



MAASAI MARA TECHNICAL AND VOCATIONAL COLLEGE
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STRATEGIC PLAN 2ND EDITION

2022-2027

SKILLS FOR EMPOWERMENT AND EMPLOYABILITY

This Second Strategic Plan was prepared and produced by
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July 2022



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FOREWORD

Maasai Mara Technical and Vocational College (MMTVC) is one of the registered public Technical and Vocational Education and Training (TVET) institution supported by the Ministry of Education and it became operational in the year 2017. MMTVC is located in Eor-Ekule Shopping Centre, 15Km from Narok Town, and Narok East constituency of Narok County, along Nairobi-Narok road. It stands on approx. 50-acre land where a two-story building stands which has classrooms, workshops, also a restaurant for hospitality studies, a temporary hostel for both male and female students and a temporary kitchen.

The second strategic plan is aligned to both dynamic, operating environment and strategic objective of the government as outlined in the Kenya vision 2030, constitution of Kenya 2010, and other relevant regional and international policy documents serves as a guide for the institution. I am therefore pleased to participate in unveiling of this second strategic plan (2022-2027) which provides a road map for the achievement of competitive human capital.

The development of this strategic plan was based on a review of Institutional performance and experiences since its inception. I pledge my personal, and board's commitment to ensuring successful implementation of this strategic plan. I also encourage both the board and staff to adhere to the principles of cooperate governance. To foster commitment and motivation, my board will endeavour to provide an enabling environment for staff to realize their full potential we will also closely engage all key stakeholders to ensure we remain attuned to our operation, social and economic context.

Lastly, I take this opportunity to thank the entire team involved in the formulation and development of this strategic plan, including BOG members and all staff of the institution as well as relevant stakeholders for their dedication and commitment to the process. With commitment and teamwork at all levels, I have no doubt whatsoever that we will be successful in implementing this strategic plan.

**JULIUS OLE YENKO
BOG CHAIRMAN
MAASAI MARA TECHNICAL AND VOCATIONAL COLLEGE**



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PREFACE

The mandate and functions of MMTVC have been derived from, The Constitution of Kenya 2010, TVET Act 2013 and Sessional Paper 1 of 2019. To realize this mandate and functions .MMTVC will continue engaging all relevant stakeholders which include government ministries, universities, TVET institutions, industries and development partners among others to operationalize the MMTVC strategic plan 2022-2027 and subsequently facilitate achievement of its objectives in technical and vocational education and training in the country as this bears the institution road map for the next five (5) years.

The institution recognize that successful implementation of this plan will depend on the cooperation and commitment of key internal and external stakeholders and availability of resources. Towards this, the institution will therefore continue partnership with all stakeholders to ensure that planned activities are implemented within the budget.

It is worth mentioning that the development of this strategic plan was made possible through the support of BoG, Institution Staff, and Trainees and the Community.

In conclusion I wish to sincerely appreciate the institution board of governors for their guidance and support to preparation of this Strategic Plan. To my colleagues in the management I wish to express my gratitude in your role in the process of developing this strategic plan and assure you of my guidance and unfettered support and availability in order for us to actualize the plan successfully for the benefit of the institution.

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PRINCIPAL/SECRETARY BoG

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ACKNOWLEDGEMENT

The development of this Second Strategic Plan (2022-2027) could not be complete without acknowledging certain people who played a key role in ensuring that the process is completed. To begin with, the completion of this strategic plan is deeply attributed to the Board of Governors, Principal Mr. John Kilonzo. We also wish to thank the Maasai Mara Technical and Vocational College Staff for their cooperation and support in terms of their opinion. Finally, to Eor-Ekule community at large, we say thank you for their support.



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CHAPTER ONE

1.0. HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK

1.0. BACKGROUND/HISTORICAL PROFILE

Maasai Mara Technical and vocational college (MMTVC) is public institution established in January 2017. It operates under the TVET ACT no. 29 of 2013 and sessional Paper no. 1 of 2019 on a policy framework for reforming education and training for sustainable development in Kenya. It opened its door to the first batch of students in January 2017.

The Narok District Board (DEB) on 9th December 2010 vide Min 56/NN/DEC/12/2010 approved a proposal by the local community to establish Narok Technical Training Institute on the land provided by the community. The Naretoi Development community Centre board of trustees and the management committee made a resolution on 11th December 2010 to transfer the Naretoi development Centre to Kenya Technical Teachers College (KTTC) so that a Technical Institute would be constructed on that property. Two parcels of land approximately 50 acres were transferred to KTTC vide title deed number CIS-MARA/OLOMBOKISHI/187 measuring approximately 18.67 Hectares. KTTC was therefore appointed by the Ministry of Education as the Institution to mentor the proposed Narok Technical Training Institute under the Economic Stimulus Projects (ESP). The College name was later changed to the current Maasai Mara Technical and Vocational College (MMTVC).

The college infrastructure comprises 7 workshops and 18 classrooms. The workshops include Automotive, Production and Electrical and electronics, Hospitality and Institutional Management, Building and Civil engineering workshops and ICT. The workshops are partially equipped with state-of-the-art facilities.



1.1. Legislation Relevant to MMTVC

The legal framework under which MMTVC operates is guided by:

1. Constitution of Kenya 2010
2. TVET Act 2013
3. Basic Education Act Cap 2013
4. Public Procurement and Asset Disposal Act 2015
5. Labour Relations Act 2007
6. TSC Act 2012
7. Science and Technology Act 2013
8. Pension Act 2020
9. Public Audit Act 2015
10. NSSF Act 2013
11. NHIF Act 1999
12. Ethics and Anti-corruption Act 2011
13. Public Financial Management Act 2015
14. Leadership and integrity Act 2012
15. Kenya Institute of Curriculum Development Act 2013
16. Retirement Benefits Act 1997
17. Taxation Laws 2020
18. PWD Act 2003
19. Health and Safety Act 2011
20. Employment Act 2007
21. The Universities Act 2012
22. TVETA strategic plan 2018-2022
23. Sessional paper No.1 of 2019
24. Kenya National Qualification Framework Act 2014.
25. KNEC Act 2012.
26. Occupation Safety and Health Act (OSHA) 2007.
27. National Industrial Training Act 2012.
28. WORK Injuries and Benefits Act(WIBA) 2007
29. Accountant Act No 15 of 2008

1.2. Other Policy Documents

1. MMTVC strategic Plan 2017-2022
2. Ministry of Education Strategic Plan 2013-2017
3. College Policies
4. Vision 2030
5. Service Delivery Charter

1.3. The second MMTVC strategic plan (2022-2027)

The second MMTVC draft strategic plan (2022-2027) is being prepared after the review of the first strategic plan covering the period of 2017-2022 strategic plan. In the first strategic plan (2017-2022) the institution realized remarkable achievements



and experienced challenges during the implementation of its planned activities and the pursuit of its objectives.

1.4 Performance

MMTVC has been in existence for the last five years. These were the formative years and strategies mostly focussed on institution building. The performance is as shown in the sections below:

1.4.1 Achievements.

Table 1: Summary of achievements

S/No.	Planned Objectives	Achievements
infrastructure		
Water	Sink a borehole	Borehole sunk of 14.8 m ³ per hour. -100%
	Water harvesting	30% Complete through installation of gutters and water tanks.
Fence and a Gate	Fence the inner compound with cedar posts and chain link fence.	The inner and outer compound done-80%
	Construct two modern gates.	70% Complete
Roads and drainage	Construct an internal road network and Construct the drainage system	20% Complete
Workshops	Equip the workshops	Overall-43% (Automotive-70%, Electrical-70%, Mechanical-30%, ICT-30%, Building-10%, Hospitality-60%, Business-30%)
	Build Civil Engineering workshop.	80% Complete
Games and sports facilities	Construct and equip the games and sports fields	30% Complete
Sanitary facilities	Complete ablution block within the current tuition block.	80% Complete
	Construct a new ablution block of 200 persons capacity	80% Complete
Staff quarters	Construct four teaching staff houses.	None
	Construct four non-teaching staff houses.	100% Complete
ICT	Construct an ICT Centre of capacity-300 persons	None
Vehicles	Purchase a college bus 62 seater.	100% Complete-52 Seater bus bought



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Dining hall /Hospitality training facility	Construct a modern Kitchen& dining hall- 500 capacity.	50% Complete
	Construct hospitality training facility.	60% Complete
Hostels	Construct a semi-permanent hostel for men.	70% Complete
	Construct a semi-permanent hostel for women.	None
Library	To construct and equip a modern library	40% Complete
Sustainable agricultural farm	To develop a sustainable agricultural farm	40% Complete
Human Resource Capacity	Recruit more staff in the areas of need	Recruited staff in the areas of need.-100 %
	Enhance human resource capacity building.	Carried out capacity building for teaching and non-teaching staff need.-70%
	Develop human resource capacity building policy	Developed Human Resource Policy-80 % Complete
	Ensuring employee satisfaction	Ensured employee satisfaction-80% complete
	Enhancing and sustaining the performance management systems	Enhanced and sustained the performance.-50%
ICT Equipment	Increase number of computers	Partially increased-10%
	Internet connectivity	Partially connected-50%
	Acquire MIS system with additional modules	Partially increased-20%
Marketing and Corporate Image	Develop and implement a marketing and publicity plan	Plan fully developed and 50% implemented.
	Monitor and evaluate the plan	50% monitored and evaluated
Funds	Increase student enrolment	Increased trainees enrollment-132%



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	Lobby for more funding from the national government, county government and other well-wishers	Lobbied for funds-10%
	Establish income generating activities	40% initiated
	To strengthen budgeting and budgetary controls	Budgeting-70%, Budgetary Control-70%
	To maintain debt- equity ratios at zero	70% adherence

1.4.2 Performance Gaps

These are represented by what was planned but not achieved.

Table 2: performance Gaps

S/No.	List what was planned and not achieved	Reasons for not achieving these initiatives
Infrastructure		
Water	Supply water to various points of the college.	Inadequate funds
	Dam and treat water from the nearby stream	Borehole water currently in use as an alternative
	Source and treat water from the nearby stream	Borehole water currently in use as an alternative.
Water harvesting	installation of gutters and water tanks-70% not Completed	Gutters yet to be installed in the new building
Construct two modern gates.	30% not Completed	Inadequate finance
Roads and drainage	80% not Completed Construct an internal road network and Construct the drainage system	Inadequate finance
Workshops -57%	Equip the workshops	Inadequate funds
Sanitary facilities	Complete ablution block within the current tuition block.-20% not complete	Inadequate finance
	Construct a new ablution block of 200 persons capacity-20% not complete	Inadequate finance
Staff quarters	Construct four teaching staff houses.	Inadequate finance
	Construct four non-teaching staff houses.-100% Complete	-



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ICT	Construct an ICT Centre of capacity-300 persons	Inadequate finance
Vehicle	Purchase a double cabin van	College Bus prioritized and limited funds
Dining hall /Hospitality training facility	Construct a modern Kitchen& dining hall- 500 capacity. -50% not complete	Modern Kitchen prioritized.
Construct a modern Kitchen /Extension of Hospitality training facility	Extension of hospitality training facility.	Inadequate finance
Training and administration Complex	Construct a training and administration complex to house all administrative offices, conference facilities, lecture halls and lecture theatres	Inadequate finance
Hostels	To build a modern hostel for both men and women.	Inadequate funds caused by COVID-19 Disruption.
	Construct a semi-permanent hostel for men. Construct a semi-permanent hostel for women.	
Library	To construct and equip a modern library	Limited resources
Sustainable agricultural farm	To develop a sustainable agricultural farm	Inadequate innovative programs and initiatives.
Human Resource Capacity	Recruit more staff in the areas of need	Changing needs
	Enhance human resource capacity building.	
	Develop human resource capacity building policy-20 % not complete.	Changing needs
	Ensuring employee satisfaction-40% not complete	
	Enhancing and sustaining the performance management systems-50% not complete.	Changing needs
ICT Equipment	Increase number of computers-90% not complete	Inadequate resources caused by low collection of fees from students.
	Internet connectivity-50% not complete	Inadequate resources and continues technological change



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	Acquire MIS system with additional modules	Diversification of needs
Marketing and Corporate Image	Develop and implement a marketing and publicity plan-50% not completed ⁴	Change in job market and industry needs
	Monitor and evaluate the plan-50% not completed.	Inadequate resources.
Funds	Increase student enrolment-66% less as per the government target of 5000	COVID-19 pandemic disrupted the intakes
	Lobby for more funding from the national government, county government and other well-wishers-50% not lobbied	MOUs and proposals ongoing
	Establish income generating activities-60% not initiated.	Prioritized horticulture and dairy unit due limited resources.
	To strengthen budgeting and budgetary controls: budgeting-20% , budgetary controls-20%	COVID-19 pandemic caused closure of institution hence limited flow of income
	To maintain debt- equity ratios at zero-30% not adhered to.	COVID-19 pandemic caused closure of institution hence limited flow of income

1.4.3 Challenges

During the strategic planning period 2017-2022, implementation of the planned activities and the pursuit of various objectives faced a number of challenges and constraints as outlined below:

Table 3: challenges.

S/No.	Challenges
1.	Inadequate finances.
2.	Natural Calamities -Floods, drought, Covid-19 challenges and pest and diseases.
3.	Insufficient internal ICT infrastructure, lack of ERP.
4.	Inadequate skills among staff.
5.	Shift in policy on external examination administration
6.	Technological advancement.
7.	Changes in training curriculum.
8.	Widening of the stakeholder base in the institution.
9.	Increasing demand for courses/ programmes due to emerging markets and industry environment.
10.	Challenges related to policy issues



11.	Inadequate capacity due increase in enrollment.
12.	Conflicting mandates of various stakeholders in TVET sector e.g. TVETA-CDACC, KISM, KASNEB

1.5. Rationale of the second Strategic Plan 2022-2027

The second MMTVC draft strategic plan (2022-2027) is being developed based on emerging issues and trends in Education, TVET, Industry and labour market sectors which are all aligned with the United Nations Global Sustainable Development Goals (2015-2030), the African Union Agenda 2063 and the Kenya Vision 2030. The second draft strategic plan (2022-2027) will be guided by the sessional paper No.1 of 2019 on a policy framework for reforming Education and Training for sustainable development in Kenya and TVET Act, 2013.

The main objective of TVET, according to the sessional paper No.1 of 2019 is to develop an effectively coordinated and harmonized skilled human resource with the right attitudes and values required for growth and prosperity of the various sectors of the economy.

Others are to provide adequate and appropriate skilled artisans, Craftsmen and Craft women technicians and technologists at all levels of the economy through practical training and work experience, and transfer technology continuously through collaborative approach between TVET institutions and the relevant industries.

The sector will also be expected to promote dignity and decency of labour, particularly manual work, and provide increasingly school trainees and other trainees to improve employability.

Kenya Vision 2030 is the new country's development blueprint covering the period 2008 to 2030. It aims at making Kenya a newly industrializing, "middle income country providing high quality life for all its citizens by the year 2030".

The vision is based on three "pillars" namely, the economic pillar, the social pillar and the political pillar. The vision comes after the successful implementation of the economic recovery strategy for wealth and employment creation (ERS) which shows the country's economy back on the path to rapid growth since 2002, when GDP was 0.6% rising to 6.1% in 2006 and 7.1% in 2021.

Despite the achievements made in reviving the economy and meeting most of the 2003-2007 economic recovery strategy targets, Kenya is still confronted with major development challenges as outlined in the first medium Term plan (2013-2017), third medium term plan (2018-2022) and fourth medium-term plan (2022-2027) of vision 2030. These include the challenge of faster job creation that is required to address the high unemployment of labour and which is compounded by increasing number of youths leaving school, colleges and universities and unable to find gainful employment, the large number of Kenyans still living in poverty, high inequality in income distribution, inequality in gender, considerable disparities in development among different regions of the country, low savings and investments rates, insecurity, persisting corruption and weak governance, poor infrastructure and slow progress in achieving structural changes in the economy, and over reliance on agriculture and export of primary products.



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1.6 Mandate

The mandate of MMTVC is enshrined in the TVET Act, 2013 and the sessional paper No. 1 of 2019, and its objects and functions are to;

- a) Carry out training, research, innovation and creativity and other extension services.
- b) Provide directly or indirectly or in collaboration with other institutions of learning, facilities for quality training, research and innovation in technology, enterprise development, health sciences and integration of training, research and effective application of knowledge and skills to the life, work and welfare of citizens of Kenya;
- c) Promote technological innovation as well as discovery, preservation, transmission and enhancement of knowledge and stimulate the intellectual life in the economic, social, cultural, scientific and technological development;
- d) Play an effective role in the development of science, technology, engineering, agriculture and natural resource management in conjunction with the industry and to provide extension services so as to contribute to the social and economic development of Kenya;
- e) Develop market driven programmes of study including those that culminate with diplomas and certificates

1.7. Core Functions of MMTVC

Arising from its Mandate, the TVET Act, 2013 and the sessional paper No. 1 of 2019

1.7.1 Core functions are;

- a) To provide adequate and appropriate skilled artisan, crafts person, technicians and technologist at all levels of economy through practical training and work experience.
- b) Provide increased training opportunities for the increasing school leavers and other trainees to increase employability
- c) Provide continuous upgrading of skills and knowledge at the pace and ability of the trainees;
- d) To provide a dynamic curriculum responsive to the manpower needs of a dynamic economy.
- e) Impart marketable skills, technical know-how and attitudes that respond to contemporary labour market demands by industry, informal sector and self-employment;
- f) Promote dignity and decency of labour, particularly manual work;
- g) Transfer technology continuously through collaborative approach between TVET institutions and the relevant industries;



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- h) Provide life skills to trainees that will enable them to cope with the challenges of adulthood and working life.

1.7.2 Vision

A world class institution in the provision of quality and relevant skills and knowledge for dynamic needs of the labour market and employability.

1.7.3. Mission

Providing of quality and relevant skills and knowledge for dynamic needs of the labour market and employability by offering quality and relevant programmes.

1.7.4. Motto

skills for empowerment and employability.

1.7.5. Core Values

- Team work
- Professionalism and Integrity
- Transparency and Accountability
- Creativity and innovation.
- Entrepreneurship and Partnership
- Health and safety.
- Quality Service Delivery
- Diligence and commitment to Duty
- Non-discrimination
- Efficiency and Timeliness
- Flexibility in Service Delivery.
- Continual improvement and Hard work.
- Courtesy and Respect for individual Differences.
- Confidentiality and obedience.
- Fidelity to law.
- Patriotism and loyalty.
- Gracefulness and humility.
- Justice and Fairness.



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1.7.6. Methodology of Developing the Second Strategic Plan

In developing second strategic plan (2022-2027), a steering committee under the chairmanship of the registrar was appointed. The committee was mandated to complete the strategic plan by 31st July, 2022.

Determination of strategic goals, strategic objectives, strategies and activities was done through the guidance of keys stakeholders namely; teaching and non-teaching staff, Board of Governors, trainees and the community.

A questionnaire was distributed to all departments with a view to gather views of trainees, teaching and non-teaching staff. In order to engage stakeholders more closely, the committee organized workshops for BOG staff, HODs, and section heads. The appropriate legal instruments, government policy documents including sustainable development goals and the strategic plan of the ministry of education were also considered.

The Ministry of Devolution and Vision 2030 guidelines for the preparation of strategic plans and other sector policy document were also followed. This enabled the strategic planning team to identify the national, sectorial, ministerial and policy priorities that the strategic plan would address. The strategic plan takes cognizance of the spirit and the letter of the Kenya constitution.

The development of this strategic plan has been quite participatory in order to facilitate the cascading of the targets to various levels of the college's organizational structure.

Through this approach and inspirations and endeavours' of all stakeholders have been captured in this strategic plan for the MMTVC.



CHAPTER TWO THE NATIONAL AGENDA AND DEVELOPMENTAL CHALLENGES

2.0. Introduction

This chapter outlines Kenya's sustainable development goals and Vision 2030, the role of MoE and TVET and how they influence the MMTVC development plan. It outlines the challenges faced by the college in its endeavour to implement the Strategic plan.

2.1 Kenya's Development Agenda

Since independence, Kenya has been dealing with poverty, disease and ignorance as it defines its Development agenda. The country has experienced a diminished economic growth from the 1990 to early 2000s, whereby, the economic growth in GDP remained below 3%. This weak performance of the economy greatly reduced the capacity of the country to adequately attend to critical national Responsibilities. Various policies have been implemented with varying degrees of success to deal with these challenges.

The first of these policy documents, the Poverty Reduction Strategy Paper (PRSP), which covered the 2001-2004 period, isolated six sectors namely: agriculture and rural development; trade, tourism and industry; human resources development; physical infrastructure; public safety; law and public administration as vehicles for economic recovery. In 2003, the Government developed the second document; the Economic Recovery Strategy (ERS) for Wealth and Employment Creation to respond to the global economic crisis which had impacted negatively on the social, environmental and political stability of many nations, including Kenya. The strategy was effectively implemented resulting in rapid economic growth from 0.6% in 2002 to 7% in 2007.

Poverty levels were reduced from 56% in 2002 to 46% in 2006. Other public sectors such as health, education and business were also impacted positively. However, in 2008 this growth plummeted to 1.7% due to the post-election violence and the global economic downturn. The country also had its economic growth negatively affected by COVID-19 Pandemic in the period 2020/2021.

Following the successful implementation of ERS, the government developed a long-term blue print, Kenya Vision 2030. The Vision is motivated by a collective aspiration for a better society by the year 2030 to create a globally competitive and prosperous country with a high quality of life. The aim of Vision 2030 is to transform Kenya into a newly-industrialized, middle-income country providing a



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High quality of life to all its citizens in a clean and secure environment. The Vision 2030 simultaneously aspires to meet the sustainable development goals (SDGs) of 2015-2030 and African Union Agenda 2063.

Kenya vision 2030 is anchored on three key pillars: Economic, Social and Political Pillars whose foundation is science, technology, creativity and innovation. The three government policies discussed above provide the context of the challenges the country needs to address. They also provide the framework for planning by public institutions, including MMTVC.

MMTVC through this Strategic Plan will play a role in the implementation of the ,Fourth Medium term plan 2023-2027 of Vision 2030 and the BIG FOUR AGENDA. The Social pillar seeks to achieve a just, cohesive and equitable social development in a clean and secure environment. The Economic pillar aims to achieve an economic growth rate of 10 per cent per annum and sustain the same till 2030 in order to generate more resources to address the SDGs and vision goals. The Political pillar aims for an issue-based, people-centred, result-oriented and accountable democratic system. Although Education falls under the Social pillar, its functions are also greatly influenced by the Economic and Political pillars.

The current trends in Education and Research have been stipulated in Sessional Paper No. 1 of 2005 and Sessional Paper on Education reforms in Kenya 2019, which sets out the Government's commitment to:

- i. Provide alternative paths for Technical, Vocational and Entrepreneurship Training (TVET)
- ii. Institutions at all levels starting from youth polytechnics;
- iii. Create opportunities for national polytechnics to offer degree level qualifications while Retaining their present mandate;
- iv. Establish a mechanism for the accreditation of national polytechnics to offer degrees;
- v. Regularly review equipment and infrastructure needed in every institution offering technical and specialized education;
- vi. Provide mechanisms for linkages and credit transfers to facilitate horizontal and vertical Mobility;
- vii. Undertake regular labour market skills surveys and training needs assessment in collaboration with the industry;
- viii. Develop manpower development plans and provide appropriate feedback into curricular design and development; and
- ix. Review and update the existing (8-4-4), (2-6-3-3-3) and CBET CDACC technical education curriculum to make its contents more relevant and its



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implementation more flexible so as to respond to changing needs in the industry.

The Kenya Educational Sector Support Programme (KESSP) of 2005 provides guidelines on progression in school from primary level up to university level. In this arrangement, diploma graduates from TVET programmes can proceed to take degree courses in their respective areas.

To respond to challenges of policy, strategy and the industry, technical institutions need to articulate and respond to issues of strategic direction. This will ensure that the institutions continue to make required contribution and to justify their existence. This has formed the basis of this revised Strategic plan for MMTVC.

2.2 The Role of the Ministry of Education in the National Agenda

The Vision of the Ministry is *'A globally competitive education, Training, research and innovation system for sustainable development.* The Mission is *"To provide, promote and coordinate the delivery of quality education, training and research and enhance integration of science, technology and innovation into national production systems for sustainable development"*.

To achieve this, it will:

- i. Provide a pool of qualified and skilled human resource in science, technology and innovation
- ii. Create high levels of awareness and popularization of science and technology and have a society that prides in and actively promotes science, technology and innovation
- iii. Promote inventions of innovative goods and services for high standard of living
- iv. Promote industrial incubation and science and technology parks for nurturing skills and development of prototypes
- v. Promote high-end science, technical and social research activities for identification and provision of solutions to societal problems.
- vi. Development of policy framework leading to the establishment of institutions and infrastructure
- vii. Formulation, promotion, and implementation of University education, research, science and
- viii. Technology and innovation policy and strategy.
- ix. Development, promotion and coordination of university and continuing education and
- x. Technical, Vocational and Entrepreneurship Training (TVET)
- xi. Authorization, coordination, inventory and dissemination of research
- xii. Formulation, promotion and implementation of TVET policy and strategy.



- xiii. Establishment, accreditation, quality assurance and supervision of TVET institutions.

2.3 The Role of the TVET in the National Agenda and Vision 2030

The global economy, including Kenya, is undergoing rapid development into a knowledge-based economy, where technology, driven by skills and innovation, will be among the key determinants to enhance efficiency, productivity and competitiveness. In this respect, tertiary training and science, technology and innovation have become important enabling tools, leading to changes in the competitiveness advantage of economies worldwide.

The strategies for promoting TVET as spelt out in the Vision 2030 and Sessional Paper no. 1 of 2019 on Education Reforms in Kenya include:

- i. Delivering the required skills for employability and job creation in support of priority growth Sectors.
- ii. Training for micro and small enterprises through the TVET institutions
- iii. Using TVET institutions to correct disparities within Kenyan society
- iv. Ensuring that there is a matching of skills to market demand by effectively provisioning TVET
- v. institutions which absorb the many primary school graduates who choose to pursue TVET
- vi. Promoting e-learning at TVET institutions. This is expected to facilitate efficient and effective
- vii. Achievement of TVET objectives and at the same time promote utilization of ICTs in Kenya.
- viii. Clearly the Government has recognized the importance of TVET in anticipation of the expected increase in primary and secondary school output. Under Kenya Vision 2030, it is anticipated that serious measures will need to be put in place to upgrade TVET Institutions to enable them to provide training in skills consistent with emerging technologies.

2.4 The Role of MMTVC in the National Development Agenda and Vision2030

To achieve the goals of vision 2030 whose foundation is science, technology and innovation, MMTVC will play the crucial role of providing quality training and education to its graduates in order to enhance productivity and competitiveness. This will be achieved through provision of better learning environment, improved teaching skills, provision of relevant learning resources and facilities.

In support of the outcomes of Vision 2030 in this strategic period, MMTVC will implement the following key result areas: -

- i. Establishment and improvement of Infrastructural facilities.



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- ii. Enhancement of Training and Learning resources.
- iii. Human resource capacity building.
- iv. Establishment and improvement of ICT Infrastructural facilities.
- v. Improvement of Marketing and corporate image.
- vi. Resource mobilization and management.
- vii. Improvement of TVET Greening initiative and programs.
- viii. Enhancement of stakeholder's alliances and partnerships and collaborations.
- ix. Efficiency and effectiveness of curriculum development, monitoring and evaluation.
- x. Efficiency and effectiveness of the use of training support resources.
- xi. Diversity and inclusion.

2. 5 Linkages and Collaboration.

MMTVC will recognise and collaborate with Universities, National polytechnics, Teacher trainer colleges, Technical and Vocational colleges, Vocational Training centres and other development partners either directly or indirectly supporting implementation of the institution's objectives. We will benchmark worldwide with the best to make sure that we are offering the best to our clients.



CHAPTER THREE SITUATIONAL ANALYSIS

3.0. Introduction

According to Nyamai (2022) The enrollment of trainees in technical and vocational education and training (TVET) institutions has doubled in the last five years to a total of 498,326 trainees.

According to the 2022 economic survey the enrollment of trainees seeking market places skills in the institutions of higher learning has been increasing gradually every year from the 267,365 trainees who were enrolled in 2017.

The growth is attributed to deliberate efforts by the ministry of education and the government to invest heavily in the TVET sector. The survey shows that the overall enrolment in the TVET institutions grew by 10.4% from 452,202 in 2021 to 498,326 in 2022.

In less than 10 years to the end of Kenya's long-term plan of vision 2030, the country is expected to achieve the status of a newly industrializing middle level income through the provision of high quality life to all its citizens.

According to vision 2030, education and training is among the seven social factors primed to contribute towards this transformation by helping unlock the country's development potential.

Technical and vocational training is among the pathways expected to contribute towards the sharpening of Kenyan brains, hence the development of a national TVET systems.

The overall goal of TVET is to produce a critical mass of well-trained human resources to implement programs and projects identified in Kenyans vision 2030.

This chapter presents an analysis of both the internal and external environments of MMTVC in order to understand the college's own capabilities, customers and business environment.

A systematic collection and study of past and present data is done to identify trends, forces, and conditions with the potential to influence the performance and growth of the college. This provides a platform for choosing appropriate strategies. In carrying out situational analysis, the following approaches have been used:

1. PESTEL Analysis
2. SWOT analysis
3. Stakeholder analysis



3.1. PESTEL Analysis

The political, economic, social, technological, legal and physical environmental factors have significant influence on MMTVC's performance. An assessment of the current and potential factors that are likely to affect MMTVC's operations was undertaken with a view to determine changes that may be needed in its objectives, strategies and/or activities.

3.1.1 PESTEL Analysis

<p>Political</p> <ul style="list-style-type: none"> • Taxation policy affects the revenue of the College. • Foreign trade policy on movement of goods and services into and out of the institution. • Trade restrictions and Tariffs • Government stability act of governance. • Political stability on acts of activism. • 	<p>Technological</p> <ul style="list-style-type: none"> • Government spending on research and development. • Government/Industry focus on technological advancement. • New discoveries/development • Speed of technology transfer • Rates of obsolescence • Inadequate ICT Skills and Systems. • Low utilization of ICT Capacity. • unenhanced communication systems
<p>Economic</p> <ul style="list-style-type: none"> • Business cycles-Booms and Recession leads to income changes to the organization. • Interest rates • Inflation • Unemployment • Disposable incomes • Energy availability and cost 	<p>Environmental</p> <ul style="list-style-type: none"> • Environmental protection laws • Climate and climate change • Carbon to print targets • Business ethics • Sustainability • Institutional Facilities. • Facilities are adapted for PWDs.
<p>Socio-cultural</p> <ul style="list-style-type: none"> • Population demographics • Income distribution • Social mobility • Life style changes • Attitude to work and leisure • Consumerism • Levels of education 	<p>Legal</p> <ul style="list-style-type: none"> • Employment law • Consumer rights and laws • Health and safety law • Monopolies legislation • Dissemination law and equal opportunities • Advertising standards • Product labelling and product safety • Legal framework • Regional and International protocols



	<ul style="list-style-type: none"> Conflict in governance structures in TVET Institutions-KNQA, TVETA, KICD, TVET CDACC-KNEC.
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3.2 SWOT ANALYSIS

The degree to which MMTVC will fulfil its mandate will depend on its internal strengths and weaknesses, as well as opportunities and threats. In this regard therefore, it is necessary that the institution's strengths, weaknesses, opportunities and threats be identified as a prerequisite for identifying the key result areas and objectives.

Strengths	Strategic implication	Strategic response
Qualified and committed staff	<ul style="list-style-type: none"> High level of performance High productivity 	<ul style="list-style-type: none"> Maximized utilization of staff Retained staff through motivation
Strategic position	<ul style="list-style-type: none"> Potential market for additional income. Conducive environment for learning. Easy accessibility. 	<ul style="list-style-type: none"> Garage established Farming established Conference facilities established Hospitality facility established
Land for expansion	<ul style="list-style-type: none"> Room for expansion 	<ul style="list-style-type: none"> college Infrastructure and facilities expanded. new programmes introduced
Availability of job market for the trainees	<ul style="list-style-type: none"> High enrolment 	<ul style="list-style-type: none"> programmes awareness created through marketing and publicity
Good governance	<ul style="list-style-type: none"> High productivity Quality training 	<ul style="list-style-type: none"> Carried out Continuous improvement
Good infrastructure and Training facilities	<ul style="list-style-type: none"> Ability to enroll more trainees Offering relevant training skills. 	<ul style="list-style-type: none"> Marketing stepped up. Increased trainees enrolment new programs introduced innovation and creativity strengthened Increased Partnerships and collaboration.
Wide catchment area	<ul style="list-style-type: none"> Ability to enroll more trainees 	<ul style="list-style-type: none"> marketing Stepped up. Increased trainees enrolment new programmes introduced



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		<ul style="list-style-type: none"> • innovation and creativity Strengthened
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Weaknesses	Strategic implications	Strategic response
Long distance from Narok town	<ul style="list-style-type: none"> • Expensive commuting • Lack of weekend and evening classes 	<ul style="list-style-type: none"> • Male hostels built. • Private partnership for affordable accommodation increased • Open-Learning Distance Introduced. • Trainees transported by College bus from Narok to the Institution
Lack of accommodation for trainees and staff	<ul style="list-style-type: none"> • Low enrolment • Resources under-utilized 	<ul style="list-style-type: none"> • Hostels facilities expanded • Private entrepreneurs' hostel around the college constructed • Partnered with private developers for trainees and staff accommodation. • A college bus purchased
Over-reliance on government grants	<ul style="list-style-type: none"> • Uncertainty in planning • Hindered target achievement • Delayed project implementation 	<ul style="list-style-type: none"> • Revenue generation have increased
Inadequate training and learning resources	<ul style="list-style-type: none"> • Low enrolment • Low quality of training and learning • Poor performance 	<ul style="list-style-type: none"> • Training and learning resources equipped and expanded. • Public-Private partnership enhanced. • Innovation and creativity encouraged
Lack of permanent perimeter fence and gate	<ul style="list-style-type: none"> • Security challenge • Unwarranted access 	<ul style="list-style-type: none"> • Compound fenced and gate constructed • Control management accessed.



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Clean water available but not supplied to various points of the college	<ul style="list-style-type: none"> • Health and safety challenges • Cost implication 	<p>Partner with other stakeholders to:</p> <ul style="list-style-type: none"> • Harvest Rain water harvested • River water dammed and treated • Supply water to various point of the college
Health care facility available but yet to be fully equipped	<ul style="list-style-type: none"> • Loss of learning and training time. • Costly to the parents and the College. 	<ul style="list-style-type: none"> • Partnered with stakeholders to equipped the health facility in the institution. • Budgetary allocation for the College dispensary.
Inadequate of sports and games infrastructure	<ul style="list-style-type: none"> • Limited participation in co-curricular activities • Poor results in co-curriculum activities 	<ul style="list-style-type: none"> • Sports and games facilities constructed. <p>Partnered with other stakeholders and constructed games and sports facilities.</p>
Inadequate sanitary facilities	<ul style="list-style-type: none"> • Health threats 	<ul style="list-style-type: none"> • Maintained and Established ablution facility for People with Disability (PWD's) within the tuition block and other strategic points of the College. • Construct an incinerator.
Procurement procedures and regulations.	<ul style="list-style-type: none"> • Delay of supplies and services • Frustration of staff • Legal implication 	<ul style="list-style-type: none"> • Improved procurement procedures • Adhered to procurement procedures and regulations.
Rationalization of staffing	<ul style="list-style-type: none"> • Under /over utilization of human resource 	<ul style="list-style-type: none"> • Developed a human resource policy for both training and non-teaching staff
Inadequate forest cover	<ul style="list-style-type: none"> • Dry spells and soil erosion 	<ul style="list-style-type: none"> • Improved forest cover by planting trees through



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		partnering with relevant government departments and other stakeholders
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Opportunities	Strategic implications	Strategic response
Wide catchment area	<ul style="list-style-type: none"> Ability to enroll more trainees 	Developed a marketing strategy
Increased funding from the government and non-governmental organizations to the trainees.	<ul style="list-style-type: none"> Increased enrolment Increase retention and progression. 	<ul style="list-style-type: none"> Created awareness to govern funding. Created awareness of non-governmental Organization funding
High demand for technical training in the country	<ul style="list-style-type: none"> Wider catchment area 	<ul style="list-style-type: none"> Created awareness through publicity and marketing
Strategic location	<ul style="list-style-type: none"> Conducive learning environment for regular /short programs, seminars and social activities. 	<ul style="list-style-type: none"> Created revenue through social activities and increased trainee's enrolment
Demand for social amenities	<ul style="list-style-type: none"> Conducive for seminars and social activities. 	<ul style="list-style-type: none"> Created revenue through seminars and social activities
Goodwill from County Government and National Government(CDF)	<ul style="list-style-type: none"> Increased infrastructure Increased trainees enrolment 	<ul style="list-style-type: none"> Improved service delivery Improved quality training
Threats	Strategic implications	Strategic response
HIV/Drug /substance abuse/ contiguous diseases- COVID-19	<ul style="list-style-type: none"> Low productivity Loss of manpower Increase in the cost of treatment 	<ul style="list-style-type: none"> Sensitized trainees and staff Partnered with stakeholders for training Got more support for treatment and rehabilitation from partners
Competition from private and other public institutions	<ul style="list-style-type: none"> Reduced enrolment 	<ul style="list-style-type: none"> Offered quality services Offered market oriented programmes <p>Offered competent based programmes</p>



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Cultural practices	<ul style="list-style-type: none"> • Reduced enrolment 	<ul style="list-style-type: none"> • Created awareness through marketing and publicity
Policy changes	<ul style="list-style-type: none"> • Uncertain planning • Interference with college programmes 	<ul style="list-style-type: none"> • Changed strategies continuously • Consultancy continued
Unfriendly environment for persons with disabilities	<ul style="list-style-type: none"> • Low enrolment for PWD 	<ul style="list-style-type: none"> • Improved environment for PWDs
ASAL region with high level of poverty and illiteracy	<ul style="list-style-type: none"> • Low enrolment 	<ul style="list-style-type: none"> • Created awareness of alternative funding to training • Created awareness on the importance of TVET programs in empowering individuals

3.3 Stakeholder Analysis

For efficiency and effectiveness, MMTVC will respond to expectations of different stakeholders.

Stakeholders	Stakeholders' expectations	Strategic response
Trainees	<ul style="list-style-type: none"> • Quality training • Conducive learning and training environment • Sufficient facilities 	<ul style="list-style-type: none"> • Hands on training • Integration of ICT in training • Well maintained infrastructure • Increased hostel facilities • Competent staff • Equipped workshops ,labs and library
Parents/ ministry/ government/ International Community	<ul style="list-style-type: none"> • Financial sustainability • Fulfilment of mandate • Creation of training opportunities • Environmental, social and Corporate governance 	<ul style="list-style-type: none"> • Income generating activities • Increased enrolment • Efficient management of allocated funds • Diversification of training and learning programs.
Board of Governors	<ul style="list-style-type: none"> • Economical operations 	<ul style="list-style-type: none"> • Minimize loss /wastage



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	<ul style="list-style-type: none"> Well managed infrastructure and institution Creative and innovative development Research and development 	<ul style="list-style-type: none"> Develop and implement maintenance schedules Implement income generating opportunities Initiate market friendly courses/ programmes. Partnerships and collaborations development
MMTVC staff	<ul style="list-style-type: none"> Conducive working environment Staff development Competitive remuneration Occupational health and safety standards 	<ul style="list-style-type: none"> Maintenance of infrastructure Sponsorship of staff for training Provision of protective gear for health and safety Better salaries, promotions and motivations Provision of firefighting systems at strategic locations.
Industry/employers	<ul style="list-style-type: none"> Competent and innovative graduates Partnerships and Collaborations 	<ul style="list-style-type: none"> Quality training and industrial attachment Supporting innovations and creativity Strengthening industrial liaisons and collaborations
Suppliers	<ul style="list-style-type: none"> Timely payments Transparent procurement process Supplier development 	<ul style="list-style-type: none"> Initiate efficient procurement process. Ensure quality control in procurement. Timely supplies.
Neighboring Community	<ul style="list-style-type: none"> Market related courses/ programmes Recreation and social facilities Peaceful co-existence Availability of training opportunities 	<ul style="list-style-type: none"> Diversification of training programmes Construction of conference facilities Maintenance of grounds for social events



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	<ul style="list-style-type: none"> • Competent graduates • Accurate, adequate and timely information 	<ul style="list-style-type: none"> • Initiate community projects as part of CSR
Kenya Bureau of Statistics	<ul style="list-style-type: none"> • Disaggregated data 	<ul style="list-style-type: none"> • Quality data bank
NEMA	Compliance with EMC Act	<ul style="list-style-type: none"> • Sensitization on EMC Act. • Acquisition of relevant EMC certificate
Kenya Bureau of standards	<ul style="list-style-type: none"> • Quality standards and services 	<ul style="list-style-type: none"> • Quality standards observed • Quality services offered



CHAPTER 4 STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

4.0 Strategic Issues

From the review of the situation the following issues have been identified as the critical areas of focus from the strategic planning period.

1. Establishment and improvement of Institutional facilities.
2. Enhancement of Training and Learning resources.
3. Human resource capacity building.
4. Establishment and improvement of ICT Infrastructural facilities.
5. Improvement of Marketing and corporate image.
6. Resource mobilization and management.
7. Improvement of TVET Greening initiatives and programs.
8. Enhancement of stakeholder's alliances and partnerships and collaborations.
9. Efficiency and effectiveness of curriculum implementation, monitoring and evaluation.
10. Efficiency and effectiveness of the use of training support resources.
11. Diversity and inclusion.

4.1 Strategic issues

4.1.1 Infrastructural facilities.

=20%*1,321,520,000=264,304,000

a. Water -5,286,080

Strategic Objective one: To source and supply clean water.

- Supply water to various points of the college through elevated water tank from the borehole.
- Harvest rain water.
- Supply and treat water from the nearby stream.

b. Fence and a Gate-13,215,200

Strategic objective: To secure college land by maintaining the perimeter fence and completion of the main gate.

Strategies:

- Maintenance of the perimeter fence.
- Completion of main gate.

c. Roads and drainage -10,572,160

Strategic objective: To construct internal roads and drainage system.



Strategies:

1. Construct a tarmacked internal road network which will cater for all categories of users.
2. Construct the drainage system.

d. Workshops-79,291,200

Strategic objective: To construct and equip workshops.

Strategies:

i. Equip the workshops

- ICT ,
- Building and Construction
- Mechanical
- Electrical and Electronics
- Hospitality and Institutional management
- Business
- Fashion and Design
- Hair and Beauty therapy
- Leather work

ii. Construction of workshops. -

- ICT
- Fashion and Design
- Hair and Beauty therapy
- Extension of Hospitality
- Leather work

e. Games and sports facilities -13,215,200

Strategic objective: To construct and equip games and sports facilities.

Strategies:

- Construct and equip the games and sports facilities.

f. Sanitary facilities-13,215,200

Strategic objective: To construct ablution in strategic areas within the College to cater for trainees and trainers with diverse needs.

Strategies:

- i. Construction of ablution in strategic areas within the College to cater for trainees and trainers with diverse needs.
- ii. Construct a new ablution to serve a population of 2000 people.

g. Staff quarters -5,286,080

Strategic objective: To construct two staff houses.



Strategies:

- i. Construct one teaching staff house.
- ii. Construct one non-teaching staff house.

h. Vehicles-7,929,120

Strategic objective: To purchase two college vans for driving school and college activities.

Strategies:

- Purchase two vans for driving school and operations.

i. To extend kitchen and hospitality workshop:

Strategic Objective: To extend kitchen

- a) Extend the Kitchen for services liberalization.

Strategies: To extend the Kitchen for services liberalization.

- b) Extend Hospitality workshop for training.

Strategies: To extend Hospitality workshop.

j. Hostels-39,645,600

Strategic Objective: To build permanent hostels for both men and women.

Strategy:

- i. Construct a permanent hostel for men of a thousand (1000) capacity.
- ii. Construct a permanent hostel for women of a thousand (1000) capacity.

k. Ramp-13,215,200

Strategic objective: To construct a ramp in the main building.

l. Fire exit-13,215,200

Strategic objective: To construct a fire exit in the College premises.

m. Pavements - 13,215,200

Strategic objective: To construct pavements to all places within the Institution.

n. Day care centre-2,643,040

Strategic objective: To construct Day care centre for female trainers and trainees.

o. Lecture Halls:18,501,280

Strategic objective: To construct lecture halls

p. Administration Block: 16,858,240

Strategic objective: To construct Administration Block



4.1.2. Training and Learning Resources.

Strategic Objectives: To acquire training and learning resources

Strategies:

- a. Equip existing workshops: ICT, automotive, mechanical, hospitality, building technology and electronic and electronics workshops.
- b. Acquire library materials.
- c. Acquire ICT equipment for training and learning

4.1.3. Human Resource Capacity.

Strategic objective: To recruit more and qualified staff

Strategies:

- a. Recruit more staff in the areas of need
- b. Enhance human resource capacity building.
- c. Develop human resource capacity building policy
- d. Ensure employee satisfaction.
- e. Ensure and sustaining the performance management systems.
- f. Observe and adhere to human resource professional codes of conduct and ethics.

4.1.4. ICT Equipment.

Strategic Objective: To equip the existing ICT training facility.

Strategies

- a. Increase number of computers.
- b. Increase Internet connectivity.
- c. Acquire MIS system with additional modules.

4.1.5. Marketing and Corporate Image.

Strategic Objective: To develop a marketing and publicity strategy for the college

Strategies:

- i. To develop and Implement a marketing and publicity plan
- ii. Monitor and evaluate the plan

4.1.6. Resource mobilization and management.

Strategic Objective: To mobilize and manage financial resources



Strategies:

- a. Increase student enrolment
- b. Lobby for more funding from the national government, county government and other well-wishers.
- c. Establish income generating activities:
 - i. Sustainable agri-business
 - a. Crop production
 - b. Dairy production
 - ii. Off-Campus courses.
 - iii. Kitchen services liberalization.
 - iv. MMTVC Hospitality & Tourism Enterprise services.
 - a. Restaurant services.
 - b. Tourism enterprise services.
- d. To strengthen budgeting and budgetary controls
- e. To maintain debt-equity ratios at zero

4.1.7. Improvement of TVET Greening initiative and programs.

Strategic Objective: To mobilize Greening initiatives and programs

- a. Ensure proper waste management.
- b. To increase the forest cover in line with the national forest coverage
- c. To conserve riparian land.

4.1.8. Stakeholders' alliances, partnerships and collaborations.

Strategic Objective: To establish Stakeholders' alliances, partnerships and collaborations.

Strategies:

- a. Open sharing of information
- b. Joint Curriculum development, implementations and evaluation.
- c. Graduates internships and mentorships
- d. Research and development partnerships.
- e. Joint Marketing and publicity.

4.1.9. Curriculum development, monitoring and evaluation.

Strategic objective: To ensure efficiency and effectiveness of curriculum development, monitoring and evaluation

Strategies: To effectively use professional tools of trade e.g. Syllabuses, course outline, lesson notes, lesson plan, and records of work covered, trainee progress record.



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4.1.10. Efficient and effective use of training support resources.
Strategic Objective: To ensure efficiency and effectiveness in the use of training support resources.

Strategy: To efficiently and effectively use training support resources.

4.1.11. Diversity and inclusion

Strategic Objective: To ensure diversity and inclusion in services provision.

Strategy: To effectively and efficiently provide diverse and inclusive services.



CHAPTER FIVE

5.0 INSTITUTIONAL CAPACITY AND RESOURCE MOBILIZATION

5.1 Introduction

This chapter addresses the college's capacity and resource mobilization aspects of the strategic plan. It outlines the capacity development strategies, the human resources strategies and measures to reduce cost.

- a. Capacity development strategies
- b. Human Resource
- c. Staffing Levels and Organizational Structure.

The success of any organization is highly dependent on the quality of its human resource. The college has therefore developed a capacity building strategy that will ensure optimal staffing and retention of qualified personnel and motivate workforce through conducting training needs assessment, capacity need assessment and employees satisfaction surveys. The strategy aims at improvement staff performance and ensures the availability of adequate resources and infrastructure. Table 5.1.1 shows the current academic staffing levels while Table 5.1.2 shows the current staffing levels for the non-academic staff. The college endeavours to acquire and retain competent highly performing staff through the strategic period.

Table 5.1.1: Current Academic Staffing Level

DEPARTMENT	QUALIFICATION							
	PHD	Masters	Bachelors	Higher Diploma	Diploma	Certificate	Others	Total
Administration	-	3	2	1	-	-	-	6
ICT	-	-	8	-	-	-	-	8
Electrical	-	-	9	2	-	-	-	11
Hospitality and Institutional Management	-	-	10	-	3	-	-	13
Mechanical	-	-	7	-	1	-	-	8
Liberal Studies	-	-	1	-	-	-	-	1
Applied Science	-	-	2	-	-	-	-	2
Building and Civil Engineering	-	-	2	1	2	-	-	5
Business	-	3	9	2	3	-	-	17
TOTAL	-	6	50	6	9	-	-	71



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Department	Qualification							Total
	PHD	Masters	Bachelors	Higher Diploma	Diploma	Certificate	others	
Administration	0	0	0	0	1	1	0	02
Finance	0	0	2	0	1	0	0	03
Kitchen	0	0	0	0	0	1	06	07
Grounds/cleaning	0	0	0	0	0	0	08	08
Estate	0	0	0	0	0	0	01	01
Security	0	0	0	0	0	1	11	12
Dispensary	0	0	0	0	0	01	0	01
Procurement and supplies	0	0	02	0	1	0	0	03
Human Resource	0	0	1		0	0	0	01
Farm	0	0	0	0	1	0	03	04
Library	0	0	1	0	1	0	0	02
Transport	0	0	0	0	0	1	0	01
Registry	0	0	1	0	0	0	0	01
Reprographic	0	0	0	0	0	1	0	01
ICT Technician	0	0	0	0	1	0	0	01
Hospitality Technician	0	0	0	0	1	0	0	01
Electrical Technician	0	0	0	0	1	0	0	01
Mechanical Technician	0	0	0	0	0	1	0	01
Housekeeping	0	0	0	0	0	0	0	00
Internal Auditor	0	0	0	0	0	0	0	00
Total	0	0	7	0	8	7	29	51

Table 5.1.2: Current Non-Academic Staffing Levels



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5.2 Organisation Structure

A well designed organizational structure is important for the delivery of quality services in an efficient and cost-effective manner. It further recognizes the key support functions to the core business and the facilitation of efficient management of information and communication for decision making.

Table 5.1.3



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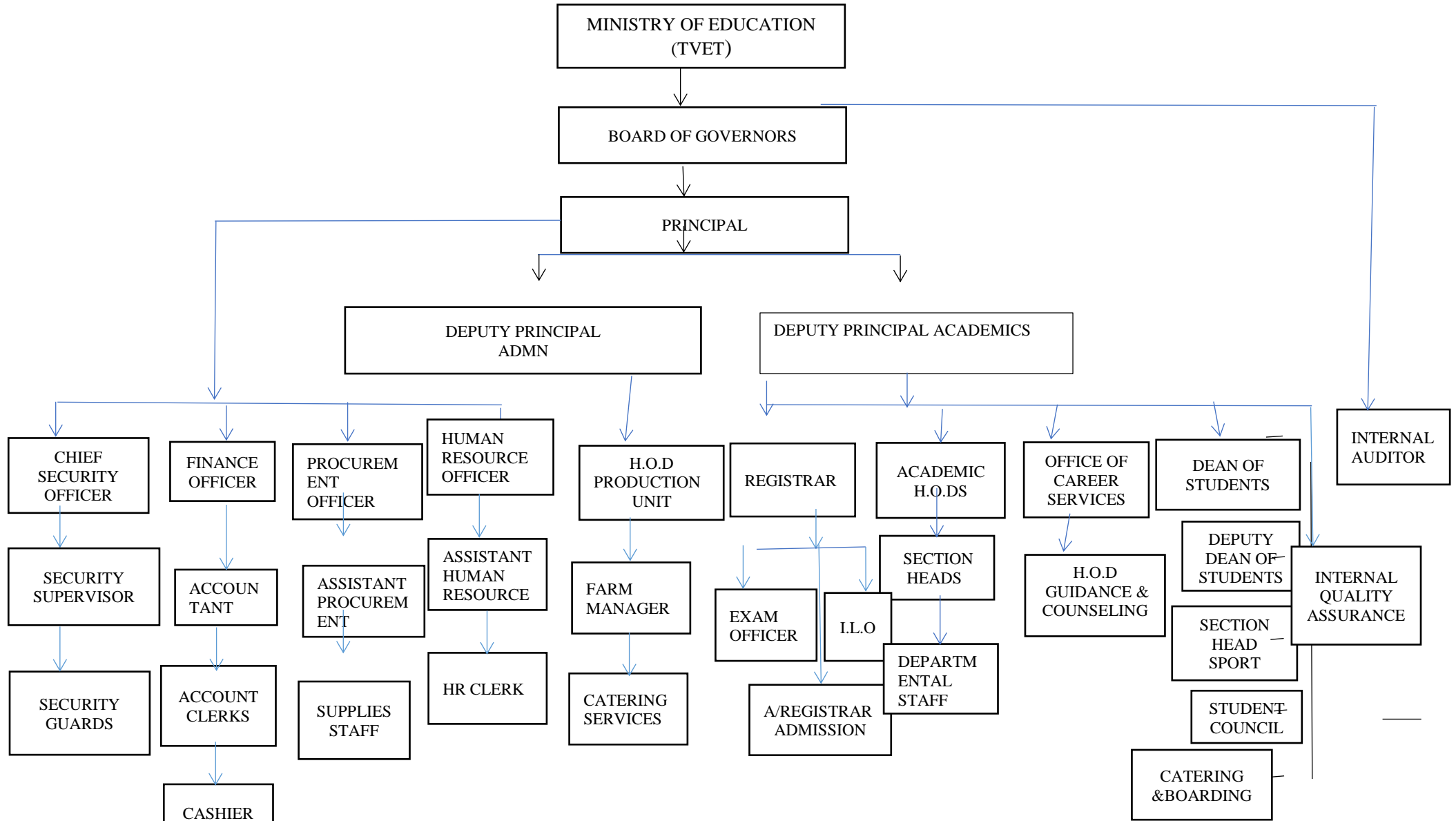
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INSTITUTIONAL ORGANIZATIONAL STRUCTURE





5.3. Resource Flow and Utilization

Resource mobilization is critical to the implementation of this Strategic Plan. Estimates of the resources required to implement the Plan have been provided after costing activities, projects and programs.

The budgetary provisions have been projected over the period.

The source of funding for the implementation of this Strategic Plan will depend largely on the grant allocations, internal income generation and donation from well-wishers.

A summary of the projected budget for the financial years 2018- 2022 is provided in 5.1.4 (Revenue projections) and 5.1.5 (cash flow projections).

Table 5.1.4: Revenue Projections

Key Result Areas /Strategic Objectives		2022/2023 Ksh. (Million) 10%	2023/2024 Ksh. (Million) 15%	2024/2025 Ksh. (Million) 30%	2025/2026 Ksh. (Million) 30%	2026/2027 Ksh. (Million) 15%	Total Ksh. (Million) 100%
+Key Result Area 1. Infrastructure	Strategic Objective (a) Water	0.5	0.8	1.6	1.6	0.8	5.3
	Strategic Objective (b) Fence and Gate	1.3	2.0	4.0	4.0	2.0	13.3
	Strategic Objective (c). Roads and drainage	1.1	1.6	3.2	3.2	1.6	10.7
	Strategic Objective (d). Workshops	7.9	11.9	23.8	23.8	11.9	79.3
	Strategic Objective (e) Games and sports facilities	1.3	2.0	4.0	4.0	2.0	13.3



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	Strategic Objective (f) Sanitary facilities	1.3	2.0	4.0	4.0	2.0	13.3
	Strategic Objective (g) Staff quarters	0.5	0.8	1.6	1.6	0.8	5.3
	Strategic Objective (h) Vehicles	0.8	1.2	2.4	2.4	1.2	8.0
	Strategic Objective (i) To extend kitchen and hospitality workshop	1.6	2.4	4.8	4.8	2.4	16.0
	Strategic Objective (j). Hostels	2.4	3.6	7.1	7.1	3.6	23.8
	Strategic Objective (k) Ramp	1.3	2.0	4.0	4.0	2.0	13.3
	Strategic Objective (l) Fire exit	1.3	2.0	4.0	4.0	2.0	13.3
	Strategic Objective (m) Pavements	1.3	2.0	4.0	4.0	2.0	13.3
	Strategic Objective (n) Day care centre	0.3	0.4	0.8	0.8	0.4	2.7
	Strategic Objective (o)	1.9	2.8	5.6	5.6	2.8	18.7



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	Lecture Halls						
	Strategic Objective (p) Administration Block	1.6	2.4	4.8	4.8	2.4	16.0
	Total	26.4	39.6	79.3	79.3	39.6	264.2
Training and learning resources	Strategic Objective (a) Equip existing workshops	11.9	17.8	35.7	35.7	17.8	118.9
	Strategic Objective (b) Acquire library materials	4.0	6.0	11.9	11.9	6.0	39.8
	Strategic Objective (c) Acquire ICT equipment for training and learning	4.0	6.0	11.9	11.9	6.0	39.8
	Sub Total	19.8	29.7	59.5	59.5	29.7	198.2
Human resource capacity	Strategic Objective (a) Recruit more staff in the areas of need	3.3	5.0	10.0	10.0	5.0	33.3
	Strategic Objective (b) Enhance	1.3	2.0	4.0	4.0	2.0	13.3



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	human resource capacity building.						
	Strategic Objective (c) Develop human resource capacity building policy	1.3	2.0	4.0	4.0	2.0	13.3
	Strategic Objective (d) Ensure employee satisfaction.	3.3	5.0	10.0	10.0	5.0	33.3
	Strategic Objective (e) Ensure and sustaining the performance management systems.	2.6	4.0	8.0	8.0	4.0	26.6
	Strategic Objective (f) Observe and adhere to human resource professional codes of conduct and ethics.	1.3	2.0	4.0	4.0	2.0	13.3
	Sub total	13.2	19.8	39.6	39.6	19.8	132.0



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ICT equipment	Strategic Objective (a) Increase number of computers.	3.0	4.5	8.9	8.90	4.5	29.8
	Strategic Objective (b) Increase Internet connectivity.	3.0	4.5	8.9	8.9	4.5	29.8
	Strategic Objective (c) 3. Acquire MIS system with additional modules.	13.9	20.8	41.6	41.6	20.8	138.7
	Total	19.8	29.7	59.5	59.5	29.7	198.2
Marketing and corporate image	Strategic Objective (a) To develop and Implement a marketing and publicity plan	6.6	9.9	19.8	19.8	9.9	66.0
	Strategic Objective (b) Monitor and evaluate the plan	6.6	9.9	19.8	19.8	9.9	66.0
	Total	13.2	19.8	39.6	39.6	19.8	132.0



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Resource Mobilization Management	Strategic Objective (a) Increase student enrolment	0.1	0.2	0.4	0.4	0.2	1.3
	Strategic Objective (b) Lobby for more funding from the national government, county government and other well-wishers	0.3	0.4	0.8	0.8	0.4	2.7
	Strategic Objective (c).i.a a.Crop production	0.9	1.4	2.8	2.8	1.4	9.3
	Strategic Objective (c).i.b Dairy production	1.1	1.6	3.2	3.2	1.6	10.7
	Strategic Objective (ii) Off-Campus courses	3.6	5.4	10.7	10.7	5.4	35.8
	Strategic Objective (iii) Kitchen services liberalization	2.6	4.0	7.9	7.9	4.0	26.4



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	Strategic Objective (iv)a Restaurant services.	1.6	2.4	4.8	4.8	2.4	16.0
	Strategic Objective (iv)b Tourism enterprise services	1.1	1.6	3.2	3.2	1.6	10.7
	Strategic Objective (d) To strengthen budgeting and budgetary controls	0.7	1.0	2.0	2.0	1.0	6.7
	Strategic Objective (e) a.To maintain debt-equity ratios at zero	1.3	2.0	4.0	4.0	2.0	13.3
	Total	13.2	19.8	39.6	39.6	19.8	132.0
Improvement of TVET Greening initiative and programs.	Strategic Objective (a) Ensure proper waste management.	2.0	3.0	6.0	6.0	3.0	20.0
	Strategic Objective (b) To increase the forest cover in line with the national	1.2	1.8	3.6	3.6	1.8	12.0



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	forest coverage						
	Strategic Objective (c) To conserve riparian land.	0.8	1.2	2.4	2.4	1.2	8.0
	Total	4.0	6.0	11.9	11.9	6.0	39.8
Stakeholder s' alliances, partnerships and collaboratio ns.	Strategic Objective (a) Open sharing of informati on	0.07	0.1	0.2	0.2	0.1	0.7
	Strategic Objective (b) Joint Curriculu m developm ent ,impleme ntations and evaluatio n	2.0	3.0	6.0	6.0	3.0	20.0
	Strategic Objective (c) Graduate s internship s and mentorshi ps	2.0	3.0	6.0	6.0	3.0	20.0
	Strategic Objective (d) Research and developm ent partnersh ips	2.0	3.0	6.0	6.0	3.0	20.0



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	Strategic Objective (e) Joint Marketing and publicity	0.6	0.9	1.8	1.8	0.9	6.0
	Total	6.6	9.9	19.8	19.8	9.9	66.0
Curriculum development, monitoring and evaluation	Strategic Objective . To ensure efficiency and effectiveness of curriculum development, monitoring and evaluation	4.0	6.0	11.9	11.9	6.0	39.8
Efficient and effective use of training support resources.	Strategic Objective . To ensure efficiency and effectiveness in the use of training support resources .	5.3	7.9	15.9	15.9	7.9	52.9
Diversity and inclusion.	Strategic Objective To ensure diversity and inclusion	6.6	9.9	19.8	19.8	9.9	66.0



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	in services provision.						
Grand Total							1,321.5



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Table 5.1.5: Cash flow Projections

Revenue/ Expenditure Projections	Key Result Areas	2022/ 2023 Ksh. (Million) 10%	2023 /2024 Ksh. (Million) 15%	2024/2 025 Ksh. (Million) 30%	2025/2 026 Ksh. (Million) 30%	2026/202 7 Ksh. (Million) 15%	Total Ksh. '000' (Million)
	Establishment and improvement of Infrastructural facilities.	26.4	39.6	79.3	79.3	39.6	264.2
	Enhancement of Training and Learning resources.	19.8	29.7	59.5	59.5	29.7	198.2
	Human resource capacity building.	13.2	19.8	39.6	39.6	19.8	132.0
	Establishment and improvement of ICT Infrastructural facilities.	19.8	29.7	59.5	59.5	29.7	198.2
	Improvement of Marketing and corporate image.	13.2	19.8	39.6	39.6	19.8	132.0
	Resource mobilization and management.	13.2	19.8	39.6	39.6	19.8	132.0
	Improvement of TVET	4.0	6.0	11.9	11.9	6.0	39.8



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	Greening initiative and programs.						
	Enhancement of stakeholder's alliances and partnerships and collaborations.	6.6	9.9	19.8	19.8	9.9	66.0
	Curriculum development, monitoring and evaluation	4.0	6.0	11.9	11.9	6.0	39.8
	Efficiency and effectiveness of the use of training support resources.	5.3	7.9	15.9	15.9	7.9	52.9
	Diversity and inclusivity	6.6	9.9	19.8	19.8	9.9	66.0
	Other Expenditure						
	Total						1,321.5
Revenue Projections	Students Fees	84.6	126.9	253.9	253.9	126.9	846.2
	Practical Fee(Technical)	11.3	16.9	33.8	33.8	16.9	112.7
	Practical Fee(CBET)	3.0	4.5	9.0	9.0	4.5	30.0
	Development Fee	6.8	10.1	20.3	20.3	10.1	67.6
	Accommodation Fee	13.5	20.3	40.5	40.5	20.3	135.1
	Staff quarters	0.07	0.1	0.2	0.2	0.1	0.7



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	Canteen	0.009	0.013	0.027	0.027	0.013	0.09
	Milk	0.4	0.7	1.3	1.3	0.7	4.4
	Cabbages	0.2	0.2	0.5	0.5	0.2	1.6
	Kales	0.1	0.2	0.4	0.4	0.2	1.3
	Spinach	0.05	0.08	0.2	0.2	0.08	0.6
	Beans	0.02	0.04	0.07	0.07	0.04	0.2
	Meals	12.0	18.0	36.0	36.0	18.0	120.0
	Admission fee	0.2	0.2	0.5	0.5	0.2	1.6
	Total	132.2	198.2	396.5	396.5	198.2	1,321.6
	Total						
Gaps							0



5.3. Cost management measures

Cost management measures must not cause a decrease in the institution's ability to meet its customer's needs today or its ability to changes in the business environment in the future.

MMTVC will adopt the following 6 steps to develop well-defined cost management strategies.

- i. Establish a cost management committee
- ii. Develop a cost management framework
- iii. Make the process inclusive
- iv. Consult with stakeholders for ideas
- v. Prioritize the initiatives
- vi. Reporting and rewarding



CHAPTER SIX IMPLEMENTATION AND COORDINATION

6.0. Introduction

In order to ensure successful implementation of the Strategic Plan there will be needed to ensure efficient mobilization of resources and corresponding timely deployment, accountability, effective monitoring and evaluation of the entire process. The college shall do the following, before, during and after the plan implementation.

6.0.1. Before Implementation

The Heads of Departments will:

- i. Communicate the plan to all staff and other stakeholders and ensure clarity of vision and purpose for successful implementation.
- ii. Assign and communicate roles and responsibilities to different players including synergistic relations necessary for successful implementation.
- iii. Mobilize resources and allocate them timely as per priority activities identified in the plan and ensure annual work plans are tied to budget provisions.
- iv. Develop and communicate annual work plans for departments, sections and individuals in line with the Strategic Plan.
- v. Build staff capacity to implement the strategies.
- vi. Develop and agree with other actors in the monitoring, evaluation and reporting mechanism to be used throughout the implementation.

6.0.2. During Implementation

The Heads of Departments will:

1. Hold regular meetings in which each result leader shall present a status report on implementation of their annual plans highlighting quantifiable achievements, challenges, lessons learnt and suggestions for continuous improvement. The report will indicate the extent to which the implementation is achieving the overall objectives of the institutional strategy. The monitoring meetings shall be held at least once a month.
2. Review the strategy implementation annually and revise the strategies, the structure and the priorities for each year.
3. Develop rolling annual work plans to avoid vacuums throughout the plan period. The annual work planning will be complete by the end of June of every year.
4. Share monitoring and review information with staff and other key actors in the implementation.

In carrying out the management control function of strategy implementation, the Heads of Departments shall ensure performance targets and standards are achieved as proclaimed in implementation matrix



and operational plans. The focus will be on ensuring that achievements are as focussed in the Strategic Plan.

6.0.3. Post Implementation

The Heads of Departments will carry out comprehensive reviews of the strategy implementation process and objectively draw out the lesson learnt to inform the next cycle of planning and share the results of the review with all stakeholders. The overall responsibility of overseeing and managing the monitoring and evaluation of the plan implementation lies with the Steering Committee which reports to the Principal.

6.1. Linkages and Collaborations

In order to mitigate its challenges, MMTVC will ensure linkages and collaborations with collaborative industries, Vocational Training Centres, Secondary schools, relevant government departments and other stakeholders.

6.2. Risk Management

MMTVC manages risks and threats by involving people to follow procedures and using tools in order to ensure conformance with risk management policies. The risks identified in this Plan range from low to high and mitigating strategies are explained in the table below.

Table 6.1 Risk Management

Type of Risk	Risks Anticipated	Risk Level	Mitigation Measures
Strategic plans	Inadequate financial resources	High 71-100%	<ul style="list-style-type: none"> Enhanced budgetary allocation and financial resource mobilization, and optimal utilization of available resources/revenue.
	High incidence of staff turn-over	High 71-100%	<ul style="list-style-type: none"> Strengthen HR practices and related issues. Develop and implement appropriate staff retention strategy.
	Delays in completion of projects	High 71-100%	<ul style="list-style-type: none"> Prepare and adhere to implementation schedule, making adjustments where necessary to avoid stalled projects. Strict adherence to public procurement procedures and regulations.



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			<ul style="list-style-type: none"> Ensuring adequate financial and technical capacity in place before committing to major projects.
	Possible loss of property, including land	High 71-100%	<ul style="list-style-type: none"> Secure ownership deeds and insure property. Putting up a perimeter wall around the college Installing CCTV cameras at strategic points.
	Underutilization of resources.	High 71-100%	<ul style="list-style-type: none"> Initiate demand driven services. Awareness creation in existing capacities.
	Increased customer complaints	High 71-100%	<ul style="list-style-type: none"> Response to customers complaints Service delivery charter improvement
	Organizational resistance to change on new ideas may affect performance.	High 71-100%	<ul style="list-style-type: none"> Develop and institutionalize a frame work for acceptance and effective management of change.
	Subjective performance management	High 71-100%	<ul style="list-style-type: none"> Regular review of target set. Fair harmonized performance management.
	Average enrolment of students	High 71-100%	<ul style="list-style-type: none"> Enhanced Marketing and publicity strategies.
	Competition from other institutions	High 71-100%	<ul style="list-style-type: none"> Attractive programs Attractive staff retention programs
	Improper understanding of the strategic plan by stakeholders	High 71-100%	<ul style="list-style-type: none"> Plan cascaded to lower levels Make copies of Strategic Plan and distribute Ensure stakeholders are constantly informed Post the strategic plan online
	Inadequate implementation of strategic plan	High 71-100%	<ul style="list-style-type: none"> Ensuring the Board and management follow up on implementation
Operational Risks	Inadequate equipment and infrastructure	Medium-High 54-70%	<ul style="list-style-type: none"> Long term strategic planning for procurement of key equipment. Establishment of appropriate infrastructure of service delivery centers.



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			<ul style="list-style-type: none"> • Optimal use of available infrastructure.
	Inadequate number of staff	Medium-High 54-70%	<ul style="list-style-type: none"> • Optimize staff establishment through recruitment. • Rationalize staff deployment. • Promote the use of automation where possible.
	Inadequate capacity to keep pace with dynamic technological trends	Medium-High 54-70%	<ul style="list-style-type: none"> • Training in relevant areas. • Establish appropriate succession plan.
	Inadequately informed clientele	Medium-High 54-70%	<ul style="list-style-type: none"> • Effective sensitization of the clientele on the institution services. • Increased collaboration with the extension staff and other relevant agencies in the delivery of extension information. • Establish a Public Relations Office • Establish communication procedures
	Non-compliance with occupational health and safety standards	Medium-High 54-70%	<ul style="list-style-type: none"> • Provision of protective gear for health and safety. • Sensitization and capacity building of the use of safety equipment.
	Non-compliance with efficiency and effectiveness of curriculum delivery services	Medium-High 54-70%	<ul style="list-style-type: none"> • Effective use of professional tools of trade e.g. Syllabuses, course outline, lesson notes, lesson plan, records of work covered, trainees' progress record.
	Non-compliance with efficiency and effectiveness of training support resources standards.	Medium-High 54-70%	<ul style="list-style-type: none"> • Effective use of training support resources.
Financial risks	Financial losses due to fraud, corruption, unethical practices and defaulting customers.	Medium-low 35-53%	<ul style="list-style-type: none"> • Adhere to MMTVC financial and credit policy. • Strengthen internal financial controls.



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	Limited budgetary allocations and revenue collection for planned actions and plans.	Medium-low 35-53%	<ul style="list-style-type: none"> Intensify revenue collection. Negotiate for more budgetary allocation.
	Unforeseen financial parameters e.g. inflation, changes in government financial policies, etc.	Medium-low 35-53%	<ul style="list-style-type: none"> Explore insurance options. Build a strong financial base.
Technological risks	Rapidly changing technology which renders current technology obsolete.	Medium-Low 35-53%	<ul style="list-style-type: none"> Enhancing capacity in human resource, ICT and other technologies to cope with ever-changing environment.
	Inappropriate technological infrastructure	Low 0-34%	<ul style="list-style-type: none"> Proven implementation methodology with clearly identifiable milestones. Phased roll out strategy with dedicated roll-out teams and full-time management. Pilot site proven before roll-out. Expertise advice from experienced external consultants. Clearly spelt-out system limitations.
	Breach of system security	Low 0-34%	<ul style="list-style-type: none"> Regular review of policy to reflect contemporary ICT needs.
Political Risk	Pressure from politicians to do their will	Low 0-34%	Implementation of policies and procedures



CHAPTER SEVEN MONITORING, EVALUATION AND REPORTING

7.0 Introduction

Monitoring and evaluation are important to ensure that the degree of implementation progress of the strategic plan is known and measurable. The success of a Strategic Plan implementation depends significantly on how effectively the planned activities and outputs are monitored and evaluated. It is therefore imperative to put in place monitoring and evaluation systems that are clearly linked to the plan objectives.

7.1 Monitoring and Evaluation Framework

The implementation of the strategic plan will be closely monitored to determine whether the implementation plan is in course and also establish the need for amendments/adjustments in light of a changing internal and/or external operating environment. Monitoring, follow up and control systems will be set up comprising of progress reports, review meetings and reports and financial reports. The College Board of Governors will receive and review progress reports indicating overall progress made on plan.

7.1.1 Mid-Term Review

A draft the Strategic Plan will be undertaken in December 2024 to examine achievements over the first two years against expected results. It facilitated review of strategies and indicators so as to inform evidence based adjustments.

7.1.2. End Term Review

Comprehensive review will be conducted to determine the overall impact and outcomes against set goals and results. This evaluation will feed into the revision of the next strategic plan. The end term review will be in depth and will be undertaken by independent reviewers to assess progress and achievement of the proposed outcomes and impact results. This will be done at the end of strategic plan that is at the end of strategic plan period (30th June 2027).

7.2 Monitoring and Evaluation Methodologies

To ensure that all parties involved in the plan implementation understand their role in the process, there will be:

- i. Inspections
- ii. Periodic checks
- iii. Documentation of the details of assignments including dates of receiving action taken and when the assignment is completed
- iv. Use of feedback questionnaires
- v. Conducting customer satisfaction survey



- vi. Observation method on the progress
- vii. Departmental heads to determine the level of completeness of assignment based on the number of assignments given (develop a standard evaluation form).
- viii. Internal auditors reports
- ix. External evaluators reports
 - 1. Variance analysis
 - 2. Target based methodology will be used to compare the achievement of the set targets.

7.3 Budget Monitoring

Budget review meetings will be held during the year. This will involve close monitoring of financial performance to make sure that the college is financially sound, to carry out its activities. This will also show the need for more resource mobilization.

7.4 .Indicators for tracking.

No.	Objectives Hierarchy	Indicator	Frequency of Reporting
1.	To expand Revenue streams	Number of IGUs created.	Quarterly
2.	Ensure prudent management of funds	Percentage (%) reduction in cost to income ratios.	Quarterly
3.	To improve service delivery through integrated enterprise resource (ERP) planning	% level of ERP Established	Quarterly
4.	Align courses /programs with industry needs	% trainees satisfied with program they have been placed into	Quarterly
5.	Diversify mode of delivery for career guidance and advisory services.	No. of channels used for careers guidance and advisory services	Quarterly
6.	Increase in the number of trainees admitted in the institution	% increase in the number of trainees admitted in the institution through walk-in ,KUCCPS and others	Quarterly
7.	Increase the number of partnership collaboration	No. of new partners and collaborating institutions	Quarterly



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8.	To ensure quality management	Quality management system in place	Quarterly
9.	Enhance communication and customer experience	Customer satisfaction index	Quarterly
10.	Increase product range at the College.	No. of new courses available in the institution	Quarterly
11.	To develop and implement a risk management plan	Level of exposure to the various risk categories	Quarterly
12.	To review organizational structure	Career progression plan in place	Annually
13.	To enhance human resource capacity	Increase in organizational capacity	Quarterly
14.	To improve collection, analysis, retention and dissemination of information	Evidence of use of three dimensional model in decision making	Monthly



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APPENDIX I: IMPLEMENTATION MATRIX

Sub-Sector	Strategy	Activity	Responsibility	Output/Status	Cost-Indicative budget “millions”Sh.					
1.	STRATEGIC OBJECTIVE 1: TO EXPAND, IMPROVE AND DEVELOP INFRASTRUCTURAL FACILITIES									
		✓		•	2022/ 2023	2023/2024	2024/ 2025	2025 /2026	2026/2027	Total
Water	To source and supply clean water	<ul style="list-style-type: none"> ✓ Supply water to various points of the college through elevated water tank. ✓ Harvest clean water ✓ Supply and treat water from the nearby stream. 	BOG/Principal	<ul style="list-style-type: none"> • Clean water supplied to various points of the college. • Water harvested. • Water treated and supplied from nearby stream 	0.5	0.8	1.6	1.6	0.8	5.3
Fence and a Gate	To secure college land by	✓ Maintenance of the perimeter fence.	BoG/Principal	✓ Inner of 3500meters	1.3	2.0	4.0	4.0	2.0	13.3



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	maintainin g the perimeter fence and completi on of the gate	✓ Completion of main gate. .		fence maintained. ✓ Main gate completed						
	To construct internal roads and drainage system	Construct a tarmacked internal road network which will cater for all categories of users.	BoG/Principal	Internal roads and drainage constructed	1.1	1.6	3.2	3.2	1.6	10. 7



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		Construct the drainage system.			7.9	11.9	23.8	23.8	11.9	79.3
Workshops	To construct and equip workshops.	1. Construction of workshops. -ICT -Fashion and -Design -Hair and Beauty therapy -Extension of Hospitality -Leather work 2. Equip the workshops	BOG/Principal	Workshop e quipped	1.3	2.0	4.0	4.0	2.0	13.3



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		-ICT -Building and Construction- Mechanical.- Electrical and Electronics -Hospitality and Institutional management- Business								
e. Games and sports facilities	To construct and equip games and sports facilities.	•Construct and equip the games and sports facilities	BOG/Principal	Games and sports facility constructed and equipped.	1.3	2.0	4.0	4.0	2.0	13.3
Sanitary facilities	To construct ablution in strategic areas within the College to cater for trainees	✓ Construction of ablution in strategic areas within the College to cater for trainees and trainers with diverse needs.	BOG/Principal	Ablution completed of PWDs.	0.5	0.8	1.6	1.6	0.8	5.3



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	and trainers with diverse needs.	✓ Construct a new ablution block to serve a population of 2000 people.		Ablution constructed of 2000 people.						
Staff quarters	To construct two staff houses	<ul style="list-style-type: none"> ✓ Construct one teaching staff house. ✓ Construct one non-teaching staff house. 	BOG/Principal	One training-staff house constructed One non -training staff house constructed	0.8	1.2	2.4	2.4	1.2	8.0
Vehicles	To purchase one college van for driving school.	Purchase of a van for driving school.	BOG/Principal	A college van for driving school Purchased	1.6	2.4	4.8	4.8	2.4	16.0



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	Purchase of van									
Extend kitchen and hospitality workshop.	To extend kitchen. To extend Hospitality workshop	<ul style="list-style-type: none"> ✓ Extend the kitchen ✓ Extension of hospitality workshop. 	BOG/Principal	Kitchen extended. Hospitality workshop extended	2.4	3.6	7.1	7.1	3.6	23.8
Hostels	To build permanent hostels for both men and women	<ul style="list-style-type: none"> ✓ Construct a permanent hostel for men of a thousand (1000) capacity. ✓ Construct a permanent hostel for women of a thousand (1000) capacity. 	BOG/Principal		1.3	2.0	4.0	4.0	2.0	13.3
Ramp	To construct a ramp in the main building	To construct a ramp in the main building	BOG/Principal	Ramp constructed	1.3	2.0	4.0	4.0	2.0	13.3



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Fire exit	To construct a fire exit in the College premises.	To construct a fire exit in the College premises	BOG/Principal	Fire exit constructed	1.3	2.0	4.0	4.0	2.0	13.3
Pavements	To construct pavements to all places within the Institution.	To construct pavements to all places within the Institution.	BoG/Principal	Pavements constructed	0.3	0.4	0.8	0.8	0.4	2.7
Day care centre	To construct Day care centre for trainers and trainees.	To construct Day care centre	BoG/Principal	Day care centre constructed	1.9	2.8	5.6	5.6	2.8	18.7
Lecture Halls:	To construct 3 lecture halls	To construct 3 Lecture Halls:	BoG/Principal	Lecture Halls: constructed	1.6	2.4	4.8	4.8	2.4	16.0
Training And Learning Resources	To acquire training and	✓ Equipping existing workshops; automotive,	BoG/Principal	Existing Workshops Equipped	11.9	17.8	35.7	35.7	17.8	118.9



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	learning resources	mechanical, and electronic and electronics workshops.								
		✓ Acquiring library materials.	BoG/Principal	library materials acquired						
		✓ Acquiring ICT equipment for training and learning	BoG/Principal	ICT equipment acquired	4.0	6.0	11.9	11.9	6.0	39.8
Human Resource Capacity	To recruit more and qualified staff	✓ Recruiting more staff in the areas of need.	BOG/Principal	More Staff recruited.	3.3	5.0	10.0	10.0	5.0	33.3
		✓ Enhancing human resource capacity building.	BOG/Principal	Done up to 70%	1.3	2.0	4.0	4.0	2.0	13.3



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		✓ Developing human resource capacity building policy.		Policy developed	1.3	2.0	4.0	4.0	2.0	13.3
		✓ Ensure employee satisfaction		Employee satisfaction	3.3	5.0	10.0	10.0	5.0	33.3
		✓ Ensure and sustaining the performance management systems		survey done. Performance Appraisal done	2.6	4.0	8.0	8.0	4.0	26.6
	To Observe and adhere to human resource professional codes of conduct and ethics	Observe and adhere to human resource professional codes of conduct and ethics		Observed and adhered to human resource professional code of conduct and ethics	1.3	2.0	4.0	4.0	2.0	13.3



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ICT Equipment	To equip ICT training facility	✓ Increase number of computers.	BoG/Principal	Indicate no. increased & year	3.0	4.5	8.9	8.90	4.5	29.8
		✓ Increase Internet connectivity.		Internet Connected	3.0	4.5	8.9	8.90	4.5	29.8
		✓ Acquire MIS system with additional modules.		MIS System acquired	13.9	20.8	41.6	41.6	20.8	138.7
Marketing And Corporate Image	✓ To develop and Implement a marketing and publicity plan	✓ Developing and implementing a marketing and publicity plan.	BoG/Principal	Marketing and Publicity plan developed.	6.6	9.9	19.8	19.8	9.9	66.0
	✓ Monitoring and evaluate the plan	✓ Monitoring and evaluate the plan	BoG/Principal	The Marketing and Publicity Plan Monitored and evaluated	6.6	9.9	19.8	19.8	9.9	66.0



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Resource Mobilization Management	To mobilize and manage financial resources	<ul style="list-style-type: none"> ✓ No of trainees enrolment <i>increasing fromto...</i> ✓ 200x3=600 	BoG/Principal	<ul style="list-style-type: none"> ✓ Trainees enrolment increased from 1700 to 2000 	0.1	0.2	0.4	0.4	0.2	1.3
		<ul style="list-style-type: none"> ✓ Lobbying for more funding from the national government, county government and other well-wishers 	BoG/Principal	<ul style="list-style-type: none"> ✓ Funds lobbied 	0.3	0.4	0.8	0.8	0.4	2.7
Sustainable agri-business	Crop production	Crop production	BoG/Principal	Crops produced	0.9	1.4	2.8	2.8	1.4	9.3
	Dairy production	Dairy production								



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				Dairy products produced	1.1	1.6	3.2	3.2	1.6	10.7
	Off-Campus courses	Off-Campus courses	BoG/Principal	Off-campus courses established	3.6	5.4	10.7	10.7	5.4	35.8
	Kitchen services liberalization	Kitchen services liberalization	BoG/Principal	Kitchen services liberalized.	2.6	4.0	7.9	7.9	4.0	26.4
	MMTVC Hospitality & Tourism Enterprise services	MMTVC Hospitality & Tourism Enterprise services- Restaurant services	BoG/Principal	Hospitality & Tourism Enterprise services provided- Restaurant services	1.6	2.4	4.8	4.8	2.4	16.0
	MMTVC Hospitality & Tourism Enterprise services	MMTVC Hospitality & Tourism Enterprise services- Tourism enterprise services	BoG/Principal	Hospitality & Tourism Enterprise services provided- Tourism	1.1	1.6	3.2	3.2	1.6	10.7



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				enterprise services						
	To strengthen budgeting and budgetary controls	✓ To strengthen budgeting and budgetary controls	BoG/Principal	✓ budgeting and budgetary controls Strengthen and Controlled	0.7	1.0	2.0	2.0	1.0	6.7
	To maintain debt-equity ratios at zero	✓ To maintain debt- equity ratios at zero		✓ Debt-Equity maintained at require standard of <1.	1.3	2.0	4.0	4.0	2.0	13.3
Improvement of TVET Greening initiative and programs	To mobilize Greening initiatives and programs	i. Ensure proper waste management	BoG/Principal	Waste properly managed	2.0	3.0	6.0	6.0	3.0	20.0
		ii. To increase the forest cover in line with the national	BoG/Principal	Forest coverage increased	1.2	1.8	3.6	3.6	1.8	12.0



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		forest coverage 10%.								
		iii. To conserve riparian land	BoG/Principal	Riparian land conserved	0.8	1.2	2.4	2.4	1.2	8.0
Stakeholders' alliances, partnerships and collaborations.	To establish Stakeholders' alliances, partnerships and collaborations.	i. Open sharing of information	BoG/Principal	Information openly shared	0.07	0.1	0.2	0.2	0.1	0.7
		ii. Joint Curriculum development ,implementations and evaluation.		Curriculum jointly developed, implemented and evaluated.	2.0	3.0	6.0	6.0	3.0	20.0
		iii. Graduates internships and mentorships		Internships and Mentorships done.	2.0	3.0	6.0	6.0	3.0	20.0
		iv. Research and development partnership		Research and development partnership done.	2.0	3.0	6.0	6.0	3.0	20.0



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		v. Joint Marketing and publicity		Market and publicity jointly done	0.6	0.9	1.8	1.8	0.9	6.0



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Curriculum development, monitoring and evaluation	To ensure efficiency and effectiveness of curriculum development, monitoring and evaluation	To effectively use professional tools of trade e.g. Syllabuses, course outline, lesson notes, lesson plan, and records of work covered, trainee progress record.	BoG/Principal	Professional tools of trade effectively used.	4.0	6.0	11.9	11.9	6.0	39.8
Efficient and effective use of training support resources.	To ensure efficiency and effectiveness in the use of training support resources.	To efficiently and effectively use training support resources.	BoG/Principal	Training support resources efficiently and effectively used.	5.3	7.9	15.9	15.9	7.9	52.9



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Diversity and inclusion.	To ensure diversity and inclusion in services provision	To effectively and efficiently provide diverse and inclusive services	BoG/Principal	Diverse and inclusive service efficiently and effectively provided.	6.6	9.9	19.8	19.8	9.9	66.0
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APPROVAL AND COMMENCEMENT

This Strategic Plan shall be known as Maasai Mara Technical and Vocational College Second Strategic Plan (2022-2027) herein after also refer to as strategic plan and shall take effect on approval by the BOG.

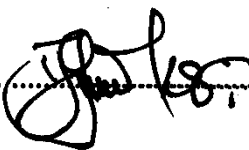
**PRINCIPAL
MAASAI MARA TECHNICAL &
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Signed Date 15/09/2022.....

Name.....JOHN M. KILONZO.....

PRINCIPAL/SEC. BOARD

MAASAI MARA TECHNICAL AND VOCATIONAL COLLEGE

Signed  Date15/09/2022.....

NAMEJULIUS OLE YENKO.....

BOG CHAIRMAN,

MAASAI MARA TECHNICAL AND VOCATIONAL COLLEGE