



Immaculate Conception Gicharani Self-Help Group



Strategic PLAN

2021 - 2025

⊕ Management Committee And Staff



01

**REV. FR. ANTHONY
GACHAU** - Patron



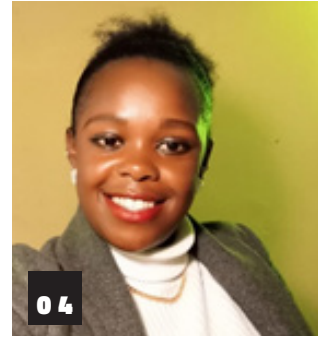
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NICHOLAS M. NJUGUNA
Chairperson



03

MARY W. NGUGI
Treasurer



04

GRACE G. NJUGUNA
Secretary

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05

MERCY M. NJERI
Vice Chairperson



06

EMMA W. GATHUA
Finance & Budget Committee Secretary



07

MARGARET N. MUCHWE
Capacity Building, Strategy &
Development committee secretary
Committee



08

LINUS KAGO MURIU
Secretary – Risk, Audit and Compliance
Committee



09

DANIEL N. KARANJA
Operations Manager



10

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Accountant

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Acronyms & Abbreviations

BBI	- Building Bridges Initiative
CB	- Capacity Building
CBSDC	- Capacity building, strategy and development committee
CMFB	- Caritas Micro-Finance Bank
CN	- Caritas Nairobi
CRB	- Credit Reference Bureau
CSI	- Corporate Social Investment
DPS	- Dividends per Share
GSHG	- Gicharani Self-Help Group
HR	- Human Resource
ICT	- Information and Communication Technology
IEC	- Information, education and communication
KPI	- Key Performance Indicator
MC	- Management Committee
RACC	- Risk, audit and compliance committee
ROI	- Return on Investment
SACCO	- Savings and Credit Cooperative Organization
SHG	- Self-Help Group
SOPs	- Standard Operating Procedures
SPC	- Strategic Planning Committee
TNA	- Training Needs Assessment
WEF	- Women Enterprise Fund

Foreword



**REV. FR. ANTHONY
GACHAU - PATRON**

This Self Help Group was started on 17th September 1996 with an initial registration of 181 members. The Self Help Group has since grown over the years and continues to provide different products and services.

The membership comprises of men and women who are either Catholics or non-Catholics. In fact the majority are non-Catholics, thus our doors are open to people from other churches. Majority of the clients are from the age of 30 years, middle aged people and senior citizens are quite at home with our services and products. There are a significant number of them, which is an indicator of

our effective and timely service delivery. Our clients receive money for their various needs such as payment for learning in educational institutions and health among other economic needs.

Through our 'customer experience', we invite and welcome, complains, compliments and strategies to enhance our services in the different products. Our banking hall and the immediate environment is not only a conducive environment but also easily accessible to persons with disability or abled differently. The main services include investments/savings and lending/borrowing. Parents also hold junior accounts for their under children. The Covid-19 pandemic did not shake our members economically. Thanks to our efficient staff that provided reprieve to members by providing electronic services.

There has been steady growth yearly in terms of investment, shares, capital and membership. This is an outcome of continuous training, refresher courses, seminars and workshops for all staff and team work from the management/church and community support. There is a health mutual relationship, confidence and peaceful coexistence among all the different cadre of people. Annual General Meetings are attended in big numbers, an indication that the Self Help Group is surely high performing and has built trust among the members. Members on this day, receive their surplus instantly through their mobile phones.

We are always thankful to Caritas-Nairobi for your continued support in this model of evangelization to the people of God and which is also in line with the Social Teaching for the church.

**Rev. Fr. Anthony Gachau
Patron Gicharani Self-Help Group**

⊕ Preface



NICHOLAS M. NJUGUNA
CHAIRPERSON

I am delighted to present to you the GSHG Strategic Plan 2021–2025, which outlines the strategic visions and goals we have identified to help the group realize its full potential and better fulfil its mission to serve the community as Gicharani members as well as the wider community within the society.

The process of formulating a new Strategic Plan at GSHG has given us the opportunities to take stock on past successes and failures, to determine our visions and future goals in the light of challenges ahead, and to put forward strategies for our developments not only in response to changing needs but also as an active and participating agent to drive socio-economic changes.

The strategic themes attest to our commitment to achieve excellence through our core functions of transparency and accountability, teamwork, professionalism, innovation and customer focus, as well as our duty to engage stakeholders and the community.

Our strategies for socio-economically empowerment aim to enrich the Gicharani community as well as enhance their personal abilities to develop living standards lifelong saving commitment and competencies that will make them both innovative and entrepreneurial to flourish in—and contribute to—a globally competitive and rapidly changing environment.

Through engagement with the public we will better articulate, develop and communicate an identity consistent with our vision in order to facilitate the community in understanding our goals and recognizing our achievements.

In order to implement these strategic aims, we need to develop an enabling

environment in which our human, financial and physical resources are appropriately allocated and deployed to help us attain sustainable excellence in capacity building, research and knowledge exchange. Similarly, the group aims to maintain customer friendly services that supports our mission and vision.

The Strategic Plan represents the concerted efforts of the SHG stakeholders, whose valuable input has been incorporated in this document. Let me take this opportunity to thank all of them for giving us so much food for thought during the process of consultation and drafting of the Strategic Plan. I would like to thank, in particular, the management committee for approving the Strategic Plan and taking up the responsibility for overseeing and monitoring its implementation.

I am sure that, with the collaboration of our talented staff, stakeholders, members, friends, and supporters, the goals we aspire to accomplish will in time translate into milestones of which we can be proud. By investing in the future of GSHG, we are investing to build a better future for the community. I would like to invite you to join hands with us to help this fine and unique self-help group maintain its characteristics whilst fostering its further developments. I thank you all heartily for taking an interest in the future of GSHG and the community we serve.

God bless all of you and may he continue blessing GSHG.

NICHOLAS M. NJUGUNA
CHAIRPERSON

Acknowledgement

The production of this Strategic Plan would not have been possible without the efforts and dedication of our Patron, and the management of Gicharani SHG.

We wish to extend our gratitude to the following individuals of the Strategic Plan Task Force Team who were very resourceful in this process;

Rev. Fr. Anthony Gachau (Patron), Mr. Nicholas Mwangi (Executive Chairperson), Ms. Mercy Mumbi (Vice Chairperson), Ms. Mary Waithira (Treasurer), Miss. Grace Njuguna (Executive Secretary), Ms. Margaret Muchwe (Member), Ms. Emmah Wairimu (Member), Mr. Linus Kago (Member), Mr. Daniel Karanja (Operations Manager), Miss. Josphine Gathoni (Accountant), Mr. Evan Kaboi (Caritas Nairobi) and Mr. Benard Njuguna (Caritas Nairobi) for their time, dedication and technical expertise in the strategic plan formulation.

We would also like to extend our gratitude to our esteemed members for their enormous contribution and continued support for the group especially during the diagnostic stages of formulation of this strategic plan.

Finally, we wish to recognize the late His Eminence Michael Maurice Cardinal Otunga for his ingenious invention of the self-help movement whose vision still drives the existence and growth of the self-help programme.

Executive Summary

The strategic plan will lead the group for the next five years. It gives a roadmap to be followed by GSHG in order to achieve the group's vision, mission and strategic goal. Its detailed enough on what should be done, how to do it and who should do it following the set timelines to enable the organization track effectiveness and efficiency in the fulfilment of its mandate.

The strategic plan focusses on key strategic issues that includes membership growth, group's products and services, management and governance, embracing technology and risk management compliance. Where our objectives are to increase membership, increase the uptake of our products and services, strengthen management and governance of



the group, fortify the use of technology in group operations and also improve risk management and ensure full compliance with guidelines and policies.

We further look forward to achieve our strategic goal "To socio-economically empower the Gicharani community through provision of competitive products and services and enhanced risk management and compliance framework". This will be achieved through the group's vision statement "A socio-economically empowered Gicharani community". Which will enable the group to soar into greater heights guided by the core values of transparency and accountability,

team work, professionalism, innovation and customer focus in its dealing with the group members and other stakeholders.

We are fully informed by the dynamism of the operating environment, the plan critically looks at the opportunities as well as the challenges that may influence the outcome of the strategic plan, a thorough scan of the micro and macro environments was done and the strategic objectives informed the strategic goal that the organization believes will help her respond appropriately to these challenges as well as opportunities were developed.

Introduction

CHAPTER 1

This strategic plan was produced after a broad engagement with stakeholders and guidance from management committee and the staff. The Strategic Planning Committee (SPC) comprised of selected members from the executive committee, finance and budget



committee, risk audit and compliance committee, capacity building, strategy and development committee and the groups staff. The committee was guided by the staff from caritas Nairobi capacity building.

BACKGROUND INFORMATION

The origin of self-help group activities in the Archdiocese of Nairobi can be traced way back in 1983 in Kiriko parish. Self-impulsion subsistence farmers engaged in traditional modes of production sought to transform their activities in to models benefiting the modern cash economy. They came together to pool their resources and source their skills for their transformation.

Gicharani Self-Help Group was started on 17th September 1996 after officials from the Archdiocese of Nairobi Development Office visited the Parishioners of Immaculate Conception Gicharani Catholic Church and explained to them about the SHP and SHG. The interim management committee comprising of the Education, Supervisory and Credit Committee members was selected the same day. Thereafter, the management opened an account with

Barclays Bank now ABSA. To date the group holds three bank accounts and an M-Pesa Paybill account.

On 24th November 1996, the management held a further meeting with the church members where a total of 181 members were registered. This was even before the Archdiocese of Nairobi brought proper documentation to enable full registration. At the inception, members used to pay Ksh 50 for registration fees, Ksh 50 for member's passbook and ksh 10 for registration form. Furtherance to this, training on registration, savings and loan application procedures were elaborated during this meeting. The first collection was done on 8th December 1996. After doing collection for a period of one year, the group was now able to issue its first loan in 1997.

The group was first audited in December 1999, this was culminated by an Annual General Meeting. By then the groups share capital was Kshs 930,119 with a loan portfolio of Ksh 823,913. The group has continued to increase its share capital and improving its operational efficiency. A major breakthrough in its operations came about in 2011 when it automated its systems.



This enhanced our operational efficiency and growth in member savings which stood at Ksh 27 million. Since then the group have recorded a tremendous growth in membership which currently is in excess of 1960 members, member savings which are slightly above Ksh 103 million and a loan portfolio of Ksh 36 million. This growth has been achieved through aggressive marketing, capacity building and improvement in its operations.

Modern office project started in the year 2017 and it became operational in January 2019. The project is still on going and so far it has incurred a cost of ksh 7.2 million. The office has several rooms which include a spacious lobby/banking hall, space for three tellers, operations office, accounts area, strong room, a kitchen, boardroom, archives and bathrooms. Due to the growth and adequate office space, we have two staff members in the office an accountant and an operations manager. The office has also attracted Caritas Microfinance Bank agency hence enhancing continuous customer service from Monday to Saturday.

The automation of its services and availability of two staffs has enabled efficiency in its services. The audit process has also been eased and it can now be conducted within three days since the records are always up to date.

🕒 STRATEGIC PLAN DEVELOPMENT APPROACH

To ensure ownership of the process participatory strategic planning approach was applied. The taskforce ensured adequate involvement of the key stakeholders which included; members, staff, management Committee and Caritas Nairobi.



During initial stages, a desktop review of a number of documents was conducted especially the audited financial reports and Caritas Nairobi strategic plan. Initial consultative meetings were conducted by the management committee members. The taskforce further held key informant interviews with members and other stakeholders. In addition, structured questionnaires were developed and distributed to members as a way of gathering background information and feedback on the current operational status of the group which was essential in guiding the strategic plan.

Various meetings were held to discuss and gather the requisite documents for the strategic plan.

RATIONALE OF THE STRATEGIC PLAN

Gicharani Self-Help Group has been implementing its overall strategic plan over the last five years (2015-2019). This plan recognized the need to empower the surrounding communities and beyond by reaching out to more members and reinforcing the group's operations to safeguard members interests and investments.

The formulation of this strategic plan has enabled us to examine the contextual environment in which we operate, explore the factors and trends that affect the way we perform our core functions, seek to meet our mandate and fulfill our vision and mission, frame strategic issues which we must address, growth challenges and the ever-changing environment in the micro-credit sector in Kenya and craft and implement ways of responding to pertinent issues for improvement of the welfare of our members, these has necessitated the group to develop a road map for its operations for the next five years.

This strategic plan will majorly focus on improving the efficiency and effectiveness of service delivery by increasing membership, improving the current products and services, strengthening governance, integrating ICT in its operations and embracing proper risk management and compliance systems

PLANNING ASSUMPTIONS

1. There will be socio-economic and political stability in the country: Socio-economic and political stability is critical for a stable and favorable business environment.

2. Stable membership: Other similar players, e.g., banks and other microfinance institutions as well as merry-go-rounds, are a threat to the group. For successful business operations, there is need for members to maintain loyalty to Gicharani SHG products.
3. Current stable labor/industrial relations environment will be sustained: This is critical as employees form the basic factor of operation.
4. Sustainable ICT environment.
5. Stable consumption patterns.
6. Continued positive government intervention in microfinance policy e.g., infrastructure and extension services.

Institutional Analysis

CHAPTER 2 - Mandate


Gicharani Self-Help Group derives its mandate from the Social Promotion Registered Trustees, a trust formed by the Archdiocese of Nairobi for purposes of socio-economic development based on the following principles:



CORE PRINCIPLES


- Voluntary and open membership;
- Democratic member control;
- Economic participation by members;
- Autonomy and independence;
- Capacity building, development and information;
- Co-operation among groups; and
- Concern for community in general.






CORE FUNCTIONS

1. Encourage thrift among its members by affording them an opportunity for accumulating their savings;
2. Provide an opportunity for each of its members to improve their respective socio-economic conditions;
3. Provide members with credit for purposes of improvements, production and/or both;
4. Ensure safety and soundness of the members' funds;
5. Ensure the progress of its members by educating them continuously on the proper use of credit; and
6. Perform the functions and exercise the powers designated for a group under the applicable guidelines of Social promotion registered trustees for the benefit of the members.



VISION

A socio-economically empowered Gicharani community.



MISION

To promote the socio-economic status of the Gicharani community through savings mobilization, provision of affordable credit facilities, capacity building and corporate social interventions in an effective and efficient manner.



Gicharani Self-Help Group shall believe and promote the following values in all their undertakings;



Teamwork

Alone, GSHG cannot be able to deliver the best service to its members. The group will endeavor to build good relationships with all stakeholders involved for the effective and efficient service delivery of services to members.



Professionalism

The management and staff of GSHG shall uphold high level of professionalism in their conduct and service to ensure a great and satisfactory customer service experience. It will aim at achieving reliability, competence, dependability and respect to all.



Accountability

GSHG shall diligently uphold this value in all its operations. It shall safeguard its members' and other stakeholders' investments and interests through proper accounting and timely disclosure of all the essential information for suitable decision making.



Customer focus

Gicharani Self-Help Group shall endeavor into putting its members' needs first. It shall be dedicated into enhancing customer satisfaction and building strong customer relationships.

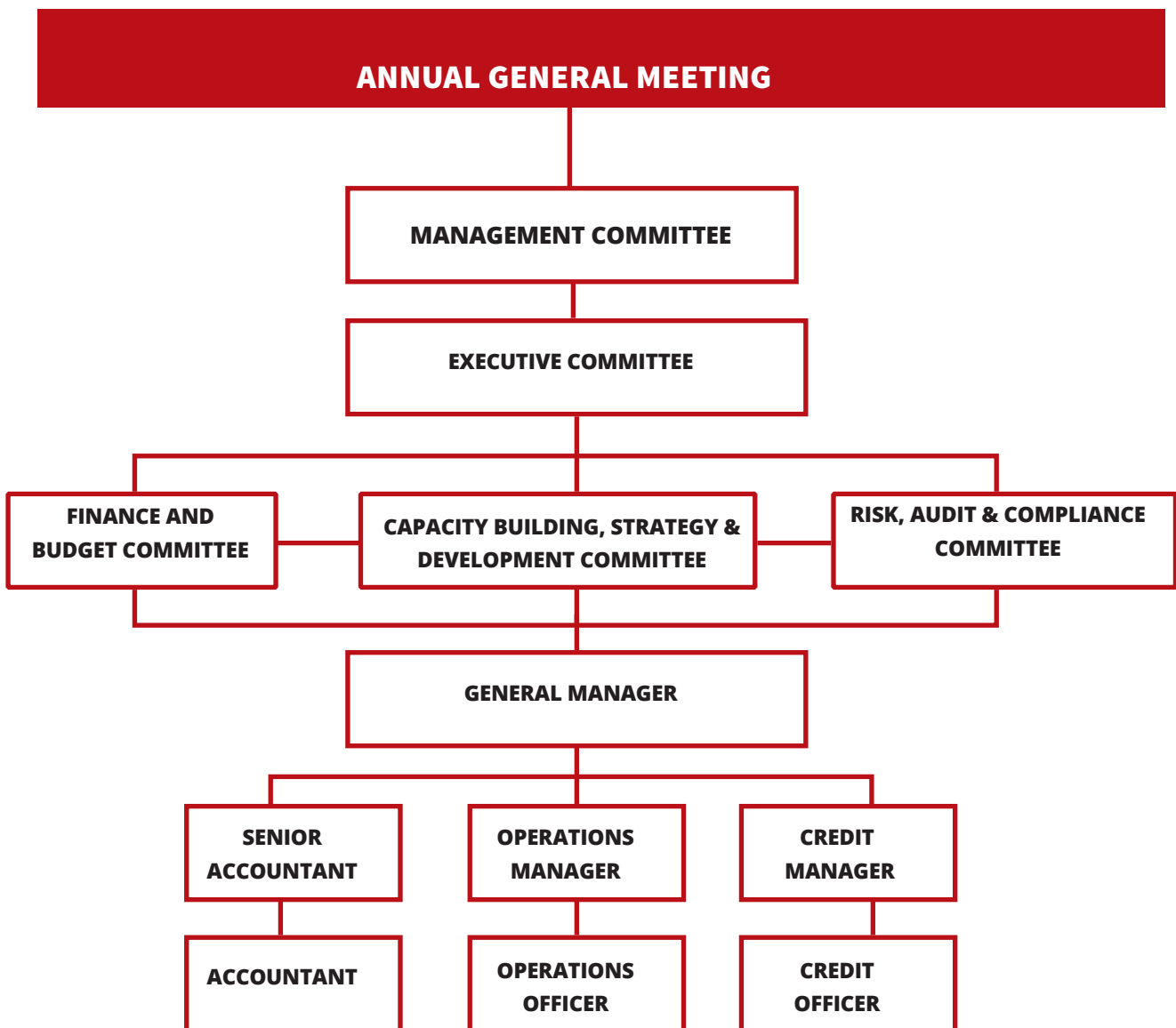


Innovation

GSHG will ride on the most recent technology in all its operations. This will involve automation of services to enhance efficiency in service delivery.



Orgarnogram

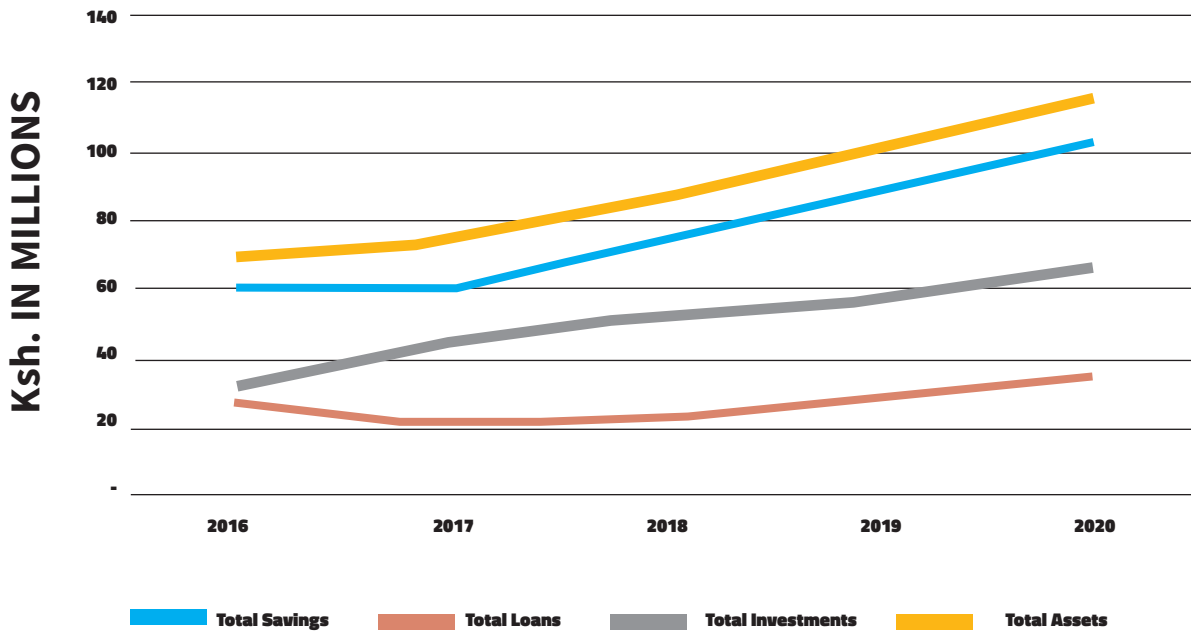


FINANCIAL PERFORMANCE AND TREND ANALYSIS					
Year	2016	2017	2018	2019	2020
Total Membership	2175	2118	2097	1803	1944
Total Savings	60,396,063	60,605,388	74,944,729	90,101,035	103,528,131
Total Investments	27,028,195	20,366,020	22,641,857	29,760,122	35,299,195
Total Loans	31,772,925	44,624,657	52,340,843	57,145,707	66,315,067
Total Assets	70,105,557	74,161,364	87,923,621	102,942,340	116,366,705
Total Incomes	6,376,666	7,329,225	7,604,975	9,179,406.12	9,734,719
Expenditure	1,730,303	1,982,784	2,069,430	3,106,443	3,113,745
Total Distributable Surplus	3,165,751	3,635,579	3,764,170	4,129,615	4,502,717

STATISTICAL ANALYSIS					
Year	2016	2017	2018	2019	2020
Average Savings per member	27,768	28,614	35,739	49,973	53,255
Average Loan per member	12,427	9,616	10,797	16,506	18,158
R.O. I	9%	10%	9%	9%	8%
D.P. S	5%	6%	5%	5%	4%
Expenditure/ Incomes	27%	27%	27%	34%	32%

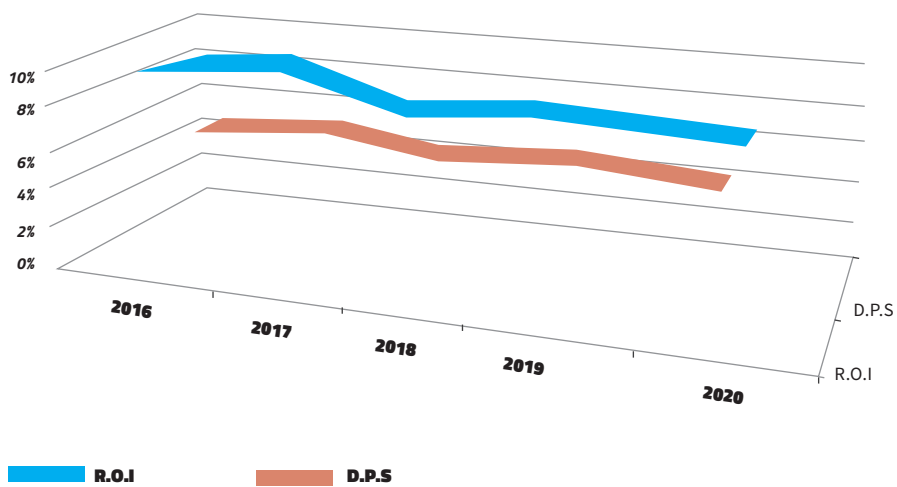
Key Performance Indicators

KPI GRAPH 1



KPI GRAPH 2

Statistical Analysis



Contextual Analysis

CHAPTER 3

GSHG operates in a dynamic environment. This contextual analysis provides insights of both internal and external environment in which the group operates in. It also outlines and analyzes the stakeholders and the competitors who influences the operations of the group directly or indirectly.



EXTERNAL ENVIRONMENTAL ANALYSIS

The external environment analysis identifies factors outside the organisation that may affect performance positively (opportunities) or negatively (threats). The analysis reviews Political, Economic, Social, Technological, Legal and Environmental (PESTEL) factors. The outcome of the analysis of key factors is as presented below.

A) POLITICAL FACTORS

Corruption is a constant in the society and occurs in all civilizations and Kenya is not an exception; it has many different shapes as well as many various effects, both on the economy and the society at large. Among the most common causes of corruption are the political and economic environment, professional ethics and morality and, of course, habits, customs, tradition and demography. Its effects on the economy (and also on the wider society) are well researched, yet still not completely. Corruption thus inhibits economic growth and affects business operations, employment and investments. It also reduces tax revenue and the effectiveness of various financial assistance programs.

The wider society is influenced by a high degree of corruption in terms of lowering of trust in the law and the rule of law, education and consequently the quality of life (access to infrastructure, health care).

The impending 2022 general elections and BBI referendum are likely to influence the economic condition both nationally and at the local levels where the SHG lies. The public will be required to directly and indirectly participate during the voting process, this will affect the operations of the SHG. Past experiences shows that during this period Kenya's political temperatures are usually very high due to high intensity campaigns and political realignments, this leads to anxiety among the Kenyan citizens and other economic actors who thinks that this pre-election period exposes Kenya into fragility hence the fear to invest leading to loss of businesses across all sectors.

The 'Big Four' government agendas i.e. (universal health care, affordable housing, food and nutrition security and manufacturing) and other government flagship programmes incorporates all the key segments surrounding the growth of

the Kenyan economy, this will have significant influence on the growth of all sectors including the SACCO sub-sector as it is aimed at transforming the nation, societies and Kenyan families.

We cannot also forget the most recent diplomatic spat between Kenya and Somalia. This will bode ill to the Kenyan and Somali traders who heavily rely on the relationship between the two countries to do business.

Insecurity is another factor to consider due to the general global terrorism. Kenya has been a target for terrorism. The rise in insecurity in Kenya is likely to affect the operations of all organizations operating within the economy, business climate will adversely be affected which in turn will influence the operations of the SHG.

B) ECONOMIC FACTORS

The recent increase in exchange rates is also likely to impact the domestic market; this will be as a result of the protracted devaluation and depreciation of the Kenya shilling against the US dollar which in the recent past has recorded a history high of 1 USD to KES = 109.9706, As a result this will raise the price level in the country and thus increase the rate of inflation. This will also cause the exports of goods to increase and reduces the supply and availability of goods in the domestic market which tends to raise the domestic price level.

The growing public/government debt burden will put pressure on credit ratings and minimize room for fiscal stimulus: Revenues have been hit by the pandemic and the country might face difficulties meeting its existing debt obligations. Inflationary pressures are also likely to kick in as the government strives to restore the economy, it is already eminent that consumer goods prices are already fluctuating hence the changing the consumer behavior.

Unemployment is one factor and condition that the government have not yet been able to disentangle fully. This

economic condition is explicated by the fact that individuals actively seeking jobs remain unhired. Unemployment has both bad and good effects to businesses. More people are looking for work means businesses' have more to choose from and will also pay less wages. The negative effect is people have less money the demand will fall and profits will also go down. Income differences by region and consumer groups will significantly influence the SACCO sub-sector and affect the SHG.

C) SOCIO-CULTURAL FACTORS

Social cultural changes have a major impact on virtually all products, services, markets and customers, small and large firms are being staggered and challenged by opportunities and threats arising from changes in cultural and social environmental variables. Kenya today is much different than it was yesterday and tomorrow promises even more greater changes especially with introduction of free education for all and changing market trends in terms of marketing where people are now leveraging more on social media e.g. blogging to promote and market, buy and sell products and services.

The structure of the population has continued to change in the last fifty years since Kenyan independence this continues to change. The changes in the population are a major concern to the business since it has an effect to the target customers. The total number of people living around the SHG will affect the demand of the products being offered. The level of education within the population would also significantly influence the operations of SHG and also not forgetting the working population, the people who are of working age

and are able to work will determine the number of members available in the SHG.

Recurrent cases of inter-community conflicts between the neighboring Maasai community and the residents of Gicharani community shall also be a factor to consider. This may lead to immigration due to fear of community clashes hence affecting the livelihood of Gicharani constituents.

D) TECHNOLOGICAL FACTORS

Technology is constantly changing businesses must change to keep up with it. Automation of SHG would mean more work can be done in less time there is thus time wastage is reduced, data accuracy is achieved, and the group's business becomes more competitive in terms of service to its customers due to increased efficiency. Technology can affect workers both negatively and positively; some of the positive effects are; Jobs become less boring, employees are motivated, it creates the need for skills this means better wages for the workers, it also creates a safe working environment, marketing and promotion of products and services is also enhanced through E-commerce, communication has also been enhanced with introduction of a variety of online interactive social media platforms.

Let's look at the negative effects; cybercrime, may cause redundancy, employees who do not have the skills become demotivated, Staff may require to be trained to cope with technology. The cost of technology is also very high i.e. The cost of both hardware and software, maintenance costs and user training.

The SHG will leverage on the newly rebranded Caritas Nairobi

system (Lux 360) to realize their strategic goals. The system is embedded on an online platform making its usability convenient, safe and secure. The system is also under constant development where it is being configured with the current financial applications and other financial institutions including integration with banks, M-pesa, CRB all this being aimed to meet the member's needs.

2E ENVIRONMENTAL FACTORS

These factors include weather, climate, and climate change which may especially affect industries such as tourism, farming, and insurance. Furthermore, growing awareness to climate change is affecting how companies operate and the products they offer. It is both creating new markets and diminishing or destroying existing ones. The growing desire to protect the environment has increased among consumers and most of them are demanding environmentally friendly products alone.

3.1.2F LEGAL FACTORS

Failure to comply with specific government statutes and legislations may result in punitive measures being undertaken against us and even lawsuits being instituted. The SHG will take into account local bylaws and rules. The local government authorities are responsible for looking after the interests of local residents. Businesses are constrained by a wide range of local influences which include environmental protection and planning permission specifications e.g. Business permits and operating licenses.

Caritas Nairobi being the coordinating office will ascertain that its oversight function of ensuring that guidelines and policies are well adhered to by the Self-help group hence they will be bound to be affected by any changes in the said guidelines and policies. The Coordinating office has the mandate of regulating and deregulating these guidelines and policies based on the changing market and industry trends such as the newly introduced requirements by the Central Bank of Kenya of capping money laundering, terrorism financing, deposits and withdrawal controls.

Internal Enviromental Analysis



(A) SWOT ANALYSIS

In this section, we highlight the strengths and weaknesses of GSHG. We further identify the opportunities and threats facing the group.

Strength



- Competent management team
- Competent staff members
- Availability of funds
- Solid church foundation
- Strong governance structure
- Cordial relationship between the local church and the group
- Adequate support and guidance from our regulator
- Committed membership
- Open membership
- Strategic location of the group
- Competitive products and services
- Strong corporate image

Weakness



- Guarantorship challenges
- Poor time management during members meetings
- Inadequate members capacity building
- Inadequate marketing and promotion of the group
- Loan defaults among some members
- Dormancy among some members
- Limited channels of communication
- High member turnover
- Poor brand visibility

Opportunity



- Increasing population within Gicharani
- Existing out-stations
- The upcoming Gikambura and Lussigitti markets
- Improved road network within Gikambura
- Advancing technology
- Increasing membership from other denominations

Threats



- Other likeminded groups within Gikambura
- Existing SACCOs within the area e.g. K-Unity
- Increasing numbers of shylocks, table banking's and merry-go-rounds within Gicharani
- Mobile Banking
- Technological obsolescence
- Cybercrime
- Increasing unemployment levels
- Increasing crime rate
- Natural disasters/calamities

Internal Environmental Analysis



(B) STAKE HOLDERS ANALYSIS

Beneficiaries	Expectations	Future Trends Needs & Expectations	Possible Responses by MCNSHG
Bank	<ul style="list-style-type: none"> Deposits Income Customers 	<ul style="list-style-type: none"> Bank statements Cheque books Fair bank charges convenience service delivery Safety of group's funds 	<ul style="list-style-type: none"> Selecting the most convenient bank for the group
Caritas Nairobi	<ul style="list-style-type: none"> Good governance Safety of members interests and investments Complying with the SHP guideline and the policies Paying Caritas dues Social-economic empowerment of the Gicharani community Evangelization 	<ul style="list-style-type: none"> Regulation and coordination Capacity building Support in promotional activities Investment management Technical support e.g. audits 	<ul style="list-style-type: none"> Ensure full compliance with the SHP guideline and policies Embark on a robust marketing and promotion of the group's products and services Involve CN during CB sessions and promotions
SHG Members	<ul style="list-style-type: none"> Safety of their interests and investments Capacity building Distributable surplus Affordable credit facilities Savings channels Information Financial advise 	<ul style="list-style-type: none"> Savings Prompt loan repayment Attending and participating in group meetings Marketing the group Complying with the group's by-laws and other regulations Participating in group activities Feedback 	<ul style="list-style-type: none"> Formulating clear group by-laws and providing members with the copies of the same Conducting adequate members capacity building Regular feedback collection Encouraging borrowing and prompt repayment of loans Involving members in group activities Continuous follow up on loan repayment Recognizing and rewarding members for bringing new members
Group's Staff	<ul style="list-style-type: none"> Fair remuneration Job security Conducive working environment Medical cover Capacity building Remittance of statutory deductions 	<ul style="list-style-type: none"> Implementing their job descriptions in a competent manner Regular reporting Advising the management and members Marketing the group 	<ul style="list-style-type: none"> Implementing the Human Resource policy

⊕ Internal Environmental Analysis

Beneficiaries	Expectations	Future Trends Needs & Expectations	Possible Responses by MCNSHG
Church	<ul style="list-style-type: none"> ▪ Tithe ▪ Uphold the Catholic Social Teachings ▪ Social-economic empowerment of the parishioners ▪ Participate and support the church activities 	<ul style="list-style-type: none"> ▪ Spiritual nourishment ▪ Land for the office building ▪ Provide a communication platform ▪ Provide a marketing and promotion platform ▪ Membership ▪ Security 	<ul style="list-style-type: none"> ▪ Embarking on continuous marketing and promotion of the group ▪ Animation during Mass
Community	<ul style="list-style-type: none"> ▪ Business and employment opportunities ▪ Corporate Social Investment interventions ▪ Economic empowerment 	<ul style="list-style-type: none"> ▪ Membership ▪ Staff ▪ Suppliers 	<ul style="list-style-type: none"> ▪ Conducting intensive and extensive marketing and promotion of our products and services
Government	<ul style="list-style-type: none"> ▪ Statutory deductions 	<ul style="list-style-type: none"> ▪ Security ▪ Infrastructure ▪ Conducive political and economic environment ▪ Favourable government policies 	<ul style="list-style-type: none"> ▪ Ensure timely remittance of statutory deductions

(C) COMPETITORS ANALYSIS

Competitor	What they do	Key beneficiaries	Comment on quality and effectiveness in service delivery.
Shylocks	<ul style="list-style-type: none"> ▪ Offer short term instant loans ▪ Offers loans on collateral ▪ Offer loans on high interest rates ▪ Robust debt recovery mechanism 	<ul style="list-style-type: none"> ▪ Individuals 	<ul style="list-style-type: none"> ▪ Their loans are instant
Table Banking and Merry-go-round	<ul style="list-style-type: none"> ▪ Offer short term instant loans ▪ High loan interest ▪ No collateral ▪ Offer savings platforms ▪ Meets often ▪ Paperless loan application ▪ Robust debt recovery mechanism ▪ Limited funds 	<ul style="list-style-type: none"> ▪ Individuals ▪ Mostly women 	<ul style="list-style-type: none"> ▪ Highly dependent on the availability of funds

Competitor	What they do	Key beneficiaries	Comment on quality and effectiveness in service delivery.
Government Sponsored funds e.g. UWEZO, Youth Fund, WEF	<ul style="list-style-type: none"> ▪ Zero/low interest loans ▪ Long grace periods ▪ Bureaucratic controls ▪ Long loan turn-around time ▪ Weak debt recovery mechanism ▪ No saving platform 	<ul style="list-style-type: none"> ▪ Women groups ▪ Youth groups 	<ul style="list-style-type: none"> ▪ Low efficiency in service delivery
SACCOs	<ul style="list-style-type: none"> ▪ Have savings platforms ▪ Offer loans ▪ Low interest rates ▪ Flexible repayment periods ▪ Diversified products ▪ Some take collateral ▪ Check-off loans ▪ Unsecured loans 	<ul style="list-style-type: none"> ▪ Individuals ▪ Groups 	<ul style="list-style-type: none"> ▪ Relatively inefficient in service delivery
Mobile Banking	<ul style="list-style-type: none"> ▪ Instant loans ▪ No savings ▪ High interest rates ▪ Paperless loan application ▪ Weak debt recovery mechanism 	<ul style="list-style-type: none"> ▪ Individuals 	<ul style="list-style-type: none"> ▪ Their loans are very convenient.

Strategic Direction

CHAPTER 4

STRATEGIC GOAL

To socio-economically empower the Gicharani community through provision of competitive products and services and enhanced risk management and compliance framework.

KEY STRATEGIC PRIORITY AREAS

1. Increase in Membership

Regardless of what industry you're in or what kinds of products and services you sell, your customer/member is the most important part of your business. Without the customer, you don't see any sales. As a result, they are a critical factor when developing your marketing messaging and strategy especially for micro-credit enterprise. Gicharani Self-Help Group envisages to rise 1800 new members by 2025 and increase a member retention of 95% for the existing members. This will be realized through establishment of robust marketing and promotion strategies, enhanced capacity building, reactivation of dormant members' accounts, improving member's loyalty and establishing a member feedback mechanism.

2. Improved Products and Services

Quality products and services creates unshakeable customer loyalty that generates increased leads. When customers find a product they trust, they return, make repeat purchases, and recommend the product or service to others. Creating quality products will continue to be the most important thing to customers. GSHG is not an exception, as we had earlier noted in the competitors analysis the group has a number of competitors within its operating environment therefore for GSHG to remain relevant and afloat as one of the players it will endeavor to improve its existing products and services in

the coming five years through product differentiation, ensuring ease access to guarantorship, developing a financial literacy programme, increase savings uptake, ensure zero dormancy level and minimize savings withdrawals

3. Enhanced Management and Governance

Good governance is at the heart of any successful business. It is essential for a company or organization to achieve its objectives and drive improvement, as well as maintain legal and ethical standing in the eyes of members and other shareholders, regulators and the wider community. For this to be accomplished, GSHG will embark on ensuring that the group's governance is strengthened by, ensuring a competent management team is in place and by building the staff capacity, this will go a long way especially when it comes to operationalization of this strategic plan.

4. Adoption of ICT

The Information Technology concept is a new development that has changed ways and manner of doing things, in commerce, trade, agriculture, and manufacturing and government services. It is to be adopted by business as a matter of responding to world dynamics. Despite the enormous investment in IT during recent years, demonstrating the effect on such on organizational performance has proven extremely difficult. GSHG will incorporate

the most suitable technology in its operations, this will enhance efficiency and effectiveness of service delivery to all its stakeholders and other prospective beneficiaries, improve its visibility through various social media platforms, website among others in promotion and marketing of its products and services and enhance its communication function

5. Better Risk Management and Compliance

Without a doubt, compliance and risk management are closely aligned. Compliance with established rules and regulations helps protect organizations from a variety of unique risks, while risk management helps protect organizations from risks that could lead to non-compliance which in itself is a risk. Organizational growth and risk are barely inseparable they are like Siamese twins. With this analogy in mind the GSHG will endeavor in ensuring that proper risk management mechanisms are put in place to avoid, reduce, mitigate, transfer or accept possible business risks. This will be achieved through establishment of a sound risk identification and management framework and by increasing the capacity of the management committee members as well as staff in complying with the operational policies and procedures.

STRATEGIC OBJECTIVE 1: INCREASE MEMBERSHIP BY 90% BY 2025

SPECIFIC OBJECTIVE	STRATEGY	ACTIVITIES
Recruitment of 1800 new members	Establishing a vigorous marketing and promotion programme	<ul style="list-style-type: none"> ▪ Conducting marketing and promotional activities at Gicharani Parish and it's outstations ▪ Conducting marketing and promotional activities in other denominations ▪ Development and dissemination of information, educational and communication materials ▪ Development and dissemination of promotional materials such T-shirts, calendars, pens, caps etc. ▪ Leveraging on online marketing platforms such as website, Facebook etc. ▪ Encouraging members to market the group by offering them incentives ▪ Conducting CSI activities within the community ▪ Operating an open desk within Gikambura and Lussigiti markets ▪ Creating awareness within the small Christian communities and other ecclesial groups ▪ Conducting awareness drives in the Parish multi-purpose hall whenever there are events ▪ Setting recruitment targets to the management and staff ▪ Periodic waiver of registration fees for new members
Ensure 95% member retention Establishing a member feedback mechanism Reducing the dormancy levels Reducing member withdrawals	Organizing continuous capacity building sessions for members	<ul style="list-style-type: none"> ▪ Conducting proper TNA ▪ Conducting targeted capacity building sessions ▪ Conducting impact assessment after every CB session
	Establishing a member feedback mechanism	<ul style="list-style-type: none"> ▪ conducting periodic customer satisfaction surveys e.g. use of questionnaires ▪ conducting periodic member clinics ▪ Encourage members to make use of the existing suggestion box ▪ Responding to members feedback on a timely manner
	Reducing the dormancy levels	<ul style="list-style-type: none"> ▪ Continuous capacity building on the importance of frequent saving ▪ Continuous follow up of dormant members through calling and sms reminders
	Reducing member withdrawals	<ul style="list-style-type: none"> ▪ Continuous capacity building on the importance of being a member of the group ▪ Enquiring about the reasons behind the withdrawal and addressing them on time
	Increasing members loyalty	<ul style="list-style-type: none"> ▪ Involving members in group activities such as mass animation, CSI activities etc. ▪ Establishing members reward schemes e.g. super savers, credit management, recruitment, punctuality in meetings etc. ▪ Best wishes to members during special occasions e.g. Christmas, Easter, birthday wishes etc. ▪ Organizing group open days for all members

STRATEGIC OBJECTIVE 2

INCREASE THE UPTAKE OF OUR PRODUCTS AND SERVICES BY 100% BY 2025

SPECIFIC OBJECTIVE	STRATEGY	ACTIVITIES
Increase savings by 100%	Ensuring members accounts are active	<ul style="list-style-type: none"> Periodic monitoring of the members accounts statuses Making continuous follow ups via phone calls and SMSs to members whose accounts are not in active state Reactivation of dormant members accounts Recognizing the supersavers and the most active members of the year Inviting members to share their success stories during capacity building days
	Conducting capacity building on proper financial management	<ul style="list-style-type: none"> Training members on the importance of savings and savings maximization Equipping members with basic skills on personal financial management
	Creating awareness of the existing saving products	<ul style="list-style-type: none"> Sending reminder SMSs to members on the existing savings products Encouraging members to operate minor accounts Making members aware of the existing savings transfer platforms Advertising our savings products through the available group's marketing platforms
Doubling the value of our loan book	Minimizing default rate	<ul style="list-style-type: none"> Conducting extensive pre-loan interviews Conducting thorough appraisal on applied loans Close monitoring of the performance of existing loans Instilling members with a proper loan borrowing and management culture. Sending monthly loan repayment reminders Engaging guarantors in following up the loanees they have guaranteed Reminding members of the consequences of being in default. Suggesting to members on the available loan restructuring options Taking stringent measures on defaulters to serve as an example to others
	Increasing members loan appetite	<ul style="list-style-type: none"> Training members on entrepreneurial skills and investment channels Sensitizing members on the available loan products Providing alternative loan application avenues for members i.e. virtual platforms Differentiating our loan products
	Addressing guarantorship challenges	<ul style="list-style-type: none"> Formation of guarantorship cells/groups Reminding members of the available guarantorship options Organizing members networking forums Encouraging new members to introduce their close friends and family for the purposes of guarantorship Advising members on factors to consider while engaging in guarantorship agreements

STRATEGIC OBJECTIVE3:

Strengthen management and governance of the group to ensure 90% efficiency and effectiveness by 2025

SPECIFIC OBJECTIVE	STRATEGY	ACTIVITIES
Enhancing the management efficiency and effectiveness	Continuous management trainings	<ul style="list-style-type: none"> Conducting management TNA Organizing need based management trainings Conducting peer to peer trainings amongst management committee members Benchmarking with other successful self-help groups Attending seminars and workshops organized by the regulator
	Ensuring election of skilled management committee members	<ul style="list-style-type: none"> Timely constitution of a competent nominating committee Proper vetting during the nomination process
Enhancing the staff capability	Continuous staff capacity development	<ul style="list-style-type: none"> Prompt subscription for trainings organized by the regulator and other professional bodies Proper job orientation Conducting periodic staff performance evaluation and appraisals
	Staff motivation	<ul style="list-style-type: none"> Establishing a staff reward system Providing a conducive working environment Full implementation of the HR policy Fair remuneration

STRATEGIC OBJECTIVE4:

Fortify the use of technology in our group operations by 2025

SPECIFIC OBJECTIVE	STRATEGY	ACTIVITIES
Improved service delivery	Ensuring efficiency in the delivery our services	<ul style="list-style-type: none"> Using the available mobile platforms in offering our products and services Training the management and staff on the use of available platforms Ensure cyber security on our existing online platforms
Improved communication	Enhancing communication channels	<ul style="list-style-type: none"> Development of a website to create awareness of our products and services Opening social media platforms such as Facebook, WhatsApp etc. Continue leveraging on the available SMSs function in LUX 360 system
Vibrant Marketing	Improving our brand visibility	<ul style="list-style-type: none"> Frequent updates on our website Riding on CN and CMFB websites in marketing our group Encouraging members to visit our website

STRATEGIC OBJECTIVE5:

Improve risk management and ensure 100% compliance with guidelines and policies by 2025

SPECIFIC OBJECTIVE	STRATEGY	ACTIVITIES
Enhancing risk management in our operations	Minimizing the level of risk exposure	<ul style="list-style-type: none"> ▪ Developing a risk register ▪ Continuous update of the risk register ▪ Reviewing and strengthening our existing internal controls ▪ Capacity building on risk management procedures
Strengthening compliance with the laid down guideline and policies and other regulations	Increase the level of compliance	<ul style="list-style-type: none"> ▪ Evaluation of the existing guidelines and policies ▪ Conducting periodic compliance reviews ▪ Capacity building on the applicable guidelines and policies ▪ Availing the applicable guidelines and policies to management, staff and general members ▪ Continuous and annual audits ▪ Introducing disciplinary measures for non-compliance



IMPLEMENTATION MATRIX

STRATEGIC OBJECTIVE 1:

Increase membership by 90% by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
Recruitment of 1800 new members	Establishing a vigorous marketing and promotion programme	Conducting marketing and promotional activities at Gicharani Parish and it's outstations	Increased awareness of our products and services	Number of new members recruited	Management and staff	Periodic
		Conducting marketing and promotional activities in other denominations	Increased awareness of our products and services	Number of new members recruited from other denominations	Management and staff	Periodic
		Development and dissemination of information, educational and communication materials	Increased awareness of our products and services	Existence of IECs materials developed and disseminated	Capacity building, strategy and development committee	Annually
		Development and dissemination of promotional materials such T-shirts, calendars, pens, caps etc.	Increased awareness of our products and services	Existence and disseminated of promotional materials	Capacity building, strategy and development committee	Annually
		Leveraging on online marketing platforms such as website, Facebook etc.	Increased awareness of our products and services	Existence of an updated group's website and Facebook page	Management and staff	Continuous
		Encouraging members to market the group by offering them incentives	Increased awareness of our products and services	Existence of a member incentive scheme	Management	Annually
		Conducting CSI activities within the community	Increased awareness of our products and services	Reports of CSI activities conducted	Management and staff	Annually
		Operating an open desk within Gikambura and Lussigiti markets	Increased awareness of our products and services	Existence of an open desk and the number of visits done	Management and staff	Periodic
		Creating awareness within the small Christian communities and other ecclesial groups	Increased awareness of our products and services	Availability of visiting schedules	Management and staff	Periodic
		Conducting awareness drives in the Parish multi-purpose hall whenever there are events	Increased awareness of our products and services	Number of events visited	Management	Periodic
		Setting recruitment targets to the management and staff	Increased membership	Number of recruited members	Management and staff	Continuous
		Periodic waiver of registration fees for new members	Increased membership	Number of new members recruited during the waiver period	Management	Annually

STRATEGIC OBJECTIVE 1:

Increase membership by 90% by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
95% member retention	Organizing continuous capacity building sessions for members	Conducting proper TNA	Improved trainings	Reports of the TNA conducted	CBSDC	Semi-annual
		Conducting targeted capacity building sessions	Improved trainings	Number of groups targeted and the topics trained	CBSDC	Semi-annual
		Conducting impact assessment after every CB session	Improved trainings	Reports on impact assessment survey	CBSDC	Semi-annual
	Establishing a member feedback mechanism	Conducting periodic customer satisfaction surveys e.g. use of questionnaires	Improved feedback	Existence of survey materials e.g. questionnaires	Management and staff	Periodic
		Conducting periodic member clinics	Improved feedback	Number of clinics conducted	Management	Periodic
		Encourage members to make use of the existing suggestion box	Improved feedback	Number of feedback received	Risk, audit and compliance committee	Continuous
		Responding to members feedback on a timely manner	Improved satisfaction	Number of feedback received, analyzed and responded to	Management and staff	Continuous
	Reducing the dormancy levels	Continuous capacity building on the importance of frequent saving	Reduced dormancy levels	Reduced number of dormant members	Management and staff	Continuous
		Continuous follow up of dormant members through calling and sms reminders	Reduced dormancy levels	Number of dormant accounts reactivated	Management and staff	Continuous
	Reducing member withdrawals	Continuous capacity building on the importance of being a member of the group	Reduced withdrawals	Low member turnover	Management and staff	Continuous
		Enquiring about the reasons behind the withdrawal and addressing them on time	Reduced withdrawals	Low member turnover	Management and staff	Continuous
	Increasing members loyalty	Involving members in group activities such as mass animation, CSI activities etc.	Increased loyalty	Number of group activities conducted and attended by members	Management and staff	Periodic
		Establishing members reward schemes e.g. super savers, credit management, recruitment, punctuality in meetings etc.	Increased loyalty	Existence of a member reward scheme	Management and staff	Annually
Best wishes to members during special occasions e.g. Christmas, Easter, birthday wishes etc.		Increased loyalty	Number of message of best wishes sent to members	Management and staff	Continuous	
Organizing group open days for all members		Increased loyalty	Number of open days held	Management and staff	Annually	

STRATEGIC OBJECTIVE 1:
Increase membership by 90% by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
95% member retention	Organizing continuous capacity building sessions for members	Conducting proper TNA	Improved trainings	Reports of the TNA conducted	CBSDC	Semi-annual
		Conducting targeted capacity building sessions	Improved trainings	Number of groups targeted and the topics trained	CBSDC	Semi-annual
		Conducting impact assessment after every CB session	Improved trainings	Reports on impact assessment survey	CBSDC	Semi-annual
	Establishing a member feedback mechanism	Conducting periodic customer satisfaction surveys e.g. use of questionnaires	Improved feedback	Existence of survey materials e.g. questionnaires	Management and staff	Periodic
		Conducting periodic member clinics	Improved feedback	Number of clinics conducted	Management	Periodic
		Encourage members to make use of the existing suggestion box	Improved feedback	Number of feedback received	Risk, audit and compliance committee	Continuous
		Responding to members feedback on a timely manner	Improved satisfaction	Number of feedback received, analyzed and responded to	Management and staff	Continuous
	Reducing the dormancy levels	Continuous capacity building on the importance of frequent saving	Reduced dormancy levels	Reduced number of dormant members	Management and staff	Continuous
		Continuous follow up of dormant members through calling and sms reminders	Reduced dormancy levels	Number of dormant accounts reactivated	Management and staff	Continuous
	Reducing member withdrawals	Continuous capacity building on the importance of being a member of the group	Reduced withdrawals	Low member turnover	Management and staff	Continuous
		Enquiring about the reasons behind the withdrawal and addressing them on time	Reduced withdrawals	Low member turnover	Management and staff	Continuous
	Increasing members loyalty	Involving members in group activities such as mass animation, CSI activities etc.	Increased loyalty	Number of group activities conducted and attended by members	Management and staff	Periodic
		Establishing members reward schemes e.g. super savers, credit management, recruitment, punctuality in meetings etc.	Increased loyalty	Existence of a member reward scheme	Management and staff	Annually
Best wishes to members during special occasions e.g. Christmas, Easter, birthday wishes etc.		Increased loyalty	Number of message of best wishes sent to members	Management and staff	Continuous	
Organizing group open days for all members		Increased loyalty	Number of open days held	Management and staff	Annually	

STRATEGIC OBJECTIVE 2:

Increase the uptake of our products and services by 100% by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
Increase savings by 100%	Ensuring members accounts are active	Continuous monitoring of the members accounts statuses	Reduced dormancy	Number of dormant accounts reactivated	RACC and staff	Continuous
		Making continuous follow ups via phone calls and SMSs to members whose accounts are not in active state	Reduced dormancy	Follow up reports and number of dormant accounts reactivated	RACC and staff	Continuous
		Reactivation of dormant members accounts	Reduced dormancy	Number of dormant accounts reactivated	RACC and staff	Continuous
		Recognizing the supersavers and the most active members of the year	Increased active membership	Number of members recognized and rewarded	Management	Annually
		Inviting members to share their success stories during capacity building days	Increased active membership	Number of success stories shared	Management	Semi-annual
	Training members on the importance of savings and savings maximization	Increased savings	Percentage increase in savings	CBSDC	Periodic	
		Equipping members with basic skills on personal financial management	Increased savings	Percentage increase in savings	CBSDC	Periodic
	Creating awareness of the existing saving products	Sending reminder SMSs to members on the existing savings products	Increased awareness on savings	Number of SMS reminders Percentage increase in savings	Staff	Periodic
		Encouraging members to operate minor accounts	Increased savings	Number of minor accounts opened	Management and staff	Continuous
		Making members aware of the existing savings transfer platform	Increased savings			
		Advertising our savings products through the available group's marketing platforms	Increased awareness on savings	Percentage increase in savings	Management and staff	Continuous

STRATEGIC OBJECTIVE 2:

Increase the uptake of our products and services by 100% by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
Doubling the value of our loan book	Minimizing default rate	Conducting extensive pre-loan interviews	Reduced default	Number of interviews held	Staff	Continuous
		Conducting thorough appraisal on applied loans	Reduced default	Number of loans appraised	Staff	Continuous
		Close monitoring of the performance of existing loans	Reduced default	Monitoring reports	RACC and Staff	Continuous
		Instilling members with a proper loan borrowing and management culture	Reduced default	Number of loans being properly serviced	Management and staff	Continuous
		Sending monthly loan repayment reminders	Reduced default	Number of reminders sent	RACC and Staff	Continuous
		Engaging guarantors in following up the loanees they have guaranteed	Reduced default	Number of loans being properly serviced	Management and staff	Continuous
		Reminding members of the consequences of being in default	Reduced default	Number of loans being properly serviced	RACC and Staff	Continuous
		Suggesting to members on the available loan restructuring options	Reduced default	Number of loans restructured	Management and staff	Periodic
		Taking stringent measures on defaulters to serve as an example to others	Reduced default	Existence of loan recovery mechanism	Management and staff	continuous

STRATEGIC OBJECTIVE 2:

Increase the uptake of our products and services by 100% by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
	Increasing members loan appetite	Training members on entrepreneurial skills and investment channels	Increased loan uptake	Number of loans issued towards entrepreneurial activities	CBSDC	Periodic
		Sensitizing members on the available loan products	Increased loan uptake	Number of new loans issued	CBSDC and staff	Continuous
		Providing alternative loan application avenues for members i.e. virtual platforms	Increased loan uptake	Number of members using the virtual platforms	CBSDC and staff	Continuous
		Differentiating our loan products	Increased loan uptake	Number of new loan products developed	Management and staff	By end of 2021
	Addressing guarantorship challenges	Formation of guarantorship cells/groups	Increased loan uptake	Existence of guarantorship cells/groups	Management and staff	Continuous
		Reminding members of the available guarantorship options	Increased loan uptake	Number of members using other guarantoship options	CBSDC and staff	Continuous
		Organizing members networking forums	Improving guarantorship	Number of new guaranteed loans	Management and staff	Annually
		Encouraging new members to introduce their close friends and family for the purposes of guarantorship	Improving guarantorship	Number of new guaranteed loans	Management and staff	Continuous
		Advising members on factors to consider while engaging in guarantorship agreements	Minimized guarantorship challenges	Number of guarantorship issues raised and addressed	Management and staff	Continuous

STRATEGIC OBJECTIVE 3:

Strengthen management & governance of the group to ensure 90% efficiency & effectiveness by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
Enhancing the management efficiency and effectiveness	Continuous management trainings	Conducting management TNA	Improved management training	TNA report	CBSDC	Annual
		Organizing need based management trainings	Improved management training	Number of need based training conducted	CBSDC	Continuous
		Conducting peer to peer trainings amongst management committee members	Improved general management competence	Number of trainings conducted	Management	Continuous
		Benchmarking with other successful self-help groups	Improved management competence	Number of benchmarking activities conducted	Management	Periodic
		Attending seminars and workshops organized by the regulator	Improved management competence	Number of seminars and workshops attended	Management	Annual
Ensuring election of skilled management committee members		Timely constitution of a competent nominating committee	Nomination of competent potential MC members	Existence of a competent nominating committee	Management	Annual
		Formulating Standard Operating Procedures(SOPs)	Standardized operations	Existence of SOPs	Executive committee	Continuous
		Proper vetting during the nomination process	Nomination of competent potential MC members	Number of competent MC members nominated	Management	Annual
		Succession planning	Smooth transition	Existence of a succession plan	Executive Secretary	Annual

STRATEGIC OBJECTIVE 3:

Strengthen management & governance of the group to ensure 90% efficiency & effectiveness by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
Enhancing the staff capability	Continuous staff capacity development	Prompt subscription to trainings organized by the regulator and other professional bodies	Improved competence	Number of trainings subscribed to	Executive Committee and CBSDC	Periodic
		Proper job orientation	Improved capability	Speed of adoption into the new working environment	Executive committee	Occasional
		Conducting periodic staff performance evaluation and appraisals	Improved competency	Existence of duly filled staff appraisal forms	Executive committee	Periodic
	Staff motivation	Establishing a staff reward system	Improved staff performance	Existence of a staff reward system	Management	Annual
		Providing a conducive working environment	Improved staff performance	Existence of a conducive working environment	Executive committee	Continuous
		Fair remuneration	Improved staff performance	Existence of staff remuneration system	Executive committee	Continuous
		Full implementation of the HR policy	Improved staff performance	Percentage of compliance	Executive committee	Continuous

STRATEGIC OBJECTIVE 4:

Fortify the use of technology in our group operations by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
Improved service delivery	Ensuring efficiency in the delivery our services	Using the available mobile platforms in offering our products and services	Improved service delivery	Percentage use of the available mobile platform	Management and staff	Continuous
		Training the management and staff on the use of available platforms	Improved service delivery	Number of trainings conducted	CBSDC	Continuous
		Ensure cyber security on our existing online platforms	Enhanced cyber security	Number of cyber security threats mitigated	RACC and staff	Continuous
Improved communication	Enhancing communication channels	Development of a website to create awareness of our products and services	Improved awareness of our products and services	Existence of the group's website	Management and staff	Mid 2021
		Opening social media platforms such as Facebook, WhatsApp etc.	Enhanced communication	Existence of group's social media platforms	Management and staff	Mid 2021
		Continue leveraging on the available SMSs function in LUX 360 system	Enhanced communication	Number of system generated SMSs sent to members	Management and staff	Continuous
Vibrant Marketing	Improving our brand visibility	Frequent updates on our website	Improved awareness of our group and our products and services	Frequency of updates	Management and staff	Continuous

STRATEGIC OBJECTIVE 4:

Fortify the use of technology in our group operations by 2025

Specific objectives	Strategies	Activities	Expected outputs	Performance indicators	Person Responsible	Timeline
		Riding on CN and CMFB websites in marketing our group	Improved awareness of our group and our products and services	Number of times the group is featured in their websites	Management and staff	Continuous
		Encouraging members to visit our website	Improved awareness of our group and our products and services	Number of members visiting our website	Management and staff	Continuous

STRATEGIC OBJECTIVE 5:

Improve risk management and ensure 100% compliance with guidelines & policies by 2025

SPECIFIC OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTPUTS	PERFORMANCE INDICATORS	PERSON RESPONSIBLE	TIMELINE
Enhancing risk management in our operations	Minimizing the level of risk exposure	Developing a risk register	Improved risk management	Existence of a risk register	RACC	June 2021
		Continuous update of the risk register	Improved risk management	Number of reviews done	RACC	Continuous
		Reviewing and strengthening our existing internal controls	Reduced risk exposure	Number of reviews conducted on the existing internal controls	Management	Continuous
		Capacity building on risk management procedures	Improved risk management	Number of trainings conducted	RACC	Continuous

**STRATEGIC OBJECTIVE 5:
Improve risk management and ensure 100% compliance with guidelines & policies by 2025**

SPECIFIC OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTPUTS	PERFORMANCE INDICATORS	PERSON RESPONSIBLE	TIMELINE
Strengthening compliance with the laid down guideline, policies and other regulations	Increase the level of compliance	Evaluation of the existing guidelines and policies	Increased awareness on existing guideline, policies and other regulations	Extent of evaluation done	CBSDC	Continuous
		Conducting periodic audits and compliance reviews	Improved compliance	Number of reviews done	RACC	Periodic
		Capacity building on the applicable guidelines and policies	Increased awareness on existing guideline, policies and other regulations	Number of trainings conducted	CBSDC	Periodic
		Availing the applicable guidelines and policies to management, staff and general members	Increased awareness on existing guideline, policies and other regulations	Number of members issued with the applicable guidelines and policies	CBSDC and staff	Continuous
		Introducing disciplinary measures for non-compliance	Improved compliance	Existence of disciplinary measures	Management	Continuous

Monitoring And Evaluation

CHAPTER 5

GSHG is focused on ensuring optimal provision of products and services to the communities and other stakeholders in the attainment of the agreed targets and outcomes. The group shall therefore undertake a combination of monitoring and evaluation activities as detailed in the log-frame above.

MONITORING

GSHG shall use indicators developed in the logical framework matrix for monitoring the attainment of the desired outputs and outcomes. These indicators shall be reviewed on an annual basis. In addition, the group shall undertake the following in an effort to monitor the achievement of the plan;



a) Develop operational plans annually with defined outputs and indicators based on the strategic plan.



b) Conduct feedback sessions with all staff to generate learning and as part of knowledge management.



c) Conduct semi-annual and quarterly reviews of annual operational plans by staff.



d) Generate annual report with an analysis of results achieved, lessons learnt and changes recommended.

EVALUATION

A mid-term evaluation shall be performed during the third year of the plan. This shall be an internal evaluation, but may involve the input from other stakeholders. At the end of the plan period, an end term evaluation shall be conducted utilizing the services of Caritas Nairobi as the technical team.

Appendix

➔ Financial Plan

GSHG FORECASTED STATEMENT OF COMPREHENSIVE INCOME FOR 5 YEARS					
YEARS	2021	2022	2023	2024	2025
INCOME	KSHS	KSHS	KSHS	KSHS	KSHS
Interest on Loans	4,435,903	5,062,817	5,782,514	6,608,726	7,557,218
Return on Investment	6,448,229	8,072,081	9,263,897	10,375,925	11,696,464
Other Incomes	1,031,950	1,049,936	1,070,653	1,121,560	1,212,662
Total income	11,916,082	14,184,835	16,117,065	18,106,212	20,466,344
EXPENSES					
Operating Expenses	649,200	1,505,150	1,458,850	1,479,050	1,452,750
Members Expenses	683,000.00	683,000	841,000	961,000	1,041,000
Staff Costs	1,136,500	1,256,600	1,447,260	1,954,986	1,962,884
Marketing & Promotion	160,000	160,000	170,000	175,000	180,000
Management Costs	784,400	824,000	826,000	827,000	828,000
Legal & Professional costs	227,900	233,900	269,900	305,900	341,900
CSI	200,000	250,000	300,000	300,000	300,000
TOTAL EXPENSES	3,841,000	4,912,650	5,313,010	6,002,936	6,106,534
SURPLUS	8,075,082	9,272,184	10,804,055	12,103,276	14,359,809

Appendix 2

Financial Plan

GSHG FORECASTED STATEMENT OF FINANCIAL POSITION FOR 5 YEARS

	2021	2022	2021	2024	2025
MEMBERSHIP	2284	2624	2964	3304	3648
ASSETS	KSHS	KSHS	KSHS	KSHS	KSHS
Property & Equipment	6,625,152	6,235,152	5,895,152	5,715,152	5,585,152
Strategic Plan	360,000	270,000	180,000	90,000	-
Outstanding Loans	40,523,476	46,520,950	53,406,051	61,310,146	70,384,048
Investments	76,763,296	88,835,377	100,099,275	113,475,201	140,171,665
Debtors & Prepayments	1,508,419	1,571,924	1,638,101	1,707,066	1,778,933
Bank & Cash Balances	7,452,306	7,227,579	8,981,895	12,408,493	17,375,574
TOTAL ASSETS	133,232,649	150,660,982	170,200,474	194,706,058	235,295,372
FUNDS					
Members' Shares	116,986,788	131,025,203	146,748,227	167,292,979	202,424,504
Benevolent Fund	1,485,900	1,840,700	2,273,500	2,724,300	3,253,900
Reserve Fund	7,694,756	9,631,193	11,886,004	14,401,659	17,369,620
	126,167,444	142,497,095	160,907,730	184,418,937	223,048,025
CURRENT LIABILITIES					
Distributable Surplus	1,329,350	1,580,002	1,626,387	1,733,893	2,156,277
Creditors & Accruals	5,735,856	6,583,885	7,666,357	8,553,227	10,091,070
	7,065,206	8,163,888	9,292,744	10,287,120	12,247,347
TOTAL FUNDS & LI-ABILITIES	133,232,649	150,660,983	170,200,474	194,706,058	235,295,372







