



KOICA ALUMNI KENYA CHAPTER

FIVE-YEAR STRATEGIC PLAN

2027–2031



KOICA



1. Executive Summary

The KOICA Alumni Kenya Chapter (KAKC) connects over 2,400 Kenyan professionals who have benefited from technical fellowships, master's degree scholarships, and capacity-building programs supported by the Korea International Cooperation Agency (KOICA) and the Embassy of the Republic of Korea.

With a growing membership and an increasingly diverse alumni network, KAKC has an opportunity to move beyond being primarily a social and networking platform and become a strong professional network that contributes meaningfully to Kenya's development agenda. This 2027–2031 Strategic Plan transitions KAKC from an event-oriented association into an institutionalized, self-sustaining professional network. By aligning Chapter governance with explicit membership tiers, structured standing committees, digital registration systems, and revenue generation models, KAKC will directly support Kenya's national development priorities and deepen Kenya–Korea bilateral relations.

This Strategic Plan provides the framework for KAKC's activities for the period 2027–2031. It focuses on strengthening the Chapter's institutional capacity, increasing member participation, leveraging alumni expertise, promoting innovation and knowledge exchange, strengthening partnerships, and delivering measurable development impact.

The Plan is organised around six strategic pillars:

1. Institutional Strengthening and Good Governance
2. Alumni Engagement and Membership Growth
3. Professional Development and Knowledge Exchange
4. Innovation, Entrepreneurship and Digital Transformation
5. Partnerships and Development Impact
6. Sustainability, Environment and Social Responsibility

2. Chairman's Foreword

[To be provided by the KAKC Chairperson.]

CHAPTER 1

INTRODUCTION & ORGANIZATIONAL PROFILE

1.0 Introduction

The 2027–2031 Strategic Plan provides the framework for KAKC’s activities and sets out the strategic direction, priorities, programmes, implementation arrangements and performance measures for the five-year period.

The Plan seeks to position KAKC as a dynamic, well-governed and impactful professional alumni network.

1.1 Background of KAKC

Established in 2008, KAKC unites alumni across public administration, healthcare, education, agriculture, ICT, infrastructure, green growth, and trade. While the Chapter has consistently facilitated bilateral networking, this plan addresses historical reliance on grant funding, underutilized regional networks, and administrative ambiguity by instituting formal governance protocols.

KAKC is a network of Kenyan alumni who have participated in KOICA-supported programmes in Korea and Kenya. Alumni possess diverse expertise in areas including governance, health, education, agriculture, ICT, infrastructure, environment, trade, public administration, and other fields.

The Chapter provides a platform for alumni to maintain professional relationships, share knowledge, support development initiatives, and strengthen Kenya–Korea cooperation.

However, the changing development environment requires KAKC to strengthen its institutional arrangements and provide greater value to its members. Through this Strategic Plan, KAKC will establish structured governance frameworks, operationalize digital member management, expand regional subgroups, and build sustainable revenue models to maximize the development impact of its alumni network

1.2 Mandate & Legal Framework

KAKC is a registered professional association in Kenya dedicated to fostering professional networking, knowledge exchange, capacity building, and bilateral socio-economic development between Kenya and the Republic of Korea.

1.3 Rationale for the 2027–2031 Strategic Plan

To transition KAKC from an informal/event-based association into an institutionalized, self-sustaining professional network capable of providing policy advice, technology transfer solutions, and public sector capacity building.

1.3 Plan Formulation Methodology

The formulation of this plan involved consultative workshops, alumni baseline surveys, situational analyses, PESTEL/SWOT reviews, and alignment with Kenya's Vision 2030, the Digital Economy Blueprint, and KOICA's bilateral strategy.

CHAPTER 2

STRATEGIC DIRECTION

3.1 Vision, Mission and Values

3.1.1 Vision

A premier, dynamic, and impactful professional alumni network driving Kenya's sustainable development through innovation, policy leadership, and strategic international partnerships.

3.1.2 Mission

To connect, empower, and mobilize KOICA alumni to share expertise, promote professional growth, drive public sector transformation, and deepen bilateral relations between Kenya and the Republic of Korea.

3.1.3 Core Values

- i. Partnership
- ii. Excellence
- iii. Inclusivity
- iv. Innovation
- v. Sustainability
- vi. Service

CHAPTER 3

SITUATIONAL & ENVIRONMENTAL ANALYSIS

3.1 Situational Analysis

KAKC has a growing and diverse alumni network and an opportunity to leverage members' professional expertise, knowledge and relationships. The Strategic Plan identifies the need to strengthen institutional arrangements, increase member participation, improve digital engagement, mobilize resources and demonstrate measurable development impact.

The desired shift is from an alumni association that mainly organizes events to an alumni network that creates measurable professional and development impact.

3.2 Stakeholder Analysis

The principal stakeholders identified in the Strategic Plan are:

- i. KOICA
- ii. Government Ministries, Departments and Agencies
- iii. County Governments
- iv. Korean Embassy
- v. Korean companies
- vi. Universities and research institutions
- vii. Private sector
- viii. NGOs and development partners
- ix. Other alumni associations

3.3 SWOT Analysis

The SWOT analysis assesses the internal strengths and weaknesses of the KOICA Alumni Kenya Chapter (KAKC), as well as external opportunities and threats that may affect implementation of the 2027–2031 Strategic Plan.

3.3.1 Strengths

3.3.1.1. Diverse and growing alumni network

KAKC brings together Kenyan professionals who have participated in KOICA-supported training, scholarships, fellowships and capacity-building programmes. Members have expertise

in governance, health, education, agriculture, ICT, infrastructure, environment, trade and public administration.

3.3.1.2. Strong Kenya–Korea connection

KAKC provides an established platform for maintaining professional relationships and strengthening Kenya–Korea cooperation.

3.3.1.3. Pool of professional expertise

The diversity of alumni creates a valuable pool of knowledge, skills and experience that can be mobilized for professional development, mentorship, policy dialogue and development projects.

3.3.1.4. Existing alumni identity and network

KAKC already provides a platform for alumni networking, knowledge sharing and development initiatives, giving the Chapter a foundation on which to build a stronger professional network.

3.3.1.5. Potential for strong partnerships

The Chapter is well positioned to engage KOICA, government institutions, county governments, universities, private sector organizations, Korean companies and development partners.

3.3.1.6. Existing development and environmental experience

KAKC has already undertaken development-oriented activities, providing a foundation for expanding its development impact and environmental programmes.

3.3.2 Weaknesses

3.3.2.1 Low active member participation

Although KAKC has a growing membership, participation needs to be strengthened. The Strategic Plan therefore targets at least 60% active member participation by 2031.

3.3.2.2. Low subscription compliance

Membership subscriptions remain an important challenge because they affect KAKC's ability to finance its activities sustainably.

3.3.2.3. Weak institutional and governance systems

There is a need to strengthen the Constitution, governance policies, roles and responsibilities, financial management, planning and reporting systems.

3.3.2.4. Inadequate member information systems

A fully operational alumni database is necessary to effectively manage membership, communicate with alumni and understand the skills and geographical distribution of members.

3.3.2.5. Limited digital engagement

KAKC needs stronger digital platforms for communication, registration, networking, knowledge sharing and reporting.

3.3.2.6. Dependence on external support

Reliance on donors or partner support can affect programme continuity. The Strategic Plan therefore calls for diversification of KAKC's revenue sources.

3.3.2.7. Limited programme continuity

As an alumni organisation that relies significantly on members' voluntary participation, maintaining continuity of programmes and activities can be challenging.

3.3.3 Opportunities

3.3.3.1. Strengthening Kenya–Korea cooperation

The continuing relationship between Kenya and Korea provides opportunities for KAKC to facilitate professional exchanges, partnerships, knowledge transfer and development initiatives.

3.3.3.2. Growing demand for professional networks

Professionals increasingly require platforms for networking, mentorship, knowledge sharing and career development. KAKC can position itself as a valuable professional network rather than primarily an events-based association.

3.3.3.3 Digital transformation

Digital platforms can allow KAKC to reach alumni across Kenya and internationally while reducing the cost and logistical challenges associated with physical activities.

3.3.3.4. Alumni entrepreneurship and innovation

The diverse skills of members provide opportunities to support entrepreneurship, innovation and technology-based solutions. The proposed KAKC Innovation Challenge can provide a structured platform for this.

3.3.3.5. Strategic partnerships

There is considerable potential for partnerships with government, county governments, universities, research institutions, private sector, NGOs, development agencies and Korean companies operating in Kenya.

3.3.3.6. Development impact projects

KAKC can use its alumni expertise to implement projects in areas such as youth mentorship, digital literacy, women's empowerment, community health, entrepreneurship and education.

3.3.3.7. Environmental and climate initiatives

Climate action, tree planting, forest restoration and mangrove conservation provide opportunities for KAKC to increase its visibility and demonstrate measurable community impact through the KAKC Green Legacy programme.

3.3.3.8. Resource mobilization

KAKC can diversify its income through membership subscriptions, grants, corporate sponsorships, training programmes, event sponsorship, donations, alumni contributions and joint projects.

3.3.4 Threats

3.3.4.1. Economic pressures on members

Rising costs of living and economic uncertainty may reduce members' ability or willingness to pay subscriptions or participate in activities.

3.3.4.2. Competition for funding

KAKC may compete with other alumni associations, NGOs and development organizations for grants, sponsorship and institutional support.

3.3.4.3. Declining member engagement

If members do not perceive sufficient professional or personal value from KAKC, participation and subscription compliance may remain low.

3.3.4.4. Overdependence on a few partners

Excessive reliance on KOICA or a small number of partners could expose KAKC to funding and programme continuity risks.

3.3.4.5. Leadership and governance challenges

Weak governance, unclear responsibilities or inadequate accountability could undermine members' confidence in the Chapter.

3.3.4.6. Volunteer fatigue

KAKC relies substantially on alumni involvement. Sustained demands on a small number of active members could lead to fatigue and reduced programme continuity.

3.3.4.7. Rapid technological change

Failure to keep pace with digital technologies could make KAKC less attractive to younger and digitally connected alumni.

3.3.4.8. Changing national priorities

Changes in government priorities, development programmes and institutional leadership may affect opportunities for collaboration.

3.3.5 SWOT Summary Matrix

STRENGTHS	WEAKNESSES
Diverse and growing alumni network	Low active member participation
Strong Kenya–Korea connection	Low subscription compliance
Wide pool of professional expertise	Weak institutional and governance systems
Established alumni identity and network	Inadequate alumni database
Potential for strategic partnerships	Limited digital engagement
Experience in development initiatives	Dependence on external support
Strong potential for knowledge sharing	Limited programme continuity
OPPORTUNITIES	THREATS
Strengthening Kenya–Korea cooperation	Economic pressures
Growing demand for professional networks	Competition for funding
Digital transformation	Declining member engagement
Alumni innovation and entrepreneurship	Overdependence on partners
Government and private-sector partnerships	Governance and leadership challenges
Development impact projects	Volunteer fatigue
Climate and environmental programmes	Rapid technological change
Grants and diversified resource mobilization	Changing national priorities

3.3.6 Strategic Interpretation

The SWOT analysis suggests that KAKC's greatest strength is its diverse professional alumni network and its connection to Kenya–Korea cooperation, while its main internal challenges are member engagement, subscription compliance, governance systems, digitalization and financial sustainability.

The strategic opportunity is therefore to convert the existing alumni network into an active professional and development network. This can be achieved by combining the strengths of membership with digital platforms, professional development, innovation, partnerships and development-impact programmes.

The major strategic risk is that weak member participation and financial sustainability could prevent KAKC from taking advantage of these opportunities. Consequently, the 2027–2031 Plan should prioritize member value, strong governance, diversified resource mobilization, digital engagement and measurable impact. This is consistent with the Plan's intended transformation of KAKC into a network that creates measurable professional and development impact.

3.3.7. PESTEL ANALYSIS

PESTEL analysis provides an assessment of the Political, Economic, Social, Technological, Environmental and Legal factors that may influence the operations, sustainability and development of the KOICA Alumni Kenya Chapter (KAKC) during the 2027–2031 strategic period.

3.3.7.1 Political Factors

KAKC operates within a national environment shaped by government policies, international cooperation priorities and Kenya–Korea relations. As an alumni organisation whose members include professionals from government, academia, private sector and development organizations, changes in national priorities may create both opportunities and challenges.

Key factors include:

- Kenya's national development priorities and government programmes may provide opportunities for KAKC alumni to contribute technical expertise.
- Continued Kenya–Korea cooperation provides a platform for KAKC to strengthen professional and institutional linkages.
- Government ministries, departments, agencies and county governments are potential partners for KAKC programmes.
- Changes in government policies and priorities may affect opportunities for collaboration and development projects.
- Political transitions may influence the availability and priorities of government and development partners.

- KAKC's non-partisan character will be important in maintaining credibility and inclusiveness among members and stakeholders.

Strategic implication for KAKC:

KAKC should maintain constructive relationships with government and development stakeholders while remaining professional, non-partisan and focused on knowledge exchange, professional development and development impact.

3.3.7.2 Economic Factors

The economic environment affects KAKC's ability to mobilize resources, maintain membership and implement programmes. The Strategic Plan already recognises the need to reduce dependence on a single source of funding and diversify KAKC's revenue base.

Key factors include:

- Economic pressures may reduce members' ability or willingness to pay membership subscriptions.
- Inflation and rising operational costs may increase the cost of organizing events, training and development projects.
- Competition for grants and corporate sponsorship may make external resource mobilization more challenging.
- Economic growth can create opportunities for alumni entrepreneurship, investment and professional networking.
- Alumni working in different sectors can provide access to expertise, partnerships and potential sponsorship.
- Digital programmes may reduce the cost of some activities compared with purely physical events.
- Training, professional programmes, events and partnerships provide potential alternative sources of income.

Strategic implication for KAKC:

KAKC should strengthen subscription compliance and develop a Resource Mobilization Strategy covering membership subscriptions, grants, sponsorships, training, donations, alumni contributions and joint projects with partners.

3.3.7.3 Social Factors

KAKC brings together alumni from different professional, geographical and generational backgrounds. The diversity of the membership presents an opportunity to create a strong professional network but also requires deliberate approaches to engagement and inclusion.

Key factors include:

- A diverse alumni population creates opportunities for cross-sector knowledge sharing.
- Younger alumni may require different engagement approaches from older and more established members.
- Members increasingly expect professional value from alumni associations rather than social networking alone.
- Geographic dispersion of alumni can make physical participation difficult.
- Mentorship can facilitate knowledge transfer between experienced and younger alumni.
- Recognition of outstanding alumni can strengthen member motivation and participation.
- Gender and inclusion should be considered across KAKC programmes and leadership structures.
- Stronger alumni networks can support professional relationships, career development and collaboration.

Strategic implication for KAKC:

KAKC should strengthen member value through mentorship, professional development, thematic networks, networking opportunities, recognition programmes and digital engagement.

3.3.7.4 Technological Factors

Technology presents one of the greatest opportunities for KAKC to transform the way it communicates with and serves its members. The Strategic Plan proposes progressive digitalization of membership, communication, registration and reporting systems.

Key factors include:

- Digital platforms can connect alumni regardless of geographical location.
- A centralized alumni database can improve membership management and communication.
- Online registration can improve participation in KAKC events and programmes.
- Webinars and virtual masterclasses can increase access to professional development.
- Social media can strengthen communication, visibility and alumni engagement.
- Digital payment systems can facilitate membership subscriptions.

- Technology can support monitoring, reporting and performance tracking.
- Digital transformation creates opportunities for alumni innovation and entrepreneurship.
- Cybersecurity, data protection and responsible management of member information will require attention.

Strategic implication for KAKC:

KAKC should prioritize the development of KAKC Alumni Connect, an effective alumni database, cybersecurity and digital communication systems.

3.3.7.5 Environmental Factors

Environmental sustainability is already a dedicated strategic pillar within the KAKC Strategic Plan. The proposed KAKC Green Legacy programme focuses on tree planting, forest restoration, mangrove conservation, environmental education and climate awareness.

Key factors include:

- Climate change creates opportunities for KAKC to mobilize alumni expertise around environmental solutions.
- Environmental degradation increases the need for community conservation initiatives.
- Tree planting and forest restoration can provide visible and measurable development impact.
- Mangrove conservation provides an opportunity to build on KAKC's previous environmental activities.
- Environmental programmes can strengthen partnerships with government, development organizations and private sector actors.
- Climate technology and green innovation can provide opportunities for alumni entrepreneurship.
- Environmental activities should include monitoring of tree/seedling survival rather than measuring planting alone.

Strategic implication for KAKC:

KAKC should position KAKC Green Legacy as a flagship long-term environmental programme and strengthen partnerships for climate action, conservation and environmental education. The Plan targets supporting or planting at least 15,000 trees/seedlings **by 2031, with survival rate monitoring.**

3.3.7.6 Legal Factors

KAKC's operations need to be supported by appropriate constitutional, governance, financial and administrative arrangements. The Strategic Plan identifies strengthening the Constitution, developing governance policies and procedures, clarifying roles and responsibilities, and improving financial accountability as priorities.

Key factors include:

- Compliance with KAKC's Constitution and applicable requirements governing its operations.
- Clear governance structures and defined responsibilities for office bearers.
- Proper financial management and accountability.
- Appropriate agreements and MoUs with strategic partners.
- Proper management of membership and alumni information.
- Compliance considerations relating to digital platforms and personal data.
- Appropriate procedures for procurement, sponsorships, grants and project implementation where applicable.
- Transparent reporting to members and stakeholders.

Strategic implication for KAKC:

KAKC aims to strengthen its governance framework, policies, mandate, financial controls, partnership agreements and information-management practices to support transparency, accountability and institutional sustainability.

3.3.7.7 Summary of PESTEL Analysis

FACTOR	KEY ISSUES	IMPLICATION FOR KAKC	STRATEGIC RESPONSE
Political	Government priorities, Kenya–Korea relations, public-sector partnerships	Opportunities for collaboration and development impact	Maintain strategic, non-partisan stakeholder relationships
Economic	Inflation, member affordability, funding competition	Pressure on subscriptions and programme financing	Diversify revenue and strengthen resource mobilization
Social	Diverse membership,	Need for stronger	Mentorship, networks,

	younger alumni, inclusion, changing expectations	member value and participation	recognition and professional programmes
Technological	Digital platforms, databases, virtual learning, digital payments	Opportunity to reach and engage more alumni	Develop Alumni Connect and digital systems
Environmental	Climate change, conservation, environmental degradation	Opportunity for visible development impact	Implement KAKC Green Legacy and environmental partnerships
Legal	Governance, accountability, data and partnership requirements	Need for stronger institutional controls	Strengthen Constitution, policies, procedures and compliance

Overall PESTEL Assessment

The external environment presents significant opportunities for KAKC to evolve from a primarily social alumni association into a professional, knowledge-driven and development-oriented network. The strongest opportunities are likely to come from Kenya–Korea cooperation, digitalization, professional knowledge exchange, alumni entrepreneurship, strategic partnerships and environmental programmes.

At the same time, KAKC will need to manage risks associated with funding sustainability, member participation, governance, changing economic conditions and effective management of a geographically dispersed membership. This supports the Strategic Plan's intended shift towards a well-governed, financially sustainable and digitally connected professional alumni network.

Chapter 4

STRATEGIC PILLARS, OBJECTIVES & INITIATIVES

4.1. Strategic Pillars

PILLAR	STRATEGIC OBJECTIVE
1: Institutional Strengthening and Good Governance	To establish a transparent, digitally integrated and accountable governance model.
2: Alumni Engagement and Membership Growth	To expand active, paid-up membership across counties and technical domains.
3: Professional Development and Knowledge Exchange	To position KAKC as a premier public policy and tech-transfer knowledge hub.
4: Innovation, Entrepreneurship and Digital Transformation	To incubate alumni-led digital solutions and technology transfer ventures.
5: Partnerships and Development Impact	To deepen bilateral cooperation and national public service impact.
6: Environment, Sustainability and Social Responsibility	To champion climate action and bottom-up community empowerment.

4.2. Strategic Objectives and Strategies

STRATEGIC OBJECTIVES	STRATEGIES
Institutional Strengthening and Good Governance	i. Review and strengthen the KAKC Constitution. ii. Develop governance policies and procedures. iii. Strengthen the National Executive Committee and committees. iv. Clarify roles and responsibilities of office bearers. v. Establish effective chapter/sector networks.

	vi. Strengthen financial management and accountability. vii. Develop an annual work-planning and reporting system. viii. Establish a membership and alumni database. ix. Introduce regular performance reporting. i. Operationalize the KAKC Member Portal (member.kakc.or.ke) for digital registration, dues collection, and online voting. ii. Enforce two-year term limits for NEC officers and conduct annual governance audits. iii. Operationalize a physical Secretariat and Trustee Office by 2028
Alumni Engagement and Membership Growth	iv. Strengthen alumni communication. v. Improve registration and membership management. vi. Introduce membership categories where appropriate. vii. Increase participation of younger alumni. viii. Establish thematic alumni networks. ix. Organize regular networking events. x. Establish alumni mentorship programmes. xi. Recognize outstanding alumni contributions. xii. Establish 8 Regional Subgroups and 10 Sectoral Clusters (Public Sector AI, Smart Infrastructure, Blue Economy, etc.) xiii. Deliver the annual KAKC Alumni Recognition Awards and Executive Mentorship Scheme
Professional Development and Knowledge Leadership, AI & The Bridge Publication	i. Establish alumni-led knowledge-sharing programmes. ii. Develop mentorship programmes.

	iii. Facilitate professional networking. iv. Document and disseminate alumni experiences from Korea. v. Promote research and policy dialogue vi. Institutionalize <i>The Bridge</i> as a flagship annual newsletter and policy journal, documenting alumni impact, AI innovations, and research papers. vii. Conduct quarterly Knowledge Masterclasses and AI readiness workshops for civil servants.
Innovation, Entrepreneurship and Digital Transformation	i. Establish an Alumni Innovation Network. ii. Promote alumni-led enterprises and innovations. iii. Facilitate business networking. iv. Connect entrepreneurs with investors and partners. v. Organize innovation challenges. vi. Promote digital transformation initiatives. vii. Launch the KAKC Innovation Challenge & Pitch Hub connecting startups with Korean tech incubators. viii. Facilitate business networking and technical collaborations between alumni enterprises and corporate partners.
Strategic Partnerships and Development Impact	i. Develop a formal partnership framework. ii. Establish strategic MoUs. iii. Participate in national development programmes. iv. Mobilise alumni expertise for technical support. v. Develop joint projects with KOICA and other partners. vi. Strengthen Kenya–Korea professional linkages.

Environment, Sustainability and Social Responsibility	i. Expand tree planting initiatives. ii. Promote climate action among alumni. iii. Support community environmental projects. iv. Promote waste reduction and sustainability. v. Engage alumni in social responsibility programmes. vi. Adapt Korea’s Saemaul Undong (New Village Movement) model to drive community-led economic self-reliance

4.3 Flagship Programmes

PROGRAMME	PURPOSE
KAKC Alumni Connect	Digital alumni engagement and networking.
KAKC Knowledge Series	Professional learning and knowledge exchange.
KAKC Innovation Challenge	Innovation and entrepreneurship.
KAKC Green Legacy	Environmental conservation and climate action.
KAKC Mentorship Programme	Connecting experienced alumni with younger professionals.
KAKC Development Impact Projects	Annual community development initiative.
KAKC Annual Alumni Convention	High-level networking and Kenya–Korea engagement.
KAKC Alumni Awards	Recognition of outstanding alumni.

4.3.1 KAKC Alumni Connect

- i. Update profiles
- ii. Find other alumni
- iii. Access opportunities
- iv. Participate in discussions
- v. Register for events
- vi. Share professional knowledge

4.3.2 KAKC Knowledge Series

- i. Quarterly sessions where alumni share practical knowledge acquired through KOICA programmes.
- ii. Possible themes include digital transformation, public sector innovation, leadership, climate change, health systems, agriculture, smart cities, education, trade and investment, and governance.

4.3.3 KAKC Innovation Challenge

An annual competition supporting innovative solutions developed by alumni or teams involving alumni. Potential areas include climate technology, digital government, health technology, agriculture, education, financial inclusion and green technology.

4.3.4 KAKC Development Impact Projects

Each year KAKC will identify and implement at least one high-impact project addressing a community or national development challenge.

- i. Tree planting and environmental restoration
- ii. Youth mentorship
- iii. Digital literacy
- iv. Women empowerment
- v. Community health
- vi. Entrepreneurship
- vii. Education support
- viii. KAKC Green Legacy

A five-year environmental programme focuses on tree planting, forest restoration, mangrove conservation, environmental education and climate awareness. The programme can build on the Chapter's previous mangrove restoration activities and partnerships.

13. Five-Year Implementation Matrix

YEAR	MAJOR FOCUS
2027	Institutional strengthening and membership mobilization
2028	Professional development and digital alumni platform
2029	Innovation, entrepreneurship and partnerships
2030	Development impact and expansion of programmes
2031	Consolidation, sustainability and preparation of next Strategic Plan

14. Monitoring & Evaluation Framework

The National Executive Committee will oversee implementation.

- i. Reporting Structure
- ii. Annual General Meeting
- iii. National Executive Committee
- iv. Strategic Pillar Leads/Committees
- v. Programme and Activity Teams
- vi. Reporting Cycle
- vii. Quarterly implementation reviews
- viii. Semi-annual performance review
- ix. Annual performance report
- x. Mid-term review in 2029
- xi. End-term evaluation in 2031

Key Performance Indicators

STRATEGIC AREA	KEY PERFORMANCE INDICATORS
Membership	Number of registered and active alumni
Governance	Compliance with governance requirements
Participation	Percentage of active members
Training	Number of professional development programmes
Knowledge	Number of alumni knowledge products
Innovation	Number of innovations supported
Partnerships	Number of active strategic partnerships
Projects	Number of development projects implemented
Environment	Number of trees/seedlings planted and surviving
Finance	Membership subscription and other income
Communication	Digital engagement and reach
Impact	Beneficiaries reached through KAKC programmes

15. Resource Mobilization Strategy

KAKC should gradually reduce dependence on a single source of funding while maintaining a strong partnership with KOICA.

- i. Membership subscriptions

- ii. KOICA support
- iii. Grants
- iv. Corporate sponsorships
- v. Partnerships with development agencies
- vi. Event sponsorship
- vii. Training and professional programmes
- viii. Donations
- ix. Alumni contributions
- x. Joint projects with partners

A Resource Mobilization Strategy should be developed during the first year of implementation.

16. Risk Management Framework

RISK	MITIGATION
Low member participation	Improve communication and member value
Low subscription compliance	Digital payment and membership campaigns
Dependence on donor support	Diversify resource mobilization
Weak governance	Clear policies, roles and reporting
Poor programme continuity	Annual work plans and institutional records
Limited visibility	Communication and media strategy
Volunteer fatigue	Recognition and structured responsibilities
Weak monitoring	KPI dashboard and quarterly reporting

CHAPTER 5

GOVERNANCE & IMPLEMENTATION FRAMEWORK

The governance and implementation arrangements are strengthened through the Trustee Office, an empowered National Executive Committee, a permanent KAKC Secretariat/physical office, and eight regional alumni subgroups.

Implementation will be overseen by the National Executive Committee, supported by Strategic Pillar Leads/Committees and Programme and Activity Teams. The Chapter's governance framework, policies, roles, reporting arrangements and accountability mechanisms should be strengthened during implementation.

5.1 Membership Categorization, Fees and Standing

To ensure financial self-reliance, structured participation, and institutional accountability, KAKC formalizes four distinct membership categories alongside clear constitutional requirements for member standing.

Membership Category	Annual Fee	Eligibility Criteria & Governance Rights
Regular Alumni Member	KES 1,000 / yr	Open to all Kenyan beneficiaries of KOICA CIAT training programs, GKS scholarships, and technical fellowships. Holds full voting rights and eligibility for election to the NEC and Standing Committees.
Associate Member	KES 3,500 / yr	Open to technical experts, bilateral program partners, international development specialists, and non-alumni public officers supporting KAKC's vision. Non-voting; ineligible for executive office.
Honorary Member	Conferred by NEC	Awarded to distinguished public figures and leaders advancing Kenya–Korea bilateral relations and economic cooperation. Exempt from subscription fees; non-voting advisory

		role.
Corporate / Institutional Partner	KES 25,000 / yr	Open to state agencies, county governments, academic institutions, technology enterprises, and corporate sponsors collaborating on capacity building and research.

5.1.2 Definition and Privileges of 'Good Standing'

Members maintain good standing by fully settling their annual subscription fees within the active financial year (1 January to 31 December) and adhering strictly to the provisions of the KAKC Constitution.

Maintaining good standing is a mandatory prerequisite for members to:

- i. Exercise voting rights during the Annual General Meeting (AGM) and Chapter elections.
- ii. Contest for elective positions within the National Executive Committee (NEC) or regional subgroup leadership.
- iii. Serve on the Board of Trustees, Standing Committees, or Sectoral Clusters.
- iv. Publish research papers, policy briefs, and innovation features in The Bridge journal and annual magazine.
- v. Access subsidized rates for KAKC masterclasses, policy roundtables, cultural forums, and overseas bilateral delegation opportunities.

5.2 Regional Alumni Subgroups

To strengthen alumni mobilization, participation, and decentralized strategy execution, KAKC will operationalize eight (8) Regional Alumni Subgroups:

- I. Nairobi Regional Subgroup
- II. Nyanza Regional Subgroup
- III. Central Regional Subgroup
- IV. Eastern Regional Subgroup
- V. North Eastern Regional Subgroup
- VI. Coast Regional Subgroup
- VII. Rift Valley Regional Subgroup
- VIII. Western Regional Subgroup

The subgroups serve as the grassroots mobilization and engagement structures of KAKC while remaining fully integrated within the national Chapter structure.

5.2.1 Functions of the Regional Subgroups

- I. Mobilize and register alumni residing or working within their respective regions.
- II. Maintain updated regional alumni registries, professional profiles, and skill inventories.
- III. Drive payment and compliance of annual membership subscriptions.
- IV. Organize at least one (1) high-impact regional alumni activity or policy forum annually.
- V. Identify professional expertise and regional economic development opportunities.
- VI. Support field execution of KAKC development, climate action, and environmental initiatives (e.g., Green Motherhood tree planting).
- VII. Mobilize regional delegates for national KAKC conventions, cultural forums, and workshops.
- VIII. Provide structured feedback on member priorities to the National Executive Committee.
- IX. Identify regional corporate partners, county government MoUs, and resource mobilization opportunities.
- X. Submit quarterly operational and financial reports to the National Executive Committee.

Each regional subgroup will be led by a designated Regional Coordinator/Chairperson and a small coordinating team (Secretary and Treasurer/Mobilizer). Regional subgroups operate under the direct guidance and oversight of the Vice President and the National Executive Committee, and do not function as independent legal entities.

5.3 Establishment of the KAKC Trustee Office

KAKC will establish a Trustee Office to provide institutional oversight, fiduciary stewardship, and long-term continuity of the Chapter's affairs, assets, and strategic direction. The Trustee Office strengthens accountability and preserves institutional memory across successive National Executive Committees.

5.3.1 Functions of the Trustee Office

- I. Provide institutional oversight, governance stewardship, and long-term strategic continuity.
- II. Serve as legal custodians of KAKC assets, physical property, endowment funds, and intellectual capital.
- III. Provide binding guidance on constitutional interpretation and institutional policy matters.

- IV. Facilitate smooth leadership transitions and handovers between outgoing and incoming National Executive Committees.
- V. Monitor executive adherence to approved governance frameworks, financial audits, and strategic plans.
- VI. Advise on high-level bilateral partnerships, donor engagements, and major institutional commitments.
- VII. Arbitrate and resolve significant governance, electoral, or institutional disputes.

The Trustee Office focuses strictly on fiduciary and strategic stewardship for three (3) year term limits and does not participate in day-to-day administrative management. Operational leadership remains the exclusive responsibility of the National Executive Committee and the Secretariat.

5.4 Strengthening the National Executive Committee (NEC)

The National Executive Committee (NEC) is the principal executive leadership organ of KAKC. Executive officers are elected every two (2) years at the AGM, with a constitutional term limit of a maximum of two (2) consecutive terms in the same office.

The NEC will be strengthened through:

- i. Clear, non-overlapping portfolio responsibilities and performance targets.
- ii. Operational oversight of specialized Standing Committees.
- iii. Implementation of mandatory annual work planning, performance reporting, and budgeting cycles.
- iv. Enforced financial oversight, independent internal audits, and transparent donor accounting.
- v. Structured monthly coordination meetings with Regional Subgroup Coordinators.

5.5 Physical Office and Professional Secretariat

To support administrative continuity, operational excellence, and effective implementation of the 2027–2031 Strategic Plan, KAKC will establish a permanent physical office and operationalize a professional Secretariat headed by an Executive Director.

Secretariat Position	Primary Operational Responsibilities
Executive / Secretariat Coordinator (Director)	Overall management, operational planning, team leadership, strategic implementation support, and institutional reporting.

Membership & Communications Officer	Central membership database management, digital portal administration, regional subgroup coordination, media relations, and public communications.
Finance & Administration Officer	Financial accounting, membership fee processing, procurement, budget compliance, office administration, and statutory audit preparation.
Programme & Partnerships Officer	Project formulation, strategic MoUs, event logistics, donor proposal development, resource mobilization, and impact monitoring.

Note: Specialized services such as legal counsel, external financial auditing, high-level ICT infrastructure, and publication graphic design for The Bridge may be contracted on an outsourced basis to optimize operational costs.

5.6 Multi-Tiered Governance and Implementation Structure

The complete governance hierarchy of KAKC is organized across five integrated operational levels:

Level 1: Annual General Meeting (AGM) – Supreme decision-making body comprising all registered, paid-up members in good standing. Approves strategic plans, constitutional amendments, financial audits, annual budgets, and elects executive leadership.

Level 2: Board of Trustees / Patron – Comprises eminent alumni, senior public leaders, and institutional representatives (including KOICA and Embassy liaisons). Provides fiduciary guidance, custodianship of Chapter assets, and long-term advisory support over 3-year renewable terms.

Level 3: National Executive Committee (NEC / EXCO) – Comprises six elected office bearers: President/Executive Director, Vice President, Secretary, Treasurer, Organizing Secretary, Vice Secretary and Vice Treasurer.

Level 4: Specialized Standing Committees – Operational working committees comprising:

- i. Governance & Audit Committee: Oversees risk management, policy compliance, and constitutional integrity.
- ii. Resource Mobilization & Partnerships Committee: Leads corporate sponsorships, donor grants, and strategic MoUs.

- iii. Professional Development, AI & Knowledge Committee: Manages capacity-building masterclasses, civil service tech training, AI policy research, and editorial production of The Bridge journal/magazine.
- iv. CSR, Climate Action & Sustainability Committee: Drives community initiatives, including the Green Motherhood Project, national tree-planting drives (50,000 tree target), and grassroots Saemaul Undong development projects.

Level 5: Member Network & Technical Execution – Decentralized member networks comprising:

- i. Technical Sector Clusters: Specialized working groups focusing on Public Sector AI, Smart Infrastructure, Blue Economy, Healthcare, Agriculture, and Digital Governance.
- ii. Regional Subgroups & Campus Chapters: Decentralized units across 8 geographic regions ensuring active alumni engagement, membership subscription drives, and local project execution.

5.7 Communication Strategy

A structured communication strategy will cover:

- i. Website
- ii. Social media
- iii. Newsletter
- iv. Alumni stories
- v. Annual report
- vi. Media engagement

Digitalization will progressively move membership, communication, registration and reporting systems online.

5.8 Five-Year Budget Framework

5.9 Annual Work Plan

The Strategic Plan provides for an annual work-planning and reporting system. Detailed annual work plans should be developed by the National Executive Committee and Strategic Pillar Leads/Committees.

5.10 Review and Reporting Mechanism

- i. Quarterly implementation reviews
- ii. Semi-annual performance review

- iii. Annual performance report
- iv. Mid-term review in 2029
- v. End-term evaluation in 2031
- vi. Annual performance reviews will assess progress against the Strategic Plan.

CHAPTER 6

FINANCIAL PLAN & RESOURCE MOBILIZATION

6.1 Revenue Generation Model

- **Donor & KOICA Grants:** Core program support.
- **Corporate Sponsorships:** Structured Platinum, Gold, and Silver sponsorship packages for major forums.
- **Membership Subscriptions:** Annual membership dues processed via the digital portal.
- **Commercial & Advisory Services:** Consultancies, institutional capacity building, and publication advertising.

KAKC will transition from single-source funding to a four-tier revenue generation model:

1. **KOICA Activity Grants:** Programmatic support for core bilateral activities.
2. **Membership Dues:** Automated collections via the digital portal (Regular: KES 1,000; Associate: KES 3,500; Corporate: KES 25,000).
3. **Corporate Partnerships & Sponsorships:** Platinum, Gold, and Silver sponsorship packages for major forums.
4. **Publication Revenue:** Advertising space and institutional subscriptions for *The Bridge* publication.

CHAPTER 7

RISK MANAGEMENT FRAMEWORK

7.1 Risk Register & Mitigation Strategy

RISK CATEGORY	IDENTIFIED RISK	IMPACT / PROBABILITY	MITIGATION STRATEGY
Governance	Leadership turnover & constitutional ambiguity	High / Low	Modernize Constitution and implement clear governance ToRs. Enforce 2-year term limits, biennial AGM elections, and Standing Committee ToRs.
Financial	Over-reliance on grant funding	High / Medium	Diversify income via membership subscriptions, corporate sponsorship tiers, and ad sales in <i>The Bridge</i> .
Operational	Low regional alumni engagement	Medium / Medium	Activate 8 Regional Subgroups and enable remote portal participation.
Cyber / Legal	Data breaches in alumni database	High / Low	Enforce Data Protection Act compliance and encrypted portal storage

CHAPTER 8

MONITORING, EVALUATION & REPORTING

8.1 M&E Institutional Framework

Overseen by the Governance & Audit Committee and coordinated quarterly by the Secretariat.

8.2 Performance Targets (2027–2031 Summary Matrix)

Key Indicator	Baseline	2031 Target
Active Paid-Up Alumni Members	~1,800	3,500+ Registered and Paid-Up Members
Operational Regional Subgroups	0	8 Regional Hubs Operational
Public Officers Upskilled in AI & Tech	100	1,000+ officers
Policy Briefs & Publications	2	20 Technical Papers / <i>The Bridge</i> Editions
Institutional Partnership MoUs	2	10 Strategic Partnerships
Trees Planted (Climate Resilience)	5,000	50,000 Trees Planted

8.3 Review of Strategic Plan

- **Quarterly Progress Reviews:** Internal performance tracking against annual work plans.
- **Mid-Term Review (MTR):** Mid-period evaluation scheduled for June 2029.
- **End-of-Term Evaluation:** Final evaluation in Q4 2031 to inform the subsequent 5-year strategy.

22. Conclusion

By the end of the five-year period, KAKC should be a well-governed, financially sustainable and digitally connected professional alumni network that effectively mobilizes the expertise of

KOICA alumni, strengthens Kenya–Korea cooperation and delivers measurable contributions to Kenya's development.

The key shift should be from an alumni association that mainly organizes events to an alumni network that creates measurable professional and development impact.

Appendix 1: Five-Year Targets

AREA	INDICATOR	2031 TARGET
Governance framework	Framework reviewed	1 by 2031
Governance policies	Policies approved	8+
Annual General Meetings	AGMs held	5
Annual reports	Reports produced	5
Governance audits/reviews	Reviews undertaken	Annual
Alumni database	Database operational	100%
Registered membership	Increase	50%
Active participation	Active members	At least 60%
Thematic alumni networks	Networks established	At least 10
Major networking activities	Activities annually	At least 2
Knowledge-sharing sessions	Sessions	20+
Professional webinars	Webinars	20+
Mentorship programmes	Programmes	5
Alumni-led publications	Publications	10
Participants reached	Participants	2,000+
Innovation projects	Projects supported	25
Innovation partnerships	Strategic partnerships	5
Annual innovation summit	Summits	Annual
KAKC Green Legacy	Trees/seedlings supported	At least 15,000 by 2031

	or planted	
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