensures good ethical practice among the Board on management of the individual member Saccos.
		KETSA can help ensuring compliance and enhanced knowledge base for its members.
		Non-compliance is likely to have consequences for the member Saccos.
Environmental / Ecological	Pandemics like Covid-19	Economic depression on the country leading to collapse of businesses and loss of livelihoods.
		Likely leading to member attritions in our member Saccos.
	Climate changes/ global warming	Change in weather patterns is leading to droughts, rising temperatures, flooding among others. These affect the work environment and food supply and ultimately affects the savings and borrowing patterns among members.

3.7 Stakeholder Analysis

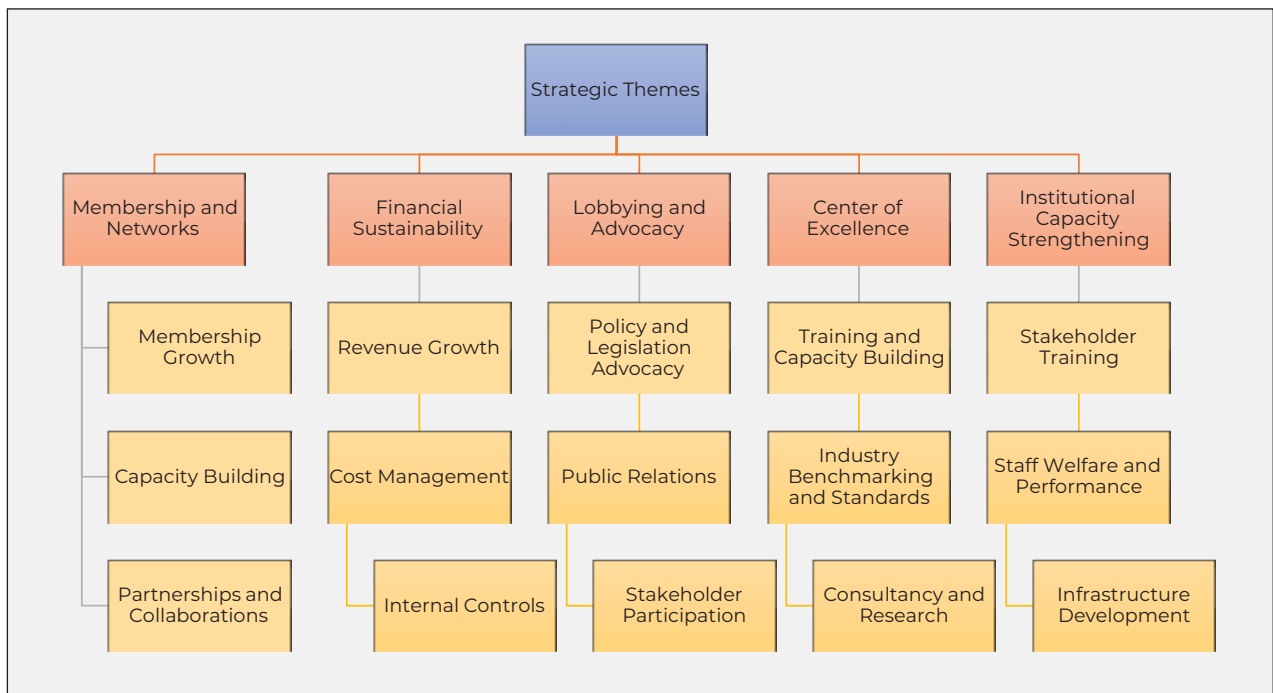
Stakeholders are any parties with a vested interest on KETSA. It is thus imperative that these interests are addressed in this 2023 – 2027 strategic plan for stakeholder management purposes and good governance practice. The stakeholder analysis is as follows:

Stakeholder	Stakeholder Expectation on KETSA	KETSA Expectation on Stakeholder
i. Member (Teacher Saccos)	i. Competitive pricing of products/services . ii. Quality and convenient services .	i. Marketing of the association to potential members. ii. Prudent financial management
	iii. Customized members' education. iv. Clear communication and regular updates. v. Good investment returns. vi. Diversified range of products and services. vii. Confidentiality and secrecy of member information. viii. Prudent management of savings and investments. ix. Going concern nature of the association. x. Enhanced marketing within the niche.	within the brand. iii. Integrity and professionalism. iv. Patronage of KETSA products and services v. Information sharing. vi. Loyalty and commitment.
ii. Delegates	i. Adherence to KETSA constitution and implementation of policies. ii. Achievement of Sacco objectives .	i. Participation strategy and policy direction.
	iii. Continuous member welfare.	ii. Support in resource mobilization by approving budgets. iii. Adherence to Constitutions and code of ethics. iv. Loyalty and commitment.
iii. Board of Directors	i. Information and policy deliberation at the Board level. ii. Full adherence to the Association's constitution and business policies. iii. Full implementation of Board resolutions. iv. Continuous support on upskilling.	i. Sound strategy and policy direction. ii. Adherence to good corporate governance and management practices. iii. Commitment to the objectives of the Association.
iv. CEO's Forum	i. Adherence to association constitution and policies. ii. Clear and timely information. iii. Support in strategic plan implementation.	i. Adherence to good corporate governance and management practices. ii. Commitment to the objectives of the Association.

v. Secretariat	i. Favourable terms and conditions of service, ii. Job security and professional development.	i. Commitment to the objectives of the Association. ii. Integrity and professionalism.
	iii. Conducive work environment.	iii. Full adherence to policies and procedures.
vi. Community	i. Participate in social development. ii. Equal employment opportunities.	i. Peaceful co-existence.
vii. Central and County Governments	i. Operate within the legal framework. ii. Provide the necessary business information. iii. Compliance with taxation policies iv. Compliance with the regulatory framework and guidelines v. Practice good corporate governance.	i. A conducive and predictable operating environment. ii. Support to the cooperative movement. iii. Equity and fairness in regulation. iv. Prompt approvals of bills and legislations.

4. STRATEGIC THEMES

Strategic issues are fundamental challenges affecting an organization's mandate, mission, products and services to its customers. Identifying such issues enables an organization to focus on key challenges facing it. Not all issues facing an organization are strategic. It is vital for strategic issues to be dealt with expeditiously and effectively if the organization is to survive and to prosper. An organization that does not respond to strategic issues can expect undesirable results from a threat, weaknesses or a missed opportunity. Once strategic issues have been identified, objectives, strategies and action plans are developed around them. After the review strategic development workshop deliberations and agreement thereof, the following are the thematic areas that KETSA has been pursuing within the strategic period:



4.1 Membership and Networks

Successful existence and growth of our association is squarely anchored on our membership. Our members are the reason for our existence. We acknowledge that the success we anticipate and plan for can only be achieved through friendly and informed management of our members. KETSA will endeavour to recruit members and retain existing members to ultimately grow and retain its membership.

4Network building through relevant and timely seminars, conferences and workshops will also be a key player in meeting our role. For the members' benefit, KETSA will negotiate and enter meaningful partnerships with providers of select services mostly consumed by our members.

The Board and the Secretariat are committed to spearhead and support improved service delivery. A member satisfaction survey will be carried out to quantifiably ascertain the level of fulfilment of members' expectations and needs.

4.2 Financial Sustainability

KETSA has been leveraging on members' subscriptions to finance most recurrent and administrative expenditure. Sustainability however remains a concern as the collections from subscriptions is not a sustainable business model as well as a barrier to membership entry. In this regard, management must design and implement additional revenue generation strategies in the new plan period.

The above will come with sustained efforts to growing the association's financial muscle by widening our membership base, initiating higher margin generating activities and attracting bigger allocations from corporate partners by creating more value for them.

Prudent management of these resources will be the next stop. Financial management systems will be taken up to ensure both accountability and transparency. Where need be, capacity building of our secretariat and board will be undertaken to ensure everyone is informed enough on this front.

The service we procure will be audited to determine those we need to retain full time and those we may need to outsource, also reduce overhead and recurring costs. While there are enough efforts to bringing in more resources, we must as well focus on saving on as many sectors as we reasonably can.

This association will in the spirit of this strategic plan need to strongly look into diversifying our revenue streams. Options like stating a low cost but high returns projects such as creating high value events with corporate partners in mind, take up high value projects and others could some of the be things we will consider.

4.3 Lobbying and Advocacy

KETSA will continuously identify and communicate issues of concern in the Sacco sector, engage relevant audiences in dialogue and push for action by relevant decision makers. To ensure effective advocacy, the Association will seek to build the capacity of members and the secretariat.

Enhanced capacity will ensure that KETSA will effectively assess issues put forward. We will also prioritize areas where we feel our efforts of advocacy can impact our stakeholders effectively.

On matters policy and legislation, the association will not lie low and wait. Through already created linkages, and many others we will foster in the coming days, we will strive to influence policies. We will participate in legislative consultations and champion full implementation of all existing policies, laws and regulations while active working to review any outdated ones or those that are inconsistent with current standards of practice.

4.4 Center of Excellence

KETSA is committed to driving competence-based practice and service delivery in our membership fraternity. It is our strong belief that the realization of this has to start from knowledge and skills acquisition. It is for this reason that we in this strategic plan envision the proposed Center of Excellence in Sacco business operations and corporate governance. It is through this COE that we will entrench innovation, compliance and leadership standards in our membership to enable them embrace and personify industry best practices. The COE will emphasise Sacco business operations excellence and quality leadership as the foundation upon which our members will build and sustain their reputation as they provide satisfactory financial services. This will in the long run increase public confidence in the Sacco sector (especially teacher based Saccos) and harmonize standards across our membership common bond.

With the backing of our association and goodwill from all members, patrons from this COE will have competence and high standards written all over them; making them role model Saccos in the co-operative movement. In the long run, weak governance or unsound business practices among our members will be unheard of, and so will be negative reputation within our fraternity.

4.5 Institutional Capacity Strengthening

Execution of the actions as proposed in this strategic plan are predicated upon the existence of an operational secretariat to achieve the organization goal, mobilize resource and dispense its mandate as articulated in the association's constitution. The management board must fulfil its oversight position to ensure optimal use of financial resources whilst promoting KETSA's value proportion at the membership level. To achieve this, KETSA will need to build its internal capacity to handle these responsibilities.

5. GOALS AND OBJECTIVES

For KETSA to achieve its Vision and Mission, the Board and secretariat needs to focus on the thematic areas with specific outcomes in mind. Thus, identifying and articulating the expected outcomes in each thematic area is necessary for monitoring and evaluation during the strategic plan implementation period. The following are goal and objective statements for each pillar of this strategic plan:

5.1 Membership and Networks Objectives

- i. To grow our membership by 4 new members each year to 2027.
- ii. To ensure 100% retention of current members each year to 2027.
- iii. To ensure all members are active each year to 2027.
- iv. To introduce at least one new partnership member each year to 2027.

5.2 Financial Sustainability Objectives

- i. To grow our assets by 40% in 2023, 35% in 2024, 30% in 2025, 25% in 2026 and 20% in 2027.
- ii. To grow institutional capital to assets ratio to 20% by 2027.
- iii. To grow our revenue by 40% in 2023, 35% in 2024, 30% in 2025, 25% in 2026 and 20% in 2027.
- iv. To ensure we maintain our cost to income ratio at 70% or below each year to 2027.
- v. To ensure full matching of costs and revenues each year to 2027.
- vi. To continuously review and implement robust internal controls each year to 2027.

5.3 Lobbying and Advocacy Objectives

- i. To continuously raise awareness and directly engage with decision-makers to influence decisions and prompt action on issues affecting Teacher based Saccos each year to 2027.
- ii. Lobby for recognition of KETSA as best positioned organisation to be the Teacher-based Sacco Federation in Kenya when the new Cooperatives Bill becomes an ACT of Parliament.

5.4 Center of Excellence Objectives

- i. To enhance competence and business standards in the teacher-based Sacco subsector each year to 2027.
- ii. To increase the quantity and quality both supply and demand driven training courses each year to 2027.
- iii. Create a resource hub for sharing datasets, business tools, templates, reports and other resources by 2025.
- iv. Introduce and hold annual member awards on thematic areas that promote operational and leadership excellence each year to 2027.
- v. Constitute and operationalise a consultancy and research unit by 2025.

5.5 Institutional Capacity Strengthening Objectives

- i. Ensure all internal stakeholders are trained at least once every year to 2027.
- ii. Continuously review staff terms and conditions of service to enhance motivation and performance through to 2027.
- iii. Continuously enhance Board of Directors and CEO's forum welfare through to 2027.
- iv. Set aside adequate CAPEX budgets for infrastructure development each year to 2027.

6. IMPLEMENTATION MATRIX

6.1 Membership and Networks Matrix

Strategic issues are fundamental challenges affecting an organization's mandate, mission, products and services to its customers. Identifying such issues enables an organization to focus on key challenges facing it. Not all issues facing an organization are strategic. It is vital for strategic issues to be dealt with expeditiously and effectively if the organization is to survive and to prosper. An organization that does not respond to strategic issues can expect undesirable results from a threat, weaknesses or a missed opportunity. Once strategic issues have been identified, objectives, strategies and action plans are developed around them. After the review strategic development workshop deliberations and agreement thereof, the following are the thematic areas that KETSA has been pursuing within the strategic period:

6.1.1 To grow our membership by 4 new members each year to 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Aggressive member recruitment	Member Saccos to make courtesy visits to non – member Saccos	Courtesy visit report	Semi-annually		Board of Directors
	KETSA secretariat to attend AGMs and ADMs for non - member Saccos	Courtesy visit report	Annually		KETSA Manager
	Invite non-member Saccos to KETSA forums in respective regions	Letters of invitation	Continuous		KETSA Manager
Incentivisation policies and programs	Offer incentives and favourable terms to new joining members	Incentives and terms given	Continuous		
	Introduce member to member recruitment rewards	Rewards given	March 2023		Board of Directors
	Reduce or eliminate annual member subscriptions	Revised constitution	Jan 2025		Board of Directors

6.1.2 To ensure 100% retention of current members each year to 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Incentivisation policies and support programs	Develop maintain sustainable but attractive dividend and interest rates	Interest and dividend rate paid		Continuous	Board of Directors
	Offer concessions and support to avert potential withdrawals	Withdrawals averted		Need basis	Board of Directors

6.1.3 To ensure all members are active each year to 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Continuous pro-active communication	Actively follow -up on non-active members and sort their feedback	List of members followed upon		Continuous	KETSA Manager
	Continuously send reminders on due remittances and payments	Reminder notices		Continuous	KETSA Manager
Incentivisation policies and programs	Ensure prompt payment of dividends and interest	Date payment was made		Annually	Board of Directors

6.1.4 To introduce at least one new partnership member or network each year to 2027

Strategy	Action	Verifiable Indicator	Start Date	End Date	Responsibility
Create linkages with partners for exchange of ideas, products and services	Identify and map potential partners	List of partners	Jan-23	Mar-23	Business Development Officer
	Make proposals for partnerships and MOUs with the identified	Number of proposals sent or MOUs signed	Jan-23	Dec-27	Business Development Officer

	potential partners e.g. ICA, WOCCU, Development Banks etc.				
	Organize or participate in National Cooperative Trade Fairs/Forums annually	Trade fair/forum Reports	Jan-23	Dec-27	KETSA Manager
Coordinate collaborative exchange programs	Sign collaborative agreements with model organisations	Agreements signed	Annually		Board of Directors
	Sensitize stakeholders on availability of exchange programs	Communication sent out	Annually		KETSA Manager

6.2 Financial Sustainability Matrix

6.2.1 To grow institutional capital to assets ratio by 20% each year by 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Ploughing back profits	Ensure cost to income ratio is 70% and below for all projects and initiatives	Cost to income ratio of project	Annually		KETSA Manager
	Retain at least 20% of surplus before distribution as retained earnings	Ratio of surplus retained	Annually		Board of Directors
	Document a retention policy in finance and accounting policy	Retention policy in place	June 2023		Board of Directors

6.2.2 To grow our revenue by 40% in 2023, 35% in 2024, 30% in 2025, 25% in 2026 and 20% in 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Income streams diversification	Invest excess funds into new investment vehicles e.g. fixed money market	Investments' financial statement	Continuously		KETSA Manager
	Increase the number of training courses and workshops.	Number of training courses and participants	Annually		CEO's Forum & KETSA Manager
	Introduce premium training workshops that fetch higher fees.	List of premium training workshops	Annually		CEO's Forum & KETSA Manager
	Re-introduce lending to members	Interest from loans	Need basis		Board of Directors

6.2.3 To ensure we maintain our cost to income ratio at 70% or below each year to 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Full budget compliance	Ensure 100% adherence to organisational budgets	Budget variance report	Monthly		KETSA Manager
	Introduce budget adherence as a monitored KPI	Budget variance KPI in all performance assessments	March 2023		Board of Directors
Renegotiation of contracts and prices	Renegotiate supplier and vendor contract to better favourable terms.	Renegotiated vendor contract and terms	Annually		KETSA Manager
	Always negotiate for discounts on large order quantities	Discounts offered	Continuously		Chairman and KETSA Manager

6.2.4 To ensure full matching of costs and revenues each year to 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Activity based costing and pricing	Ensure all budgets items are activity based	Activity cost worksheets	Annually		KETSA Manager
	Adopt a cost-plus pricing methodology when setting up prices.	Cost-plus pricing calculations	Needs basis		KETSA Manager

6.2.5 To grow our assets by 40% in 2023, 35% in 2024, 30% in 2025, 25% in 2026 and 20% in 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Performance management	Ensure full achievement of member recruitment targets	Number of members recruited	Quarterly		Board of Directors
	Ensure all members KCF contributions are up to date	Projected versus actual contributions	Monthly		KETSA Manager
		variance report			
Liquidity ratio management	Invest any excess liquid funds above 10% of total deposits in money or fixed income market.	Liquidity ratio	Monthly		KETSA Manager

6.2.6 To continuously review and implement robust internal controls each year to 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Policy formulation and implementation	Develop a finance and accounting policy	Finance and Accounting Policy	Annually		Board of Directors
	Ensure annual audits of financial statements and implementation of audit recommendations	Annual audit report	Annually		Board of Directors

6.3 Lobbying and Advocacy Matrix

6.3.1 To continuously raise awareness and directly engage with decision-makers to influence decisions and prompt action on issues affecting Teacher based Saccos each year to 2027.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Continuous gap analysis	Continuously scan advocacy gaps and track emerging issues	Scanning Report	Semi Annually		KETSA Manager and CEO's Forum
	Develop advocacy and emerging issues action plan	Advocacy Action Plan	Semi Annually		KETSA Manager
	Implementation of advocacy action plan	Implementation Report	Continuous		KETSA Manager
Continuous stakeholder consultation	Continuously invite and participate in stakeholder events	Stakeholder consultation report	Need basis		KETSA Manager and Chairman
	Implement stakeholder consensus action plan	Stakeholder implementation action plan	According to action plan timelines		KETSA Manager
Champion integration of teacher-based Sacco issues County Integrated Development Plans	Engage with Council of Governors and CEC's on Sacco issues	CIDP's/Meeting Reports	Jan each year		Chairman of the Board and CEO's Forum
	Engagement with County Secretaries and Chair persons of Co-operatives/SME's in the County Assemblies	CIDP's/Meeting reports	Semi Annually		Chairman of the Board and CEO's Forum
Enhanced KETSA visibility	Publicity in social and mainstream media	Interactive website, social media posts, media memo/cuttings/news clips	Monthly		Business Development Officer
	Publication of a periodic teacher-based Sacco magazine	Published magazine	Quarterly		Executive and KETSA Manager

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
	Ensure Ushirika Day commemoration is done	Ushirika Day Report	July each year		Executive and KETSA Manager
	File a documentary on teacher based Saccos and their benefits	Documentary or publication	April each year		Executive and KETSA Manager
	Quarterly radio programs and television talk shows	Quarterly radio programs and television talk shows	Quarterly		Chairman and KETSA Manager

6.3.2 Lobby for recognition of KETSA as best positioned organisation to be the Teacher-based Sacco Federation in Kenya when the new Cooperatives Bill becomes an ACT.

Strategy	Action	Verifiable Indicator	Timeline	Responsibility
Pre- ACT Research	Review of the role of the federation in the new dispensation	Role of federation report	March 2023	Board of Directors
	Review the proposed Federation By-Laws	Bylaws requirements report	March 2023	Board of Directors
	Stakeholder Analysis Matrix development	Stakeholder Matrix analysis report	April 2023	KETSA Manager
	Identify key areas of the role Federation to be played by KETSA	Role of KETSA Federation report	April 2023	Board of Directors & CEOs Forum
Prime KETSA as a Federation for Teacher Based SACCOS	Lobby the membership for necessary application in line with the law	Membership sign-up report	First Quarter after assenting	Board of Directors
	Review and appraise the adequacy of KETSA to be a Federation	KETSA Federation Feasibility report	First Quarter after assenting	CEOs Forum and KETSA Manager
	Fill out the application and required documentation for registration	Application for KETSA Federation filled & launched	Second Quarter after assenting / In line with regulations	Board of Directors

6.4 Center of Excellence Matrix

6.4.1 To enhance competence and business standards in the teacher-based Sacco subsector each year to 2027

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Development of standards of excellence	Consult stakeholders on thematic areas on standards of excellence	Stakeholder consultation report	Jan 2023	June 2023	CEO's Forum and KETSA Manager
	Develop business standards and guidelines on thematic areas	Business standards and guidelines	Dec 2023		CEO's Forum and KETSA Manager
Benchmarking and documentation	Undertake benchmarking research and document reports on thematic areas	Benchmarking Report	Annually		Research and Development Officer
	Share benchmarking reports with members and stakeholders	Shared reports	Annually		KETSA Manager

6.4.2 To increase the quantity and quality of both supply and demand driven training courses each year to 2027.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Data driven research on training areas	Undertake a member training needs analysis	Training needs analysis report	Dec each year		KETSA Manager
	Undertake secondary research on new training areas that can have high impact on members	Training research report	Annually		Research and Development Officer
	Add new identified training courses to KETSA training calendar	Updated training calendar	Dec each year		KETSA Manager
Digitise non-technical training courses	Budget, acquire and implement a robust e-learning platform	E-learning platform in place	June 2023	Dec 2023	Board of Directors
	Budget, acquire and deploy top notch online training	List of niche online training	June 2023	Dec 2023	KETSA Manager

	courses from reputable vendors	courses acquired			
	Update niche training courses on the e-learning platform	List of updated training courses	Continuously		KETSA Manager

6.4.3 Create a resource hub for sharing datasets, business tools, templates, reports and other resources by 2025.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
ICT infrastructure development	Set up an ICT hub/I - cloud/shared ICT platforms (e.g. share point or member portal) where Saccos can login and access resources	ICT hub/ shared platform/datab ase	Jan 2024	June - 2024	KETSA Manager
	Continuously update and upload shared resources in the resource hub	List of uploaded or updated resources		Need basis	Research and Development Officer

6.4.4 Introduce annual member awards on relevant thematic areas that promote operations and leadership excellence through to 2027.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Research and development	Identify thematic areas for award categories	Identified thematic areas	Jan 23	Mar 23	CEO's Forum
	Develop assessment criteria for the various thematic areas or award categories	Awards assessment criteria	Apr 23	Jun 23	CEO's Forum
Recognition and Award Policy	Develop and approve a recognition and reward policy for member awards	Recognition and Reward policy	Apr 23	Jun23	Board of Directors
	Recognise and award members annually on the relevant categories	List of members recognised and awarded		Dec each year	Board of Directors

6.4.5 Constitute and operationalise a consultancy and research unit by 2025.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Policy framework	Research and document roles of the research unit	Research report	Jun 23	Aug 23	KETSA Manager
	Develop and approve consultancy and research function policy and procedures	Approved Policy	Sep 23	Oct 23	Board of Directors
Due diligence	Conduct a cost benefit analysis of Inhouse versus outsourced consultancy and research unit	Cost benefit analysis report	Nov 23		KETSA Manager
Business launch	Launch operations of the consultancy and research unit.	Business unit performance reports	Jan 24		Board of Directors

6.5 Institutional Capacity Strengthening Matrix

6.5.1 Ensure all internal stakeholders are trained at least once every year to 2027.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Continuous capacity building	Undertake a full internal stakeholder needs analysis	Needs analysis report	Nov each year		KETSA Manager
	Identify reputable training service providers and training quotations	List of training service providers and quotes	Dec each year		KETSA Manager
	Set as side adequate training budget	Training budget	Dec each year		Board of Directors
	Ensure all internal stakeholders undergo training according to the calendar	Training reports	According to calendar		KETSA Manager

6.5.2 Continuously review staff terms and conditions of service to enhance motivation and performance through to 2027.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Policy Reviews	Review staff terms and conditions of service	Reviewed terms of service	Need basis		Board of Directors
	Introduce staff performance management systems	Performance assessment tools	Jan 23	Feb 23	CEO's Forum
	Develop a performance reward policy	Performance reward policy	Jan 23	Feb 23	Board of Directors
	Appraise staff performance annually	Appraisal reports	Dec each year		CEO's Forum

6.5.3 Continuously enhance Board of Directors and CEO's forum welfare through to 2027.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Policy review	Review Board of Directors and CEO's welfare policy	Reviewed welfare policy	Need basis		Board of Directors
	Introduce Board Member awards for member recruitment	List of Board Members awarded	Jan 23		Board of Directors

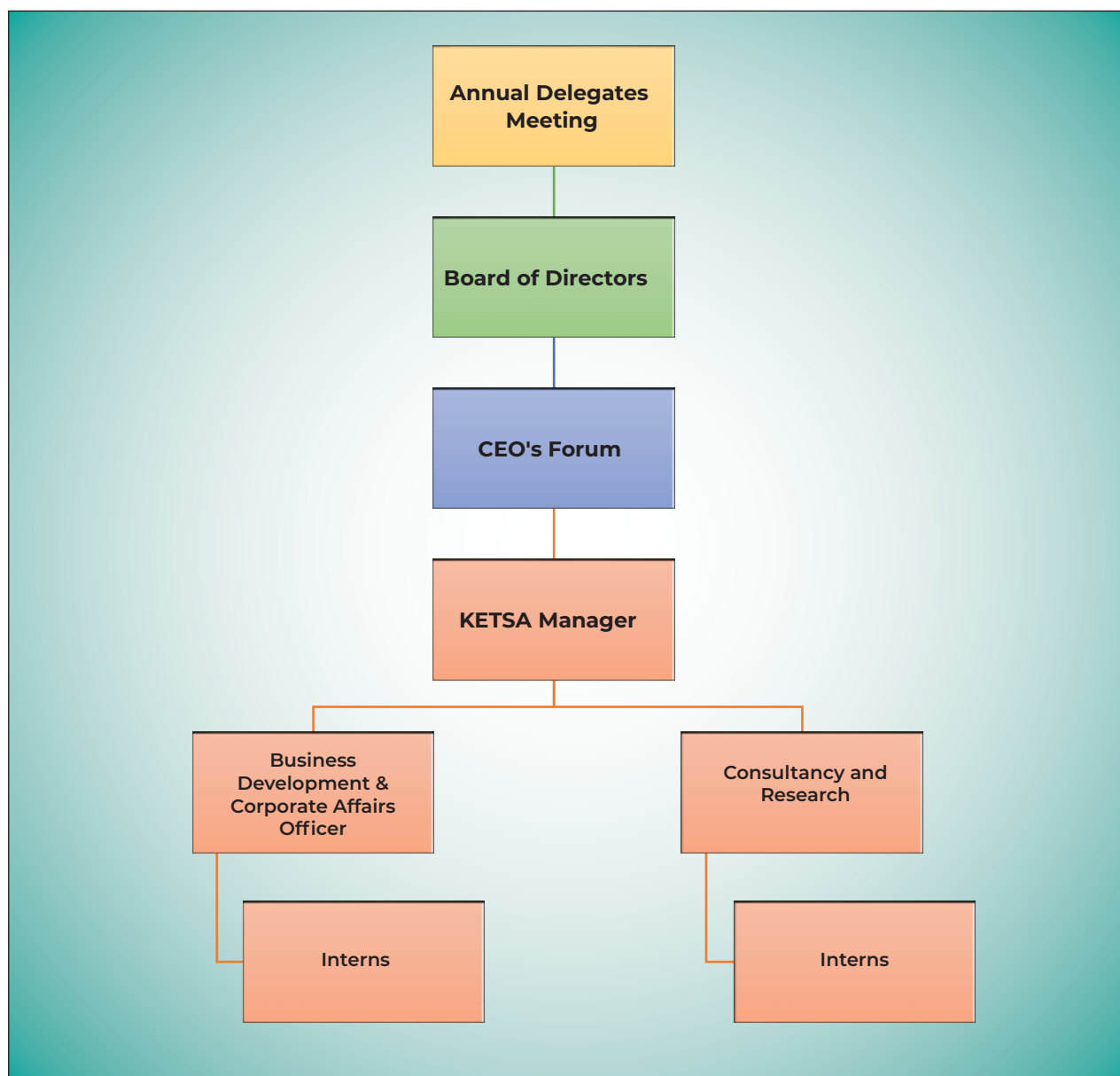
6.5.4 Set aside adequate CAPEX budgets for infrastructure development each year to 2027.

Strategy	Action	Verifiable Indicator	Start Date	End date	Responsibility
Infrastructure gap review	Undertake an infrastructure needs assessment for projected 5 years	Infrastructure needs assessment report	Jun 23		KETSA Manager
	Prioritise identified infrastructure items	Infrastructure quotations	Jul 23		CEO's Forum
	Obtain quotations on identified infrastructure items	Infrastructure quotations	Aug 23		KETSA Manager

Proactive budgeting	Sets aside and approve adequate funds for infrastructure acquisition	Approved budgets	Dec 23	Board of Directors
Continuous infrastructure upgrade	Install or upgrade infrastructure	Infrastructure in place	Based on project plan	KETSA Manager

7. ORGANISATION STRUCTURE

The following is KETSA's organisation structure for the period 2023 – 2027:



8. MONITORING AND EVALUATION

Continuous monitoring, evaluation and reviewing are mandatory actions for the successful implementation of this strategic plan. Monitoring and evaluation will assess the degree to which the set objectives are being met and any challenges being encountered during the implementation of the plan. This will be achieved by maintaining appropriate records and setting performance measures before completion of the plan. Any shortcomings on performance measurements not achieved should trigger corrective action by management or Board to remedy the causes of short comings.

Reviewing on the other hand is essential in the sense that the society operates in an ever-changing environment where the circumstances surrounding the society today are not be the same in the next three or four years. Thus, a good strategy today may not be as good in the next two to three years down the line hence an external consultant will review the strategies annually to align the strategies with the prevailing circumstances of the society.

8.1 Roles and Responsibilities in Implementing Strategic Plan

8.1.1 Strategic Plan steering Committee (Executive Committee)

This Committee will be responsible for overseeing the implementation of the strategic plan. The Committee will be responsible for:

- i. Assigning the budgets for different projects and activities in this strategic plan.
- ii. Cascade the plan downwards to members of staff and evaluate progress reports.
- iii. Monitoring the implementation of the Strategic Plan on a quarterly basis.
- iv. Evaluating the results achieved vis a vis the targets in the Strategic Plan quarterly and short comings followed up upon.

The steering Committee will be composed of the following five (5) members:

i. Chairman of the Board

ii. Vice Chairman

iii. Treasurer

iv. Secretary

v. Chairman CEO's Forum

vi. KETSA Manager

8.1.2 Board of Directors

The Board of Directors shall bear the responsibility of reviewing progress made on the Strategic Plan implementation and reporting to the Delegates at the Annual Delegates Meeting.

8.1.3 CEO's Forum

This will be the technical team that will oversee the implementation of the strategic plan on a regular basis. This team will offer technical advice and expertise in requisite areas.

8.1.4 Members of staff

The Strategic Plan shall be cascaded down to members of staff. Detailed work plans and performance targets will be set by the Executive Committee and it will be the responsibility of every member of staff to meet these targets.

8.1.5 External consultant

The Strategic Plan shall be annually reviewed by an external consultant to ensure it remains relevant and feasible in the ever-changing business environment. The consultant will also give an independent objective overview and advice on appropriate action.

Note

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

- a. The Strategic Plan implementation progress will be part of the agenda of every Board and CEO's forum meeting.
- b. The Strategic Plan will be available to every Board member and Member of CEO's forum and Staff for reference and deeper understanding of what is expected of them.
- c. There will be an official handover of the Strategic Plan to a new Board of Directors and Chair of the CEO's forum who will ensure continuity of the plan.
- d. The performance indicator in the implementation matrix will be the monitored parameter.
- e. Finally, the various activities itemized in the action tables should be linked to the KETSA's annual budget allocation to avail financial resources necessary to facilitate implementation.

Table 1: Projected Five - Year Income Statement

	Base Year 2022	2023	2024	2025	2026	2027
Income						
Interest Income	25,487,060	35,681,884	48,170,543	62,621,706	78,277,133	93,932,560
Training Income	59,607,300	83,450,220	112,657,797	146,455,136	183,068,920	219,682,704
Other Income	172,564	241,590	326,146	423,990	529,987	635,985
Total Income	<u>85,266,924</u>	<u>119,373,694</u>	<u>161,154,486</u>	<u>209,500,832</u>	<u>261,876,040</u>	<u>314,251,248</u>
Expenses		-				
Governance costs	11,515,865	12,002,091	16,202,823	21,063,670	26,329,588	31,595,505
Staff costs	2,293,907	2,390,761	3,227,527	4,195,786	5,244,732	6,293,678
Operating costs	2,806,221	2,924,706	3,948,353	5,132,859	6,416,074	7,699,289
Training costs	49,395,433	51,481,022	69,499,380	90,349,193	112,936,492	135,523,790
Finance costs	19,712,690	20,545,005	27,735,757	36,056,484	45,070,605	54,084,726
Total costs	<u>85,724,116</u>	<u>89,343,586</u>	<u>120,613,840</u>	<u>156,797,993</u>	<u>195,997,491</u>	<u>235,196,989</u>
Net surplus/deficit	- 457,192	30,030,108	40,540,646	52,702,840	65,878,550	79,054,260
Non-operating income		-				
Members subscriptions	5,900,000	8,260,000	11,151,000	14,496,300	18,120,375	21,744,450
Entrance Fees	-	-				
Total non-operating income	5,900,000	8,260,000	11,151,000	14,496,300	18,120,375	21,744,450
Tax charge	0	9,009,032	12,162,194	15,810,852	19,763,565	23,716,278
Surplus/deficit	5,442,808	29,281,076	39,529,452	51,388,288	64,235,360	77,082,432
Proposed dividends	1,102,944	5,933,589	8,010,345	10,413,449	13,016,811	15,620,174
Net surplus/deficit	<u>4,339,864</u>	<u>23,347,486</u>	<u>31,519,107</u>	<u>40,974,839</u>	<u>51,218,548</u>	<u>61,462,258</u>

Table 2: Projected Five -Year Balance Sheet

	Base Year 2022	2023	2024	2025	2026	2027
Assets						
Cash in Hand & Bank	298,881,513	418,434,118	564,886,060	734,351,877	917,939,847	1,101,527,816
Account Receivables	4,087,139	5,721,995	7,724,693	10,042,101	12,552,626	15,063,151
Tax	1,653,858	2,315,401	3,125,792	4,063,529	5,079,411	6,095,294
Welfare Fund	157,292	220,209	297,282	386,466	483,083	579,700
Property & Equipment	1,219,649	1,707,509	2,305,137	2,996,678	3,745,847	4,495,016
Total Assets	<u>305,999,451</u>	<u>428,399,231</u>	<u>578,338,962</u>	<u>751,840,651</u>	<u>939,800,814</u>	<u>1,127,760,977</u>
Liabilities						
Central Fund - Member contribution	286,702,808	401,383,931	541,868,307	704,428,799	880,535,999	1,056,643,199
Welfare fund	-	-	-	-	-	-
Payables	2,688,835	3,764,369	5,081,898	6,606,468	8,258,084	9,909,701
Tax payable	-	-	-	-	-	-
Total Liabilities	<u>289,391,643</u>	<u>405,148,300</u>	<u>546,950,205</u>	<u>711,035,267</u>	<u>888,794,084</u>	<u>1,066,552,900</u>
Capital & Reserves						
Share Capital	9,191,162	10,751,092	16,286,862	22,449,399	28,776,577	34,531,893
Revenue reserves	6,313,702	6,566,250	7,091,550	7,942,536	9,213,342	11,056,010
Proposed dividends	1,102,944	5,933,589	8,010,345	10,413,449	13,016,811	15,620,174
Total capital & reserves	<u>16,607,808</u>	<u>23,250,931</u>	<u>31,388,757</u>	<u>40,805,384</u>	<u>51,006,730</u>	<u>61,208,076</u>
Total Equity & Liabilities	<u>305,999,451</u>	<u>428,399,231</u>	<u>578,338,962</u>	<u>751,840,651</u>	<u>939,800,814</u>	<u>1,127,760,977</u>

Table 3: Monitoring and Evaluation Template

	Activity	Responsible	Output Indicator	Period of Achievement/ Output	Variance	Explanation	Way Forward
Pillar 1: Membership and Networks							
1.1.							
1.2.							
1.3.							
Pillar 2: Financial Sustainability							
2.1							
2.2							
2.3							
Pillar 3: Lobbying and Advocacy							
3.1							
3.2							
3.3							
Pillar 4: Center of Excellence							
4.1							
4.2							
4.3							
Pillar 5: Institutional Capacity Strengthening							
5.1							
5.2							
5.3							



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