



Uganda Irish Alumni Association (UIAA)

Engagement Strategy 2025-2030



Table of Contents

1.0 Introduction	- 2 -
1.1 Background.....	- 2 -
1.2 SWOT Analysis.....	- 2 -
1.4 Objectives and Priorities.....	- 3 -
2.0 Engagement Activities per theme.....	- 3 -
3.0 Implementation of the strategy	- 5 -
3.1 Stakeholders' mapping.....	- 5 -
3.2 Coordination mechanism.....	- 5 -
4.0 Measuring Success and Monitoring Performance	- 6 -
Annex 1: Monitoring and Performance Indicators.....	-6-
Annex 2: Engagement plan & Budget	-7-

1.0 Introduction

1.1 Background

The Uganda Irish Alumni Association (UIAA) was established in 2012 to bring together all beneficiaries of the Ireland Fellowship Programme (IFP), including those who studied in Ireland, East African universities, and Ugandans who have lived or studied in Ireland. The Ireland Fellows Programme (IFP) started in 1994 and has supported 380 fellows from diverse academic backgrounds, including education, public health, social protection, governance, technology, and innovation

The foundation for this engagement strategy was as a result of the findings from a tracer study. The engagement strategy (2025 – 2028) aims to promote active and meaningful alumni participation, creative thinking and strike a balance between ambition and practicality.

This document is intended for internal use within UIAA to guide the implementation of UIAA engagement activities.

1.2 SWOT Analysis

Based on the Tracer Study findings, UIAA has come up with the a “SWOT” (Strengths, Weaknesses, Opportunities and Threats) analysis as per the results as presented below:

Strengths	Weaknesses
❖ 73.4% of fellows contribute to national development ❖ Recent cohort retention (2014–2024) shows smooth workforce integration ❖ Fellows are embedded across governance, health, and education sectors ❖ Public sector employment among fellows (54.5%) is strong,	➤ Gaps in structured career guidance. ➤ WhatsApp engagement is insufficient ➤ Limited Awareness and Communication Gaps ➤ Minimal interaction across early, mid, and recent cohorts
Opportunities	Threats
▪ Graduates are thriving in senior roles across governance, education, health, and civil society as well as catalyzing institutional reform, policy development, and community-level change ▪ 86% of alumni reside and work in their home country ▪ The diverse distribution of university attendance	✓ Time and Professional Commitments ✓ Unclear Membership Benefits and Incentives ✓ Resource and Funding Constraints ✓ Re-employment challenges ✓ Mental health adaptation issues when they return to Uganda

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| ✓ The “voices” of the alumni are missing in UIAA programming |
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The analysis of the identified strengths and weaknesses influenced the determination of the priority goals of the engagement Strategy for the further development of the strategic plan to systematically solve each of the problems.

1.3 Vision, Mission, Objectives, and Priorities

The **Vision** of the UIAA is “a sustainable, vibrant, and motivated network of alumni with strategic linkages with each other and with the Embassy of Ireland in Uganda.

Our **Mission** is to develop a systemic approach for ongoing engagement for shared knowledge and skills; cultivate a sense of pride in and loyalty to our shared experiences with the IFP.

1.4 Objectives and Priorities

The objectives of this engagement strategy are anchored in four [themes] priorities and they are to:

1. **Communicate** - provide an easy, effective and quick method of communication between the UIAA, IFP, Irish embassy and alumni
2. **Connect** – we will establish a strong socially inclusive sense of community and belonging among UIAA members and between the alumni and the Embassy of Ireland.
3. **Contribute** – we will foster a dynamic environment that will enable alumni contribution in form of time, talent, and treasure towards development.
4. **Celebrate** – we will encourage alumni to share stories of their accomplishments [achievements] and provide opportunities for them to do so.

2.0 Engagement Activities per theme

The following activities are proposed under each [themes] priorities and are intended to complement each other

Theme 1: Communicate

- a) Communication campaign: UIAA will develop and run a communication campaign that will be implemented to drive the Alumni to register on the UIAA website and engage with the platform on a regular basis – this will be done through a staged ‘opt-in’ basis. When registering, alumni will be asked to update their contact details and provide information about current interests.

- b) Produce annual UIAA magazine or newsletter (digital format) and distribute to the members and stakeholders
- c) Reliable and constant sharing of information about upcoming events, including country-specific workshops and gatherings, with an ability for delegates to register and receive updates; links for opportunities from UIAA such launch funding will lead to building international networks, and identify future funding partners.

Theme 2: Connection

- a) UIAA Website development: Create UIAA Website to increase UIAA's connectivity with alumni; promote in-country and online events; provide geo-mapping of alumni locations; support collaboration between alumni, and with UIAA; increase UIAA's public visibility diplomacy; and manage contact information
- b) Leverage a variety of communication channels to expand UIAA's reach and make messages more engaging. Channels will include emails, digital newsletters, text messaging, and social media such as TikTok, X, Instagram, Facebook. Embed video clips, voice notes, photos, images, and gifs within emails and other text messages,
- c) UIAA should maintain a visual identity that is clear and recognizable and associated with the UIAA brand.
- d) Establish a well-functioning UIAA Database.

Theme 3: Contribution

- a) Professional development – in country or region training or workshops with a focus on skills and/or knowledge development, focused on a geographic location or a discipline or skill area, and often combined with networking and publicity events. These may also be provided online.
- b) Establish regional UIAA chapters to improve accessibility and targeted participation, ensuring alignment with local development needs.
- c) Networking events – UIAA organizes and participates in social functions linked to all Irish business and NGOs working in Uganda and visits from Irish dignitaries, and targeted e.g. Irish society gathering.
- d) Opportunities to contribute to IFP related activities and the development of future UIAA through alumni. This includes speaking at pre-departure or welcome home events, and buddy arrangements between departing Fellows and returning alumni, to ultimately assist with Fellows' transition to living and studying in Ireland.

Theme 4: Celebration

- a) UIAA should start alumni stories profiling and promoting their activities
- b) Conduct comprehensive alumni and employer surveys to analyse and develop an understanding of alumni and employer satisfactions and expectations from UIAA.

- c) Involve alumni with different background bearing in mind the gender and geographical background to actively participate in the decision-making process of the UIAA and to be full-fledged members.
- d) Develop initiatives and programs on annual basis targeted at engagement of alumni and the community they live in.

3.0 Implementation of the strategy

In order to bring out the best of this strategy, we have analysed the stakeholders and the coordination mechanism.

3.1 Stakeholders' mapping

S/N	Stakeholder's analysis	Role	Method to be used	Approach to be used
01	Government Ministries, Departments and Agencies	To establish the technical, legal and regulatory framework of UIAA amongst other things	Inform, Empower	Annual UIAA magazine or newsletter, and websites
02	UIAA member employers	These include private sector, non-governmental organizations (NGOs),	Collaborate	organizing multi-stakeholder initiatives or using online collaborative platforms.
03	All former Universities	Raise awareness of the UIAA's activities	Consult	online and social media engagement
04	UIAA volunteers	Support UIAA through coordinating public meetings, workshops etc	Involve	online and social media engagement

3.2 Coordination mechanism

UIAA has an Executive committee of 7 members namely; president, vice president, secretary general, treasurer, member (male and female) and legal counsel.

Among this executive committee, one member will be designated the role of the Engagement secretary and deputized by the Publicity secretary

The executive committee should come up with the ToR for each member in relation to the implementation of this engagement strategy.

All engagement activities will be presented by the Engagement secretary for discussion and approval by the entire Executive committee. Any member implementing an activity will be reporting to the Engagement secretary, who will compile and later make an overall report to the Executive committee on a quarterly basis.

4.0 Measuring Success and Monitoring Performance

It is important to note that measuring success of this engagement strategy will make implementation simpler and more effective, enabling UIAA to focus and prioritize her work. Monitoring of the implementation of this Strategy will track operational performance, and examine the extent to which it is making progress towards the outcomes in the four thematic areas.

Below are some of the tools that will be used to track progress of the strategy:

1. **An annual alumni survey:** UIAA will implement a survey of the Alumni every year. The importance of this survey is significant; a large proportion of performance indicators for this Strategy will rely on the survey findings.
2. **Participant feedback data:** UIAA will ensure that all substantial activities (e.g. workshops, professional development events, community related activities, meetings etc.) are evaluated by participants. A simple standard template for participant evaluation feedback will be developed and distributed by UIAA.
3. **Alumni Annual Reports:** A simple template will be developed by UIAA to guide brief annual reporting on the execution of the strategy Implementation Plans. These will be prepared at the end of each year.
4. **Alumni database analysis:** A monthly analysis of alumni data in the UIAA website platform will provide a snapshot of the alumni population, including by gender, geographic location, discipline and other variables.
5. **Annual discussion between UIAA and the Irish Embassy:** A standing agenda item at the annual UIAA and the Irish Embassy meeting will be a reflection and review of alumni engagement.
6. **Annual Engagement Strategy Report:** At the end of each year, UIAA will provide a brief annual report of their alumni engagement activities and achievements. This reporting will align with the Engagement Strategy and Implementation Plan, and will utilize the template developed.

NOTE:

The following templates have to be circulated to all UIAA board members for ownership and smooth implementation of the strategy; The Three-year Engagement Strategy Plan – 2025 – 2028; The Annual Engagement Strategy Implementation Plan, with budget pro forma – 2025 – 2026, Participant evaluation feedback and; Annual reporting template



Alumini After their AGM in 2023 at the Emabssy of Ireland, Kampala

Annex 1: Monitoring and Performance Indicators

Theme	Indicator	Information Source	Who is Responsible	When
Communicate - provide an easy, effective and quick method of communication between the UIAA, IFP, Irish embassy and alumni	1.1 # alumni who are active within the alumni network overall i.e. those who update alumni details in UIAA website or participate in events (disaggregated for gender, region, etc.)	Annual Alumni Survey	Engagement Secretary	Quarterly
	1.2 Digitalized UIAA magazine newsletter (digital format) produced and distributed to the members and stakeholders	Annual Alumni Survey	Engagement Secretary	Annually
	1.3 # alumni who are active and attend at least one event in person or online per year (disaggregated for gender, region, etc.)	Participant feedback forms	Engagement Secretary	Annually
Connect – we will establish a strong socially inclusive sense of community and belonging among UIAA members and between the alumni and the Embassy of Ireland.	2.1 a functional UIAA Website	UIAA data report	Engagement Secretary	Monthly
	2.2 # and % alumni who report being active on UIAA social media platforms	Participant feedback forms	Engagement Secretary	Monthly
	2.3 #visual materials made by UIAA	Alumni profiles, media stories	Engagement Secretary	Quarterly
	2.4 a functional data base	Annual Alumni Survey	Engagement Secretary	Quarterly
	2.5 #network events organized by UIAA	Annual Alumni Survey	Engagement Secretary	Annually
Contribute – we will foster a	3.1 # and % alumni who report being actively involved in the alumni related activities (disaggregated for gender, region, etc.)	UIAA data report	Engagement Secretary	Monthly

dynamic environment that will enable alumni contribution in form of time, talent, and treasure towards development.				
	3.2 # regional UIAA chapters established and functional	Annual Alumni Survey	Engagement Secretary	Annually
	3.3 # alumni events held which supported links between alumni and Irish business community, dignitaries, and targeted e.g. Irish society gathering	Participant feedback forms	Engagement Secretary	Annually
	3.4 # and % alumni who report an ongoing link with former Universities, IFP and Ireland (Disaggregated for gender, region, etc. and details on time since completion of Fellowship)	Alumni profiles, media stories	Engagement Secretary	Quarterly
Celebrate – we will encourage alumni to share stories of their accomplishments [achievements] and provide opportunities for them to do so.	4.1 Examples of positive media coverage about UIAA linked to alumni, not generated by UIAA	Social media reports	Engagement Secretary	Monthly
	4.2 # comprehensive alumni and employer surveys conducted	Annual Alumni Survey	Engagement Secretary	Annually
	4.3 # and % alumni who report a sense of community and belonging in the alumni network (disaggregated for gender, region, etc.)	Alumni profiles, media stories	Engagement Secretary	Quarterly
	4.4 Examples of UIAA collaboration or strong connection with influential alumni	Participant feedback forms	Engagement Secretary	Quarterly
	4.5 # alumni involved in implementing UIAA annual community activities	Annual Alumni Survey	Engagement Secretary	Annually

Annex 2: Engagement plan & Budget

Action	Details and budget	2025	2026	2027	2028
Develop a UIAA visual identity	A consultation brand will provide a consistent look and feel across all promotional and communication material that UIAA will have to use in all her engagement activities. Budget \$3,000				
Improve UIAA's website	Review and upgrade NUDIPU's website to incorporate engagement related activities and improve flexibility. Budget - Review \$20 000				
Improve UIAA's social media activity	Train UIAA Executive committee to contribute to real time social media activity to provide the alumni and other stakeholders with 'on the spot' UIAA updates Budget \$ 5,000				
Train UIAA Executive Committee on the proper use of the engagement strategy	The training will provide guidance and direction to UIAA Executive Committee in designing, managing and evaluating successful engagement activities with alumni and other stakeholders. Budget \$5,500				
Organize annual events with alumni and other stakeholders	Hold annual Engagement events, Information Disclosure process and gathering feedback from alumni and other stakeholders Budget \$ 40,000.				



Engagement Strategy 2025 – 2028



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