

# MMUSTAA STRATEGIC PLAN 2017 - 2027

**LIST OF ACRONYMS**

**PREAMBLE**

**FORWARD**

**ACKNOWLEDGEMENT**

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# **CHAPTER 1: INTRODUCTION**

## **1.0 Introduction**

A Strategic Plan is a very instrumental and necessary tool for institutions that have foresight and desire to achieve results. It is our hope that this Strategic Plan will enable MMUSTAA focus resources and energies to the attainment of its most desired results. This section highlights the purpose, rationale and process of strategic planning.

## **1.1 Purpose of the strategic plan**

The purpose of MMUSTAA strategic plan is to: guide planning for various activities of the association; provide a framework for implementation, performance and evaluation of MMUSTAA activities and provide a basis for resource mobilization towards achievement of MMUSTAA'S objectives.

## **1.2 Rationale of the strategic plan**

The development of this strategic plan is a natural progression from recommendations made in MMUSTAA EX-CO's resolution of 2013. It was realized that there was need to develop a strategic plan to guide the operations of the association. It is a statutory requirement that public organizations develop strategic plans as a means of enhancing results based management and efficiency in operations. The Strategic Plan is therefore developed to enable the association continue with the implementation of the most critical activities that support the activities of the association.

## **1.3 The Strategic planning process**

The process of developing this strategic plan involved: Setting up of the strategic planning committee which was drawn from among members of the association; inducting committee members on the strategic planning process; identifying key issues to be addressed as part of the planning effort; strategic analysis of the environment within which the association operates; an analysis of the planned activities of the association; developing an action plan to guide the activities; identifying and developing the monitoring and evaluation system and drafting the strategic plan.

## CHAPTER TWO

### SITUATIONAL ANALYSIS

#### **2.0 Introduction**

This chapter presents the contextual, financial, SWOT and PESTEL analyses of the Association.

#### **2.1 Contextual Analysis**

##### **2.1.1. Historical Background**

Masinde Muliro University of Science and Technology Alumni Association was established on 12<sup>th</sup> May 2006 when the then Chancellor for Moi University Prof. Bethwel Ogot officially launched the then Western University College of Science and Technology Alumni Association (WUCSTAA). The need to have an association that would help to bring together a people, who identify with their Alma Mater, resulted in the formation of MMUSTAA. The change from WUCSTAA to MMUSTAA was as a result of the change in the name of the University through a parliamentary Act of 2006.

In August 2015 the MMUSTAA was been registered as a society under the registrar of societies at the attorney general's office

##### **2.1.2. Geographical Location**

The head office of MMUSTAA is located at the main campus of Masinde Muliro University of Science and Technology in Kakamega town, Kakamega County of the republic of Kenya. However, as the association grows, it is envisioned that it will have chapters which will be located in different cities and towns in the republic of Kenya and beyond.

##### **2.1.3 Socio - Economic Status of the Association**

MMUSTAA has grown in leaps and bounds since its inception in 2006 to date. The initial membership stood at Seventy Two (72) in 2006. This membership has grown to ..... by the end of 2014. Besides, there is a growing trend of the alumni absorption into the job market.

#### **2.2. Financial Analysis**

The association requires financial resources for furtherance of its objectives. Currently the association draws its financial resources from; members' contributions, partners and well

wishers. MMUSTAA currently has a financial base of Kshs. .... It is hoped that through this strategic plan the association will be able to diversify its sources of funds.

### **2.3. SWOT Analysis**

In order to shape an appropriate roadmap for the progress of the association as captured by the mission and vision statements an in-depth internal and external environmental scan was carried out. The strengths and weaknesses of the association as well as the opportunities and threats that would affect the future operations of the association were identified. The following analysis represents a snapshot of the internal and external factors of MMUSTAA.

#### **2.3.1 Strengths**

- Strong alumni leadership team
- Goodwill and support from the university
- Large alumni base
- Majority of alumni have positive attitude towards the University
- Established alumni office
- Core programs established such as alumni graduands awards, alumni luncheons and meetings

#### **2.3.2. Weaknesses**

- Lack of culture of giving among students and alumni
- Inadequate resources to propel the operations of the association
- Understaffing in the alumni office
- Low rate of philanthropy among alumni
- Low visibility and branding

#### **2.3.3 Opportunities**

- University climate open to partnership and collaborations
- Ever increasing graduands of MMUST
- Advancement in ICT allowing interaction with students and alumni via website, social media
- Potential partnerships with other alumni associations

#### **2.3.4 Threats**

- High unemployment rate among graduates in Kenya



- Weak and uncertain economy
- High cost of living
- Political uncertainty
- Stiff competition from other universities in the locality of MMUST
- Negative publicity of MMUST

## **2.4. PESTEL Analysis**

Major factors in the external environment that would have a serious impact on the operations of the association in its provision of services include: political, economic, social, technological, legal and environmental factors as hereby discussed:

### **2.4.1. Political factors**

The association enjoys government goodwill as it is recognized by the government as provided for in the University Act 2012 and the university statutes. Specifically, Alumni associations play a crucial role in identifying the chancellors of universities. However, the association is threatened by the political climate in the country. For instance, balkanization and violence during electioneering periods.

### **2.4.2 Economic factors**

The increase in the cost of living is evident. This has affected negatively the members' .....

### **2.4.3. Social factors**

The social factors with a bearing on the association include cultural and religious practices, security, health and attitudes towards education of children with disabilities and special needs. There are increased crime rates and high chronic illness. However, the association is favored by international nature of its membership which is drawn from among all communities in the country and internationally.

### **2.4.4 Technological factors**

The economic epicenter of Kenya and the world is increasingly gravitating towards Information and Communication Technology (ICT) in almost all operations. Issues relating to ICT and its accessibility, transfer and adoption are pertinent to the success of the provisions of this strategic

plan. As at now, the association is highly advantaged by ICT and the members are ICT compliant. This will ease communication and interactions which is the hallmark of the networking in modern times.

#### **2.4.5. Environmental factors**

Environmental conservation and related issues like tree planting and waste management are increasingly becoming key on both the local and international stage. There is need therefore to integrate those concerns in the provision and administration of the association. These provide a good platform to increase interactions of the members with the communities, use their expertise in these areas for enhanced corporate social responsibility. This strategic plan takes cognizance of this fact.

#### **2.4.6. Legislative factors**

This strategic plan is alive to the current legislative reforms in the education sector which entrenches the changes brought about by the Kenya Constitution 2010.

### **2.5 Key Strategic Issues**

From the analyses, the following strategic issues have been identified. The issues serve as the main pillars to help the association remain competitive and focused in its operations.

- Developing an effective platform for active membership
- Effective resource mobilization and utilization
- Fostering mutually beneficial linkages between alumni and alma mater
- Marketing the alma mater through participation in community service
- Developing an efficient mechanism for mentorship and Alumni interaction
- Identify and acknowledge exemplary alumni contribution to society

## CHAPTER 3

### PHILOSOPHICAL FRAMEWORK

#### 3.0 INTRODUCTION

This chapter presents the vision, mission, objectives and core values of Masinde Muliro University of Science and Technology Alumni Association.

#### 3.1 VISION

To be a model association that nurtures and sustains mutually beneficial and lifelong interactions among Alumni, Alma Mater and the society.

#### 3.2 MISSION

In line with the University mission statement, the alumni association endeavors' mobilize alumni and create opportunities through networking, linkages and collaborations for posterity.

#### 3.3. OBJECTIVES

The objectives of MMUSTAA are to:

1. Promote unity and a sense of belonging amongst MMUST alumni
2. Sensitize alumni on diverse academic, professional, social and economic opportunities available from time to time
3. Foster mutually beneficial linkages between alumni and alma mater
4. Identify and acknowledge exemplary alumni contributions to the society
5. Create platforms for alumni participation in community service
6. Mobilize resources for development of MMUSTAA and the University

#### 3.4 CORE VALUES

Our operations are governed by the following set of core values which constitute the desired organizational culture:

- **Excellence** – we cherish the power of fineness in our operations to achieve the very best in our operations.
- **Integrity**- we are committed to acting in an honest and morally acceptable manner.
- **Accountability** - we strive to be open and transparent to our members and partners as our key stakeholders at all times

- **Diversity** - we acknowledge and appreciate the power of cultural and individual differences in our operations.
- **Commitment** - we are keen to serve all with selfless dedication
- **Professionalism** - we are committed to the highest levels of competence and ethical standards.
- **Sustainability**- We are committed to setting and maintaining high standards in our operations through continual improvement in service delivery for present and future generations.
- **Loyalty** – we strive to build patriotism by being faithful to the university and association
- **Philanthropy** – we cherish the spirit of giving to the needy
- **Innovation** – in our operations we recognize the power of novelty through accommodation of new creative ideas

## **CHAPTER FOUR**

### **STRATEGIC DIRECTION**

#### **4.0 Introduction**

This chapter presents the objectives and strategies which give focus for activities that this strategic plan proposes to be engaged in to actualize the plan. The strategic objectives are drawn from the strategic issues earlier identified.

#### **4.1 Strategic Objectives**

- a. Develop an effective platform for active membership
- b. Develop an efficient system for resource mobilization and utilization
- c. Foster mutually beneficial linkages between alumni and alma mater
- d. Market alma mater through participation in community service
- e. Develop an efficient mechanism for mentorship and alumni interaction
- f. Identify and acknowledge exemplary alumni contribution to the society
- g. Transform the Alumni office into a functional directorate

#### **4.2 Develop an effective platform for active membership**

- 4.2.1 Membership recruitment drive for all graduands annually
- 4.2.2 Develop effective communication pathways
- 4.2.3 Organize the MMUSTAA Luncheon annually

#### **4.3 Develop an efficient system for resource mobilization and utilization**

4.3.1 Improve convocation fee collection

4.3.2 Improve subscription collection

4.3.3 Fundraising

4.3.4 Initiate and sustain investment projects

4.3.5 Budgeting and auditing

#### **4.4 Foster mutually beneficial linkages between alumni and alma mater**

4.4.1 Conduct continuous alumni tracer studies

4.4.2 Develop and maintain MMUSTAA job bureau page

4.4.3 Create interactive platforms for alumni and alma mater

#### **4.5 Market alma mater through participation in community service**

4.5.1 Identify, cultivate and secure strategic partnerships

4.5.2 Partner with initiatives to reach out to the less fortunate in the society

4.5.3 Establish and expand MMUSTAA scholarship endowment fund

4.5.4 Establish and expand MMUSTAA bursary fund

#### **4.6 Develop an efficient mechanism for mentorship and alumni interaction**

4.6.1. Create a framework for establishment of MMUSTAA faculty and school chapters and specific interest groups

4. 5.2 Establish mentorship programmes

#### **4.7 Identify and acknowledge exemplary alumni contribution to the society**

4.7.1 Initiate an annual MMUSTAA exemplary award scheme

#### **4.8. Transform the Alumni office into a functional directorate**

4.8.1. Infrastructural enhancement

4.8.2. Human resource enhancement

## CHAPER FIVE

### IMPLIMENTATION PLAN

#### 5.0 Introduction

This chapter presents the five year period implementation matrix to guide the operations of the association

#### Implementation Matrix

OBJECTIVES	STRATEGY	ACTIVITIES	TIME FRAME	ACTOR	INDICATORS	BUDGET PROJECTION					
						2015	2016	2017	2018	2019	2020
1.Create an effective platform for active membership	(a)Membership recruitment drive (all graduands)	(i)Orientation meeting with graduands	Eve of every graduation	Ex-co	(i)minutes of the meeting	0.2m	0.3m	0.4m	0.5m	0.6m	0.7m
		(ii).Record names and address of all the graduands	During clearing	Alumni officer	Data bank of graduands	0.05m	0.02m	0.02m	0.02m	0.02m	0.02m
	(b) Develop effective communication mechanism	(i).Create an alumni page in the MMUST website	End of Oct 2015	Alumni officer	(i)Active alumni page (i)Feedback from the alumni	Office float	Office float	Office float	Office float	Office float	Office float
		(ii)Create social media accounts (LinkedIn, face book, twitter, and Google, wahatsApp, Instagram)	End of Oct 2015	Alumni officer	(i)social media accounts (ii)feedback from alumni	0.01m	0.01m	0.01m	0.01m	0.01m	0.01m
		(iii)Publish online alumni newsletter	Quarterly (after every three months)	(i)Editorial Board (ii)alumni officer (iii) University management	(i)Published online newsletter	0.02m	0.03m	0.04m	0.05m	0.06m	0.07m
		(iv)Alumni Meetings(AGM)+	Annually	Ex-co Alumni	(i)minutes of the meeting	0.8m	0.9m	0.7m	0.8m	0.9m	1m
		(v)Advertisement and publicity	Quarterly	Ex-co (Ad-hoc PRO)	(i) feedback from alumni	0.3m	0.9m	0.9m	0.9m	0.9m	0.9m
2. To develop an efficient system for resource	(a)Improve convocation fee collection	(i) Collect, document and remit convocation fee	Within one month after every graduation	(i)Finance Officer (ii)Alumni officer	List of paid up alumni & a copy of bank statement	Office float	Office float	Office float	Office float	Office float	Office float



mobilization and utilization	(b)Improve subscription collection	promptly										
		(ii)Regular communication to members of their financial obligations to the association	Quarterly (after every 3 months)	(i)Alumni Officer (ii)Secretary of Ex-co	(i) E-Mails (ii) Twits (iii) Posts on face book (iv) Feedback from alumni	Office float	Office float	Office float	Office float	Office float	Office float	Office float
		(iii)Diversify remittance modes e.g m-pesa, Pay-Bill No. bank accounts	Oct 2015	Alumni Officer	(i)Established mode of remittance e.g m-pesa a/c (ii)Communication to members	Office float	Office float	Office float	Office float	Office float	Office float	Office float
	(c)Conduct an Annual fundraising	(iv)Maintain up to date records of paid up members	Continuous	(i)Alumni Officer (ii)Treasurer	(i)Updated records	Office Vote	Office vote	Office vote	Office vote	Office vote	Office vote	Office vote
		(i)Establish a fundraising committee	August of every year	Ex-co	(i)Minutes (ii)Appointment letters of individual committee members	0.1m	0.2m	0.3m	0.4m	0.5m	0.6m	
		(ii)Identify and invite prospective guests	September of every year	(i)Fundraising Committee & (ii) Ex-co (iii)University mnt	(i)Invitation letter  (ii) Feedback from the guest	Office float	Office float	Office float	Office float	Office float	Office float	
		(iii)Publicize the funds drive	September to December of Every year	(i)Fundraising committee (ii) Alumni officer (iii) Ex-co	(i)Media (posters, twits, banners) (ii)Invitation cards	Office float	Office float	Office float	Office float	Office float	Office float	
	(d)Initiate and sustain investment projects	(iv)Conduct the funds drive	Dec every year	(i)Fundraising committee (ii) Invited guests	(i)Collections (ii)Report from the fundraising committee	Office float	Office float	Office float	Office float	Office float	Office float	
		(i)Establish investment committee	Jan 2016	(i)Ex-co	(i)Appointment letters (ii)minutes	Office float	Office float	Office float	Office float	Office float	Office float	
		(ii)Develop investment plan/proposal for Alumni Complex	April 2016	(i)Investment committee	(i)proposed investment plan	Office float	Office float	Office float	Office float	Office float	Office float	
		(iii)Approach development partners for fund to initiate environmental based projects	By May 2016	(i)Investment committee (ii) Ex-co	(i)Development Partners (ii)feedback from development partners	Office float	Office float	Office float	Office float	Office float	Office float	
		(iv)Implement the proposed project in Phases	2016-2018	(i)Investment committee (ii)Development partners	(i)Commissioning (ii)Completed alumni complex	Office float	Office float	Office float	Office float	Office float	Office float	

		(v)M-pesa Business	Nov 2015	(i)Investment committee (ii) Ex-co	Records of transactions	Office float	Office float	Office float	Office float	Office float	Office float
	(e)Budgeting and auditing	(i)Drafting the budget proposal	Annually at the beginning of every financial year	(i)Ex-co	(i)Draft budget	Office float	Office float	Office float	Office float	Office float	Office float
		(ii)Presentation of the proposed budget	Annually at the beginning of every financial year	(i)Treasurer	(i)Minutes of board meeting (ii)approved budget	Office float	Office float	Office float	Office float	Office float	Office float
		(ii)Auditing of the expenditure	Annually(at the end of every financial year)	(i) auditor	(i)Audit report	0.05m	0.05m	0.05m	0.05m	0.05m	0.05m
3.To foster mutually beneficial linkage between the Alumni and Alma mater	(a)Conduct the alumni tracer study	(i)Call for proposals	Every January	(i)Ex-co (ii)Alumni officer	(i) communication (ii) Feedback	Office float	Office float	Office float	Office float	Office float	Office float
		(ii) Select the best research team	Every September	(i)Research team (ii)Ex-co	(i)Research report (ii)proceedings						
		(iii)Undertake research	Between May-August	Research team	(i)research report	0.5m	0.6m	0.7m	0.8m	0.9m	1m
		(iv)Dissemination of findings	Every April	Ex-co	(i)minutes						
	(b)Develop and maintain MMUSTAA job bureau page	(i)Create an online job bureau desk	By Feb 2016	Alumni officer	(i)Page (ii)Feedback	Office float	Office float	Office float	Office float	Office float	Office float
		(ii)Create awareness among all stakeholders	By April 2016	Alumni officer	(i)functional page (ii)feedback						
		(iii)Update the page	Daily	Alumni officer	(i)Active page (ii)feedback						
	(c)create an interactive platform for alumni and alma mater	(i)University management and ex-co meeting	Annually	(i)Ex-co (ii)Univ mnt	(i)Minutes of the meeting	Office float	Office float	Office float	Office float	Office float	Office float
		(ii)MMUSTAA participation in university activities	continuous	(i)Ex-co (ii)alumni	(i)Almanac (ii) Reports	Office float	Office float	Office float	Office float	Office float	Office float
	4. Market alma mater through participation in community service	(a)Identify, cultivate and secure strategic partnerships	(i)Seminars,	Annually	(i)ex-co ii) university mgt	(i) Academic papers (ii)Budget (iii)minutes	Office float	Office float	Office float	Office float	Office float
(ii)public lectures			Every April	(i) ex-co (ii) Scholars (iii) university mgt	(iv) Scholarly papers (v)list of participants						
(iii)Alumni talk			Eve of	(i) ex-co (ii) scholar	-list of participants						

		graduation									
	(iv)Networking with county government and NGOs	Annually	(i) ex-co (ii) alumni officer (iii) university mgt (iv) county gvt (v)development partners	(i)Rewards (ii)Record of beneficiaries (iii)Emails (iv)minutes							
	(v)Identify partners	annually	(i)ex-co (ii)alumni officer	i) invitation letters ii) list of proposed partners							
	(vi)Approach the partners	annually	(i) ex-co (ii) University mgt (iii)alumni officer	i) visitations ii) minutes of the meeting iii)emails							
	(vii)Engage the partners	annually	(i) ex-co (ii)university mgt (iii)alumni officer	(i)writing letters ii)commitments from the partners iii) MOUs signed by partners iv) minutes							
	(viii)participate in activities aligned to national and global events on environment	Annually	(i)ex-co (ii)development partners (iii) alumni officer (iv) University mgt	i) finished projects ii) programs iii) feedback from the community							
	(vix)Reach out to philanthropists	Annually	(i)ex-co (i)alumni officer (ii)University mgt	i) letters ii)emails iii) minutes	Office float	Office float	Office float	Office float	Office float	Office float	Office float
(b)Establish MMUSTAA scholarship endowment fund	(i) Establish scholarship endowment fund committee	January every year	(i)Ex-co (ii) Alumni officer (iii)University mnt	(i)Appointment letters (ii) Minutes	Office float	Office float	Office float	Office float	Office float	Office float	Office float
	(ii)Planning the launch	March every year	(i)Ex-co (ii)MMUSTAA board	i) Minutes ii)emails iii)list of attendees							
	(iii)Launching endowment fund	April every year	(i)ex-co (ii)MMUSTAA board	i)Announcement on MMUSTAA website (ii) Minutes (iii) Brochures							
	(iv)Issuance of scholarships	June every year	(i)Scholarship endowment fund committee (ii)Ex-co (iii)University mnt	(i)List of beneficiaries (ii)Reports	0.5m	0.6m	0.7m	0.8m	0.9m	1m	
(c)Establish MMUSTAA bursary fund	(i)Establish bursary fund committee	January every year	(i)Ex-co (ii) Alumni officer (iii)University mnt	(i)Appointment letters (ii) Minutes	Office float	Office float	Office float	Office float	Office float	Office float	Office float

		(ii)Planning for establishment of the fund	March every year	(i)Ex-co -MMUSTAA board	i)minutes ii)emails iii)list of attendees iv)brochures v)social media broadcast						
		(iii)Awareness initiatives	April every year	- ex-co -MMUSTAA board	(i)brochures (ii)email (iii)list of attendees (iv)minutes						
		(iv)Launching bursary fund	May every year	(i)ex-co (ii)MMUSTAA board	i)Announcement on MMUSTAA website (ii) Minutes (iii) Brochures						
		(iv)Issuance of bursaries	June every year	(i)Scholarship endowment fund committee (ii)Ex-co (iii)University mnt	(i)List of beneficiaries (ii)Reports	0.1m	0.2m	0.3m	0.4m	0.5m	0.6m
	(d) Expanding partners to MMUSTAA scholarship endowment fund by 10% annually	(i)Networking with partners	Annually	(i)ex-co ii)partners iii) alumni officer	(i)pamphlets (ii)bronchures (iii)flyers (iv)announcements on MMUST website, social media	Office float	Office float	Office float	Office float	Office float	Office float
	(ii)collaborating with partners	Annually	(i)ex-co ii)partners iii) alumni officer	(i)pamphlets (ii)bronchures (iii)flyers (iv)announcements on MMUST website, social media							
5 Develop an efficient mechanism for mentorship and Alumni interaction	(a)Initiate MMUSTAA faculty and schools chapters and specific interest groups	(i)Develop criteria on forming new chapters	20 <sup>th</sup> Oct 2015	(i)ex-co (ii)alumni officer (iii)university mgt	(i)Criteria forms on chapter formation (ii) minutes	Office float	Office float	Office float	Office float	Office float	Office float
		(ii)Planning for the formation of chapters	continuous	(i)ex-co (ii)alumni officer (iii)University mgt	-minutes of meetings -emails						
		(iii)Formation of the chapters	continuous	(i) Ex – Co	(i)List of all chapters (ii)Programme of activities						
		(iv)Launch of the chapters	continuous	(i)Alumni Ex –co (ii)university mgt	(i)pamphlets (ii)brochures (iii)flyers (iv)program of activities						
	(b)Establish mentorship program	(i)Establish mentorship committee	By October 2015	(i)Ex-co (ii)University mnt	(i)Appointment letters (ii)Minutes	Office	Office	Office	Office	Office	Office

		(ii)Identify prospective mentors	continuous	(i)MMUSTAA (ii)EX-CO	(i)Minutes of the meeting (ii)proceedings	float	float	float	float	float	float
		(iii)Planning and implementing mentorship programmes	continuous	(i)MMUSTAA (ii)EX-CO	(i)Minutes of the meeting (ii)proceedings						
		(iv)Planning for home coming	Yearly	(i)MMUSTAA (ii)EX-CO	(i)Minutes of the meetings (ii)Budget proposals (iii)Program of activities for the home coming	Office float	Office float	Office float	Office float	Office float	Office float
		(v)Home coming	yearly	(i)MMUSTAA (ii)EX-CO (iii)MMUSTAA members (iv)University management	(i)Program of events (ii)List of attendees	0.5m	0.6m	0.7m	0.8m	0.9m	1m
6. Identify and acknowledge exemplary alumni contribution to the society	(a)Initiate an annual exemplary award scheme	(i)Establish an awards committee	March 2016	(i)Ex-co	(i)Appointment letters (ii)minutes	Office float	Office float	Office float	Office float	Office float	Office float
		(ii)Establishing criteria for identifying the awardees	April 2016	(i)Awards committee (ii)Alumni office (iii)Ex-co	(i)Minutes (ii)Policy document						
		(iii)Identifying awardees	continuous	(i)MMUSTAA (i)Ex-co (iii) Alumni (iv) Secretariat	(i)List of proposed awardees (ii)minutes						
		(iv)Shortlisting the awardees	By November every year	(i)Awards committee	(i)List of shortlisted candidates (ii)minutes						
		(v)Award giving ceremony	December every year	(i)Awards committee (ii)Ex-co (iii)University management	(i)Budget (ii)Certificates (iii)proceedings (iv)Programme of the day						
7. Transform the Alumni office into a functional directorate	a)Infrastructural Enhancement	(i)Budgeting (ii)Procurement (iii)Installation	January, 2016	(i)Alumni Officer ii)University management	i) Budget ii) Furnished office	Office float	Office float	Office float	Office float	Office float	Office float
	(b) Human Resource Enhancement	(i) Appointment (ii)Placement	March, 2015	(i)Alumni Officer ii)University management	i) Adverts ii) Minutes iii) Appointment letters						

## CHAPTER SIX

### MONITORING AND EVALUATION

#### 6.1 Introduction

This chapter presents the monitoring and evaluation process, reports, frequency of reporting, terms of reference for monitoring and evaluation committee, monitoring and evaluation matrices and the MMUSTAA organogram. The purpose of this strategic plan is to ensure that MMUSTAA's plans and objectives are implemented effectively to the latter within the set time frames. To achieve this, monitoring and evaluation is imperative.

#### 6.2 Monitoring and Evaluation Process

To realize the goals and objectives set herein, a monitoring and evaluation committee shall be set up. The purpose of the committee is to ensure that various sections of MMUSTAA strategic plan and projected activities are undertaken within the set five years.

The committee will comprise of all the actors as stipulated in the implementation matrix which include:

- Ex-CO representatives
- Alumni officer
- Representative of university management
- Representative of prospective alumni
- Representatives of development partners

The monitoring and evaluation committee shall:

- Prepare the criteria that will be used in monitoring, evaluating and reporting progress in all sections involved in the implementation of the strategic plan.
- Institute and establish mechanism for receiving feedback from various actors or implementers
- Organize an annual meeting with various actors to discuss the progress of the implementation process.
- Co-ordinate the preparation of the overall monitoring and evaluation reports.

### **6.3 Monitoring and Evaluation Reports**

The monitoring and evaluation report shall include among others:

- Summary of approved strategic objectives, strategies employed and key indicators
- An approved operation plan for the year being reported
- Qualitative and quantitative analysis of achievements in terms of actual outputs against planned activities, and output as was in the operational plan.
- Challenges in the implementation of the strategic plan and factors which affected implementation of the strategic plan
- Adjustments made in the course of implementation of the strategic plan
- Recommendations on how to overcome challenges experienced in the course of implementation

### **6.4 Frequency of Reporting**

Monitoring shall be carried out quarterly while evaluation will be carried annually. In the monitoring and evaluation processes there shall be reports and a final overall report on the success or failure of the entire strategic plan by the end of the planned period. The quarterly reports shall be prepared and discussed by the end of every three months while the annual reports shall be prepared by the end of each calendar year.

### **6.5 Terms of Reference for the Monitoring and Evaluation Committee**

The monitoring and evaluation committee shall be guided by the following terms of reference

- Evaluate the effectiveness of the strategic plan.
- Assess the extent to which the strategic plan helps MMUSTAA realize its Vision and Mission
- Evaluate reasons for the success and/or failure of specific areas of the strategic plan
- Document and submit the findings to the appointing authority.

## Monitoring and evaluation Matrixes

The following frameworks will be adopted in the monitoring and evaluation processes.

### Monitoring Framework

<b>Strategies</b>	<b>Reporting Period</b>	<b>Target Planned</b>	<b>Actual To-date</b>	<b>Variance in %</b>	<b>Responsible</b>	<b>Comments</b>

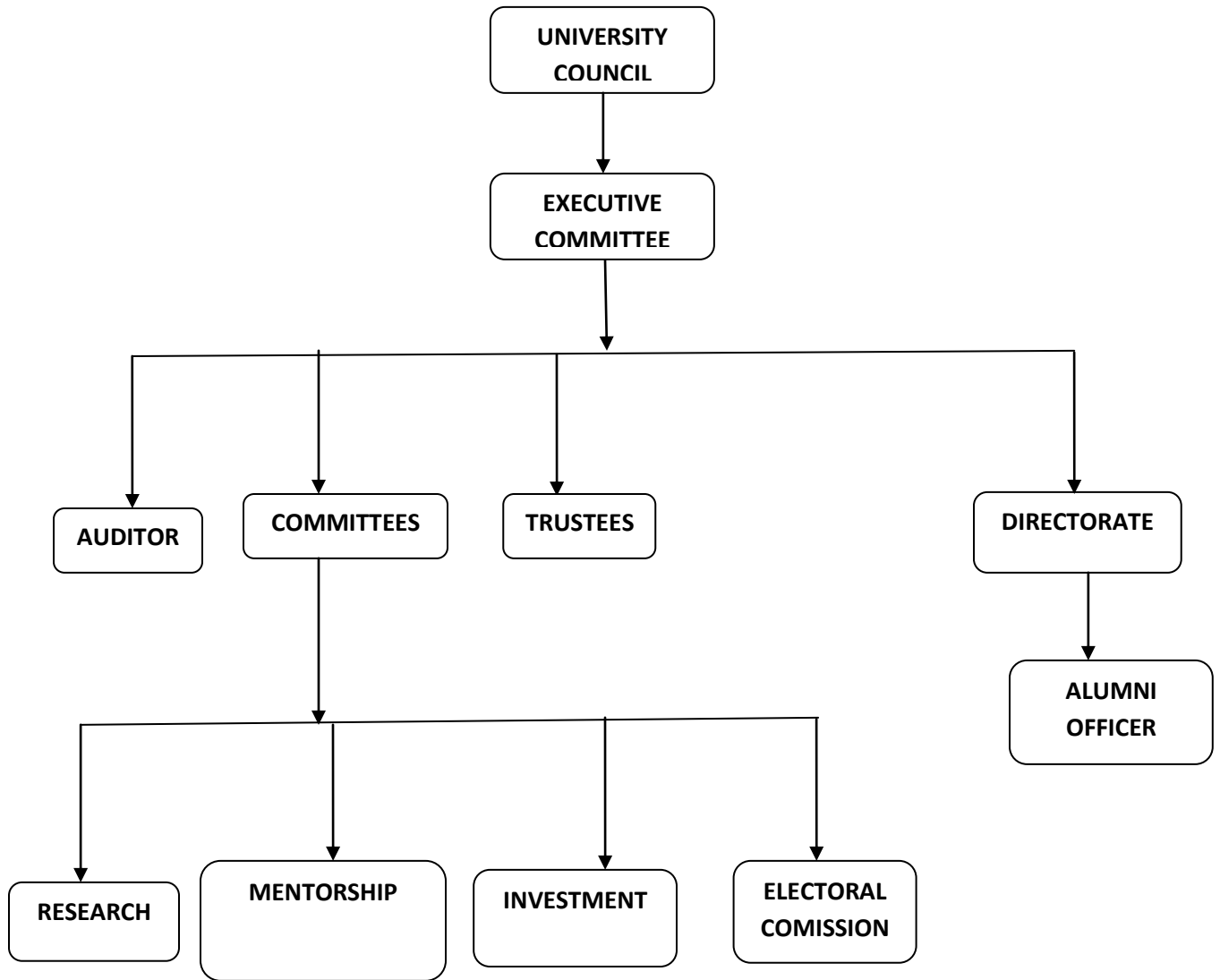
### Evaluation Framework

<b>Objective</b>	<b>Baseline data</b>	<b>Key indicators</b>	<b>Actual achieved</b>	<b>Variance and reasons</b>



# MMUSTAA ORGANIZATION STRUCTURE

## ALUMNI ORGANOGRAM



To guide the operations of the association the association will be managed the Ex-co with regards to the above organs as provided for in the constitution