



CHRMA
Alumni Association

2023 - 2025
STRATEGIC PLAN





CHRMs
Alumni Association

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CHRMMA NATIONAL OFFICIALS



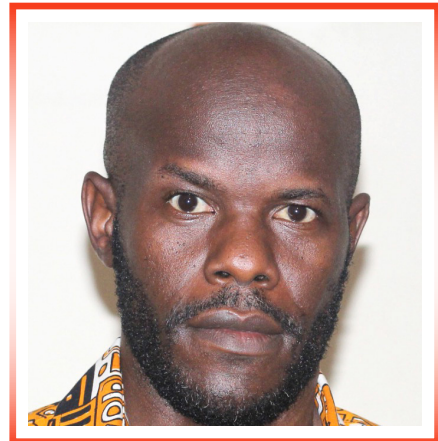
CHRP Godrick Arthur Itur
National Chairman
CHRMMA



CHRP Vivian Perose
Vice Chair
CHRMMA



Rev. Stephine Opiyo Obong'o **CHRP-K**
National Treasurer
CHRMMA



CHRP Christopher Sakwa Wangara
Head of Strategy
CHRMMA



Stephen Amadalo
Honorary Secretary
CHRMMA



CHRP Sharon Kariuki
Head of Planning
CHRMMA

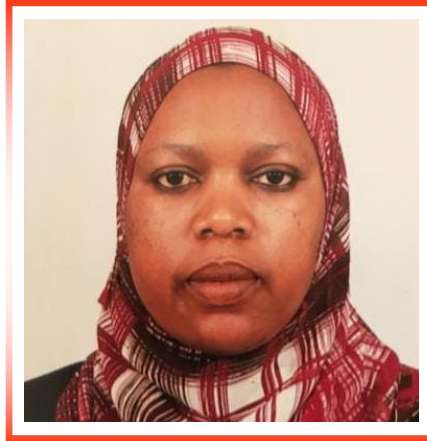


CHRP Kevin Kadipo
Head of Communication
CHRMMA

CHRMMA MOMBASA CHAPTER OFFICIALS



CHRP Susan Namachi
Chairperson CHRMMA



CHRP Halima Tsala
Assistant Chair Person



CHRP Paul Badia
Organizing Secretary



CHRP Janet Omulindi
Treasurer



CHRP Thomas Kenga
Member



Norman Wanguchu
CHRM representative



Dr. Mary Idua, ChRP-K
Member



Robinson Mangi
Students Representative

TYSP	Third Year Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, and Threats
CHRM	College of Human Resource Management
CHRMAA	College of Human Resource Management Alumni Association
IHRM	Institute of Human Resource Management
IHRMAA	Institute of Human Resource Management Alumni Association
CSR	Corporate Social Responsibility



**Godrick Arthur Itur**

National Chairman
CHRMAA

In the current world, alumni associations are essential, and they are more important than ever for a number of reasons. First of all, as the world becomes increasingly interconnected and globalized, alumni groups can offer graduates a useful linkage for networking, knowledge sharing, and professional advancement. This is especially crucial when graduates look for new opportunities and the job market gets more competitive.

Secondly, alumni associations can contribute to the institution's continued expansion and improvement. Alumni groups can aid in ensuring that their alma mater continues to offer future generations of students' opportunities for high-quality education and research by contributing financially, offering their time and expertise, and campaigning for the institution.

Lastly, alumni associations can aid in cultivating a sense of connection and community among graduates. This is especially crucial because more and more individuals are looking for meaningful relationships and a purpose in their life. Alumni associations can support the development of a feeling of community and shared experience that can be profoundly important and gratifying by offering opportunities for graduates to engage with one another.

The College of Human Resources Management Alumni Association is designed to strengthen the bonds of its members. CHRMAA will give its members a place to connect, exchange stories, and offer one another various forms of assistance. Having an alumni association is insufficient. It is critical to create a strategic plan that includes specific goals, objectives, and the steps needed to attain them in order to fully realize the potential of CHRMAA. I'm happy to report that the strategic planning committee and alumni officials worked deliberately and carefully together for months to develop this plan.

This strategic plan aims to guide CHRMAA in achieving its goal of creating solid links with alumni while assisting CHRM in fulfilling its objective. Our strategic plan offers a succinct and precise roadmap for achieving our goals, with a focus on ensuring the association's continued relevance, significance, and sustainability. The strategic plan specifies a number of crucial goals for the association, such as expanding our membership base, increasing alumni participation and involvement, broadening our influence in the community, and maintaining our financial sustainability.

I am convinced that CHRMAA will be able to accomplish its purpose and significantly improve the lives of its members and the college, thanks to our strategic plan. I would like to express my gratitude to all the officials and the strategic planning committee for their efforts and devotion in creating this plan. I am looking forward to working with them to put it into action during the ensuing years.

Godrick Arthur Itur
Chairman,
College of Human Resource Management Alumni Association (CHRMAA)



3 EXECUTIVE SUMMARY

Background to the 2023 – 2025 THREE YEAR STRATEGIC PLAN (TYSP)

Several initiatives aimed at improving the performance and sustainability of CHRMAA have been implemented in the past with little success. These could not result in expanded capacity for the Association as well as efficiency and effectiveness for our members.

This TYSP runs from 2023 to 2025. It has been informed by learning from the past as well as aspirations and projections of the future. To deliver the results established in this current strategy, there will be need for operational excellence and adequate financial provision to underwrite the TYSP.

External Environment Analysis

CHRMAA undertook SWOT analysis to create a better understanding of the environment in which it operates. The analysis took into account the Strengths, Weaknesses, Opportunities, and threats as currently constituted in our environment. The analysis surfaced significant opportunities that we seek to take advantage of in this TYSP. We shall equally seek to minimize the impact of some of the identified threats.

Strategic Direction

Over the next three years, we shall continue to model and grow the association into the model Alumni Association in the region. In so doing, we shall be guided by our core values of Relational, Empowering, Professional, and Value Creating.

Our value proposition is to guarantee mutually beneficial relationships. We shall rely on our accumulated experience, leverage the synergies of our key competencies and depend on the trust we have in our professional team to deliver all the time.

MISSION STATEMENT

“To establish and enhance mutually beneficial and enduring relationship between the alumni, students and college fraternity.”



VISION

‘Be the model alumni association in the region’.



Key Outcomes for 2023 - 2025 TYSP

This strategic plan reflects a reinvigorated drive to achieve more profound results given the new drive within CHRMAA and the emergent opportunities. The following shall constitute the strategic outcomes that we shall pursue during this TYSP period;



Each of the above consists of set goals with accompanying measures and precise initiatives which will inform the activities to be executed.

Implementation Plan

Most strategies fail due to poor and/or improper execution. Our plan is to implement and operationalize the Balanced Scorecard, a compelling platform that will enable us to translate the 2023 - 2025 TYSP into operational terms.



4 INTRODUCTION

CHRMAA was established to provide its Alumni a platform for networking and mentorship as well promote the growth of the college through:

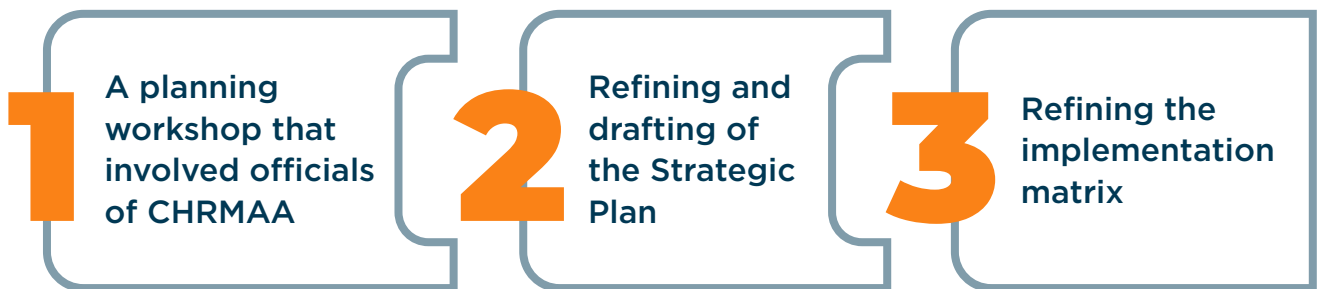
- o Marketing the college
- o Advising the management of the college on areas of improvement
- o Linking the students to the job market
- o Mentoring students, Networking, and Community service.

Expected Outcomes

To realize the outcomes in the above-mentioned areas, we shall continue to invest in continual development and empowerment of our committee and resource persons, as we insist on professionalism, quality delivery of services and living the CHRMAA brand. Similarly, this strategy also provides for investment in technology to accelerate growth and enhance effectiveness and efficiency.

The Three-Year Strategic Plan Development Process

The CHRMAA 2023 - 2025 Strategic Plan development process involved three major steps:



This strategy will guide CHRMAA's work in attracting members, innovating new products and service offerings, and the allocation of financial, human, and leadership resources. Through this strategy, CHRMAA seeks to maximise its impact in strengthening the capacity of the officials.



5 CURRENT STATE ANALYSIS

From the onset (assumption of office by the current officials), CHRMAA has placed emphasis on rebranding itself to its members. The organization has a potential reach in over 5000 members.

Over the last nine years, the association has realized some achievements given the circumstances under which it has operated. The period was however not devoid of numerous challenges as well.

Achievements and Challenges in the past

Key Achievements

Given the prevailing circumstances, the following are the notable achievements;

- CHRMAA was able to maintain a close relationship with the college.
- CHRMAA held successful gala nights.
- CHRMAA was able to change from IHRMAA.
- CHRMAA was officially launched.
- CHRMAA has partnered with CHRM to hold 6 Annual Talent Summits.

Key Challenges

Financial constraints and a difficult operating environment mainly precipitated some of the notable challenges. These included but were not limited to the following;

- Inability to get the association active by past officials
- Failure to fully Implement the 2018 - 2020 strategy
- Failure to review the 2018 - 2020 strategy in time
- Lack of a robust value proposition

As CHRMAA embarks on the 2023-2025 strategy, there will be need to mobilize resources to cater for targeted high level initiatives to gain traction and build momentum.



CHRMAA HAS A
POTENTIAL TO REACH
OVER
5000
MEMBERS

SWOT Analysis

The objective of doing a SWOT analysis is to identify the gaps that exist between the current state and our desired future state and to inform the strategy development process.

Strengths

These include;

- CHRM Brand
- Number of graduates
- Professional diversity
- Competent team

Weaknesses

Some of the weaknesses CHRMAA faces include;

- Un updated database
- Lack of office
- Weak/inadequate Financial Base
- Inactive members
- Limited outreach (activities) to members
- Lack of commitment from officials

Opportunities

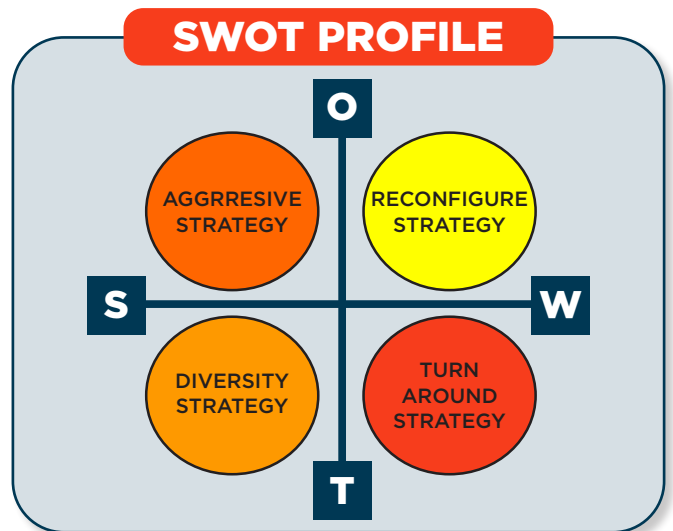
These include;

- Big pool of recruitment
- Regionalize (chapters)
- Collaboration/Partnerships.

Threats

Potential threat to CHRMAA captured include;

- IHRM Perception
- Members' perception
- Litigation
- Competition from other associations



7 STRATEGIC DIRECTION

Introduction

This Three-Year Strategic Plan is developed to provide strategic direction and guide the programmes of CHRMAA for the period between 2023 and 2025.

Mission

“To establish and enhance mutually beneficial and enduring relationship between the alumni, students and college fraternity”.

Vision

‘Be the model alumni association in the region’.

Dimensions of Our Vision include: -

Vibrant - Our leverage is alumni that prides in CHRM.

Engaging - We engage, inform, and connect alumni to each other and to CHRM, IHRM and other professional bodies.

Innovative - We are recognized as one of the most innovative alumni associations in the country.

Focused - We make tough, smart, and strategically-based decisions.

Professionally Enriching - We are committed to the development and success of our members and secretariat.

Core Values

CHRMAA Services core values are:

- a. **Relational:** Building and maintaining strong relationships with others including students, staff, stakeholders. This promotes collaboration, open communication and sense of community
- b. **Empower:** Prioritize empowering students and alumni to develop their skills knowledge and confidence both academically and personally. This involves providing opportunities for experiential learning, mentoring and leadership development
- c. **Professionalism:** importance of professionalism in all aspects of the Alumni operations including engagement with the broader community. This involves promoting ethical behaviour, accountability and commitment to high standards.
- d. **Create Value:** focus on the mission to establish and enhance mutually beneficial and enduring relationships that create value for our stakeholders such as provision of research that contributes to the development and betterment of society. This involves promoting innovation, creativity, and focus on practical applications of knowledge.

These principles shall be applied in all of our work and shall underpin CHRMAA’s aspiration to be the Alumni of choice in the region.

8 KEY STRATEGIC OUTCOMES FOR 2023 - 2025

In building the Three-Year Strategic Plan (TYSP), we employed the Balanced Scorecard framework. This powerful management tool helps organizations put strategy at the centre of the organization. It provides for a balanced view of the business across four basic perspectives namely; Financial, Customer, Internal and Learning and Development.

Keeping in line with the CHRMAA mission and vision, having considered the prevailing and anticipated business environment, the following emerged as the key four outcomes, which shall broadly guide the execution of our selected strategies:

- I. **Active and engaged paid up membership:** Strive to build and maintain strong relationships with our members, providing opportunities for networking, learning, and sharing experiences.
- II. **Financial Stability and Sustainability:** Have diversified revenue streams, such as sponsorships, donations, and membership fees, and manage our resources effectively to maximize our impact and minimize costs.
- III. **Strong Alumni Leadership:** Have a clear vision for the association, be committed to our goals and objectives, and have the skills and expertise to lead and inspire the members.
- IV. **Strong partnerships and collaborations:** Seek partnerships and collaborations with other organizations, such as professional associations like IHRM or industry groups. These partnerships will provide access to additional resources and opportunities for members and help to expand the reach and impact of our association.

Financial Perspective

Having had challenges managing the affairs of the association, we shall seek to ensure we achieve and remain financially healthy and secure. This strategic outcome will be realized by our concerted effort to deliver the following goals;

- i. Have 5,000 paid up members by 2025
- ii. Raise Kshs. 1 Million sponsorships each year
- iii. Raise Kshs. 1M from events & Kshs. 500k from branded Merchandise annually

Customer Perspective

We owe our existence to our valued members. To continue thriving, we must deliver on our promise and ensure minimal churn in our member base, while growing the same.

Member Value Proposition:

We promise the following to our membership:

1. Networking opportunities: We will provide members with several opportunities to connect with and build relationships with other industry leaders.
2. Professional Development: Through providing tools and training opportunities, we will assist members in keeping up with industry trends, learning new skills, and developing their careers.

3. Career Support: To help members find rewarding employment opportunities, we will provide career coaching, resume evaluations, job search support, and other services.
4. The association promises to foster a sense of community and camaraderie among its members, creating a welcoming atmosphere for networking, education, and idea sharing.
5. Advocacy: The association promises to advocate on behalf of our members and the profession, stressing the value of human resources and voicing members' concerns to influential business figures.
6. Recognition: We promise to give its members' talents and achievements public recognition through honors, awards, and other channels.

This strategic outcome shall be realized by our concerted effort to deliver on the following goals;

- i. Develop a functional Stakeholders' Framework by 1st May 2023
- ii. Operationalize the Stakeholders' Framework by 5th May 2023

Internal Perspective

We shall proactively seek to attain the following goals;

- i. Grow our digital presence by 20% annually
- ii. Establish sub-committees (think tanks) by 5th May 2023
- iii. Establish clear timely and relevant communication channels with alumni by 5th May 2023
- iv. Create a thorough volunteer program with distinct roles and duties by 30th June 2023.

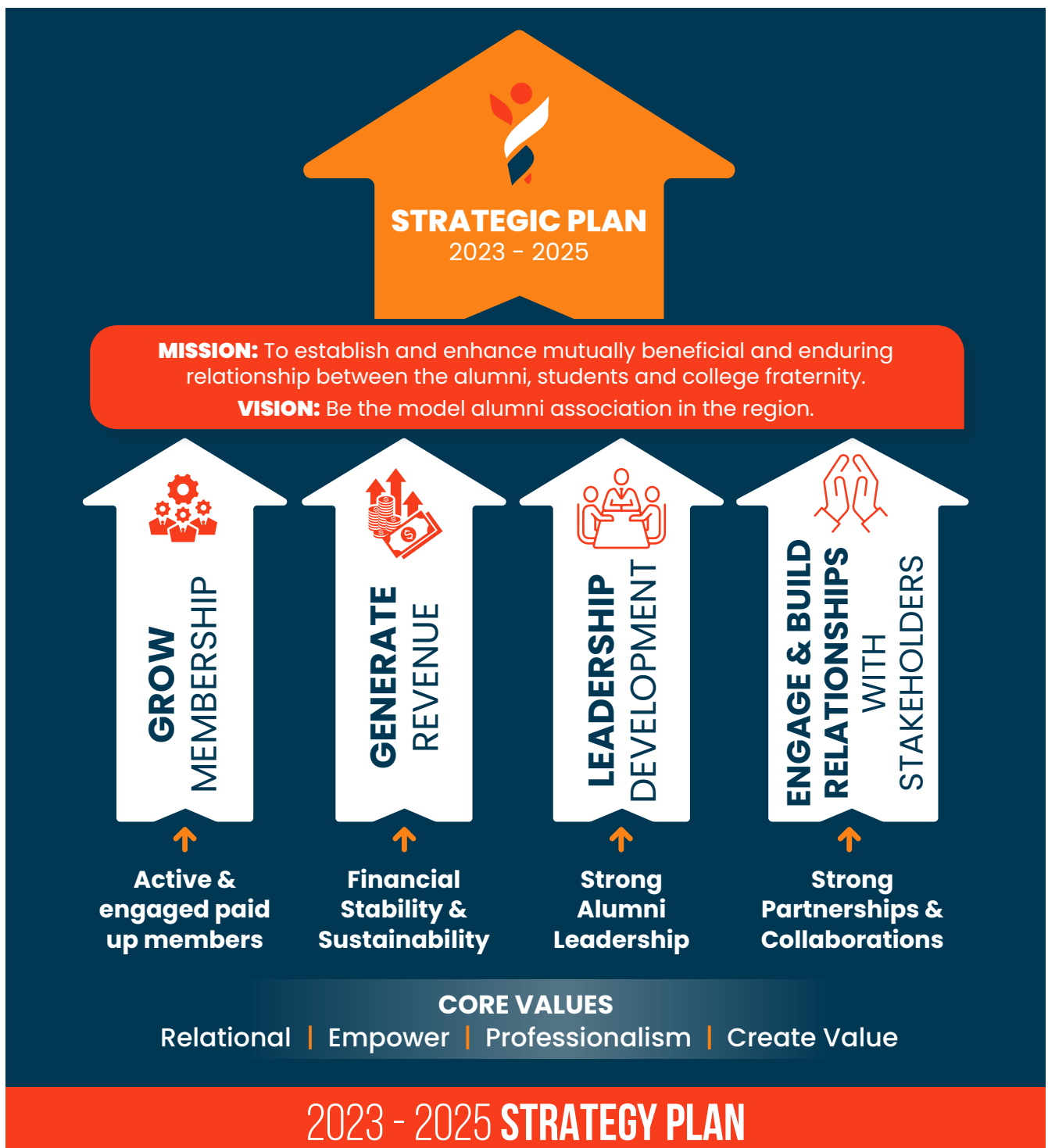
Learning and Development Perspective

All the above will only happen if we deliberately build a robust execution machine. This entails building the capacity of our key resource; our people, institute a performance-based culture devoid of self-preservation, and invest in technology accelerators to enhance our efficiency and effectiveness. Key goals shall thus be;

- i. Benchmarking with two alumni associations per Year
- ii. Develop a comprehensive training program for alumni association leaders by 30th June 2023:
- iii. Increase alumni engagement by 20% before the end of 2023, through professional development opportunities:
- iv. Establish mentorship programs for recent graduates by 30th September 2023
- v. Develop alumni recognition programs.

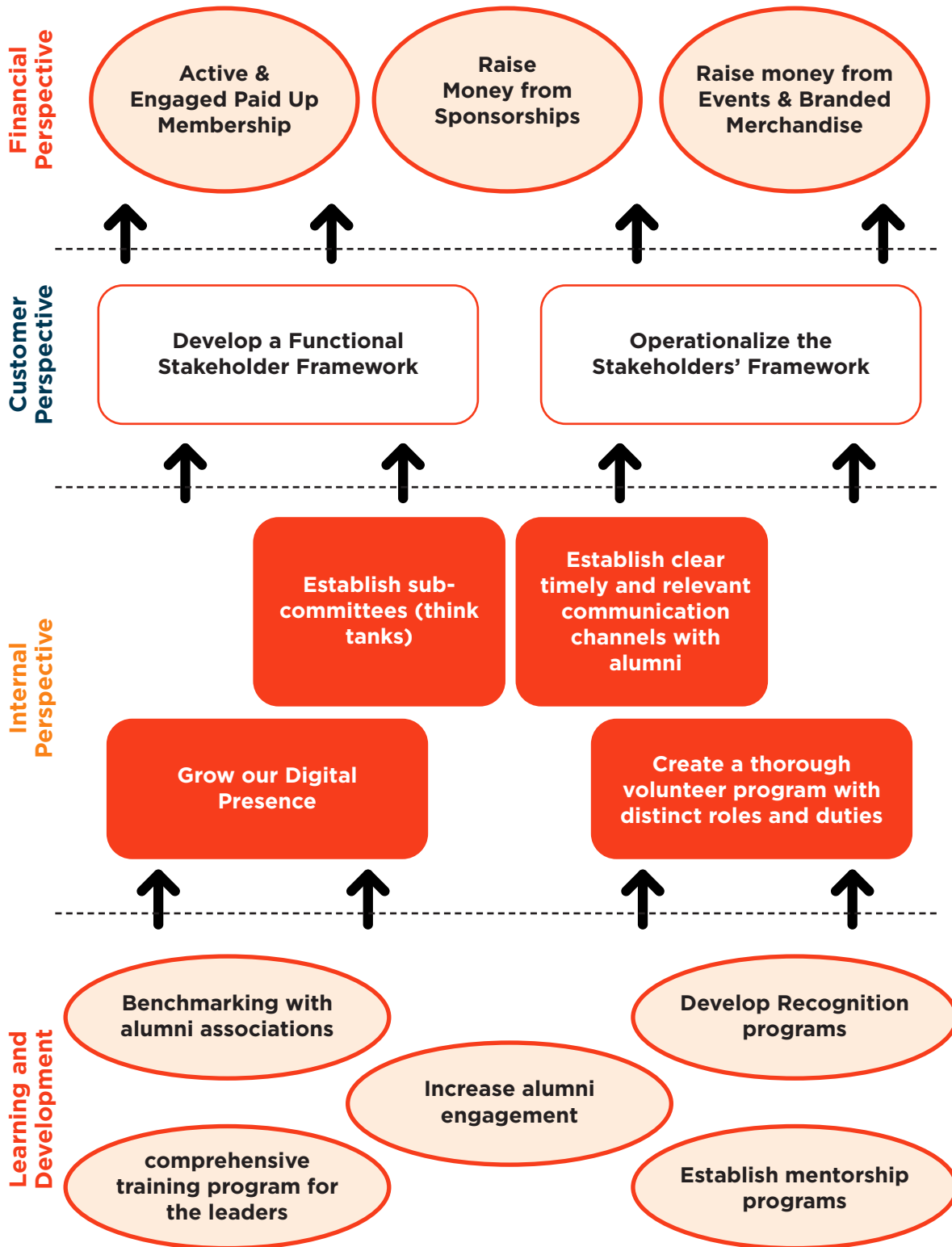
The Balanced Scorecard Strategy Map provides a framework to illustrate how strategy links intangible assets to value creating processes. It clarifies the logic of how the organization will create value and for whom. An organization's strategy map and Balanced Scorecard tells the story of its strategy, a story that differentiates the organization from its competitors.

An illustration of the CHRMAA Services 2023 - 2025 TYSP is portrayed in the below strategy map.



BUSINESS OBJECTIVES MAP

Vision: Be the model alumni association in the region



KEY STRATEGIC PILLARS

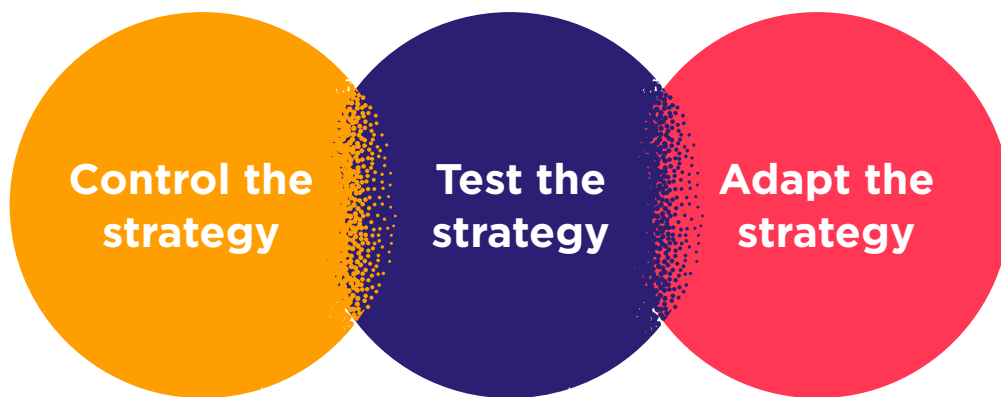


Annexure 1: Implementation Plan

For CHRMAA to become an organization that stretches for high performance there is need for management processes and systems to verify that their trajectory remains on course to a profitable future as portrayed in the TYSP strategy map. This calls for a feedback mechanism so that unprofitable strategies can be identified and corrected before much damage has been done. Committee meetings will be central in this process.

The protocol for many such meetings is all too familiar; everybody says what they did last month and what they are going to do next month, it's mostly show and tell with no focus. Operational reviews and discussions on tactical issues dominate the typical meeting, with little time for strategic issues.

With the Balanced Scorecard, the focus of the committee meetings initiated by the Chairperson shall be on strategic issues, teamwork and learning. The meetings shall be used to manage and improve strategy, not just tactics. Committee members will need to do the following at the strategy meetings;



The committee shall co-opt other members in subcommittees in the implementation matrix with the ultimate responsible person being a committee member (CHRMAA official).

The following highlights measures and multi-year initiatives for each strategic output as appearing on the strategy map. The targets against each measure and initiative, as well as responsibility levels shall be established in the management meetings.

FINANCIAL PERSPECTIVE

KEY OUTCOME #1: Financial Stability & Sustainability

OBJECTIVES	PLANNED INITIATIVES	TIME-FRAME	MEASURES	BUDGET (Kes)	RESPONSIBILITIES
Objective 1: Have 5,000 paid up members by 2025	<ul style="list-style-type: none"> - Membership drives (registration fees) - Increase Regional Membership Chapters - Annual Membership fee - Subscriptions 	3 Years	- Membership fees received	- 30,000	<ul style="list-style-type: none"> - Stephine Obong'o - Stephen Amadalo - Vivian Perose
Objective 2: Raise Kshs. 1 Million sponsorships each year	<ul style="list-style-type: none"> - Donations - Sponsorships 	Annually	- Total Sponsorships	- 10,000	<ul style="list-style-type: none"> - Godrick Arthur - Sakwa s/o Wangara
Objective 3: Raise Kshs. 1M from events & Kshs. 500k from branded Merchandise annually	<ul style="list-style-type: none"> - Quarterly events - Branded Merchandise Sales at functions 	Annually	- Events' Revenues	- 400,000	<ul style="list-style-type: none"> - Kevin Kadipo - Vivian Perose - Sharon Kariuki

CUSTOMER PERSPECTIVE

KEY OUTCOME #2: Active & Engaged Paid Up Members

OBJECTIVES	PLANNED INITIATIVES	TIME-FRAME	KEY INDICATOR	BUDGET	RESPONSIBILITIES
Objective 1: Review the Stakeholders' Framework by 1st May 2023	<ul style="list-style-type: none"> - Determine the constitution of the team - Give timelines to the team 	1st May 2023	- Functional framework	- 10,000	<ul style="list-style-type: none"> - Godrick Arthur - Stephen Amadalo - Kevin Kadipo
Objective 2: Operationalize the Stakeholders' Framework by 5th May 2023	<ul style="list-style-type: none"> - Participate in select CSR activities - Leadership Program - Opportunities to serve - Placements - Job Opportunities 	5th May 2023	- Engaged stakeholders	- 50,000	- All

INTERNAL BUSINESS PROCESSES

KEY OUTCOME #3: Efficient Management of the Stakeholders' Database

OBJECTIVES	PLANNED INITIATIVES	TIME-FRAME	KEY INDICATOR	BUDGET	RESPONSIBILITIES
<p>Objective 1: Grow our digital presence by 20% annually</p>	<ul style="list-style-type: none"> - Develop and launch the alumni website - Implement a searchable database to improve the alumni directory - Develop a content management system - increase the effectiveness of the newsletter creation process 	31 st November 2023	<ul style="list-style-type: none"> - Functional website with traffic - Active directory 	- 50,000	<ul style="list-style-type: none"> - Kevin Kadipo - Vivian Perose - Stephen Amadalo
<p>Objective 2: Establish sub-committees (think tanks) by 5th May 2023</p>	<ul style="list-style-type: none"> - Create committees: Visibility; Customer experience; Value; & Resource mobilization 	5th May 2023	<ul style="list-style-type: none"> - Appointed committee members - Operational sub-committees 	- 20,000	<ul style="list-style-type: none"> - Godrick Arthur - Stephen Amadalo - Sakwa s/o Wangara
<p>Objective 3: Establish clear timely and relevant communication channels with alumni by 5th May 2023</p>	<ul style="list-style-type: none"> - Develop and Implement a feedback system for events and programs - Streamline WhatsApp communication 	5th May 2023	<ul style="list-style-type: none"> - Operational feedback system - Social media engagements i.e. number of likes, comments, retweets 	- 10,000	<ul style="list-style-type: none"> - Kevin Kadipo - Sharon Kariuki - Sakwa s/o Wangara
<p>Objective 4: Create a thorough volunteer program with distinct roles and duties by 30th June 2023.</p>	<ul style="list-style-type: none"> - Develop framework for volunteering at CHRM in conjunction with the college - Implement the framework 	30th June 2023.	<ul style="list-style-type: none"> - Volunteer framework 	- 10,000	<ul style="list-style-type: none"> - Sakwa s/o Wangara - Stephen Obong'o - Sharon Kariuki

LEARNING AND GROWTH

KEY OUTCOME #4: Strong Alumni Leadership

OBJECTIVES	PLANNED INITIATIVES	TIME-FRAME	KEY INDICATOR	BUDGET	RESPONSIBILITIES
Objective 1: Benchmarking with two alumni associations per Year	- Benchmarking	30th June 2023 & 30 th September 2023	- Benchmark visits - Lessons learnt	- 10,000	- Godrick Arthur - Stephen Amadalo - Sharon Kariuki
Objective 2: Develop a comprehensive training program for alumni association leaders by 30th June 2023:	- Create a training program on essential skills & offer it to all existing and incoming association leaders.	30th June 2023	- Training program - Trainings conducted	- 10,000	- Sakwa s/o Wangara - Stephine Obong'o - Godrick Arthur
Objective 3: Increase alumni engagement by 20% before the end of 2023, through professional development opportunities:	- Develop and promote professional development opportunities, such as webinars, workshops & conferences, to alumni.	30 th December 2023	- Webinars - Workshops - Conferences	- 300,000	- Sakwa s/o Wangara - Vivian Perose - Kevin Kadipo
Objective 4: Establish mentorship programs for recent graduates by 30th September 2023	- Create mentorship programs that pair recent graduates with experienced alumni in their field.	30th September 2023	- Mentorship program - Mentored students	- 10,000	- Godrick Arthur - Vivian Perose - Stephen Obong'o
Objective 5: Develop Recognition programs:	- Create programs that recognize and celebrate the achievements of alumni, such as awards and honours.	30th June 2023	- Recognition program - Awards ceremony	- 25,000	- Stephen Obong'o - Kevin Kadipo - Sharon Kariuki

Stakeholder Analysis Template

Stakeholder	Functional Relationship	Role of the Stakeholder	Expectation of the Stakeholder	Impact (High, Low, Medium)
College of Human Resources Management (CHRM)	<ul style="list-style-type: none"> Alma Mater 	<ul style="list-style-type: none"> Provide environment for alumni activities to thrive Partner with alumni on events Collect registration fees upon graduation 	<ul style="list-style-type: none"> Mentorship for students Partnerships in events 	High
Institute of Human Resources Management (IHRM)	<ul style="list-style-type: none"> Professional Membership Partnerships 	<ul style="list-style-type: none"> Provide membership to Alumni members Provide CPD points to alumni attending events planned by the alumni office 	<ul style="list-style-type: none"> Alumni members' annual subscription Timely applications for CPD points Partnerships 	High
Sponsors i.e. Naivas, My-WagePay, HRD Ingenuity, Aga Khan etc	<ul style="list-style-type: none"> Symbiotic 	<ul style="list-style-type: none"> Sponsorship of events Marketing & visibility 	<ul style="list-style-type: none"> Opportunity to market their services Partnerships 	Medium
Hosts i.e. Pridelnn, Lillian Towers, Weston Hotel	<ul style="list-style-type: none"> Symbiotic 	<ul style="list-style-type: none"> Provide venues for CHRMAA activities 	<ul style="list-style-type: none"> Payment for services rendered Partnerships 	Low

Monitoring and Evaluation

We shall monitor execution of the 2023 - 2025 TYSP through the implementation of the Balanced Scorecard. To ensure successful implementation of the Balanced Scorecard platform, we shall engage a team approach. Different entities within CHRMAA will handle various roles in overseeing the smooth establishment of the same as stipulated in the table below.

Role	Responsibilities
Executive Sponsor <i>(Chairperson)</i>	<ul style="list-style-type: none"> • Assumes ownership for the Balanced Scorecard project • Provides background information to the team on mission, strategy, and methodology • Maintains communication with internal and external stakeholders • Commits resources (both human and financial) to the team • Provides support and enthusiasm for the Balanced Scorecard throughout the association
Strategy Implementation Committee <i>(All CHRMAA Officials)</i>	<ul style="list-style-type: none"> • Coordinate meetings; plans, tracks, and reports results to all audiences • Provide thought leadership on the implementation of the Strategy • Ensure all relevant background material is available • Provide feedback to the executive sponsor

CELEBRATING OUR MEMBERS





CHRMAA
Alumni Association

Save THE date

5 MAY
2023

**HR NIGHT, POWERED
BY CHRMAA**

13 MAY
2023

**CHRMAA & ALUMNI
SPORTS DAY**

1 JULY
2023

**ALUMNI TREE
PLANTING**

4 AUG
2023

ALUMNI COFFEE

9 SEP
2023

ALUMNI HIKE

7 - 10 NOV
2023

**7TH ANNUAL TALENT
SUMMIT**



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