
Draft IEK Strategic Plan (2009 – 2014)

(Final Draft - Limited Circulation for comments)

Dated 14th August 2009

EXECUTIVE SUMMARY

The Institution of Engineers of Kenya (IEK) is the learned society of the engineering profession with its core functions derived from the mandate that the Institution must undertake to fulfill the role entrusted to it by members. The core functions of the IEK are to:-

- provide continuing education to members,
- promote training of engineers,
- advocate for better terms for engineers,
- advocate for better positioning of the engineer in society and
- ensure institution's sustainability.

The IEK Strategic Plan 2009-2014 is the first plan prepared by the Institution and comes at a time when the Institution has been trying to acquire premises, to improve services to members, to enhance image, to meet training needs for members and so on. Absence of a strategy to realize these objectives has been the obstacle to realizing these known objectives.

The Council in the last quarter of 2007 mooted the idea to prepare a strategic plan to guide the Institution to achieve the development and growth objectives. At the same time, the Government launched the Vision 2030 which has major infrastructural component requiring the engineer to be fully involved. It is the Institution's responsibility to see that the engineers are well trained and prepared to meet the engineering challenges of implementing Vision 2030.

Against this background, the institution set out to prepare the Strategic Plan through an in house approach. At the same time, a firm was commissioned to do a stakeholders survey which was to be input to the plan.

A small committee was set up to work on the plan and produced a working document that was shared with the Council from which this Strategic Plan has been developed.

This Strategic Plan has considered the prevailing situation at the institution, the inadequacies currently being experienced, the strengths, weaknesses of the institution, the opportunities available to the institution and the emerging threats. The Institution has formulated the following vision, mission statements:-

Vision: To be an inspiration of excellence to the engineering and practice in Kenya and beyond.

Mission: To promote and develop engineering profession and best practices for sustained development and welfare of Kenyans

Core Values: professionalism, teamwork, accountability, responsiveness, stewardship innovation and integrity.

Through the period of this plan, the Institution is set out to achieve the following strategic objectives:

- (i) Promote Training and Development of Engineers,
- (ii) Promote Professional Engineering Practice, Standards and Ethics
- (iii) Strengthen institutional capacity of IEK
- (iv) Promote the Status, Rights and Welfare of Engineers
- (v) Build Local capacity in the Engineering Industry
- (vi) Enhance the image and reputation of the Institution
- (vii) Promote culture of creativity, innovation and application of research findings

Action plans have been formulated to enable the institution achieve its objectives. These include hiring of executive officer and support staff, training of staff, procurement of own premises, establishment of training centre, establishment of more branches, making branches self sufficient, improve service to members among many others. Resources will come mainly from the institution activities by taking full advantage of the opportunities available to the Institution e.g. good collaboration with the Engineers Registration Board, operationalisation of CPD programme, and the infrastructure requirements of the Vision 2030. The entire budget to implement the Strategic Plan over the plan period is estimated at some Kshs. 93m.

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1.0 INTRODUCTION

The Institution of Engineers of Kenya (IEK) is the learned society of the engineering profession and co-operates with national and international institutions in developing and applying engineering to the benefit of humanity. The institution was first established as the East Africa Association of Engineers on 19th January 1945 in the Boardroom of the Chamber of Commerce, Portal Street, Nairobi. It was established to promote the general advancement of the science and practice of Engineering and to facilitate the exchange of information and ideas on those subjects amongst members. This served the East African countries until November 1972 when at a meeting in Nairobi it was agreed that the functions of the Division serving Kenya be transferred to a new body, the Institution of Engineers of Kenya as it is today. The Institution has to date 3019 members among them 72 Fellows, 1312 Members, 75 Associates, 1182 Graduates and 378 Students. Membership grows annually as new applicants accepted exceed cessations and resignations.

The idea to prepare the Strategic Plan for the Institution came up in the last quarter of 2007. The purpose was to prepare the engineering fraternity to meet the engineering challenges of the Kenya's Vision 2030 which demands substantial infrastructural development giving the engineer a crucial role in actualization of these developmental objectives and also our own needs in light of changing environment.

From then, the IEK Council discussed the issues of a Strategic Plan regularly and during the 2008 AGM, the subject was tabled and approved by members for a Strategic Plan to guide the institution in the next six years.

1.1 Aims and Objectives of the Institution

The aims and objectives of the Institution are:-

- To provide information and leadership to the engineering profession on issues of concern to the public and the profession
- To serve society and to be recognized, by national and international organizations and the public, as a respected and valuable source of information and guidance on the policies, interests and concerns that relate engineering and technology to the human and natural environment
- To foster peace and socio-economic security among all countries of the world, through the proper application of technology.
- To facilitate relationships between government organizations, business firms and the people, collaborating with discussions aimed to improve the benefits of policies and investments related to the engineering competence.
- To offer short term training and capacity building opportunities for members aimed at enhancing continuous professional development.

1.2 The Activities of the Institution

To implement its objectives the Institution undertakes the following activities:-

- ✚ Holds meetings that have bearing upon engineering or the application thereof or upon subjects related thereto.

- ✚ Prints, publishes, lends, preserves or distributes proceedings or reports, papers, communications, works or treatises on engineering or its applications subjects connected therewith.
- ✚ Co-operates with universities, other educational institutions, and public/private educational authorities for the furtherance of education and training in engineering science and practice and maintaining contacts with the engineering industry.
- ✚ Does all other things which its Council may think proper, including advising the government, public bodies and other organizations or individuals on matters concerning engineering and maintains close relationship with the Engineers Registration Board.
- ✚ Does all other things incidental or conducive to the attainment of the above objects or any of them.

The Institution organises various activities for members including visits to industry and engineering projects. It undertakes from time to time, training courses on various topics geared towards advancement of engineers. It organises cocktail lectures from distinguished personalities and professionals; it prepares reports/statements on topical issues, which have bearing to the engineering profession and the society. It holds conferences annually based on various themes and holds Annual Dinner Dances for its membership

Annual events i.e, the annual general meetings, the engineers conference and the annual dinner dance are held in the period April/May each year and it is at the annual dinner dance that the new Council is ushered in.

The Institution has close collaboration with the Engineers Registration Board, government ministries, parastatals and universities and collaborates with Institutions and organizations with similar objectives in Kenya and abroad.

The Institution networks with the following institutions:-

- ✚ Commonwealth Engineers' Council (CEC)
- ✚ Institution of Civil Engineers (ICE)
- ✚ American Society of Civil Engineers (ASCE)
- ✚ Federation of African Engineering Organizations (FAOE)
- ✚ World Federation of Engineering Organization (WFEO)
- ✚ Africa Engineer's Forum
- ✚ The South African Institution of Civil Engineers (SAICE)
- ✚ Institution of Engineers of Tanzania (IET)
- ✚ Uganda Institution Professional Engineers (UIPE)
- ✚ Federation of the Engineering Institutions of East Africa (FEIEA)

The institution is a member of Kenya Private Sector Alliance (KEPSA) which represents private sector interests across the various government institutions

1.3 The Institution

Activities of the Institution of Engineers of Kenya are conducted by a Council which is elected at the Annual General Meeting. The Council consists of a Chairman, two Vice Chairmen, Immediate Past Chairman, Honorary Secretary, Honorary Treasurer, six Ordinary Members, two co-opted members and representatives of Branches. The offices of the Institution are in Nairobi and the constitution provides for the establishment of Branches countrywide. The Institution currently has two branches in Coast and Western Regions. The Council operates through the following 9 committees:-

 **Finance and Administration Committee**

This committee comprises the Chairman, Hon. Secretary and Hon. Treasurer and handles the finance and general administration of the Institution and its secretariat.

 **Advocacy Committee**

The committee is responsible for advocating on various institutional and technical matters and generally relating with the public.

 **Membership Committee**

This committee deals with all matters pertaining to admission of new members, transfers and professional interviews.

 **Conference Committee**

The committee is charged with organizing conferences.

 **Functions Committee**

The functions committee arranges lectures on topical issues, industry and project visits and the Annual Dinner Dance.

 **Journal Committee**

The journal publishes a bimonthly publication the *Kenya Engineer*.

 **Training Committee**

This Committee is charged with formulating training standards and organizing professional training.

 **Welfare and Development Committee**

The committee is responsible for making proposals and steer development of the IEK properties.

 **Industrialization and Environment Committee**

Industrialization and Environment Committee takes up matters of environment and maintains contact with the industry and the developments taking place.

1.4 Sources of funding for operations

The Institution funds its operations through the following sources:-

- Membership entrance fees and annual subscriptions
- Surplus from conferences and training
- Grants and sponsorships

2. INSTITUTIONAL AND LEGAL FRAMEWORK

The institution is established under Societies Act and has a constitution and bye-laws through which it operates. It has close collaboration with the Engineers Registration Board of Kenya (ERB) established under CAP 530 and is recognised as an institution whose requirements for membership are considered sufficient for registration of engineers. The Institution nominates 3 members to the board of ERB. The institution is also recognized by Government institutions as one providing leadership in the engineering fraternity and therefore nominates its members to various parastatal boards. In addition, the Institution plays a major role in civil society institutions in which it is a member.

3 CURRENT STAKEHOLDERS PERCEPTION

A rapid assessment survey was carried out in the period January-March 2009 from which stakeholders expressed a number of issues concerning the performance of the Institution. Notable among them were the following:-

- The engineers act is outdated.
- Need for regular consultations with past chairmen and other senior members.
- Infiltration by unqualified persons
- Inadequate training for engineers who will be relevant to the challenges of engineering in Kenya and a lack of a structured program for graduate engineers.
- Engineering classification too restricted i.e. Electrical, Civil, and Mechanical which limits the development of training.
- Engineering is traditional and does not actively engage other levels of engineering like technologists and technicians who should also be certified.
- Find scope and space within engineering for technicians and technologists who work hand in hand with engineers
- Only through the print media do they find out about the annual conference
- Address the welfare of engineers and also help in wealth accumulation
- Public awareness
- Insurance cover for members
- IEK should negotiate with banks to offer credit facilities to engineers
- IEK should introduce ways of generating income for the institution.
- Negotiate for better pay for engineers.
- Educate the public on issues of safety and help them understand the role of engineers in the society
- IEK has done very little to engage the public on engineering issues, they only speak to the engineers and not the public.
- The magazine published by the institution is available for the engineers only.
- IEK needs to be more proactive on issues, and not just wait to react when incidents occur
- Program to have own premises
- Need to strengthen institutional capacity
- Need to establish a Trust Fund
- Need to be more responsive on technical issues coming up in the public domain
- Need to have the institution represented in the Energy, Information and Communications, Transport, Education, Health and Agricultural sector boards
- Need to protect the engineering fraternity against growing infringement by other institutions
- Need to take on more opportunities in revenue generation e.g. training, consultancy etc
- Participate in corporate social responsibility
- Implementation of Continuing Professional Development (CPD)

In formulating strategic plan, the IEK was well aware of the institutional challenges and the above many issues coming from the stakeholders.

4. DEVELOPING THE IEK STRATEGIC PLAN

Strategy development is a systematic attempt to chart the direction of the organization into the future. It answers to the questions: Where are we? Where do we want to be in the next few years? How shall we get there? And what are the indicators that progress is being made along the strategic path?

To achieve this objective, IEK adopted the following process:

- Develop vision and mission of the institution, based on the role of the institutions;
- Build consensus on the core-functions of the institution - the set of activities that are central to the purpose of the institution;
- Analyze the context of the institution in light of the environment (SWOT Analysis);
- Develop objectives, goals and action plans that will enable the institution realize its vision and mission;
- Link the strategy to the implementation framework with particular focus on financial resources, staff, organizational structures, and operational processes.

5. VISION, MISSION AND CORE VALUES

This Strategic Plan is informed by lessons learnt, challenges encountered and stakeholder expectations. It also recognizes the need to strengthen IEK institutional capacity for effective service delivery to members.

5.1 Vision

The IEK Council is committed to ensuring the continued improvement of the performance in service delivery to members and engineering service to the nation. By accomplishing this, IEK will become a model institution for other professional institutions in the country and beyond.

The vision of IEK is, therefore: *To be an inspiration of excellence to the engineering and practice in Kenya and beyond.*

5.2 Mission

The Mission of IEK is guided by its role as professional society.

The mission of IEK is: *To promote and develop engineering profession and best practices for sustained development and welfare of Kenyans*

5.3 Core Values

In implementing the Strategic Plan, IEK will be guided by the following core values.

- **Professionalism**– the institution will uphold professionalism in all its activities.
- **Teamwork**–A strong teamwork is required for the institution to realise its objectives.
- **Accountability** – being transparent and accountable in the use of institutional resources;
- **Responsiveness** – being sensitive to the needs of the stakeholders and pro-actively addressing their needs;
- **Stewardship** – for ownership and sustainable development.
- **Innovation** – encouraging and rewarding creativity and positive risk taking;
- **Integrity** – embracing professionalism and honesty in discharging our responsibilities.

5.4 Core Functions

Core functions are those set of activities that are central to the existence of an organization. Organizational competence and culture develop around the core functions. Core competence is the basis upon which organizations achieve strategic advantage – the skills and know how – that distinguishes them from others and provides value to customers.

The core functions of IEK are derived from the mandate that the Institution must undertake to fulfill the role entrusted to it by the members. The core functions of the IEK are:

- i) Provide continuing education to members
- ii) Promote training of engineers
- iii) Advocate for better terms for engineers
- iv) Advocate for better positioning of engineer in society
- v) Ensure sustainability of the Institution.

6. SWOT ANALYSIS

A SWOT analysis was undertaken to identify the institution internal strengths and weaknesses and also the opportunities and threats that it faces in the operating environment. The outcome of the SWOT analysis is used to determine the importance, viability and ranking of strategic objectives and action plans that the organization will adopt during its strategic plan. Table 6.1 below shows the outcome of SWOT analysis for the Institution.

Table 6.1 SWOT Analysis

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Large membership potential 2. Goodwill from the public and government 3. Growing training needs for engineers 4. Kenya's Vision 2030 and need for rapid development 5. Creation of various Authorities including Rural Electrification, Roads, ICT, Water Service Boards, Building and Construction. 6. Review of Engineers Registration Act 7. Liberalized economy 	<ol style="list-style-type: none"> 1. Emerging societies with similar interest 2. Growing number of other bodies organizing training for engineers 3. Emerging organizations handling engineering conferences 4. Competition for recognition and supremacy from other none engineering institutions.
STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Members in key decision, policy and legislation making positions 2. The Institution is well established and has acceptance and support of the general public and the Government. 3. The Institution has collaboration with other Professional Bodies locally and internationally. 4. The institution has representation countrywide through its members. 5. The Institution has a good advantage of long history and being an established learned society of the engineering profession. 6. Good collaboration with ERB. 	<ol style="list-style-type: none"> 1. Lack of adequate and trained secretariat to manage its affairs. 2. Inadequate office space 3. Weak financial base 4. Slow in responding to emerging opportunities 5. Limited practical training facilities and resources in industry 6. Lack of noticeable presence in the public domain 7. Lack of own premises.

7. STRATEGIC OBJECTIVES

Based on its Vision, Mission and Core Functions, and taking into consideration stakeholder expectations and its external and internal environment, IEK has developed the following strategic objectives to be achieved in the Strategic Plan Period: 2009 – 2014.

(i) Promote Training and Development of Engineers

IEK will motivate engineering students in the Universities, visit universities to give talks, and prepare promotional materials. There already exists an award system for best engineering students which will be expanded to other universities offering engineering education. IEK will lobby organizations to give attachments to students.

Under this objective, IEK will seek recognition as a trainer in order to facilitate claim of training fees, organize more courses for engineers, implement CPD's and move towards establishing training facilities for engineers.

IEK will liaise with relevant institutions to ensure that degree programmes offered meet academic requirements for engineers registration and admission to its membership. IEK will also build linkages with relevant institutions with the objective to achieve more recognition globally.

(ii) Promote Professional Engineering Practice, Standards and Ethics

IEK will liaise with other institutions to develop engineering best practices and will work with ERB to enforce adherence to the Engineers Act.

(iii) Strengthen institutional capacity of IEK

IEK aims to hire and train staff, purchase premise, operationalise business wing of the institution, collect outstanding debts by engaging services of a debt collector, establish trust fund, finalize review of IEK Constitution and work closely with ERB to finalize review the Engineers Act. IEK will strengthen branches to hold local training seminars and workshops and to become self sufficient. IEK will also review and improve website to make it more interactive.

(iv) Promote the Status, Rights and Welfare of Engineers

IEK aims to promote better prospects for engineers, ensure that engineers enjoy high profile in the society, lobby for IEK to be represented in the Govt. institutions and promote close working relationship with the industry. IEK will finalize and operationalise Welfare body for engineers.

(v) Build Local capacity in the Engineering Industry

IEK will establish an electronic employment notice board for engineers, encourage local participation in all engineering projects and discourage employment of foreign engineers except where local expertise is lacking

(vi) Enhance the image and reputation of the Institution

IEK will engage in corporate social responsibility matters, enhance awareness of IEK in the society, take active role in umbrella societies nationally and internationally and enhance media relations.

(vii) Promote culture of creativity, innovation and application of research findings

IEK will promote creativity, innovation and research by publicizing such results through conferences and making awards to the students with best projects.

The strategic objectives take account of the institutional strengths and weaknesses, opportunities and threats facing the institution and the issues obtaining from the stakeholders survey. The successful implementation of the above objectives will be anchored on appropriate organizational structures, staffing and availability of finances.

8. ACTION PLANS

Action plans that will drive the strategic objectives and related implementation indicators and timeframes are presented here below:-.

Objective 1: Promote Training and Development of Engineers.					
No.	Goals	Activities	Implementation Indicator/Target	Time-frame	Responsibility
1.	Encourage engineering students in the Universities	1.1 Mount campaigns, talks, seminars and visits 1.2 Establish links with universities to ensure IEK is invited to give talks 1.3 Prepare promotional materials on IEK and engineering profession in general 1.4 Establish IEK student chapter 1.5 Attend curriculum development meetings 1.6 Expand students' award programs to include universities teaching engineering	<ul style="list-style-type: none"> • Number of student member applications • No. of invitations • Brochures • Chapters established • Meetings attended • Awards scheme expanded 	Continuous Immediately October 2009 Nov 2009 continuous	(Membership & Training) Council (Membership) Council (Membership)
2	Encourage private/public institutions to give attachments to engineering students	2.1 Identify and keep register of potential institutions to give attachments and establish links with them 2.2 Prepare papers/brochure for sensitisation of attachments	<ul style="list-style-type: none"> • Register in place • Papers, brochures in place 	Dec 2009 Dec. 2009	(Training) (Training)
3	Provide continuing professional development for engineers	3.1 Work with ERB to develop and operationalize CPD programme 3.2 Solicit funds from development partners for sponsorship of training	3.1.1 No. of registered engineers 3.1.2 No. of CPD units per individual 3.2 Partners Identified 3.3 Funds available	Continuous Continuous April 2010	(Training) Council
4	Organize training Courses for Engineers	4.1 Work with ERB to establish structured training for graduate engineers. 4.2 Develop training curriculum 4.3 Organise training seminars and workshops in Branches 4.4 Seek recognition by DIT as a training institution	<ul style="list-style-type: none"> - No of courses in a year - Recognition - No of seminars and workshops 	Continuous Sept 2009 2009	(Training) Council (Training/ Branches)
5	Establish Training facilities	5.1 Obtain premises, equipment and personnel	- Facilities established	2011	Council
6	Building linkages with other international engineering	6.1 Identify institutions to work with towards achieving EMF	- Institutions identified	2010	Council

	organizations to acquire Engineering Mobility Forum (EMF)status.	6.2 Work with the institutions towards achieving EMF	- Commence process	2010	Council
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Objective 2: Promote Professional Engineering Practice, Standards and Ethics

No.	Goals	Activities	Implementation Indicator/Target	Time-frame	Responsibility
1.	Enforce adherence to the Engineers Act	1.1 Liaise with ERB to ensure that all provisions of the Engineers Act are adhered to 1.2 Report non compliance to ERB 1.3 Mount sensitisation campaign	Discipline cases No. of reported cases Adverts, sensitisation meetings	continuous Continuous Continuous	Council Council (Training/ Membership)
2.	Develop or adopt engineering best practices- IEK Code of Practice	2.1 Liaise with other institutions on best practices in engineering 2.2 Develop best practice guidelines	No of documents on best practices obtained.	Sept 2009 continuing	Council

Objective 3: Strengthen Institutional Capacity of IEK

1.	Hire Executive Officer	1.1 Prepare Job description 1.2 Advertise 1.3 Recruit	Executive Officer in place	Mar 2010	Council
2.	Hire support staff	2 Advertise & recruit	Staff in place	Aug 2009	
3.	Train staff	3.1 Identify Courses 3.2 Sponsor staff	Trained staff	Aug 2009	Council
4.	Purchase premise	4.1 Raise funds 4.2 Identify property 4.3 Procurement	Premises available	Continuous 2009/10	Council
5.	Operationalise business wing of the Institution	5 Establish committee or board to operate the business	Start business	2009	Council (Welfare)
6.	Collect outstanding debts	6 Obtain debt collector services	Debt collector identified and exercise commenced	Continuous	Council (Branches)
7.	Establish Trust Fund	7.1 Open account 7.2 Start depositing excess funds from various activities	Account opened	2009	Council (Training)
8.	Review Legal framework	8.1 Review IEK Constitution 8.2 Work closely with ERB in the review of Engineers ACT	New constitution New Act	April 2010 June 2010	Council

Objective 4: Promote the Status, Rights and Welfare of Engineers					
No.	Goals	Activities	Implementation Indicator/Target	Time-frame	Responsibility
1	Promote better prospects for qualified Engineers	1.1 Update databank of professional engineers 1.2 Sensitise employers to recruit engineers to management positions	Established Engineers appointed to high positions	Aug 2009 & Continuous Continuous	Council
2	Ensure that engineers enjoy high profile in the society	2.1 Encourage engineers to play role models in various social activities 2.2 Support engineers to seek management and leadership positions	Number of engineers in prominent positions	Immediate Continuous	Council
3	Lobby for IEK to be represented in more Govt. institutions.	3 Visit Ministers and put the matter for consideration	No of positions given to the Institution	Continuous	Council
4	Promote close working relationship with industry	4.1 Regular industrial visits 4.2 Regular professional lectures from industrialists	At least three industrial visits At least three professional lectures from industry	Continuous	Council (Branches)
5	Finalize and operationalise welfare body for engineers	5.1 Get registration completed and register members 5.2 Sensitise members	Welfare body in place	Nov 2009	(Welfare & Dev)

Objective 5: Build Local capacity in the Engineering Industry					
1.	Establish an electronic employment notice board for engineers.	1.1 Establish an electronic employment notice board (people should be able to register themselves) 1.2 Publish job opportunities in IEK publications 1.3 Link with ERB database of engineers and engineering industry, engineering firms and companies in the manufacturing, building and construction sector	Electronic employment notice board in place Advertisements No. of advertisements Access to ERB database	Immediate Each issue Each issue Continuous	Council (Journal) Council (Journal) Council Council
2	Ensure local participation in all engineering projects	2.1 Collect and disseminate, to local firms, information on projects in the pipeline 2.2 Lobby government to put in place a system of	Information of projects No. of meetings	Continuous Continuous	Council (Advocacy)

		2.3 engaging local engineers in engineering projects 2.4 Collaborate with those organising engineering exhibitions/ conferences	No. of exhibitions /conferences		Council
3	Encourage employers to use local expert staff except where local expertise is lacking	3.1 Work with ERB and lobby government to restrict issuing work permits to individuals where local expertise exist 3.2 Prepare inventory of available local expertise and experiences and disseminate the same to relevant authorities for use in processing work permit applications	No. of meetings and position papers Register ready	Continuous Continuous	Council (Advocacy) (FAD)

Objective 6: Enhance the image and reputation of the Institution and engineering profession					
No.	Goals	Activities	Implementation Indicator/Target	Time-frame	Responsibility
1.	Project a respectable status within society	1 Recognise and give awards to distinguished persons.	• Identify persons and design plaque	April 2010	Council
2..	Partake in corporate social responsibility matters	2.1 Participate in issues related to poverty alleviation, environment, ethics, health, etc 2.2 Publicise projects reflecting social responsibility	• Sponsor events • Participate in at least two of the issues • Appearance in the media	Quarterly Aug 2009, Dec 2009	Council (Functions) (Environment)
3.	Enhance awareness of IEK in the society	3.1 Organise media appearance on topical issues	• 4 media appearances in a year	Oct 2009	(Advocacy)
4.	Assume leadership role within professional societies nationally and internationally	4.1 Fast track the formation of the Federation of Engineering Institutions of East Africa 4.2 Participate in local and international meetings 4.3 Be represented at local and International organisations 4.4 Establish closer links with international and national Engineering Institutions	Establishment of the FEIEA Represented at International Meetings of Engineers Closer links with international and national Engineering Institutions established and maintained	Dec 2009 Dec 2009 Continuous Dec 2009 Continuous	Council
5.	Enhance media relations	5. Get regular media appearance on topical issues.	An appearance per month	April 2009 Continuous	Advocacy
6.	Undertake career guidance in schools	6.1 Organise road shows 6.2 Promote engineering in schools 6.3 Organise and give engineering awards	Road shows held No. of Promotions No. of engineering awards	Continuous	Council (Membership)

		6.4 Award scholarships for outstanding students intending to pursue engineering	No. of scholarships		
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Objective 7: Promote culture of creativity, innovation and application of research findings					
No.	Goals	Activities	Implementation Indicator/Target	Time-frame	Responsibility
1	Set up IEK Research and Innovation Excellence Award Scheme	1.1 Establish a charitable trust fund for the advancement of creativity, innovation and application of research findings e.g. "IEK FUND FOR ADVANCEMENT OF RESEARCH AND INNOVATION" 1.2 Set up a Task Force to draft policy, governance, rules and regulations pertaining to the scheme complete with resource mobilization and budgets 1.2 Seek sponsors for various categories of awards 1.3 Conclude Memorandum of Cooperation with participating Universities that have engineering schools or faculties	Fund is established Scheme Policy and Regulations published Sponsorship contracts signed MOCs signed	Dec 2009 Dec 2009 Dec 2009 --- // -- Dec 2009	Council Hon. Sec IEK Council Council
2	Annual IEK Research and Innovation Conference	2.1 Task the current IEK Conference Committee to organize this conference	Conference held annually	From 2010	Council
3	IEK Handbook of selected University final year research projects	3.1 Task the current IEK Journal Committee to coordinate publication.	Handbook published annually	From 2010	Council

9. IMPLEMENTING STRATEGY

Key considerations in implementing strategy are:

- (i) Organizational structure
- (ii) Staff competence and complement
- (iii) Financial resources
- (iv) Operational plans
- (v) Monitoring and evaluation systems

9.1 Organization Structure of IEK

The proposed organisational structure illustrated in Annex 2 provides for structures which align key functions of IEK to the strategic objectives identified for the Strategic Plan 2009-2014. Staff under the Secretary/CEO are to strengthen committees work focussing on key roles and functions. Similarly, the functions will be strengthened to give IEK the impetus to become relevant towards the attainment of Vision 2030.

9.2 Financial Resources

Estimates of financial requirements for the various activities needed to implement the strategic objectives are as presented on Table 9.1. Summary of budget allocation in support of each strategic objective for the entire period is also shown on Table 9.2.

Table 9.1 Time-Frame and Budgets for IEK Action Plans

Objective	Activity	Budgetary Allocations Over Plan Period Time (in Kshs 000)						Total Budget (Kshs 000)	
		2009	2010	2011	2012	2013	2014		
1	Promote training and development of engineers.	Mount campaigns, talks, seminars and university visits	200	300	300	300	400	400	1,900
		Establish links with universities to ensure IEK is invited to give talks.	50	100	-	100	-	-	250
		Prepare promotional materials on IEK and engineering profession in general	150	150	150	200	200	200	1,050
		Identify and keep register of potential sponsors for training and establish links with them	50	50	-	-	-	-	100
		Develop CPD Program	-	200	100	-	100	-	400
		Work with ERB to mount CPDs	1000	1000	1000	1000	1000	1000	6,000
		Solicit funds from sponsorship of Training from development partners and Industry	500	500	500	1000	1000	1000	4,500
		Building linkages with other international engineering organizations to acquire Engineering Mobility Forum status.	-	200	200	200	300	300	1,200
2	Promote Professional Engineering Practice and Standards	Liaise with ERB to ensure that all provisions of the Engineers Act are adhered to	-	100	100	100	-	-	300
		Report non compliance to ERB	-	-	-	-	-	-	-
		Liaise with other institutions on best practices in engineering	600	1000	1000	1000	1000	1200	5,800
3	Improve Institutional Capacity of IEK	Hire Executive Officer	500	500	600	400	500	600	3,100
		Hire support staff	840	840	930	930	1050	1050	5,640
		Train staff	50	50	50	-	-	-	150
		Purchase own premise	5000	5000	5000	5000	5000	5000	30,000
		Move to own premises	800	500	-	-	-	-	1300
		Operationalise business wing of the institution	200	200	-	-	-	-	400
		Collect outstanding debts	100	100	100	100	100	100	600
		Establish Trust Fund	-	-	-	-	-	-	-
		Review IEK Constitution	400	400	-	-	-	-	800
Work closely with ERB in the review of Engineers Act	400	400	-	-	-	-	800		

Objective	Activity	Budgetary Allocations Over Plan Period Time (in Kshs 000)						Total Budget (Kshs 000)	
		2009	2010	2011	2012	2013	2014		
4	Promote the Status and Welfare of Engineers	Promote Better Prospects for Qualified Engineers	100	100	100	100	100	100	600
		Ensure that Engineers Enjoy High Profile in the Society	50	50	50	50	50	50	300
		Lobby for IEK to be represented in the boards of various Govt Institutions.	200	200	200	200	200	200	1,200
		Finalize and operationalise Welfare body for Engineers	100	200	-	-	-	-	300
		Promote close working relationship with industry	100	100	100	100	100	100	600
5	Build Local capacity in the Engineering Industry	Establish an employment bureau for engineers.	100	100	100	100	100	100	600
		Ensure local participation in all engineering projects	50	50	50	50	50	50	300
		Discourage employment of foreign engineers except where local expertise is lacking	100	100	100	100	100	100	600
6	Enhance the image of the Institution and Engineering Profession	Project a respectable status within the society	100	100	100	100	100	100	600
		Partake in corporate social responsibility matters	200	200	300	300	300	300	1,600
		Enhance awareness of IEK in the society	150	150	200	250	250	300	1,300
		Open Branches	450	450	450	600	600	600	3,150
		Assume leadership role within professional societies nationally and internationally	1,500	1,500	1,500	1,500	1,500	1,500	9,000
7	Promote culture of creativity, innovation and application of research findings	Establish IEK Research and innovation scheme	-	400	200	200	200	200	1,200
		Organise IEK research and Innovation Conference	-	2,000	-	2,200	-	2,500	6,700
		Publish IEK Handbook of outstanding final year University projects	-	100	120	140	160	180	700
TOTAL(Kshs 000)			14,040	17,390	13,600	16,320	14,460	17,230	93,040

Table 9.2 Summary of Budget Allocations

OBJECTIVE		TOTAL BUDGET Kshs
1	To promote Training and Development of Engineers in Kenya	15,400,000
2	Promote Professional Engineering Practice, Standards and ethics	6,100,000
3	Strengthen Institutional Capacity for the Institution	42,790,000
4	Promote the Status, Rights and Welfare of Engineers.	3,000,000
5	Build Local capacity in the Engineering Industry	1,500,000
6	Enhance the image and reputation of the Institution and Engineering Profession	15,650,000
7	Promote culture of creativity, innovation and application of research findings	8,600,000
TOTAL		93,040,000

9.3 Financing the Strategy

From the above budgetary estimates, the proposed total budget for the implementation of the strategic plan is approximated at Kshs 93m which translates to an average annual expenditure of Kshs 18.5m. IEK annual revenues are derived from annual subscriptions and income from Conference, Training and Functions activities. The following assumptions to project income-expenditure during the plan period were made:-

- i) Good relations with ERB
- ii) Growing membership potential
- iii) Operationalisation of CDP program with subsequent increase in activities and training demand
- iv) Review of subscription rates
- v) New Branch activities
- vi) Fundraising activities
- vii) Application for funding from Government and other institutions to support capacity building activities

With the above favourable conditions, the income for the institution is expected to grow resulting in surplus that will be sufficient to cater for the budgetary requirements to implement the strategic plan.

This strategic plan will therefore be funded primarily from revenues which are expected to grow as a result of intensified activities, strengthened collection of debts and annual subscriptions, increased membership, branch activities, review of annual subscriptions, fundraising and grants. Table 9.3 shows the income –expenditure projections during the plan period.

Table 9.3 Projected Income and Expenditure during the plan period 2009-2014

Budgetary Item	2008	2009	2010	2011	2012	2013	2014
INCOME	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000
Subs	1,189	1,367	3,000	4,000	6,000	8,000	10,000
Conference	4,449	4,894	6,000	7,000	8,000	9,000	10,000
Training	4,774	5,252	6,000	7,000	9,000	10,000	10,000
Functions		500	1,000	2,000	3,000	4,000	4,000
Others	416	576	700	800	1,000	1200	1,500
Fundraising/Grants	-	5,000	4,000	4,000	4,000	5,000	5,000
Total	10,828	17,089	20,700	23,800	31,000	37,200	40,500
EXPENDITURE							
Conference	3,228	3,713	4,000	4,500	5,000	5,500	6,000
Training	3,168	3,643	4,000	4,500	5,500	6,000	6,500
Functions		450	800	1,000	1,300	1,350	1,600
Membership		400	500	600	700	800	900
Salaries	600	680	750	800	850	900	1,000
Other expenses	3,528	8,402	8,800	9,000	9,200	10,400	11,500
Total Expenditure	10,524	16,438	18,850	20,400	22,550	21,950	24,500
Surplus / (Loss)	304	651	1,850	3,400	9,450	12,250	13,000

Priority expenditure for IEK during the plan period will be Salaries, Conference, Training, Functions and Membership activities expenditures with a view to increasing the revenue base for the institution. Other expenses which account for some 40% include component to implement the strategic plan during the plan period.

IEK will therefore require to take the following actions to raise initial funds needed to procure own premises:

- (i) Review Annual Subscriptions. This is estimated to bring between Kshs 3 - 5 million per year to grow to Kshs 10m by the year 2014.
- (ii) Intensify conference, training activities, growth of membership, and collection of revenue to improve financial position.
- (iii) Organise fundraising activities.
- (iv) Apply for grants.

9.4 Operational Plans of IEK

The Strategic Plan defines the roadmap for the next 6 years. Implementation requires that the strategic plan is organized in short-term actionable programmes which are then resourced to achieve the planned objectives. The first operational plan for this strategic plan will cover the period: 2009 – 2010.

Each Committee will develop detailed plans and activities for implementing IEK strategic objectives in the next 6 years. Resources required will be budgeted as well by the indicators of planned achievements.

9.5 Monitoring and Evaluation

Monitoring and evaluation is an integral part of the strategic plan. A monitoring system will be put in place to ensure that planned activities are implemented; and setbacks and variations are addressed as they arise.

- (a) The Council will monitor the implementation of both the operational plans and the Strategic Plan at its monthly meetings;
- (b) Annual strategic review workshops will be held to evaluate the progress in implementation of the Strategic plan.

Annex 1: Abbreviations Used

AGM	Annual General Meeting
CPD	Continuing Professional Development
DIT	Directorate of Industrial Training
EMF	Engineers Mobility Forum
ERB	Engineers Registration Board
FEIEA	Federation of Engineering Institutions of East Africa
IEK	Institution of Engineers of Kenya
KEPSA	Kenya Private Sector Alliance
SWOT	Strengths, Weaknesses, Opportunities and Threats
WFEO	World Federation of Engineering Organizations

Annex 2: Organisation Structure of IEK

