



# THE ASSOCIATION OF SISTERHOODS OF KENYA



## STRATEGIC PLAN 2023-2027





**ASSOCIATION OF SISTERHOODS OF KENYA  
(AOSK)**

**STRATEGIC PLAN  
2023 – 2027**

**JANUARY 2023**

ASSOCIATION OF SISTERHOODS OF KENYA (AOSK)  
STRATEGIC PLAN 2023 – 2027

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Year of Publication 2023

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## LIST OF ABBREVIATIONS AND ACRONYMS

AOSK	Association of Sisterhoods of Kenya
ASEC	African Sisters Education Collaborative
AUs	AOSK Units
BCP	Business Continuity Plan
CCCK	Catholic Care for Children in Kenya
ECD	Early Childhood Development
ES	Executive Secretary
SP	Strategic Plan
ERM	Enterprise Risk Management
GC	Governing Council
HoF	Head of Finance
HR	Human Resources
ICAPAMI	Institute of Catechetical and Pastoral Ministry
ICT	Information, Communication and Technology
IGAs	Income Generating Activities
JPC	Justice and Peace Commission
KCCB	Kenya Conference of Catholic Bishops
KUCCPS	Kenya Universities and Colleges Central Placement Service
MBO	Membership Based Organization
MEAL	Monitoring, Evaluation, Accountability and Learning
M&E	Monitoring and Evaluation
MVP	Member Value Proposition
OCA	Organizational Capacity Assessment
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
PM	Program Manager
SCORE ECD	Strengthening Capacity of Women Religious in Early Childhood Development
SLYI	Sisters Led Youth Empowerment Initiative
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
TVETA	Technical and Vocational Education and Training Authority
WASH	Water, sanitation and Hygiene

## FOREWORD

We are honoured to present AOSK's five-year Strategic Plan 2023-2027. This plan guides future decisions related to the strategic themes: Membership and Member Services, Community Outreach, Holistic Education and Training, Institutional Development and Sustainability. Our Vision, Mission statement and Core Values sets a clear path providing a guide in achieving our goals. Our value proposition highlights our ambitious commitment to be present in Kenya through our rich network of women religious spread throughout the country. For AOSK to achieve its mission, will depend upon the ability to be drawn from the strength of its members and partners. It is our collective responsibility to ensure that the love of Christ is fulfilled through the service which we are undertaking. The Hope of AOSK is to present our desire that can be shared by a wide range of stakeholders and partners.

Major challenges have been overcome in the way we do things in the recent years and we will continue adhering to the mission and mandate of the Association making other major changes in the best interest of AOSK. It is an important time in the history of AOSK as we are marking 60 years of our existence and achievements in building capacities of women religious to enable them to effectively serve in their pastoral ministries and social service programs. In order to effectively implement the strategies and activities identified, we will endeavour to guarantee that the governance structures are reinforced, and the resources properly deployed and utilized.

Diamond jubilee of AOSK marks a major stride for AOSK as this strategic plan is launched to mark the achievements of AOSK @ 60 as we move beyond frontiers to respond and provide transformative solutions, within our service to the church. It is a great moment for women religious in Kenya once again to remain focused to the mission reality and the dynamics of the fast changing environment in commitment to our prophetic role. As we underscore our achievements over the years, AOSK appreciates the immense support received from our members, partners, donors, beneficiaries and friends. AOSK will continue to partner and collaborate with like-minded stakeholders as a basis of our strength. We sincerely thank all those who were involved in the formulation of this strategic plan 2023 – 2027, The AOSK staff, the AOSK Governing council, the partners and all the stakeholders. We thank God and invoke His blessings upon each one of you.



Sr. Josephine Kangogo, DSH  
AOSK CHAIRPERSON  
SECRETARY



Sr. Pasilisa Namikoye, LSOSF  
AOSK EXECUTIVE

## EXECUTIVE SUMMARY

The Association of Sisterhoods of Kenya (AOSK) was founded in 1962. The Association is composed of over 167 Catholic women religious Congregations representing over 6,000 religious sisters spread across the 25 dioceses of Kenya. This is the third Strategic Plan for the Association covering the period 2023 – 2027. This strategic plan was developed through a participatory approach which ensured that views of the key stakeholders were incorporated. In developing the plan, various elements of the strategic model were developed including:

### **AOSK Vision**

A dynamic Association of empowered prophetic women religious living Gospel values.

### **AOSK Mission**

To foster mutual support and promote holistic formation of women religious for authentic witness through sustainable programs in collaboration with stakeholders.

### **AOSK Core Values**

- Prayer;
- Charity;
- Integrity;
- Respect and Diversity;
- Accountability.

### **AOSK's Member Value Proposition (MVP)**

- Spiritual Growth;
- Solidarity;
- Networking and Collaboration;
- Capacity Development.

A situational analysis was also carried out to evaluate the past performance, and the internal and external environments in which the AOSK operates. A review of the vision, mission and core values was undertaken. These analyses enabled isolation of key strategic themes that require management intervention during the planning period. The strategic themes identified included:

1. Membership and Member Services;
2. Community Outreach;
3. Holistic Education and Training
4. Institutional Development and Sustainability.

From the themes, four Strategic Priorities for the 2023 – 2027 period were identified as:

1. Membership Growth and Member satisfaction
2. Enhanced Community Outreach
3. Enhanced Holistic Education and Training
4. Institutional Development and Sustainability

Based on the strategic priorities, the key strategic outcomes and results expected by the end of the strategic period are represented in the table below.

No	Strategic Priority	Strategic Outcomes	Results by end 2027
1	Membership growth and member satisfaction	Membership Growth	<b>100%</b>
		Enhanced member satisfaction	<b>85%</b>
		Self-sustaining AU Structure	<b>25</b>
2	Enhanced Community Outreach	Enhanced and expanded projects within existing programs	<b>100%</b>
		New programs introduced	<b>9</b>
3	Holistic Education and Training	Enhance Formation program	<b>3500 Graduates</b>
		Enhanced Sabbatical program	<b>500 Graduates</b>
		Growth in Academic programs	<b>3</b>
		Increased internally generated revenues	<b>300%</b>
4	Institutional Development & Sustainability	Enhanced good corporate governance	<b>85%</b>
		Increased Corporate accountability	<b>100%</b>
		Enhanced Employee Satisfaction	<b>85%</b>
		Financial Sustainability Enhanced	<b>60:40</b>

In ensuring that the desired strategic outcomes are achieved, several strategies to achieve these objectives were set and for each strategy, the expected outputs, activities, time frame and office responsible for implementation were determined. For successful strategy implementations, an implementation plan was developed that sets out the critical success factors for successful strategy implementation including: governance, communication, resources, membership, secretariat capacity, stakeholder support, and monitoring and evaluation, among others. To track down implementation of the plan, a monitoring, evaluation and reporting strategy will be implemented. A comprehensive range of annual performance targets will be developed as a basis of operationalizing the strategic plan and as guided by the strategy implementation and monitoring matrix.

## 1.0 INTRODUCTION AND BACKGROUND

### 1.1 About The Association of Sisterhoods of Kenya (AOSK)

The Association of Sisterhoods of Kenya (AOSK) was founded in 1962, and is duly recognized by the Catholic Church, and is registered in Kenya as a corporate body under the Perpetual Succession Act. The Association is composed of over 164 Catholic women religious Congregations representing over 6,000 religious sisters spread across the 25 dioceses of Kenya. The Association brings together these congregations to preserve the gem that is religious life through inter congregational formation programs, coordination of their pastoral ministries and social service initiatives at all levels of society, particularly for the disadvantaged in Kenya and beyond.

AOSK, as an ecclesial organization officially recognized by the Vatican office of religious and secular institutes of women and men worldwide, works in collaboration with the Bishops of the Catholic Church in Kenya, and does not involve itself in any activity or partnership that is contrary to the teachings of the Catholic Church.

### 1.2 Aims of the Association

1. Enhance holistic formation and capacity of Women Religious in Kenya;
2. Enhance prophetic witness and remain relevant in society;
3. Foster communication and co-operation among member institutes with due regard for their autonomy and different charisms; and
4. Promote collaboration among women religious, Kenya Conference of Catholic Bishops (KCCB), government and other stakeholders in responding to the needs of the society.

### 1.3 Rationale for Strategic Plan

Due to the changing social-economic environment and need to remain relevant, meet member's expectations and contribute to the aims of AOSK as stipulated in the AOSK Statutes, it is prudent for AOSK to review its strategic framework by developing a new Strategic Plan that outlines key strategic priorities for the coming five years. The plan is also poised to address various challenges facing AOSK, its membership and the societal issues in Kenya that are of concern to AOSK. The AOSK Strategic Plan will be used in various ways including:

- To align AOSK and its activities to the aspirations of the members and partners.
- To assess and adjust AOSK direction in response to changing environments both internal and external and in cognizant to changes such as socio-economic and political changes in the environment, including shifting and changing priorities as a result of COVID-19 Pandemic.
- To offer a disciplined effort to produce fundamental decisions and actions that will shape and guide what AOSK is, what it does, and why it does it, with a

focus and orientation on the future and creation of impacts through its activities.

- To help AOSK do a better job - to focus its energy, to ensure that its members and partners are working towards the same goals, and have shared expectations and vision.
- As a tool to support implementation of AOSK strategic direction and as a guide to response, co-ordination, monitoring, evaluation and learning.

Through the strategic planning process, a number of questions answered including:

- Where is AOSK now? (Current Situational Analysis)
- Where does AOSK need to be? (Gap/Desired Situation/Vision)
- How will AOSK close the gap (Strategic Orientations/Game Plan)
- What does ASK require to close the gaps (Resources and Partnerships)
- How will AOSK monitor progress (Monitoring and Evaluation - M&E)

#### **1.4 Process of Strategic Plan Development**

In developing the preliminary report, the following stakeholder groups were engaged:

- The Governing Council
- AOSK Members
- AOSK Unit Leaders
- Management Team
- AOSK Staff
- Selected key partners.

In addition, various internal and external documents were reviewed indicating the current status of AOSK. Some of the documents included:

- AOSK Statutes
- AOSK Governance Charter
- Strategic Plan 2018 – 2022
- AOSK 2018 – 2022 Summative Evaluation of the Strategic Plan
- AOSK 2020 – 2021 Annual Evaluation Report
- AOSK 2019 – 2020 SP Evaluation Report
- AOSK Staff Reflections on the Implementation of 2018 – 2022 Strategic Plan
- AOSK-JPC Good Governance, Rights and Responsibilities Programme
- AOSK Year Planner 2018 – 2022

## 1.5 Structure of the Strategic Plan

This strategic plan is divided into the following sections:

- Section One: Introduction and Background
- Section Two: AOSK Strategic Model
- Section Three: About Membership Based Organizations (MBOs)
- Section Four: Strategic Institutional Analysis
- Section Five: Situational Analysis
- Section Six: Strategic Direction
- Section Seven: Strategic Plan Implementation
- Section Eight: Performance Monitoring, Evaluation and Reporting.
- Appendices

## 2.0 AOSK STRATEGIC MODEL

### 2.1 AOSK Vision

A dynamic Association of empowered prophetic women religious living Gospel values.

### 2.2 AOSK Mission

To foster mutual support and promote holistic formation of women religious for authentic witness through sustainable programs in collaboration with stakeholders.

### 2.3 AOSK Core Values

The following Core Values are fundamental to AOSK and describe what we believe in. These values guide our engagement within ourselves, with our members and all other partners and stakeholders we associate with.

Figure 1: AOSK Core Values



#### Prayer

We commit to living in conscious awareness of God's presence and in communion with Him in prayer. We shall commit all our work to prayers as we believe that through prayers God listens and communicates with us.

#### Charity

We are committed to helping the less fortunate in the community by giving our time, talents and resources. Through Charity, AOSK will continue to give hope,

show solidarity and kindness to all without regard to race, gender, age, social background or religious affiliation.

### **Integrity**

We endeavour to uphold the highest level of ethical behaviour in our operations. We shall act fairly, ethically and openly in all we do; show the courage to do and say the right thing. We shall be truthful and honest, act with poise, patient, determined and passionate in what we do and in our interactions with others. We shall consistently and uncompromisingly adhere to strong moral and ethical principles and values as taught by Jesus Christ.

### **Respect and Diversity**

We treat each other with consideration, respect and promote a strong culture of sharing and consultation. We respect and celebrate our diverse backgrounds, ideas and talents while focusing on the common good.

### **Accountability**

We are responsible for our own actions and committed to be transparent, allowing others to observe and evaluate our performance. We will remain committed and accountable for the care and management of resources entrusted to us and our environment for future prosperity.

## **2.4 AOSK's Member Value Proposition (MVP)**

The member value proposition for AOSK is necessary to understand its uniqueness. AOSK MVP is aimed at achieving high levels of member experience. *Member experience* is the product of any interaction between AOSK and the members over the duration of their relationship. AOSK proposes to its members a unique value proposition that encompasses:

### **Spiritual Growth**

AOSK provides a platform for member's spiritual growth through increasing their knowledge and understanding of God's Word, increasing in their practice of Christ-like qualities, and increasing in their faith and trust in God. In so doing, AOSK facilitates its members in building a 'culture of encounter' in emulating Jesus Christ's teachings and healing ministry.

### **Solidarity**

Solidarity is *an awareness of shared interests, objectives, standards, and sympathies creating a psychological sense of unity among members of an institution*. AOSK provides a platform for members to be in solidarity, helping and supporting each other.

### **Networking and Collaboration**

AOSK provides platforms for members to network and collaborate with each other in

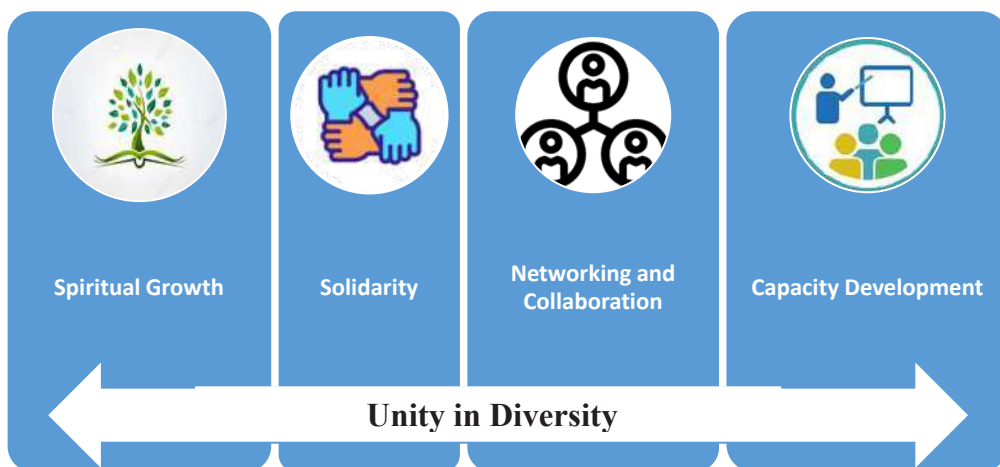
their various endeavours of witnessing to Christ. The platforms provide an environment to share ideas, successes, challenges, resources and solutions to current and emerging issues facing different congregations.

### Capacity Development

AOSK delivers various capacity development initiatives with the aim of **strengthening its member's ability to fulfil their Charism's mission over time, thereby enhancing their ability to have a positive impact on lives and communities that they serve.**

The figure below captures the unique value proposition of AOSK to its members.

Figure 2: AOSK Member Value Proposition



## 3.0 MEMBERSHIP BASED ORGANIZATIONS (MBOS)

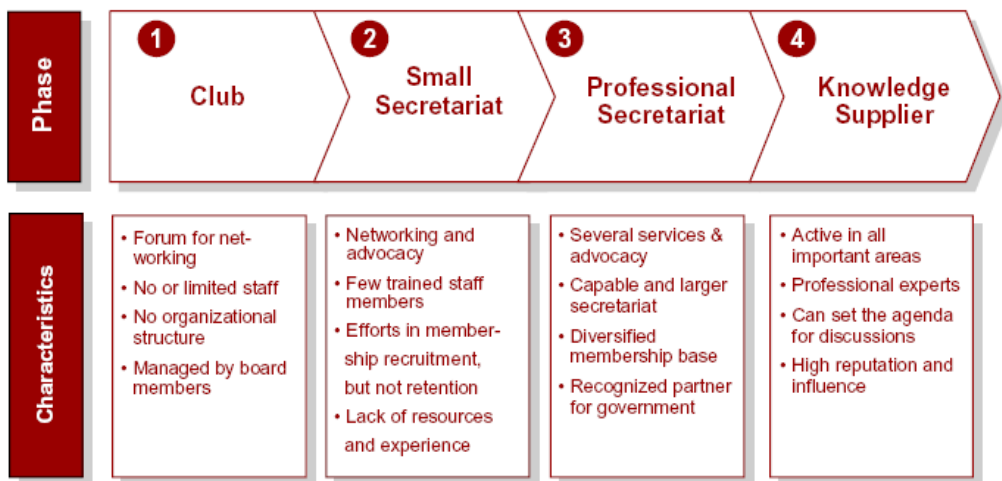
### 3.1 Overview of Membership Based Organizations (MBOs)

A membership organization is any organization that allows people or entities to subscribe, and often requires them to pay a membership fee or "subscription". Membership organizations typically have a particular purpose, which involves connecting people together around a particular activity, geographical location, industry, activity, interest, mission, or profession. This might simply be to encourage or facilitate interaction and collaboration, but it also often involves promoting and enhancing the purpose itself.

### 3.2 Growth of MBOs

MBOs are deemed to grow through various stages. The stages begin from a Club to a Knowledge Supplier in a specific sector or industry as indicated in the figure below. Each of the stages define different characteristics of the MBO at that stage. The relevancy of the growth model is to indicate the focus for growth from one stage to the other.

Figure 3: Phases of Development of a Membership Association



### 3.3 Challenges Facing MBOs

#### 3.3.1 Always Add Membership Value

Research has found that the top reasons individuals join associations are to:

- Network with others in their field (57%).
- Learn best practices in their profession (26%).
- Access specialized and/or current information (25%).

Other drivers to membership:

- Interest in representation and influence

- Social dialogue
- Prestige and tradition

Among the reasons why members do not relate strongly with their associations include:

- Lack of perceived value (39%)
- Lack of meaningful engagement (50%)

In order to address the challenges above, it's recommended that MBOs should increase member professional development and introduce new programmes / products and services to assist members and member institutions. Specifically:

- Expanded educational offerings
- New certifications or professional accolades
- Mentorship programs
- Leadership training
- Networking opportunities.

Essentially, the MBO should become the one-stop for your members to accomplish their goals and satisfy their professional needs. Many of these adjustments stem from a strong relationship with your members, which is why open communication and transparency continue to be important tools.

### **3.3.2 Showcasing Value to Association Members**

MBOs fail to either develop compelling members value proposition and even when they do so they don't link their performance with a compelling value proposition, sometimes denying them needed visibility. Many associations showcase their value to members via newsletters, association publications, and in-person conferences. These are valuable communication channels, but you're already behind the curve if you haven't embraced social media. In order to showcase value to members, MBOs should exploit the opportunities presented by digital media including social media and adopt "show, not tell" adage by using short videos and documentaries of their services and impacts. MBOs should use social media to ask for member feedback. Research also has it that Associations seeking member feedback are 63% more likely to see overall membership growth, satisfaction and retention on members.

A value proposition is an indispensable tool for recruiting and retaining members. It must be stated clearly enough for a potential member to read and understand the value derived from membership without requiring further explanation.

### **3.3.3 Communicating with Association Members**

MBOs often are faced with three communication challenges:

1. Little or no communication with members
2. Too much communication leading to information overload and sometimes clutter

### 3. Lack of clarity in communicating benefits effectively to members and customizing benefits' messaging to different member segments

In order to address the above challenges, the development and implementation of an intentional member communication strategy is critical. Such should focus on an integrated approach built on a clear audience analysis.

#### **3.3.4 Member Churn or Inactiveness**

Member churn is a big problem for associations. In 2021 about 45% of associations reported declining membership renewals and inactiveness. From research 32% of association members are less likely to continue their membership after one bad experience while satisfied members are less likely to withdraw their membership and participation level. Association need to have a solid member success strategy in place to keep members happy and on board. The member success strategy should address:

- On boarding
- Member service
- Gathering feedback
- Engaging members
- Marketing membership services and opportunities
- Rewards or loyalty program
- Member communication

In pursuit of membership retention and growth, MBOs have focused on a number of strategies including:

- Providing value to members
- Innovation of service and service provision through:
  - Increased virtual professional development opportunities
  - Development of new products and services
  - Re-evaluation and streamlining internal processes
  - Expanding their marketing efforts
  - Enhancing their advocacy efforts.
- Adequate funding is critical to membership growth.
- Increased funding to Marketing activities – awareness building, membership recruitment and retention and membership engagement/networking activities.

#### **3.3.5 Sufficient Finance to Fund Member Services and Programs**

Most MBOs depend on membership fees, either registration or annual subscription fees. These fees are less than 30% of the total operational financial requirements for most MBOs. For financial sustainability of associations, they must enhance their internal and external sources of funds generation. There are two types of non-membership subscrip-

tion revenue associations can use to increase their bottom line:

- External sources of non-membership subscription come from outside an association's membership. This can include outside donors, sponsors, partners or any value-add available to those who don't have memberships in the organization.
- Internal non-membership subscription is generated by charging member's additional fees for professional development opportunities, events, certifications or courses, branded merchandise, etc.

### 3.3.6 Lack of Clarity in Member Needs

Even though most MBOs believe they understand their member's needs, this is largely based on historical understanding. Due to the changes in member needs, it is critical that MBO do a better job of understanding member needs. Membership survey and engagements are some of the ways that help identify the member needs. Programmes and services need to address the member needs to remain relevant.

### 3.3.7 Limited Capacity in Data and Information Management

**Though most MBOs** have been around for decades some hold vast data that is not integrated with their other systems. This make it difficult to **access existing data** while others **lack data about members**. Some MBOs are engaged in a lot of research and publications. However, they have no appropriate dissemination, storage and retrieval process. MBOs should consider enhancing their member's engagement through technology support including:

- A membership portal which allows for data uploading, publications, profile updating, access to committee workspaces and membership directories, online discussion forums, registration for upcoming events, direct member inquiries, and membership renewal
- A seamless registration for any training courses the association may offer
- E-Document archive management which relies on archive management software so that associations don't have to deal with physical files. This can be accessed by members
- An easy-to-navigate menu with items such as "Education," "Publications" and "Membership".

### 3.3.8 Employee Burnout

Most MBO's employees perform several critical roles within an organization. Pile on competing priorities with multiple challenges/crises lead to employee burnout. It's important that MBO leadership acknowledge this emerging trend. Ensuring employees have the freedom to share vulnerabilities and the resources to seek help can go a long way toward eliminating burnout.

### **3.3.9 Technology**

A great challenge facing MBO's is learning about what technology can do for them. Not having a dedicated IT staff member, and being isolated from the "world of technology" and without a community of practice to share experiences and explore issues, creates an environment of hesitancy and wariness. MBO's are great store houses of local information, but there is a lack of IT capacity (human and infrastructure) to analyse and share the data. Transforming their data into useful information is an inherent challenge. Building IT capacity for transforming data into knowledge is one of the biggest challenges facing MBO's today.

### **3.3.10 Structure**

MBO's are typically directed by an Executive Director, supported by a core staff that performs multiple functions, and volunteers who may assist in mission-based programs. The personnel in MBO's resembles that in small business - each staff member takes on multiple roles and many tasks. While this is necessary to ensure all aspects of the work is completed, it is a limiting factor when considering member expectation. The lack of fully optimized organizational structures, largely blamed on financing affects the performance of MBOs.

## 4.0 STRATEGIC INSTITUTIONAL ANALYSIS

### 4.1 Strategic Priorities 2018 - 2022

During the 2018 - 2022 strategic phase, AOSK focused on five strategic themes including:

1. Member Services and Programs;
2. Infrastructure Development;
3. Governance;
4. Sustainability; and
5. Human Resource.

The identified strategic themes formed the basis for the setting of AOSK's strategic objectives for the last five years. These strategic objectives were:

1. To cultivate a sense of belonging and ownership among members.
2. To increase the number of active member institutes.
3. To offer quality, affordable and sustainable programs.
4. To provide adequate physical facilities for quality service delivery.
5. To promote good corporate governance.
6. To enhance operational efficiency and effectiveness.
7. To enhance AOSK's financial sustainability.
8. To attract and retain skilled, motivated, committed, effective and productive staff.

### 4.2 Corporate Performance for the Period

The performance review below presents analysis of performance versus the expected targets. It is worthy to note that while the targets were for a five-year period, this analysis presents performance for four years as it was done before the end of the final year 2022. A synopsis of the performance of the Association over the past planning period is as shown below: -

Under member services, the Association was able to improve its interactions with the members. This was evidenced by attitudes towards AOSK having improved through increase in participation in AOSK activities; attitudes towards service has improved through increased requests for assistance and support as well as increased ownership through improved registration. Additionally, other milestones achieved included member capacity had improved through numbers registered; coordination of member service has improved through AOSK units in all the 25 AOSK Units; and improved networking by AOSK Members.

The Association was also able to realize key milestones in its programs pillar. Some of the milestones included capacity of institutions/congregations was improved; reach has expanded both geographical and numbers; increased diversity (gender and youth, marginalized minority); increased partnerships; advocacy had led to increase in visibility and increase in funding as well as Chemchemi Ya Uzima institute had its facilities upgraded.

Key milestones under infrastructure development included expanded counselling rooms in Chemchemi and expanded office spaces to accommodate double staff capacity. The

design of the new building was also completed during this period. The safety and security of the facilities within AOSK was also enhanced.

In improvement of corporate governance, the governance structure was completed and Policies are in place. However, there is need to develop integrated HR policies and procedures and to continuously review policies in place.

AOSK has made significant progress in achieving financial sustainability e.g. IGA (insurance, hospitality, IGA projects, various initiatives at Chemchemi, among others). In addition, to achieve program sustainability the Association managed to deliver capacity development of members in various areas; integrating the laity into its staff and management; improving partnerships at the community level; and, improve learning through MEAL.

In order to develop human resource capacity, key milestones achieved included institutionalization of HR (HR Office established, policies developed); institutionalization of performance management staff appraisals in place; enhancing staff welfare; as well as an improvement of staff retention rates.

Detailed performance in the strategic planning period are discussed hereunder: -

#### **4.2.1 Member Services and Programs**

The theme targeted to firstly cultivate a sense of belonging and ownership among members by introducing institutes and individual member registration; enhancing sharing of beneficiaries' experiences of the programs; Strengthening AUs structures. Secondly, to increase the number of active member institutes by Outreach to non-members. Thirdly, to offer quality, affordable and sustainable programs by viability assessment of current programs and projects; Improve delivery of current programmes; Launch programs that meet member needs; enhance access to learning materials; training of trainers (TOT) and enhancing marketing of programs. Programs that targeted the religious included the formation program, ICAPAMI, Sabbatical, African Sisters Education Collaborative (ASEC) and integrated spiritual counselling. On the other hand, programs that targeted communities where congregations serve include the, Catholic Care for Children in Kenya (CCCK), Strengthening the Capacity of Women Religious in Early Childhood Development (ECD), Justice and Peace Commission (JPC), Sisters led Youth Empowerment Initiative (SLYI), Religious against Human Trafficking (RAHT), Health Association of Sisterhoods of Kenya (HASK) among others.

During the period under review, the number of membership congregations increased to 167. Under formation, 3,295 were reached under the different categories of formation programs offered, while ICAPAMI enrolment stood at 77. Sabbatical attracted 316 participants during this period. Various capacity building sessions were held through meetings, workshops and seminars to further equip the members with skills and information. The number of programs also increased during the plan period.

The achievements in other program areas is summarized in table 1 below: -

**Table 1: Achievements on Key Performance Indicators**

<b>KPI</b>		<b>Achievements (2018 – 2022)</b>	
Membership	Membership grew to 167 in 2022		
Active AOSK Units	The number of AOSK active units increased to 25		
<b>Participants enrolment in different programs (per intake):</b>			
Formation	A total of 3295 under different categories		
Sabbatical	316		
ICAPAMI-Degree	30		
ICAPAMI-Diploma	32		
<b>Integrated Spiritual Counselling</b>			
ICAPAMI Certificate	15		
Auditing	3		
Computer	297 packages offered		
<b>Other KPIs</b>			
Tumaini Occupancy Level (41 rooms)	% Occupancy	50%	
SCORE-ECD	Total enrolled	2117	22 Sisters trained on M&E
	Total graduated up to date	1297	27 Sisters trained on resource mobilization
	217 Male champions trained to date		55 advocacy activities done through radio
	34 Sisters trained on SCORE ECD curriculum		15 sisters trained in Science of ECD
	29 Community Health Volunteers trained in SCORE ECD Curriculum		5 Sisters trained on IMBC (integrated mother babies course)
	134 Care Group Volunteers (CGVs) trained in SCORE ECD Curriculum		12 CHVs trained in IMBC

<b>KPI</b>	<b>Achievements (2018 – 2022)</b>	
Catholic Care for Children	100 participants from AOSK member congregations trained	4000 community members sensitized in 18 AUs
	25 sister administrators from CCI participated in project design	39 Sisters graduated from CUEA with certs in SCRIPPIC
	132 CCIs have received solidarity funds	27 Sisters graduated with Certificates and Diplomas
	24 CCK students trained on SCRPPIC Model and IP Spiritual Counselling	20 ToTs trained in SCRIPPIC and Legal Frameworks
	40 Sisters administrators registered for Social Work at CUEA (10 Degree, 19 Diploma and 11 Certificate)	600 children engaged in child participation
	1700 children reintegrated	
AOSK Justice and Peace	10 AUs trained on different capacities	98 Human Rights Schools engaged
	600 Women and 16 men reached under Women peacemakers	106 teachers trained on Human Rights
	250 women reached under economic empowerment	1500 Students and pupils trained
	445 sisters from 10AUs empowered on raising awareness on child rights and human trafficking	20 forums to empower AOSK held
	44 sisters trained on ToT on GBV and Child Protection	50 Sisters trained on de-volution and gender
ASEC	104 enrolled under SLDI	360 enrolled under HESA

#### 4.2.2 Infrastructure Development

To deliver on quality members services, and improve service delivery at the centres, there was need for upgrading of the existing infrastructure and development of additional physical infrastructure and acquisition of more equipment. Towards this, the Association had planned an expansion of Chemchemi and development of new infrastructure in Tumaini.

Chemchemi was upgraded with the expansion of the administration block to house additional facilities. In addition, the hostels at Chemchemi were also upgraded and were made self-contained which meets the international standard. At Tumaini Center, the plan for Tumaini plaza was completed and its awaiting funding for construction to begin. There have also been improvements within the offices to accommodate additional staff and offices.

#### **4.2.3 Governance**

Under this theme, the objective was to promote good corporate governance by adherence to good corporate governance practices and enhance corporate risk management. Under this theme, there has been increased corporate accountability through development of policies and procedures that guide the association's work and enactment of a new structure to drive performance. Secondly, there has been increased corporate performance which has been achieved through developing the capacity of the Governing Council by employing and implementing the Organizational Capacity Assessment tools. Other key achievements include compliance with relevant regulations, ethical codes of practice and maintenance of effective governance structures.

#### **4.2.4 Sustainability**

To enhance its sustainability, AOSK needed to strengthen resource mobilization activities through effective management of current partnership and establishment of new ones. In addition, the Association sought to optimize and diversify its income generating activities. These were to be achieved through enhancing income generating activities; seeking program/project funding from development partners; Establishing an endowment fund and Seeking financial support from the church.

During the planning period, AOSK was able to expand its programs at Chemchemi that saw an increase in enrolment. The association was also able to increase the number of partners which is evident in the increase in the number of programs being undertaken. Various income generating activities were initiated by the Association and they have supplemented the operational costs of the Association. This is in addition to the endowment fund created by the association to support the members.

#### **4.2.5 Human Resource**

In order to improve on service delivery, AOSK required adequate human resource with the right skills and competencies. In addition, there was need to ensure staff are motivated by having attractive terms of employment and continuous staff training and development. The Association needed to enhance employee productivity by putting in place an effective organization structure with clear job descriptions and specifications. Provision of adequate tools and equipment were also key in enhancing staff productivity as well as ensuring employee health and safety. In addition, there was need to improve performance management through development and implementation of a performance management system for monitoring productivity and taking remedial action where needed.

During the plan period, the association revised its structure by establishing new positions that supported delivery of services. Enhance staff motivation was also enhanced by providing improved compensation benefits and conducive work environment. Staff capacity was also increased through recruitment of additional staff to bring the number to 64 as well as undertaking various trainings for staff in their different areas of specialization. Performance management was strengthened by introducing annual appraisals for all the staff.

### 4.3 Internal Analysis

The table below presents an analysis of key internal factors. The analysis isolate issues under those factors and how to address the same.

**Table 2: Summary Internal Analysis**

<b>Strategy: Issues</b>	<b>Mitigation / Enhance / Exploit</b>
<ul style="list-style-type: none"> <li>• Clear mandate in place</li> <li>• Existing Strategic Plan</li> <li>• Strategic Plan Ownership</li> <li>• Financial sustainability issues</li> <li>• Non-existent sustainability strategy</li> <li>• Lack of a clear member value proposition – what value members get from AOSK</li> <li>• Lack of alignment between strategy and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Develop capacity in resource mobilization</li> <li>• Develop sustainability and Resource Mobilization frameworks</li> <li>• Ensure a shared vision through sharing plan with employees and constant communications about it</li> <li>• Define the key member value proposition</li> <li>• Design and implement a results based performance management system</li> <li>• Strengthen the Monitoring, evaluation and accountability system</li> </ul>
<b>Structure: Issues</b>	<b>Mitigation / Enhance / Exploit</b>
<ul style="list-style-type: none"> <li>• Lean organizational structure</li> <li>• Key roles not occupied</li> <li>• Understaffed Secretariat</li> <li>• Structure alignment with the strategic plan</li> <li>• Place of AOSK Units within the AOSK structure</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance structure efficiencies</li> <li>• Review the organizational structure</li> <li>• Implement an optimal structure aligned to the strategic direction</li> <li>• Redefine the structure and roles of AOSK Units</li> </ul>

<b>Systems: Issues</b>	<b>Mitigation / Enhance / Exploit</b>
<ul style="list-style-type: none"> <li>• Inadequate ICT Systems infrastructure</li> <li>• Lack of a Knowledge Management framework</li> <li>• Manual processes affecting efficiency</li> <li>• System utilization including server</li> <li>• Performance Management System</li> </ul>	<ul style="list-style-type: none"> <li>• Provide for system infrastructure needs across board</li> <li>• Optimize the use of ICT in service delivery</li> <li>• Design and implement a knowledge management framework</li> <li>• Enhance system utilization capabilities across AOSK</li> <li>• Automate internal processes for efficiencies and effectiveness</li> <li>• Implement a robust performance management system</li> </ul>
<b>Staffing Issues</b>	<b>Mitigation / Enhance / Exploit</b>
<ul style="list-style-type: none"> <li>• Staff motivation levels</li> <li>• Staff turnover due to contractual nature of Sisters</li> <li>• Understaffing in some areas</li> <li>• Staff productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance staff motivation strategies in place</li> <li>• Resource mobilize for staff recruitment</li> <li>• Negotiate for sustainability employee contracts with congregations – change of policy?</li> <li>• Enhance the performance management system</li> </ul>
<b>Skills</b>	<b>Mitigation / Enhance / Exploit</b>
<ul style="list-style-type: none"> <li>• Some key competencies available</li> <li>• Some critical competencies lacking</li> <li>• Existence of capacity gaps in various areas</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a skills matrix / competencies matrix for AOSK and implement</li> <li>• Develop annual training plan for staff capacity building based on identified capacity gaps</li> <li>• Include skills metrics in the performance management system</li> </ul>
<b>Style – Leadership</b>	<b>Mitigation / Enhance / Exploit</b>
<ul style="list-style-type: none"> <li>• Centralized leadership</li> <li>• Committed Governing Council and management</li> <li>• Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance good Corporate Governance practices such as Board Annual Performance Evaluation</li> <li>• Undertake a Board Capacity Assessment and develop a Board Capacity Building programme</li> <li>• Develop and implement a succession policy</li> </ul>

<b>Shillings/resources</b>	<b>Mitigation / Enhance / Exploit</b>
<ul style="list-style-type: none"> <li>• Limited financial resources to support operations</li> <li>• Over reliant on donor funding</li> <li>• Existing internal opportunities for enhancing internally generated incomes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a resource mobilization strategy</li> <li>• Develop and diversify partnerships for funding</li> <li>• Diversify sources of funding – internal and external</li> <li>• Manage operational costs</li> </ul>
<b>Shared Values/Culture</b>	<b>Mitigation / Enhance / Exploit</b>
<ul style="list-style-type: none"> <li>• Non defined organizational culture</li> <li>• Lack of an innovative culture</li> <li>• Lack of a results oriented culture</li> <li>• Conservative culture</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake an organizational cultural change process after an organizational culture assessment (OCA)</li> <li>• Map out and define AOSK desired culture and create awareness among all staff</li> <li>• Integrate innovation in the performance management system to enhance an innovative culture</li> <li>• Align strategy with performance management system to create a results based culture</li> <li>• Include culture training in all new staff induction and orientation</li> </ul>

#### 4.4 Challenges in the Implementation of the 2018 – 2022 Strategic Plan

In implementing the 2018 – 2022 Strategic Plan, AOSK encountered various challenges emanating from both the internal and external operating environments. These challenges will be addressed in the 2023 – 2027 Strategic Plan period to ensure successful strategy implementation. The challenges included:

- COVID-19 effects which led to stagnation and scaling down of operations
- Low levels of ownership of the association by members partly due to weak support by the leadership of congregations to AOSK activities. This resulted to poor responses by congregation to meetings and activities implementation
- Low enrolments in AOSK programs by members and target participants affecting viability of programs
- Insufficient funds to cater for all needs/all plans, affecting implementation of strategies and effective member service provision e.g improvement of Chemchemi library, construction of Tumaini Plaza
- Donor withdrawing and change of strategy/priorities affecting program

continuity and sustainability

- Insecurity in some program intervention areas leading to project delays and at times project cancellation
- Unstable employment of sisters due to untimely transfer of sisters implementing various programs at the congregational level
- Frequent change of congregational leaders and transfer of already trained AOSK members like master trainers and administrators of Institutes.
- Communication effectiveness – gaps in communication of AOSK matters from superiors to sisters
- Manual processes which affected service delivery as a result of limited automation and IT infrastructure
- Weak integration of strategy and actual work (disconnect). Performance management not aligned to the strategic plan
- Overreliance on donor support
- Competition from other institutions offering spiritual and academic programs as a result of the programs offered and certification requirements.

## 5.0 SITUATIONAL ANALYSIS

### 5.1 Overview

The situational analysis outlines issues within the external environment (PESTEL) as well as the internal environment (SWOT). The analysis also identifies the key stakeholders of the Association, their expectations and the obligations of the Association to the stakeholders.

### 5.2 External Environmental Analysis

The external environment analysis identifies factors outside AOSK that may affect performance positively (opportunities) or negatively (threats). The analysis reviews Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) factors. The analysis looks at the past and draws the likely environmental situation that AOSK should be prepared to respond.

#### 5.2.1 Political Factors

Political factors include issues such as Changes in Government and Government Policies; Political Conflicts as well as Political Ideological differences. A change in government has taken place after the general election, the new administration is bound to bring on board new ideology as well as new policies that may have a direct impact on the work of the Association. As devolution becomes more entrenched in Kenya, opportunities to work and collaborate with County Governments abound. Most counties are supporting early childhood education (ECD).

#### 5.2.2 Economic Factors

These relate the performance of the economy including an increase or decrease in GDP, factors such as inflation and fluctuation of the Kenyan Shilling against all major currencies. Additionally, it includes performance of sectors such as manufacturing, trade and agricultural production which also have a direct effect on the work of the association. The current high cost of living, drought and unchecked inflation has affected how the association is implementing its activities as well as the availability of funding opportunities as donors are shifting towards humanitarian support. The economic state also affects AOSK members and their ability to pay membership subscription fees, sponsor their members to AOSK programs and supporting other AOSK initiatives. This has led to some members depending on AOSK for sponsorships in their capacity development needs.

#### 5.2.3 Social Cultural Factors

These include factors such as deeply entrenched cultural beliefs that relegate women to the periphery; Increased population; the youth bulge; Increased opportunities in education and other spheres as well as Pandemics such as COVID 19. The association is

still recovering from the devastating effects of COVID 19 to its members and the communities they serve. Additionally, the changes in demographics and preferences mean that there is widespread unemployment and an increase in social problems. This affects the members and the communities that AOSK serve negatively. The issues affecting the communities are a threat to the family which is the core of the Church. Human rights issues are growing as a result of the difficult socio-economic challenges and thus present AOSK and its members a responsibility to protect and strengthen the institution of the family.

#### **5.2.4 Technological Factors**

Technological factors include Mobile phone penetration; Increased internet penetration; Social Media; Increased availability and use of technology-based solutions and Cyber Security. Mobile phone penetration and internet usage and coverage makes communication easier and also enables the association reach a wider audience at very minimal costs. The availability of technology based solutions provides an avenue for the association to increase efficiency and effectiveness in its work. Technological advancement in online learning affords the association an opportunity to reach the unreached and expand the geographical scope of its various capacity building initiatives.

#### **5.2.5 Ecological Factors**

These are environmental factors and include Climate change; Continued degradation of environment including water catchment areas and Increased legislation on environmental matters. The association's projects are in areas that have been affected by the devastating impacts of climate change including flooding and drought. It is therefore imperative that the association mainstreams climate change mitigation and adaptation in its operation. There is also need to ensure compliance with the relevant laws and statutes around the environment.

#### **5.2.6 Legal and Regulatory Factors**

These are factors relating to changes in laws and its impact on society. The country is also becoming litigious owing to the fundamental freedoms enshrined in the constitution. The changes may have positive and negative impacts on the members and their activities in the various sectors. There is therefore need to monitor the changes in laws and ensure the association adapts to these changes and remains relevant.

A summary of PESTEL Analysis is in Table 3.

**Table 3: Environmental Analysis Summary**

Area	Opportunities	Action / Exploit	Threats	Mitigations
<b>Political</b>	Government linkages where sisters work with the government through different institutions such as schools and Health facilities	More sisters sitting in decision making government agencies	Politicians taking advantage of the programs to advance their ambitious plans	Clarity of vision guiding the relationship
	Trust that the government has with the sisters	Capitalizing on the trust to influence policies	A lot of interaction with government agencies could lead to compromise of values	Moderate interaction with balance to ensure values are upheld
	Peaceful environment	Reach out to marginalised communities	Lack of peace hinders the implementation of programs	Enhance peace initiatives
	Policies that are in place for programs that are in existence (Collaboration)	Collaborating with government agencies	Conflict of interest (on the values to be upheld)	
<b>Economic</b>	Stable economy	Exploit the opportunities	Finance for projects in marginalised areas (poverty)	Develop resource and sustainability strategies
	Tax Exemptions	Taking advantage of the exemptions	Delayed processes	Processing tax exemptions early in advance
	Grants	Utilize the grants in achieving our desired goals	Donors pulling out	Expanding our resource mobilization
	Investments; money market funds, treasury bonds	Look for appropriate avenues for investments	Exposure to fraud	Consultation for investment & doing due diligence
	Increased needs for insurance services	Target medical insurance to the sisters	Risk exposures & ownership	An affordable medical package
	Pension Insurance (Umbrella Fund)	Tap on the huge nos. of the sister	Lack of funds and perceived importance	Create awareness and partner with RBA

Area	Opportunities	Action / Exploit	Threats	Mitigations
Social-cultural Environment	Educated personnel with right skills for employment	Outsourcing/ employment on merit-working with professional	Skilled staff leaving	Thorough background checks
	Population-programs have a platform providing a large audience	Influence on services e.g healthcare	Negative cultural practices (FGM)	Advocacy
	Cultural values that need to be upheld in communal ownership and collaboration	Strengthen the cultural values	Retrogressive cultures may affect program success in our communities	Enhance capacity building initiatives with communities we reach
	Religion & faith that provides a smooth operating environment	Taking advantage that people are receptive of that connection	Working in environments dominated by other religions	Sharing our gospel values
	Connection to strong church	Exploiting networks in the church	The voice of the sisters is not the official voice of the church(gender issues)	Continue high level engagement for more recognition by the church
Technological	Social media (digital presence)	Digital marketing for visibility	Cybercrime & cyber bullying	Communications & marketing
		TV program for sisters to showcase their works	Addiction	
	Virtual learning	Using technology to enhance service delivery	Deviation from goals	State of the art technology
	Server	Maximum utilization	Cyber attacks	ICT risk and security strategy
	Automation; ERP Systems, IHMIS, BI tools  Data visualization  Data mining	Acquiring automated solutions	Enterprise risk management	Having solutions that don't expose the association

Area	Opportunities	Action / Exploit	Threats	Mitigations
Environmental	Climate Change	Laudato Si-Advocacy for mother earth	Environmental degradation	Advocacy
	Renewable energy	Encourage use of biogas and solar energy		Enlightening our communities on the importance of renewable energy
Legal	Trained lawyers (sisters)	Harness the legal experts for better governance	Manipulation of the legal experts	Reducing legal risk exposures through legal advice by being conversant with legal knowledge
	Possibility of outsourcing expertise	Legal advice on drafting legal agreements	Corruption	Updating legal knowledge periodically
	Networking with legal experts for support	Update on the changes on the law(land)	Ignorance of the law in congregations	Remaining vigilant and discreet
	Legal advice on developing the structures	Utilization of the advisory	Lack of proper legal advice could lead to future conflicts	Ensuring utilization legal structures continually

### 5.3 Stakeholder Analysis

Stakeholder analysis is a process to determine stakeholder interests in AOSK Strategic Plan. AOSK stakeholders and interests/expectations are noted below.

**Table 4: Stakeholder Analysis**

Stakeholder	Stakeholder interests in AOSK– what they expect from AOSK	What does AOSK expect stakeholder to provide?	Potential Strategies for obtaining support
Member Congregations	<ul style="list-style-type: none"> <li>• Quality, sustainable and affordable programs</li> <li>• Quality member services</li> <li>• Empowerment of members</li> <li>• Effective communication</li> <li>• Accountability and transparency</li> <li>• Collaboration</li> <li>• Speak on their behalf</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation in the Association's activities and programs</li> <li>• Adherence to the Association's rules and regulations</li> <li>• Timely payments of annual subscriptions, and other fees</li> <li>• Support to AOSK Units</li> </ul>	<ul style="list-style-type: none"> <li>• Develop member driven services and programs</li> <li>• Improve on communication</li> <li>• Deliver on the MVP</li> <li>• Accountability</li> <li>• Involvement</li> </ul>

Stakeholder	Stakeholder interests in AOSK– what they expect from AOSK	What does AOSK expect stakeholder to provide?	Potential Strategies for obtaining support
Partners/ Fundors	<ul style="list-style-type: none"> <li>• Good corporate governance practices</li> <li>• Effective implementation of programs</li> <li>• Efficient utilization of resources</li> <li>• Transparency and accountability</li> <li>• Timely and adequate reporting</li> <li>• Contribute towards sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Timely disbursement of funds</li> <li>• Capacity building and empowerment of women religious</li> <li>• Participation in the Association's initiatives/activities</li> <li>• Transfer skills and expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Develop strong relationships</li> <li>• Adhere to funding agreements</li> <li>• Adhere to AOSK Core Values</li> </ul>
Programs participants/ Beneficiaries	<ul style="list-style-type: none"> <li>• Relevant and affordable programs</li> <li>• Conducive learning environment</li> <li>• Quality delivery of programs</li> <li>• Follow up with participants after training (impact assessment)</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to rules and regulations</li> <li>• Timely payment of fees</li> <li>• Participation in the Association's initiatives/activities</li> <li>• Provision of feedback</li> <li>• Implementation of lessons learnt</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a market needs assessment</li> <li>• Develop needs based training programs</li> <li>• Provide competitive programs</li> <li>• Provide conducive learning environment</li> </ul>
Suppliers / service providers	<ul style="list-style-type: none"> <li>• Fairness in the selection of suppliers</li> <li>• Prompt payment for goods and/or services rendered</li> <li>• Provision of requisite information during tendering and contract delivery</li> <li>• Efficient communication</li> <li>• Provide adequate time for delivery of products and services</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delivery of quality goods and services</li> <li>• Provision of quality services at reasonable rates/prices</li> <li>• Compliance with contract terms</li> <li>• Support AOSK mission</li> <li>• Provide feedback</li> <li>• Be people of integrity</li> </ul>	<ul style="list-style-type: none"> <li>• Educate them on AOSK procurement policies</li> <li>• Create awareness on AOSK Core Values</li> <li>• Provide effective communication</li> </ul>
Government	<ul style="list-style-type: none"> <li>• Tax compliance</li> <li>• Accountability</li> <li>• Legal/policy compliance</li> <li>• Provision of quality services</li> <li>• Supplement government effort</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of security</li> <li>• Recognition of AOSK efforts</li> <li>• Tax exemption</li> <li>• Conducive Policies and regulations</li> <li>• AOSK involvement in policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Create a working relationship</li> <li>• Develop Memorandum of Understanding (MOU)</li> <li>• Lobby and Advocacy</li> <li>• Align programs with government priorities</li> </ul>

Stakeholder	Stakeholder interests in AOSK– what they expect from AOSK	What does AOSK expect stakeholder to provide?	Potential Strategies for obtaining support
Catholic Church	<ul style="list-style-type: none"> <li>• Share in the mission of the Christ/church</li> <li>• Recognize and abide with the teachings of the church</li> <li>• Be people of integrity</li> <li>• Collaborate</li> <li>• Quality service</li> <li>• Be witnesses</li> <li>• Fidelity to our charisms and spirituality</li> </ul>	<ul style="list-style-type: none"> <li>• Be true shepherds</li> <li>• Recognize and respect the role of women religious in the church</li> <li>• Be our voice</li> <li>• Provide policy guidelines</li> <li>• Provide favourable work environment and remuneration for women religious</li> <li>• Support our apostolate</li> </ul>	<ul style="list-style-type: none"> <li>• Create awareness on the objectives of AOSK</li> <li>• Support the Church in her mission</li> <li>• Lobby for the inclusion of AOSK in key church decision making organs</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Conducive work environment</li> <li>• Competitive remuneration</li> <li>• Skills development</li> <li>• Equal opportunities for career development</li> <li>• Performance based recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment and transparency in the discharge of duties</li> <li>• Adhere to AOSK policies and procedures</li> <li>• High performance</li> <li>• Share in AOSK Vision and Mission</li> <li>• Live by AOSK Core Values</li> </ul>	<ul style="list-style-type: none"> <li>• Create awareness of the Vision, Mission and Core Values</li> <li>• Identify gaps and capacity build</li> <li>• Career planning</li> <li>• Improved working environment</li> <li>• Performance based rewards scheme</li> </ul>
Governing Council	<ul style="list-style-type: none"> <li>• Timely implementation of approved policies / programs</li> <li>• Effective and efficient delivery of services</li> <li>• Achievement of set targets</li> <li>• Support and collaboration</li> <li>• Provide feedback</li> <li>• Commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Policy direction</li> <li>• Support in resource mobilization</li> <li>• Adoption of good governance practices</li> <li>• Strategic leadership</li> <li>• Represent AOSK in all matters</li> <li>• Smooth transition</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation of the Strategic Plan</li> <li>• Effective communication and reporting on performance</li> <li>• Involvement in strategic issues</li> </ul>

## 5.4 SWOT ANALYSIS

This presents the identified strengths, weaknesses and opportunities for AOSK. They are as identified by Governing Council, Managers, Staff and Stakeholders. The summary is discussed hereunder.

## 5.4.1 Strength

**Table 5: AOSK Strength Analysis**

Strength	How do we enhance or maintain?
Relevant member based services	<ul style="list-style-type: none"> <li>• Create more awareness among the members and those yet to join</li> <li>• Communicate the member value proposition</li> </ul>
Strong stakeholder engagement and partnerships	<ul style="list-style-type: none"> <li>• Enhance and exploit the relationships</li> </ul>
Strong linkages with religious institutions and community groups.	<ul style="list-style-type: none"> <li>• Develop memorandums of understanding with eth different stakeholders</li> </ul>
Positive image of the Association	<ul style="list-style-type: none"> <li>• Continue communicating the impacts of the associations</li> <li>• Exploit opportunities available for increased visibility of AOSK</li> </ul>
Presence of some strong AOSK Units that help reach members at the grass-roots	<ul style="list-style-type: none"> <li>• Use the AUs as case studies for supporting and strengthening weaker AUs</li> </ul>
Wide reach through AOSK member institutes spread across the country	<ul style="list-style-type: none"> <li>• Enhance programs for relevancy in areas of presence</li> </ul>
Qualified staff	<ul style="list-style-type: none"> <li>• Use the qualified staff to improve on member value proposition</li> </ul>
Availability of land for development	<ul style="list-style-type: none"> <li>• Value add the land by creating developments that generate income and value to AOSK</li> </ul>
Strategic location of AOSK Centres and facilities at Chemchemi and Tumaini	<ul style="list-style-type: none"> <li>• Improve on service delivery</li> </ul>
Committed Governing Council and visionary management	<ul style="list-style-type: none"> <li>• Involve them in strategic thought leadership as well as in strategy implementation</li> </ul>
High levels of credibility with members and partners	<ul style="list-style-type: none"> <li>• Position AOSK as a partner in making the desired changes in the society</li> </ul>

### 5.4.1 Weaknesses

**Table 6: AOSK Weaknesses Analysis**

Weakness	How do we eliminate or minimize?
Low levels of ownership by member congregations	<ul style="list-style-type: none"> <li>• Develop and communicate the member value proposition</li> <li>• Enhance member awareness and communications</li> </ul>
Inadequate visibility of the Association	<ul style="list-style-type: none"> <li>• Exploit different forums and platforms to enhance AOSK visibility</li> </ul>
Lack of familiarity with statutes and policies among members and staff	<ul style="list-style-type: none"> <li>• Create awareness through planned sessions</li> </ul>
Inadequate staffing	<ul style="list-style-type: none"> <li>• Develop HR plans</li> <li>• Resource mobilize for HR</li> </ul>
Gaps in external communication and engagements with members	<ul style="list-style-type: none"> <li>• Develop and implement a communication strategy</li> </ul>
Weak staff performance management system. Weak integration of strategy and actual work (disconnect)	<ul style="list-style-type: none"> <li>• Develop a robust performance management system aligned to the strategic plan</li> </ul>
Low adoption of ICT – manual work processes	<ul style="list-style-type: none"> <li>• Enhance ICT infrastructure</li> <li>• Train staff on ICT utilization</li> <li>• Automate operational processes</li> </ul>
Insufficient learning resources e.g. library, lecture and consultation rooms and hostels.	<ul style="list-style-type: none"> <li>• Develop appropriate learning infrastructure</li> </ul>
Lack of a Knowledge Management framework	<ul style="list-style-type: none"> <li>• Develop a knowledge management framework for AOSK</li> </ul>
Inadequate data backups and recovery procedures.	<ul style="list-style-type: none"> <li>• Develop an Enterprise Risk Management Plan; Disaster Recovery Plan; Business Continuity Plan</li> </ul>
Weak document management systems e.g. students' records management system and lack of a data centre.	<ul style="list-style-type: none"> <li>• Design and implement a records management and retrieval system</li> </ul>
Inadequate outreach of the national office to members at the grassroots.	<ul style="list-style-type: none"> <li>• Strengthen the AU office</li> <li>• Create stronger linkages with the Sisters in the congregations</li> </ul>
Inadequate infrastructure both at Tumaini and Chemchemi	<ul style="list-style-type: none"> <li>• Renovate/redesign existing infrastructure and develop new infrastructure</li> </ul>
Inadequate funds and overreliance on external donor funding.	<ul style="list-style-type: none"> <li>• Diversify the donor base</li> <li>• Enhance income generation activities</li> </ul>
Gaps in various competency areas	<ul style="list-style-type: none"> <li>• Undertake a competency assessment</li> <li>• Develop a capacity strengthening plan</li> </ul>

Weakness	How do we eliminate or minimize?
Low enrolment in some programs at Chem-chemi limiting sustainability	<ul style="list-style-type: none"> <li>• Undertake a membership and market needs assessment</li> <li>• Develop member driven programs</li> <li>• Develop a marketing strategy</li> </ul>

## 5.4.2 Opportunities

**Table 7: AOSK Opportunity Analysis**

Opportunities	How do we achieve or exploit?
Need for capacity building among members	<ul style="list-style-type: none"> <li>• Undertake a needs assessment</li> <li>• Develop member based programs</li> </ul>
Existence of the church structure/ecosystem	<ul style="list-style-type: none"> <li>• Identify areas of mutual cooperation with the church</li> </ul>
Availability of potential development partners to support programs.	<ul style="list-style-type: none"> <li>• Develop proposals for resource mobilization</li> </ul>
Advancement in technology that the Association can take advantage of to serve members better and reduce operational costs.	<ul style="list-style-type: none"> <li>• Exploit existing technology in communication</li> <li>• Automate internal processes</li> </ul>
Favourable government policies i.e. tax exemption for religious organisations.	<ul style="list-style-type: none"> <li>• Engage government and establish a memorandum of understanding</li> </ul>
Availability of skilled persons among member institutes and the society.	<ul style="list-style-type: none"> <li>• Develop a database of competencies available in congregations for use when required</li> </ul>
Institutes that are non-members.	<ul style="list-style-type: none"> <li>• Consider amending statutes to include Associate Members</li> </ul>
Proximity to institutions of higher learning	<ul style="list-style-type: none"> <li>• Develop collaborative linkages in different areas for mutual benefits</li> </ul>
Growth in interest in Sabbatical needs for various individuals – religious and laity	<ul style="list-style-type: none"> <li>• Expand the sabbatical program based on market demands</li> </ul>
Increased demand for higher education	<ul style="list-style-type: none"> <li>• Develop programs based on market needs and that align with membership needs</li> </ul>
Continued commitment by existing partners	<ul style="list-style-type: none"> <li>• Strengthen the partnerships and create more value</li> </ul>
Emerging areas of programming including climate, human rights issues and family	<ul style="list-style-type: none"> <li>• Develop programs and program proposals in the emerging areas</li> </ul>
Increasing demand for quality hospitality services	<ul style="list-style-type: none"> <li>• Improve quality of hospitality services offered by AOSK</li> </ul>

### 5.4.3 Threats

**Table 8: AOSK Threats Analysis**

Threats	How do we mitigate or avoid?
Reduction in vocations to sisterhood and consecrated life.	<ul style="list-style-type: none"> <li>• Enhance member support for formation</li> </ul>
Competition from other higher education institutes for courses offered	<ul style="list-style-type: none"> <li>• Ensure courses are accredited and recognized by the Government</li> <li>• Improve of service provision and student experience</li> <li>• Enhance marketing of programs</li> </ul>
Adverse economic conditions.	<ul style="list-style-type: none"> <li>• Develop sustainability strategies</li> </ul>
Emergence of ICT related crimes such as cybercrime.	<ul style="list-style-type: none"> <li>• Develop an Enterprise Risk Management Policy</li> <li>• Develop and implement an ICT Policy</li> </ul>
Insecurity in areas of program operations	<ul style="list-style-type: none"> <li>• Develop working relationships with community leaders and local administrators</li> </ul>
Declining donor funding Changing donor funding priorities	<ul style="list-style-type: none"> <li>• Diversify sources of funding</li> <li>• Ensure an exit clause in project contacts with donors</li> </ul>
Poor global and national economic performance affecting the ability of congregations to pay membership fees	<ul style="list-style-type: none"> <li>• Build the capacity of members on resource mobilization strategies</li> </ul>
Perception that Catholic Sisters are endowed with resources	<ul style="list-style-type: none"> <li>• Create awareness of the role of AOSK and member congregations in community outreach</li> </ul>
Aging sisters in congregations with medical and age related challenges	<ul style="list-style-type: none"> <li>• Provide relevant services to the sisters in need</li> </ul>
Bureaucratic systems within the Catholic Church	<ul style="list-style-type: none"> <li>• Identify the low hanging fruits with the church and target the same</li> </ul>

### 5.5 Key Strategic Issues Facing AOSK

Strategic issues are the key challenges facing an organization that need to be addressed if the organization is to improve its performance and realize its mandate. Inadequate attention to these issues will adversely affect the performance of the organization. Strategic issues are therefore the focal points of the strategic planning process. As a result of the situational analysis, both the internal and external environments, key strategic issues facing AOSK were identified. The key strategic issues must be addressed in the next strategic phase if AOSK has to succeed. These issues included:

- Member based issues
- Programmatic issues
- Sectoral training and capacity building issues
- Institutional development and sustainability issues

## 6.0 STRATEGIC DIRECTION

### 6.1 AOSK Strategic Themes

Strategic themes are the key performance areas in which AOSK must excel to achieve its mission and vision and deliver value to its Members. They are the organization's pillars of excellence. The strategic themes of AOSK for the planning period will be:

1. Membership and Member Services;
2. Community Outreach;
3. Holistic Education and Training;
4. Institutional Development and Sustainability.

### 6.2 Strategic Priorities

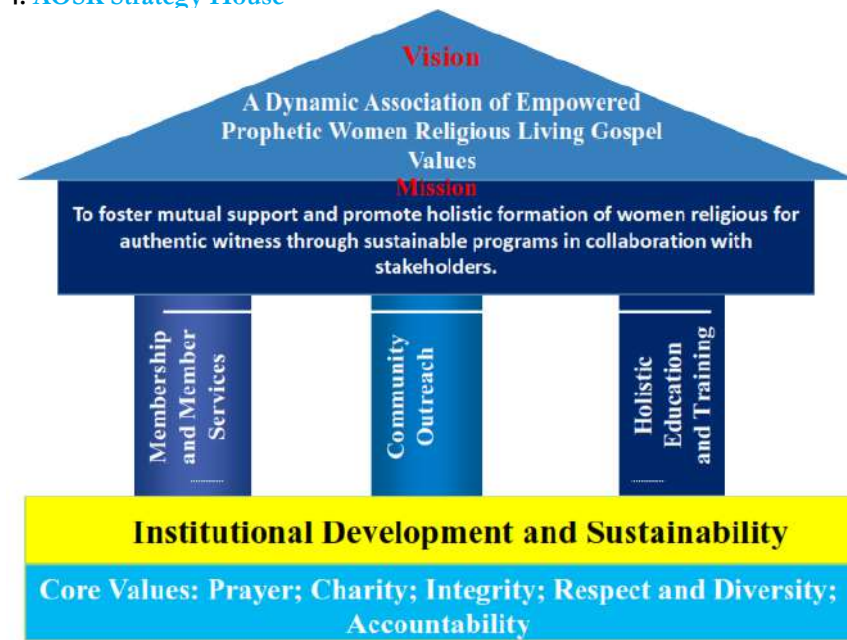
The Strategic Priorities for the 2023 – 2027 period for AOSK were identified as:

1. Membership growth and Member satisfaction
2. Enhanced Community Outreach
3. Enhanced Holistic Education and Training
4. Institutional development and Sustainability

### 6.3 AOSK Strategy House

The AOSK strategy house as represented below shows a graphical view of the Strategic Model. The roof and its substructure represents the Vision and Mission. A strong foundation as represented by Core Values and Institutional Strengthening are required to support the pillars which are represented by the Membership and Member Services, Community Outreach and Holistic Education and Training.

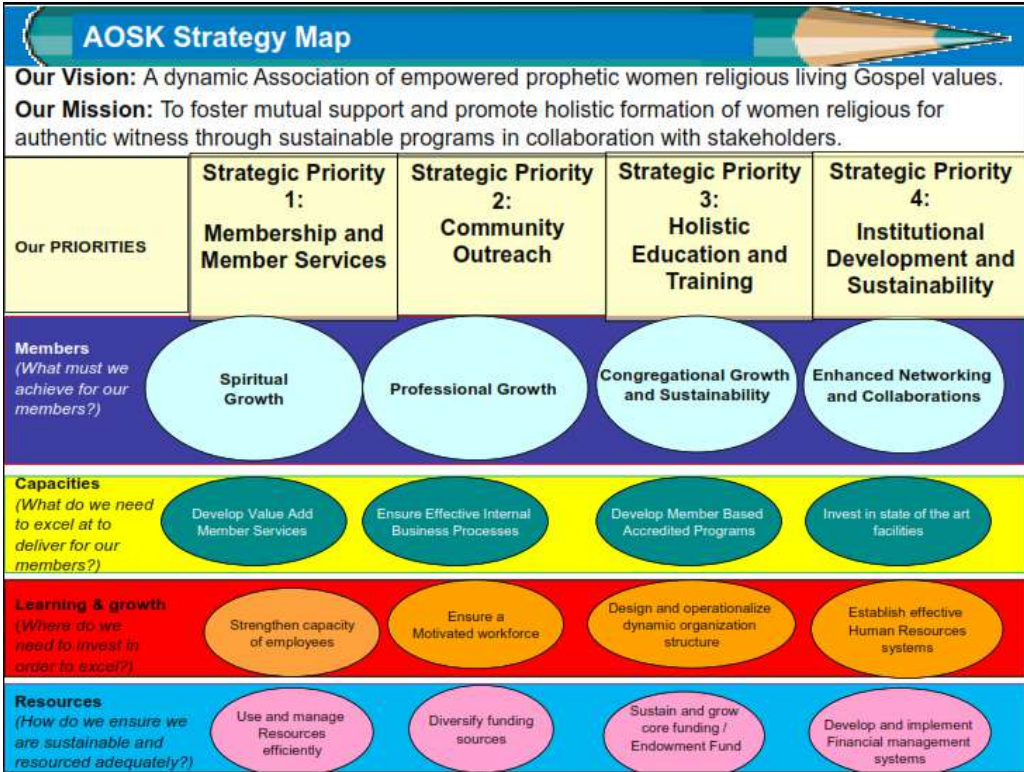
Figure 4: AOSK Strategy House



## 6.4 AOSK Strategy Map

The AOSK Strategy Map provides a visual representation of the things that AOSK must do well in order to execute its strategy successfully. It allows AOSK to describe and communicate its strategies to different stakeholders based on four key areas of concern – members, internal capacities, employees and resources and how these are aligned to the four AOSK Strategic Priorities. The diagram below provides the AOSK Strategy Map.

Figure 5: AOSK Strategy Map



## 6.5 Strategic Priorities Results Measurement Framework

The results Measurement Framework provides AOSK with means of ensuring that the identified strategic priorities achievements will be measured and tracked. In order to do this, various strategic outcomes and their indicators have been identified in the table below. Key performance targets for the 5 years have also been indicated to allow measurement of success during and after strategy implementation period.

**Table 9: Key Strategic Results for 2023 – 2027 Strategic Period**

No	Strategic Priority	Strategic Outcomes	Key Performance Indicators	Results by end 2027
1	Membership growth and member satisfaction	1.1 Membership Growth	Proportion of eligible congregations as AOSK Members	100%
			Percent of active congregations	100%
		1.2 Enhanced member satisfaction	Member satisfaction index	85%
	Enhanced Community Outreach	1.3 Self Sustaining AU Structure	Number of AUs financing their activities	25
		2.1 Enhanced and expanded projects within existing programs	Percentage of existing programs expanded	100%
		2.2 New programs introduced	Number of new programs introduced during the period	9
Enhanced Holistic Education and Training	3.1 Formation programs enhanced	Number of graduates from the formation program	3500	
		Number of graduates from the sabbatical program	500	
	3.2 Growth in Academic programs	Number of new academic programs introduced	3	
	3.3 Increased internally generated revenues	Proportion increase in internally generated revenues	300%	
4	Institutional Development & Sustainability	4.1 Enhanced good corporate governance	Corporate governance index	85%
		4.2 Increased Corporate accountability	Compliance with legal and statutory requirements	100%
		4.3 Enhanced Employee Satisfaction	Employee Satisfaction Index	85%
		4.4 Financial Sustainability Enhanced	Revenue Mix – Donor versus internally generated funds	60:40

## 6.6 Operationalization of AOSK Strategic Priorities

### 6.6.1 Strategic Priority 1: Membership Growth and Member Services

This comprises membership growth and member satisfaction. During the last planning period, membership grew to 167 congregations covering 25 AOSK units. However, there are still congregations that are yet to join AOSK. Key services provided included formation and capacity building, which continue to be the pillars of AOSK. Additionally, the AOSK units are operational in all the dioceses. The units are at different levels of operations with some being vibrant and providing services, while others did not record vibrancy in their activities. There is need to have all the units vibrant and offering services to all members across board.

To achieve the desired impact and remain relevant to members, AOSK will need to grow its membership base, improve its member governance structures, as well as provide services that would enhance member satisfaction and retention. Key areas of intervention include, providing member value proposition by showcasing value to members, **introducing and enhancing existing services and products to members**, enhancing communication, activating inactive members, enhancing sustainability, seeking member needs, continuous capacity development, enhancing use of technology as well as improving its governance structures.

**The key strategic outcome will be to achieve a high level of member satisfaction as well as increased member involvement and support to AOSK initiatives. AOSK will be conducting annual member satisfaction surveys to ensure there is continuous feedback and improvement on services.** The key Strategic Outcomes and Initiatives are articulated in the table below.

**Table 10: Strategic Priority 1 Outcomes and Initiatives**

Strategic Outcomes	Strategic Initiatives
1.1 Increased Membership	Recruitment of new congregations
	Member Reactivation drive – for dormant members
1.2 Enhanced member satisfaction	Develop member driven services / programs
	Develop AU members' feedback mechanism
	Develop framework for collaboration among AUs
	Support member congregations in institutional strengthening
	Develop a structured member communication plan
	Continuous member training
	Increase member participation in AOSK
	Monitor Member Satisfaction

Strategic Outcomes	Strategic Initiatives
1.3 Self Sustaining AU Structure	Develop clear roles and responsibilities for AU leaders
	Review and implement AU Governance Structure and Systems
	Support the facilitation of AU leaders in implementing AU activities
	Support AUs in self sufficiency
	Support the of AU leaders in implementing AU activities

### 6.6.2 Strategic Priority 2: Enhance Community Outreach

AOSK works with member congregations and parishes to make a positive impact within the communities they serve. This is undertaken through various projects and programs that cut across various issues affecting communities including peace and justice, child development, youth development, family life, women empowerment and health among others. Most of this projects and programs are supported by different partners including donors. Through the impact created, there is increased demand for services from the beneficiary communities. This therefore calls for upgrading of existing programs either through scale up, diversification or replication. Additionally, communities are facing emerging challenges in areas such as WASH, Human Rights and climate change. To ensure holistic development of beneficiary communities, AOSK will develop programs and projects that will support communities respond to the emerging challenges. The key Strategic Outcomes and Initiatives are articulated in the table below.

**Table 11: Strategic Priority 2 Outcomes and Initiatives**

Strategic Outcomes	Strategic Initiatives
2.1 Enhanced and expanded existing programs	Reduce conflict and population displacement
	Enhanced Social and Integral Human Development
2.2 New programs introduced	Develop new programs on Water, sanitation and Hygiene (WASH)
	Develop programs on climate change, adaptation and mitigation
	Develop programs on FGM
2.3 Program sustainability enhanced	Diversify implementation partners
	Enhance the capacity of implementing partners for sustainability
	Enhance IGAs initiatives in programs
	Develop a programs management information system

### 6.6.3 Strategic Priority 3: Enhance Holistic Education and Training

Through Chemchemi ya Uzima, AOSK has continued to provide capacity building to its member congregations as well as other members of the church. These include ongoing formation, spiritual counselling and sabbatical programs. However, the institute has

worked through other partners such as Tangaza University and the Catholic University of Eastern Africa to provide professional certification courses to its members. This has not only made the courses expensive but also influenced enrolment levels. Towards this end, AOSK needs to ensure that the institute acquires formal registration with the Government as a TVET institution, which will enable it to partner with examining bodies such as NITA, KASNEB, KNEC among others. In the long run, this will ensure that all members are able to pursue professional training at the institute. The Institute will also have the opportunity of enrolling more students from the laity and this will enhance sustainability. For the existing and any new programs, Chemchemi needs to undertake a market needs assessment to guide review and development of new programs. Intensive marketing will be required to ensure increased enrolments and high uptake of programs offered. Other areas of concern will be to improve on the student experiences through provision of facilities and learning resources. The key Strategic Outcomes and Initiatives are articulated in the table below.

**Table 12: Strategic Priority 3 Outcomes and Initiatives**

Strategic Outcomes	Strategic Initiatives
3.1 Enhanced Existing Programs	Enhance the Formation Program
	Enhance the Sabbatical Program
	Enhance the Psychosocial Program
3.2 Growth in Academic programs	Undertake a market needs analysis for new programs
	Complete the registration with TVETA and other examination bodies
	Introduce new relevant courses
	Put in place a quality assurance office
	Develop and deploy School management system
	Increased partnership and collaboration with other institutions
3.3 Enhanced Student Experience	Separate Sabbatical from other Programmes
	Enhance learning resources e.g. library, lecture rooms, computer labs, etc
	Enhance student life experience on campus
	Enhance the Learning Management System
3.4 Increased Enrolment	Ensure competent Faculty and Staff
	Undertake strategic marketing and set up an office
	Partner with institutions that support increased enrollment eg KUCCPS
	Partner with foundations that provide Scholarships
3.5 Institute Sustainability	Increase strategic collaborations with other academic institutions for specific courses
	Develop a Sustainability Plan
	Expand existing IGAs
	Initiate new IGAs
	Build staff capacity in relevant areas of academic management

## 6.6.4 Strategic Priority 4: Institutional Development and Sustainability

For AOSK to adequately provide services for its members, its secretariat must have the required systems, processes and capacity. Effective service delivery is also hinged on elaborate governance structures with a strong Governing Council having high intellectual capital, efficient systems supported by robust technology and driven by a competent and motivated workforce. The association also needs to adopt a learning culture as well as ensure all risks are identified and either treated or mitigated on. In the last planning period significant progress was made towards strengthening the secretariat at AOSK. This included development of systems and processes, staff capacity development, improvements in the organization structure as well as deployment of technology. AOSK therefore, needs to build on the gains realized and continue to strengthen its various functions, management and employee's capacities as well as improved institutional sustainability especially in areas of finance and programs in order to avoid high levels of donor dependency. The key Strategic Outcomes and Initiatives are articulated in the table below.

**Table 13: Strategic Priority 4 Outcomes and Initiatives**

Strategic Outcomes	Strategic Initiatives
4.1 Enhanced good corporate governance	Review the Succession Plan and its implementation
	Comply with legal and regulatory requirements
	Develop and implement a Risk managements framework (ERM)
	Establish a functional internal audit department
	Review and implement standardized policies and procedures
	Revise and implement the organization structure
	Develop and implement a Stakeholder Engagement strategy
	Design and implement a knowledge management strategy
	Adopt good Board Corporate Governance Practices
4.2 Increased Corporate accountability	Develop a framework for learning
	Develop and implement communication strategy
	Build MEAL capacity in AOSK
4.3 Enhanced HRM	Review the HR policies, procedures and guidelines
	Develop and implement a comprehensive performance management system
	Develop appropriate staff skills and competencies
	Enhance general staff welfare
	Recruit and retain competent staff
	Ensure employee satisfaction
	Embed desired culture

Strategic Outcomes	Strategic Initiatives
4.4 ICT Improved	Develop and implement an information management system
	Automate and integrate internal business processes / systems
	Provide requisite ICT infrastructure
	Implement ICT Governance structures and instruments
	Enhance staff ICT Capacity
4.5 Financial Sustainability Enhanced	Diversify funding sources
	Enhance Financial Management at AOSK
	Modernize infrastructure at AOSK Tumaini Centre
	Manage AOSK physical assets
	Increase revenue growth from AOSK Insurance Agency

## 7.0 STRATEGIC PLAN IMPLEMENTATION

### 7.1 Strategy Implementation Framework

Plan implementation is the action stage of the strategic plan. The activities central to plan implementation are: establishing annual objectives; devising appropriate policies; allocating resources and reviewing organizational arrangements/structures. Critical to strategy implementation is the Implementation Matrix attached in the Appendix. For the operationalization of the deliverables in the implementation matrix, the management will be required to derive annual action plans from the matrix to guide month on month activities and performance.

### 7.2 Strategy Implementation Key Success Factors

In implementing strategy, AOSK will need to consider several critical success factors. These factors will need to be addressed in order to make the transition from the development of this Strategic Plan and the identified strategies to the implementation phase. The Table below shows the key factors.

Figure 6: AOSK Strategy Implementation Key Success factors



**Table 14: The Implementation Framework Critical Success Factors**

Must-Have Conditions	Critical Success Factors	What it Means for AOSK
A cohesive Organization; Shared Vision	Implementation of the AOSKs Strategic framework	<ul style="list-style-type: none"> <li>• Having a shared vision within the Secretariat and GC</li> <li>• Working together more effectively</li> <li>• Better communication: quality, timely, proactive and aligned to the nature of AUs</li> <li>• More efficient and effective resource mobilization</li> </ul>
Technical Excellence; Secretariat Capacity	<ul style="list-style-type: none"> <li>• Ability to attract and retain high-performing staff</li> <li>• Necessary capacity to implement the Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity in all areas including technical, program management, lobbying, M&amp;E, resource mobilization, communications, etc.</li> <li>• Knowledge Management capacity</li> </ul>
Financial Stability	<ul style="list-style-type: none"> <li>• Secure and diversify funding sources to enable growth of quality programmes while addressing efficiency of all operations</li> <li>• A sustainable financial framework</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient and effective resource mobilization and allocation policies and procedures</li> <li>• Ability to adequately and consistently meet funding requirements</li> </ul>
Effective Management Structures and M&E Mechanism	Robust management of the Strategic Plan to monitor and track progress of strategic objectives	<ul style="list-style-type: none"> <li>• A common Results-Based Management framework across the organization</li> <li>• Assigned accountabilities for delivery of strategic objectives</li> <li>• Performance Management system</li> </ul>

Must-Have Conditions	Critical Success Factors	What it Means for AOSK
Learning and Improvement	Creation of a culture that thrives on knowledge generation and sharing, lessons learned and demonstration of best practices to drive continuous improvement in programming, advocating change, support and management	<ul style="list-style-type: none"> <li>• Internal capacity building of staff</li> <li>• Focus on creativity and innovation</li> <li>• Cross-sharing of information and learning</li> <li>• Focus on continuous improvement as an inherent part of AOSK's behaviour and culture</li> </ul>
Conducive External Environment	Support from Stakeholders to AOSK's operations	<ul style="list-style-type: none"> <li>• Ability to continuously develop, expand and implement programmes</li> <li>• Development of strategic partnerships at regional and global levels</li> </ul>

### Alignment of Organizational Structure with the Strategic Plan

In order to deliver the requirements of the current strategic plan, AOSK must implement the desired human resource structure by employing required key personnel. Such a structure should be aligned to the strategic plan. The implementation of the organization structure will be phased in the strategic plan implementation period depending on efficiency levels achieved. A review of the organizational structure is recommended within the strategy period based on results achieved.

AOSK strategy implementation will be led by the governance structure of the Association. The structure evolves from the Governing Council to the employees represented by management as discussed below:

#### 7.2.1 The Governing Council

The Council offers overall leadership and provides policy direction to the Secretariat and is composed as provided in the governing statutes. During the planning period, the following committees will assist the Governing Council in discharging its roles:

- i. Member Services and Partnerships;
- ii. Finance and Administration; and
- iii. Audit and Risk.

#### 7.2.2 Management Structure

The Secretariat is headed by the Executive Secretary who is responsible for the overall day-to-day management of the Association. The following offices will be responsible to the Executive Secretary in the implementation of the day-to-day activities:

### **7.2.3 Office of the Director Academics**

The Director Chemchemi is responsible to the Executive Secretary and provides leadership in all academic programs offered at the Chemchemi Centre.

### **7.2.4 Member Services Office**

The Member Services Office is headed by Director, Program Support Services who is responsible to the Executive Secretary for providing leadership in all programs/projects design and implementation at Tumaini Centre and coordinating operations at the AOSK Units.

### **7.2.5 Finance and Administration**

This is headed by a Director, Finance and Administration who is responsible to the Executive Secretary for overall financial and administration management of the Association. In addition, the office is responsible for the coordination of provision of ICT services across the Association.

### **7.2.6 Monitoring, Evaluation, Accountability and Learning Office**

The office is headed by a Monitoring, Evaluation, Accountability and Learning Officer who is responsible to the Executive Secretary for supporting proposal development, programs design and adaptive management of programs throughout implementation; and ensuring that impacts of programmes are assessed and documented. In addition, the office ensures efficient management of information and reporting processes as well as strengthening knowledge sharing and learning across AOSK.

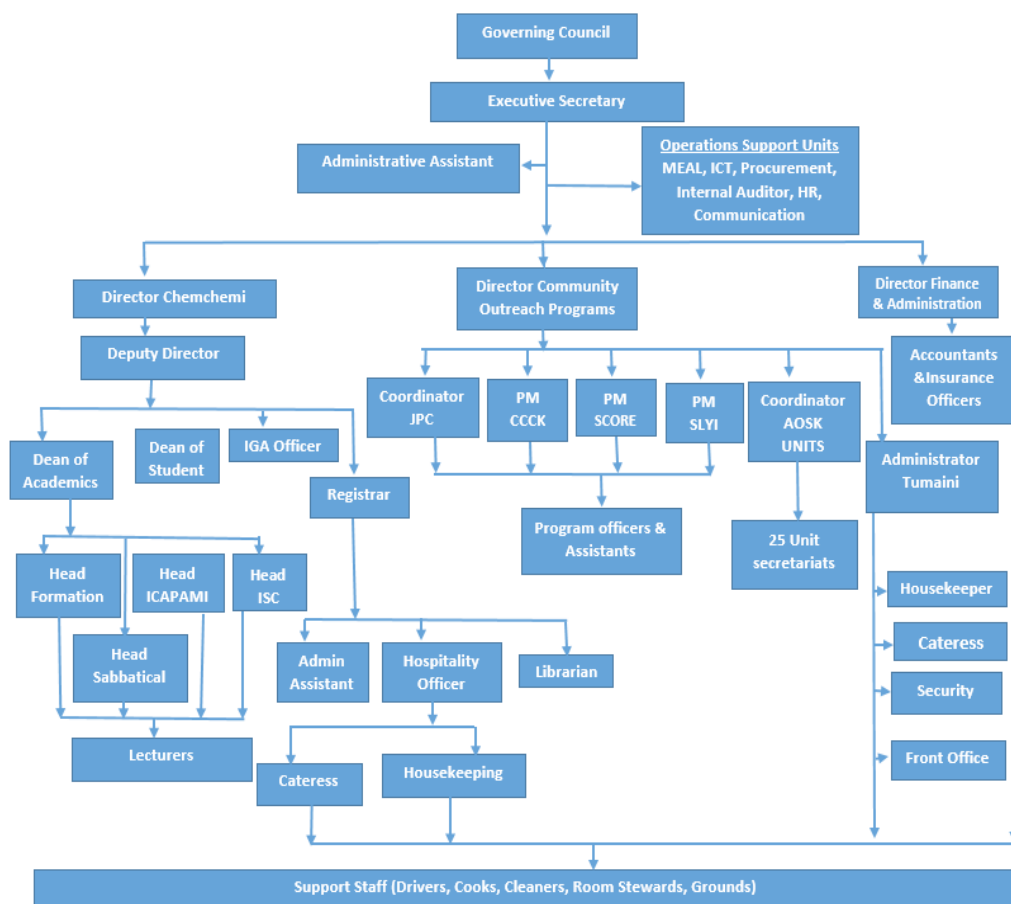
### **7.2.7 Procurement Office**

The office is headed by a Procurement Officer who is responsible to the Executive Secretary for planning, sourcing and managing procurement arrangements for products/items that are essential for AOSK's day-to-day operations.

### **7.2.8 Internal Audit Unit**

The Internal Audit is headed by an Internal Auditor who reports functionally to the Audit and Risk committee and administratively to the Executive Secretary. The Internal Auditor is responsible for quality assurance, risk management and ensuring compliance with the necessary laws and regulations.

Figure 7: AOSK Organizational Structure



### 7.3 Financing the Strategy

Successful implementation of a strategic plan requires that strategies and activities be linked and supported with financial and non-financial resources.

#### 7.3.1 Proposed Strategic Plan Implementation Budget

The table below presents broad financial projections per strategic priority. Specific expenditures will be captured under a detailed annual financial/business plan for actualizing the strategy which shall be developed annually.

**Table 15: Projected Strategy Implementation Budget**

No	Strategic Priority	Proposed Budget (Kshs. Millions)					
		2023	2024	2025	2026	2027	Total
1	Membership and Member Services	31.67	28.67	24.92	22.17	19.37	126.8
2	Community Outreach	3.25	5.63	2.67	1.65	1.20	14.40
3	Holistic Education and Training	54.19	62.94	3.95	3.20	2.31	126.59
4	Institutional Development and Sustainability	16.22	6.78	1655	4.19	4.65	1686.84
	<b>Grand Total</b>	<b>105.33</b>	<b>104.02</b>	<b>1686.53</b>	<b>31.21</b>	<b>27.53</b>	<b>1954.62</b>

### 7.3.2 Proposed Sources of Funds

Since AOSK has limited internal funds, this strategy will require aggressive diversification of funding. The various sources of funding AOSK will consider include:

#### Development Partners and Institutional Donors


AOSK is currently supported by several donors in different projects and initiatives. AOSK should enhance engagement with more funders by exploring partnership opportunities with various donors and development partners who share the same interests. This will require also strengthening AOSKs capacity in resource mobilization and partnerships management.

#### Local Partners

AOSK should exploit the local catholic church ecosystem and other well-wishers keen on supporting the mission of AOSK. Whereas an initial engagement through a hHarambee had been attempted, based on the lessons learnt, another attempt should be made amongst many other fund raising initiatives that can be targeted towards Christians of good will. Strategies and activities towards donations should be inculcated in the annual budgeting and planning cycle.

#### Income Generating Activities (IGAs)

AOSK has over the years identified and initiated various IGAs. However, in the current strategic phase, AOSK will need to develop a strategy towards implementing IGAs to help fund administrative costs and some operational programmatic costs. AOSK should focus on scaling the existing IGA by developing sound business plans for the same. In the



scaling up, development of marketing plans for the products and services produced will be critical. On the other hand, opportunities still exist for AOSK to develop new IGAs both at Tumaini Centre and Chemchemi Institute. Such will require a Sustainability Plan to support their rollout.

### **Volunteers and Interns**

Volunteers and Interns are a valuable resource especially in cases of low levels of funding and limited expertise. They also ensure that AOSK is able to continue with service provision even in times of capacity shortages. AOSK should engage with international volunteer organizations for technical areas of support, for example volunteers in resource mobilization, programming, IT, and other core areas of service delivery both at the Secretariat and Chemchemi. An appropriate volunteer and intern policy should be developed.

## 8.0 PERFORMANCE MONITORING, EVALUATION AND REPORTING

### 8.1 Introduction

Effective planning ends up with effective strategy implementation. But this can only be achieved with an effective functional monitoring and evaluation framework. An effective monitoring and evaluation mechanism will help ensure cost effectiveness, timeliness and quality in achieving the objectives in the strategic plan. This Strategic Plan will be subjected to a continuous review of performance on the various deliverables. There shall also be annual reviews of the plan. The reviews will be focused on how the available inputs have been used and what outputs and short term outcomes have been produced. This review shall also focus on challenges, issues and key lessons learnt.

### 8.2 Monitoring and Evaluation Framework

The following M&E framework will be adopted in order to ensure successful implementation of the strategic plan: -

- i. The sole prerogative of strategy implementation and as a result monitoring and evaluation rests on the GC
- ii. The GC delegates power to the different relevant committees with the role of monitoring the implementation of the plan
- iii. The management should hold regular meetings (preferably monthly) chaired by the ES, to review the status of the strategic plan implementation as it relates to their respective roles. In addition, areas requiring strategy change should be identified and proposed to the GC through the relevant Committee.
- iv. The management will avail progress reports regularly (preferably quarterly) to the GC on the progress made towards the attainment of the goals.

AOSK Monitoring and Evaluation Plan is provided in the Appendix of this Strategic Plan.

#### 8.2.1 Monitoring

This will involve monitoring the implementation of the planned activities and evaluating their impacts on the desired goals. The monitoring activities will result to identifying any gaps or deficiencies which will then be addressed by management. Daily, weekly, monthly and quarterly reporting will be critical for the monitoring function. To ensure effective participation in plan implementation, there will be need to:

- Establish standard formats for data collection and reporting;
  - Clearly spelt out documents to be prepared, periods covered, and details of information to be supplied;
  - Implement a Performance Management system making every staff to be accountable to the use of resources and attainment of set objectives; and
  - Effectively use available resources to ensure smooth implementation of the strategic plan.

## 8.2.2 Evaluation

The purpose of evaluation is to measure the actual performance against target levels and establishing the size of variance, causal factors for the variance and recommending appropriate remedial measures, including a review of the objectives and/or strategies. The evaluation plan will help determine objectively the relevance, effectiveness and efficiencies of the activities proposed in the strategic plan. A mid-term evaluation will be undertaken with the purpose of verifying that the plan is on the right track and provide information to correct observed deficiencies including the revision of objectives, strategies or activities. The mid-term review will be conducted mid-2025. The final evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The final evaluation will be undertaken at the end of the plan period which is 2027.

The evaluations will be guided by key questions to address key evaluation criteria including relevance, effectiveness, efficiency, impacts and or sustainability. Some of the questions shall include:

- To what extent were the planned objectives consistent with customer needs and expectations?
- How were the financial resources utilized to achieve the desired results?
- To what extent the objectives were achieved, or are expected to be achieved, taking into account their relative importance?
- What were/are the positive and negative effects achieved/produced during the strategy implementation period?
- What were/are the major obstacles to reaching the desired goals in the strategic plan? What can be done to overcome these obstacles?
- What are the lessons learnt that can inform further strategy development for AOSK?

## 8.3 Performance Management

For any strategic plan to be implemented successfully, it is imperative to link strategies to an implementation framework. Such a framework will entail linking activities and resources to desired results. In ensuring that the strategic priorities are implemented an appropriate methodology will be developed based on the following three areas.

- Performance Objectives - **What strategy must be achieved and what is critical to its success**
- Measure - **How success will be measured and tracked**
- Target – **Performance expectation.**

For any organization, for successful strategy implementation through performance management, it becomes imperative that such an organization adheres to some factors.

AOSK will need to focus on:

- Translating its strategic priorities to operational terms through a process of cascading and breaking down the strategies to specific outcomes
  - Aligning the organization to the strategy through ensuring that the organization structure, policies, procedures and organization systems support the strategy
  - Making strategy everyone's everyday job through individual employee's performance plans
  - Making strategy a continual process through a constant monitoring and review of performance in relation to strategic outcomes expected
  - Mobilizing change through executive leadership by ensuring that all the employees of have a shared vision and are given effective leadership by way of coaching, mentoring, motivating and inspiration towards the vision.
- strategic Priority 2: Enhance Community Outreach

## APPENDICES

### Appendix I: AOSK Implementation Matrix

#### 1.0 Strategic Priority 1: Membership and Member Services

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Target/Timeline				
					2023	2024	2025	2026	2027
1.1 Increased Membership	Recruitment of new congregations	Map the number of congregations in Kenya	Mapping Exercise Completed by June 2023	AU Coordinator/ MEAL	✓				
		Conduct Sensitization and awareness creation forums	4 awareness creation forums held annually	AU Coordinator	4	4	4	4	4
		Develop a member recruitment drive	20 New members recruited	AU Coordinator	4	4	4	4	4
		Map the dormant members	Mapping of dormant Members concluded by June 2023	AU Coordinator	✓				
		Conduct Follow up for the dormant members.	Follow up on 100% of the identified dormant members	AU Coordinator	✓	✓	✓	✓	✓
1.2 Enhanced member satisfaction	Develop member driven services / programs	Map out Member needs	Mapping tool in place by April 2023	AU Coordinator	✓	✓	✓	✓	✓
		Design and develop programs and services addressing member needs	100% coverage of member needs	AU Coordinator	100%	100%	100%	100%	100%

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Target/Timeline				
					2023	2024	2025	2026	2027
		Undertake annual members meetings for mutual learning	4 meetings held annually	AU Coordinator	4	4	4	4	4
		Organize an annual member awards program	Annual Awards ceremony held	AU Coordinator	1	1	1	1	1
	Develop and implement AU members feedback mechanism	Review and refine the existing member feedback tool	Feedback tool reviewed by June 2023	AU Coordinator	1				
		Implement the refined tool	Tool implemented	AU Coordinator	✓	✓	✓	✓	✓
		Sensitize members on the feedback mechanism	6 sensitization forums held	AU Coordinator	3	3			
		Develop a collaboration and networking framework among AUs	Develop a collaboration and networking framework	AU Coordinator	1				
	Support member congregations in institutional strengthening	Implement collaboration framework	100% AUs involved in collaboration	AU Coordinator	✓	✓	✓	✓	✓
		Carry out member capacity assessment	100% of members capacity assessed	AU Coordinator	100%	100%	100%	100%	100%
		Capacity building as per the needs identified	100% needs addressed	AU Coordinator	45%	25%	15%	15%	10%
	Develop a structured member communication plan	Develop a communication plan	Communication plan in place	AU Coordinator	✓				
		Sensitize AU leaders on communication plan	All 25 unit leaders sensitized	AU Coordinator		25			

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Target/Timeline				
					2023	2024	2025	2026	2027
	Continuous member training	Conduct member training needs assessments	Needs assessment complete by June 2023	AU Coordinator	✓				
		Develop a member training program	Training Program developed by Dec 2023 and annual	AU Coordinator	✓	✓		✓	✓
		Conduct Trainings on different fields as per training program	100% of fulfillment of annual planned trainings	AU Coordinator	100%	100%	100%	100%	100%
		Hold awareness forums for members on AOSK programs.	25 Awareness forums held annually	AU Coordinator	25	25	25	25	25
	Increase member participation in AOSK	Organize member networking forums	4 meetings held annually	AU Coordinator	✓	✓		✓	✓
		Strengthen member help desk function	Member help desk function in place by June 2023	AU Coordinator	✓				
	Monitor member satisfaction	Develop member satisfaction survey tool	Tool developed by June 2023	AU Coordinator	✓				
		Conduct member satisfaction surveys	Annual member satisfaction report	AU Coordinator	1	1	1	1	1
		Develop AU leadership policy from the existing guidelines	Policies and guidelines in place by December 2023	AU Coordinator	✓				
		Hold members workshops to sensitize on the policy developed	100% AU leaders sensitized	AU Coordinator	100%	100%	100%	100%	100%
1.3 Self Sustaining AU Structure	Develop clear roles and responsibilities for AU leaders								

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Target/Timeline				
					2023	2024	2025	2026	2027
Review and implement AU Governance Structure and Systems	Evaluate the existing AU governance structure undertaken by December 2023	AU Coordinator	Evaluation of the AOSK governance structure undertaken by December 2023	✓					
				100%					
	Sensitize members on the reviewed AU structure	AU Coordinator	All members sensitized	100%					
	Split vast AUs into Deaneries	AU Coordinator	All identified Deaneries split by December 2023	✓					
	Train AU leaders on resource mobilization by December 2023	AU Coordinator	All AU leaders trained on resource mobilization	100%	✓	✓			✓
	Review the Lenten Campaign contribution sharing structure	ES/JPC	Revised sharing structure in place by February 2023	✓					
Identify AU capacity areas for support	AU Coordinator	Support areas identified by December 2023	✓						
Offer technical support, expertise, etc to AUs	AU Coordinator	All AUs provided with technical support	25	25	25	25	25	25	
Support AUs in conducting stakeholder mapping and analysis	AU Coordinator	All AUs trained on stakeholder mapping by December 2023	✓						

## 2.0 Strategic Priority 2: Enhance Community Outreach

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Targets				
					2023	2024	2025	2026	2027
2.1 Enhanced and expanded existing programs	Reduce conflict and population displacement	Undertake a needs analysis on areas of Refugees safeguarding, resource-based conflict resolution and empowerment among internally displaced persons	Needs assessment undertaken by Dec 2023	JPC/MEAL	✓				
		Map the geographical, resources and target group.	Mapping Report by June 2024	JPC/MEAL	✓				
		Undertake a needs analysis on areas of Refugees safeguarding, resource-based conflict resolution and empowerment among internally displaced persons	3 concept notes developed	JPC/MEAL	2	1			
		Map potential donors for the concepts developed	6 potential donors identified	JPC/MEAL	3	3			
		Resource mobilize with the mapped donors	Funding secured from the 6 donors	JPC/MEAL	1	3	2		
		Implement the project on Refugees safeguarding, resource-based conflict resolution and empowerment among internally displaced persons	Three projects fully implemented	JPC/MEAL		1	1	1	

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Targets					
					2023	2024	2025	2026	2027	
	Enhanced Social and Integral Human Development	Undertake a needs analysis on People living with disability, Family strengthening, Child safeguarding, Just and peaceful relationship, Educational services for teenage mothers and house helps and Comprehensive mental health services	A needs assessment report by December 2023	PM/MEAL	✓					
		Map the geographical, resources and target group.	Mapping Report by June 2024	PM / MEAL		✓				
		Develop concept notes on People living with disability, Family strengthening, Child safeguarding, Just and peaceful relationship, Educational services for teenage mothers and house helps and Comprehensive mental health services	5 concept notes developed on identified areas	PM / MEAL		1	2	2		
		Map potential donors for the concepts developed	14 potential donors identified	PM / MEAL		2	4	4	4	4
		Resource mobilize with the mapped donors	Funding secured from 14 donors	PM / MEAL		2	4	4	4	4
		Implement projects on People living with disability; Family strengthening; Child safeguarding; Just and peaceful relationship in families; Educational services for teenage mothers and house	Number of projects successfully implemented	PM / MEAL			4	6	4	4

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Targets					
					2023	2024	2025	2026	2027	
		helps; Comprehensive mental health services.								
New programs introduced	Develop new programs on WASH	Undertake a needs analysis	Needs assessment report by December 2023	PM / MEAL	✓					
		Map the geographical, resources and target group	Mapping Report by June 2024	PM / MEAL	✓					
		Develop concept notes on WASH	1 concept note developed	PM / MEAL		1				
		Map potential donors	2 potential donors identified	PM / MEAL		1	1			
		Resource mobilize with the mapped donors	Funding secured from 2 donors	PM / MEAL		1	1			
		Implement the project on WASH	WASH project implemented by 2025	PM / MEAL		✓	✓	✓		✓
		Undertake a needs analysis	Needs assessment undertaken by 2023	PM / MEAL	✓					
		Map the geographical, resources and target group	Mapping Report by June 2024	PM / MEAL		✓				
	Develop programs on climate change, adaptation and									

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Targets				
					2023	2024	2025	2026	2027
	mitigation	Develop concept note on climate change, adaptation and mitigation	1 concept note developed	PM / MEAL		1			
		Map potential donors	2 potential donors identified	PM / MEAL		1	1		
		Resource mobilize with the mapped donors	Funding secured from 2 donors	PM / MEAL		1	1		
		Implement the project on climate change, adaptation and mitigation	Climate change, adaptation and mitigation project implemented	PM / MEAL		✓	✓	✓	✓
	Develop programs on FGM	Undertake a needs analysis	Needs assessment undertaken by July 2024	JPC/MEAL		✓			
		Mapping the geographical, resources and target group	Mapping Report by June 2024	JPC/MEAL		✓			
		Develop concept notes on FGM	1 concept note developed	JPC/MEAL		1			
		Map potential donors	2 potential donors identified	JPC/MEAL		1	1		
	Resource mobilize with the mapped donors	Funding secured from	JPC/MEAL		1	1			

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Targets					
					2023	2024	2025	2026	2027	
			2 donors							
		Implement the project on FGM	FGM project implemented	JPC/MEAL		✓	✓	✓	✓	✓

### 3.0 Strategic Priority 3: Holistic Education and Training

Strategic Outcomes	Strategic Initiatives	Activities	Output	Actor	Timeline and Targets					
					2023	2024	2025	2026	2027	
3.1 Enhanced Existing Programs	Enhance Formation, Sabbatical, ISC and ICAPAMI programs	Undertake a training needs assessment (TNA) of members	Needs analysis report by June 2023	Director Chemchemi /ES	✓					
		Implement the TNA findings Chemchemi programs	100% of implementation of recommendations	Director Chemchemi /ES		✓		✓		✓
		Develop a marketing strategy for the existing programs	A marketing strategy in place by June 2023	Director Chemchemi /ES						
		Implement the marketing strategy	Marketing strategy implemented	Director Chemchemi /ES						
		Undertake student recruitment for the existing programmes	100% increase in student numbers	Director Chemchemi /ES				25%	20%	15%
3.2 Growth in Academic programs	Introduce new relevant courses	Undertake a market needs analysis for new programs	Needs analysis report in place by June 2023	Director Chemchemi /ES						

Strategic Outcomes	Strategic Initiatives	Activities	Output	Actor	Timeline and Targets				
					2023	2024	2025	2026	2027
		Develop new market driven programs	Three new academic programs in place	Director Chemchemi /ES	✓	1	1	1	
		Complete the registration with TVETA and other examination bodies	Registration certificate from TVETA, and other bodies (KASNEB, KNEC, NITA)	Director Chemchemi /ES	✓	✓	✓	✓	✓
		Establish and operationalize a quality assurance office	Operational quality assurance office in place by December 2023	Director Chemchemi /ES	✓				
		Develop Quality Assurance Manuals	Quality Assurance Manuals in place by December 2023	Director Chemchemi /ES	✓				
		Develop and deploy School information management system	Operational school management information system in place by 2023	Director Chemchemi /ES	✓				
		Train users of the School information management system	All users trained	Director Chemchemi /ES		100%			
		Increase partnership and collaboration with other institutions	Policy for partnership collaboration put in place by December 2023	Director Chemchemi /ES	1				
		Establish collaborative academic programs	Collaborative MOUs in place	Director Chemchemi /ES		2		1	
		Acquire land to host Sabbatical	Acquired piece of land by	Director	✓				
3.3 Enhanced	Separate								

Strategic Outcomes	Strategic Initiatives	Activities	Output	Actor	Timeline and Targets				
					2023	2024	2025	2026	2027
Student Experience	Sabbatical from other Programmes  Enhance learning resources e.g. library, lecture rooms, computer labs, etc	programme	June 2023	Chemchemi /ES					
		Design and acquire building approvals	Approvals acquired by end of June 2024	Director Chemchemi /ES	✓				
		Mobilize funds for construction of the Sabbatical infrastructure	Funds in place for the Sabbatical Centre by end of 2024	Director Chemchemi /ES		✓			
		Develop the Sabbatical infrastructure	Infrastructure in place	Director Chemchemi /ES		✓		✓	
		Launch Sabbatical programs in new centre	Operational Sabbatical centre	Director Chemchemi /ES				✓	✓
		Subscribe to online Academic and research Databases	5 Databases subscribed to by December 2024	Director Chemchemi /ES		5			
		Increase the holding of books in the library	Increased holdings by 100%	Director Chemchemi /ES		20%	25%	20%	20%
		Digitize the library holding and access	Online Public Access Catalog (OPAC) in place	Director Chemchemi /ES		✓			
		Train students and lecturers on use of OPAC	2 Trainings per semester	Director Chemchemi /ES		4	4	4	4
		Develop linkages with other Libraries	3 MOUs signed with other academic libraries	Director Chemchemi /ES		1	1	1	1

Strategic Outcomes	Strategic Initiatives	Activities	Output	Actor	Timeline and Targets				
					2023	2024	2025	2026	2027
		Equip the library with physical infrastructure	Increased sitting capacity / study carrels	Director Chemchemi /ES	✓				
		Equip and maintain computers labs with modern hard and software	Modern computer lab in place	Director Chemchemi /ES	✓	✓		✓	
		Equip and maintain lecture rooms	Comfortable lecture rooms with modern equipment in place	Director Chemchemi /ES	✓	✓		✓	
	Enhance student life on campus	Engage in various extra curricula activities for the student	Extra curricula activities engaged in	Director Chemchemi /ES	✓	✓		✓	
		Improve the hospitality of the students	Improved quality of hospitality services	Director Chemchemi /ES	✓	✓		✓	
	Measure student satisfaction	Develop student learning evaluation tool	Evaluation tool in place by June 2023	Director Chemchemi /ES	✓				
		Administer the student evaluation tool	Tool administered to student every semester	Director Chemchemi /ES	✓	✓		✓	
		Disseminate evaluation findings for decision making	All issues of concern addressed	Director Chemchemi /ES	100%	100%		100%	100%
	Enhance the Learning Management System	Acquire and host Moodle on a scalable server	Fully adopted Moodle for E-learning by 2024	Director Chemchemi /ES		✓			
		Acquire security encryptions	Security encryptions acquired by 2024	Director Chemchemi /ES		✓			

Strategic Outcomes	Strategic Initiatives	Activities	Output	Actor	Timeline and Targets					
					2023	2024	2025	2026	2027	
3.5 Institute Sustainability	Ensure competent Faculty and Staff	Train end users on Moodle use	100% of end users trained	Director Chemchemi /ES		100%	100%	100%	100%	
		Roll out Moodle as Learning Management System	Moodle as Learning Management System is operational by 2025	Director Chemchemi /ES				100%		
		Carry out a needs assessment on training in departments	Needs assessment Report by June 2023	Director Chemchemi /ES	✓					
		Develop and administer a training program based on identified needs/gaps	100% of identified gaps addressed	Director Chemchemi /ES		50%	20%	20%	10%	
		Identify areas for recruitment	Recruitment Plan by June 2023	Director Chemchemi /ES	✓					
		Recruit Faculty and Staff based on needs	100% recruitment of needed staff each year			✓	✓	✓	✓	
			Increased ratio of fulltime faculty	Director Chemchemi /ES		30%	40%	50%	60%	
			Develop a Resource Mobilization Plan	Director Chemchemi /ES	Plan in place by end of 2023	✓				
			Mobilize resources to supplement IGAs	Director Chemchemi /ES	5 partners providing supplemental resources	1	1	1	1	1
			Expand existing IGAs	Director Chemchemi /ES	100% increase in revenues from existing IGAs	100%	100%	100%	100%	100%

Strategic Outcomes	Strategic Initiatives	Activities	Output	Actor	Timeline and Targets				
					2023	2024	2025	2026	2027
		Initiate new IGAs	5 new IGAs introduced	Director Chemchemi /ES	1	1	1	1	1

#### 4.0 Strategic Priority 4: Institutional Development and Sustainability

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets					
					2023	2024	2025	2026	2027	
4.1 Enhanced good corporate governance	Review the Succession Plan and its implementation	Review the document	Approved succession plan by Dec 2023	ES	✓					
		Induct staff on the succession plan	100% staff induction	ES		100%				
	Ensure Compliance with legal and regulatory requirements	Identify relevant legal and regulatory requirements	List of relevant legal and regulatory requirements by June 2024	ES		✓				
		Comply the legal and regulatory requirements	100% compliance every year	ES	100%		100%	100%	100%	100%
Develop and implement a Risk management	Develop an ERM framework	Develop an ERM framework	ERM framework developed by Dec 2023	ES		✓				
		Sensitize the AOSK	ALL AOSK Staff	ES	100%		100%	100%	100%	100%

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets					
					2023	2024	2025	2026	2027	
	framework (ERM)	Staff	sensitized							
	Establish a functional internal audit department	Establish the office & staffing	Internal audit office set and staffed by Dec 2023	ES	✓					
	Review and implement standardized policies and procedures (P&P)	Identify P&P to be developed and reviewed	List of P&P to be reviewed by June 2023	ES	✓		✓			
		Develop and review P&P	All identified P&P developed and reviewed	ES		100%		100%		
	Revise and implement the organizational structure	Undertake a Job Evaluation to inform Organogram	Job Evaluation Report by December 2023	ES	✓					
		Revision of the organogram	Revised organogram in place by 2024	ES		✓				
		Implement the revised organizational structure	Executed implementation plan	ES		✓	✓	✓		✓
	Develop and implement a	Conduct a mapping of stakeholders	Stakeholder mapping by 2023	ES & MEAL	✓					

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets				
					2023	2024	2025	2026	2027
	Stakeholder Engagement strategy	Develop Stakeholder engagement strategy	Strategy developed by June 2024		✓				
	Design and implement a knowledge management strategy	Develop KM Framework	KM Framework developed by December 2023	ES & HR	✓				
		Sensitize/Train staff on KM Framework	All staff trained on KM	ES & HR	100%	100%	100%	100%	100%
	Adopt good Board Corporate Governance Practices	Roll out KM strategy	Implemented KM Framework	ES & HR		✓		✓	✓
		Undertake a Board Capacity Assessment	Capacity Assessment Report by December 2023	ES	✓				
		Develop and implement a Board Development Plan	Implemented Board Development Plan Annually	ES		✓		✓	✓
		Undertake Board Evaluation	Annual Board Evaluation Report	ES		✓		✓	✓
		Develop and implement Board	Quarterly Committees and Annual Board	ES		✓		✓	✓

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets				
					2023	2024	2025	2026	2027
		Calendar	meetings						
		Implement Audit Queries	100% resolution of Audit queries	ES	100%	100%	100%	100%	100%
		Review Board composition	Competent and diversified Board	ES		✓	✓		✓
4.2 Increased Corporate accountability	Develop a framework for learning	Develop learning framework	Framework in place by December 2023	HR	✓				
		Implement the framework	Framework implementation	HR		✓	✓	✓	✓
4.3 Enhanced HRM	Develop and implement a communication strategy	Develop Communication strategy	Communication strategy in place by December 2023	ES & HR	✓				
		Implement the strategy	Strategy implemented	ES & HR		✓	✓	✓	✓
		Assess gaps in MEAL	MEAL gaps Report	MEAL	✓				
		Enhance MEAL capacity	Identified gaps met	MEAL		✓	✓	✓	✓
	Review the HR policies and procedures (P&P)	Assess the gaps in HR P&Ps	P&P Gaps report by December 2023	HR	✓				

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets					
					2023	2024	2025	2026	2027	
		Review the P&P	Revised HR P&P	HR		✓				
		Train Staff on reviewed P&P	All AOSK Staff trained on P&P	HR			✓		✓	✓
	Develop and implement a comprehensive performance management system (PMS)	Review the existing PMS	PMS Review Report	HR		✓				
		Develop an automated the PMS	Automated PMS system in place	HR		✓				
		Sensitize staff on the new PMS	All AOSK staff sensitized	HR		✓	✓		✓	✓
		Train all supervisors / appraisers on conducting effective appraisals	All supervisors / appraisers trained	HR		✓	✓		✓	✓
		Implement new PMS	All staff evaluated on new PMS	HR		✓		✓	✓	✓
	Develop appropriate staff skills and competencies	Undertake a Training needs assessment	TNA Report	HR		✓				
		Develop training	Training Programme	HR		✓				

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets				
					2023	2024	2025	2026	2027
		programs based on TNA	developed						
		Undertake staff training	All staff trained on need areas	HR	✓	✓	✓	✓	✓
	Enhance general staff welfare	Review staff welfare programs	Review Report	HR	✓				
		Implement staff welfare programs	Staff welfare programs in place	HR		✓	✓	✓	✓
		Undertake team building programs	Annual departmental and AOSK wide Team building	HR		✓	✓	✓	✓
	Recruit and retain employees	Develop recruitment & retention policy	Recruitment policy in place	HR	✓				
		Undertake a skills gap analysis	Competence/skills Matrix in place	HR	✓				
		Recruit staff based on the skills matrix and needs	Recruited staff as per skills matrix and needs	HR		✓	✓	✓	✓

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets					
					2023	2024	2025	2026	2027	
		Review and implement succession plan	Succession Executed	HR & ES		✓	✓	✓	✓	✓
	Ensure employee satisfaction	Undertake work climate and employee satisfaction surveys	Work Climate Report	HR	✓					✓
		Implement recommendations from the surveys	Employee satisfaction Report	HR	✓	✓	✓	✓	✓	✓
		Train managers and supervisors	All possible recommendations addressed	All managers and supervisors trained	HR		✓	✓	✓	✓
	Embed desired culture	Undertake an organizational culture assessment (OCA)	OCA Report	HR			✓			
		Identify and agree on desired AOSK culture	Defined AOSK Culture	HR				✓		
		Implement desired organizational culture	100% staff sensitized on desired culture	HR		100%	100%	100%	100%	100%
4.4 ICT Improved	Develop and implement an	operationalize ICT Office	Office in place by December 2023	HR			✓			

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets				
					2023	2024	2025	2026	2027
	information management system	Assess ICT gaps	ICT gaps report	HR	✓				
		Develop ICT Systems	ICT system in place	HR	✓				
		Implement ICT Systems	100% Rollout as per rollout plan	HR	✓				
	Automate and integrate internal business processes/systems	Identify systems / processes for automation	Automation Report	HR	✓				
		Automate identified systems/processes	Automated systems in place	HR		✓	✓	✓	✓
		Undertake systems integration	Seamless system in place	HR		✓	✓	✓	✓
		Identify ICT infrastructure needs	ICT infrastructure report	HR & ES	✓	✓	✓	✓	✓
	Provide requisite ICT infrastructure	Acquire requisite ICT infrastructure	Provision of ICT Infrastructure	HR & ES	✓	✓	✓	✓	✓
		Develop ICT Security Framework	Framework in place	HR & ES		✓			
		Develop ICT Policy	ICT Policy in place	HR		✓			

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets						
					2023	2024	2025	2026	2027		
		and Procedures									
		Sensitize staff on ICT Security, Policy and Procedures	All staff sensitized	HR		✓	✓	✓	✓	✓	
	Enhance staff ICT Capacity	Identify ICT staff capacity gaps	Capacity gaps Report	HR		✓					
		Train employees on ICT gaps identified	All staff trained	HR		✓	✓	✓	✓	✓	
4.5 Financial Sustainability Enhanced	Diversify funding sources	Develop a resource mobilization strategy	Resource mobilization strategy in place	HoF	✓						
		Identify development partners	Development partners identified	HoF & ES	✓	✓	✓	✓	✓	✓	
		Proposal development	Approved grants	HoF	✓	✓	✓	✓	✓	✓	
		Increase revenues from existing IGAs	Increased revenue	HoF	✓	✓	✓	✓	✓	✓	
		Introduce new IGAs	New IGAs in place	HoF	✓	✓	✓	✓	✓	✓	
		Review financial management policies	Reviewed policies in place	HoF	✓		✓			✓	✓
		Disseminate the	All staff sensitized on	HoF	✓		✓			✓	✓

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets					
					2023	2024	2025	2026	2027	
		financial policies to staff	financial policies							
		Automate financial management processes	Financial processes automated	HoF	✓					
		Undertake annual budgeting	Timely budgeting process	Hof	✓		✓			✓
		Monitor budget implementation	100% adherence to Budget	Hof	✓		✓			✓
Institutional Sustainability	Modernize infrastructure at Tumaini	Develop a plan for actualizing Tumaini Plaza	Plaza Development Plan in place	HR / HoF / ES	✓					
		Mobilize resources for the Plaza	Resources mobilized	HR / HoF / ES	✓			✓		✓
		Develop new Tumaini Plaza	Modern facility in place	HR / HoF / ES	✓			✓		✓
	Manage AOSK physical assets	Maintain AOSK Asset register	Updated Asset register	HR / HoF	✓			✓		✓
		Secure all AOSK assets	All movable assets tagged	HR / HoF	✓			✓		✓

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets				
					2023	2024	2025	2026	2027
			All assets insured	HR / HoF	✓	✓	✓	✓	✓
		Manage guarding services	All assets guarded	HR / HoF	✓	✓	✓	✓	✓
	Increase revenue growth from AOSK Insurance Agency	Conduct a needs assessment and clients mapping	A needs assessment and mapping report by June 2023	AOSK Insurance Officer	✓				
		Design and implement a rigorous Data driven target Marketing strategy	A marketing strategy in place by December 2023	AOSK Insurance Officer	✓				
		Onboard new insurance clients into AOSK agency	100 new clients by December 2027	AOSK Ins Officer	✓	10	30	25	15
	Increase of premiums underwritten and commission earned	Increase of premiums underwritten and commission earned	Underwrite a gross premium 125,000,000 by December 2027	AOSK Ins Officer	✓	10%	20%	30%	20%
			15,000,000 Commission earned By December 2027	AOSK Ins Officer	✓	10%	20%	30%	20%

Strategic Outcomes	Strategic Initiatives	Activity	Output	Actor	Timeline and Budgets				
					2023	2024	2025	2026	2027
		Increase customer satisfaction for Insurance clients	Achieve annual customer satisfaction index of 85% and above	AOSK Ins Officer	✓ 85%	85%	85%	85%	85%
			Reduced TAT on all processes	AOSK Ins Officer	✓				
			Implemented feedback and response mechanism by June 2023	AOSK Ins Officer	✓				

Appendix II: AOSK High Level M&E Plan

Strategic Priority	Results	Performance Indicator	Operational Definition of Indicator	Data Source	Frequency of Data Collection	Baseline Value	Target	User of the M&E Report
<b>1.0 Membership and Member Services</b>		Proportion of eligible congregations as AOSK Members	Number of AOSK members as a fraction of total number of eligible members (in %)	Member data base	Quarterly	To be determined	<b>100%</b>	Governing Council / Management
	1.1 Membership Growth	Percent of active congregations	Number of members participating in active AOSK activities as a fraction of total membership (167 Members as at 2022)	Member activity reports	Quarterly	65% (108 active congregations)	<b>100%</b>	Governing Council / Management
	1.2 Enhanced member satisfaction	Member Satisfaction Index	Percentage of members expressing satisfaction with AOSK services	Member satisfaction survey report	Annual	To be determined	<b>85%</b>	Governing Council / Management
<b>2.0 Enhanced Community Outreach</b>	1.3 Self Sustaining AU Structure	Number of AUs financing their activities	Number of AUs able to finance activities from their own revenues	AU Reports	Annual	0	<b>25</b>	Governing Council / Management
	2.1 Enhanced and expanded projects	Percentage of existing programs expanded	Number of new projects/activities introduced within existing programs	Project Reports	Quarterly	0	<b>100%</b>	Governing Council / Management
	2.2 New programs	Number of new programs introduced	New programs that were hitherto not being	Program reports	Annually	0	<b>9</b>	Governing Council /

Strategic Priority	Results	Performance Indicator	Operational Definition of Indicator	Data Source	Frequency of Data Collection	Baseline Value	Target	User of the M&E Report	
3.0 <b>Holistic Education and Training</b>	introduced	during the period	undertaken but are now on board					Management	
	3.1 Formation programs enhanced	Number of graduates from the formation program	Number of Religious who go through the various programs under formation	Chemchemi Progress Reports	Quarterly	0	3500	Governing Council / Management	
		Number of graduates from the sabbatical program	Number of persons who successfully complete the sabbatical program	Chemchemi Progress Reports	Quarterly	0	500	Governing Council / Management	
	3.2 Growth in Academic programs	Number of new academic programs introduced	Number of new courses introduced and being taught at the Institute	Chemchemi Progress Reports	Annually	0	3	Governing Council / Management	
	3.3 Increased internally generated revenues	Proportion increase in internally generated revenues		Amount in KES of the revenues generated internally as fraction of the total revenues	Financial Reports	Quarterly	10.24%	300%	Governing Council / Management
				Total score from the various governance parameters being assessed	Governance Audit	Annually	65%	85%	Governing Council / Management
4.0 <b>Institutional Development and Sustainability</b>	4.2 Increased Corporate accountability	Compliance with legal and statutory requirements	Level of compliance with all the legal and regulatory requirements	Legal Audit Reports	Annually	70%	100%	Governing Council / Management	
	4.3 Enhanced	Employee Satisfaction	The percentage of	Employee	Annually	To be	85%	Governing	



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