



KSPC

2020 - 2024

STRATEGIC PLAN

“Professionalizing the Co-operative Movement”

CHAPTER ONE

INTRODUCTION

1.1 Background

Successful organizations have a strong sense of focus and a passion to achieve excellent performance. Everybody understands the business of such focused organizations. There is commitment to achieve corporate objectives. These organizations are guided by clear proactive strategies. Strategy is essential in providing corporate direction and focus. Such strategy specifies how an organization will move from its present position to its desired future; clarifies an organization's strategic positioning; and indicates how an organization will secure sustainable advantage. Organizations articulate their strategies by going through a structured strategic planning process. It also provides the inspiration to develop and to ultimately determine the best fit in the prevailing circumstances that guarantees an organization's competitive advantage. The outcome of this process is a strategic plan which is a blueprint for managing the organization.

International Co-operative Alliance (ICA) Blueprint for a Co-operative decade, notes in part, that training programmes, research and development of theories, knowledge and ideas should be promoted and extended, building collaboration between managers, practitioners and academics in the global arena. The national co-operative development policy, in section 2.7 recognizes that lack of professionalism in the co-operative movement has been a critical gap that has affected service delivery to members, and that in order to inculcate professionalism and set standards in service delivery in the co-operative movement, there is need to establish a professional body for co-operative practitioners to standardize education and training. Kenya Society of Professional Co-operators (KSPC), was consequently registered as a membership-based non-profit making organization to bridge this identified gap. The society was established in the year 2017 and operates under section 10 of the Society Act as a professional body. The Society operates within a context which comprises of the policy and legal frameworks as well as the socio-economic and political arena. Consequently, KSPC has proposed robust strategies in this 2020-2024 strategic plan to enable it fulfil its mandate and offer superior services to its members.

1.2 Rationale for the Strategic Plan

The Kenya Society of Professional Co-operators (KSPC) is at its initial stages since its establishment in 2017. Strategic plan is the blue print expected to provide a road map towards establishment of relevant structures related to human resources, physical infrastructure, governance and related management organs in order to effectively discharge its mandate. Further, the plan will lay out resource mobilization strategies which will be critical in ensuring financial stability, given the huge mandate and expectations placed on the society to regulate co-operative practice within the region. Consequently, this Strategic Plan proposes a series of robust initiatives aimed at revitalizing co-operative practice in Kenya and beyond. More importantly, the Strategic plan aims at achieving a balance between strong self-regulation and service to members. The core activities, strategic initiatives and foundations addressed in the plan will represent a distinct identity and KSPC brand position in Kenya and beyond. In recognition of the fact that KSPC members are expected to be effective in their work by adding value to those who rely on them including their clients, employers and the public in general, the plan has adopted strategies aimed at helping members meet and exceed expectations of the users of their services. By so doing, the plan has created and offers lifelong value to KSPC members.

1.3 The Strategic Plan Formulation Process

Preparation of this strategic plan took a participatory approach to ensure consultations with all stakeholders. Several meetings and workshops were held with KSPC governing council and other relevant groups. The first Strategic Plan retreat of the Council was held on February 2019 where the vision, mission, mandates, core values and strategic objectives were discussed and agreed on. The council engaged the services of a consultant to help in the development process. This was based on the fact that there was need for expert knowledge and experience necessary for effective Strategic Plan development. Using well tested and practical planning and methodologies, the process involved all key stakeholders to enhance inclusion, acceptance and ownership. The process of developing this plan was dependent on a broad review of key documents to reflect appropriate contextual components which have been important in the Society’s strategic planning. Such documents include: the national co-operative development policy, Kenya Vision 2030; the Constitution of Kenya, International Co-operative Alliance (ICA) Blueprint for a Co-operative decade and Sustainable Development Goals. All relevant data was analyzed to identify and prioritize strategic choices based on identified organizational strengths and opportunities. The end result was the identification of strategic issues and development of the framework for strategic direction including the Vision, Mission, Core Values, Strategic Objectives and Strategies. These were then subjected to stakeholder validation at a special stakeholders’ workshop before preparing the final draft for launch and implementation.

1.4 Vision Statement

To be a distinguished global hub of professionalism for co-operative practitioners.

1.5 Mission Statement

To promote professionalism in co-operative practice through registration, development and regulation of co-operative practitioners.

1.6 Core Values

1. **Professionalism**- Ensure and maintain high standards in the discharge of responsibilities, delivery of services and compliance with code of conduct.
2. **Integrity**- Uphold strong ethical and moral principles in all decisions and actions.
3. **Teamwork**- Encourage collaborative effort of teams to achieve a common goals and complete tasks in the most effective and efficient way.
4. **Equity & equality**- Ensure all stakeholders are treated with fairness and justice. Every person shall be treated equal before the law shall have the right to equal protection and equal benefit of the law.
5. **Creativity & innovation**- Encourage generation and nurturing of new ideas to inventions.

1.7 Mandate of KSPC

Kenya Society of Professional Co-operators (KSPC) is a membership-based non-profit making organization. The society was established in the year 2017 and operates under section 10 of the Society Act as a professional body. Specifically, KSPC is mandated to execute the following functions:

- i. Enforce ethics and integrity among members through a code of conduct;
- ii. To promote the profession and practice of Co-operative management;
- iii. Register applicants who meet the required minimum qualifications and ethical standards as professional members;
- iv. Administer Certified Co-operative Professional (CCOP) examinations and prescribe tests of competency deemed appropriate to qualify for membership and certification by the society;
- v. Incorporate matters relating to emerging issues on minimum requirements for registration of applicants.
- vi. Establish, monitor and publish the standards of professional competence and practice amongst co-operative professionals.
- vii. Promote research in Co-operative practice and related areas.
- viii. Organize and conduct Continuous Professional Development (CPD) Programs and social functions;
- ix. Advise the Examinations Board on matters relating to examination standards and policies.
- x. Publish books, periodicals, journals and articles on Co-operatives;
- xi. Accredite examination centers that meet minimum requirements to administer CCOP examinations;
- xii. Provide a platform for exchange of information, knowledge, skills, competencies and ethical standards among professional co-operators;
- xiii. Network with regional and international organizations to promote and develop progressive co-operative practice.
- xiv. Promote and protect the welfare and interests of the members;
- xv. Carry out any other functions prescribed for it under any of the provisions of KSPC constitution or under any written law.

CHAPTER TWO

ENVIRONMENTAL SCAN

2.1 Stake Holders Analysis

Stakeholders are individuals or organizations who may benefit or lose from the success or failure of an organization in which they have an interest. The expectations of stakeholders need to be considered in the strategic planning process. Stakeholders may hold different views on intervention program of the organization that is expected to meet their needs. Below is the analysis of KSPC stakeholders who are likely to be impacted by (or might have an impact on) its planned initiatives And Programs. This section provides an analysis of how internal and external environments influence the operations of KSPC. The analysis of the internal environment identifies the strengths and weaknesses of the Society. The analysis of the external environment identifies the opportunities available and the threats that may affect its operations in the implementation of this strategic plan. The situation analysis, therefore, presents a critical assessment of the environment in which KSPC operates. It determines where KSPC is currently, to form a basis for the development of strategies.

Stakeholder	Stakeholders Expectations	KSPC Expectations
KSPC Members	<ul style="list-style-type: none"> • Continuous professional development • Active engagement 	<ul style="list-style-type: none"> • Renewal of subscriptions • Compliance with KSPC Code of conduct
Ministry of Agriculture, livestock, fisheries and Co-operatives	<ul style="list-style-type: none"> • Professionalized services 	<ul style="list-style-type: none"> • Recognition, partnership and support for KSPC bill to facilitate legislation of KSPC Law
KSPC Students	<ul style="list-style-type: none"> • internships and mentorship opportunities 	<ul style="list-style-type: none"> • To become full and active members that operate within the KSPC professional code of conduct
Academia	<ul style="list-style-type: none"> • Platforms for knowledge development and sharing 	<ul style="list-style-type: none"> • Contribution to the Co-operative body of knowledge • Safeguarding professional integrity in academic programs and undertaking research on best co-operative practices
Co-operative Societies	<ul style="list-style-type: none"> • Professional and Competent practitioners. • Design of the industry standards 	<ul style="list-style-type: none"> • Support members to participate in KSPC activities • Consider KSPC as partners in recruitment • Share best practices
Local and International Associations and Professional bodies	<ul style="list-style-type: none"> • Uphold international standards • Provision of forums for professional development 	<ul style="list-style-type: none"> • Share best practices • Networking, partnership and mentorship opportunities
ICA Africa	<ul style="list-style-type: none"> • Collaborations 	<ul style="list-style-type: none"> • Recognition and partnership

Suppliers	<ul style="list-style-type: none"> • Timely payment 	<ul style="list-style-type: none"> • Provision of services in timely manner
CCOP graduates	<ul style="list-style-type: none"> • Opportunity for continuous professional development 	<ul style="list-style-type: none"> • Registration as new associate members
Media	<ul style="list-style-type: none"> • Collaborations 	<ul style="list-style-type: none"> • Partnerships • Platform for promotional activities, marketing and visibility
KSPC Staff	<ul style="list-style-type: none"> • Remuneration • Meritocracy • Development 	<ul style="list-style-type: none"> • Productivity • Prompt service delivery • Customer satisfaction
	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Regulatory bodies (National qualification authority, Registrar of societies)	<ul style="list-style-type: none"> • Compliance with regulatory requirements 	<ul style="list-style-type: none"> • Favorable and supportive regulations
KASNEB	<ul style="list-style-type: none"> • Collaboration 	<ul style="list-style-type: none"> • Strategic partnership in examination administration
International agencies (global communities, USAID,)	<ul style="list-style-type: none"> • Partnership 	<ul style="list-style-type: none"> • Funding, research
SASRA	<ul style="list-style-type: none"> • Compliance with regulations 	<ul style="list-style-type: none"> • Strategic partnership
Council of Governors	<ul style="list-style-type: none"> • Professional development of county co-operative officials 	<ul style="list-style-type: none"> • Strategic alliances and support

2.2 Situational Analysis

2.2.1 SWOT Analysis

Strengths

Strengths are the points of advantage that an organization needs to leverage on in order to enhance its resources hence attain and sustain competitive advantage. Some of the advantages KSPC is currently enjoying are summarized in the table below.

Strengths	Strategic Implication	Strategic Response
Rich co-operative heritage	Ease of recognition as a unique brand	Leverage on its long co-operative history to influence recognition and mobilise membership
Diverse membership (Regions, industry, profession)	Rich knowledge pool and experience	Resource mobilization, Networking, Rich business advisory pool
KSPC is the first one of its own kind in East Africa.	First mover advantage	Exploit pioneering benefits, pace setters
Experienced governing Council	Rational, sound and viable decisions	Leverage on the experiences to build networks and strategic partnerships
A significant growing membership base	Increased vibrant members Increased subscriptions	Enhance member satisfaction activities to retain members
Cordial relationship with strategic partners	Increased support	Leverage on the existing relationship to mobilise resources and corporate membership

Weaknesses

Weaknesses are a set of limitations or challenges that are internal to an organization. An organization ought to use its strengths in order to mitigate weaknesses. Some of the weaknesses facing KSPC are provided in the table below

Weakness	Strategic Implication	Strategic Response
Unestablished governance structures	Weak succession and transition management	Develop a governance framework
Limited infrastructure	Vulnerability to data loss, limited productivity	Develop and acquire IT systems
Inadequate finances	Reduced productivity	Diversify sources of funding and aggressively mobilise resources
No documented membership recruitment and retention strategies	Over dependence on membership contribution, Disengaged membership	Focus on innovative recruitment and retention strategies. Define, develop and implement member segmentation and engagement strategy, Create chapters and package deliverables around recruitment and retention
Inadequate partnership and networking initiatives	Inadequate support	Establish collaborations and networks
Lack of marketing, communications strategy and policy	Unstructured communication, Poor brand perception	Develop and implement a marketing and communications strategy and policy
Inadequate engagement of members	poor membership subscription renewal	Plan engagement and enhance value proposition to members
Inadequate human resources	Overworked and under exploited secretariat, Council engaged in operational activities instead of strategic thinking Data loss and poor record keeping	Attract, recruit and retain qualified staff
Lack of documentation of Co-operative best practices and case studies	Inadequate access to knowledge regarding best co-operative practices	Document best co-operative practices, disseminate and improve access to such cases
Inadequate mechanism for feedback from members	Cumulated unaddressed complaints from members	Develop robust tools for gathering concerns, complaints and complements from members and effective feedback mechanisms
Underutilized social media platforms and inactive website		

Opportunities

Opportunities are favorable factors, external to an organization. An organization ought to exploit available opportunities so as to attain and sustain competitive advantage. KSPC intends to exploit the following opportunities:

Opportunity	Strategic Implication	Strategic Response
Good will from the	Increased support and	Leverage on the good will to

government and strategic partners	approval of KSPC act and other legal instruments	mobilise resources and seek for approval and passage of KSPC act and other legal instruments
A significant growing potential membership base	Increased vibrant members	Enhance outreach activities to register the prospective members
Increasing demand for certified co-operative consultants and service providers	Increased demand for co-operative professional registration and services	Enhance members recruitment and value addition in professional services
Passage of policies favourable for execution of KSPC mandate (National co-operative policy)	Supportive legal environment	Leverage on the existing policies to develop internal legal instruments
Devolution	Favourable proximity to members through county branch networks	Work with county governments to reach out to members and establish partnerships
Partnership with KASNEB	Effective administration of CCOP examinations	Work closely with KASNEB to benefit from experiences in handling national examinations
Available entrepreneurial opportunities	Employment opportunity for KSPC professionals and CCOP graduates Ready market for agricultural based co-operatives	Establish consumer co-operatives

Threats

A threat is any challenge/unfavorable factor, external to an organization. An organization ought to neutralize threats so as to prevent adverse effects on its operations. KSPC has identified and is planning to deal with the following threats:

Threat	Strategic Implication	Strategic Response
Unqualified practitioners competing for opportunities available for certified members	Reduced opportunities and counterfeits	Publish register of certified members annually, Sign MOUs with major institutions to benefit certified members
Unprofessional conduct among members	tainted reputation	Adopt internationally acceptable standards and firmly enforce code of Conduct
Lack of a legal framework	Inability to regulate the conduct of members and enforce professional standards	Develop and lobby for enactment of KSPC Act to set the framework for self-regulation
Financial constraint	Reduced ability to meet obligations	Diversify through portfolio investments
Misconception of co-operative organisations and philosophy.	Reduced recognition	Enhance visibility and brand position and enhance public communication and publications on co-operatives

2.2.2 PESTEL Analysis

PESTEL analysis is used to address general environmental factors which may affect an organization in one way or another. PESTEL is an acronym for Political, Economic, Socio-cultural, Technological, Ecological and Legal factors.

PESTEL Factors	Strategic Implication	Strategic Response
Political Factors		
Interference with freedom to discharge KSPC mandate	KSPC unable to effectively deliver on its mandate	Lobby for recognition through passage of KSPC act
Reorganization by different government agencies	Delay in implementation of programs	Align and actively engage with the relevant government institutions
Unpredictable political environment	Interference with and inconvenience on delivery of scheduled KSPC programs	Conduct environmental surveillance and put in place risk mitigation measures
Economic Factors		
Currency depreciation and inflation	Erosion of the value of funds	Establish a reserve fund
Unemployment due to competition from other business-related professions	Diminished member base	Lobby co-operative related organisations to recognise and engage certified co-operative professionals in management positions
Volatile interest rates	Expensive loans	Diversify, negotiate for soft loans and engage portfolio sources of funding
Socio-cultural Factors		
Demographic changes within KSPC membership base	Reduced engagement on KSPC programs and activities	Diversification of KSPC programs and activities to address diversities
Negative attitudes and opinions about co-operative practice in general	Eroded brand image and equity	Develop and communicate brand position to members and the public
Lifestyle factors that may affect the reputation of KSPC	Provides more avenues for engagement with KSPC programs and activities	Consistent evaluation of KSPC programs and activities to promote and protect its brand
Technological Factors		
Automation	Efficiency in processes and procedures in managing and delivery of member services	Adoption of ERP systems
Cyber security	Vulnerability of data	Procure advanced data protection tools, Continuous education on modern workplace threats.
Emerging technology such as big data analytics	Risks of technological redundancy	Continuous upgrade of IT systems
Ecological Factors		
Environmental conservation	Unsustainable and costly processes	Engage in environmental conservation activities

Climatic changes such as global warming	Compliance with NEMA provisions	Discourage irresponsible waste disposal practices
Legal Factors		
Lengthy legislation development process	Delay in enactment of the law	Focused engagement and lobbying for legislation
Compliance with legal requirements	Risk of deregistration	Identify and comply with all legal provisions
Lack of relevant necessary policies	Delayed decision making and execution of desired strategies	Identify and develop all relevant policies

2.2.3 Key Success Factors

- a. Relentless communication with members
- b. Efficient and enhanced member services
- c. Passage and operationalization of the KSPC Act
- d. Establishing strong regional network
- e. Creating strong organizational structures
- f. Increased membership base
- g. Establishing new strategic partnerships and collaborations
- h. Enhanced visibility of the KSPC brand
- i. Linking KSPC brand with superior services
- j. Full implementation of the CPD calendar
- k. publications and research
- l. Compliance with the professional requirements, code of ethics and standards
- m. Establishment of KSPC Academy
- n. Financial accountability to members

CHAPTER THREE

STRATEGIC DIRECTION

3.1 Introduction

This chapter provides the strategic direction that KSPC intends to take in the 2020-2024 Strategic Plan period. From the situational analysis, KSPC has identified issues to be addressed. These issues cover the need to: enhance and entrench quality and relevance in research and policy advice; strengthen the capacity building mandate of the Society; enhance strategic communication; expand, strengthen and sustain partnerships and networks; enhance staff development and productivity; continually improve staff welfare; and enhance the long-term sustainability of the Society.

3.2 Strategic Objectives

A strategic objective is a fundamental cornerstone that spells out the strategic direction of an organization. KSPC plans to implement the following strategic objectives in 2019-2023 strategic plan.

- 1) Enhance member recruitment and professional services;
- 2) Establish sound governance and sustainable human resource capacity;
- 3) Build sustainable financial Resource Base;
- 4) Brand KSPC and enhance its visibility;
- 5) Formulate and operationalize Legal Instruments
- 6) Establish KSPC Examination Board;
- 7) Develop physical and ICT Infrastructure;
- 8) Promote Research, innovation and Publication for dissemination of professional knowledge;
- 9) Promote Outreach to Strategic Partners; and
- 10) Establish KSPC Academy.

3.2.1 Objective 1: Enhance Member Recruitment and Professional Services

Issue

Strategic issue is a challenge affecting an organization's mandate, mission, products, services and clients. KSPC seeks to recruit, develop and support its co-operative professionals so that they can discharge their services for the public good.

Strategic Direction

KSPC will seek to provide a range of focused services to cater for the co-operative member's common needs and specific needs of different segments. To this end, the Society will continuously innovate value propositions to meet the new and emerging needs. In totality these services will create and offer lifelong value to the members. Doing this will enhance the Society's ability to attract members. These intents will be realized through the following strategies:

- i. Aggressively recruit and build KSPC membership base;
- ii. Strengthen regional and international network;

- iii. Regularize CPD programs and enhance attractive member services;
- iv. Establish Co-operative resource library services for registered members;
- v. Enforce compliance with KSPC professional Code of conduct; and
- vi. Monitor and evaluate set targets on a quarterly basis.

Key Outputs

- i) Increased membership base of 305 annually
- ii) At least one (1) Continuous Professional Development (CPD) meeting conducted monthly
- iii) At least one (1) interactive activity annually
- iv) Co-operative resource library
- v) Operationalized co-operative professional code of conduct

3.2.2 Strategic Objective 2: Establish Sound Governance and Sustainable Human Resource Capacity

Issue

It is well-recognized that sound governance measures can reduce the amount or impact of risk an organization faces. For that reason KSPC seeks to enhance sound governance, operational capacity and institutional development.

Strategic Direction

KSPC will establish a mechanism for effective governance practice by the end of 2020; it will also create a framework for financial sustainability of the society and also develop a productive and motivated workforce. These intents will be realized through the following strategies:

- i. Establish and operationalize appropriate KSPC governance structures
- ii. Enhance performance management system
- iii. Develop a productive and motivated workforce

Key Outputs

- i) Effective Performance management system
- ii) Qualified, skilled and competent workforce
- iii) Approved governance structure;

3.2.3 Strategic Objective 3: Build sustainable financial Resource Base

Issue

The Society needs to be financially stable for effective implementation of its programmes. There is need to enhance resource mobilization activities through establishment of new partnerships and strengthening of existing ones. In addition, the Society needs to diversify its income generating activities.

Strategic Direction

KSPC shall strengthen its resource mobilization capacity and seek to progressively diversify its sources of income. During the plan period, resource mobilization committee at Council level will ensure adequate program funding. This will ensure Finances are available for smooth

efficiency and effective program management. These will be realized through the following strategies:

- i. Strengthen revenue collection
- ii. Enhance investment portfolio.
- iii. Strengthen strategic partners' base and exchange programmes.
- iv. Ensure healthy financial management;
- v. Strengthen Risk management, control and Audit.
- vi. Monitor and evaluate set targets on a quarterly basis.

Key Outputs

- i. Ksh. 2M Generated from conferences annually
- ii. Ksh. 2M generated annually from professional training programs
- iii. Ksh. 5M generated annually from Strategic partners through donations
- iv. Annual cost reduction by 10%;
- v. Ksh.17.42 generated from member subscriptions and entry fees annually
- vi. Ksh. 2.4M generated from CCOP students annually
- vii. Ksh. 4M generated from research and consultancy annually
- viii. Ksh. 0.135 generated from sales of study packs annually
- ix. Ksh. 0.174 generated from money market investment annually

3.2.4 Strategic Objective 4: Brand KSPC and enhance its visibility

Issue

Building a strong and recognizable brand helps an organization to connect with existing customers, market to prospective customers and encourage loyalty and recognition. Since KSPC is at the initial stages of capturing a position in the industry, branding and visibility is a vital impetus.

Strategic Direction

KSPC shall aggressively brand and market its services to enhance its visibility and develop public recognition, confidence and goodwill. The strategic goal is to ensure that KSPC's statutory roles, its mission, values and engagements, support the growth of Co-operative profession and also effectively communicated to a broad audience. To achieve this, the society will undertake the following:

- i. Productively and Relentlessly engage members, stakeholders and the public;
- ii. Develop and launch KSPC brand identity
- iii. Institutionalize lobbying and advocacy;
- iv. Market professional development programs and other services locally and internationally;
- v. Enhance corporate social responsibility; and
- vi. Monitor and evaluate set targets on a quarterly basis.

Key Outputs

- i. Enhanced image and visibility of KSPC
- ii. Improved organizational culture
- iii. Vibrant website
- iv. Enhanced customer care
- v. Branding strategy

- vi. Strategic marketing plan
- vii. Increased membership base
- viii. Co-operative Professional magazine

3.2.5 Strategic Objective 5: Formulate and Operationalize Legal Instruments

Issue

The passage of KSPC Act shall present immense opportunities for improved governance and accountability in co-operative profession. This will result in better value addition for co-operative professionals and the public in general. The society, in this plan period will develop KSPC Act and Lobby for its enactment, formulate and operationalize code of conduct that regulates co-operative practice and all relevant institutional policies.

Strategic Direction

KSPC will continuously advocate for good Co-operative professional practices, good governance and standards in the co-operative movement of the economy by taking a proactive approach to influencing legislation, policy, regulatory framework and any other matters impacting on co-operative movement in Kenya and beyond. By so doing, the society will make its contribution towards realizing this noble course for the benefit of the country as a whole by pursuing the following strategies:

- i. Develop KSPC Act and Lobby for its enactment
- ii. Develop and seek for approval of various institutional policies
- iii. Formulate and gazette the Code of Conduct-activity
- iv. Enforce compliance with code of conduct
- v. Monitor and evaluate set targets on a quarterly basis.

Key Outputs

- i. KSPC Act
- ii. Approved institutional policies
- iii. Approved code of conduct.
- iv. Improved compliance with code of conduct

Strategic Objective 6: Establish KSPC Examination Board

Issue

The creation of an Examination Board is vital for a number of reasons. First, the board shall organize for and examine CCOP curriculum in order to ascertain the level of competency and skills acquired by those who are seeking certification as co-operative professionals in Kenya and beyond. Secondly, it will be used as additional income generating stream.

Strategic Direction

KSPC will establish the Examination Board as part of its effort to enhance its capacity to enable it promotes good Co-operative professionalism, good governance and standards in Kenya and beyond. The actualization of this project will entail the following strategies:

- i. Establish examination Board.

Key Outputs

- i. Established Office space
- ii. 810 CCOPP students registered by 2024

- iii. Standardized CCOP examinations
- iv. KSCP Examination board in place

3.2.7 Strategic Objective 7: Develop Physical and ICT Infrastructure

Issue

KSPC shall develop Physical and ICT Infrastructure to provide an enabling environment for quality service delivery to its members.

Strategic Direction

KSPC is currently housed in a donated office space at Mwalimu Towers. However, in order to shine as a conspicuous independent entity brand, establishment of its own physical and ICT infrastructure is paramount. This will aid its vibrancy in growth and also ensure provision of an enabling and conducive working environment. Further, KSPC will also leverage on ICT for content delivery in order to mitigate against the challenges of constrained space and match up to technological advancement. To realize this, the strategic plan has put in place the following strategies:

- i. Provide well equipped office space
- ii. Establish ICT infrastructure
- iii. Monitor and evaluate set targets on quarterly basis.

Key Outputs

- i. An office space with a conference hall and reception
- ii. At least four (4) office computers acquired annually
- iii. Office stationary
- iv. Office furniture
- v. Conference equipment

3.2.8 Strategic Objective 8: Promote Research, Innovation and Publication for dissemination of professional knowledge

Issue

There are no sufficient publications and innovations on matters pertaining to Co-operatives. Therefore, KSPC seeks to promote research and innovation in the area of Co-operatives and disseminate knowledge and research output to Co-operative professionals and practitioners.

Strategic Direction

KSPC will conduct rigorous research and incubate innovations in order to support the development and desalination of knowledge on Co-operatives. In order to achieve this, the society will pursue the following activities:

- i. Enhance innovation activities.
- ii. Strengthen Scholarly and applied research.
- iii. Enhance publications and dissemination of Research output
- iv. Monitor and evaluate set targets on a quarterly basis.

Key outputs

- i. Published co-operative professional magazine
- ii. Publish at least two (2) research outputs annually

3.2.9 Strategic Objective 9: Promote Outreach to Strategic Partners

KSPC seeks to provide outreach services in co-operative management and in other development areas relating to co-operatives. Further, it shall collaborate with other national and international strategic partners on training, research and consultancy in the field of Co-operatives. With the expansion of the Co-operative sector, there exists a myriad of leadership and managerial challenges. Therefore there is need for enhanced professionalism and trained manpower in co-operative practice and intensified research to ensure sustainability of the sector in light of a highly volatile economic environment. KSPC shall establish and maintain strategic linkages and partnerships with community, county, national and international levels to develop and deliver programmes that promote best practices. This strategic plan therefore proposes the following strategies to realize this dream.

Strategic Direction

- i. Establish appropriate coalitions and linkages to drive the public interest agenda at national and county levels.
- ii. Mobilize resources to fund at least four (4) outreach activities annually.
- iii. Strengthen linkages with the Co-operative Sector and other strategic partners.
- iv. Monitor and evaluate set targets on a quarterly basis

Key Output

- i. At least four (2) consultancies and extension services annually
- ii. Co-operative profile database
- iii. Four (4) collaborations established on identified public interest matter annually
- iv. 5 countersigned and operationalized MOU annually

3.2.10 Strategic Objective 10: Establish KSPC Academy

Issue

The creation of KSPC academy is vital for inculcating professionalism and set standards in service delivery in the co-operative movement. The academy is a manifestation of Co-operative solidarity that embraces key stakeholders to respond to identified knowledge gaps and respond to the same through local knowledge of the ecosystem and apply relevant expertise to militate against the identified gaps.

Strategic Direction

KSPC will establish the academy as part of its effort to address the existing knowledge gaps that limit the performance of the Co-operative Enterprise through systematic customized training and provision of advisory services. The actualization of this project will entail the following strategy:

- i. Develop a co-operative academy.

Key Outputs

- v. Established Office space
- vi. Standardized training manuals
- vii. Academy board in place
- viii. Training calendar
- ix. Skilled and competent trainee

CHAPTER FOUR FINANCIAL RESOURCING

4.1 STRATEGIES FOR RESOURCE MOBILIZATION

Currently, KSPC internally generates its finances mainly from membership subscription and donations from strategic partners. However, reliance on membership dues may expose KSPC to severe financial limitations since it cannot sufficiently support the Society's operations. In the light of scenario, KSPC will explore and seek to progressively diversify its sources of income over the plan period.

With increasing demand for co-operative knowledge and skills, KSPC has realized the need to strengthen its resource mobilization capacity. During the plan period, resource mobilization committee will be at Council level to ensure adequate funding.

Sourcing for funds from non-dues and other involvement in projects/programs shall be enhanced. This would require increasing involvement of Council and management to identify areas of operational interest and support. KSPC shall formulate a resource mobilization strategy towards this course.

CHAPTER SIX MONITORING AND EVALUATION

7.1.1 Introduction

Monitoring and evaluation, is an integral part of a strategic plan implementation. KSPC shall establish a monitoring and evaluation system to ensure that planned activities are implemented while setbacks and variations are addressed as and when they arise. Monitoring and evaluation provides the back-up necessary to ensure that objectives are achieved. During the formulation of the strategy, the implementation plan indicators and projections are sometimes based on past experiences. These, however, may change in the course of the implementation and thus a management control system will be necessary to ensure the plan stays on course. Implementation of the strategic plan shall be closely monitored to ensure its accomplishment. The monitoring process will help determine whether the implementation is on course and establish the need for any amendments in light of any emerging changes. The impact of implemented plans will be effectively evaluated. The purpose of monitoring and evaluating Strategic Plan will be to assess whether planned activities are achieved, and if not then necessary control measures applied to address the gaps.

7.1.2 Monitoring and Evaluation Strategies

KSPC will systematically track activities to assess implementation progress. Data will be collected and analyzed and regularly reported and discussed at all levels as necessary for follow-up and control measures. These will include collection and analysis of data, progress reports, review reports, budgets and budgeting control systems.

To facilitate this, each department shall:

1. Develop an annual work plan with appropriate targets, activities, performance indicators and budgets as derived from this strategic plan.
2. Measure progress for each action/activity against specific targets and schedules included in the plan.
3. Capture data using standardized data collection tools that shall be developed and used for data collection.
4. Analyze and report relevant information to various users.
5. The reporting shall be done quarterly, half-yearly and yearly to KSPC management as well as to the Council.
6. Results from the analysis will be used to inform decision-making, help to identify emerging gaps and take immediate corrective action where deviations in implementation are noted.

Review meetings will be held between the management and the Council. During these meetings, the Council will receive and review progress reports from the management indicating overall progress made on key strategic objectives. The monitoring process will help determine whether the implementation is on course and establish the need for any amendments in light of changes. Monitoring, follow-up and control systems will be established at all levels. These will include collection and analysis of data, progress reports, review meetings and reports, budgets and budgeting control systems and reports from special committees/ consultants. These are discussed here below. Review meetings will be held between the management and the Council. During these meetings, the Council will receive and

review progress reports from the management indicating overall progress made on key strategic objectives. The nature and scope of reporting will include but not limited to progress made against plan and causes of deviation from plan and areas of difficulties and alternative solutions that may adversely affect implementation.

7.1.3 Monitoring and Evaluation Responsibility

For the Strategic Plan to be effectively implemented, the Chief Executive Officer will coordinate monitoring and evaluation process. The CEO shall ensure that strategies are being implemented, performance is being measured, progress reports are made and discussed, and corrective action is taken where necessary. Respective department responsible shall be accountable for the completion of stated tasks in the Strategic Plan. However, responsibility for data collection, aggregation, analysis and reporting on the Plan will rest with the managers. Where necessary, capacity of various departments to undertake monitoring and evaluation will be enhanced. Appropriate linkages shall be established to ensure relevant internal and external follow-ups and controls. The overall responsibility of overseeing and managing the monitoring and evaluation of the Strategic Plan shall lie with the Governing Council.

