



**UGANDA AGRIDEPT CO-OPERATIVE SAVINGS AND  
CREDIT SOCIETY LTD**

# **STRATEGIC PLAN**

## **2024 - 2028**

*Empowering Dreams,  
Transforming Realities*





*Namugambe Lillian*

**NATIONAL CHAIRPERSON  
UGANDA AGRIDEPT CS & CS LTD**

I am delighted to present to you Uganda Agridept SACCO 2024-2028 Strategic Plan. Uganda Agridept vision is to be the leading provider of affordable financial services and value adding innovations in our chosen target groups. The SACCO intends to realize this vision by implementing this five years strategic plan, covering the period 2024-2028.

The Society has great aspirations to be the leading provider of affordable financial services for members' economic empowerment. This is evident in the strategies envisioned in this plan and the Society will continue to innovate and review the existing products and services with the ultimate goal of responding to our members' needs.

The plan is well-timed as it endeavors to provide guidance to the leadership and management to offer members efficient services within the continuously changing economic environment.

It comes at the time when the Society has upgraded its Information and Communication

Technology (ICT) infrastructure. This system has fully automated and computerized Uganda Agridept SACCO processes including accounting, management of savings, loans, shares and membership and regular SMS notifications to our members for real time updates.

We are optimistic that Uganda Agridept SACCO will be successful within a challenging cooperative sector and ever-changing social-economic environment. We invite all our stakeholders to journey with us in this plan period and together we all participate in building a strong Society. We look forward to fulfilling this plan together and the goals we aspire to accomplish will in time translate into milestones which we can all be proud of.

I therefore take this opportunity to emphasize the Board's commitment to providing guidance and oversight role to the Management to ensure the goals of this strategic plan are realized. I am also convinced that with the professionalism, teamwork, creativity, innovation and commitment during implementation and adequate support from all stakeholders, this 2024-2028 Strategic Plan will be realized as it lays a strong foundation towards the realization of Uganda Agridept SACCO vision.

# ACKNOWLEDGEMENT



*Kateregga Ivan*

**BUSINESS MANAGER/CEO  
UGANDA AGRIDEPT CS & CS LTD**

The development of Uganda Agridept SACCO Strategic Plan for 2024-2028 has been developed through the active participation of all stakeholders including: Board, Management, Branch Officials, Supervisory Committee, Investment Committee, members and collaborating partners.

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

I also express my gratitude to all those who have not been mentioned but have contributed in various ways to the development of this plan.

Thank you for being part of this journey towards the sustainable growth and prosperity of our society.



## ABBREVIATIONS

**AGM**

**Annual General Meeting**

**KYC**

**Know Your Customer**

**MOU**

**Memorandum of Understanding**

**PESTEL**

**Political, Economic, Social,  
Technological, Environmental  
and Legal**

**SACCO**

**Savings and Credit Cooperative  
Organization**

**SMS**

**Short Message Service**

**SP**

**Strategic Plan**

**SUPCO**

**Supervisory Committee**

**SWOT**

**Strength, Weakness,  
Opportunities and Threats**

## EXECUTIVE SUMMARY

Uganda Agridept SACCO Strategic Plan for 2024-2028 is formal framework to guide society in its operations. During the process, the Board and Management carried out evaluation on the performance of the Society in the last five (5) years and generated information needed in the formulation of the 2024-2028 strategic plan. The evaluation was successfully done and its outcome formed a strong foundation for the development of this strategic plan.

The Society has been operating in a business environment that has been quite dynamic and challenging, and characterized by amongst other things stiff competition hence the need to position the SACCO strategically to grow its market share. This strategic plan will enable the Society to clearly conceptualize and understand its vision, mission and objectives as well as formulate appropriate strategic courses of action to realize these objectives.

In the development of this Strategic Plan, the Board and Management held brain storming sessions and came up with a detailed analysis of the Society's current status using various tools (SWOT, PESTEL, Risks, Stakeholders and competitor analysis) for thorough understanding of the Society's strength, weaknesses, risks and opportunities. The issues surfaces served as the basis for identifying the key areas of focus, strategic objectives and the expected key performance indicators.

There are five strategic pillars which are the foundation stones of the plan. These are the key areas of focus that will enable the society realize its vision and goals. The five strategic pillars are; Membership Development, Credit Management, Financial Resources Mobilization, Investment and Governance and Compliance.

To realize the above strategic pillars, an implementation matrix has been developed indicating the strategies and specific activities to meet the objectives; highlighting the timelines and responsible people. During the implementation period the Society is expected to grow its revenue, capital and investment opportunities for members. This will finally translate into higher returns for members while at the same time ensuring compliance with prudent standards.

Implementation of this plan rests on the shoulders of the Board, Management and Committees. The success of any institution largely depends on the governance structure it adopts and the subsequent decisions therein. Therefore, this plan comes with a new organogram which shows the structure in which this plan will be implemented and provides for delegation of responsibilities and authority. The plan also has a section on monitoring and evaluation of strategies that the society will adopt in order to keep track of the strategic objectives identified. This plan shall be reviewed annually to ensure least divergence from the stated goals.

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## CHAPTER ONE: INTRODUCTION

### 1.1 Background information

Established in 1974 by passionate employees of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda Agridept SACCO, originally founded to foster financial inclusion within the ministry, has evolved into a dynamic cooperative that transcends its initial scope. Over the fifty years, the SACCO has grown exponentially, attracting members not only from MAAIF but also from local governments such as Mukono, Buikwe, Buvuma, Kayunga, Masaka, Kalungu, Bukomansimbi, Butambala, Mpigi, Gomba etc. and the National Agricultural Research Organization (NARO). This expansion underscores our commitment to providing inclusive financial services and supporting community development. With a rich history rooted in cooperative principles, the Society continues to thrive, empowering members from diverse backgrounds and contributing to the economic well-being of individuals, local governments, and agricultural initiatives across the country. Uganda Agridept SACCO is licensed and regulated by Uganda Microfinance Regulatory Authority (UMRA) and also registered with Registrar of Cooperatives.

### 1.2 Structure of the Strategic Plan

This Strategic Plan consists of eight (8) chapters

- Chapter one is the introduction and covers the background of Uganda Agridept SACCO, the rationale for the plan and the Methodology of developing the strategic plan.
- Chapter two presents mandate, vision, mission, core values and motto of the Society.
- Chapter three presents the internal and external environments, stakeholder, risk and competitor analysis.
- Chapter four presents the strategic pillars, objectives and strategies the society will focus on during the strategic plan period.
- Chapter five provides the implementation plan and matrices that cover for each of the strategic objectives, activities, timeframe, performance indicators and responsible actors in the implementation process.
- Chapter six presents the strategic plan forecast for the next five years.
- Chapter seven provides the institutional structure within which the strategic plan will be implemented.
- Chapter eight outlines the mechanism for monitoring and evaluation of the implementation process of the strategic plan.



### 1.3 Products and Services

Uganda Agridept offers the following products and services to its members as at end of 2023;

Loan Products	Savings Products
<ol style="list-style-type: none"><li>1. Asset Acquisition</li><li>2. Business</li><li>3. Personal Development</li><li>4. Agriculture</li></ol>	<ol style="list-style-type: none"><li>1. Voluntary Savings Account</li><li>2. Fixed Savings Account</li><li>3. Group Savings Account</li></ol>

*Table 1: Loan Products and Savings Products*

### 1.4 Rationale for the Strategic Plan

The development of the strategic plan for 2024-2028 enables the Society to deal with emerging challenges in the business environment for the next five (5) years and also re-examine its mandate and core functions. The strategic plan takes into consideration of the external environment in which the Society operates and identifies appropriate strategies of utilizing its resources to achieve its objectives. Current and future challenges are identified and addressed including the increased competition in the cooperatives and financial services sector.

### 1.5 Methodology of Developing the Strategic Plan

This strategic plan has been developed in a participatory process that involved Board, Management, Committees, members etc. The stakeholders named above held a number of meetings that reviewed the draft plan and worked towards finalizing this strategic plan. It is anticipated that the participatory strategic planning will foster ownership of the strategic plan among all stakeholders.



## CHAPTER TWO: INSTITUTIONAL REVIEW

This section presents the mandate, vision, mission and core values of Uganda Agridept SACCO.

### 2.1 Society's Identity

Uganda Agridept SACCO is registered under the Cooperative Societies Statute, 1991. The Society derives its mandate from its By-Laws, the Cooperative Societies Act 2020 and the Rules and regulations. The objectives for which the Society is established are;

- To mobilize savings from members so as to create a pool of funds which it can afford relief to its members in need.
- To promote and encourage economic and social interests of members by providing credit facilities for efficient and productive enterprises.
- To stimulate and strengthen rural small, medium and large-scale commercial income generating enterprise among members.
- To provide and conduct training programs of extension advisory services and saving culture to its members.
- To create opportunities for employment.

### VISION

To be the leading provider of affordable financial services and value adding innovations in our chosen target groups.

### MISSION

Uganda Agridept is a vibrant, participatory, self-sustaining, member owned co-operative savings and credit society whose mission is to provide loans at competitive interest rates to all members.





## CORE VALUES

01

### **INTEGRITY:**

The business will be run with utmost integrity, presenting all our society operations in an accurate and timely manner.

02

### **PROFESSIONALISM:**

Will always be observed to attract and retain the confidence of our members and other stakeholders.

03

### **TEAMWORK:**

Uganda Agridept will maintain a working environment of openness, trust and mutual respect and ensure that each team member feels his/her contribution is visible to, and valued by the organization.

04

### **MEMBERS FOCUS:**

So that quality financial services are offered while upholding the members as the owner, user, funder, controller and prime beneficiary of Uganda Agridept.

05

### **INNOVATION:**

In order to exceed the ever-changing members' and other stakeholders' development needs.

Motto: "Save and borrow for development"



## CHAPTER THREE: SITUATIONAL ANALYSIS

This section presents an evaluation analysis of the internal and external environments and stakeholders.

### 3.1 External Environment Analysis

The external analysis focuses on the environment in which Uganda Agridept SACCO operates to determine how it will affect its ability to achieve its vision and mission. The analysis presented below looks at the global, regional and local aspects using the PESTEL model.

External Environment Scan		
	Strength	Weaknesses
Political	<ul style="list-style-type: none"> <li>• Strong government commitment in terms of tax holidays</li> <li>• Strong Political goodwill in promoting SACCOs.</li> <li>• Peace and stability countrywide</li> </ul>	<ul style="list-style-type: none"> <li>• Slow and lengthy legislative process for regulatory related cases</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Entrepreneurial skills among people</li> <li>• Salary increments for some government employees.</li> </ul>	<ul style="list-style-type: none"> <li>• High inflation rates</li> <li>• High level of poverty and income inequality.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Strategic partnerships with other SACCOs.</li> <li>• Drive to encourage savings among people.</li> <li>• Existence of young innovative population</li> </ul>	<ul style="list-style-type: none"> <li>• Poor savings culture</li> <li>• High levels of financial illiteracy</li> <li>• High dependency Ratio</li> <li>• Lack of trust and public confidence in SACCOs.</li> <li>• Large informal sector.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Deepening ICT penetration</li> <li>• Availability of Government policy on ICT infrastructure.</li> <li>• Use of technology improves service delivery in SACCOs.</li> </ul>	<ul style="list-style-type: none"> <li>• Vulnerability to e-fraud.</li> <li>• Abuse of social media</li> <li>• Undeveloped ICT security.</li> <li>• Mobile lending reduces SACCOs market share.</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Favorable climate for economic activities.</li> <li>• Existence of Government policies on conservation and disaster management</li> </ul>	<ul style="list-style-type: none"> <li>• Natural disasters like floods, landslides etc.</li> <li>• Global climatic changes</li> <li>• Pollution</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• Presence of competent legal firms.</li> <li>• Presence of legal policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Slow judicial process</li> <li>• Too many regulatory bodies with conflicting roles</li> </ul>



### 3.2 Internal Environment

This section outlines issues within the Society that can positively or negatively affect its performance using SWOT analysis.

Strength	Opportunities
<ul style="list-style-type: none"> <li>• Presence of competent staff</li> <li>• Use of checkoff system to recover loans and mobilize savings from members</li> <li>• Well established offices</li> <li>• Digitalized mode of operations</li> <li>• Grant of loans to members at a multiplier of two (2) times their savings.</li> <li>• Availability of well documented policy and procedure manuals for SACCO operations.</li> <li>• Good reputation in the Market compared to other SACCOs.</li> <li>• Attractive loan pricing.</li> <li>• Diversified membership (age, sex, tribe etc.)</li> <li>• Strong compliance to both accounting and regulatory standards.</li> <li>• Simple process of acquiring loans.</li> <li>• Possession of revenue generating assets e.g. Uganda Agridept Building in Kajjansi.</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of unexploited market</li> <li>• Potential strategic partnership with other market players like banks, insurance companies etc.</li> <li>• Good relationship with stakeholders.</li> <li>• Enhanced salaries for science government employees.</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Constrained office space at branches.</li> <li>• Inadequate loans collection and debt recovery mechanism from non-checkoff members.</li> <li>• High number of dormant members.</li> <li>• Low outreach to potential new members in other regions other than central Uganda.</li> <li>• Low liquidity</li> <li>• Narrow range of products offered to members.</li> <li>• Inadequate training to members</li> <li>• Inadequate participation of society in Corporate Social Responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive market space.</li> <li>• Cyber insecurity.</li> <li>• Unpredictable political dynamics.</li> <li>• Increased cost of business due to inflation.</li> <li>• Delayed remittance from employers.</li> <li>• Unfavorable new legislations e.g., taxation of SACCOs and mandatory levies.</li> </ul>

### 3.3 Stakeholders' Analysis

Name of Stakeholder	Role of Stakeholder / Mandate	Expectation of Stakeholder from the Society	Expectations of the Society from the Stakeholder
Members	<ul style="list-style-type: none"> <li>• Saving &amp; borrowing as the key mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Open and appropriate communication.</li> <li>• Timely, regular and relevant communication.</li> <li>• Services beyond satisfaction.</li> <li>• Good return on fixed deposits, shares and savings.</li> <li>• Education, empowerment and advice.</li> <li>• Investment opportunities</li> <li>• Prudent financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Attending meetings and taking part in decision making.</li> <li>• Repaying loans advanced to them promptly.</li> <li>• Complying with bylaws, rules and AGM resolutions.</li> <li>• Showing good cooperative spirit.</li> <li>• Bring out problems affecting the Society and providing solutions</li> <li>• Recruitment of new members.</li> <li>• Provide positive publicity for the Society.</li> </ul>
Employees/ Staff	<ul style="list-style-type: none"> <li>• Execution of the SACCO operations and Activities.</li> <li>• Prudent management of the society.</li> </ul>	<ul style="list-style-type: none"> <li>• Better remuneration</li> <li>• Better working conditions</li> <li>• Career growth and advancement</li> <li>• Training and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Professionalism</li> <li>• Diligence</li> <li>• Integrity</li> <li>• Hard work</li> <li>• Innovation</li> </ul>
Board	<ul style="list-style-type: none"> <li>• To provide guidance and oversight role to the Management to ensure the goals of this strategic plan are realized and drafting policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and capacity development.</li> <li>• Adequate facilitation.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing of AGM resolutions and decisions</li> <li>• Ensuring good business practices.</li> <li>• Diligence</li> <li>• Integrity</li> </ul>
Branch Committees	<ul style="list-style-type: none"> <li>• Proper management of Branch activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and capacity development</li> <li>• Adequate facilitations</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing AGM resolutions and decisions</li> <li>• Mobilize and recruit new members into the society.</li> <li>• Prepare branch annual reports and propose recommendations to the Board</li> <li>• Ensuring good business practices.</li> <li>• Diligence</li> <li>• Integrity</li> <li>• Taking services nearer to members.</li> </ul>

Supervisory Committee	<ul style="list-style-type: none"> <li>• Ensure compliance of the business with the regulations in place.</li> <li>• Continuous monitoring and review of the regulations and operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Good record keeping.</li> <li>• Compliance and adherence to society bylaws</li> <li>• Prudent financial management.</li> <li>• Adequate compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Professionalism</li> <li>• Diligence</li> <li>• Integrity</li> <li>• Hard work</li> </ul>
Service Providers	<ul style="list-style-type: none"> <li>• Supply of goods and services to enable smooth running of the Society's business.</li> <li>• Support and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>• Prompt payment for goods and services delivered.</li> <li>• Society to have clear specifications of goods and services needed.</li> <li>• Good customer relationship</li> <li>• Honesty.</li> </ul>	<ul style="list-style-type: none"> <li>• Supply of quality goods and services.</li> <li>• Adherence to supply agreements.</li> <li>• Provide value for money.</li> </ul>
Government Agencies/ Regulatory Authorities	<ul style="list-style-type: none"> <li>• Providing a conducive environment for business to thrive.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance to policies, laws and regulations.</li> <li>• Timely communication and updates.</li> <li>• Invitation to events</li> <li>• Education to members.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide conducive policy environment.</li> </ul>
Banks and other Financial Institutions	<ul style="list-style-type: none"> <li>• Provide value addition services</li> </ul>	<ul style="list-style-type: none"> <li>• Use their products and services.</li> <li>• Good working relationship</li> <li>• Growth of the society leading to increased uptake of their services.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely clearance of cheques and approvals of all financial related matters.</li> <li>• Provide goods and services suitable for SACCOs.</li> </ul>
Apex Bodies	<ul style="list-style-type: none"> <li>• Provide guidance to society (UCSCU etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Good working relationship</li> <li>• Patronizing of their products.</li> </ul>	<ul style="list-style-type: none"> <li>• Guiding the Society in implementation of regulations.</li> <li>• Being responsive to feedback given by the society to enhance business growth.</li> </ul>

### 3.4 Competitor Analysis

Competitor	Challenges Posed	Possible Mitigation Measures
Banks & Microfinance Institutions	<ul style="list-style-type: none"> <li>• Issue larger amount of loans</li> </ul>	<ul style="list-style-type: none"> <li>• Raising loan limits</li> </ul>
	<ul style="list-style-type: none"> <li>• Offer a variety of products</li> </ul>	<ul style="list-style-type: none"> <li>• Developing new products and innovations</li> </ul>
	<ul style="list-style-type: none"> <li>• They have Well established brands</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing society visibility</li> </ul>



SACCOs	• Some offer a variety of loan and saving products	• Developing new products and innovation
	• Some have access to government funding	• Engaging the government agencies for funds
	• Some offer larger amounts of loans	• Raising loan limits
	• Some have larger membership bases.	• Recruiting more members
Online lending Platforms	• Quick loan disbursement with less documentation	• Reducing on the unnecessary steps to acquire loans
	• Less operating costs	• Spending within the budget limits and reduce on the unnecessary expenditure.
	Risk Analysis	• Continuous automation of the operations.

### 3.5 Risk Analysis

Uganda Agridept SACCO is exposed to risks in terms of threats to service provision and potential loss of resources and opportunities. The society identified anticipated risks which have a likelihood of negatively influencing the implementation of outlined activities and determined measures as summarized in the table. The mitigation measures have been considered in the determination of strategic pillars. Risks have been categorized depending on their potential impact as high, medium and low.

Type of Risk	Anticipated Risks	Level of Potential Impact	Mitigation Measures
Credit Risk	• Default in loans	High	<ul style="list-style-type: none"> <li>• Strengthen existing credit policies and procedures.</li> <li>• Engage debt collectors</li> <li>• List defaulters with CRB.</li> <li>• Signing M.O. Us with paying stations like NARO, MAAIF, District Local Governments.</li> </ul>
Operational Risk	• Internal fraud.	High	<ul style="list-style-type: none"> <li>• Strengthen adequate policies and control procedures in all business processes.</li> <li>• Strengthen and facilitate Supervisory Committee.</li> <li>• Carryout regular audits.</li> </ul>
Technological Risk	• Cyber-attacks system failure, data breaches and failure to keep pace with rapid technological changes	High	<ul style="list-style-type: none"> <li>• Install firewalls and antimalware on system and computers.</li> </ul>

	<ul style="list-style-type: none"> <li>• Low uptake/usage of new innovations by members</li> </ul>		<ul style="list-style-type: none"> <li>• Establishing backup systems.</li> <li>• Regular update of the systems and applications.</li> <li>• Training members on usage of new innovations.</li> <li>• Benchmark for new innovations.</li> </ul>
Financial Risk	<ul style="list-style-type: none"> <li>• Debt penalties</li> </ul>	High	<ul style="list-style-type: none"> <li>• Ensure all financial obligations are fulfilled in time.</li> </ul>
Legal and Regulatory Risk	<ul style="list-style-type: none"> <li>• Penalties and closure of the Society</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Establish compliance monitoring processes to avoid unnecessary litigations.</li> </ul>
Liquidity Risk	<ul style="list-style-type: none"> <li>• Inadequate funds to meet members' demands and response to unexpected events.</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Monitor cashflow regularly.</li> <li>• Set up liquidity buffer.</li> <li>• Maintain a diversified portfolio of assets.</li> </ul>
Reputation Risk	<ul style="list-style-type: none"> <li>• Loss of reputation by the society in the country leading to mass savings and membership withdraw.</li> </ul>	Low	<ul style="list-style-type: none"> <li>• Handle members' complaints and disputes timely and in a professional manner.</li> <li>• Establish effective communication strategies and transparency policies.</li> </ul>
Environmental Risk	<ul style="list-style-type: none"> <li>• Natural disasters like floods, earthquakes that may affect the property of the Society.</li> <li>• Penalties and closure of business due to failure to comply with environmental regulations.</li> </ul>	Low	<ul style="list-style-type: none"> <li>• Establishing environmental management systems and stakeholder engagements.</li> </ul>



## CHAPTER FOUR: STRATEGIC PILLARS

This section presents the strategic pillars, objectives and strategies the Society will focus on during the strategic plan period.

### 4.1 Pillars

The Society has identified the following strategic pillars to focus on in the next five (5) years. They are;



### 4.2 Objectives

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



Strategic Pillars	Strategies	Strategic Objectives
Membership Development	<ul style="list-style-type: none"> <li>To recruit and retain more members.</li> </ul>	<ul style="list-style-type: none"> <li>Recruite at least 70 members annually and more retention.</li> <li>Dormancy management</li> <li>Marketing</li> <li>Member education</li> </ul>
Credit Management	<ul style="list-style-type: none"> <li>Grow loan portfolio and manage credit related risks.</li> </ul>	<ul style="list-style-type: none"> <li>Grow loan portfolio by 5% annually.</li> <li>Reduce loan default rate by 80% annually.</li> <li>Increase loan recovery to 95% annually.</li> <li>Collateral diversification &amp; verification</li> <li>Management of technological risk</li> <li>Management of operational risk</li> </ul>
Governance and Compliance	<ul style="list-style-type: none"> <li>To ensure 100% compliance to the legal framework, by-laws, policies, procedures, Board functionality and committees.</li> </ul>	<ul style="list-style-type: none"> <li>Aligning internal policies to the legal and regulatory framework.</li> <li>Advocacy and participation on SACCO matters.</li> <li>Capacity building.</li> </ul>
Financial Resources Mobilization	<ul style="list-style-type: none"> <li>To attain financial sustainability through mobilization shs 250M to improve society's liquidity challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Increase no. of shares bought by 9% annually.</li> <li>Increase savings deposits by 10% annually.</li> <li>Partnerships and collaborations.</li> <li>Liquidity management.</li> </ul>
Investment	<ul style="list-style-type: none"> <li>To identify and invest in a new economic venture that has the potential for long-term capital appreciation and income generation to society by 2028</li> </ul>	<ul style="list-style-type: none"> <li>Generation of investment ideas.</li> <li>Investment resources/capital mobilization.</li> <li>Investment risk management.</li> </ul>



## CHAPTER FIVE: IMPLEMENTATION PLAN

Successful implementation of the strategic plan depends on the communication of the plan to all stakeholders. Annual operational plans will be developed and resources mobilized to support the proposed activities as per the implementation matrix. Annual budgets of the society will seek to keep track and prioritize activities in light of anticipated changes in the operating environment.

The Board will determine and facilitate the required financial and human resources for the implementation of the strategic plan. The Board, in addition, will be charged with the responsibility of ensuring that the implementation of designed actions is not only actualized but also adhere to the approved budget.

The following section presents the implementation matrices.

### 5.1 Membership Development Pillar

Strategy	Activities	Performance Indicators	Responsible Persons	Timeframe
Recruitment and Retention	Carrying out recruitment drives	Number of members recruited	Management, Board and Branch Committees	Monthly
	SMS notifications	Increased feedback from members	Management	Monthly
	Widening strategic partnerships with NARO, DLGs and other stations.	Number of MOUs signed and increased number of strategic partners.	Management and Board	Annually
Dormancy Management	Calls to dormant members	Increased number of members reinstating their membership	Management and Branch Committees	Monthly
	Regular reports on members activities	Number of reports on dormancy.	Management and Branch Committees	Monthly
Marketing	Document and showcase members success stories.	Number of stories and documentaries published.	Management	Annually
	Media engagement (Radio, Television, Newspapers etc.)	Increased visibility. Number of engagements held.	Management and Board	Annually

	Digital marketing (Website, Facebook, WhatsApp, YouTube etc.)	Updated website and presence of online engagements.	Management	Monthly
	Showcase SACCO products during events.	Number of events attended	Management and Board	Annually
	Developing marketing tools/materials (brochures, teardrops, flyers, diaries, notebooks etc.)	Number of tools made and distributed	Management	Annually
Member Education	Organizing member education days	Number of education days organized.	Management	Quarterly
	Periodic website updates with current information	Number of updates made.	Management	Monthly
	Distribution of updated information materials (information booklet, brochures, byelaws)	Number of materials distributed	Management	Monthly



## 5.2 Credit Management Pillar

Strategy	Activities	Performance Indicators	Responsible Persons	Timeframe
Loan Portfolio Growth	Developing and aligning existing products and services to member needs.	High uptake of products and services	Management and Board	Annually
	Leveraging on technology to efficiently process loan	Reduced time of loan processing	Management, Board and Branch committees.	Annually
	Marketing loan products	Increased loan uptake	Management, Board and Branch committees.	Monthly
Loan Default Management	Prudent Loan Appraisal	Reduced loan default	Management and Branch Committees	Monthly
	Members filling Know Your Customer (KYC) forms.	Updated KYC forms for all members.	Management and Branch Committees	Monthly
	Adherence to credit policies	Reduced loan default	Management and Branch Committees	Monthly
	Use of bulk SMS and email alerts on underpayment and default.	Increased awareness on loan progress	Management	Monthly
	Training of staff and branch officials on loan portfolio management.	Number of trainings held.	Management, Board and Branch Committees	Annually

Improve Loan Recovery	Use of debt collectors	Amount of money recovered.	Management	Monthly
	Timely communication to defaulters.	Timely loan payment and resumption of payments by defaulters.	Management and Branch Committees	Monthly
	Disposal of collateral	Number of collaterals successfully disposed off	Management and Board Annually	Annually
Collateral diversification and verification	Introduction of additional collateral.	Increased loan uptake and size	Management and Board.	2024
	Engage Society lawyers, staff and valuers for verification.	Prudent verifications and ease of disposal.	Management	Annually
Managing Technological Risk	Securing system through the use of strong passwords	Support services, upgrades and updates.	Management	Monthly
	Ensure that there are enforceable contracts in place with service providers	Availability of well signed contracts.	Management, Board and Branch Committees	Annually
	Train staff on technological updates and cybercrime	Trained staff	Management, Board and Branch Committees	Annually
	System audits	Reports	Management and Board	Annually

Management of Operational Risks	Obtain insurance covers for disbursed loans	Compensations from insurance companies.	Management	Monthly
	Proper Management of guarantorship.	loan forms well signed by guarantors and improved understanding of guarantorship by members.	Management and Branch Committees	Monthly
	KYC categorizing members	Updated member register.	Management	Monthly

### 5.3 Governance and Compliance

Strategy	Activities	Performance Indicators	Responsible Persons	Timeframe
Aligning internal policies to the legal and regulatory framework	Polish and finalize on the operational policies that are in draft form.	Approved policies	Management and Board	Annually
	Develop and implement policies in line with the new legal framework	Approved and implemented policies	Management and Board	Monthly
	Monitoring implementation for compliance	Implementation reports	Board and SUPCO	Quarterly



	Review existing policies to ensure compliance	Reviewed policies	Board.	Quarterly
	Carryout Governance Audit	Governance Audit Reports	Board and SUPCO	Annually
	Carryout Annual Reporting	Audited Accounts and Management Reports	Board	Board
	Holding Board, Committee and staff meetings regularly.	Minutes and attendance lists	Management, Board and Branch Committees	Monthly
	Holding both National and Branch Annual General Meetings.	Resolutions from Annual General Meeting	Management, Board and Branch Committees	Annually
	Ensuring change of leadership democratically.	Leadership elections held	Management, Board and Branch Committees	At mandatory period/time
Advocacy and participation on SACCO matters	Participation in industry consultative meetings.	Consultative meetings report.	Management and Board	Annually
	Engagement with industry stakeholders	Meetings and Communication records	Management and Board	Annually
Capacity Building	Conducting Trainings for leaders	Training reports	Management, Board and Branch Committees	Annually
	Development of Annual workplan and evaluation for Society capacity building activities	Workplans and evaluation reports	Management and Board	Annually

	Review of the strategic plan	Mid and end term evaluation reports	Board and Management	Quarterly
	Development of 2029-2032 strategic plan	2029-2032 strategic plan	Board and Management	2028
	Training and Team building for staff	Staff training and team building report	Board and Management	Annually

#### 5.4 Financial Resources Mobilization Pillar

Strategy	Activities	Performance Indicators	Responsible Persons	Timeframe
Increase number of shares bought	Promote share purchase drives	Number of shares bought	Management	Monthly
	Pay dividends at attractive rates	Increase in dividend rates	Board	Annually
	Membership education on share purchase	Increased awareness on benefits of purchasing shares among members.	Management	Monthly
Member savings promotion	Competitive interest rates on savings	Increase in interest on savings deposits	Board and Management	Annually
	Introduction of fixed deposit scheme	Fixed deposit product	Management and Board	2024
	Introduction of multiple payment options.	Number of new payment options	Management and Board	2024-2025
	Member recognition and rewards for best savers	Number of rewarded members	Management and Board	Annually

Partnerships and collaboration	Access to financial institutions credit facilities	Number of loans received from external financial institutions	Management and Board	At Convenient Time
	Participation in government funding programs and opportunities.	Number of donations and grants received	Management and Board	Annually
Liquidity Management	Liquidity planning and forecasting.	Liquidity plans and forecasting information	Management	Quarterly
	Liquidity Risk Management	Liquidity policies and limits and contingency funding plan.	Management and Board	Quarterly
	Asset and Liability Management	Asset-liability maturity matching and efficient loan portfolio management	Management	Quarterly

### 5.5 Investment Pillar

Strategy	Activities	Performance Indicators	Responsible Persons	Timeframe
Generation of investment ideas	Brainstorming of investment ideas	List of feasible investment ideas	Investment Committee	April 2024
	Selection of the best investment idea	Best investment idea selected by the Board to be presented in the AGM.	Board	April 2024
Resources/ capital mobilization to finance new investment venture	Save at least a certain amount of income earned from existing investments to finance new investments	Amount of money at bank raised to finance investment ventures.	Management, Board and Investment Committee	Annually



Investment Risk Management	Risks identification and Analysis	Risks identified and analyzed for each investment venture	Management, Board and Investment Committee	Annually
	Conducting due diligence before investment	Cost benefit analysis and accuracy of information	Management, Board and Investment Committee	Annually
	Regulatory compliance	Regulatory audit findings and compliance risk assessment.	Management, Board and Investment Committee	Annually
	Use of professional expertise	Number of investment professionals consulted or hired.	Management, Board and Investment Committee	Annually



## CHAPTER SIX: STRATEGIC PLAN FORECAST FOR NEXT FIVE YEARS

### 6.1 Strategic Key Elements

The strategic forecast shall involve quantifying, evaluating and monitoring the following key elements that shall contribute to Uganda Agridept's long term success for the next five years as shown in the table below.

ITEMS	2024	2025	2026	2027	2028
<b>Income</b>					
Income from Loans (Interest & charges) (13%)	248,445,000	280,742,850	317,239,421	358,480,545	405,083,016
Investment (4%)	89,400,000	92,976,000	96,695,040	100,562,842	104,585,355
others (10%)	24,920,000	27,412,000	30,153,200	33,168,520	36,485,372
<b>Total Projected income</b>	<b>362,765,000</b>	<b>401,130,850</b>	<b>444,087,661</b>	<b>492,211,907</b>	<b>546,153,743</b>
<b>Expenses</b>					
Financial (5%)	17,300,000	18,165,000	19,073,250	20,026,913	21,028,258
Governance 2%	88,770,000	70,000,000	71,400,000	72,828,000	74,284,560
Marketing (10%)	17,090,000	18,799,000	20,678,900	22,746,790	25,021,469
Administrative (8%)	56,898,000	61,449,840	66,365,827	71,675,093	77,409,101
Personnel (10%)	70,980,000	78,078,000	85,885,800	94,474,380	103,921,818
Risk & Provisions (10%)	35,000,000	38,500,000	42,350,000	46,585,000	51,243,500
<b>Total Projected Expenditure</b>	<b>286,038,000</b>	<b>284,991,840</b>	<b>305,753,777</b>	<b>328,336,176</b>	<b>352,908,706</b>
<b>Surplus before statutory Allocations</b>	<b>76,727,000</b>	<b>116,139,010</b>	<b>138,333,883</b>	<b>163,875,731</b>	<b>193,245,037</b>



Other key Plan Projections					
Loan Disbursement (6%)	1,000,000,000	1,060,000,000	1,123,600,000	1,191,016,000	1,262,476,960
Loan Portfolio (5%)	1,395,757,612	1,465,545,493	1,538,822,767	1,615,763,906	1,696,552,101
Saving Deposits (8%)	1,132,527,240	1,223,129,419	1,320,979,773	1,426,658,155	1,540,790,807
Fixed Deposits (16%)	20,000,000	23,200,000	26,912,000	31,217,920	36,212,787
Share purchase (9%)	51,600,000	56,244,000	61,305,960	66,823,496	72,837,611
Number of new Members recruited	70	75	80	85	90
Loan Ceiling	25,000,000	25,000,000	30,000,000	30,000,000	35,000,000
Total Active Membership	470	520	570	620	670
Number of Stations	21	23	25	27	30
Number of Employees	4	4	4	7	7

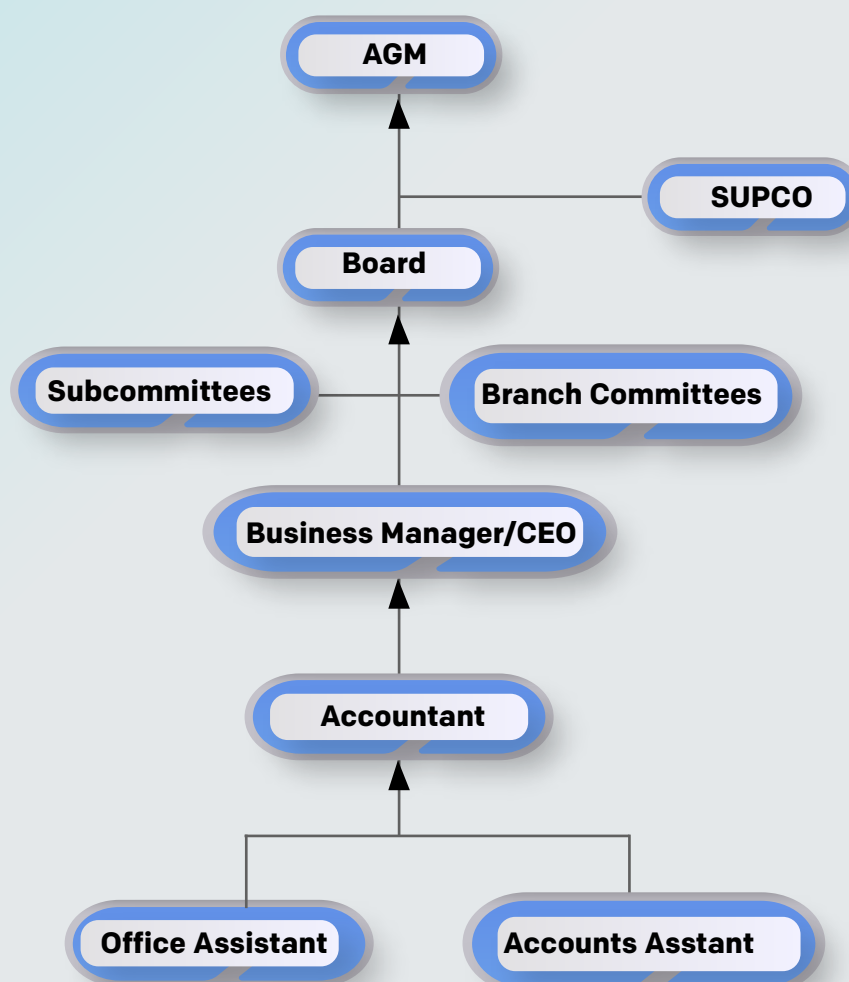


## CHAPTER SEVEN: INSTITUTION'S LEADERSHIP

This section presents the institutional structure covering the Annual General Meeting (AGM), the Board, the Supervisory Committee, Subcommittees and the Secretariat.

### 7.1 Organizational structure

The following is the current organizational structure which is important for the successful implementation of the strategic plan.



### 7.2 Annual General Meeting (AGM)

The supreme authority of the society is vested in the general meeting at which members have the right to attend, participate and vote on all matters.

### 7.3 The Board/Executive Committee

The Board is the governing authority of the society and is subjected to the directions from the Annual General Meetings. It directs the affairs of the society. The Board discharges its responsibilities through delegation to the Management and subcommittees which are made up of its members or members co-opted from general society membership. The committees are; credit, human resource, finance, procurement and investment



#### **7.4 Supervisory Committee (SUPCO)**

The Supervisory Committee is the watchdog of the society. It is responsible in ensuring that the society is compliant with all rules, regulations and internal controls of all applicable laws and the society's By-laws. The committee ensures that the society's internal controls and financial matters are maintained in a safe and sound manner.

#### **7.5 Branch Committees**

Branch Committees oversee the overall management of branches, ensuring that they operate efficiently and in line with the society's policies and guidelines. Branch Committees are an integral part of the Board and do not act independently in any way.

#### **7.6 The Management / Secretariat**

The Uganda Agridept SACCO secretariat is headed by the Business Manager/CEO who reports directly to the Board and is ultimately responsible for implementing all management policies, procedures, budgets and business.

## CHAPTER EIGHT: MONITORING AND EVALUATION

### 8.1 Mechanism

The proposed activities shall be closely and continuously monitored and the stated performance indicators used to verify the progress of each activity and determine if the process is on the right course or not. The monitoring and evaluation process will be undertaken by both the Board and Management through the following mechanism,

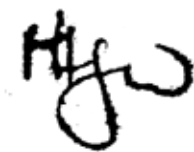
- This Strategic Plan shall be reviewed annually and a progress report made to Board through the Business Manager.
- All projects prioritized will be resourced and reviewed annually during the budgeting process.
- Monitoring and control systems will be established at all levels. These will include review meetings, budgeting control systems and progress reports.
- Quarterly review meetings will be held by the Board. During these meetings, the Board will receive and review progress reports from the management indicating overall progress made on key strategic objectives.

### 8.2 Scope of Reporting

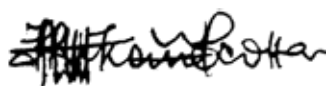
The nature and scope of reporting will include a summary of;

- Progress made against plan
- Causes of deviation from plan if any
- Challenges and proposed solutions to issues that adversely affect implementation.

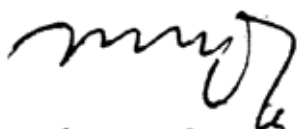




Ms. Namugambe Lillian  
**National Chairperson**



Ms. Namusisi Madrine K  
**National Secretary**



Mr. Kayanja Vincent  
**National Treasurer**



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