



# JEPAK

JICA Ex-participants Alumni of Kenya

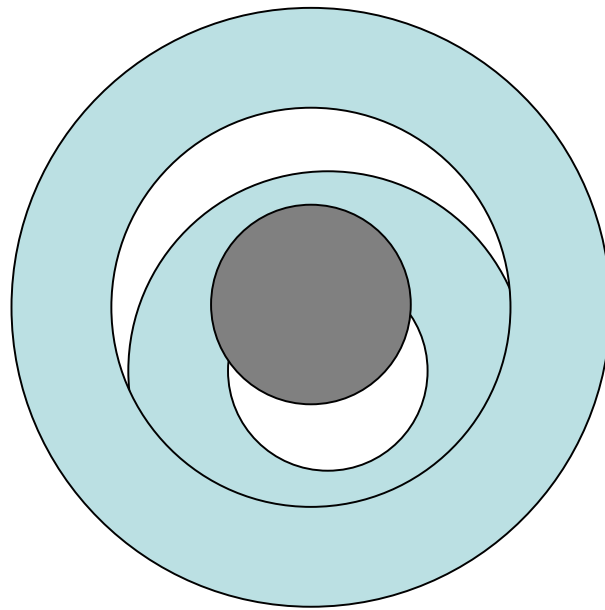
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# Strategic Plan: 2005-2010

Popular Version

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**JEPAK STRATEGIC PLAN 2005-2010**

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## ACRONYMS

AGM	Annual General Meeting
AWP&B	Annual Work Plan and Budget
GoJ	Government of Japan
GoK	Government of Kenya
JEPAK	JICA Ex-participants Alumni of Kenya
JICA	Japan International Cooperation Agency
JOVCs	Japan Overseas Volunteer Cooperation
M&E	Monitoring and Evaluation
SP	Strategic Plan

## FOREWORD BY THE PATRON

The main objectives of the JICA Ex Participants Alumni of Kenya (JEPAK) have been to promote and strengthen existing bonds of friendship and technical cooperation between the people of Kenya and Japan, and to give its members an opportunity to meet and socialize in diverse activities thereby enhancing mutual friendship and understanding.

Since the organization's establishment in 1983, it has made notable achievements that include:

- Establishment of a working secretariat;
- Ongoing community tree planting along Jomo Kenyatta International Airport – Mombasa Road;
- Organized seminars on:
  - Industrialization as a means of poverty reduction,
  - Quality improvement for Jua kali Products,
  - Hazardous Waste Management;
  - Small Enterprise Development for wealth creation; etc
- Production of video film on JICA projects in Kenya;
- Donations to the needy;
- Education tours and cultural exchange programmes among others.

Over the years, JEPAK has grown and its mandate has evolved to include the following:

- Maintaining strong links between Kenya and Japan especially on technology transfer;
- Production and circulation of both annual and quarterly newsletters;
- Participation in JICA-GoK functions/Missions;
- Initiation of sustainable community development projects among other activities.

In order to meet the challenges and provide better service delivery to its members and the Kenyan people in general, this Strategic Plan (2005-2010) recognizes this growth and provides the Vision, Mission and Values for the organization.

The strategic plan will engender sustained institutional growth, direction and development for members, enhance resource mobilization and efficiency in resource utilization, and ultimately provide overall effectiveness of its service to JEPAK members and the Kenyan people.

The Strategic Plan 2005-2010 is therefore a key tool for transforming JEPAK into a *“Sustainable World Class Alumni and leading Think Tank in the African Region; creating values for its members, partners and stakeholders”*.

**Prof. Ratemo W. Michieka, PhD**  
**Patron JEPAK**

## MESSAGE FROM THE JICA RESIDENT REPRESENTATIVE

Japan began accepting overseas technical participants from 1954. It is these participants who, after returning to their countries, form alumni associations. Since the setting up of the first alumni association in 1967, the number has risen to about 84 alumni associations worldwide. Indeed, we are pleased to have JEPAK as one of these dynamic alumni associations.

Initially, alumni associations concentrated on activities conducive to strengthening friendship with Japan and amongst their members. In recent years, however, they have been involved in more wide-ranging activities, including collaboration in the activities of JICA overseas offices and community service. It is encouraging to note that JEPAK has made good progress in that direction.

In order to fully harmonize JEPAK's activities with this new direction, strategic planning is critical. Strategic planning determines where an organization is going over the next year or more, how it's going to get there and how it will know if it got there or not. We are pleased that JEPAK has for the first time since its inauguration prepared a Strategic Plan. We do hope that this Strategic Plan (2005-2010) will facilitate better formulation and implementation of activities that impact profoundly on diverse areas of development. It is hoped that this first Strategic Plan will serve as a guide to future plans.

JICA would like to continue with its support in helping out JEPAK with its autonomous activities from the sidelines, through limited financial assistance (subsidy), information supply and advisory assistance. It is JICA's sincere hope that JEPAK will continue growing in its membership and in its activities.

JICA looks forward to the successful implementation of the JEPAK Strategic Plan (2005-2010).

**Yoshiaki Kano**  
**Resident Representative JICA Kenya**

## OUR COMMITMENT

JEPAK is a unique institution for fostering Japan-Kenya, as well as Japan-Africa, cultural ties and development cooperation. The JEPAK Management Committee is key to this endeavour. The Management Committee, on behalf of all JEPAK members, and indeed all Kenyan JICA alumni, spearheads the affairs of JEPAK; including planning and management of all the association's programmes and operations, collaboration with other agencies both in Kenya and abroad as well as support of community projects in line with Kenya's development agenda.

The JEPAK Management Committee is committed to results and will be guided by the following:

- Mutually beneficial cultural and technological exchange between the peoples of Kenya and Japan;
- Principle of participation in the development of policies, plans and processes that catalyse Kenya's development;
- Principle of international cooperation in skills and cultural exchange among all the citizens of the world;
- A vision for JEPAK's attainment of incremental and eventual self-sustainability.

The Management Committee will over this plan period endeavour to cultivate the twin-cultures of voluntarism and self-reliance among the JEPAK members. As a way of strengthening the Alumni, the Management Committee, in consultation with JICA and members, will look into novel ways of enhancing recruitment and retention. The Committee will, through the Secretariat, in particular seek to improve communication amongst members with the objective of optimising information flow and sharing of ideas within the JEPAK fraternity. One of the key issues the Management has set to address over the plan period is how to improve member benefits and maintain a high level of interest in the JEPAK annual activities.

Equally, the Management Committee will work to strengthen internal governance structures to ensure effective utilisation of the resources available to JEPAK in order to optimise benefits to our members as well as the Kenyan people in general.

**Sam A. Moturi**  
**Chairman**  
**JEPAK Management Committee**



## 1.0. INTRODUCTION

**J**EPAK's main objectives have been to promote and strengthen the existing bonds of friendship and technical cooperation between the people of Japan and Kenya and to give its members an opportunity to meet and socialize in diverse activities thereby enhancing mutual friendships and understanding.

However with time the Alumni has realised the need for evolving systems and strategies that address the needs of the Kenyan society both at the micro and macro levels of economic development. Towards this new thrust, the utilisation of the pool of expertise within JEPAK is critical. There is need to marshal the various technical skills of the ex-participants to support programmes/projects that benefit the community while enhancing the sustainability of JEPAK. Hitherto this new thinking has not been fully articulated or effectively shared among the JEPAK membership. This Strategic Plan (2005 – 2010) is a key tool for transforming JEPAK into an institution that is not only responsive to community development needs but plays an active role and actually makes a difference towards improving the socio-economic welfare of Kenyan people. It will also serve as the core medium for disseminating JEPAK's new strategic direction and enhancing the cultural exchange between Kenya and Japan.

Secondly, as part of an overall move towards better service delivery to its membership, and the Kenyan people in general, it is imperative that JEPAK adopt the strategic planning approach, as a means to sustained institutional growth and development as this will enhance resource mobilisation, efficiency in resource utilisation and ultimately overall effectiveness of its service to the Kenyan people.

## 2.0. INSTITUTIONAL REVIEW

### 2.1. Formation of JEPAK

JEPAK (JICA ex-participants Alumni of Kenya), established in 1983, is an association of Kenyans who have studied at various institutions in Japan at different times and levels under the sponsorship of Japan International Cooperation Agency (JICA). (JEPAK) was registered by the Registrar of Societies on the 22<sup>nd</sup> of February 1983, under the Societies' Rules, 1968 (Rule 13).

### 2.2 Past performance

The alumni initially was primarily a social organisation through which members met at functions, such as families' get-togethers and trips to scenic sites. Its main objectives are to promote and strengthen the existing bonds of friendship and technical cooperation between the people of Japan and Kenya and to give its members an opportunity to meet and socialize in diverse activities thereby enhancing better friendships and understanding.

#### 2.2.1. Achievements

JEPAK has made remarkable and notable achievements, including the following:

- Establishment and maintenance of a database for the members
- Established a working Secretariat
- An on-going tree planting community project along Jomo Kenyatta International Airport-Mombasa Road
- Organised seminars such as:
  - Industrialization as a Means of Poverty Reduction
  - Quality Improvement of Jua Kali Products
  - Hazardous Waste Management
- Undertook production of a video film on JICA projects in Kenya
- Production and distribution of an annual Newsletter to the members
- Educational tours

- Social gatherings that have enhanced cultural exchange and sharing of ideas
- Enhancing cultural exchange through home hosting of Japanese volunteers (JOVCs)
- Monitoring and Evaluation visits to JOVCs work-stations along with JICA
- Donations to the needy

## **2.3 JEPAK's Mandate**

### **2.3.1. Initial Mandate**

JEPAK was specifically mandated by a joint agreement between JICA and the JICA alumni to:

- Recruit new members after going to Japan to join the alumni
- Advise the returning participants on re-integration to the Kenyan society.
- Produce and circulate both annual and quarterly newsletters
- Organise socio-cultural functions.

### **2.3.2. Current Mandate**

Over time JEPAK's mandate has evolved to include the following:

- Recruitment of new members before and after going to Japan to join the alumni
- Advising the nominated participants before they leave for Japan
- Identifying and establishing contact with ex-participants in key positions, who can be of assistance in expediting JICA's activities
- Keeping ex-participants together by networking globally
- Organising cultural exchange activities between the peoples of Kenya and Japan
- Maintaining strong links between Kenya and Japan, especially in technology transfer
- Production and circulation of both annual and quarterly newsletters
- Organising environmental activities to clean or beautify Nairobi and other towns in Kenya
- Advising JICA on the relevant and appropriate courses to be offered to Kenyans in Japan
- Organising workshops and seminars aimed at promoting national development through application of the technical skills acquired from training in Japan.
- Assisting JOVCs in settling down, especially in remote areas
- Participation in JICA-GoK functions/missions
- Participation in emergency/disaster management and conflict resolution
- Initiation of sustainable community development projects
- Participation in charity activities
- Consultancy services for enhanced self-sustainability

## **3.0. STRATEGIC DIRECTION**

### **3.1. Vision**

UNA Kenya's vision is to be a sustainable world class alumni association and leading think tank in the African region; creating value to its members, partners and stakeholders.

### **3.2 Mission**

To mobilise membership and tap its pool of expertise to provide service for socio-economic development while maintaining strong cultural and technological links between the peoples of Kenya and Japan

### **3.3 Motto**

Our skills our development

### **3.4. JEPAK Values**

1. Integrity
2. Commitment
3. Professionalism
4. Accountability & Transparency
5. Efficiency, Effectiveness & Innovation

### **3.5. Structure and Core Functions**

#### **3.5.1. Patron**

The Patron is JEPAK's presiding champion. He/She is usually drawn from the JEPAK membership and holds a prominent position in society that provides leverage in offering effective leadership, influence and strong corporate image.

#### **3.5.2. Management Committee**

The Management Committee, which is elected by the membership at the AGM, steers and manages JEPAK's affairs. The Committee is responsible for the overall direction of JEPAK. It comprises of twelve members, who meet quarterly and include the Chairman, Secretary and Treasurer of JEPAK. The JEPAK Secretariat Officer is a co-opted member.

### **3.5.3. Sub-committees**

The Management Committee establishes sub-committees that deal with specific functions/issues for effective follow-up of certain programmes/activities. The sub-committees meet prior to the full Management Committee meeting, where their Chairmen/Secretaries table progress reports for record/endorsement and proposed activities for approval. The subcommittees will meet at least quarterly but not more than seven times in a year. If there is need for more meetings the approval of the Management Committee will be required. Members can belong to more than one subcommittee but they can only chair one sub-committee at a time.

#### **3.5.3.1. Planning and Finance Sub-Committee**

Members will be drawn from the Management Committee and the Chairman of the sub-committee will be a member with broad experience in planning while the Secretary will be the JEPAK Treasurer. The Sub-committee is responsible for:

- Preparation and review of strategic plans
- Preparation of annual work-plans and budget
- Proposing the amount of subsidy to be sourced from JICA.
- Overseeing the disbursement of and accounting for all monies utilised by JEPAK
- Planning for the overall development of JEPAK
- Mobilising resources for JEPAK activities

#### **3.5.3.2. Membership Services and Marketing Sub-Committee**

Membership will be drawn from the Management Committee and its officials should have strong background in PR and Communications. The sub-committee is responsible for:

- Membership recruitment
- Membership services; including newsletters and educational trips
- JEPAK publicity and advertisements
- Design and implementation of public relations and marketing strategies/campaigns
- General Members' get-togethers

#### **3.5.3.3. Community Projects Sub Committee**

This sub-committee comprises various community project teams. The number and membership of teams will depend on the number of community projects in place at any one time and membership is in force so long as the community project is running. Whereas its officials will be drawn from the Management Committee, it can co-opt temporary members to assist in project facilitation, especially for projects located out of Nairobi. The sub-committee will be responsible for:

- Identifying and preparing proposals for community projects
- Providing administration and logistics to community projects

- Monitoring of community projects undertaken by JEPAK

#### **3.5.3.4. Consultancy and Capacity Building Sub-Committee**

This sub-committee comprises various professional cells. The number and membership of teams will depend on the number of consultancies in place at any one time. Team membership is in force so long as the consultancy/project is running. Membership to more than one activity is allowable depending on skills and availability. The sub-committee will be responsible for:

- Identifying and preparing proposals for consultancies
- Assigning consultancy jobs
- Providing administration and logistics to Consultancies
- Determining fees/remuneration for consultancy assignment
- Monitoring and evaluating JEPAK activities, including community projects undertaken by JEPAK

This subcommittee is also responsible for the JEPAK Annual Conference and other member training programmes.

**Additional sub-committees may be created by the Management Committee, from time to time, as need arises**

#### **3.5.4. Secretariat**

The JEPAK Secretariat has the following functions:

- Keeping, maintaining and updating all JEPAK records; which include membership and alumni lists
- Soliciting for and collecting articles for the Quarterly Bulletin and Annual Newsletters
- Distribution of JEPAK's publications and other information packs to members and key stakeholders
- Providing requisite support to Kenyans nominated for training under JICA programmes
- Assisting JICA by liaising with JEPAK committee and members in undertaking evaluations on behalf of JICA as may be requested from time to time; and in formulation of projects that address national priorities

#### **3.5.5. Sponsors**

JICA is the main sponsor of JEPAK. It oversees JEPAK's work and provides an annual subsidy in support of JEPAK, based on clearly budgeted for programmes, projects and activities.

### 3.6. Main Goals, Key Objectives and Priority Issues

Main Goals	Key Objectives	Key Strategies
1. Ensure growth of JEPAK through increased membership, publicity and marketing	Increase membership by at least 10% per year	<ol style="list-style-type: none"> <li>1. Open JEPAK branches</li> <li>2. Increase/improve membership benefits</li> <li>3. Offer incentives/targets for active members to recruit new members</li> </ol>
2. Mobilise and enhance the various professionals in JEPAK to provide effective and efficient service for socio-economic development	Establish comprehensive Inventory of JEPAK professionals by end of Year 1	<ol style="list-style-type: none"> <li>1. Get professional members to register</li> <li>2. Create professional units/cells</li> </ol>
	Ensure launch of at least one new project (or project expansion) per year	Offer incentives to project originators/initiators
3. Mobilising and efficient management of financial resources for JEPAK activities and self-sustainability	Institute consultancy services in year 1 of the Plan period	Creation of professional units/cells
	Increase revenue from membership subscriptions by at least 10% per year	<ol style="list-style-type: none"> <li>1. Improvement of membership services</li> <li>2. Review subscription rates and create more categories</li> <li>3. Create avenues for involvement of non-members and other strategic partners</li> </ol>
4. To create and innovate practical and home-grown ideas and solutions to members' and society's needs at large	Create a JEPAK Think-tank by September 2006	<ol style="list-style-type: none"> <li>1. Co-opt ideas from other alumni/organisations locally and internationally</li> <li>2. Identify and form sustainable networks with relevant stakeholders for effective transfer of technologies</li> </ol>
5. To Position JEPAK for enhanced institutional growth and development by managing JEPAK's affairs effectively and providing leadership to its membership	Maintain and develop the alumni	Hold consultative fora
	To continuously strengthen JEPAK's membership	Encourage active participation by members
		Enhance collaborative linkages with stakeholders/partners

## **4.0 STRATEGIC ISSUES AND OPTIONS**

### **4.1. Challenges**

The challenges that JEPAK is facing have been identified and pertinent strategies incorporated into this Plan in order to enable delivery of service to the members. Some of the identified challenges include:-

- Reviewing and amending the relevant articles in the constitution to enhance the provision of quality service.
- Motivating JEPAK members to actively and continuously get involved in JEPAK programmes
- Attaining and maintaining the general and specific objectives of the alumni
- Building and sustaining a strong financial base.
- Lobby for financial support from other stakeholders including the corporate world
- Continuously retaining qualified and competent ex-participants as resource persons.
- Establishment and maintenance of an up to date membership list
- Inadequately informed public on the activities of JEPAK.
- Monitoring and evaluation of the projects/activities undertaken by JEPAK
- Self sustainability

Strategic objectives are required to address the challenges and support the alumni's mission. These objectives reflect the executive Management Committee's specific expectations regarding JEPAK performance within the Plan period. The objectives must state what is to be accomplished, how and when it must be accomplished.

### **4.2. JEPAK's Strategic Objectives**

Following a review of past performance, the current and the expected future environment, the following strategic objectives have been established:

- To promote development of quality documents, to include fundable proposals for sourcing external funding. These funds will supplement the alumni revenue.



- To develop projects whose objectives will contribute to the specific JEPAK objectives and programme goals
- To offer high quality consultancy services.
- To enhance collaborative linkages with stakeholders/partners
- To identify and form sustainable networks with relevant stakeholders for effective transfer of technologies.
- To undertake activities that effectively deliver set/expected outputs.
- To undertake priority setting in order to ensure that the proposed activities reflect the purpose and objectives of the alumni. This will require the interpretation and articulation of goals and priorities by various sub-committees formed.
- To develop medium term implementation plans and annual work plans detailing activities as well as specifying indicators to measure performance.
- To evolve organisational structures that will enhance institutional efficiency and effectiveness
- To develop and implement the necessary, effective and sustainable management systems required for the successful delivery of the alumni's mandate through the proposed activities.

#### **4.3. Policies and Procedures**

Currently the policies and procedures of JEPAK are not comprehensive. During the first year of the plan (2005/2006) the Management Committee will solicit for the services of a consultant – preferably a member—to help JEPAK come up with clear policies and procedures on the following:

- Membership terms – rights and obligations
- Sponsors, partners and other stakeholders
- Procedures for procurement of goods and services
- Working terms and procedures for committees and sub-committees
- Preparation of Annual Reports and Accounts

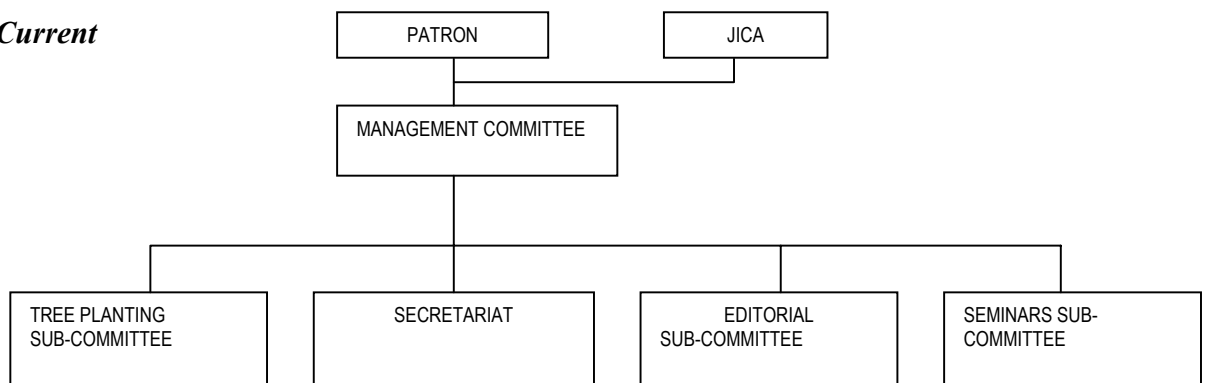
## 5.0. STRUCTURE TO DELIVER JEPAK'S OBJECTIVES

### 5.1. Introduction

A structure that does not adequately cover the functions of an organisation in a manner that is coherent, consistent and cost-effective is bound to undermine the overall effectiveness towards achievement of its goals and mission. In addition, an appropriate structure must establish clear levels of responsibility and authority for proper direction and management of its business. Finally a sound structure must have the right number of personnel with the right skills to aptly match the demands of the pertinent work.

### 5.2. Organisational Structures

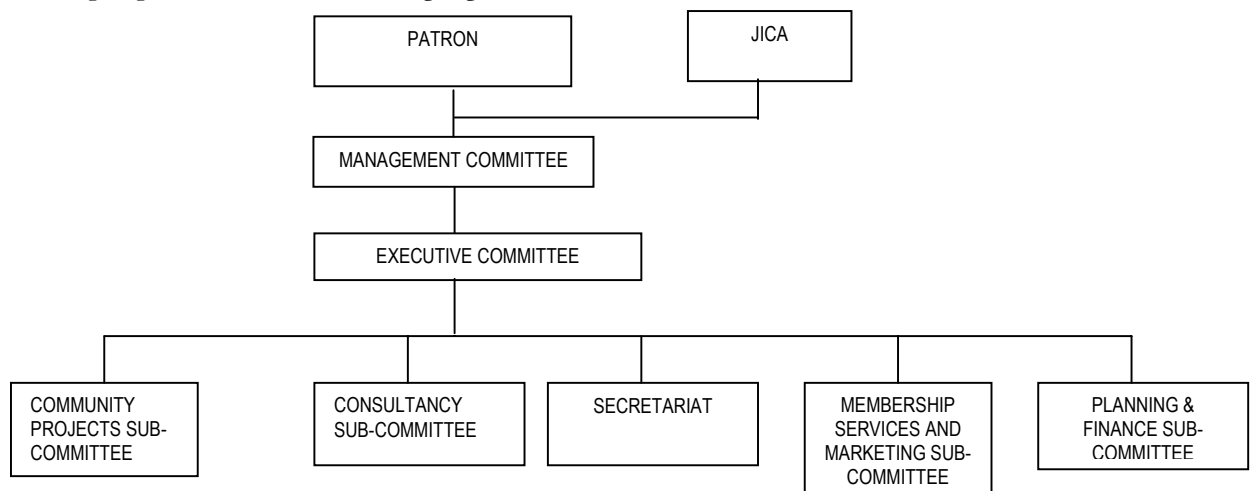
#### 5.2.1. Current



Ad Hoc committees: Educational, AGM

#### 4.2.2. Proposed

In order to tap professional strengths and have effective follow-up of certain programmes/activities the following organisational structure is proposed.



Ad hoc committees may be established by the Management Committee as and when necessary..

## **6.0. RESOURCE MOBILISATION**

### **6.1. Overview**

The principal sources of funding for JEPAK are registration fees for new members, annual subscriptions, subsidy from JICA, commissions paid on projects and cost sharing from members.

However reliance on JICA has remained substantial, raising issues of financial self-sustainability.

During the plan period alternative sources of funding/revenue will be explored including the following:

- i) Cost sharing by members
- ii) Cost sharing by non-members
- iii) Membership fees
- iv) Consultancy
- v) Income generating projects
- vi) Fundraising Activities

### **6.2. Fund Raising Strategies**

In order to realise the projected incomes from non-JICA sources, the following strategies will be explored and put in place as found viable:

- i) Progressively increasing rates of cost sharing by members
- ii) Differential and enhanced rates of cost sharing by non-members. This means that non-members will be allowed to a number of JEPAK activities/functions (e.g. seminars) as long as they can pay, at least, cost-recovery charges.
- iii) Better structured membership fees, with more effective subscription mechanisms; for example by devising a system of ensuring that membership fees are paid at the beginning rather than at the end of each plan year.
- iv) Consultancy: JEPAK will constitute itself into professional cells during the first year of the plan period for the purpose of undertaking consultancy work from JICA and other clients in the open market.

## **7.0. MONITORING AND EVALUATION**

It is important to note that the Corporate Strategy alone does not mean the achievement or implementation of the objectives. Monitoring and evaluation therefore provides the back-up necessary to ensure that objectives are achieved. The success of the strategic plan implementation depends significantly on how the planned activities and output are effectively monitored and evaluated. It is therefore imperative to put in place a monitoring and evaluation team to oversee the implementation of the strategic plan within the plan period.

### **7.1. M & E. Framework**

One of the key elements of a strategic plan is the process for monitoring and evaluating performance. By having a systematic way for comparing actual performance to planned performance, the effectiveness of the actions is determined. The M&E System, will be designed to ensure the following:

- i. Establishment of clear reporting schedules, channels and feedback mechanisms on an on-going process requiring time and commitment of all.
- ii. Candid specifications of the roles of individuals submitting or receiving the documents taking into consideration internal progress reports, external review (by JICA and other stakeholders) and an annual report card
- iii. Clear statement and definition of action plans to be taken on specified monitoring results in terms of resource adjustment, change of strategy or review of programme/activity

### **7.2. Monitoring Mechanisms**

In order to institutionalise the M&E process the following tools will be used:

- i. Periodic (e.g. quarterly) Progress Reports
- ii. Annual Report Card
- iii. External Reviews

## **8.0. KEY RESULT AREAS AND ASSUMPTIONS**

### **8.1. Key Result Areas**

- Doubling active membership by end of plan period
- Establishment of a consulting arm within JEPAK
- Development of a JEPAK website
- Opening of at least three JEPAK branches
- Launch of at least one community project per year over the plan period
- Increasing financial self-sustainability over the plan period

### **8.2. Main Assumptions**

- JICA will continue to offer JEPAK the requisite financial support
- JEPAK membership will continue to grow
- Proper governance structures will be instituted and maintained
- The Management Committee Members will sustain high commitment to JEPAK goals and values

## 9.0 ANNEXES

### 9.1: Strategic Planning Sub-Committee

1. Mr Anderea Morara (Chairman)
2. Mr Walter Karungani (Secretary)
3. Ms Rachel Ntoyai
4. Ms Beatrice Miheso,
5. Mr Samuel Kiiru
6. Mr Jim Nyangao

### 9.2 Participants at the Naivasha Strategic Planning Workshop

No.	Name	Position
1	Mr. John Nyerere	External Facilitator
2	Mr. Anderea N. Morara	Internal Facilitator & Chairman Planning Sub-Committee
3	Mr. Samuel A. Moturi	Chairman
4	Mr. Jim O. Nyangao	Treasurer
5	Mr. Henry Muli	Secretary
6	Mr. Walter P. Karungani	Secretariat Officer
7	Mr. Joseph G. Mwangi	Asst. Secretary
8	Mr. Samuel Kiiru	Co-ordinator
9	Mrs. Anne C. Koech	Asst. Treasurer
10	Prof. Ratemo Michieka	Patron
11	Ms. Rachel S. Ntoyai	Committee Member
12	Mr. Paul W. Wachira	Committee Member
13	Ms. Beatrice Miheso	Committee Member
14	Mr. Antony N. Nyagah	Member
15	Misheck Gatana	Member
16	Mr. Otwera	Member
17	Mr. John Kihumba	Member