



STRATEGIC PLAN

2026 – 2040





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Definition of Terms

Balanced Scorecard (BSC) – This is a strategy performance management tool. It is a well-structured report that managers can use to monitor the execution of activities by staff within their control and the consequences arising from these actions.

East Africa Community Vision 2050 – The East African Community (EAC) Vision 2050 articulates the Community’s desired future state. The Vision provides an architecture around which EAC should concentrate its energies for economic and social development.

Flagship Projects – These are development projects of substantial size with high strategic impact concerning their financial volume, the number of project partners, resources, and running time.

Kenya Vision 2030 – A Kenyan long-term development blueprint that aims to transform the country into a newly industrializing middle-income nation providing the highest quality of life to all its citizens by 2030 in a clean and secure environment

Knowledge Management – Organizations or individuals can identify, capture, retrieve, share, protect, and analyze the knowledge of individuals and groups across the organization.

Mainstreaming – Integration of cross-cutting actions into various stages of decision-making by sectors.

Monitoring Is a continuous assessment that aims to provide all stakeholders with detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity’s implementation stage.

Professional is an individual with specialized knowledge and skills, certified by training or accreditation, who applies them with competence, integrity, and accountability in service to clients and society.

Scheme of Service – A policy document that provides clearly defined career structures, well-defined job descriptions and specifications, standards for recruitment, straining, advancement, career planning, and succession management



Acronyms and Abbreviations

AGM	: Annual General Meeting
BSC	: Balanced Scorecard
BOD	: Board of Directors
CEO	: Chief Executive Officer
CRM	: Customer Relationship Management
CSR	: Corporate Social Responsibility
EAC	: East African Community
ERM	: Enterprise Risk Management
ESG	: Environmental, social and governance
FY	: Financial Year
ISO	: International Organization for Standardization
KES	: Kenya Shillings
KPIs	: Key Performance Indicators
KGU	: Kenya Golf Union
KLGU	: Kenya Ladies Golf Union
M & E	: Monitoring and Evaluation
MoU	: Memorandum of Understanding
MWB	: Must Win Battles
PESTEL	: Political, Economic, Social, Technological, Environmental and Legal
SWOT	: Strengths, Weaknesses, Opportunities and Threats
TSC	: Thika Sports Club



Foreword



It is with great pride and optimism that I present the Thika Sports Club Strategic Plan (2026–2040). This document represents more than a roadmap—it is an expression of our shared aspirations, rooted in a proud heritage spanning over a century and shaped by our unwavering commitment to excellence.

Through this Plan, we reaffirm our ambition to position Thika Sports Club as the Premier Golf, Sports, and Recreational Members’ Club. It provides a coherent framework for strengthening member experience, diversifying revenue sources, modernizing facilities, and embedding sustainability in all aspects of our operations. Our focus is on creating an environment where members, their families, and guests can thrive, compete, socialize, and enjoy world-class recreational experiences.

The formulation of this Plan has been a deeply consultative process, drawing insights from our Board, Management, Strategic Planning Committee, Consultants, and members from every corner of the Club. Your contributions have ensured the strategy is grounded in reality, responsive to emerging trends, and bold enough to secure our future.

I extend my gratitude to all who dedicated their time, ideas, and experience to this process. Your collective commitment illustrates the spirit that continues to make Thika Sports Club a home of sport, community, and camaraderie.

As we embark on the journey of implementation, I encourage every member to embrace the opportunities ahead. Together, we will preserve our legacy and unlock the full potential of Thika Sports Club for generations to come.

Eng. Kenneth Chege

Chairman

Thika Sports Club



Preface



The Thika Sports Club Strategic Plan (2026–2040) marks a pivotal milestone in our Club’s transformation journey. Developed at a time of significant growth and evolving member expectations, this Plan offers a coherent pathway to elevate our competitiveness while preserving the values that define our identity.

This Strategic Plan integrates the voices and experiences of our membership and stakeholders. The development process included consultation workshops, stakeholder engagements, and surveys that enabled broad participation and reflection. The outcome is a strategy that is both aspirational and actionable—anchored on modern governance, digitalization, innovation, revenue diversification, and exceptional service delivery.

The Strategic Planning Committee is particularly grateful for the guidance of the Board of Directors, the professionalism of the Thika Sports Club Management, and the contribution of our members, whose perspectives have deeply enriched this process.

With a clear strategic direction and a realistic plan of action, we are confident that this document will serve as a compass for the next fifteen years, enabling the Club to thrive, evolve, and remain relevant to future generations.

Julius Wanyaga

Chairman, Strategic Planning Committee

Thika Sports Club



Acknowledgement



The development of the Thika Sports Club Strategic Plan (2026–2040) has been a collaborative effort grounded in shared purpose and mutual dedication. I take this opportunity to thank every stakeholder whose contribution made this process meaningful and successful.

We are grateful to the Board of Directors for their strategic direction and unwavering support throughout the planning process. Special appreciation goes to the Strategic Planning Committee for their stewardship, diligence, and commitment to ensuring that every stage of the strategy development remained aligned to the Club’s vision and membership expectations. We also extend sincere thanks to the entire TSC Management and staff, whose insights on operations, member services, financial performance, and club infrastructure shaped the practical dimensions of this Plan. Their daily experience and institutional knowledge are reflected throughout this document.

To our members—your engagement, feedback, and participation were invaluable. Your openness in sharing aspirations, concerns, and ideas has enriched this Strategy, making it a product of collective ownership rather than a technical exercise. You remain the heartbeat of this Club.

Lastly, we recognize the professionalism of the Stan Consulting Group Limited team for their expertise in facilitating the planning workshops, coordinating stakeholder engagements, and guiding the technical design of the Strategic Plan.

As we move into implementation, I call upon all stakeholders to walk this journey with unity, discipline, and innovation. Together, we will strengthen our legacy and move Thika Sports Club to a new era of excellence.

CPA George Kinya Chege
Chief Executive Officer
Thika Sports Club



Executive Summary

The Thika Sports Club Strategic Plan (2026–2040) outlines a 15-year roadmap to reposition the Club as a premier golf, sports, and recreational members’ club that delivers world-class experiences within a family-friendly environment. It is guided by the vision of becoming *“The Premier Golf, Sports and Recreational Members Club”* and a mission that seeks to provide premium golf, sporting, and recreational facilities supported by exceptional service for a memorable member experience. These are reinforced by the Club’s core values, expressed as *S.P.O.R.T.S*—Service Excellence, Professionalism, Openness and Integrity, Respect, Teamwork, and Sustainability.

In developing this Strategic Plan, a participatory approach was adopted, involving the Board, Management, staff, and key stakeholders through structured strategic planning workshops and key informant interviews. A comprehensive review of the organization’s historical performance over the past 100 years, together with an assessment of the current operating context, was undertaken, focusing on both the internal and external environments.

To gain a deeper understanding of the operating environment, a range of analytical tools was applied, including SWOT Analysis, PESTEL Analysis, and Stakeholder Analysis.

The situational analysis culminated in the identification of the strategic themes (pillars) to guide the organization over the next five years. These strategic themes were developed using the Balanced Scorecard (BSC) framework, which was adopted as the overarching model for this Strategic Plan. The strategic themes under each BSC perspective, together with their corresponding strategic goals, are presented below.



Table 1: Strategic Themes/Pillars and Goals

SNO	Perspective	Strategic Themes/Pillars	Strategic Goals
1	Customer	Membership Growth & Members Experience	1. Grow and retain a vibrant, diverse, and satisfied membership base.
2	Financial	Financial Sustainability, Growth and Diversification	2. Grow Annual revenue from Kshs 171M in 2024 to Kshs 331M by 2040
3	Internal Business Processes	Processes re-engineering and automation	3. Enhance operational excellence, facilities and innovative programs
4	Learning & Growth/HR	Staff productivity and motivation	4. Attract, develop, engage and retain a competent and motivated staff
5	Leadership, Governance & Risk	Leadership, Governance and Risk Oversight	5. Strengthen Leadership, Governance and Risk Management

Implementation will be driven by a detailed Implementation Matrix aligned to the Balanced Scorecard perspectives, with several flagship projects identified to transform the Club’s competitiveness. These include the Golf Course Redesign and Modernization (2026–2030), the Multi-Sport and Events Complex (2028–2035), the Digital Membership and Operations Platform (2026–2028), and the Sustainable Energy and Water Project (2028–2035). The required investments will be mobilized through internal revenue growth, strategic partnerships, sponsorships, and other innovative financing mechanisms.

A robust Monitoring, Evaluation, and Reporting Framework provides mechanisms for accountability, continuous learning, and adaptive management. Progress will be assessed through clear performance indicators, quarterly reviews, and periodic evaluations to ensure the Plan stays on course.

Overall, the Strategic Plan reaffirms Thika Sports Club’s commitment to excellence, sustainability, and inclusivity. It calls on members, management, and partners to work together in securing the Club’s legacy and positioning it for future generations.



CHAPTER 1

INTRODUCTION





CHAPTER ONE: INTRODUCTION

1.1 Historical Background

Thika Sports Club is a members' golf club nestled in the serene countryside of Thika. It offers world-class recreational and competitive sports, fitness, and leisure services in a family-friendly environment with a rich heritage. The Club boasts a beautifully manicured 18-hole golf course with spectacular views of the Aberdare Ranges, Mount Kenya, and Mount Kilimambogo. Conveniently located just off the Thika Superhighway, and only half a kilometer from the scenic confluence of the Chania and Thika Falls, the Club provides a tranquil retreat for relaxation and recreation. Its Swiss Alpine-inspired clubhouse, complete with a rustic bar, spacious dining areas, and a large fireplace, creates a warm and inviting space for families and guests alike.

The Early Days

Thika Sports Club traces its roots to 1922, when it was founded as a social hub for colonial European farm owners of English descent. The original location was south of Thika, near the present-day Athena Coffee Estate. By 1928, the Club had raised enough funds to construct a clubhouse at the site now occupied by Jogoo Kimakia Hotel, and soon after introduced squash, tennis, and lawn bowls to its activities.

Although the idea of a golf course was conceived in 1928, land limitations delayed its establishment. In 1930, suitable land was acquired, and by 1932 an initial 8-hole course was completed, along with a golf section clubhouse near the current No. 14 green. The main clubhouse, however, remained at Jogoo Kimakia.

A notable development came in 1946, when the first non-English member, Scotsman Tom Frasier, was admitted. That same year, membership was expanded beyond white farmers to include civil servants and non-farmers.



Post-Independence

At independence in 1963, membership remained exclusive to Caucasians. It was not until 1966 that the first Asians, including Sat Punja and B.S. Varma, were admitted. In the early 1970s, indigenous Africans such as Councilor George Thuo, Hon. Dr. J.F.C. Munene, W.K. Kariuki, Phil Kiliru, and S.G. Njuguna joined, breaking new ground in the Club's history. During this period, squash, tennis, and rugby were the most active sports, while golf activities were limited.

For years, the Club operated from two separate clubhouses: the main one at Jogoo Kimakia and another at the golf section. This arrangement proved costly and divisive, as members tended to frequent one site over the other. In 1971, the decision was made to sell the Jogoo Kimakia clubhouse and construct a unified facility at the golf course. Completed in 1973, the new clubhouse was designed by Danish architect Troels Ritzou in an Alpine style, with treated timber beams, a hardwood bar stretching nearly the width of the building, and a large fireplace serving both sides of the lounge.

By the late 1970s, African membership had grown steadily, and in 1980 a historic milestone was reached when J.K.L. Thumbi was elected as the Club's first African Chairman.

1.2 Rationale for Developing a 15-Year Strategic Plan for Thika Sports Club

Thika Sports Club has a rich history spanning over a century, during which it has evolved from a small colonial social hub into one of Kenya's most iconic family-oriented sports and recreational clubs. Over this period, the Club has grown steadily in membership, infrastructure, and reputation, and continues to play a pivotal role in promoting sporting excellence, wellness, and social networking within the region.

However, the operating environment for sports and recreational clubs has changed significantly. Members today demand higher levels of service, modern facilities, professional management, and diverse recreational options. Additionally, increased competition from private leisure facilities, changing lifestyles, and generational shifts require the Club to reimagine its value proposition. At the same time, national



development priorities such as Kenya Vision 2030, the increasing urbanization of Thika and its environs, and the growth of the corporate and expatriate community provide both opportunities and challenges for the Club's long-term sustainability.

The development of a 15-year Strategic Plan is therefore critical to:

- i. **Chart a Clear Long-Term Vision** – Position the Club for the future by defining where it seeks to be in 2040 and aligning resources, investments, and operations accordingly.
- ii. **Preserve and Modernize Heritage** – Balance the preservation of the Club's proud history and traditions with the modernization of facilities and services to meet global standards.
- iii. **Enhance Competitiveness** – Respond proactively to emerging competition from new lifestyle and sporting facilities by diversifying the Club's offerings and improving member experience.
- iv. **Sustain Financial Growth** – Provide a roadmap for resource mobilization, prudent financial management, and sustainable investment in infrastructure, technology, and human capital.
- v. **Strengthen Governance and Professionalism** – Entrench transparent, accountable, and professional management practices to support long-term growth.
- vi. **Promote Inclusivity and Community Impact** – Expand membership diversity across age, gender, and professional backgrounds while enhancing the Club's contribution to the wider community.
- vii. **Future-Proof the Club** – Anticipate demographic, technological, and socio-economic changes, ensuring that the Club remains relevant to both current and future generations.

By adopting a forward-looking 15-year Strategic Plan, Thika Sports Club will secure its place as a premier sporting, leisure, and social institution in Kenya, while ensuring resilience, sustainability, and continued relevance for generations to come.



1.3 Methodology for Developing the Strategic Plan

To ensure broad ownership, inclusivity, and effective implementation of the Strategic Plan, a structured and participatory methodology was adopted. The key components of the methodology are outlined below:

1.3.1 Participatory Approach

The strategic planning process was undertaken through a participatory approach that actively involved the Board, Management, staff, and key stakeholders. This engagement was facilitated through structured strategic planning workshops and key informant interviews, ensuring that diverse perspectives and institutional knowledge were incorporated into the Plan.

1.3.2 Document Review

A comprehensive review of relevant institutional and historical documents was conducted to inform the planning process. Key documents reviewed included the TEE ES Golf Limited Financial Statements, the Final Rules and Regulations of TSC Golf Limited, the TSC Centenary Book, and the 18-Hole Opening Booklet (1998), among others. Insights drawn from these documents provided critical context and informed strategic direction-setting.

1.3.3 Stakeholder Engagement Process

Consultative engagements were held with the Board, Management, and staff to gather strategic insights and validate emerging priorities. In addition, an online stakeholder engagement exercise was conducted targeting all Club members to ensure broad-based participation and inclusivity. The feedback and perspectives obtained through these engagements significantly informed the formulation of the Strategic Plan. A detailed Stakeholder Engagement Report was prepared to document the process and outcomes and is provided as a separately.



1.3.4 Strategic Planning Workshops

A series of strategic planning workshops involving the Board, Management, and staff were conducted to develop the draft Strategic Plan. Upon completion of the draft, a validation workshop was held with the Board and Club members to review, refine, and formally endorse the Strategic Plan.

1.4 Organization of the Strategic Plan

The Strategic Plan is structured into seven chapters as follows:

Chapter One: Presents the background, rationale for strategic planning, methodology adopted, and organization of the Plan.

Chapter Two: Provides the institutional review, including the core business, vision, mission, and core values.

Chapter Three: Presents the situational analysis, highlighting Thika Sports Club's past performance and assessment of internal and external environments.

Chapter Four: Details the strategy formulation process, encompassing strategic themes, objectives, strategies, the corporate strategy map, and the Must-Win Battles (MWBs).

Chapter Five: Presents the implementation matrix, structured around the five Balanced Scorecard perspectives, outlining objectives, strategies, activities, indicators, targets, timeframes, responsible actors, and estimated costs.

Chapter Six: Outlines the financial resource requirements and mobilization strategies.

Chapter Seven: Describes the monitoring, evaluation, and reporting framework to ensure effective implementation of the Plan.



CHAPTER 2

INSTITUTIONAL REVIEW





CHAPTER TWO: INSTITUTIONAL REVIEW

2.1 Introduction

This chapter reviews the Club's institutional setup, governance, membership, management, financial administration, and decision-making processes, to assess their adequacy in delivering the Club's 15-year strategic aspirations. The chapter also provides the vision, mission and core values that will guide the Club in the plan period.

The institutional framework of Thika Sports Club, now operating as Tee Es See Golf Limited, is guided by its Amended Articles of Association (2025), developed under the Companies Act, 2015. The Club is a Company Limited by Guarantee, reflecting a modern governance structure designed to safeguard member interests, strengthen accountability, and enable long-term sustainability.

2.2 Vision Mission and Core Values

2.2.1 Vision

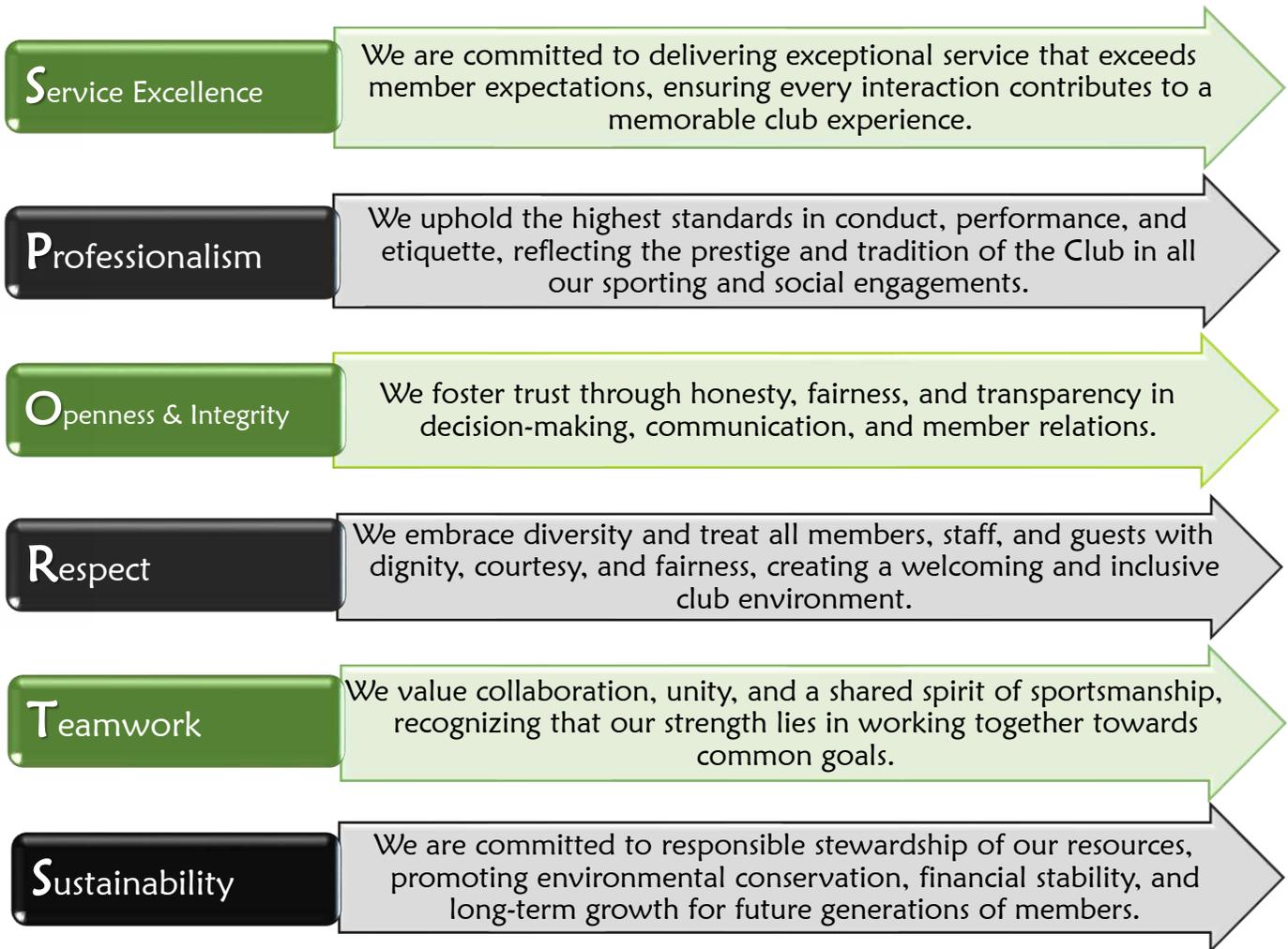
The Premier Golf, Sports and Recreational Members Club

2.2.2 Current Mission

Provide premium golf, sporting, recreational facilities and exceptional service for a memorable member experience.

2.2.3 Core Values

Core values define the principles and beliefs that guide the Club's actions, decisions, and relationships. They reflect our heritage as a premier sports club and shape our culture. These values serve as the foundation for achieving our strategic objectives and delivering exceptional experiences to our members and stakeholders. Our core values, abbreviated as **S.P.O.R.T.S.**, are **S**ervice Excellence, **P**rofessionalism, **O**penness and Integrity, **R**espect, **T**eamwork, and **S**ustainability. The core values are described in detail below:



2.3 Motto/Tagline

“Beyond Sports”

2.4 Legal and Governance Framework

The Club is incorporated as a Company Limited by Guarantee and not having share capital. The Articles of Association provide a comprehensive framework for governance, defining the rights, privileges, duties, and responsibilities of members.

The Club is managed by a Board of Directors, supported by Committees, Trustees, and a Patron, with day-to-day operations delegated to a Club Manager/General Manager/CEO. Authority ultimately rests with members through Annual General Meetings (AGMs) and



Special General Meetings (SGMs), which approve strategic, financial, and governance decisions.

The structure provides a strong legal foundation but requires continuous modernization to align with corporate governance best practices in Kenya.

2.5 Membership Structure

Membership is declared unlimited and organized into 15 classes including Full, Family, Single Parent, Single, Junior, Youth, Country, Temporary, Senior, Honorary, Reciprocal, Absentee, Corporate, Non-resident, and any new classes introduced by the Board.

- Rights and obligations vary by class, with Full Members holding voting rights and eligibility for leadership roles.
- Admission is at the discretion of the Board through the Membership and Marketing Committee, supported by a balloting process.
- Membership fees, levies, and subscriptions form a major source of the Club's financial sustainability.

The broad membership structure enhances inclusivity but also requires careful management to maintain harmony, financial fairness, and relevance to emerging market segments, for example, youth, corporate, and diaspora members.

2.6 Governance and Leadership

The Board of Directors (7–11 members) oversees the Club's affairs. Key provisions include:

- A Chairman with a maximum two-year term.
- One-third of Directors retiring annually on a rotational basis.
- Standing Committees for Finance, House, Food & Beverage, Golf Course, Games & Wellness, Membership & Marketing, among others.
- Trustees (3) serving as custodians of assets.
- A Patron elected for counsel and advisory support.

Under this structure there is a clear separation of strategic and operational roles, the Committee system ensures specialized oversight, and the Trustee and Patron roles safeguard continuity and heritage.



However, rotational retirements may disrupt continuity of strategic direction, volunteer-based governance risks capacity and professionalism gaps, and committee overlaps can lead to inefficiency.

2.7 Management and Administration

- i. The Club Manager/General Manager/CEO, appointed competitively, manages daily operations and reports to the Board.
- ii. Management is accountable for implementing strategic and business plans, with support from specialized Committees.
- iii. Committees provide advisory input on finance, food & beverage, sports, membership, marketing, and facilities management.

2.8 Finance Governance

- i. Revenue sources include entrance fees, subscriptions, development levies, guest fees, games supplement fees, and penalties.
- ii. The Board can borrow funds, capped at 10% of net assets, subject to AGM approval.
- iii. Financial oversight is provided by the Finance and Administration Committee, which prepares annual reports and monthly management accounts.
- iv. There is strong member-based financial control and transparency through AGMs.

2.9 Meetings and Member Participation

- i. Members exercise their supreme authority through AGMs and SGMs, with quorum set at 50 full members.
- ii. Provision for virtual meetings and voting expands inclusivity and participation.
- iii. Members can requisition SGMs if supported by at least 50 fully paid-up members.

2.10 Institutional Transition and Heritage

- i. The incorporation of Tee Es See Golf Ltd succeeded Thika Sports Club, inheriting all assets, liabilities, staff, and contracts.
- ii. Transitional provisions ensured leadership continuity and protection of staff rights.



- iii. The Articles revoke the old Constitution and replace it with a corporate governance framework.

While transition secured continuity, it also requires a cultural shift from a “club association” to a “corporate governance” model, balancing heritage with modernization.



CHAPTER 3

SITUATIONAL ANALYSIS





CHAPTER THREE: SITUATIONAL ANALYSIS

3.1 Introduction

This chapter examines the Thika Sports Club historical performance, including financial, milestones achieved and lessons learned. It also discusses the operating environment, which encompasses internal and external factors affecting how the Club conducts business and achieves its goals and objectives. Several tools were used to evaluate the working environment, including SWOT analysis, PESTEL analysis, and stakeholder analysis.

3.2 Review of Thika Sports Club Financial Performance for the Year 2019 – 2024

3.2.1 Membership

The current membership is 1679 categorized as shown in the figure below:



Figure 1: Membership Category

3.2.2 Overview of Financial Performance

TSC (Tee Es See Golf Limited) demonstrated steady revenue growth and improved operating performance over the 2021-2024 period. However, profitability remains modest due to high operating costs and increased expenditure in 2024. Liquidity and members' funds strengthened, indicating improved financial stability and growth potential.



The table below summarizes the key financial performance indicators:

Table 2: Highlights of Key Financial Performance Indicators

Year	2021	2022	2023	2024	Cumulative Total
Income (Kshs M)	104.41	136.81	143.91	171.09	556.22
Gross surplus (Kshs M)	40.03	43.45	46.91	61.26	191.65
Surplus for the year (Kshs M)	(1.12)	4.29	6.03	4.16	13.37
% of surplus/income	(1.1%)	3.1%	4.2%	2.4%	2.4%
Members' Fund	95.49	99.78	105.81	109.97	109.97

Source: Tee Es See Golf Limited Audited Financial Statements

The key highlights of the financial performance in terms of Income growth and Members' Fund trend in the figure below:

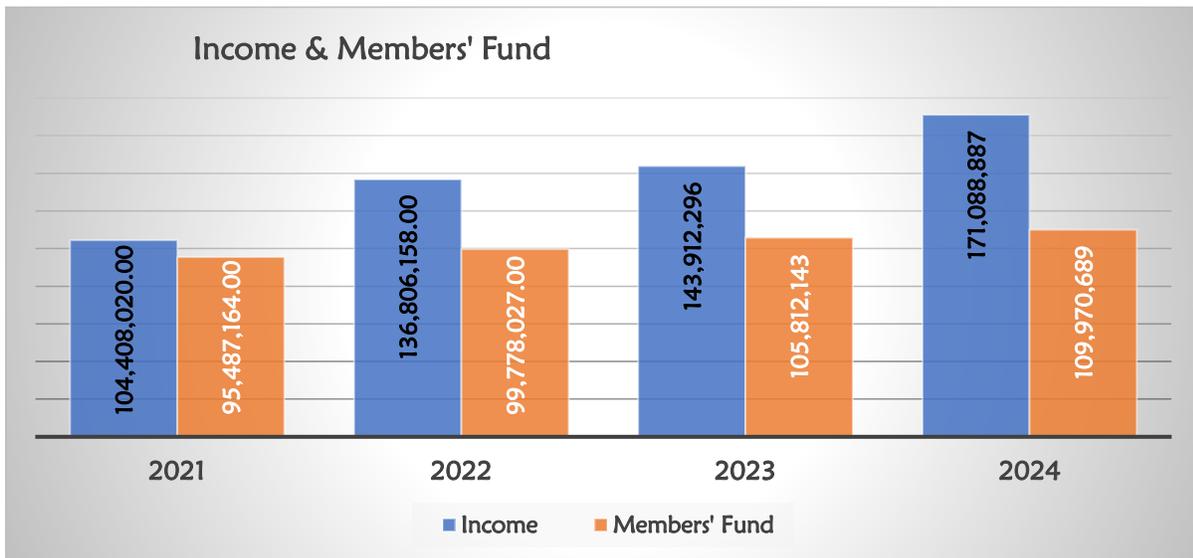


Figure 2: Income & Members' Fund growth



Other Key Highlights

A. Revenue Growth

- i. Total income grew consistently:
 - 2021: KES 104.4M
 - 2022: KES 136.8M (+31%)
 - 2023: KES 143.9M (+5%)
 - 2024: KES 171.1M (+19%)
- ii. Cumulative growth (2021-2024): +64%, driven by:
 - **Membership subscriptions & entrance fees:** from KES 46.8M → 67.4M (+44%)
 - **Bar & catering income:** combined from KES 43.5M → 72.3M (+66%)
 - **Sports & recreation (golf, swimming, gym):** from KES 11.9M → 30.6M (>150%)
- iii. Growth reflects membership expansion, increased facility utilization, and improved events and sports activities.

B. Profitability

- i. Gross surplus improved:
 - KES 40.0M (2021) → 61.3M (2024) (+53%)
- ii. Surplus for the year:
 - 2021: -1.1M loss (due to high costs)
 - 2022: 4.3M
 - 2023: 6.0M
 - 2024: 4.2M (decline due to increased operating expenses)
 - **Total 13.37M**
- iii. Surplus margin (surplus ÷ income):
 - 2021: -1.1%
 - 2022: 3.1%
 - 2023: 4.2%
 - 2024: 2.4%
- iv. Indicates improvement from loss to profit, but margin remains low and volatile.



C. Cost Management

- i. Direct costs rose sharply:
 - 2021: **KES 64.4M**
 - 2024: **KES 109.8M (+70%)**, largely from F&B, sports, and events operations.
- ii. Operating expenses (admin + other) increased by KES 18.5M (from 41.7M in 2021 → 60.2M in 2024).
- iii. Rising costs are eroding net profitability despite revenue growth. Emphasis is needed on cost optimization (particularly for F&B and operating overheads).

D. Financial Position

- i. Members' funds strengthened:
 - From **KES 95.5M (2021)** → **110.0M (2024)** (+15%), reflecting surplus retention.
- ii. Liquidity (Current ratio):
 - Improved from **1.6 (2021)** → **1.8 (2024)** — indicates **healthy short-term solvency**.
- iii. Cash & cash equivalents: grew sharply
 - From **KES 3.1M (2021)** → **33.3M (2024)**, showing **improved cash generation**.
- iv. Borrowings: minimal (KES 0.94M in 2023), implying low financial leverage and room to raise capital if required.

E. Asset Base

- i. Property & equipment: stable at around KES 98M, reflecting moderate investment in facilities.
- ii. Net current assets: more than tripled from KES 5.8M (2021) → 22.9M (2024), further supporting liquidity.



F. Revenue Mix Insights

The shift towards diversified income streams (sports, wellness, recreation) reduces dependence on subscriptions alone, improving long-term sustainability.

Table 3: Revenue Mix Insights

Category	2021	2024	Growth
Membership subscriptions & entrance	46.8M	67.4M	+44%
Bar income	22.6M	34.9M	+55%
Catering income	21.0M	37.4M	+78%
Golf captain account	10.9M	20.7M	+90%
Swimming	0.49M	4.1M	+733%
Gym & sauna	0.54M	5.8M	+970%
Total	102.33M	170.3M	+67.97

G. Strategic Implications

- i. **Cost control** measures (especially in F&B and other operating expenses) are essential to improve profitability.
- ii. Further **investment in high-growth segments** — sports, wellness, events — can boost non-subscription revenue.
- iii. **Digitalization and process efficiency** could reduce operating expenses and improve service delivery.
- iv. Strong liquidity and low leverage position the club well for future capital projects (e.g., facility modernization).



3.2.3 Key Achievements in the last 100 years

a) Infrastructure & Facilities

- i. Construction of a modern clubhouse in 1973, consolidating operations and strengthening club unity.
- ii. Expansion of the golf course from 9 holes to a prestigious **18-hole championship course in 1996**, placing TSC among Kenya's elite golf clubs.
- iii. Addition of multiple sporting facilities – tennis courts, squash, rugby, swimming pool, gym, sauna, and children's play area.

b) Leadership & Inclusivity

- i. Election of **JKL Thumbi as the first African Chairman in 1980**, breaking racial barriers.
- ii. Election of **Moira Lincoln Gordon as the first female Chairman in 1974**, and later **Betty Mutua in 2017 as the first African female Chairman**, marking milestones in gender inclusivity.
- iii. Establishment of the **General Manager position** and professionalization of club administration under Betty Mutua.

c) Sporting Excellence

- i. Hosting of the **Winston Churchill Cup (since 1947)**, a nationally recognized tournament counting towards the Golfer of the Year Award.
- ii. Nurturing professional golfers such as **Sam Kamau**, who rose from caddy to a pro golfer representing Kenya at international level.
- iii. Sponsorship and tournaments such as the **CMB Cup (1985–2001)**, Linda & David Longstaff Junior Golf, and Father & Son competitions.

d) Partnerships & Community

- i. Strong support from corporate partners like **Metal Box** (loan of irrigation pipes worth Kshs 700,000), **Del Monte** (land leveling, water pump), and **Standard Chartered** (water pumps), which enabled course expansion.



- ii. Recognition by high-profile leaders and dignitaries, including **HM Queen Elizabeth II, Prince Charles, Mzee Jomo Kenyatta, and President Mwai Kibaki.**

3.2.4 Challenges in the last 100 years

a) Historical Barriers

- i. Initial **racial exclusivity**, with membership restricted to Europeans until Asians were admitted in the 1960s, and Africans in the 1970s.
- ii. Resistance from European members during the 18-hole expansion due to fears of losing privacy and doubts about African leadership capacity .

b) Financial Strains

- i. Heavy capital requirements for infrastructure upgrades, including the 18-hole expansion, which relied on levies and external corporate support due to cash flow challenges.
- ii. High maintenance costs for sporting facilities and grounds upkeep, especially during dry seasons before irrigation systems were upgraded.

c) Political & Social Instability

- i. **Mau Mau attack in 1954**, where a battalion ransacked the club and destroyed historic memorabilia, including Winston Churchill's signed photo.
- ii. **Destruction of club records in 1965** by the Thika District Association, leading to loss of historical documentation.

d) Membership Engagement

- i. Managing inclusivity while balancing tradition, especially in transitioning from an exclusive settler club to a diverse, family-friendly sports club.
- ii. Sustaining active participation in leadership and club activities during periods of dwindling volunteerism.

3.2.5 Lessons Learned



1. **Inclusivity strengthens institutions** – Breaking racial and gender barriers expanded membership, improved club governance, and secured the club’s legacy for future generations.
2. **Community & Partnerships are essential** – The 18-hole expansion and facility upgrades succeeded because of member contributions, harambee spirit, and strong corporate partnerships.
3. **Leadership vision drives transformation** – Bold leadership decisions (e.g., selling the Jogoo Kimakia clubhouse, expanding to 18 holes, professionalizing management) positioned the club for long-term success.
4. **Heritage preservation is critical** – Loss of records and memorabilia during Mau Mau and post-independence unrest highlighted the need for robust archival and documentation systems.
5. **Adaptability ensures relevance** – By expanding sports beyond golf (tennis, rugby, squash, swimming, gym), the club has remained attractive to a wider membership base.
6. **Intergenerational continuity** – Families passing down golfing traditions and leadership roles demonstrate the importance of succession planning for sustainability

3.3 Environmental Analysis

The following tools were used in conducting environmental analysis: Enhanced SWOT Analysis; PESTEL Analysis and Stakeholder Analysis. The results of the analysis are presented in the subsequent tables that follow:

3.3.1 Enhanced SWOT Analysis

The Enhanced SWOT analysis serves as a strategic lens for Thika Sports Club to evaluate internal strengths and weaknesses alongside external opportunities and threats, aligned with the Balanced Scorecard framework. This approach not only highlights the Club’s current position but also informs future priorities, enabling leadership to anticipate shifts in the environment and respond proactively. The results of the analysis are summarized in the table below:

Table 4: Enhanced SWOT Analysis

Strengths Analysis

Perspective	Strengths	Strategic Response
Customer	<ul style="list-style-type: none"> Diverse membership categories promoting inclusivity Heritage brand and scenic location Established reputation Active membership and event hosting experience Majority of members are full members 	<ul style="list-style-type: none"> Enhance membership growth
Financial	<ul style="list-style-type: none"> Strong asset base – Property & equipment remains strong Positive Operating Cashflows 	<ul style="list-style-type: none"> Strong asset base supports operations
Internal Business Processes	<ul style="list-style-type: none"> Full complement of clubhouse, sports and accommodation assets (diversified appeal). Prime facilities (golf course, pool, courts, F&B). Active digital/social media presence for outreach Strategic location 	<ul style="list-style-type: none"> Supports membership growth Enhance operational efficiency Easily accessible Enhances member experience
Learning & Growth/HR	<ul style="list-style-type: none"> The professionalization of management is a significant step forward 	<ul style="list-style-type: none"> Ensure clarity of roles, delegation, and adequate resourcing



Perspective	Strengths	Strategic Response
Leadership, Governance & Risk	<ul style="list-style-type: none"> Strong legal and governance foundation under the Companies Act Established committee system for oversight 	<ul style="list-style-type: none"> Maintain strong governance structures to ensure long term sustainability

Weaknesses Analysis

Perspective	Weaknesses	Mitigation measures
Customer	<ul style="list-style-type: none"> Low responsiveness to customer feedback Poor customer service High cost of food & services Complex membership structure may be difficult to manage Large group on inactive members 	<ul style="list-style-type: none"> Improve feedback mechanism Improve customer service through training Periodic review of pricing model Enhance membership categories Enhance membership engagement
Financial	<ul style="list-style-type: none"> Heavy reliance on membership fees for revenue Rising operating costs 	<ul style="list-style-type: none"> Diversify income streams Cost optimization
Internal Business Processes	<ul style="list-style-type: none"> Dilapidated facilities Obsolete machinery and equipment Lack of proper maintenance of the golf course, too many old and dead trees Course length/conditioning may need redesign to host higher-tier regional pro events (greens, drainage, practice range). Limited commercial operating systems (digital bookings, CRM, dynamic pricing) vs. top coastal/Nairobi venues. Inadequate hygiene and maintenance of washroom and wellness facilities, affecting user experience Low food quality and catering services Limited and unsafe recreational facilities for children and youth 	<ul style="list-style-type: none"> Improve the golf course Invest in modern and adequate machinery for maintenance Enhance maintenance of golf course Invest in modern, safe, and diverse recreational amenities Strengthen Service Standards & Quality Management Systems



Perspective	Weaknesses	Mitigation measures
	<ul style="list-style-type: none"> Operational inefficiencies in service delivery stemming from accountability gaps and management practices. Poor communication channels 	
Learning & Growth/HR	<ul style="list-style-type: none"> Inconsistent service standards due to limited staff ownership, weak supervisory accountability, and perceived favoritism in management. High staff turnover Weak performance culture Inconsistent service due to poor qualifications thresholds 	<ul style="list-style-type: none"> Enhance Staff Ownership & Accountability Promote fairness & meritocracy i.e. institute transparent recruitment, appraisal, and promotion processes to curb favoritism/cronyism. Enhance staff engagement Continuous capacity development Promote a performance-driven and customer-focused culture. Attract and recruit qualified staff.
Leadership, Governance & Risk	<ul style="list-style-type: none"> Volunteer leadership may lack professional governance expertise. Rotational leadership may limit long-term continuity. Insufficient / weak policies 	<ul style="list-style-type: none"> Continuous capacity building at Board level Standardize project procurement, develop procedures/manuals, independent audit & procurement committees

Opportunities Analysis

Perspective	Opportunities	Strategic Implication & Response
Customer	<ul style="list-style-type: none"> Growing urbanization of Thika and proximity to Nairobi is potential for membership growth Build golf-tourism packages for weekenders from Nairobi and resort stays. Host larger KGU regional events and corporate pro-ams to boost non-member revenue. 	<ul style="list-style-type: none"> Increased membership Enhanced membership engagement



Perspective	Opportunities	Strategic Implication & Response
	<ul style="list-style-type: none"> Government & county sports policies promoting partnerships and events Youth/junior programs to attract next-generation members. Partnerships with other clubs 	
Financial	<ul style="list-style-type: none"> Availability of space for expansion Enhanced financial mobilization through development levies, sponsorships, and partnerships. Cost/ resource optimization e.g. energy Expand income-generating streams (car wash, massage facility), modern conferencing facility, and better marketing for Choma Zone. 	<ul style="list-style-type: none"> Diversify revenue streams Cost and Resource optimization
Internal Business Processes	<ul style="list-style-type: none"> Digital transformation (online booking, CRM) Ideal family environment Better use of spaces for events & corporate partnerships 	<ul style="list-style-type: none"> Enhance member experience Space optimization
Learning & Growth/HR	<ul style="list-style-type: none"> Existence of a large pool of skilled professionals in the hospitality sector 	<ul style="list-style-type: none"> Robust performance management
Leadership, Governance & Risk	<ul style="list-style-type: none"> Green branding through sustainable water & environmental practices 	<ul style="list-style-type: none"> Adoption of green and sustainable practices in club operations

Threats Analysis

Perspective	Threats	Strategic Implication & Response
Customer	<ul style="list-style-type: none"> Managing generational shifts in membership expectations Competition from other clubs with superior facilities 	<ul style="list-style-type: none"> Diversify member benefits Improve facilities
Financial	<ul style="list-style-type: none"> Inflation & economic pressure reducing disposable income. Rising maintenance costs (water, inputs) and climate variability. Resource mobilization for large-scale infrastructure projects 	<ul style="list-style-type: none"> Cost optimization Alternative financing for major capital projects



Perspective	Threats	Strategic Implication & Response
Internal Business Processes	<ul style="list-style-type: none"> Potential gaps in compliance with new environmental/legal requirements 	<ul style="list-style-type: none"> Enhance compliance oversight
Learning & Growth/HR	<ul style="list-style-type: none"> Employee/ talent poaching 	<ul style="list-style-type: none"> Enhance Staff engagement
Leadership, Governance & Risk	<ul style="list-style-type: none"> Ensuring governance remains transparent and inclusive amid growth Emerging risks such as Cyberattacks, AI, Data Protection 	<ul style="list-style-type: none"> Capacity building Enhance risk management.

3.3.2 PESTEL Analysis

The PESTEL analysis provides a comprehensive view of the external factors that influence an organization’s performance and strategic direction. It is a critical tool for understanding the broader business environment, anticipating potential challenges, and identifying opportunities that can shape effective strategies. A PESTEL analysis was conducted for Thika Sports Club, and the outcomes are presented in the table below:

Table 5: PESTEL Analysis

Factor	Key Issues	Implications	Recommended Actions
Political	Sports policy & county sports investments	Opportunity for events & partnerships	Build ties with State Dept. & Kiambu County to host tournaments
Economic	Inflation & high fees may affect affordability	Risk of declining memberships & revenue	Offer flexible/corporate packages; diversify into events, F&B, coaching
Social	Younger demographics & shifting leisure trends	Membership pipeline at risk; demand for new formats	Expand youth/junior programs, social events, & school outreach
Technological	Rising demand for digital booking & payment systems	Member expectations for convenience	Upgrade club management system; invest in turf/irrigation tech



Factor	Key Issues	Implications	Recommended Actions
Environmental	New regulations on water/waste; climate variability	Compliance & sustainability risk	Conduct audit; adopt rainwater harvesting & efficient irrigation
Legal	Stronger governance & safety regulations	Reputational & legal risks	Review contracts, safety standards & employment compliance



3.3.3 Stakeholders Analysis / Mapping

Stakeholder mapping and analysis is a strategic management process that involves identifying, categorizing, and understanding the stakeholders who have an interest or influence in an organization. The goal is to analyze the relationships between the entity and its stakeholders to effectively manage their expectations, engage them in the decision-making process, and build mutually beneficial relationships. The table below outlines an analysis that of Thika Sports Club’s stakeholders, what they expect of the Club and what the Club expects of the stakeholders.

Table 6: Stakeholder Analysis Table

S. No.	Stakeholder	Stakeholder Expectations of Thika Sports Club	Expectations of Thika Sports Club from Stakeholders
1	Members	<ul style="list-style-type: none"> • Well-maintained golf course, sports, and recreational facilities • Competitive membership fees and value for money • Transparency and accountability in governance and finances • Timely communication and reporting on club matters • Access to quality tournaments, training, and social events • High standards of customer service • A good induction as a new member 	<ul style="list-style-type: none"> • Active participation in club activities, governance, and events • Timely payment of membership dues and other fees • Compliance with club rules, regulations, and codes of conduct (including integrity and discipline). • Constructive feedback to improve services • Positive representation of the club’s reputation and brand • The club expects that members will volunteer serv
2	Board of Directors / Club Committee	<ul style="list-style-type: none"> • Prudent utilization of club resources • Transparent and timely reporting on club performance • Compliance with statutory, governance, and ethical requirements • Effective implementation of strategic initiatives 	<ul style="list-style-type: none"> • Sound oversight and strategic leadership • Timely and informed decision-making • Active engagement with members and key stakeholders



S. No.	Stakeholder	Stakeholder Expectations of Thika Sports Club	Expectations of Thika Sports Club from Stakeholders
3	Management and Staff	<ul style="list-style-type: none"> • Competitive remuneration and benefits • Safe, inclusive, and supportive working environment • Opportunities for capacity building and professional development • Recognition of performance and contributions 	<ul style="list-style-type: none"> • High standards of professionalism and productivity • Commitment to the club's vision, mission, and values • Accountability, integrity, and efficiency in service delivery • Collaboration in implementing strategic initiatives
4	Government and Regulatory Authorities (e.g., County Government of Murang'a, Kenya Golf Union, Ministry of Sports, KRA, NEMA)	<ul style="list-style-type: none"> • Compliance with statutory and regulatory requirements (taxes, licenses, environmental and safety regulations) • Timely remittance of correct taxes and fees • Adherence to policies and standards governing sports clubs 	<ul style="list-style-type: none"> • Provision of a conducive operating and policy environment • Timely issuance and renewal of licenses, permits, and approvals • Support for sports development and environmental stewardship • Advocacy and facilitation for the growth of the sports sector
5	Suppliers and Service Providers	<ul style="list-style-type: none"> • Fair and transparent procurement processes • Timely payment for goods and services supplied as per contract • Integrity 	<ul style="list-style-type: none"> • Consistent delivery of high-quality goods and services • Competitive and fair pricing • Professionalism and reliability • Integrity
6	Technology and Systems Providers	<ul style="list-style-type: none"> • Timely payment for services as per contract • Collaboration during maintenance and upgrades • Contracts are reviewed and updated regularly • Sharing of new updates • Integrity 	<ul style="list-style-type: none"> • Reliable and efficient club management systems (e.g., membership, bookings, financial systems) • Prompt technical support and regular system updates • Effective and timely digital communication platforms (e.g., SMS, email, mobile apps) • Integrity
7	Security Providers	<ul style="list-style-type: none"> • Timely payment for services • Support in implementing security measures and protocols 	<ul style="list-style-type: none"> • 24-hour security for club premises, assets, members, and visitors



S. No.	Stakeholder	Stakeholder Expectations of Thika Sports Club	Expectations of Thika Sports Club from Stakeholders
8	Local Community and Residents	<ul style="list-style-type: none"> Responsible use of natural resources and facilities Opportunities for local employment and partnerships Positive social and environmental contribution by the club 	<ul style="list-style-type: none"> Support for club operations, events, and community outreach activities Constructive engagement and cooperation in addressing shared concerns Collaboration in local development initiatives
9	Sponsors and Partners	<ul style="list-style-type: none"> Visibility and recognition in tournaments, events, and promotional materials Transparency and accountability in the use of sponsorship funds Transparency and accountability in the use of sponsorship funds Data protection 	<ul style="list-style-type: none"> Continued financial and in-kind support for club activities and events Long-term collaboration to enhance sports, facilities development and the club's brand Create long term partnerships for CSR activities

3.3.4 The Golf Ecosystem

This section is an assessment of the Kenyan golf ecosystem—its market structure, growth drivers, opportunities, and risks—to set the direction for investment, development, and member value creation. The landscape can be summarised as follows:

a) National Golf Landscape

i. Governance:

Kenya Golf Union (KGU) oversees 38 clubs and 2 golfing societies; Kenya Ladies Golf Union (KLGU) advances women's golf.

ii. Heritage

Royal Nairobi (1906) is the oldest; Kenya hosts two televised global events—the Magical Kenya Open (DP World Tour) and Magical Kenya Ladies Open (LET)—raising the country's golf profile.



iii. Tourism & Participation

Golf tourism is a growing source of high-spend visitors; Nairobi's corporate base sustains urban club memberships.

iv. Talent Pathway:

Junior Golf Foundation (JGF) drives youth development; women's and juniors' segments remain under-served but offer strong growth potential.

b) Competitive Context for Clubs

- i. Flagship Venues include Muthaiga (Kenya Open), Vipingo Ridge (PGA-accredited, hosts LET), Karen, Royal Nairobi.
- ii. Resort / Safari Destinations: Great Rift Valley Lodge, Naivasha, Nanyuki, Coastal resorts.
- iii. Urban Member Clubs: Limuru, Sigona, Kiambu, Kenya Railway, Golf Park—similar member-driven operating models.

c) Challenges in the sector

- i. Rising cost of water, power, and agronomy inputs.
- ii. Capital expenditure for clubhouse modernization and sustainability retrofits.
- iii. Need for inclusivity—more juniors, women, school-based pathways.

d) Opportunities:

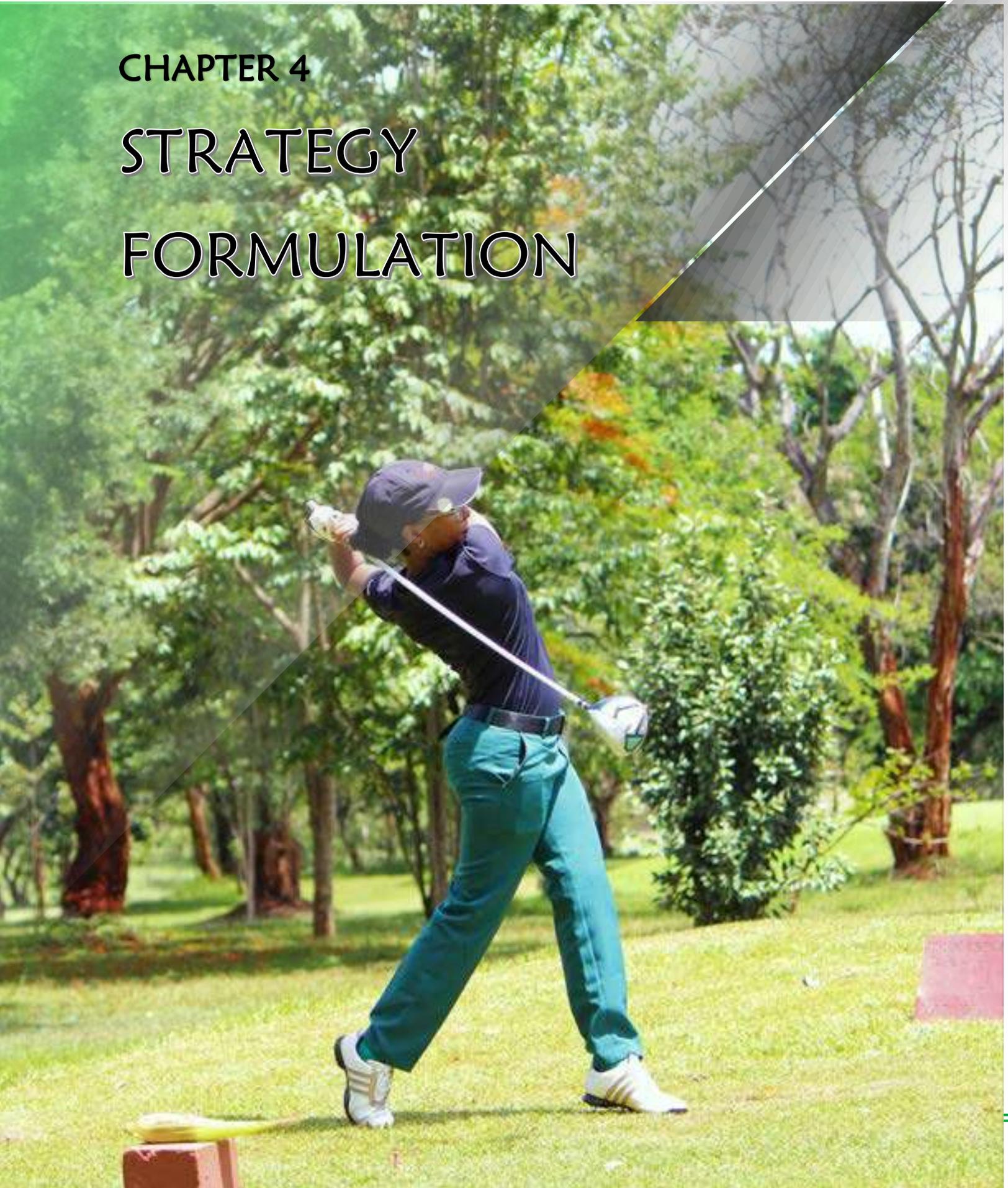
- i. Hosting tournaments and pro-ams.
- ii. Building golf-tourism packages (golf+safari).
- iii. PGA-standard coaching and fitting academies.
- iv. Digital member experience.
- v. Sustainability (water, renewable energy).



CHAPTER 4

STRATEGY

FORMULATION





CHAPTER FOUR: STRATEGY FORMULATION

4.1 Introduction

This chapter presents Thika Sports Club’s strategic model for the upcoming planning period. The strategic goals, objectives, and initiatives have been developed using the Balanced Scorecard (BSC) framework.

4.2 Strategic Themes and Goals

Strategic themes represent high-level areas of focus that shape an organization’s strategic direction. They provide a framework for developing specific, measurable, and time-bound goals. Together, strategic themes and goals form the foundation of the strategic plan, defining the organization’s purpose and guiding efforts toward its long-term vision. The strategic themes and goals identified by Thika Sports Club for this planning period are presented in the following table.

Table 7: Strategic Themes and Goals

SNO	Perspective	Strategic Theme	Strategic Goals
1	Customer	Membership Growth & Members Experience	6. Grow and retain a vibrant, diverse, and satisfied membership base.
2	Financial	Financial Sustainability, Growth and Diversification	7. Grow Annual revenue from Kshs 171M in 2024 to Kshs 331M by 2040
3	Internal Business Processes	Processes re-engineering and automation	8. Enhance operational excellence, facilities and innovative programs
4	Learning & Growth/HR	Staff productivity and motivation	9. Attract, develop, engage and retain a competent and motivated staff
5	Leadership, Governance & Risk	Leadership, Governance and Risk Oversight	10. Strengthen Leadership, Governance and Risk Management



4.3 Strategic Objectives and Actionable Strategies

The table below presents the strategic objectives and actionable strategies/initiatives that will drive the achievement of the overall goals.

Table 8: Strategic Objectives and Actionable Strategies

BSC Perspective	Strategic Theme	Strategic Objective	Actionable Strategies/initiatives
Customer	1. Membership & Member Experience	1. Grow and diversify membership across golf and multi-sport users	<ul style="list-style-type: none"> • Introduce flexible membership packages (family, junior, seasonal, corporate) • Develop referral and loyalty programs • Targeted marketing (local & international) • Launch junior & women’s multi-sports academies • Diaspora and golf tourism targeting
		2. Deliver a premium, digitally enabled member & guest experience	<ul style="list-style-type: none"> • Improve hospitality and dining services • Create and improve variety, quality and consistency of the dining experience • Introduce annual member satisfaction surveys • Establish an Events Coordinating Unit • Professional pep talks • Develop a Junior Club exclusive for Juniors centered around their preferred activities • Strengthen the vetting process to assure that only quality members are admitted. • Conduct a well-structured and continuous induction and development program.
		3. Strengthen brand visibility and market positioning	<ul style="list-style-type: none"> • Establish Marketing and Communications Department/unit • Develop a strong brand identity • Expand social media presence • Promote success stories and tournaments • Quality merchandise that can be used outside the club. • Develop a brand package for clarity • Consistency in brand identity. • Trade marketing the brand symbols.
		4. Promote community	<ul style="list-style-type: none"> • Establish junior golf scholarships & outreach programs



BSC Perspective	Strategic Theme	Strategic Objective	Actionable Strategies/initiatives
		engagement, youth development & inclusivity	<ul style="list-style-type: none"> Partner with schools, charities & local sports bodies Host community & cultural events at the club Develop a clear CSR policy that captures the aspirations of the club.
Financial	2. Financial Sustainability, Growth & Diversification	1. Achieve consistent revenue growth and profitability	<ul style="list-style-type: none"> Dynamic pricing models for green fees Expand tournament and event hosting Strengthen merchandising & pro-shop sales
		2. Diversify income beyond golf to at least 40–50% of total revenue	<ul style="list-style-type: none"> Develop corporate packages & sponsorships Launch golf tourism partnerships Launch Gym & wellness subscriptions, swimming academy, multi-sports academies; conferencing & sports tourism
		3. Strengthen long-term financial resilience & capital financing	<ul style="list-style-type: none"> Build long-term capital reserve fund Asset replacement fund; Infrastructure bonds & grants
		4. Optimize cost efficiency & environmental sustainability	<ul style="list-style-type: none"> Introduce modern financial systems Benchmark costs against top clubs Adopt energy-saving & water-efficient practices
Internal Business Processes	3. Process reengineering & automation	1. Maintain a championship-standard golf course and sports facilities	<ul style="list-style-type: none"> Invest in modern irrigation, drainage, turf & greenkeeping tech Redesign or upgrade key holes Regular course conditioning & audits
		2. Expand and modernize multi-sport infrastructure	<ul style="list-style-type: none"> Conduct an Asset Inventory Develop high-quality practice facilities (range, short-game, putting greens) Renovate clubhouse, pro-shop, locker rooms, dining Introduce GPS-enabled carts and swing-analysis bays Tennis, squash, basketball courts; Swimming complex Gym & wellness center Indoor games lounge
		3. Ensure year-round playability	<ul style="list-style-type: none"> Develop a Maintenance Policy and Plan that covers course equipment, irrigation



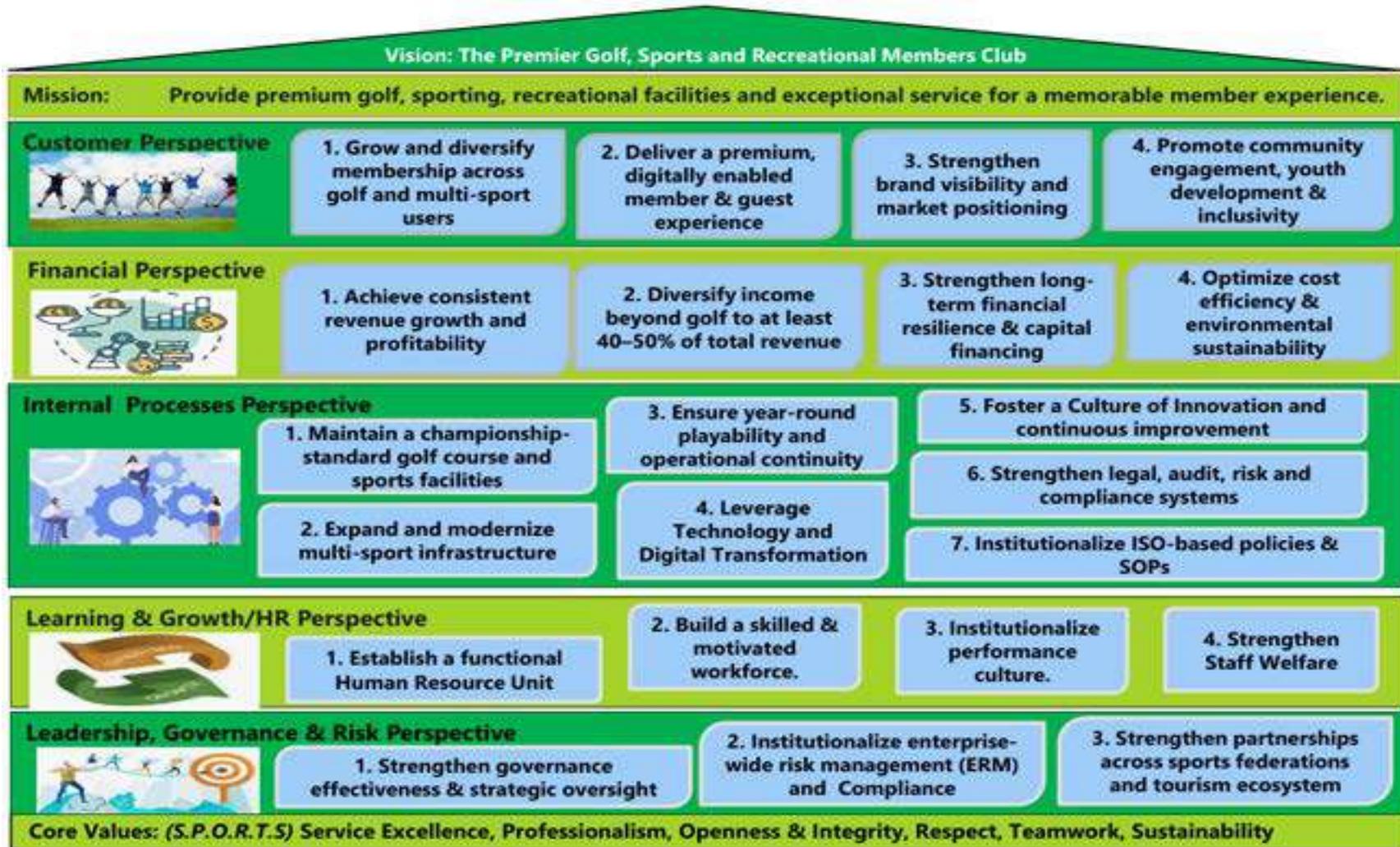
BSC Perspective	Strategic Theme	Strategic Objective	Actionable Strategies/initiatives
		and operational continuity	<p>systems, buildings, golf carts, utilities, and landscaping tools</p> <ul style="list-style-type: none"> • Redesign of Greens and fairways that flood • Develop business continuity & disaster recovery plans
		4. Leverage Technology and Digital Transformation	<ul style="list-style-type: none"> • Design a digital member experience across all touch points • Digitize and automate all core club operations • Adopt data analytics dashboards. • Infrastructure Upgrade: Enhance internet connectivity, hardware, and network security.
		5. Foster a Culture of Innovation and continuous improvement	<ul style="list-style-type: none"> • Establish Innovation Hub/Committee. • Introduce smart sports technologies e.g. physical fitness tracking machine. • Benchmark best practices. • Develop new programs. • Encourage staff innovation challenges.
		6. Strengthen legal, audit, risk and compliance systems	<ul style="list-style-type: none"> • Ensure compliance with laws. • Establish risk & compliance committee. • Update contracts. • Conduct audits. • Train staff on compliance & ethics.
		7. Institutionalize ISO-based policies & SOPs	<ul style="list-style-type: none"> • Review and update all Policies and procedures • Implement ISO certification across services
Learning & Growth/ HR	4. Staff Productivity & Motivation	1. Establish a functional Human Resource Unit	<ul style="list-style-type: none"> • Undertake a specific Human Needs Requirement analysis • Map out specific functional units. (organogram) <p>Job Descriptions and Job specifications</p>
		2. Build a skilled & motivated workforce	<ul style="list-style-type: none"> • Recruit top golf pros, coaches, & superintendents • Continuous staff training & certification • Performance-based incentives
		3. Institutionalize performance culture	<ul style="list-style-type: none"> • Implement culture change training • Enhance performance management
		4. Strengthen Staff Welfare	<ul style="list-style-type: none"> • Enhance communication • Introduce a comprehensive welfare program



BSC Perspective	Strategic Theme	Strategic Objective	Actionable Strategies/initiatives
Leadership, Governance, & Risk	5. Governance and Risk management	1. Strengthen governance effectiveness & strategic oversight	<ul style="list-style-type: none"> • Strengthen board oversight and policies • Introduce transparent reporting practices • Align with international best-practice standards
		2. Institutionalize enterprise-wide risk management (ERM) and Compliance	<ul style="list-style-type: none"> • Establish strong governance structures to oversee risk and compliance • Internal Controls Enhancement
		3. Strengthen partnerships & golf ecosystem	<ul style="list-style-type: none"> • Collaborate with national golf federations & tourism boards • Co-host regional/international tournaments • Support local employment and suppliers



4.3 Strategy Map





CHAPTER 5

IMPLEMENTATION &

COORDINATION FRAMEWORK





CHAPTER FIVE: IMPLEMENTATION AND COORDINATION FRAMEWORK

5.1 Introduction

This Chapter outlines the framework for translating the Strategic Plan into action through clear objectives, initiatives, responsibilities, timelines, and costs. It also defines mechanisms for performance monitoring, accountability, and adaptability, while addressing organizational structure, staff establishment, and risk mitigation.

5.2 Implementation, Evaluation and Monitoring Matrix

The Club has developed an Implementation, Evaluation and Monitoring matrix outlining the strategic objectives, strategies, key activities, expected outputs, performance indicators, annual targets, budgets, and responsible parties for executing the Plan. The implementation matrices aligned to each Balanced Scorecard (BSC) perspective are presented below:

Table 9: Implementation, Evaluation and Monitoring Matrix - Customer Perspective

Strategic Theme: Membership Growth & Members experience											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
1. Grow and diversify membership across golf and multi-sport	• Introduce flexible membership packages (family, junior, seasonal, corporate) ¹	• Total membership growth by category, age, sport, social per year.	1657	2737	3285	3285	-	-	-	-	
	• Deliberate focus on youth and youthful	• Growth in Junior & women		10%	10%	10%	-	0.15	0.15	0.15	

¹ Cleaning and digitizing data and capturing strategic data for data driven decisions. Recruitment and development of staff in data analysis to support integration of data across touch points.



Strategic Theme: Membership Growth & Members experience											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	membership (below 35years)	members per year. (%)									
	<ul style="list-style-type: none"> Targeted marketing (local & international)- For building reciprocation partnerships. 	<ul style="list-style-type: none"> Average revenue per member by category, age, sport, social per month. 	9,114	11,632	14,846	18,947	-	-	-	-	
	<ul style="list-style-type: none"> Develop referral and loyalty programs to include beyond bringing a member... for example bonga points 	No. of referral and loyalty programs	-	5	5	5	-	-	-	-	
	<ul style="list-style-type: none"> Launch junior & women's multi-sport academies 	Optimal utilization of club's revenue generating facilities. Target 80%.		80%	80%	80%	-	-	-	-	
2. Deliver a premium, digitally enabled member & guest experience	<ul style="list-style-type: none"> Improve hospitality and dining services Create and improve Variety, Quality and consistency of the dining experience 	Guest and member satisfaction ratings ²	-	85%	85%	85%	-	-	-	-	
		Retention rate (%) ³	100%	100%	100%	100%	-	-	-	-	
	Implement member mobile app (booking, billing, feedback)	% of members are using the portal	-	85%	100%	100%	-	-	-	-	
	Establish Events Coordinating Unit to focuses on planning, logistics, hospitality,	Functions Events Coordinating Unit	-	1	1	1	-	-	-	-	

² Introduce annual member satisfaction surveys

³ Retention (total number of recorded resignations, dormancy prediction- track all cards that have not been swiped by aging – 3 months, 6 months, months).



Strategic Theme: Membership Growth & Members experience											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	sponsorship & activities										
	<ul style="list-style-type: none"> Implement member segmentation 	Member segmentation by spend, frequency as a baseline for management decisions	-	100%	100%	100%	-	-	-	-	
	<ul style="list-style-type: none"> Develop a Junior Club exclusive for Juniors centered around their preferred activities 	12 Professional pep talks per	-	60	60	60	-	1.2	1.2	1.2	
	<ul style="list-style-type: none"> Strengthen the vetting process to assure that only quality members are admitted. 	Adherence to vetting policy	-	100%	100%	100%	-	-	-	-	
	Implement a well-structured and continuous induction and development program.	Well-structured and continuous induction and development program.	-	5	5	5	-	2.5	2.5	2.5	
3. Strengthen brand visibility and market positioning	<ul style="list-style-type: none"> Establish Marketing and Communications Department/unit 	Functional Marketing and Communications Dept	-	1	1	1					
	<ul style="list-style-type: none"> Develop a strong brand identity Expand social media presence Promote success stories and tournaments 	<ul style="list-style-type: none"> Social media engagements (to boost followers, and enhance reach) 	-	60	60	60	-	6	6	6	



Strategic Theme: Membership Growth & Members experience											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	• Quality merchandise that can be used outside the club	• Brand Awareness Index	-	60%	70%	80%	-	0.5	0.5	0.5	
	• Develop a brand package for clarity Consistency in brand identity. Trade marketing the brand symbols.	Frequency of merchandise restocking annually	-	5	5	5	-	2.5	2.5	2.5	
		Completion and approval of a comprehensive brand manual/package per annum	-	5	5	5	-	-	-	-	
4. Promote community engagement, youth & inclusivity	• Establish junior golf scholarships & outreach programs	• % of junior golfers enrolled	-	30%	35%	50%	-	2.5	2.5	2.5	
	• Partner with schools, charities & local sports bodies	• Outreach/ community programs	-	5	5	5	-	1	1	1	
	• Host community & cultural events at the club	• Community satisfaction survey score	-	85%	85%	85%	-	1	1	1	
	• Develop a clear CSR policy that captures the aspirations of the club.	Approved CSR Policy	-	1	1	1	-	0.5	0.5	0.5	



Table 10: Implementation, Evaluation and Monitoring Matrix - Financial Perspective

Strategic Theme: Financial Sustainability, Growth & Diversification											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
1. Achieve consistent revenue growth and profitability	• Dynamic pricing models for green fees	• Annual revenue in Kshs Millions	205	638	1028	1657	-	-	-	-	
	• Expand tournament and event hosting	• Annual revenue growth (%)	25.5%	10%	10%	10%	-	-	-	-	
	• Strengthen merchandising & pro-shop sales	• Operating surplus (%)	15%	17.5%	20%	20%	-	-	-	-	
2. Diversify income beyond golf to at least 40 – 50% of total revenue	• Develop corporate packages & sponsorships • Launch golf tourism partnerships	• Annual Revenue Growth	25.5%	10%	10%	10%	-	-	-	-	
	• Launch Gym & wellness subscriptions, swimming academy, multi-sports academies; conferencing & sports tourism	• % of Annual Revenue from non-golf activities	-	40%	40%	40%	-	-	-	-	
3. Strengthen long-term financial resilience & capital financing	• Build long-term capital reserve fund	• Capital reserve balance	5%	5%	5%	5%	-	-	-	-	
	• Establish asset replacement fund; infrastructure bonds & grants	• % Asset replacement fund to revenue	-	10%	10%	10%	-	-	-	-	
4. Optimize cost efficiency &	• Introduce modern financial systems	• Cost-to-revenue ratio	85%	82.5%	80%	80%	-	-	-	-	



Strategic Theme: Financial Sustainability, Growth & Diversification											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
environmental sustainability	• Benchmark costs against top clubs (once every 2 years)	No of benchmarks	-	2	2	2	-	1	1	1	
	• Adopt energy-saving & water-efficient practices	• Savings from efficiency initiatives	2.5%	2.5%	0%	0%	-	-	-	-	

Table 11: Implementation, Evaluation and Monitoring Matrix - Internal Business Processes Perspective

Strategic Theme: Process reengineering and automation											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
1. Maintain a championship-standard golf course and sports facilities	• Invest in modern irrigation, drainage, turf & greenkeeping tech ⁴	Modern irrigation & drainage (% completion)	-	30%	60%	100%	-	10	10	10	
	• Redesign or upgrade key holes (Senior tees, Junior tees)	Number of rounds played annually	24,000	30,000	35,000	40,000	-	-	-	-	

⁴ Tractors, Hollow tine, Sod Cutters, Verticutters, green mowers and fairway mowers, scarifiers. Develop Human resource capacity for machinery maintenance and upgrade current systems. Invest in a Golf training academy for all genders and ages. Protective netting at the end of the range. Develop Cart paths for the course. Develop Walk paths and jogging tracks. Lighting on the Golf course from No. 9 and 18 then 8 and 17 progressively. Solar lighting at the range and the Golf course. Improve the golf course aesthetics with fruit trees, flower gardens, and ponds and remove all persistent weeds and termites, sitting areas at tee boxes. Secure the golf course with a good perimeter fence



Strategic Theme: Process reengineering and automation											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	• Regular course conditioning & audits ⁵	Course quality index out of 10 (annual audits)	5	7.5	8	8.5	-	-	-	-	
		Tournaments readiness rating	5	7.5	8	8.5	-	0.5	0.5	0.5	
2. Expand and modernize multi-sport infrastructure	• Conduct an Asset Inventory	Comprehensive asset register updated annually	Not comprehensive	5	5	5	-	10	10	10	
	• Develop high-quality practice facilities (range, short-game, putting greens) ⁶ , Courts, Swimming complex; gym & wellness center; indoor games lounge	Number of modernized facilities	7	13	15	20	-	70	65	65	
	• Renovate clubhouse, pro-shop, locker rooms	Customer satisfaction index with amenities	-	85%	85%	85%	0.5	0.5	0.5	0.5	

⁵ Irrigation and green cutting done at night so that course is not flooded during the day of play). Audit done by Green Superintendent, Monthly, Course committee does it Quarterly to audit the condition of the course Using a golf course audit template)

⁶ Build a range with elevated decks for over 100 members with Automatic ball dispenser and collection machine to wash and reload machine and lighting for night time use. Showers, wash rooms and mini restaurant for range users. Nursing bay. Fully equipped pro shop club swing speeds etc. Fully equipped workshop to repair furniture and course equipment. Gym and fitness centre with physical fitness tracking machine and audio-visual systems. . Build a spa for ladies and also increase size of steam and sauna. Mini 7-side pitch with artificial turf and flood lighting for night time games. Dedicated indoor games centre for Board games, futsal, darts, pool, play station decks. Upgrade Squash court to Plexipave which is low impact flooring and with LED side lighting. Build to (Squash 57 or Squash plus level surfacing) with flood lights. Kitchen equipment to cater for larger membership e.g. electric and modern chaffing dishes, plate warmers, table linen, crockery and utensils and glassware. Practice putting Green. Practice Chipping green. Practice sand bunkers. Rebuild the clubhouse to host the larger membership, pro-shop, locker rooms, dining, Gym, Youth centres for different demographics with indoor games. Library centre for people who want to work. Modern Caddy centre with canteen facilities. Larger Laundry facility for Club and members use. Kids Menu and restaurant.



Strategic Theme: Process reengineering and automation											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	& dining. Modern, clean wash rooms in the main club house.										
	Conference hall and accommodation facility with modern furniture and equipment including kitchen	Modern Residential and conference	-	1	-	-	-	80	-	-	
	•Other facilities as per note 6	Capex implementation rate (%)	0	10%	30%	60%		7.1	21.3	42.6	
3. Ensure year-round playability and operational continuity	• Develop and implement a comprehensive Maintenance Policy and Plan covering all club assets— including golf course equipment, irrigation systems, buildings, golf carts, utilities, landscaping tools, and all sports and hospitality facilities (swimming pool, gym, and conference areas).	Approved Preventive Maintenance Plan (PMP)	-	5	5	5	-	-	-	-	
		Equipment uptime	-	≥ 95%	≥ 95%	≥ 95%	-	-	-	-	
		Course closure days due to weather per year	5	2	2	1	-	-	-	-	
		•Redesign of Greens and fairways that flood	Upgrade/ maintenance cost per hectare	0	33%	83%	100%	0	1.0	1.5	0.5



Strategic Theme: Process reengineering and automation											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	•Develop business continuity & disaster recovery plans	Business continuity & disaster recovery plans	-	1	1	1	-	0.5	0.5	0.5	
4. Leverage Technology and Digital Transformation	• Design a digital member experience across all touch points ⁷	Online member registration and renewal		≥ 80% adoption	≥ 80% adoption	≥ 80% adoption	-	-	-	-	
		Digital tee-time bookings		≥ 90% adoption	≥ 90% adoption	≥ 90% adoption	-	-	-	-	
		Cashless transactions	-	≥ 70% of total payments	≥ 70% of total payments	≥ 70% of total payments	-	-	-	-	
		Member satisfaction (digital experience)	0	≥ 85%	≥ 85%	≥ 85%	-	2.5	2.5	2.5	
	• Digitize and automate all core processes ⁸	Number of operations digitized.	5	3				5	5	5	
	• Adopt data analytics dashboards.	Frequency of reports from dashboards-monthly	-	60	60	60	-	-	-	-	

⁷ Implement Club Management System (CMS) integrating membership, billing, and CRM functions. Introduce online membership registration and renewal portals. Develop a mobile member app for communication, booking, and payments

⁸ Fully automated Irrigation system with sensors that trigger irrigation. Automatic golf ball collector and golf ball washing machine, Orders taken and captured and payment made without using card or Waiter has a biometric option linked to your card. Solar powered and heated at the Club house and swimming pool. Secure club facility so that non-members cannot enter the premises from the car park. Parking management system indicating availability. Standby generator for cloudy months when the panels cannot provide enough lux. Standardization of all recipes and food preparation. Motion sensors for lighting common areas. Slow cookers and equipment for catering large events. Energy efficient kitchen equipment. Digitize Cashless payment system for outside guests. Contract farmers to grow organic vegetables for club kitchen monitored by digital technology. Install solar powered CCTV cameras in all common areas and facilities and on the golf course.



Strategic Theme: Process reengineering and automation											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	<ul style="list-style-type: none"> Infrastructure Upgrade: Internet connectivity, hardware, and network security. 	System uptime (ICT infrastructure)	-	≥ 98%	≥ 98%	≥ 98%	-	1.0	1.0	1.0	
5. Foster a Culture of Innovation and continuous improvement	<ul style="list-style-type: none"> Establish Innovation Hub/Committee. 	No. of innovative programs introduced annually.	TBD	5	5	5	-	2	2	2	
	<ul style="list-style-type: none"> Introduce smart sports technologies e.g. physical fitness tracking machine. Benchmark best practices 	% increase in member participation	25%	50%	75%	100%	-	-	-	-	
	<ul style="list-style-type: none"> Develop new programs. Encourage staff innovation challenges. 	No. of staff innovation ideas implemented	TBD	10	20	30	-	-	-	-	
6. Strengthen legal, audit and risk compliance systems	<ul style="list-style-type: none"> Ensure compliance with laws. Establish compliance committee. Update contracts. 	No. of compliance breaches.	100%	100%	100%	100%	-	-	-	-	
		% of staff trained annually.	TBD	100%	100%	100%	-	5	5	5	
		No. of legal disputes.	Nil	Nil			-	-	-	-	
		Frequency of audits.	Annually	Annually			-	-	-	-	



Strategic Theme: Process reengineering and automation											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	<ul style="list-style-type: none"> Conduct audits. Train staff on compliance & ethics 	% of contracts updated.					-	-	-	-	
7. Institutionalize ISO-based policies & SOPs	<ul style="list-style-type: none"> Review and update all Policies and procedures⁹ 	Review and updated all club's policies	Approved Policies	Within 1 st 3 months of the SP launch			-	0.3	0.3	0.3	
	<ul style="list-style-type: none"> Implement ISO in all club operations 	ISO certification awarded and renewed periodically	None	1	1	1	-	1	1	1	

Table 12: Implementation, Evaluation and Monitoring Matrix – HR/Learning & Growth Perspective

Strategic Theme: Staff productivity and motivation											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
1. Establish a functional Human Resource Unit	<ul style="list-style-type: none"> Undertake a specific Human Needs Requirement analysis Map out specific functional units. (organogram) 	Approved Working Organogram	1	1	1	1	-	0.3	-	-	
		Annual HR Audit	-	5	5	5	-	1.5	1.5	1.5	
		A functional department	-	1	1	1	-	-	-	-	

⁹ Develop Procurement and disposal policy, Risk management policy, Health and safety policy, standardized sponsorship rights manual for branding tees and posters etc. Updating the HR manual and code of conduct including a succession plan for staff.



Strategic Theme: Staff productivity and motivation											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	Job Descriptions and Job specifications										
2. Build a skilled & motivated workforce	<ul style="list-style-type: none"> Recruit qualified staff 	• Number of Staff Recruited	83	125	150	200	37.2	57.6	72	93.6	
		• Staff retention rate (%)	F&B 45%	65%	80%	95%	-	-	-	-	
			Others 90%	93%	97%	99%	-	-	-	-	
		Employee satisfaction (%)	70%	80%	90%	95%	0.5	2.5	3.75	5	
	<ul style="list-style-type: none"> Annual training needs assessment Continuous staff training & certification 	TNA Reports	-	5	5	5	0.3	1.5	1.5	1.5	
		Number of trainings conducted	2	10	15	20	-	25	25	25	
		• Implement Performance-based incentives	Number of staff receiving incentives	9	18	27	36	-	25	25	25
3. Institutionalize performance culture	• Implement culture change training	No. of staff trained on culture change	83	125	150	200		2.5	2.5	2.5	
	• Enhance performance management	% implementation of performance management	70%	80%	90%	95%	1.0	-	-	-	
4. Strengthen Staff Welfare	<ul style="list-style-type: none"> Enhance communication Introduce a comprehensive welfare program¹⁰ 	Staff satisfaction index	70%	80%	90%	95%	As above	-	-	-	
		Annual Medical Scheme		5	5	5	2	10	15	15	
		Annual Insurance		5	5	5	2	10	10	10	

¹⁰ Provide employees with medical covers, Work Insurance benefit, employees' tools and equipment, enhanced leave management

Table 13: Implementation, Evaluation and Monitoring Matrix - Leadership, Governance and Risk Perspective

Strategic Theme: Governance and Risk management											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
1. Strengthen governance effectiveness & strategic oversight	• Strengthen board oversight and policies	Quarterly review of Strategic plan performance	-	20	20	20	5	5	5	5	Board
	• Develop a Master Plan	Approved Master Plan	-	1	-	-	-	2	-	-	Board
	• Introduce transparent reporting practices & ethics framework	Annual Board evaluations	-	5	5	5	2	2	2	2	Board
	• Implement Board training aligned with international best-practice standards	Annual Board trainings	-	5	5	5	5	5	5	5	CEO
2. Institutionalize enterprise-wide risk management (ERM) and Compliance	• Establish strong governance structures to oversee risk and compliance	% of key risks mitigated	-	100%	100%	100%	-	-	-	-	Board
	• Internal Controls Enhancement	Level of compliance to internal controls	100%	100%	1000%	100%	-	-	-	-	
3. Strengthen partnerships across sports federations and tourism ecosystem	• Collaborate with national federations & tourism boards	Approved policy on partnerships	-	1	1	1	-	-	-	-	Board
		Annual review of policy and partnerships	-	5	5	5	-	-	-	-	
		• No. of active MOUs	TBA	5	5	5	-	-	-	-	



Strategic Theme: Governance and Risk management											
Strategic Objective	Actionable strategies/ Key Initiatives	Key Performance Measures (KPIs)	Base-line 2025	5-year Targets			5-Year Budget in Kshs Millions				Responsibility
				2026-2030	2031-2035	2036-2040	2025	2026-2030	2031-2035	2036-2040	
	• Co-host regional/international tournaments	• Joint events hosted	-	10	10	10	-	-	-	-	
	• Support local employment and suppliers	% of local employment and suppliers	-	30%	30%	30%	-	-	-	-	

5.3 Organization Structure

The Thika Sports Club operates under a governance and management framework designed to ensure effective leadership, accountability, and efficient service delivery. The Board of Directors provides strategic direction and oversight, while the Chief Executive Officer (CEO) leads the day-to-day operations of the Club.

The Organization Structure is functional in nature, aligning similar services and activities under key departments such as Finance, Human Resources, Marketing and Membership, Hospitality, Sports and Recreation, Golf Operations, Housekeeping, and Facilities Management. This arrangement promotes specialization, clear reporting lines, and operational efficiency.

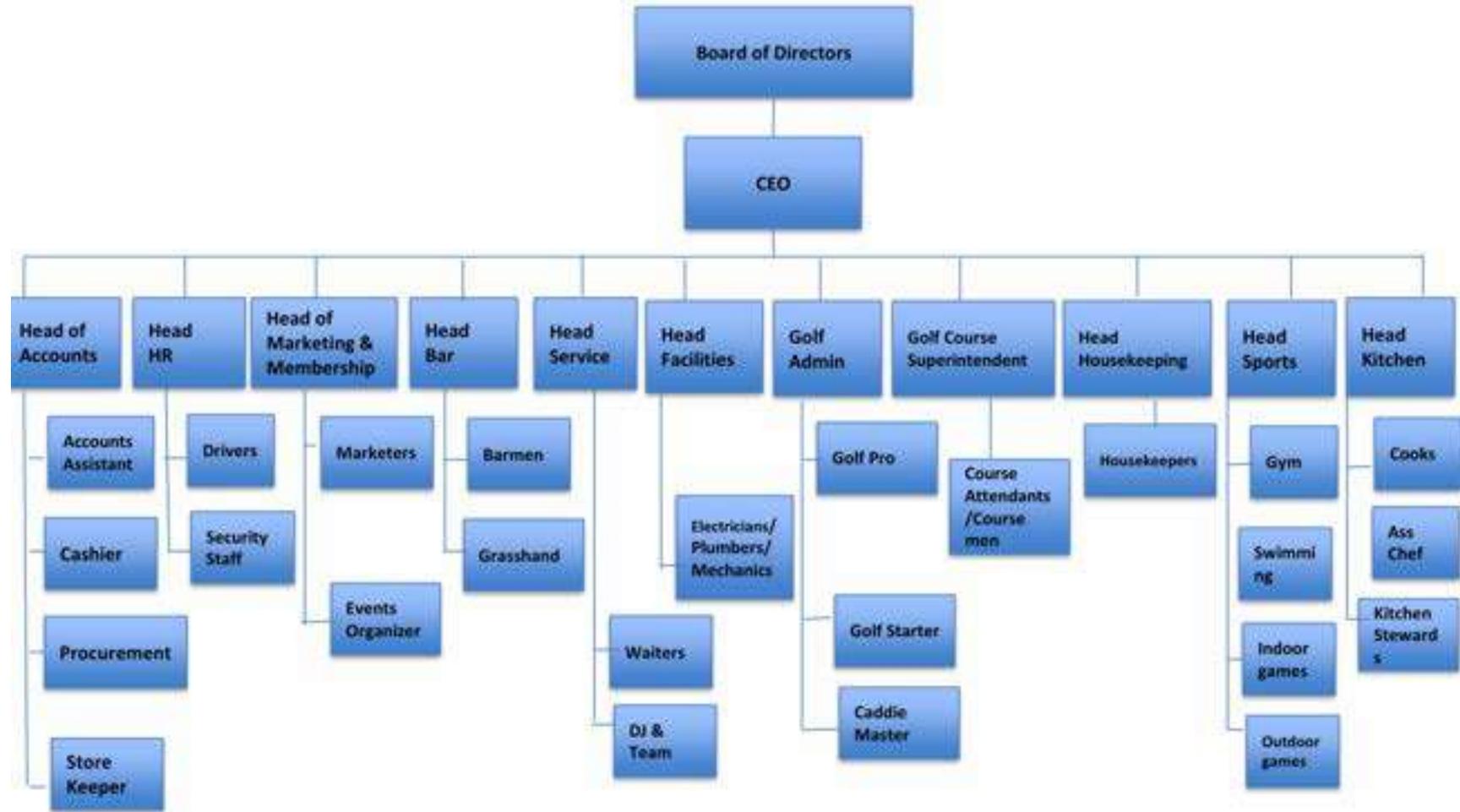
The structure supports the Club’s aspiration to deliver quality member services, enhance sports excellence, and achieve sustainable growth throughout the 2026-2040 period. As the Club evolves, the structure will be periodically reviewed to ensure it remains fit for purpose, responsive to emerging needs, and aligned to the Strategic Plan priorities.



5.3.1 Organogram

The TSC Organogram is shown below and will be periodically reviewed in response to emerging needs, and aligned to the Strategic Plan priorities.

Figure 3: Organization Structure





5.3.1 Review of Organization Structure

The Thika Sports Club operates under a governance and management framework designed to ensure effective leadership, accountability, and efficient service delivery. The Board of Directors provides strategic direction and oversight, while the Chief Executive Officer (CEO) leads the day-to-day operations of the Club.

The Organization Structure is functional in nature, aligning similar services and activities under key departments such as Finance, Human Resources, Marketing and Membership, Hospitality, Sports and Recreation, Golf Operations, Housekeeping, and Facilities Management. This arrangement promotes specialization, clear reporting lines, and operational efficiency.

The structure supports the Club's aspiration to deliver quality member services, enhance sports excellence, and achieve sustainable growth throughout the 2026-2040 period. As the Club evolves, the structure will be periodically reviewed to ensure it remains fit for purpose, responsive to emerging needs, and aligned to the Strategic Plan priorities.

5.3.2 Areas of Concern

i. Flat Span of Control for CEO:

The CEO oversees at least 10 departmental heads directly. This is high and may limit the CEO's focus on strategic priorities, as they may be drawn into day-to-day operational issues.

ii. Lack of a Middle Management Layer:

Many frontline staff (e.g., waiters, gym/swimming staff, cooks) appear to report indirectly to the CEO through only one layer of supervision. This increases supervisory burden on department heads and may affect efficiency.

iii. Unclear Integration of Strategic Functions

Functions such as Strategic Planning, ICT/Digitalization, Compliance/Risk Management, and M&E (Monitoring & Evaluation) are absent, yet these are increasingly important for modern sports clubs.



iv. Limited Support for Growth and Member Engagement

The Marketing and Membership unit is relatively lean (one marketer) given the need to grow membership and enhance member experience. Similarly, community engagement and sponsorship functions are not explicit.

5.3.3 Recommendations for Improvement

i. Introduce a Senior Management Layer:

Consider a Chief Operations Officer (COO) or Operations Manager to oversee day-to-day operations (hospitality, sports, facilities, golf, housekeeping). This frees the CEO to focus on strategy, partnerships, and growth.

ii. Strengthen Strategic Support Functions:

Add or formalize functions such as:

- ICT / Digital Transformation
- Risk & Compliance / Internal Audit
- Member Experience / Sponsorships
- Monitoring & Evaluation for Strategic Plan

5.4 Staff Skills Set and Competence Development

The Club aims to strengthen the skills and competencies of its workforce to enhance institutional efficiency, innovation, and service delivery. This will be achieved by fostering a culture of continuous learning, aligning training programs with emerging industry trends, and leveraging technology for capacity-building. The table below outline the relevant training programmes to be undertaken.



Table 14: Staff Skills Set and Competence Development Framework

Competence Area	Specific Skills Required (Tailored to TSC)	Strategic Rationale / Club Impact	Development Approach	Timeline
Board Governance & Strategic Leadership	Board oversight of member-owned clubs, stakeholder diplomacy, policy compliance	Strengthen governance, improve decision-making, safeguard long-term vision	Board governance workshops, club leadership benchmarking	Y1–Y15 (continuous)
Golf Course Management & Turf Science	Tropical greens keeping (Kikuyu grass), agronomy, irrigation optimization, tournament setup	Improve course quality, attract elite tournaments, protect course health	USGA/PGA training, agronomy courses, exchange programs with premier clubs	Y1–Y10 core; refresh Y11–Y15
Golf Coaching & Player Development	Junior academies, handicap management, high-performance coaching	Grow golf culture, retain youth, improve member playing experience	PGA certification, junior program coaches, structured academy	Y1–Y15
Sports Facilities Management (Tennis, Swimming, Squash)	Court resurfacing, aquatic safety, coaching standards	Diversify sports offering, increase family engagement	Sports federation certifications, FINA/Aquatics safety training	Y2–Y12
Membership Growth & Member Experience	Club etiquette training, onboarding, retention strategy, compelling customer value proposition and customer excellence	Higher satisfaction, premium reputation, stable membership revenue	CRM strategies, member engagement workshops, service protocols	Y1–Y8; review Y9–Y15
Hospitality & F&B	Club dining management, bar service, events catering, menu engineering	Raise revenue through premium dining, weddings, corporate events	Culinary certification, bar staff training, HACCP hygiene	Y1–Y7; upscale Y8–Y15



Competence Area	Specific Skills Required (Tailored to TSC)	Strategic Rationale / Club Impact	Development Approach	Timeline
Events, Social & Tournament Management	Sports tourism, sponsorships, financial modeling, tournament logistics	Stakeholder partnerships, corporate visibility, annual classics	Sports event management training, sponsorship negotiation	Y2–Y12
Marketing, Brand & Community Positioning	Content marketing, member value proposition, social media strategy	Expand Thika’s regional footprint, attract non-golfers	Digital marketing certifications, storytelling, strategic branding	Y1–Y7; refresh Y8–Y15
Financial & Asset Management	Long-term CAPEX budgeting, green investment, hospitality P&L	Ensure sustainability, avoid debt traps, reinvest responsibly	CFO-level training, capital planning, asset lifecycle management	Y1–Y15
Customer Service & Hospitality Culture	Conflict management, VIP handling, service standards	Elevated member experience, professional club culture	Frontline etiquette training, service quality benchmarking	Y1–Y15
ICT & Digital Club Management	Access systems, online booking, POS, membership analytics	Automation, transparency, cost reduction	Vendor-led training, CRM/POS integration, cyber hygiene	Y2–Y10; refresh Y11–15
Facility Maintenance & Security	Preventive maintenance, contractor management, CCTV	Member safety, property longevity	Facility engineering, contractor SLA training	Y1–Y15
Safety & Emergency Response	Pool lifeguard skills, fire safety, medical protocols	Zero fatality environment, risk reduction	First Aid/CPR (Kenya Red Cross), evacuation drills	Annual
Legal & Compliance	Liquor licensing, golf standards, labor laws, parental programs	Reduce legal risks, protect brand	Legal advisory sessions, regulatory reviews	Y1–Y15
Talent Management & Succession	Coaching pipeline, greenskeeping continuity,	Reduce dependency on single staff, preserve institutional memory	Mentorship, trainee programs, succession planning	Y3–Y15



Competence Area	Specific Skills Required (Tailored to TSC)	Strategic Rationale / Club Impact	Development Approach	Timeline
	management grooming			
Environmental Stewardship (ESG)	Natural water use, pesticide control, wildlife protection	Future-proof golf, compliance with environmental regulation	ESG training, ISO 14001, green golf best practices	Y5–Y15
Innovation & Product Diversification	Golf simulators, night golf, junior leagues, fitness centers	Attract younger population, revenue diversification	Design thinking, sports innovation labs, international benchmarking	Y4–Y15
Member Culture & Etiquette	Code of conduct, tournament etiquette, family-oriented sports	Reduce conflicts; reinforce club identity	Etiquette classes, member briefings, induction	Annual
Analytics & Performance Monitoring	Occupancy data, F&B profitability, membership churn	Data-driven decisions, timely adjustments	BI dashboards, KPI workshops, committee analytics	Y4–Y15

TSC-Specific Strategic Notes

1. Build a championship-level course culture

- a) Skills in tournament readiness, greens conditioning, water management, and fairway rehabilitation.
- b) Target participation in regional and continental tournaments.

2. Long-term Infrastructure

The 15-year CAPEX requires strong competency in:

- a) Facility lifecycle costing
- b) Renovation planning
- c) Green energy & solar
- d) Irrigation sustainability
- e) Pool and court upkeep



3. Technology Modernization

- a) Digital bookings → no paper queues
- b) Access control & biometrics for safety
- c) POS & membership data analytics
- d) Golf simulator technology for indoor training

Implementation Considerations

- 1) Skills development should be competency-based, not role-based only.
- 2) Annual skills audits must inform training budget allocations.
- 3) Integrate e-learning, mentorship, and rotational assignments.

Implementation Structure for TSC

- 1) **Board** → policy direction, governance development
- 2) **General Manager & Department Heads** → competency mapping, annual training plans
- 3) **Human Resource Committee** → talent pipeline, succession, skills auditing
- 4) **Golf & Sports Committees** → tournament standards, coaching paths, youth programs



5.5 Risk Management Framework

5.5.1 Introduction

Effective risk management is critical to the long-term sustainability, competitiveness, and growth of Thika Sports Club. The 2026–2040 Strategic Plan recognizes that the Club operates in a dynamic environment characterized by changing member expectations, evolving regulatory requirements, advances in technology, and increasing environmental and social challenges.

The Risk Management Framework provides a structured approach to **identifying, assessing, mitigating, and monitoring risks** that could hinder the achievement of the Club’s strategic objectives. It promotes proactive decision-making, enhances resilience, and strengthens stakeholder confidence in the Club’s governance and management practices.

5.5.2 Guiding Principles

The framework is guided by the following principles:

- i. **Integration with Strategy:** Risk management is embedded in all strategic and operational decisions to ensure alignment with the Club’s vision and mission.
- ii. **Proactivity and Prevention:** Risks are identified early, and preventive measures are prioritized over reactive responses.
- iii. **Accountability:** The Board, management, and staff share responsibility for risk identification, mitigation, and reporting.
- iv. **Transparency and Communication:** Open communication with stakeholders builds trust and ensures timely responses to emerging risks.
- v. **Continuous Monitoring and Adaptation:** Risks are regularly reviewed, and mitigation strategies are updated to reflect changes in the internal and external operating environment.

5.5.3 Framework Overview

The Risk Management Framework outlined in the following table categorizes key risks facing the Club, assesses their **likelihood and potential impact**, and specifies appropriate **mitigation measures, responsible parties, and monitoring mechanisms**. It provides a living tool to guide management and the Board in addressing risks proactively throughout the implementation period of the Strategic Plan (2026–2040).



Table 15: Risk Management Framework – Thika Sports Club (2026–2040)

S. No.	Risk Category	Description of Risk	Likelihood (H/M/L)	Potential Impact (H/M/L)	Mitigation / Control Measures	Responsible Party	Monitoring & Reporting Mechanism
1	Strategic Risks	Misalignment between the club’s strategic objectives and member expectations, leading to loss of membership or reduced relevance.	M	H	<ul style="list-style-type: none"> Regular member engagement and feedback Periodic review and adjustment of the strategic plan Continuous monitoring of market and industry trends 	Board & Management	<ul style="list-style-type: none"> Annual strategy review reports Member satisfaction surveys
2	Governance Risks	Weak governance structures or ineffective board oversight resulting in poor decision-making and reputational harm.	M	H	<ul style="list-style-type: none"> Strengthen board capacity and induction programs Adhere to established governance policies and codes of ethics Regular performance evaluation of the board 	Board of Directors	<ul style="list-style-type: none"> Annual board performance reviews Governance audit reports Some positions to have qualifications thresholds
3	Financial Risks	Insufficient revenue growth, delayed payment of membership fees, or	M	H	<ul style="list-style-type: none"> Diversify revenue streams (events, sponsorships, partnerships) Improve financial 	Finance Committee & Management	<ul style="list-style-type: none"> Monthly financial performance reports Annual external audits



S. No.	Risk Category	Description of Risk	Likelihood (H/M/L)	Potential Impact (H/M/L)	Mitigation / Control Measures	Responsible Party	Monitoring & Reporting Mechanism
		cost overruns affecting financial sustainability.			forecasting and budgetary control <ul style="list-style-type: none"> Enhance debt recovery and fee collection systems 		
4	Operational Risks	Inefficiencies in day-to-day operations, including delays in service delivery, booking system failures, or inadequate staffing.	M	M	<ul style="list-style-type: none"> Standard Operating Procedures (SOPs) for key functions Regular staff training and capacity building Adoption of automated club management systems 	General Manager & Department Heads	<ul style="list-style-type: none"> Quarterly operational reports Internal audits
5	Human Capital Risks	High staff turnover, skills gaps, or low employee morale reducing service quality and club performance.	M	M	<ul style="list-style-type: none"> Competitive remuneration and welfare programs Continuous professional development and training Establish clear performance appraisal and recognition systems 	HR Committee & Management	<ul style="list-style-type: none"> Bi-annual HR reports Staff satisfaction surveys
6	Reputation & Brand Risks	Negative publicity, poor member experience, or	L	H	<ul style="list-style-type: none"> Clear communication protocols and crisis management plans 	Board & Communications Team	<ul style="list-style-type: none"> Real-time social media and press monitoring



S. No.	Risk Category	Description of Risk	Likelihood (H/M/L)	Potential Impact (H/M/L)	Mitigation / Control Measures	Responsible Party	Monitoring & Reporting Mechanism
		unethical practices leading to erosion of the club's reputation.			<ul style="list-style-type: none"> • Strong customer service culture • Compliance with ethical and regulatory standards 		<ul style="list-style-type: none"> • Quarterly stakeholder feedback
7	Legal & Compliance Risks	Non-compliance with tax laws, sports regulations, employment laws, Data Protections or environmental policies resulting in penalties or litigation.	L	H	<ul style="list-style-type: none"> • Ongoing compliance audits and legal reviews • Training for management and staff on regulatory requirements • Strong documentation and reporting systems 	Board Audit & Compliance Committee	<ul style="list-style-type: none"> • Annual compliance audits • Regular reports to the Board
8	Technology & Cybersecurity Risks	System failures, cyberattacks, or data breaches compromising club operations and member data.	M	H	<ul style="list-style-type: none"> • Invest in robust and secure club management systems • Regular cybersecurity audits and software updates • Staff training on data privacy and cyber hygiene 	IT Department	<ul style="list-style-type: none"> • Quarterly IT security reviews • Incident response reports



S. No.	Risk Category	Description of Risk	Likelihood (H/M/L)	Potential Impact (H/M/L)	Mitigation / Control Measures	Responsible Party	Monitoring & Reporting Mechanism
9	Facility & Infrastructure Risks	Deterioration or inadequate maintenance of golf course, clubhouses, and other facilities leading to safety hazards and reduced member satisfaction.	M	H	<ul style="list-style-type: none"> • Preventive maintenance schedules • Adequate allocation of capital expenditure for facility upgrades • Regular safety inspections and audits 	Facilities & Grounds Committee	<ul style="list-style-type: none"> • Bi-annual facility inspection reports • Maintenance and incident logs
10	Environmental & Climate Risks	Adverse climate conditions (e.g., drought, flooding) affecting the golf course and grounds; regulatory changes on environmental sustainability, Noise pollution	M	H	<ul style="list-style-type: none"> • Invest in sustainable irrigation and water conservation systems • Develop a climate resilience and adaptation plan • Ensure compliance with environmental protection laws 	Grounds Committee & Management	<ul style="list-style-type: none"> • Environmental impact reports • Annual sustainability reports
11	Health, Safety & Security Risks	Member, staff, or visitor injuries, health crises (e.g., pandemics), or inadequate security	M	H	<ul style="list-style-type: none"> • Robust health and safety protocols in line with national guidelines • 24/7 professional security services and 	Safety & Security Committee	<ul style="list-style-type: none"> • Quarterly safety inspections • Incident and claims reports



S. No.	Risk Category	Description of Risk	Likelihood (H/M/L)	Potential Impact (H/M/L)	Mitigation / Control Measures	Responsible Party	Monitoring & Reporting Mechanism
		measures compromising safety.			emergency response plans <ul style="list-style-type: none"> • Comprehensive insurance coverage for facilities and events 		
12	Community & Social Risks	Community conflicts, lack of local support, or negative environmental/social impact of club activities.	L	M	<ul style="list-style-type: none"> • Active community engagement and CSR initiatives • Fair employment practices and local hiring • Responsible use of shared resources (e.g., water, waste management) 	Board & Management	<ul style="list-style-type: none"> • Annual community engagement reports • CSR impact assessments



CHAPTER 6. FINANCIAL RESOURCE REQUIREMENTS & MOBILIZATION STRATEGIES





CHAPTER SIX: FINANCIAL RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

6.1 Introduction

Successful implementation of the Thika Sports Club (TSC) 2026-2040 Strategic Plan will depend on the Club's ability to mobilize and prudently utilize adequate financial resources.

This chapter outlines:

- i. The **anticipated financial requirements** for implementing strategic priorities over the 15-year period,
- ii. The **strategies for mobilizing internal and external resources**, and
- iii. The **financing of flagship projects** that will transform TSC into a premier sports, leisure, and community hub.

The projections are **indicative** and will be refined during the preparation of annual work plans, budgets, and feasibility studies.

6.2 Financial Requirements

The table below presents the estimated cost of implementing the Strategic Plan at Kshs 1,171.4M being Operating expenses of Kshs 737.7 and Capital Expenses Kshs 434.7M. (Annual cost reviews will be undertaken to ensure alignment with prevailing economic conditions.)

Table 16: Financial Requirements for Implementing the Strategic Plan

Cost Item per Perspective	Baseline	Projected Financial Requirements (in Kshs Million)			
	2025	2030	2035	2040	Total
Customer	10	11	11	11	33
Financial	-	-	-	-	-
Internal Business Processes	41.6	175	105	105	385
HR/Learning & Growth	39	91	106	109	306
Leadership, Governance & Risk	12	13	12	12	37
Admin. & Operational costs	48	73	140	202	415
Total	150.6	363	374	439	1176



6.3 Financial Projections

The table below presents the Statement of Comprehensive Income for the Strategic Plan period.

Table 17: Financial Projections

(Figures in Kshs 000s)

Description	Baseline 2025	2026	2027	2028	2029	2030	2035	2040
Operating Income								
Bar	44,714	51,421	59,134	68,004	78,205	89,936	144,843	233,270
Catering	46,579	53,566	61,601	70,841	81,467	93,687	150,884	243,000
Golf course	24,491	28,165	32,389	37,248	42,835	49,260	79,334	127,768
Swimming	4,516	5,193	5,972	6,868	7,899	9,083	14,629	23,560
Gym, Spa and Games	6,076	6,987	8,036	9,241	10,627	12,221	19,682	31,698
Accommodation	1,635	1,880	2,162	2,487	2,860	3,289	5,296	8,530
Club House	57	66	75	87	100	115	185	297
Annual Subscriptions	28,292	32,536	37,416	43,029	49,483	56,905	91,647	147,598
Total Operating Income	156,360	179,814	206,786	237,804	273,475	314,496	506,499	815,721
Operating Expenses								
Bar	38,007	43,708	50,264	57,804	66,474	76,445	119,495	186,616
Catering	39,592	45,531	52,361	60,215	69,247	79,634	124,479	194,400
Golf course	20,817	23,940	27,531	31,661	36,410	41,871	65,451	102,215



Description	Baseline 2025	2026	2027	2028	2029	2030	2035	2040
Swimming	3,839	4,414	5,077	5,838	6,714	7,721	12,069	18,848
Gym, steam and Games	5,165	5,939	6,830	7,855	9,033	10,388	16,238	25,359
Accommodation	1,390	1,598	1,838	2,114	2,431	2,795	4,369	6,824
Club House	48	56	64	74	85	97	152	238
Total Operating Expenses	108,858	125,186	143,964	165,559	190,393	218,952	342,253	534,499
Operating Surplus/Loss	47,502	54,628	62,822	72,245	83,082	95,544	164,246	281,222
Admin Expenses	40,943	45,633	51,028	57,231	64,366	72,570	140,402	202,247
Net Operating Surplus/Loss	6,560	8,994	11,794	15,014	18,716	22,974	23,843	78,976
Other Incomes	9,594	9,594	9,594	9,594	9,594	9,594	9,594	9,594
Interest Income	1,969	1,969	1,969	1,969	1,969	1,969	2,513	3,207
New members income	36,790	36,790	36,790	36,790	36,790	36,790	183,950	183,950
Total Other Incomes	48,353	48,353	48,353	48,353	48,353	48,353	196,057	196,751
EBT	54,913	57,347	60,147	63,367	67,069	71,327	219,900	275,727
Total Income	204,713	228,167	255,139	286,157	321,828	362,849	702,556	1,012,472

Key Assumptions:

- i. 15% annual growth in revenues was assumed in the first 5 years, and 10% henceforth



6.4 Resource Mobilization Strategies

To meet the financing needs, TSC will pursue a diversified and innovative resource mobilization approach, combining internal revenue growth with strategic partnerships and financing instruments.

A. Internal Revenue Enhancement

- i. **Membership Fees & Subscriptions:** Review and rationalize structure to maintain affordability while ensuring sustainability.
- ii. **Green Fees & Event Revenues:** Increase income from tournaments, sports academies, and hosted events.
- iii. **Hospitality & Leisure Services:** Expand and modernize restaurant, banqueting, and wellness services.
- iv. **Merchandising & Pro-shop:** Develop branded merchandise and sports gear sales.
- v. **Endowment & Reserve Fund:** Ring-fence a portion of annual surpluses to grow a long-term capital fund.

B. Strategic Partnerships and Sponsorships

- i. **Corporate Partnerships:** Long-term sponsorship of tournaments, events, and facilities (e.g., naming rights).
- ii. **Development Partners & CSR Programs:** Collaborate on youth, community, and sustainability initiatives.

C. Innovative Financing Mechanisms

- i. **Bank Loans and Leasing Facilities:** For equipment acquisition (e.g., course machinery, ICT).
- ii. **Crowdfunding & Alumni/Member Capital Drives:** Targeting former and current members as investors in flagship projects.

D. Cost Efficiency & Financial Management

- i. Implement performance-based budgeting and cost-control measures.
- ii. Leverage ICT-enabled systems for revenue tracking and expenditure management.
- iii. Strengthen internal controls, governance, and transparency to enhance investor and sponsor confidence.



6.5 Flagship Projects

Flagship projects are high-impact, transformative investments that will drive growth and reposition TSC as a premier regional sports and leisure hub.

They will be phased across the three plan cycles.

Table 18: Flagship Projects

	Project	Description	Estimated Cost in Kshs Millions	Indicative Timing
Phase 1	Golf Course Redesign & Modernization	Upgrade to meet international standards (greens, irrigation, drainage, clubhouse integration)	66	2026-2030
Phase 2	Digital Membership & Operations Platform	Unified digital platform for booking, payments, member services, and analytics	15	2026-2028
Phase 3	Multi-Sport & Events Complex	Indoor sports arena, tennis courts, multipurpose halls, hospitality and conference facilities	100	2028-2035
Phase 4	Sustainable Energy & Water Project	Solar power, water harvesting, grey-water recycling for course irrigation, EV-ready infrastructure	16	2028-2035
Total			197	



CHAPTER 7

MONITORING & EVALUATION FRAMEWORK





CHAPTER SEVEN: MONITORING AND EVALUATION FRAMEWORK

7.1 Introduction

Monitoring and Evaluation (M&E) is an integral part of the Thika Sports Club Strategic Plan 2026–2040. It provides a systematic mechanism to track progress, assess performance, and ensure accountability and learning in implementing the club’s strategic objectives.

The framework:

- i. Enables TSC to generate credible evidence for decision-making,
- ii. Strengthens efficiency in resource use,
- iii. Enhances transparency to members, partners, and sponsors, and
- iv. Facilitates continuous learning and adaptation in a changing sports and leisure environment.

The framework adopts a results-based management approach, focusing not only on activities and outputs but also on outcomes and long-term impact such as improved member satisfaction, global competitiveness of facilities, and sustainability.

7.2 Objectives of the M&E Framework

The M&E framework aims to:

- i. Track progress in implementing strategic priorities and annual work plans.
- ii. Assess the effectiveness, efficiency, relevance, sustainability, and impact of programs and projects.
- iii. Provide timely and reliable information to the Board, Management, members, partners, sponsors, regulators, and the community.
- iv. Identify lessons learned and best practices to inform ongoing improvements.
- v. Support evidence-based planning, policy, resource allocation, and accountability for results.



7.3 Principles Guiding the M&E Framework

The implementation of M&E at TSC will be guided by the following principles:

- a) **Participation:** Engaging members, staff, committees, and partners in monitoring processes.
- b) **Transparency & Accountability:** Open reporting on progress and financial use.
- c) **Learning & Adaptation:** Using insights to refine strategies, improve innovation, and scale up successful initiatives.
- d) **Efficiency & Effectiveness:** Achieving value for money in M&E activities.
- e) **Sustainability:** Building institutional capacity, knowledge, and systems for long-term M&E.

7.4 Monitoring Approach

Monitoring will be continuous and integrated into TSC's routine operations. It will focus on:

- i. Tracking inputs, activities, outputs, and outcomes against planned targets.
- ii. Using standardized performance indicators and dashboards.
- iii. Collecting, analyzing, and reporting data quarterly and annually.
- iv. Incorporating member feedback through surveys, focus groups, mobile apps, and forums.
- v. Holding quarterly management reviews and annual Board reviews to guide course correction.

7.5 Evaluation Approach

Evaluations will be **periodic, participatory, and independent** where necessary.

They will answer key strategic questions:

- a) Are the strategic objectives and desired outcomes being achieved?
- b) What is the impact on members, staff, the sports community, and the local economy?
- c) Are resources used efficiently and effectively?
- d) What lessons can inform future planning?



Planned evaluations:

- i. **Mid-term reviews:** 2030 and 2035
- ii. **End-term evaluation:** 2040
- iii. **Thematic studies:** As required (e.g., digital transformation, green initiatives, member satisfaction)

7.6 Institutional Arrangements for M&E

Stakeholder	Role in M&E
Board of Directors	Provides oversight, reviews progress reports, ensures accountability, approves adjustments to strategies.
Strategic Planning & M&E Committee	Advises on indicators, approves M&E tools, reviews progress for Board deliberation.
Club Management (General Manager & Department Heads)	Leads implementation of the plan, consolidates performance data, prepares reports, ensures use of M&E results.
M&E Officer / Focal Person	Coordinates M&E processes, manages data systems and dashboards, prepares analysis and reports.
Departments & Committees (Golf, Tennis, Hospitality, Finance, Membership, ICT, HR, etc.)	Collect data on indicators, submit reports to management.
Members, Sponsors & Partners	Participate through surveys, feedback forums, and validation meetings.

7.7 Reporting and Feedback Mechanisms

- i. **Quarterly Reports:** Prepared by departments and consolidated by Management for the Board.
- ii. **Annual Progress Reports:** Presented at the AGM and shared with members, partners, and regulators.
- iii. **Mid-Term Reviews (2030, 2035):** Assess progress, challenges, and realign strategies.



- iv. **End-Term Evaluation (2040):** Assess overall impact, achievements, and inform the next Strategic Plan.
- v. **Member Dashboards & Communication:** Provide regular updates through the club website, newsletters, and member app.

7.8 Resource Requirements

Effective M&E will require:

- i. Adequate budgetary allocation for M&E activities and capacity-building.
- ii. ICT-enabled systems for real-time data collection, analysis, and visualization.
- iii. Training for Board members, managers, staff, and committee leads on results-based M&E.
- iv. Partnerships with research and sports management institutions for independent evaluations.



7.9 Results Framework (Indicative Logframe)

The Results Framework provides a structured, logical model that links the Strategic Plan’s vision and objectives to measurable outcomes and activities.

Table 19: Results Framework

Strategic Objective	Key Indicators	Baseline (2025)	Target (2040)	Means of Verification	Frequency	Responsibility
1. Enhance Membership Growth and Retention (Member Perspective)	- Number of active members - Member retention rate (%)	X members Y%	+60% growth ≥92% retention	Membership database, AGM reports, surveys	Quarterly, Annually	Membership & Marketing Dept.
2. Strengthen Financial Sustainability and Revenue Diversification (Financial Perspective)	- Total annual revenue - Share of revenue from non-subscription sources (%) - Capital adequacy & reserve ratio	KES X million 40% non-subscription	2.5× growth ≥65% non-subscription	Audited financial statements, finance reports	Annually	Finance Dept., Board
3. Upgrade Facilities and Course Management to International Standards (Internal Process Perspective)	- % of facilities meeting international standards - Number of hosted national / international tournaments	40% 5 tournaments/year	≥90% ≥20 tournaments/year	Facility audits, tournament schedules, sports federation reports	Annual	Operations Dept., Sports Committees



Strategic Objective	Key Indicators	Baseline (2025)	Target (2040)	Means of Verification	Frequency	Responsibility
4. Advance Digital Transformation and Service Excellence (Member & Internal Process)	- % of core services digitized - Member satisfaction index	45% 70%	≥95% ≥90%	ICT reports, digital dashboards, member satisfaction surveys	Semi-Annual	ICT Dept., Operations, Membership
5. Build Human Capital and a High-Performance Culture (Learning & Growth)	- Average annual staff training hours - Staff engagement & satisfaction index	200 hrs 72%	600 hrs ≥90%	HR records, training reports, staff surveys	Annual	HR Dept., GM
6. Promote Sports Development, Community Engagement & Social Impact (Member & Community)	- Number of youth & community sports programs - % of CSR funds reaching targeted beneficiaries	X programs 50%	3× increase ≥85%	Program reports, community feedback, CSR reports	Annual	Sports Development & CSR Committees
7. Strengthen Governance, Risk Management & Compliance (Governance / Internal Process)	- % compliance with regulatory and sports federation requirements - Number of Board & committee training sessions	85% 3 trainings/year	100% ≥15 trainings over plan period	Regulatory reports, Board minutes, training records	Quarterly, Annual	Board, Compliance Officer, GM



ANNEXES

Annex I: Capital Expenditure Projections

Table 20: Detailed Schedule of the IBP Capital Expenses

Item Description	Purpose	Estimated Cost in "M" Kshs	Implementation Phase
Golf Course Infrastructure & Equipment			
Tractors 3.6M, Hollow tine 8M., Sod cutters 0.6M, Verticutters 3M, green mowers 4M, fairway mowers 9M, scarifiers 0.5M	Course maintenance machinery and equipment	28.7	
Protective netting at the end of the range	Safety infrastructure for the golf range	0.3	
Cart paths	Concrete or paved paths for golf carts	2.0	
Walk paths and jogging tracks	Recreational and access paths for members	2.0	
Lighting on Golf Course (holes 9, 18, 8, 17)	Floodlighting for night play	1.2	
Solar lighting for range and course	Renewable energy lighting systems	3.0	
Perimeter fence	Security fencing around the golf course	100.0	
Fruit trees, flower gardens, ponds	Landscaping and aesthetic improvements	4.5	
Sitting areas at tee boxes	Resting benches and shade areas for golfers	2.4	
Irrigation system (night operation)	Automated night irrigation upgrades	30.0	
Practice putting, chipping greens and sand bunkers	Specialized practice course infrastructure	4.5	



Item Description	Purpose	Estimated Cost in "M" Kshs	Implementation Phase
Range with elevated decks, auto ball dispenser, lighting	Modern driving range for over 100 users	5.0	
Buildings & Facilities Development			
Showers, washrooms, mini restaurant for range users	Amenities at the driving range	5.5	
Nursing bay	Health facility within the club	2.5	
Fully equipped Pro Shop	Retail and training equipment centre	3.0	
Workshop for furniture and course equipment repair	Maintenance and fabrication facility	2.0	
Gym and fitness centre	Health and wellness infrastructure	2.0	
Spa, steam, and sauna expansion	Wellness and relaxation facilities	4.0	
Mini 7-aside pitch with artificial turf and lighting	Sports infrastructure	6.0	
Indoor games centre (board games, pool, darts, PlayStation)	Dedicated indoor recreation area	1.0	
Upgraded Squash court (Plexipave, LED lighting)	Modernized indoor court	0.8	
Kitchen equipment upgrade	Modern catering setup for larger membership	5.0	
Rebuilt clubhouse (with pro-shop, dining, gym, youth centres, library)	Major capital redevelopment	120.0	
Modern Caddy centre with canteen	Service facility for caddies	4.0	
Conference hall and accommodation facility	Hospitality and meeting infrastructure	70.0	
Modern residential and conference facility	Accommodation and training asset	-	



Item Description	Purpose	Estimated Cost in "M" Kshs	Implementation Phase
Larger laundry facility	Commercial laundry for club and member use	6.0	
Kids' restaurant and menu area	Family-oriented dining facility	3.5	
Golf training academy for all genders and ages	Structured training and coaching facility	5.0	
ICT and Digital Transformation			
Club Management System (CMS)	Integrated system for membership, billing, CRM	8.0	
Online membership registration and renewal portals	Digital automation platform	0.3	
Mobile member app	Communication, booking, and payment application	0.5	
Infrastructure upgrades	Internet connectivity, hardware, and network security	2.0	
Total		434.7	



Thika Sports Club Strategic Plan Development Retreat. Date: 6th – 7th Oct 2025, Venue: Safari Park Hotel

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