IEK STRATEGIC PLAN
2019 - 2023
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# Acronyms and Abbreviations

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<tr>
<td>AGM</td>
<td>Annual General Meeting</td>
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<tr>
<td>APSEA</td>
<td>Association of Professional Societies of East Africa</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>CG</td>
<td>County Government</td>
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<tr>
<td>CPD</td>
<td>Continuous Professional Development</td>
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<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<tr>
<td>CUE</td>
<td>Commission of University Education</td>
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<tr>
<td>DFB</td>
<td>Design Finance Build</td>
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<tr>
<td>EA</td>
<td>East Africa</td>
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<tr>
<td>EAAE</td>
<td>East African Association of Engineers</td>
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<tr>
<td>EAC</td>
<td>East African Community</td>
</tr>
<tr>
<td>EAEO</td>
<td>East Africa Engineering Organisations</td>
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<tr>
<td>EAIE</td>
<td>East African Institution of Engineers</td>
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<tr>
<td>EBK</td>
<td>Engineers Board of Kenya</td>
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<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>FAEO</td>
<td>Federation of African Engineering Organisations</td>
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<tr>
<td>FIEK</td>
<td>Fellow of Institution of Engineers of Kenya</td>
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<td>FMS</td>
<td>Financial Management Services</td>
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<tr>
<td>GE</td>
<td>Graduate Engineer</td>
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<tr>
<td>ICE</td>
<td>Institution of Civil Engineers</td>
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<tr>
<td>ICPAK</td>
<td>Institute of Certified Public Accountants of Kenya</td>
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<tr>
<td>ICS</td>
<td>Institute of Certified Secretaries</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
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<tr>
<td>IEA</td>
<td>Institute of Economic Affairs</td>
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<tr>
<td>IEK</td>
<td>Institution of Engineers of Kenya</td>
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<tr>
<td>ISO</td>
<td>International Standards Organisation</td>
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<tr>
<td>KE</td>
<td>Kenya Engineer</td>
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<tr>
<td>KEPSA</td>
<td>Kenya Private Sector Alliance</td>
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<tr>
<td>KETRB</td>
<td>Kenya Engineering Technology Registration Board</td>
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<tr>
<td>KIPPIRA</td>
<td>Kenya Institute of Public Policy Research and Analysis</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MIEK</td>
<td>Member of Institution of Engineers of Kenya</td>
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<td>MoU</td>
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<td>NACOSTI</td>
<td>National Commission for Science Technology and Innovation</td>
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<td>PE</td>
<td>Professional Engineer</td>
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<td>PESTEL</td>
<td>Political Economic Social Technological Environmental and Legal</td>
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<td>PIDs</td>
<td>Professional Interview Documents</td>
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<td>PIPs</td>
<td>Professional Interview Preparation</td>
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<td>PPDA</td>
<td>Public Procurement and Disposal Act</td>
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<td>PPP</td>
<td>Public Private Partnership</td>
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<tr>
<td>SACCO</td>
<td>Savings and Credit Cooperative Society</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>SMEs</td>
<td>Small and Medium Enterprises</td>
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<td>SWOT</td>
<td>Strengths Weaknesses Opportunities and Threats</td>
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<td>UNESCO</td>
<td>United Nations Educational Scientific and Cultural Organisation</td>
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<tr>
<td>WFEO</td>
<td>World Federation of Engineering Organisations</td>
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The IEK Strategic Plan 2019-2023 presents the roadmap to guide us in running the institution’s operations for the next five years. It is a product of members’ views and extensive consultations with the Council, the eminent members and the Secretariat, among other key stakeholders. We have looked at the various stages of our journey so far as the institution. Based on our current organizational and sectorial context, benchmarking with the best in class similar institutions, projected the next level that we need to move to. In this effort, we have tapped the wisdom of our predecessors and for this I am grateful to all my predecessors. The vibrant conversations we have had in the last few months as this process was ongoing should be sustained so that we can continue engaging one another on the matters affecting our profession.

This Strategic Plan sets out bold and new directions for the Institution. The strategy outlines what we must do in order to meet the expectations of our members, and the wider societal needs, now and in the future. The plan is also inclusive and will cater for the needs of all members regardless of their race, gender or creed. IEK is the only institution in Kenya with the mandate to represent the entire engineering fraternity, and this is our greatest strength. We shall leverage the collective experience and expertise of our members to build a strong institution to influence society and for the wellbeing of our members.

As the President of the Institution, I assure members that the Council has every intention to implement this strategic plan fully. We are aware of the arduous task ahead and give our full commitment to provide the resources necessary to execute the plan. As I promised members, raising the resource base of the institution during my term will remain our focus. Members have indeed expressed concern that the strategic plan may fail to be implemented and we are quite aware of the risks we face; we will do all that is possible to avoid this.

I appreciate the work done by the committee that the Council tasked with drawing this strategic plan; I appreciate the Consultant, The Leadership Group for helping us in the process. I also appreciate the Eminent Engineers who have walked with the Council so far and finally but importantly our members who have engaged us very productively. Indeed, we are proud of this institution, the strides made so far, the future is very promising.

Eng. Collins Juma, MBS, FIEK
PRESIDENT
INSTITUTION OF ENGINEERS OF KENYA
Strategic Direction

The strong message passed by members during our engagements in developing the strategic plan is that there is need for change. This is well elaborated in this document. There is need to reset the compass for IEK and we must not be afraid to make the bold move that makes IEK stronger and better for future generations. We have opted to dream and dream big because of our enduring hope for a better world. This strategic plan is about sustainable growth.

Over the next five years, we intend to triple our membership by becoming the institution of choice for the engineering fraternity. This strategic plan, when implemented, will transform the quality of services to members. It will ensure that IEK takes up its leadership role and influences society. We shall raise the visibility of the Engineer so that the public gains deeper appreciation of our contribution to society’s wellbeing. The plan also aims to create robust engagements, collaborations and partnerships with all our stakeholders to create value for our members and the society. IEK will champion the welfare of engineers in terms of compensation for services offered as well as remuneration of Engineers.

The strategic plan acknowledges that our internal processes must be improved and strengthened to be able to ensure accountability, good stewardship and responsiveness to current issues. This is why a new organization structure has been proposed as well as steps to strengthen governance and the secretariat.

I invite all members to take this journey with us into a brave new world.

Eng. Nathaniel Matalanga, MIEK
HONORARY SECRETARY
INSTITUTION OF ENGINEERS OF KENYA
Acknowledgements

The IEK Strategic Plan 2019-2023 is a product of intense consultative process involving members, council and the various committees through which IEK runs its affairs. The Council appointed a Strategic Planning Committee to lead the process of coming up with the strategic plan. The committee invited IEK members to provide the thoughts they want reflected in the strategic plan. The response from members was impressive as members in all categories provided useful feedback.

The Strategic Planning Committee and the Consultant, therefore, had to ensure that they consolidated the responses from members in order to chart the strategic direction the members felt the institution should take. As a result, the vision, mission and values that were crafted reflect the wishes of IEK members.

This strategic plan offers a general direction that the institution intends to take for the next five years. The consultative process has ensured that every IEK member had an opportunity to participate in informing the future of IEK. As a result, this strategic plan is actually member-driven.

The Strategic Planning Committee members were Eng. Margaret Ogai (Vice Chairperson), Eng. Monica Abonyo, Eng. Nathaniel Matalanga, Eng. Tom Opiyo, Eng. James Mwangi and Prof. Eng. Abel Mayaka. This team worked very well and coordinated with the Consultant to deliver this strategic plan and I appreciate each one of them for the great service they’ve rendered to the profession. My hope is that the execution of this strategic plan merits them with the legacy that they will leave behind through their dedicated effort in informing the future of IEK.

I also wish to acknowledge the technical expertise and support provided by the Consultant, M/s The Leadership Group. Finally, my sincere gratitude goes to the Council, ably led by the President, for the trust they bestowed on me and the Committee and for their leadership and providing the resources required to birth this strategic plan.

Eng. Shammah Kitene, MIEK
COUNCIL MEMBER
CHAIR, IEK STRATEGIC PLANNING COMMITTEE
EXECUTIVE SUMMARY

The East African Association of Engineers (EAAE), which was the precursor to The Institution of Engineers of Kenya (IEK), was formed in 1945 as a professional body, independent of control by governments and with membership spread in the original East Africa Community (EAC) i.e. Kenya, Uganda, and Tanzania. In 1959, the name of the association was changed to East African Institution of Engineers (EAIE).

The breakup of the EAC resulted in the splitting of most of the professional bodies, among them the EAIE. In 1972, IEK was registered and established as a professional and independent body in Kenya. IEK is a learned society of the engineering profession, which co-operates with national and other international institutions in developing and applying engineering to the benefit of humanity. IEK current membership stands at 5,533 (2018).

The last Strategic Plan (2009 -2014) is expired, and therefore in April 2018, the Annual General Meeting approved the development of a new strategic plan. This was aimed at transforming IEK to effectively meet its mandate and effectively deliver services to its members.

In developing this strategic plan, the Council employed a participatory and consultative approach. The Strategic Planning (SP) Committee was established by the Council in June 2018. The Council engaged a consultant, M/s The Leadership Group in September 2018 to provide technical support to the SP Committee to develop this strategic plan.

The Consultant carried out literature review and undertook a survey using a questionnaire that was sent out to all members of the institution. 264 responses were received, which were analysed. The survey indicated that some 70% of the members were satisfied (slightly below service industry standard of 80%) with what the Institution was doing. In addition, 77% of the members found the mandate of the Institution relevant but called for an improvement of the quality of services.

The SP Committee together with the Consultant then did benchmarking on other institutions and in December 2018, a Workshop involving the Council, Eminent Engineers Forum, consultants and SP committee members, a draft strategic plan was presented, discussed and largely adopted with some comments. A second workshop was held in January 2019 and the revised draft strategic plan was presented to the Council and the Eminent Engineers’ Forum.

After the second workshop, the third draft strategic plan, with further improvements, was shared with all members in order to give their feedback. The Institution held a successful Special General Meeting on 11th April 2019 where the Council presented the strategic plan. The SGM adopted the draft strategic plan and mandated the Council to address additional comments before publishing the final strategic plan.

The following Vision, Mission, Core Values and the Mandate of the Institution were adopted by the Members:

Vision: Engineering a sustainable world.

Mission: To promote and develop the engineering profession for sustainable development and welfare of humanity

Core Values:
- Integrity
- Inclusivity
- Innovation
- Independence
- Sustainability

Mandate: To promote the general advancement of Science and practice of Engineering and its implications in Kenya and to facilitate the exchange of information and ideas on those subjects amongst the members of the institution.

This Strategic Plan has the following five Goals:

1. Grow membership to 20,000 by 2023- membership growth will be achieved by reaching out to all potential members in all classes through various strategies as outlined
2. Relevance-IEK will position itself as an institution of significance in the country. This will make Engineering professionals to be involved in key decision-making in the country.
3. Expertise- IEK will create fora for networking to help members stay abreast of current issues as well as assist in personal advancement to grow their expertise in their fields of specialisation
4. Revenue growth- Revenue growth is critical for the institutions health. It reflects the future strength of the institution. IEK will put strategies to grow revenue so that activities of benefit for members will be well financed.
5. Governance and institutional strengthening- IEK will ensure the secretariat is well established; roles and responsibilities clearly defined and resources required to execute the strategy for the institution made available. In addition, the institution will set up instruments of governance to realise optimal performance, transparency and accountability to members

Some of the identified risks to the implementation of the strategic plan include resistance from internal and external stakeholders owing to uncertainty of outcomes and perceived impacts on the running of the Institution. Inadequate resources to implement the strategic plan is another risk while competition from other bodies seeking relevance in engineering matters remains an issue. Lack of leadership commitment and absence of an enabling culture, which foster teamwork, excellence and effectiveness, would also greatly impact the implementation of this strategic plan.
CHAPTER 1

Introduction
1.1. Background of the IEK

The East African Association of Engineers (EAAE), which was the precursor to The Institution of Engineers of Kenya (IEK), was formed in 1945 as a professional body, independent of control by governments and with membership spread in the original East African Community (EAC) i.e. Kenya, Uganda, and Tanzania. In 1959 it was decided that the term ‘Association’ no longer reflected the aims and objectives of a professional body of engineers and it was resolved that the title should henceforth change to East African Institution of Engineers (EAIE). The breakup of the EAC resulted in the splitting of most of the professional bodies, among them the EAIE. IEK was then born and registered as a professional and independent body in 1972.

The Institution of Engineers of Kenya (IEK) is the learned society of the engineering profession and co-operates with national and other international institutions in developing and applying engineering to the benefit of humanity. It is led by a Council elected by members, which serves a two-year term. The Council is the principal governing body of IEK and exercises general oversight over the institution and its affairs. The Council operates through various sub-committees: some permanent and others ad-hoc. The Council runs the affairs of the institution through a Secretariat. The CEO, who is the head of the Secretariat, reports directly to the Council.

IEK members are drawn from practicing engineers working in various government institutions (both national and county), private sector, consultancies, contractors, educators, designers, manufacturers and other persons interested in engineering.

1.1.1. The Objectives of Institution of Engineers of Kenya (IEK)

The strategic objectives under the previous strategic plan were as follows:

1. Promote Training and Development of Engineers,
2. Promote Professional Engineering Practice, Standards and Ethics
3. Strengthen institutional capacity of IEK
4. Promote the Status, Rights and Welfare of Engineers
5. Build Local capacity in the Engineering Industry
6. Enhance the image and reputation of the Institution
7. Promote culture of creativity, innovation and application of research findings
1.2. Justification for the Strategic Plan

The Strategic Plan development process is a transformational journey for the Institution as it seeks to reposition itself to play a bigger role in the engineering industry. Members at an AGM sanctioned this exercise in April 2018 following the expiry of the last Strategic Plan (2009 -2014) during which period the IEK stagnated affecting its ability to deliver services to members and also its capacity to effectively play its role in the industry.

The purpose of the plan includes:
• To provide direction on how best IEK could serve its members
• To create alignment within the institution for effective delivery

This is especially important because the profession is struggling with various challenges such as:
• A poor corporate image and limited recognition, both within industry and at national level
• Inability to play a prominent role in the infrastructure space in the country especially in stewarding big government projects
• Huge number of unregistered engineers operating in the market
• Influx of foreign players
• IEK not being attractive enough to Engineering graduates who opt for jobs in other sectors
• Engineers no longer being sought to head infrastructure parastatals

In this regard, the new strategic plan will help the Institution in the following ways:
• Identify ways to enhance resource mobilization
• Propose ways to improve member services
• Make IEK relevant and attractive to its members
• Create visibility for IEK in the market to ensure recognition
• Determine avenues for value creation for members and other stakeholders
1.3. Approach and Methodology

1.3.1. Introduction
The Consultant used consultative and participatory methods in undertaking this assignment ensuring effective information gathering and transfer. The assignment was undertaken in three phases: the planning phase; the execution phase; and the final reporting phase.

1.3.2. Inception Meeting
A preliminary meeting was held with the IEK Strategic Planning committee on November 14, 2018 to assist the Consultant to understand IEK objectives, aspirations and envisaged activities and programmes and how they would like the strategic plan to be developed.

During the inception meeting, the following was revealed:
- That the IEK Council viewed the Strategic Plan development process as a transformational journey for the Institution as it seeks to reposition itself to play a bigger role in the engineering industry
- The development of the strategic plan was sanctioned by members at an AGM in April, 2018
- The last strategic plan (2009 -2014) was never implemented

1.3.3. Desk Review
A desk review was done with the intention of familiarizing the Consultant with the background of IEK and its activities. A review of the available documents assisted to obtain a thorough overview of IEK. The Consultant reviewed the previous strategic plan to identify the gains made and the shortcomings of the plan. The Consultant then documented that the previous strategic plan was not measurable, it was not clear and most of all, lacked ownership from the Council. It, therefore, did not guide the institution on its journey from 2009 to 2014. It also expired nearly four years ago, meaning the institution has been moving on without a clear direction. All other relevant data and information from external sources was assembled and used in the production of the final strategy document.

The consultants asked for the following documents to facilitate their work.
- The last strategic plan
- IEK Constitution
- Status report on Strategic plan implementation
- Stakeholder satisfaction report
- Audited accounts
1.3.4. Data collection

The consultant used desk reviews, stakeholders’ surveys and interviews, consultative meetings and a scheduled strategy development workshop as the main data collection tools. A tailor-made approach that accommodated those tools in the assignment was developed and deployed. The tools enabled the Consultant to gather data from all the relevant stakeholders. Data collected from Institution of Engineers of Kenya’s Council, Strategy committee, the secretariat, partners and members among other relevant stakeholders informed the approach that was used at the workshop to give birth to the Strategic plan.

Further, interviews with selected key internal and external stakeholders were conducted to obtain essential information for input into the strategy development process. The Eminent Engineers Forum was also represented in the Strategy Development Workshop to give valuable input into the process.

A stakeholder survey conducted by the Consultant, yielded the following results:

1.3.5. Survey results

The survey presented the stakeholders’ association with IEK in terms of categories, for instance; students, members, graduate members, corporate members and so on. This information was relevant in ensuring resources were appropriately allocated to the different categories of stakeholders resonating with their expected value from IEK.

In general, the majority of the members are associated to IEK as graduate members, followed by corporate members with fellows in the distant third. This in total constituted 92.42% of the entire population of 264 members who responded to the survey. The survey brought out that most of the members are civil engineers followed by electrical engineers, and mechanical engineers, agricultural engineers being the minority and others.

According to the survey, 31.8% of IEK members retain association with IEK for a maximum of five years, being majority of members, whereas 9.2% have been in association with IEK for a maximum of one year. Over 70% of the respondents have never had an issue with IEK while around 28% have had an issue.
In terms of quality of services, 55% rate the services as good, 15% very good while 1% say the services are excellent. That means just slightly over 71% are satisfied members. However, 70% satisfaction is not at its best but a good achievement nevertheless, which calls for service quality improvement as in the service sector, anything below 80% is not ideal. With regards to relevance of IEK services to members, 29% said they were very relevant, 27% relevant and 21% somewhat relevant. This makes it around 77% relevant. In that regard, there is no need to overhaul the services but it calls for an improvement of the quality of services and an introduction to some other services to push this number to nearly 98%. This is because, relevance of a service needs to be very high; you are either relevant or irrelevant, there is little room for middle ground.

The rest can be viewed more in detail in Appendix 3.

1.3.6. Consultative meetings

The consultant held consultative meetings with the IEK’s stakeholders so as to incorporate their views and ideas during the review stage of the strategic plan. A strategy development workshop was held on 13th and 14th December 2018 attended by the IEK Council, Eminent Engineers Forum and The Strategic Planning Committee. During this meeting, based on the results of the survey and brain storming sessions the vision, mission and strategic objectives were agreed upon. A further meeting was subsequently held on 23rd January 2019 to consider the first draft strategic plan. The workshops were of great importance in the development of this strategic plan.

1.3.7. Drafting of the Strategic Plan

The Consultant analysed the collected data and developed the strategic plan in close consultation with the relevant IEK stakeholders. Within the strategic plan, the Consultant incorporated a work plan of all the activities with short, medium and long-term plans. A multi-year operationalization plan with clear deliverables was also developed detailing multi-year budgets to support the plans, implementation plan for the first year and a Monitoring and Evaluation framework to ensure effectiveness and efficiency in implementation of the strategic plan was also developed.
CHAPTER 2
Review of the Current Strategic Plan
The last documented strategic plan was meant to cover the period 2009 - 2014. The outlined vision, mission and core values were as follows:

**Vision**
“To be an inspiration of excellence to the engineering profession and practice in Kenya and beyond.”

**Mission**
“To promote and develop the engineering profession, best practices for sustained development and welfare of Kenyans.”
- Stewardship
- Innovation
- Integrity

**Core Values**
- Professionalism
- Teamwork
- Accountability
- Responsiveness
2.1. Extent of implementation of previous strategic plan

There was no comprehensive implementation of the strategic plan. After its expiry and during the subsequent period (2015 – 2018) no other guiding strategic document was developed until now. As a result, it was not possible to undertake an evaluation of the previous strategic plan.

There was little ownership of the strategic plan since it was not developed in a consultative and participatory manner. Nevertheless, we focus on what we learnt. We learnt that the strategic planning process ought to have ownership by all the legitimate stakeholders.

2.2. Challenges and Lessons Learned

The IEK has suffered non-progression due to the following factors/challenges:

• Inability to identify its stakeholders well; which would support the delivery of needs
• Weak resource mobilization/inadequate capacity
• Perception of low visibility/low value (value proposition)
• Member recruitment issues (strategy of recruiting not working)
• Engineers are not asserting themselves in the market
• Weak/disenfranchised secretariat/Strengthening the secretariat needed
• Waning influence in public policy-setting agenda
• Need for a rapid mobilization unit to deal with crisis situations in the country
• Lack of excellent communication skills to ensure adequate engagement and outreach
• There’s a marked lack of inclusivity in IEK at both membership and leadership levels
• Lack of ownership and buy-in of the 2009-2014 Strategic plan by members
2.3. Financial Performance

2.3.1. Five-year Performance review

There has been a modestly steady growth since 2015 as shown in table 1.

Table 1: Financial Review

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenses</th>
<th>Surplus/deficit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>53,550,000.00</td>
<td>45,000,000.00</td>
<td>8,550,000.00</td>
</tr>
<tr>
<td>2017</td>
<td>44,966,745.00</td>
<td>37,801,331.00</td>
<td>7,165,414.00</td>
</tr>
<tr>
<td>2016</td>
<td>39,264,052.00</td>
<td>35,880,262.00</td>
<td>3,383,791.00</td>
</tr>
<tr>
<td>2015</td>
<td>32,522,070.00</td>
<td>30,476,876.00</td>
<td>2,045,194.00</td>
</tr>
<tr>
<td>2014</td>
<td>40,396,959.00</td>
<td>27,669,143.00</td>
<td>12,727,816.00</td>
</tr>
</tbody>
</table>

Since these financial performances come from the basis of members, we also provide the corresponding membership numbers. The membership growth has been fluctuating. There was a significant growth in 2016 but it slowed in subsequent years.

Table 2: Membership growth rate

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Members</th>
<th>Growth rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2,850</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>3,347</td>
<td>17.4%</td>
</tr>
<tr>
<td>2016</td>
<td>4,408</td>
<td>31.7%</td>
</tr>
<tr>
<td>2017</td>
<td>4,765</td>
<td>8.1%</td>
</tr>
<tr>
<td>2018</td>
<td>5,533</td>
<td>16.1%</td>
</tr>
</tbody>
</table>
CHAPTER

3

Situational Analysis
3.1. Stakeholder Analysis

The Institution enjoys the support and involvement of a wide stakeholder community in its initiatives and programs. The stakeholders, whose needs are varied and different, require both the commitment and collaboration of the IEK to meet them. For successful co-existence, the Institution must take deliberate steps to identify and address the needs/interest of its stakeholders.

**Power and Interest**

In order to effectively manage its stakeholders, the Institution will apply the Power/Interest matrix (Figure 1) to ensure efforts are directed in the right place and resources expended wisely. The first step is to undertake stakeholder mapping in order to ascertain their levels of power and interest and take action as follows:

**High power – High Interest:** Pay close attention (EBK, State Departments of Infrastructure, Energy, Industrialization, Information and Communication Technology)

**High Power – Low Interest:** Keep Satisfied (KEPSA, Contractors, County governments, Media, Treasury, Attorney General’s office, Development partners)

**Low Power – High Interest:** Keep informed (Other professional associations, Engineering Students, Consulting Engineers, Public, International Engineering Organizations)

**Low Power – Low Interest:** Monitor (do nothing)
The following table illustrates how the IEK should tackle this issue:

**Figure 1: Power/Interest matrix**

<table>
<thead>
<tr>
<th>Level of Influence (power)</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Monitor</td>
<td>Keep informed</td>
</tr>
<tr>
<td>High</td>
<td>Manage closely</td>
<td>Keep satisfied</td>
</tr>
</tbody>
</table>

**Table 3: Key Stakeholders**

The following are the Institution’s key stakeholders:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Needs/Interests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Members</td>
<td>Internship, Attachments, Mentorship, Sponsorship</td>
</tr>
<tr>
<td>Graduate Members</td>
<td>Job placements, Internship, Training, Mentorship, Prestige</td>
</tr>
<tr>
<td>Associate Members</td>
<td>Prestige/Belonging/Association, Licensing, Networking, CPD</td>
</tr>
<tr>
<td>Corporate Members</td>
<td>CPD, Scheme of service/Common welfare, Networking, Jobs and projects, Voice, Mobility/ mutual recognition agreement, Recommendation letters, Appointment to boards</td>
</tr>
<tr>
<td>Government</td>
<td>Policy advisory, emergency engagement and support, Update on sector trends,</td>
</tr>
<tr>
<td>Private/ Industry</td>
<td>Professional services, advocacy, training and development, benchmarking</td>
</tr>
<tr>
<td>The General Public</td>
<td>Professional services, Information, education,</td>
</tr>
<tr>
<td>International Affiliations</td>
<td>Networking, collaboration opportunities, updates on global trends</td>
</tr>
</tbody>
</table>
Engineers are increasingly expected to play a leadership role in sustainable development and to offer solutions to challenges confronting society. These include climate change, renewable energy, rapid urbanization, high levels of poverty, pollution, food security, terrorism, etc. Other challenges include depletion of local building materials, low adaptation of technology in engineering, quality of engineering education, low involvement of engineers in policy matters, low involvement of Kenyan engineers in mega projects and practice by foreign engineers and contractors without ensuring technology transfer, inadequate opportunities for students and Graduate Engineers to gain experience in industry, low collaboration between industry and academia.

Collapsing buildings, demolitions due to encroachment, poor road safety record, reliance on dirty and non-reliable sources of energy, low local involvement in development partner funded projects (no specific requirement to involve local firms in the projects), low local construction capacity, low knowledge management practices (access to codes of practice and relevant standard is poor), local degree courses are not internationally accredited by Washington Accord, etc.

To overcome these problems engineers will require to leverage on rapid technology advancements and globalization (and need for enhanced transportation systems and faster internet, mobility of professionals across borders).

Top engineering challenges for the next decade:

i. Boosting agricultural production using engineering innovations for food security
ii. Promoting local production of goods using engineering innovations and technology in manufacturing
iii. Promoting universal access to clean water through design of water supply systems
iv. Identifying viable clean and renewable sources of energy
v. Bridging the infrastructure deficit in the region to support trade and transport
vi. Addressing climate change through engineering innovations
vii. Educating versatile engineers to adopt innovation and technology to solve pressing Third World problems
viii. Promoting inclusiveness in engineering and manufacturing

3.2. PESTEL Analysis

Engineers are increasingly expected to play a leadership role in sustainable development and to offer solutions to challenges confronting society.
3.2.1. Political Factors

The country is currently enjoying Political stability. Political instability impacts the country’s economic activities while stability influences growth and expansion. The work and programs of the IEK would be impacted negatively if the country experiences political instability while it would be more successful in executing its strategies in an environment of political stability. IEK should actively participate in political discussions that affect its members, and at the same time encourage its members to do the same, for it to enhance its political relevance.

3.2.2. Economic Factors

Vision 2030 has the potential to focus national effort and facilitate the achievement of significant progress in inculcating a culture of integrity and public values in performance of duties. Also, worth noting is the perceived impact of the Big Four agenda. In its strategic management efforts, the Institution must factor in the contribution of its members to the attainment of these key national goals. Moreover, the fact that the achievement of the Vision 2030 and the Big Four agenda is highly dependent on the economic pillar where infrastructure, which is understood as a common good, is given prominence, the institution can keep its relevance beyond the foreseeable future.

3.2.3. Socio-Cultural Factors

Kenya’s population growth has implications on the socio-cultural progress of the people. Issues such as education, employment, integration, security and life expectancy have direct impact on access to opportunities and affects resource production and consumption and ultimately influences choices and decisions in the labor market and investments in training, capacity buildings and conferencing.

The Constitution of Kenya guarantees non-discrimination on grounds of race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth. To give full effect to the realisation of the rights guaranteed under the Constitution, the State has taken legislative and other measures, including affirmative action programmes and policies designed to redress any disadvantage suffered by individuals or groups because of past discrimination. In addition, the State has taken legislative and other measures to implement the principle that not more than two-thirds of the members of elective or appointive bodies shall be of the same gender.
Despite these progressive policies and programs, women are grossly under-represented in the engineering profession. Currently less than 10% of professional engineers are women (source: EBK website.) Whereas the enrollment for engineering courses by girls in our local universities has improved and is currently 30%, a lot more needs to be done to achieve gender parity.

The Institution must bear in mind that such factors would affect their membership. As a contribution towards socio-economic advancement, there is need for IEK to develop socially responsive and inclusive programs, and in particular, to commit itself to develop and implement gender mainstreaming programs targeting the engineering profession.

3.2.4. Technological Factors
Technology provides an effective channel through which the Institution can interact with the public and is essential for growth in all economic sectors. Modern technological innovations have changed the way people source and consume goods and services and the Institution must be alive to the desires and expectations of its members. In the era of digital products, digital and virtual organizations, Artificial intelligence etc. the institution must also expect more of hi-tech and less of hi-touch hence the need for digitization, automation, and virtual membership among others. The construction industry is also facing lots of innovation for instance the use of block chain technology, lean management to manage design, construction and maintenance of infrastructure.

3.2.5. Environmental Factors
Environmental degradation and climate change are already impacting economic activities and the need to embrace development of resilient infrastructure and green practices is essential. The institution’s membership comprises players in various sectors of the economy some of whom may be directly contributing to environmental destruction/degradation. Nevertheless, this also gives room for leveraging on environmental governance, which is a very weak spot in Kenya. In fact, sustainable engineering is highly called for. Engineers will, therefore, have to embrace sustainability in construction and also in their training and school curriculum. It can be a differentiator for the Institution in its effort to drive relevance and visibility.

3.2.6. Legal Factors
The Constitution of Kenya 2010 has created a devolved government with new governance structures and attendant legislative and institutional changes. The Engineers Act 2011 is a relatively new piece of legislation that may need to be reviewed in the years ahead changing the way the Institution delivers on its mandate.
### 3.3. SWOT Analysis

In looking at what makes the Institution tick, the Consultant also undertook an analysis of the IEK’s SWOT (strengths, weaknesses, threats and opportunities). The following table represents this analysis.

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Professional body comprised of all engineering disciplines</td>
<td>• Low branding and visibility</td>
</tr>
<tr>
<td>• Highly qualified and experienced engineers</td>
<td>• Low transition rate from GE to PE</td>
</tr>
<tr>
<td>• Institution recognized both locally and internationally</td>
<td>• Low participation by women in engineering profession (less than 10%)</td>
</tr>
<tr>
<td>• Affiliated to international institutions</td>
<td>• Ineffectiveness in representation in public institutions</td>
</tr>
<tr>
<td>• Recognised by the Government for nomination to government bodies</td>
<td>• Weak policies and procedures</td>
</tr>
<tr>
<td>• Membership to other associations</td>
<td>• Weak customer focus</td>
</tr>
<tr>
<td>• 4 members from IEK in EBK board</td>
<td>• Low value proposition</td>
</tr>
<tr>
<td>• Legal powers to qualify GE to PE</td>
<td>• Low advocacy</td>
</tr>
<tr>
<td>• Established in 1972</td>
<td>• Low capacity of secretariat</td>
</tr>
<tr>
<td>• Large number of members</td>
<td>• Weak financial management and IT capacity</td>
</tr>
<tr>
<td>• Electronic voting</td>
<td>• Inefficient service delivery</td>
</tr>
<tr>
<td>• Existence of branch offices and therefore representation across the country</td>
<td>• Low growth in members</td>
</tr>
<tr>
<td></td>
<td>• No ADR mechanisms for disputes involving members</td>
</tr>
<tr>
<td></td>
<td>• Unclear disciplinary mechanisms</td>
</tr>
<tr>
<td></td>
<td>• Inadequate corporate governance</td>
</tr>
<tr>
<td></td>
<td>• Low level of collaboration</td>
</tr>
<tr>
<td></td>
<td>• Weak resource mobilization</td>
</tr>
<tr>
<td></td>
<td>• Absence of chapters/thematic groups</td>
</tr>
<tr>
<td></td>
<td>• No incubation/adoptions of innovation</td>
</tr>
<tr>
<td></td>
<td>• Non responsiveness (slow response) to emerging engineering issues and opportunities</td>
</tr>
<tr>
<td></td>
<td>• Low uptake of technological advances and not embracing/evolving to appeal to younger generation of engineers</td>
</tr>
<tr>
<td></td>
<td>• Limited advocacy in political arena/not getting involved in policy formulations</td>
</tr>
<tr>
<td></td>
<td>• Lack of financial institutions to support SMEs</td>
</tr>
<tr>
<td></td>
<td>• Low engagement in national and regional policy</td>
</tr>
<tr>
<td>OPPORTUNITIES</td>
<td>THREATS</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• Strong regulatory framework</td>
<td>• Emerging splinter groups/associations and other groups competing for relevance in engineering matters</td>
</tr>
<tr>
<td>• Branding and publicity</td>
<td>• Participation by foreign practitioners without mechanisms for technology transfer</td>
</tr>
<tr>
<td>• Many public and private clients</td>
<td>• Net recipient of technology, expertise</td>
</tr>
<tr>
<td>• Vision 2030, Big 4 Agenda</td>
<td>• Invasion by foreign practitioners</td>
</tr>
<tr>
<td>• Political stability</td>
<td>• Increasing number of quacks</td>
</tr>
<tr>
<td>• Training on Leadership and corporate governance to take up leadership</td>
<td>• Weak governance</td>
</tr>
<tr>
<td>• Outreach to students to take up engineering courses.</td>
<td>• Artificial intelligence/Disruptive technology</td>
</tr>
<tr>
<td>• Close collaboration with university to support training by PE</td>
<td>• Unfavorable contract frameworks, gaps in procurement legislation, unethical practices, lack of accountability, unfair competition, etc</td>
</tr>
<tr>
<td>• Large pool of trained engineers who are not registered</td>
<td>• Lack of standardized schedule of professional fees/remuneration</td>
</tr>
<tr>
<td>• Huge investment in infrastructure development/government goodwill</td>
<td>• Inefficient payment by Government (need for IEK to advocate for payments to members)</td>
</tr>
<tr>
<td>• Structured partnership with foreign firms</td>
<td>• Doubling the project costs from DFB and PPP infrastructure projects</td>
</tr>
<tr>
<td>• Mutual recognition agreement in EA region</td>
<td></td>
</tr>
<tr>
<td>• Exportation of engineering skills</td>
<td></td>
</tr>
<tr>
<td>• Sharing of Emerging technologies/disruptive technology to make the Kenyan engineer ready</td>
<td></td>
</tr>
<tr>
<td>• AEW and UNESCO</td>
<td></td>
</tr>
<tr>
<td>• 2016 Abuja declaration by FAEO and WFEO</td>
<td></td>
</tr>
<tr>
<td>• The Constitution of Kenya</td>
<td></td>
</tr>
<tr>
<td>• SDGs</td>
<td></td>
</tr>
<tr>
<td>• Rapid urbanization</td>
<td></td>
</tr>
<tr>
<td>• Political Advocacy to improve relevance</td>
<td></td>
</tr>
<tr>
<td>• Large number of potential members from GEs</td>
<td></td>
</tr>
<tr>
<td>• Portal of engineering students to track (under strategy and activity)</td>
<td></td>
</tr>
<tr>
<td>• Support start-ups to gain experience/opportunities</td>
<td></td>
</tr>
<tr>
<td>• Social media</td>
<td></td>
</tr>
<tr>
<td>• Technological advancements</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER 4
Strategic Direction
4.1. Introduction

This is the IEK strategic plan for the period 2019-2023. It seeks to set a new direction for institution and re-invigorate members to embrace, cherish and promote the institution as their core representative body. It also seeks to create a bigger and more impactful profile for the institution, one that will enable IEK and its members to occupy a position of reverence and respect within the cross-section of professional bodies, regulators and governments. The plan also seeks to revolutionize the way the Institution serves its members and would provide a platform for delivery of an exciting value proposition that would attract and retain potential members.

4.2. Mandate

To promote the general advancement of Science and practices of Engineering and its implications in Kenya and to facilitate the exchange of information and ideas on those subjects amongst the members of the institution.

4.3. Vision

Engineering a sustainable world.

4.4. Mission

To promote and develop the engineering profession for sustainable development and welfare of humanity.

4.5. Core Values

i. Integrity
ii. Inclusivity
iii. Innovation
iv. Independence
v. Sustainability
This Strategic Plan will seek to increase the level of participation and contribution of IEK members to key national, regional and global high-level policy objectives, so that IEK can deliver on its stated Vision of “Engineering a Sustainable World”.

Kenya’s Vision 2030 aspires for a country firmly interconnected through a network of roads, railways, ports, airports, water and sanitation facilities, and telecommunications. Investment in infrastructure is given the highest priority to ensure that the main projects under the economic pillar are implemented. IEK members are key to the delivery of infrastructure identified in the Vision and its Medium-Term Plans.

In addition, IEK members are expected to contribute towards the achievement of the “Big Four Agenda” through participation in: (1) employment creation through bolstering manufacturing; (2) provision of affordable and decent housing, and health care infrastructure; and, (3) enhancing food security through improvement of access to and within agriculturally rich (rural) parts of Kenya.

The Sustainable Development Goals (SDGs) most relevant to IEK members are: (i) Goal 1: End hunger (ii) Goal 6: Ensure availability and sustainable management of water and sanitation for all; (iii) Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all; (iv) Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive environment and decent work for all; (iv) Goal 9: Building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation; (v) Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable; and, (vi) Goal 13: Take urgent action to combat climate change and its impacts.

IEK will partner with both the public and private sectors to help in meeting these and other SDG goals such as: ending extreme poverty and hunger; good health and well-being; quality engineering education; gender equality; and building strong institutions to promote access to justice and peace.

The AU Agenda 2063 outlines various aspirations for the African continent. The aspirations related to the IEK members include: (i) building a prosperous Africa based on inclusive growth and sustainable development; and, (ii) an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.

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1 The Big Four plan was launched by President Uhuru Kenyatta on 12th December 2017 to guide the country’s development agenda for the period 2018-2022. The Agenda is in line with the Vision 2030 and focuses on four key areas: (1) Provision of affordable and universal healthcare; (2) Employment creation through bolstering manufacturing; (3) Provision of affordable and decent housing; and, (4) Enhancing food and nutritional security.
The Institution’s leadership team is composed of the Council, the CEO and the Secretariat. This organizational structure has been designed around the Institution’s strategic roadmap and is intended to facilitate the implementation of this strategic plan. The current leadership structure is illustrated in below.

*Figure 2: Existing IEK Organisation Structure*
CHAPTER 5

Goals, Objectives and Strategies
5.1. Introduction

This chapter focuses on the strategic goals; objectives and strategies for the institution that will ensure that such competitive advantage is maintained and advances are made in new areas in building governance in the country and the region. These strategies are aligned to the overall GoK development blueprint – Vision 2030.

5.2. Strategic Goals and the Balanced Score Card

The strategic goals were derived from the review of the previous strategic plan, stakeholders’ consultations, PESTEL and SWOT analyses. These were then aligned to the Balanced Score Card framework in order to cascade the strategic objectives of this plan to departments, teams, and individuals in the Institution with the aim of putting in place measurable targets for the afore-mentioned groups as well as delineating clear working procedures between the institution and its different stakeholders.

Strategic goals are the broad themes that define the strategic aspirations of an organization. They are broad milestones if the organization achieves them, the organizational vision will be realized. The goals, for the sake of implementation, are normally put in four perspectives of the balanced scorecard for the sake of monitoring and evaluation.

The four (4) perspectives of the balanced score card framework are: Customer Focus (Customers and Stakeholders), Financial (Financial/Budget), Business Process (Internal Business Processes), and Learning and Growth:

This is illustrated below.

---

**Figure 3: Balanced Score Card Strategy Perspectives**
5.2.1. Customer Focus

Here we focus on performance targets as they relate to customers, here mostly referred to the market and as members. It covers customer growth and service targets as well as market share and branding objectives. We shall measure it here in terms of KPIs in this perspective as customer satisfaction, service levels, net promoter scores, member growth and brand visibility.

5.2.2. Financial

Here we focus on financial performance of the institution. It covers the revenue and surplus targets of the institution as well as the budget and cost-saving targets. The financial health of the institution is a critical perspective for Council to track. It is important to note that financial performance is usually the result of good performance in the other three scorecard perspectives. The institution has set out to grow their revenues to Kshs 160 million. The 2019 projection is an optimistic outlook given that the Institution closed the year 2018 at Kshs 53 million.

5.2.3. Business Process

Here we focus on internal operational goals and covers objectives as they relate to the key processes necessary to deliver the customer objectives. Here, the Institution outlines the internal business process goals and the things the organization has to do really well internally in order to push for excellent performance. We shall focus on quality optimization and capacity utilization. These internal processes can help improve our cost-income ratio hence grow our surpluses through better cost structure and cost management.

5.2.4. Learning and Growth

Here we focus on the intangible drivers of the future and it’s broken down into the following components:

- Human Capital (skills, talent, and knowledge)
- Information Capital (databases, information systems, networks and technology infrastructure)
- Organization Capital (culture, leadership, employee alignment, teamwork and knowledge management).
Vision
Engineering a sustainable world

Mission:
To Promote and develop the engineering profession for sustainable development and welfare of humanity

Strategic Perspectives: One Strategy; Four Perspectives
- Culture change
- Adequate Resources
- Member focus
- Visibility and relevance
- Stakeholder Engagement
- Focussed Execution
- Committed Leadership
- Stronger Secretariat
- Vibrant membership

Building Blocks - Our Foundation for Success

PLANNING CYCLE
- Financial: Revenue growth (G4)
- Internal Processes: Institutional capacity building (G5)

PERFORMANCE REVIEW
- Customer Membership Growth (G1)
- Learning & Growth:
  - Expertise (G3)
  - Relevance (G2)

Figure 4: The IEK Strategy House
Following are details of IEK’s new goals, objectives and strategies for the strategic planning period 2019 – 2023:

### 5.3.1. Goal 1: Grow IEK Membership to 20,000 by 2023

It was clear that the mother KPI of the institution is membership growth. This is because the revenue model of the institution is dependent on the number of members. The members pay subscription to the institution and also the services that the institution offers in order to make revenue from members. For the other institutional goals like relevance, the institution’s relevance is evident in the membership growth. In order to get this Membership growth, members were segmented into student, graduate, corporate, fellowship, associate and companion membership. This goal number 1 is cascaded into strategic objectives and strategies as follows:

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic Goal 1: Grow IEK membership to 20,000 by 2023</td>
</tr>
<tr>
<td>1.1</td>
<td>Strategic Objective: Grow student membership to 500 by 2023</td>
</tr>
<tr>
<td>1.1.1</td>
<td>Conduct outreach in universities</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Establish student attachment program</td>
</tr>
<tr>
<td>1.2</td>
<td>Strategic Objective: Grow Graduate membership to 8,000 and upgrade 2,500 to Corporate Class by 2023</td>
</tr>
<tr>
<td>1.2.1</td>
<td>Maintain and update Graduate Engineers register</td>
</tr>
<tr>
<td>1.2.2</td>
<td>Establish job placement services</td>
</tr>
<tr>
<td>1.2.3</td>
<td>Strong corporate membership drive</td>
</tr>
<tr>
<td>1.2.4</td>
<td>Develop and implement mentorship framework</td>
</tr>
<tr>
<td>1.2.5</td>
<td>Develop curriculum and conduct Professional Interview Preparation course (PIPs)</td>
</tr>
<tr>
<td>1.2.6</td>
<td>Efficient Professional Review Panels</td>
</tr>
<tr>
<td>1.2.7</td>
<td>Standardized PIDs</td>
</tr>
<tr>
<td>1.3</td>
<td>Strategic Objective: Promote engineering as a career choice in high schools</td>
</tr>
<tr>
<td>1.3.1</td>
<td>Organize career talks for high schools</td>
</tr>
<tr>
<td>1.4</td>
<td>Strategic Objective: Grow Corporate members to 8,000 by 2023 and Enhance member engagement</td>
</tr>
<tr>
<td>1.4.1</td>
<td>Update and maintain members register</td>
</tr>
<tr>
<td>1.4.2</td>
<td>Keep members regular updated on IEK activities</td>
</tr>
<tr>
<td>1.4.3</td>
<td>Enhance participation in IEK affairs</td>
</tr>
<tr>
<td>1.4.4</td>
<td>Offer subsidized services</td>
</tr>
<tr>
<td>1.5</td>
<td>Strategic Objective: Promote diversity and inclusivity in engineering</td>
</tr>
<tr>
<td>1.5.1</td>
<td>Conduct membership drives</td>
</tr>
<tr>
<td>1.5.2</td>
<td>Encourage member participation in IEK activities</td>
</tr>
<tr>
<td>1.5.3</td>
<td>Encourage inclusiveness and diversity (women, youth, PWD, minorities)</td>
</tr>
<tr>
<td>1.5.4</td>
<td>Registration of associate and companion members</td>
</tr>
<tr>
<td>1.6</td>
<td>Strategic Objective: Develop and upgrade 150 Corporate Members to Fellow Class by 2023</td>
</tr>
<tr>
<td>1.6.1</td>
<td>Fellow identification</td>
</tr>
<tr>
<td>1.6.2</td>
<td>Nomination for National Government Boards</td>
</tr>
</tbody>
</table>

### 5.3.2. Goal 2: Relevance

From the counsel of the eminent members, the Council among other members of IEK, it was agreed that IEK needed to regain its position as a professional body, as an institution of significance in the Kenyan...
society. Engineering professionals need to be of consequence in key decision-making in the country in regards to such things as the right building technology, compliance in construction, topical issues in urban planning and city policy including the training of Engineers by ensuring industry best practices. This goal would be achieved through the following objectives and strategies:

<table>
<thead>
<tr>
<th>2</th>
<th>Strategic Goal 2: Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Strategic Objective: Reposition IEK as the “go to” institution on matters infrastructure and industrial development</td>
</tr>
<tr>
<td>2.1.1</td>
<td>Review legislation to align engineering practice to global best practices</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Enhance knowledge management capability</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Establish panel of experts to respond to emergencies/ matters of public interest</td>
</tr>
<tr>
<td>2.1.4</td>
<td>Lobby for implementation of sustainable development</td>
</tr>
<tr>
<td>2.2</td>
<td>Strategic Objective: Rebrand IEK</td>
</tr>
<tr>
<td>2.2.1</td>
<td>Align/ rebrand IEK to new strategic plan</td>
</tr>
<tr>
<td>2.3</td>
<td>Strategic Objective: Create Partnerships and collaborations</td>
</tr>
<tr>
<td>2.3.1</td>
<td>Accreditation of Engineering Courses</td>
</tr>
<tr>
<td>2.3.2</td>
<td>Develop and implement stakeholder engagement framework</td>
</tr>
<tr>
<td>2.3.3</td>
<td>Maintain membership with EAEQ, FAEQ, WFEO</td>
</tr>
<tr>
<td>2.3.4</td>
<td>Participate in APSEA and other relevant professional organisations</td>
</tr>
<tr>
<td>2.4</td>
<td>Strategic Objective: Influence public policy through advocacy</td>
</tr>
<tr>
<td>2.4.1</td>
<td>Engagement with policy makers</td>
</tr>
<tr>
<td>2.4.2</td>
<td>Publish journal</td>
</tr>
<tr>
<td>2.4.3</td>
<td>Media Engagement</td>
</tr>
<tr>
<td>2.5</td>
<td>Strategic Objective: Influence public policy through research</td>
</tr>
<tr>
<td>2.5.1</td>
<td>Influence public policy through research</td>
</tr>
<tr>
<td>2.6</td>
<td>Strategic Objective: Welfare of engineers</td>
</tr>
<tr>
<td>2.6.1</td>
<td>Improve schemes of service for engineers</td>
</tr>
<tr>
<td>2.7</td>
<td>Strategic Objective: Support Enterprise Development</td>
</tr>
<tr>
<td>2.7.1</td>
<td>Support enterprise development for emerging engineering firms</td>
</tr>
<tr>
<td>2.7.2</td>
<td>Identify and undertake investments for members</td>
</tr>
<tr>
<td>2.7.3</td>
<td>Develop and implement social support programs</td>
</tr>
<tr>
<td>2.8</td>
<td>Strategic Objective: Contribute to society wellbeing through CSR</td>
</tr>
<tr>
<td>2.8.1</td>
<td>Design and Implement CSR programs through voluntary schemes</td>
</tr>
</tbody>
</table>

5.3.3. Goal 3: Expertise

Since the second strategic goal is relevance, for relevance to be achieved, the institution needs to demonstrate expertise, which is our third Strategic goal. Membership in the relevant professional organizations is one of the things that separates a profession from a conventional job. It is a key element that defines a professional. Membership in one’s professional organization is expected of all professionals. It is important to support the advancement of one’s profession, and becoming a member of the professional organization is a part of that advancement.

Involvement with a professional society will afford the participant an opportunity to network with other colleagues in industry and practice. Making connections with others who have similar interests reinforces why one has chosen this career. It enables new professionals to associate with senior members of the profession and learn from them. Joining a professional organization is critical in keeping abreast of the latest knowledge and practices locally, regionally, and globally. It helps the
professional to stay abreast of current issues and opportunities and will also assist in personal advancement for the member who becomes involved. This is the main reason the objective number three was crafted and will be executed through the following objectives and strategies:

<table>
<thead>
<tr>
<th>3</th>
<th>Strategic Goal 3: Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Strategic Objective: Promote excellence in engineering</td>
</tr>
<tr>
<td>3.1.1</td>
<td>Design and conduct tailored courses for professional development of engineers</td>
</tr>
<tr>
<td>3.1.2</td>
<td>Establish and maintain Mutual Recognition Agreements</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Organize functions/ events for networking and emerging issues</td>
</tr>
<tr>
<td>3.1.4</td>
<td>Facilitate Engineers to publish research work through conferences, peer review publications</td>
</tr>
<tr>
<td>3.1.5</td>
<td>Annual Engineering Excellence awards/ accolades</td>
</tr>
</tbody>
</table>

| 3.2 | Strategic Objective: Form IEK consultancy and advisory services |
| 3.2.1 | Form IEK consultancy and advisory arm |

| 3.3 | Strategic Objective: Establish online engineering bookshop |
| 3.3.1 | Online Engineering Bookshop |

5.3.4. Goal 4: Revenue Growth

The rate of revenue growth is critical for the institution’s health. The trajectory of the institution’s revenue growth reflects the future strength of the organization. When potential members see that others are subscribing and your revenue is growing, they have confidence that they also will receive the benefits from your services especially member services. It’s a statement of confidence in the institution. In that regard, the institution set out to deliver on this strategic goal by realizing the following strategic objectives and strategies:

<table>
<thead>
<tr>
<th>4</th>
<th>Strategic Goal 4: Raise revenue to Kshs 600million by 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Strategic Objective: Enhance revenue from existing sources</td>
</tr>
<tr>
<td>4.1.1</td>
<td>Increase subscription fees to Kshs 160m by 2023</td>
</tr>
<tr>
<td>4.1.2</td>
<td>Raise revenues from other existing sources (conferences and events, journal, rental)</td>
</tr>
</tbody>
</table>

| 4.2 | Strategic Objective: Additional sources of revenue |
| 4.2.1 | Merchandise (branded items) |
| 4.2.2 | Publications (guidelines, journals) |
| 4.2.3 | International tours |

5.3.5. Goal 5: Governance and Institutional Strengthening

The institution is aware of the fact that governance is the 21st century Strategic differentiator of every professional body. In fact, the strength of any professional body is determined by its governance, compliance and controls. But governance is not just about the eminent members and the Council members role but also management. One of the best decisions a board can ever make is the choice of their CEO. The Council was bold enough to appoint a fulltime CEO as opposed to the former arrangement where the secretariat worked without a CEO. In fact, they even decided that their CEO would be an Engineer. Going forward, Council will ensure that the roles and responsibilities are clear and that resources required to execute the strategy for the institution are made available. But apart from that, the institution saw the need to set standards for the governance in the sector which would later grow its relevance in the industry.
As one lands into any city in the world, physical evidence of different organizations is commonplace. In Nairobi, the big four in auditing have their buildings all over the city. Banks such as KCB has its presence felt in Upper Hill area. Professional bodies like ICPAK have also demonstrated this by building towers and plazas. IEK in its wisdom has also set out to construct the Engineering Tower (Wahandisi Plaza).

This fifth strategic aspiration was to be delivered through the following strategic objectives:

<table>
<thead>
<tr>
<th>5</th>
<th>Strategic Goal 5: Governance &amp; institutional strengthening</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Strategic Objective: Promote good corporate governance</td>
</tr>
<tr>
<td>5.1.1</td>
<td>Enhance customer service</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Ensure compliance with laws and policies</td>
</tr>
<tr>
<td>5.1.3</td>
<td>Enhance effectiveness of the Council</td>
</tr>
<tr>
<td>5.1.4</td>
<td>Safeguard IEK assets</td>
</tr>
<tr>
<td>5.1.5</td>
<td>Strengthen IEK systems and procedures</td>
</tr>
<tr>
<td>5.1.6</td>
<td>Effective procurement practices</td>
</tr>
<tr>
<td>5.2</td>
<td>Strategic Objective: Ensure optimal human resource capacity</td>
</tr>
<tr>
<td>5.2.1</td>
<td>Ensure optimal human resources</td>
</tr>
<tr>
<td>5.3</td>
<td>Strategic Objective: Automate IEK operations</td>
</tr>
<tr>
<td>5.3.1</td>
<td>Develop and maintain IEK integrated Management Information System</td>
</tr>
<tr>
<td>5.3.2</td>
<td>Promote automation and security of IEK operations</td>
</tr>
<tr>
<td>5.4</td>
<td>Strategic Objective: Construct Engineering Tower</td>
</tr>
<tr>
<td>5.4.1</td>
<td>Construct tower</td>
</tr>
</tbody>
</table>
5.4. Revised Organization structure

In order to successfully deliver on the new strategic objectives, a new organization structure has been developed. In this organizational structure, the CEO has four direct reports whose roles are functionally differentiated. The envisaged effect is that this differentiation will allow the CEO who is the accounting officer of the Institution, ample space to focus on implementing the strategies outlined herein. Moreover, this organizational structure will also enable the Secretariat to focus on the delivery of those key services that members require from the institution, ensure efficiency and efficacy in delivery of services to members, engage in advocacy and sustain a robust industry engagement that is beneficial in realizing fruitful partnerships with IEK stakeholders and an active policy research department that helps in identifying the regulatory areas that IEK can focus on in lobbying for their enactment in a way that advances the best interests of engineers.

The organizational structure has been developed based on the following considerations:

- Staffing for the critical roles that IEK strategically plays.
- Meeting the stakeholder expectations.
- Digitization and making IEK compliant with modern and strategic engagement with all players internal and external.
- Proactive approach in policy and rapid response to emerging issues affecting IEK members.
- An optimally functioning IEK has the capacity to attract and retain competent staff at the secretariat while a sub-optimal IEK would not
- IEK would achieve better resource mobilization with an efficient secretariat

The Proposed IEK structure is as follows:

![Figure 5: New IEK Organization Structure](image-url)
According to the financial perspective of IEK for the strategy 2019-2023, the institution has set out to grow their revenues from Kshs 160million by the first year (2019) to Kshs 600million in the five year (2023). The growth will be mainly driven by increased membership (target 20,000 by 2023), expanded services such as training and events supported by a strengthened institutional capacity. Cost management will have to be improved to realize increased surpluses.

5.5.1 Five-year Projections

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenses</th>
<th>Surplus/Deficit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>160,760,000.00</td>
<td>115,932,000.00</td>
<td>44,828,000.00</td>
</tr>
<tr>
<td>2020</td>
<td>268,238,000.00</td>
<td>187,094,000.00</td>
<td>81,144,000.00</td>
</tr>
<tr>
<td>2021</td>
<td>375,735,800.00</td>
<td>259,320,000.00</td>
<td>116,415,800.00</td>
</tr>
<tr>
<td>2022</td>
<td>483,255,380.00</td>
<td>334,597,200.00</td>
<td>151,658,180.00</td>
</tr>
<tr>
<td>2023</td>
<td>600,398,918.00</td>
<td>412,155,360.00</td>
<td>188,243,558.00</td>
</tr>
</tbody>
</table>
CHAPTER 6

Implementation of The Strategic Plan
6.1. Introduction

The implementation of this Strategic Plan requires full involvement, effort and commitment from all stakeholders. This final chapter addresses management of the implementation of the strategic plan and the monitoring and evaluation framework necessary for effective and efficient implementation of the plan. Also highlighted are the potential risks that could scupper the attainment of the goals through the strategies outlined herein.

6.2. Management of the Strategic Plan

The Chief Executive Officer will be tasked to cascade it down to staff to ensure that the different strategic objectives and targeted outcomes are achieved. This involves communicating the strategic plan to the staff and ensuring that all the staff members understand what their roles are in the implementation of the strategic plan.

6.3. Implementation Risks

The implementation of this strategic plan may be threatened by the following risks:

6.3.1. Possible changes in the Engineers Act

There’s movement by various actors in the engineering and technology fields to have the law amended to allow them undertake some of the mandate of the Institution. This will have ramifications on the various initiatives proposed herein especially as regards Associate and Companion members.

6.3.2. Resistance by stakeholders

Like in all organizations, new ideas get a bit of resistance from internal and external stakeholders owing to uncertainty of outcomes and perceived impacts on the running of the organization.

6.3.3. Inadequate resources

A good strategy is only as good as its execution. To execute a strategy requires necessary resources (finance, human, tools and supplies) to be made available and if they are not then it cannot be implemented. IEK needs to strengthen its secretariat to address this risk.

6.3.4. Competition

IEK is not the only player in the field of engineering development and promotion (with AAK, etc. also gunning for recognition and growth). In our free market economy various competing groups would seek to eat a piece of the pie and the Institution must be prepared to secure its space.

6.3.5. Lack of leadership Commitment

The Leadership of the IEK must commit to carrying out the implementation of this strategy to the very end. Lack of such commitment would result in status quo and render the efforts to chart a path to the future fruitless and a waste of resources.
6.3.6. Culture
Culture is the key driver of organizational success. For the Institution to successfully implement this strategy it must ensure that prevalence of an enabling culture, which fosters teamwork, excellence and effectiveness.

6.3.7. Small and disempowered Secretariat
The IEK has just recruited a new CEO, a good move in order to gain profile, growth and recognition. However, its secretariat remains very lean and ineffective. Efforts must be made to rectify this situation in order for this Plan to have any chance of seeing the light of day.

6.3.8. Politicization of Strategy implementation
IEK suffers from legacy governance problems, which may pose risks to the implementation of the new strategic plan, and Council should do everything necessary to assure members of its genuine desire to implement this plan for the benefit of members.

IEK, therefore, needs to develop a risk profile of each of these risks and set the risk appetite to guide risk mitigation measures.

<table>
<thead>
<tr>
<th>No</th>
<th>Risk</th>
<th>Root cause</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resistance by stakeholders</td>
<td>Inadequate engagement</td>
<td>High</td>
<td>High</td>
<td>Engagement Efforts</td>
</tr>
<tr>
<td>2</td>
<td>Competition</td>
<td>Limited innovation/differentiation</td>
<td>High</td>
<td>High</td>
<td>R&amp;D, new products &amp; services</td>
</tr>
</tbody>
</table>

CUSTOMER FOCUS PERSPECTIVE

<table>
<thead>
<tr>
<th>No</th>
<th>Risk</th>
<th>Root cause</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Inadequate resources</td>
<td>Limited sources of revenue</td>
<td>Medium</td>
<td>High</td>
<td>Funds drive / membership drive</td>
</tr>
</tbody>
</table>

FINANCE PERSPECTIVE:

<table>
<thead>
<tr>
<th>No</th>
<th>Risk</th>
<th>Root cause</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Changes in the Engineers Act</td>
<td>Gaps in the existing legal framework</td>
<td>High</td>
<td>Medium</td>
<td>Lobby for required amendments</td>
</tr>
<tr>
<td>6</td>
<td>Legacy politics</td>
<td>Old versus new</td>
<td>High</td>
<td>High</td>
<td>Intensify engagement</td>
</tr>
</tbody>
</table>

BUSINESS PROCESS PERSPECTIVE:

<table>
<thead>
<tr>
<th>No</th>
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Table 6: Risks to the implementation of the Strategic Plan
6.4. Critical Success Factors

The following were identified as essential factors that would enable the Council to succeed in this strategic journey:

6.4.1. Sound Corporate Governance: Focused and accountable Implementation process

Without clear accountability and commitment, the Institution will struggle to see through the implementation of this plan. As per the implementation matrix appended here below, all persons or offices given the responsibility for implementation of aspects of this strategy must be held to account for the execution of their part.

6.4.2. Shared vision among IEK membership

In line with the mandate given to Council by Members to come up with a transformational strategy, Council must ensure members buy into and embrace the strategic provisions of this plan and are particularly committed to the new vision, mission and values of the IEK.

6.4.3. Adequate resources

All resources necessary for the successful rollout of the plan should be made available. These include budgetary provisions, human resources and other material requirements without which efforts to implement this plan may prove futile.

6.4.4. Competent and well-resourced secretariat

The organization structure of the Institution must reflect the key roles and deliverables that are considered of strategic importance to the IEK. Qualified and competent personnel should be appointed to relevant roles for effective execution. The new structure needs to be put in place as a matter of urgency in order to support the implementation of this plan.
6.4.5. Strong Leadership from Council and Executive Committee

It is very important and commendable that Council and the Secretariat have been involved in crafting this strategic plan. They must now demonstrate leadership and commitment to the implementation of all aspects of this plan, which will underscore their achievements and legacy during their tenure.

6.4.6. Team work and unity among council members

In order for the IEK to return to the olden days of glory and national recognition, its leadership must work together with unity of purpose in order to achieve these immense strategic objectives. There should also be an atmosphere that enables active participation of members in the running of the council e.g. by being members of the committees. It is hereby proposed that Council consider engagement forums where progress can be shared with members and other stakeholders.

6.4.7. Goodwill and support from Members

Every organization has its low moments, which could break it up if not well managed. Council must take measures to bring harmony to the membership body in order to gain necessary support to take forward this plan.

6.4.8. Relevance and visibility of the IEK

IEK is suffering a strong lack of national importance as demonstrated by their inability to lend their voice to national discourse. All efforts must be taken in line with the provisions of this strategic plan to create necessary visibility and resultant relevance to support its pursuit of strategic success.
6.4.9. Improved membership value proposition

An organization is as good as its member composition. Having numbers on the register is not enough if they are not fully engaged and involved. The Institution must not only seek to recruit more members but also create platforms for involvement and engagement and a great value proposition in order to attract more and retain those already registered.

6.4.10. Communication and cascade of strategy

Without sharing the details of this strategy with staff and other stakeholders, the Institution will deny itself the support and feedback it requires to deliver value to its members through implementation of this strategy. It is, therefore, proposed that an engagement plan be put in place to ensure all stakeholders are involved in this strategic journey.

6.4.11. Culture Change

Without the right culture, the Institution will struggle to pursue and attain its desired goals. Getting the right people with the right attitudes and necessary qualifications is essential. We propose that the Institution undertake a culture change programme within its Council and Secretariat in order to align attitudes and behaviours to the values and aspirations of the organization.

6.4.12. Policy research and advocacy on infrastructure matters

The institution and its members pay immense attention to the infrastructure development in the country and want to play a central role in the direction taken. The institution should play a critical role in research on policy matters in the infrastructure sector and lead in advocacy on the best international standards to be applied in Kenya.

6.5. Implementation Plan/Matrix

The implementation matrix for this strategic plan is appended hereafter. The start date of the implementation of the strategic plan is March 1, 2019. Of critical importance, the implementation plan must be aligned to the operational budget.
7.1. **Introduction**

During the formulation of this strategic plan, it was clear that one of the weak spots would be its monitoring and evaluation. That was what informed the preparation of the Strategic Plan according to the Balanced Score Card perspectives, which will ease the task of monitoring and evaluation. It shall, therefore, be necessary for the individuals charged with the implementation of specific activities outlined in the implementation matrix to identify and communicate any deviations and constraints in the implementation process.

7.2. **Work Plan**

Departmental/sectional work plans should be developed internally in line with the implementation of the Plan. The Strategic Planning Committee or their nominee(s) will provide technical and logistical support to the monitoring and evaluation process. Departments and other Units will be evaluated on how they contribute to the overall institutional performance.

7.3. **Monitoring**

Monitoring activities will involve collection and analysis of financial and non-financial data on a continuous basis and reporting on quarterly intervals to the Strategic Planning Committee. Monitoring will help determine whether implementation is on track, and to recommend appropriate action if there are any deviations. As part of the strategy execution monitoring process, Council should consider retaining the Consultant to undertake quarterly reviews and give reports to the Council. The Consultant would also suggest solutions in case of execution lags.

7.4. **Evaluation**

A Committee comprising members of the Strategic Planning Committee and those charged with evaluating achievement against the performance targets shall do evaluation of the Strategic Plan. The Committee shall then make appropriate recommendations to rectify any shortfalls. The Council will use the Balanced Score Card to evaluate status of the strategy execution process. The financial, customer, people and process perspectives will be evaluated based on Status against Targets.

7.5. **Reporting**

Based on the on-going collection and analysis of data during the monitoring activities, and submission of quarterly reports to the Strategic Planning Committee, the Committee shall prepare quarterly progress reports for presentation at a meeting chaired by the Chair of the Strategic Planning Committee to fast track the implementation process and provide necessary interventions. In order to ensure the Council is on top of things during the strategic plan implementation period, the Secretariat through the Strategic Planning Committee, will issue quarterly reports indicating progress against set targets. Reasons should be given in cases where performance is not in line with set quarterly targets and measures identified to remedy the situation.

7.6. **Annual Reviews**

At the end of each year, Council and the Secretariat should undertake a detailed review of progress made in the execution of strategic plan in line with the implementation matrix that has been developed. The annual review should be shared before the AGM and tabled at the AGM. To ensure implementation of the Strategic Plan, annual reviews shall be conducted to review progress and identify any constraints. A review of progress by the Consultant after the first quarter of implementation is recommended by end of June 2019.
CHAPTER 8

Conclusion & Recommendations
Having a strategy document is not enough if there is no commitment to execute it to the letter. Council, with the full support of the member community, must dedicate resources to the implementation process, undertake regular reviews to ensure the implementation process is delivering anticipated results and be quick to put in motion action plans to remedy any deviation.

Further we make the following recommendations for the consideration of the Council:

- Review of the terms of reference of the Strategic Planning committee to include responsibility and accountability for full implementation of the strategic plan
- Deliberate allocation of resources towards implementation of this strategic plan
- Initiatives towards the involvement of a cross-section of members in the strategy implementation process as part of overall engagement
- Empowerment of the Secretariat to carry out key aspects of the implementation process with oversight of the Council
- Creation of actions, activities and efforts to inspire, motivate and recognize employees for their part in moving the institution forward
- Identification of actions or programs to celebrate the ongoing improvement and successful implementation of this strategic plan.

With this strategic plan, the Institution is in a good position to catapult itself to greater heights in providing professional growth and development to its members and leading relevant engineering conversations in Kenya in particular and the region at large.
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IEK Strategic Plan 2019 - 2023
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<td>1000</td>
<td>1000</td>
<td>3000</td>
<td>Excom</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4.2</td>
<td>Keep members regular updated on IEK activities</td>
<td>Annual</td>
<td>Number of applications</td>
<td>8000</td>
<td>1,000</td>
<td>1000</td>
<td>1000</td>
<td>1000</td>
<td>1000</td>
<td>3000</td>
<td>Excom</td>
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</tr>
<tr>
<td>1.5.1</td>
<td>Conduct membership drives</td>
<td>Continual</td>
<td>No of events</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>500</td>
<td>Council</td>
<td></td>
<td></td>
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<tr>
<td>1.5.2</td>
<td>Encourage participation in IEK’s branches</td>
<td>Continual</td>
<td>No of events</td>
<td>200</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>5000</td>
<td>Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5.3</td>
<td>Establish discipline related chapters</td>
<td>Continual</td>
<td>No of events</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>5000</td>
<td>Council</td>
<td></td>
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</tr>
</tbody>
</table>

**Strategic Objective:** Enhance member engagement

**Strategic Objective:** Promote diversity and inclusivity in engineering

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IEK Strategic Plan 2019 - 2023

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<table>
<thead>
<tr>
<th>Ref.</th>
<th>Strategies</th>
<th>Activity</th>
<th>Timeline</th>
<th>Performance Indicator</th>
<th>Baseline (As At 31.12.18)</th>
<th>Cum. Target 2023</th>
<th>Target Year 1</th>
<th>Target Year 2</th>
<th>Target Year 3</th>
<th>Target Year 4</th>
<th>Target Year 5</th>
<th>Budget Kshs ('000)</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>1.5.4</td>
<td>Registration of associate and companion members</td>
<td>Develop criteria and recruit 6 No. Associate and 6 No. Companion members</td>
<td>Number of associate members registered</td>
<td>10</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>90</td>
<td>Membership</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of Companion members registered</td>
<td>10</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>Membership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.6.1 Fellow identification</td>
<td>Membership analysis for qualification</td>
<td>Annually</td>
<td>Number of fellow members registered</td>
<td>75</td>
<td>150</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>90</td>
<td>Membership</td>
</tr>
<tr>
<td></td>
<td>1.6.1</td>
<td>Recommend members for election to Eminent Engineers Forum</td>
<td>Annually</td>
<td>Number of Eminent engineers elected</td>
<td>0</td>
<td>10</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>50</td>
<td>Membership</td>
</tr>
<tr>
<td></td>
<td>1.6.2</td>
<td>Nomination for National Government Boards</td>
<td>Nomination to Boards of State Agencies</td>
<td>Annually</td>
<td>No of Nominations</td>
<td>10</td>
<td>30</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>70</td>
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</table>

**Strategic Objective: Develop and upgrade 150 Corporate Members to Fellow Class by 2022**

1.6.1 Fellow identification

Membership analysis for qualification

- **Annual** Number of fellow members registered
  - Baseline (As At 31.12.18): 75
  - Cum. Target 2023: 150
  - Target Year 1: 15
  - Target Year 2: 15
  - Target Year 3: 15
  - Target Year 4: 15
  - Target Year 5: 15
  - Budget Kshs ('000): 90
  - Responsibility: Membership

1.6.1 Recommend members for election to Eminent Engineers Forum

- **Annually** Number of Eminent engineers elected
  - Baseline (As At 31.12.18): 0
  - Target Year 1: 10
  - Target Year 2: 2
  - Target Year 3: 2
  - Target Year 4: 2
  - Target Year 5: 2
  - Budget Kshs ('000): 50
  - Responsibility: Membership

1.6.2 Nomination for National Government Boards

- **Annually** No of Nominations
  - Baseline (As At 31.12.18): 10
  - Target Year 1: 30
  - Target Year 2: 6
  - Target Year 3: 6
  - Target Year 4: 6
  - Target Year 5: 6
  - Budget Kshs ('000): 70
  - Responsibility: Council

### Strategic Goal 2: Relevance

**Strategic Objective: Reposition IEK as the “go to” institution on matters infrastructure and industrial development**

#### 2.1.1 Review legislation to align engineering practice to global best practices

1. Public Procurement & Disposal Act, 2015 to enhance role of engineers in procurement of works and engineering services
   - **(Blank)**
   - **(Blank)**
   - Position Paper
   - Position Paper
   - Status report
   - Status report
   - Status report
   - Status report
   - Budget Kshs ('000): 200
   - Responsibility: Policy research

2. County government act on appointment of Professional Engineers for management of engineering services
   - **(Blank)**
   - **(Blank)**
   - Position Paper
   - Position Paper
   - Status report
   - Status report
   - Status report
   - Status report
   - Budget Kshs ('000): 200
   - Responsibility: Policy research

3. Strengthening role of PEs in approval of infrastructure projects
   - 2019 Position paper
   - 0 Position Paper
   - Position Paper
   - Position Paper
   - Status report
   - Status report
   - Status report
   - Status report
   - Budget Kshs ('000): 200
   - Responsibility: Policy research

#### 2.1.2 Engage Parliament for enactment of relevant laws

- **Present position papers**
  - 2020 Position paper
  - 0 Position Paper
  - Position Paper
  - Position Paper
  - Review report
  - Review report
  - Review report
  - Review report
  - Budget Kshs ('000): 200
  - Responsibility: Policy research

#### 2.1.2 Enhance knowledge management capability

1. Establish knowledge center for engineering infrastructure (e-library, repository of standard and best practices)
   - 2021 Knowledge center in place
   - IEK website
   - Knolwedge center in place
   - Knowledge management policy
   - E-library
   - E-library
   - E-library
   - E-library
   - Budget Kshs ('000): 5,000
   - Responsibility: Policy research

2. Establish peer review teams for major infrastructure programs
   - 2021 Infrastructure Programs reviewed
   - 0 4 review workshops
   - Appoint thematic peer review teams
   - 1 No. Workshop
   - 2 No. Workshop
   - 3 No. Workshop
   - 4 No. Workshop
   - Budget Kshs ('000): 2,000
   - Responsibility: Policy research
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Strategies</th>
<th>Activity</th>
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<th>Target Year 3</th>
<th>Target Year 4</th>
<th>Target Year 5</th>
<th>Budget Kshs ('000)</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Develop an IEK Intellectual Property Rights policy</td>
<td>2019</td>
<td>IPR Policy</td>
<td>0</td>
<td>One document</td>
<td>One document</td>
<td>90</td>
<td>Policy research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Patent Innovation/Inventions</td>
<td>Annual</td>
<td>Number of patent applications</td>
<td>0</td>
<td>10 Applications</td>
<td>2 Applications</td>
<td>2 Applications</td>
<td>3 Applications</td>
<td>3 Applications</td>
<td>500</td>
<td>Policy research</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organization of Engineers Innovation week and Rewards</td>
<td>Annual</td>
<td>Number of Events</td>
<td>0</td>
<td>4 Innovation week</td>
<td>1 Innovation week</td>
<td>1 Innovation week</td>
<td>1 Innovation week</td>
<td>1 Innovation week</td>
<td>1,500</td>
<td>Policy research</td>
<td></td>
</tr>
<tr>
<td>2.1.3</td>
<td>Establish panel of experts to respond to emergencies/ matters of public interest</td>
<td>Establish panel of experts in place</td>
<td>2019</td>
<td>Panel of experts appointed</td>
<td>0</td>
<td>Panel of experts appointed</td>
<td>Panel of Experts appointed</td>
<td>New Experts appointed (rotational retirement)</td>
<td>New Experts appointed (rotational retirement)</td>
<td>New Experts appointed (rotational retirement)</td>
<td>New Experts appointed (rotational retirement)</td>
<td>150</td>
<td>Council</td>
</tr>
</tbody>
</table>

**Strategic Objective: Rebrand IEK**

2.2.1 Align/ rebrand IEK to new strategic plan

Develop IEK brand 2020

Rebranded IEK

Existing IEK logo

Branding materials (various)

New IEK Brand Launch new brand

Branding materials (various)

Branding materials (various)

2,000

Marketing & Communications

**Strategic Objective: Create Partnerships and collaborations**

2.3.1 Accreditation of Engineering Courses

Collaborate with universities for students to carry out industry research 2019

Industry led research undertaken

0 | 20 Research papers

MoU with university

5 No. Research papers

5 No. Research papers

5 No. Research papers

2,000

Policy research

2.3.2 Lobby for inclusion of IEK representation on Commission of Education to contribute to curriculum of engineering programs 2021

IEK rep. on CUE + university curriculum reviewed

0

University curriculum review report

Task force appointed

CUE act amended

IEK rep. appointed to CUE

Annual Review report

Annual Review report

150

Policy research

2.3.3 Develop and implement stakeholder engagement framework

Ensure effective stakeholder engagement Annual

Stakeholder engagement

16 meetings

Stakeholders mapped

4 meetings

4 meetings

4 meetings

4 meetings

200

Partnerships
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Strategies</th>
<th>Activity</th>
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<th>Target Year 2</th>
<th>Target Year 3</th>
<th>Target Year 4</th>
<th>Target Year 5</th>
<th>Budget ('000)</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.3</td>
<td>Maintain membership with EAEO, FAEO, WFEIO Participate in regional affairs (EAEO and FAEO activities)</td>
<td>Continual Participation in global affairs</td>
<td>EAEO, FAEO, WFEIO</td>
<td>16 meetings</td>
<td>4 meetings</td>
<td>4 meetings</td>
<td>4 meetings</td>
<td>4 meetings</td>
<td>4 meetings</td>
<td>9,000</td>
<td>Partnerships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.4</td>
<td>Participate in global affairs (WFEIO, ICE) Participate in APSEA and other relevant professional organizations</td>
<td>Continual Participation in global affairs</td>
<td>15 Events</td>
<td>1 event</td>
<td>1 event</td>
<td>1 event</td>
<td>1 event</td>
<td>1 event</td>
<td>16,000</td>
<td>Partnerships</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Strategic Objective: Influence public policy through advocacy**

| 2.4.1 | Engagement with policy makers Hold round table meetings with policy makers and professional associations | Quarterly Meetings with policy makers (MPs, Senators, relevant state agencies) | 0 | 20 Meetings | 4 | 4 | 4 | 4 | 4 | 2,000 | Excom |

| 2.4.2 | Publish journal Establish editorial board | 2019 Editorial Board | Editorial Board | Editorial Board | 1,200 | Excom |

| 2.4.3 | Media Engagement Develop communications policy and strategy | 2019 IEK Communications strategy implemented | No policy in place | 100% implementation | Approved Communication policy | 100% implementation | 100% implementation | 100% implementation | 100% implementation | 2,000 | Marketing & Communications |

| 2.4.4 | Effective social media engagement | Continual Effective social media engagement | Website, Facebook, twitter, WhatsApp | Social media channels maintained | Up to date content | Up to date content | Up to date content | Up to date content | Up to date content | 6,000 | Marketing & Communications |

| 2.4.5 | Launch TV talk Show on Engineering | Weekly Public awareness of role of engineer raised | 0 | Weekly talk shows | MDU with media house | 52 talk shows | 52 talk shows | 52 talk shows | 52 talk shows | 5,000 | Marketing & Communications |

| 2.4.6 | Media coverage of IEK events | Continual Media coverage of IEK events | Ad hoc engagement | 52 No event covered | 4 No. IEK events covered | 12 No. IEK events covered | 12 No. IEK events covered | 12 No. IEK events covered | 12 No. IEK events covered | 520 | Marketing & Communications |

<p>| 2.4.7 | (Blank) | Quarterly (Blank) | None | 20 Opinion editorials published | 4 Opinion editorials published | 4 Opinion editorials published | 4 Opinion editorials published | 4 Opinion editorials published | 4 Opinion editorials published | 400 | Marketing &amp; Communications |</p>
<table>
<thead>
<tr>
<th>Ref.</th>
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<th>Baseline (As At 31.12.18)</th>
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<th>Target Year 2</th>
<th>Target Year 3</th>
<th>Target Year 4</th>
<th>Target Year 5</th>
<th>Budget (Kshs ('000))</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.5.1</td>
<td>Influence public policy through research</td>
<td>Publish Infrastructure score card</td>
<td>Annual</td>
<td>Infrastructure score card disseminated</td>
<td>0</td>
<td>4 No. Annual reports</td>
<td>Concept note</td>
<td>Report 2020</td>
<td>Report 2021</td>
<td>Report 2022</td>
<td>Report 2023</td>
<td>4,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Publish policy briefs</td>
<td>Semi-Annual</td>
<td>Policy briefs published</td>
<td>0</td>
<td>8 No. Policy briefs</td>
<td>Establish policy research team</td>
<td>2 No. Policy briefs</td>
<td>2 No. Policy briefs</td>
<td>2 No. Policy briefs</td>
<td>2 No. Policy briefs</td>
<td>8,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Undertake research in collaboration with research agencies (KIPPA, IEA etc.)</td>
<td>Annual</td>
<td>Industry led research</td>
<td>8 Research papers</td>
<td>MoU with KIPPA, IEA, EAPI etc</td>
<td>2 No. Research papers</td>
<td>2 No. Research papers</td>
<td>2 No. Research papers</td>
<td>2 No. Research papers</td>
<td>16,000</td>
<td>Policy research</td>
<td></td>
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<tr>
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<td>2.6.1</td>
<td>Improve schemes of service for engineers</td>
<td>Lobby for enactment of Engineers scale of fees</td>
<td>2021</td>
<td>Scale of fees</td>
<td>Draft scale of fees published</td>
<td>Approved scale of fees published</td>
<td>Position Paper</td>
<td>4 Meetings with EBK</td>
<td>Bill at Parliament</td>
<td>Approved Scale of fees</td>
<td>M&amp;E report</td>
<td>5,000</td>
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<tr>
<td></td>
<td></td>
<td>Monitor and oversee working conditions for engineers</td>
<td>Bi-Annual</td>
<td>Improved working conditions for engineers</td>
<td>None</td>
<td>3 No. Surveys + 100% implementation</td>
<td>Survey report</td>
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<td>Survey report</td>
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<td></td>
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<td>Review engineers scheme of service</td>
<td>2021</td>
<td>Structured Career progression</td>
<td>None</td>
<td>2021</td>
<td>Draft scheme</td>
<td>4 N. meetings</td>
<td>Workshop</td>
<td>Approved Scheme</td>
<td>M&amp;E report</td>
<td>1,000</td>
<td>Welfare</td>
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<td></td>
<td>2.6.2</td>
<td>Support enterprise development for emerging engineering firms</td>
<td>Design and provide innovative financial products for SMEs through Mwandisi SACCO</td>
<td>Annual</td>
<td>Affordable credit</td>
<td>Ksh 82m loaned</td>
<td>Product design</td>
<td>Kshs 2m lent</td>
<td>Kshs 10m lent</td>
<td>Kshs 20m lent</td>
<td>Kshs 50m lent</td>
<td>3,000</td>
<td>Welfare</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engage relevant state agencies (Treasury, Infrastructure) to promote local content in infrastructure programs</td>
<td>Continual</td>
<td>Enhanced local participation</td>
<td>40% local content policy in place</td>
<td>Favorable policies in place</td>
<td>2. No. Meetings</td>
<td>Draft policy</td>
<td>Policy adopted</td>
<td>M&amp;E report on policy implementation</td>
<td>M&amp;E report on policy implementation</td>
<td>60</td>
<td>Policy research</td>
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<tr>
<td></td>
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<td>Engage State Agencies on timely payment for consultants and contractors</td>
<td>Continual</td>
<td>Timely payment to consultants</td>
<td>... No. of average days delay</td>
<td>Pendig bills register</td>
<td>Pendig bills register</td>
<td>Pendig bills register</td>
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<td>30</td>
<td>Policy research</td>
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<td>Foster collaboration for engineering firms to form consortia and bid for mega projects</td>
<td>Continual</td>
<td>Local participation in large infrastructure program enhanced</td>
<td>5 No. Round table meetings</td>
<td>Concept note</td>
<td>2 No. Roundtable meetings</td>
<td>1 No. Consortia</td>
<td>2 No. Consortia</td>
<td>3 No. Consortia</td>
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<td>7,000</td>
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<td>Budget (Kshs ‘000)</td>
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</tr>
<tr>
<td>2.6.3</td>
<td>Different investments, for members</td>
<td>Identify and undertake investments</td>
<td>Annual</td>
<td>Components</td>
<td>Baseline</td>
<td>Annual</td>
<td>Component</td>
<td>Welfare</td>
<td></td>
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<td></td>
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<tr>
<td>2.6.3</td>
<td>Different investments, for members</td>
<td>Identify and undertake investments</td>
<td>Annual</td>
<td>Social support programs</td>
<td>Baseline</td>
<td>Annual</td>
<td>Medical Scheme</td>
<td>Welfare</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2.6.3</td>
<td>Different investments, for members</td>
<td>Develop social support programs</td>
<td>Annual</td>
<td>Annual family health talks</td>
<td>Baseline</td>
<td>Annual</td>
<td>Medical Scheme</td>
<td>Welfare</td>
<td></td>
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</tr>
<tr>
<td>2.6.3</td>
<td>Different investments, for members</td>
<td>Implement social support programs</td>
<td>Annual</td>
<td>Annual social support program</td>
<td>Baseline</td>
<td>Annual</td>
<td>Medical Scheme</td>
<td>Welfare</td>
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<td>2.6.3</td>
<td>Different investments, for members</td>
<td>Establish volunteering program</td>
<td>Annual</td>
<td>Annual Community programs delivered</td>
<td>Baseline</td>
<td>Annual</td>
<td>Medical Scheme</td>
<td>Capacity Building</td>
<td></td>
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<td>2.6.3</td>
<td>Different investments, for members</td>
<td>Facilitate Engineers to publish research work through voluntary schemes</td>
<td>Quarterly</td>
<td>Annual IEK conference</td>
<td>Baseline</td>
<td>Quarterly</td>
<td>Medical Scheme</td>
<td>Capacity Building</td>
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<td>2.6.3</td>
<td>Different investments, for members</td>
<td>Establish a peer reviewed journal</td>
<td>Monthly</td>
<td>Monthly Dissemination of engineering knowledge</td>
<td>Baseline</td>
<td>Monthly</td>
<td>Medical Scheme</td>
<td>Capacity Building</td>
<td></td>
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</tr>
<tr>
<td>3.1.1</td>
<td>Design and conduct tailored courses for professional development of engineers</td>
<td>Design and implement CSR programs through voluntary schemes</td>
<td>Annual</td>
<td>Annual IEK CSR program</td>
<td>Baseline</td>
<td>Annual</td>
<td>Medical Scheme</td>
<td>Capacity Building</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.1.1</td>
<td>Design and conduct tailored courses for professional development of engineers</td>
<td>Develop and implement social support programs</td>
<td>Annual</td>
<td>Annual social support program</td>
<td>Baseline</td>
<td>Annual</td>
<td>Medical Scheme</td>
<td>Capacity Building</td>
<td></td>
<td></td>
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<tr>
<td>3.1.1</td>
<td>Design and conduct tailored courses for professional development of engineers</td>
<td>Establish volunteering program</td>
<td>Annual</td>
<td>Annual Community programs delivered</td>
<td>Baseline</td>
<td>Annual</td>
<td>Medical Scheme</td>
<td>Capacity Building</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>3.1.1</td>
<td>Design and conduct tailored courses for professional development of engineers</td>
<td>Facilitate Engineers to publish research work through voluntary schemes</td>
<td>Quarterly</td>
<td>Annual IEK conference</td>
<td>Baseline</td>
<td>Quarterly</td>
<td>Medical Scheme</td>
<td>Capacity Building</td>
<td></td>
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<tr>
<td>3.1.1</td>
<td>Design and conduct tailored courses for professional development of engineers</td>
<td>Establish a peer reviewed journal</td>
<td>Monthly</td>
<td>Monthly Dissemination of engineering knowledge</td>
<td>Baseline</td>
<td>Monthly</td>
<td>Medical Scheme</td>
<td>Capacity Building</td>
<td></td>
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**IEK Strategic Plan 2019 - 2023**
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Strategies</th>
<th>Activity</th>
<th>Timeline</th>
<th>Performance Indicator</th>
<th>Baseline (As At 31.12.18)</th>
<th>Cum. Target 2023</th>
<th>Target Year 1</th>
<th>Target Year 2</th>
<th>Target Year 3</th>
<th>Target Year 4</th>
<th>Target Year 5</th>
<th>Budget Kshs (‘000)</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>3.1.2</td>
<td>Establish and maintain Mutual Recognition Agreements</td>
<td>Africa</td>
<td>Annual</td>
<td>Regional mobility of engineers</td>
<td>MRA in place</td>
<td>MRA in place</td>
<td>Draft MRA</td>
<td>Approved MRA</td>
<td>Reviewed MRA</td>
<td>Reviewed MRA</td>
<td>Reviewed MRA</td>
<td>400</td>
<td>Capacity Building</td>
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<tr>
<td></td>
<td></td>
<td>East Africa</td>
<td>Annual</td>
<td>Regional mobility of engineers</td>
<td>MRA in place</td>
<td>Reviewed MRA</td>
<td>Reviewed MRA</td>
<td>Reviewed MRA</td>
<td>Reviewed MRA</td>
<td>Reviewed MRA</td>
<td>Reviewed MRA</td>
<td>400</td>
<td>Capacity Building</td>
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<tr>
<td></td>
<td></td>
<td>Washington Accord</td>
<td>Annual</td>
<td>Global mobility of engineers</td>
<td>MRA in place</td>
<td>Reviewed MRA</td>
<td>Concept note</td>
<td>Draft MRA</td>
<td>Approved MRA</td>
<td>Reviewed MRA</td>
<td>Reviewed MRA</td>
<td>400</td>
<td>Capacity Building</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Organize functions/ events for networking and emerging issues</td>
<td>Industrial visits (once each month)</td>
<td>Monthly</td>
<td>Visits</td>
<td>46 industrial visits</td>
<td>Events program + 6 visits</td>
<td>10 visits</td>
<td>10 visits</td>
<td>10 visits</td>
<td>10 visits</td>
<td>4,600</td>
<td>Functions</td>
<td></td>
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<tr>
<td>3.1.5</td>
<td>Annual Engineering Excellence awards/ accolades</td>
<td>Map/ identify outstanding members</td>
<td>Annually</td>
<td>No of Awards</td>
<td>0</td>
<td>25</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>2,000</td>
<td>Membership</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Lobby for nomination for state award for distinguished service in engineering field</td>
<td>Annually</td>
<td>No of State awards</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>10</td>
<td>Membership</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nomination for State Awards (is this in IEK purview?)</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Objective: Form IEK consultancy and advisory arm</td>
<td>2021</td>
<td>Firm in place</td>
<td>Firm in place</td>
<td>Concept note</td>
<td>Articles of Assoc.</td>
<td>Firm registered</td>
<td>Firm in place</td>
<td>Firm in place</td>
<td>1,000</td>
<td>Excom</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Objective: Establish online engineering bookshop</td>
<td>2021</td>
<td>Online Bookshop</td>
<td>Online Bookshop</td>
<td>Online Bookshop</td>
<td>Online Bookshop</td>
<td>Online Bookshop</td>
<td>Online Bookshop</td>
<td>10 no Online Journals &amp; 5 No. Bookstores</td>
<td>1,000</td>
<td>Policy research</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic Goal 4: Raise revenue to Kshs 600 million by 2023</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1.1</td>
<td>Strategic Objective: Enhance revenue from existing sources</td>
<td>Increase subscription fees to Ksh 160m by 2023</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**IEK Strategic Plan 2019 - 2023**
<p>| Ref. | Strategies | Activity | Timeline | Performance Indicator | Baseline (As At 31.12.18) | Cum. Target | Target Year 1 | Target Year 2 | Target Year 3 | Target Year 4 | Target Year 5 | Budget (Kshs ‘000) | Responsibility |
|------|------------|----------|----------|-----------------------|----------------------------|-------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|
| 4.1.2 | Raise revenues from other existing sources | Conference | 2022 | | 30000 | 120000 | 40000 | 60000 | 80000 | 100000 | 120000 | | Functions |
| 4.1.3 | | Journal | 2022 | | 9600 | 2400 | 4800 | 7200 | 9600 | | | | Marketing &amp; Communications |
| 4.1.4 | | Training | 2022 | 4 | 101250 | 20000 | 30000 | 45000 | 67500 | 101250 | | | Capacity Building |
| 4.1.5 | | Others | 2022 | | | | | | | | | | |
| 4.2.1 | Merchandise (branded items) | Merchandise | 2022 | | | | | | | | | | CEO |
| 4.2.2 | Publications (guidelines, journals) | Publications | 2022 | | | | | | | | | | Policy research |
| 4.2.3 | International tours | Organize Annual International tours | 2022 | | 8000 | 2000 | 2000 | 2000 | 2000 | | | | Functions |
| 5.1.1 | Enhance Customer Service | Develop and implement customer service charter | 2020 | Level of implementation | 100% implementation | Approved Charter | 100% | 100% | 100% | 100% | 50 | CEO |
| 5.1.2 | Ensure Compliance with laws and policies | Conduct Financial audits | Annual | Unqualified Audited Accounts | (Blank) | Audited accounts | Audited accounts | Audited accounts | Audited accounts | Audited accounts | 2,500 | Excom |
| | | Establish legal advisory panel | 2020 | Panel in place | Panel in place | EOI | Panel in place | Panel in place | Panel in place | Panel in place | 1,000 | Excom |
| | | Develop Board charter and Annual plan | Annual | Effective Board | Board Charter | Approved | Annual Plan | Annual Plan | Annual Plan | Annual Plan | 80 | Excom |
| 5.1.4 | Safeguard IEK assets | Develop and implement Asset management policy | 2020 | Approved Policy | 100% implementation | Draft Policy | Approved Policy | Approved Manual | 100% | 100% | 120 | Excom |
| | | Establish and maintain Asset Register | Annual | Up to date register | Up to date register | Asset Register | Asset Register | Asset Register | Asset Register | Asset Register | 150 | CEO |
| 5.1.5 | Strengthen IEK systems and procedures | Develop and implement Financial Management policy and system | 2020 | FMS | FMS | Systems review | FMS in place | FMS | FMS | FMS | 3,000 | Excom |
| | | Develop and implement Quality Management System | 2021 | ISO certification | 100% implementation | ISO training | SOPs in place | ISO certification | 100% | 100% | 3,000 | Excom |
| 5.1.6 | Effective procurement practices | Development procurement policy and manual | 2020 | Approved policy | 100% implementation | Draft Policy | Approved Policy and Manual | 100% | 100% | 100% | 75 | Excom |
| | | Maintain prequalified list of suppliers | Annual | Prequalified suppliers | Prequalified suppliers | Prequalified suppliers | Prequalified suppliers | Prequalified suppliers | Prequalified suppliers | Prequalified suppliers | 150 | Excom |</p>
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Strategic Objective: Ensure optimal Human Resource Capacity</th>
<th>Activity</th>
<th>Timeline</th>
<th>Baseline (As At 31.12.18)</th>
<th>Target Year 1</th>
<th>Target Year 2</th>
<th>Target Year 3</th>
<th>Target Year 4</th>
<th>Target Year 5</th>
<th>Budget Kshs ('000)</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.1</td>
<td>5.2.1 Ensure Optimal Human Resource Capacity</td>
<td>Develop Human Resource Manual (including scheme of service)</td>
<td>2020</td>
<td>Approved policy</td>
<td>100% implementation</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>5.2.1 Ensure Optimal Human Resource Capacity</td>
<td>Align Organization structure to Strategic Plan</td>
<td>2021</td>
<td>Approved policy</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>30</td>
<td>Excom</td>
</tr>
<tr>
<td></td>
<td>5.3.1 Develop and maintain IEK integrated Management Information System</td>
<td>Develop and implement ICT policy</td>
<td>2020</td>
<td>Approved policy</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>30</td>
<td>Excom</td>
</tr>
<tr>
<td></td>
<td>5.3.2 Automate IEK operations</td>
<td>Automate IEK processes (members portal, online bookshop, e-learning portal)</td>
<td>2021</td>
<td>Functional ERP</td>
<td>Up to date ICT facilities</td>
<td>Up to date ICT facilities</td>
<td>Up to date ICT facilities</td>
<td>Up to date ICT facilities</td>
<td>Up to date ICT facilities</td>
<td>5,000</td>
<td>Excom</td>
</tr>
<tr>
<td></td>
<td>5.4.1 Construct tower</td>
<td>Construct Engineering Tower</td>
<td>2022</td>
<td>Facilities in place</td>
<td>Tower in place</td>
<td>Tower in place</td>
<td>Tower in place</td>
<td>Tower in place</td>
<td>Tower in place</td>
<td>1,000,000</td>
<td>Project Implementation Team</td>
</tr>
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</table>

TOTAL 13,898.40
## APPENDIX 2: SCHEDULE OF OPERATING EXPENDITURE

### Institution of Engineers of Kenya

#### Schedule of operating expenditure

<table>
<thead>
<tr>
<th>Year</th>
<th>Shs</th>
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<tbody>
<tr>
<td>---</td>
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</tbody>
</table>

#### 2 REVENUE

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<th></th>
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</thead>
<tbody>
<tr>
<td>Conference fees</td>
<td>15,067,162</td>
<td>12,000,250</td>
<td>14,942,682</td>
<td>20,901,500</td>
<td>30,000,000</td>
<td>48,000,000</td>
<td>66,000,000</td>
<td>84,000,000</td>
<td>102,000,000</td>
<td>120,000,000</td>
</tr>
<tr>
<td>Training seminar fees</td>
<td>13,252,382</td>
<td>10,573,389</td>
<td>12,391,643</td>
<td>8,983,321</td>
<td>4,000,000</td>
<td>20,000,000</td>
<td>30,000,000</td>
<td>45,000,000</td>
<td>67,500,000</td>
<td>101,250,000</td>
</tr>
<tr>
<td>Annual Subscription &amp; Penalty</td>
<td>5,432,486</td>
<td>5,529,660</td>
<td>6,915,021</td>
<td>9,776,980</td>
<td>15,000,000</td>
<td>23,000,000</td>
<td>31,000,000</td>
<td>39,000,000</td>
<td>47,000,000</td>
<td>55,000,000</td>
</tr>
<tr>
<td>Entrance and transfer fees</td>
<td>795,400</td>
<td>785,640</td>
<td>1,124,700</td>
<td>1,187,700</td>
<td>34,547,430</td>
<td>28,888,939</td>
<td>35,374,046</td>
<td>40,849,501</td>
<td>49,000,000</td>
<td>91,000,000</td>
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#### 3 OTHER INCOME

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</tr>
</thead>
<tbody>
<tr>
<td>Special levy income</td>
<td>976,300</td>
<td>2,366,800</td>
<td>1,929,630</td>
<td>2,116,930</td>
<td>2,500,000</td>
<td>2,500,000</td>
<td>2,500,000</td>
<td>2,500,000</td>
<td>2,500,000</td>
<td>2,500,000</td>
</tr>
<tr>
<td>Plot levy income</td>
<td>3,122,089</td>
<td>279,100</td>
<td>260,314</td>
<td>1,069,300</td>
<td>1,069,300</td>
<td>1,069,300</td>
<td>1,069,300</td>
<td>1,069,300</td>
<td>1,069,300</td>
<td>1,069,300</td>
</tr>
<tr>
<td>Interest and Miscellaneous Income</td>
<td>671,430</td>
<td>286,331</td>
<td>266,375</td>
<td>236,314</td>
<td>250,000</td>
<td>600,000</td>
<td>1,200,000</td>
<td>1,800,000</td>
<td>2,400,000</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Rental Income</td>
<td>1,080,000</td>
<td>980,000</td>
<td>1,694,000</td>
<td>1,764,000</td>
<td>1,800,000</td>
<td>1,980,000</td>
<td>2,178,000</td>
<td>2,395,800</td>
<td>2,635,380</td>
<td>2,898,918</td>
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#### 4 STAFF COST

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</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>1,118,770</td>
<td>1,481,896</td>
<td>2,878,766</td>
<td>1,719,114</td>
<td>2,000,000</td>
<td>7,000,000</td>
<td>9,000,000</td>
<td>12,000,000</td>
<td>15,000,000</td>
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#### 5 OPERATING EXPENSES

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<tbody>
<tr>
<td>Total operational costs</td>
<td>21,233,082</td>
<td>21,510,085</td>
<td>27,026,593</td>
<td>28,783,189</td>
<td>35,000,000</td>
<td>68,250,000</td>
<td>95,250,000</td>
<td>126,000,000</td>
<td>150,000,000</td>
<td>180,000,000</td>
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#### 6 ADMINISTRATION EXPENSES

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<tbody>
<tr>
<td>Total Administrative Expenses</td>
<td>4,222,885</td>
<td>3,436,523</td>
<td>2,956,048</td>
<td>4,896,609</td>
<td>6,000,000</td>
<td>9,000,000</td>
<td>12,000,000</td>
<td>15,000,000</td>
<td>18,000,000</td>
<td>21,000,000</td>
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#### 7 FINANCE COSTS

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</thead>
<tbody>
<tr>
<td>Total Finance Costs</td>
<td>1,094,405</td>
<td>4,048,371</td>
<td>3,018,855</td>
<td>2,402,419</td>
<td>2,000,000</td>
<td>1,600,000</td>
<td>1,280,000</td>
<td>1,024,000</td>
<td>819,200</td>
<td>655,360</td>
</tr>
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</table>

#### TOTAL EXPENDITURE

<table>
<thead>
<tr>
<th>Year</th>
<th>Shs</th>
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<tbody>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>27,669,142</td>
<td>30,476,875</td>
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</tbody>
</table>

#### NET SURPLUS FOR THE YEAR

<table>
<thead>
<tr>
<th>Year</th>
<th>Shs</th>
</tr>
</thead>
<tbody>
<tr>
<td>---</td>
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</tr>
<tr>
<td>12,727,817</td>
<td>2,324,295</td>
</tr>
</tbody>
</table>

### Comments on the revenue projections

Due to the introduction of Kenya Engineer and merchandise income sources, together with a sharp increase of members, we foresee a sharp increase of income in 2019 by 80%. Thereafter, there will be a gradual increase. The concern therefore remains that due to the high amount of surplus funds, expenditure needs to be strictly regulated so as to ensure that there is no misallocation of funds. This can be achieved through effective treasury management.
APPENDIX 3: STAKEHOLDER SURVEY

A stakeholder survey conducted by the Consultant, yielded the following results:

3.1. Stakeholder association with IEK

The survey presents the stakeholders’ association with IEK in terms of categories, for instance; students, members, graduate members, corporate members and so on. This information is relevant in ensuring resources are appropriately allocated to the different categories of stakeholders resonating to their expected value from IEK.

*Figure 3.1.1 shows the different levels of association among IEK stakeholders as found from survey*

![Bar chart showing the percentage distribution of different types of stakeholders associated with IEK.](image)

<table>
<thead>
<tr>
<th>Stakeholder Category</th>
<th>Percentage</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student member</td>
<td>1.14%</td>
<td>3</td>
</tr>
<tr>
<td>Graduate member</td>
<td>48.86%</td>
<td>129</td>
</tr>
<tr>
<td>Corporate member</td>
<td>38.64%</td>
<td>102</td>
</tr>
<tr>
<td>Fellow</td>
<td>4.92%</td>
<td>13</td>
</tr>
<tr>
<td>Supplier</td>
<td>0.00%</td>
<td>0</td>
</tr>
<tr>
<td>Council member</td>
<td>0.76%</td>
<td>2</td>
</tr>
<tr>
<td>Associated Building Professional (Architect, QS, Contractor)</td>
<td>0.00%</td>
<td>0</td>
</tr>
<tr>
<td>Professional Association</td>
<td>0.76%</td>
<td>2</td>
</tr>
<tr>
<td>Public sector utility company</td>
<td>0.00%</td>
<td>0</td>
</tr>
<tr>
<td>Public sector regulator</td>
<td>0.38%</td>
<td>1</td>
</tr>
<tr>
<td>Engineering consultancy</td>
<td>0.76%</td>
<td>2</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>3.79%</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>264</strong></td>
<td></td>
</tr>
</tbody>
</table>
3.2. Discipline

The survey ranked categories of engineers according to the number of members therein. Findings concluded that there are more civil engineers, followed by electrical engineers, mechanical engineers, agricultural engineers and lastly other engineers. The findings will therefore assist IEK to package services strategically either to attract more members or the value proposition.

*Figure 3.2.1 shows the ranking among engineers*
According to the survey, 31.8% of IEK members retain association with IEK for a maximum of five years, being majority of members, whereas 9.2% take a maximum of one year in association with IEK. Therefore, this data will assist the IEK Council to repackage its offerings in order to enhance the members’ desire for longer association with IEK.

Figure 3.3.1 shows the findings of period of association with IEK.
3.4. Member feedback

Member comments are vital for proper alignment to the changing needs and preferences in the Institution. In order to stay relevant, member feedback needs to be sought and evaluated for realignment of the organization’s response to the changing customer needs and preferences.

*Figure 3.4.1 shows the percentage of respondents who have had an issue with IEK, and those who haven’t.*

*Figure 3.4.2 shows the respondents’ rating of quality of service offered by IEK.*

*Figure 3.4.3 shows the respondents’ perception of the relevance of IEK services.*
Figure 3.4.4 shows the respondents’ perception of relevance of the vision ‘To be an inspiration of excellence to the engineering profession and practice in Kenya and beyond’.

Figure 3.4.5 shows the respondents’ perception whether the mission statement ‘To promote and develop the engineering profession, best practices for sustained development and welfare of Kenyans’ resonates with IEK purpose.

Figure 3.4.6 shows respondents’ perception of IEK’s resource mobilization capability.