



2022 – 2027

THE STRATEGIC PLAN

PASSION FOR ENVIRONMENT

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2022 – 2027

FORWARD BY CHAIRPERSON

EXECUTIVE PROFILE

TABLE OF CONTENTS

FORWARD BY CHAIRPERSON	1
EXECUTIVE PROFILE	2
TABLE OF CONTENTS	Error! Bookmark not defined.
LIST OF ABBREVIATIONS AND ACRONYMS	6
CHAPTER ONE	8
INSTITUTIONAL BACKGROUND	8
1.0 INTRIDUCTION	8
1.2 ABOUT EIK.....	8
1.3 VISION	8
1.4 MISSION	8
1.5 CORE VALUES	8
1.6 AIMS AND OBJECTIVES.....	9
1.7 INSTITUTIONAL ARRANGEMENT	9
1.7.1 Committee	9
1.7.2 Sub-Committees.....	10
1.7.3 Organogram	10
1.7.4 Branches	11
1.7. 5 Affiliations	11
1.8 PRINCIPLES.....	12
1.8.1 Creativity and Innovation.....	12
1.8.2 Professionalism	12
1.8.3 Ethics, Integrity, Transparency and Accountability	12
1.8.4 Quality Service Delivery and Continuous Professional Development	12
1.8.5 Teamwork	13
1.8.6 Social and Environmental Concerns	13
1.9 RATIONAL.....	13
1.10 CHALLENGES	13
CHAPTER TWO	14
REVIEW OF PAST STRATEGIC PLAN 2015-2020	14
2.0 INTRODUCTION	14
2.1 OBJECTIVES FOR REVIEWING THE STRATEGIC PLAN.	14
2.2 OBJECTIVES OF THE STRATEGIC PLAN 2015 - 2020	14
2.3 STRATEGIES.....	15
2.4 CHALLENGES FACED DURING THE IMPLEMENTATION PERIOD.....	25
CHAPTER THREE	26

SITUATIONAL ANALYSIS OF PAST PERFORMANCE	26
3.0 INTRODUCTION	26
3.1 EVALUATION OF PAST PERFORMANCE	26
3.1.1 Membership Data	26
3.1.2 Membership Subscription and Governance Reimbursements.	26
3.1.3 Achievements Made	27
CHAPTER FOUR.....	30
OPERATING ENVIRONMENT AND PESTEL ANALYSIS	30
4.0 INTRODUCTION	30
4.1 INTERNAL ENVIRONMENT.....	30
4.1.1 Strengths	30
4.1.2 Weaknesses	30
4.1.3 Opportunities	30
4.1.4 Threats	31
4.2 EXTERNAL ENVIRONMENT	31
4.2.1 Strengths	31
4.2.2 Weaknesses	31
4.2.3 Opportunities	32
4.2.4 Threats	32
4.3 PESTEL ANALYSIS.....	32
4.3.1 Political.....	32
4.3.2 Economic:.....	32
4.3.3 Social:.....	33
4.3.4 Technological:	33
4.3.5 Environmental:.....	34
4.3.6 Legal:.....	34
CHAPTER FIVE.....	35
STRATEGIC PLAN OBJECTIVES AND STRATEGIES FOR 2022 – 2027	35
5.0 INTRODUCTION	35
5.1 STRATEGIC OBJECTIVES.....	35
5.2 STARTEGIC THEMES	35
5.2.1 Governance Structure	36
5.2.2 Institutional Sustainability.....	36
5.2.3 Partnership, Networks/Collaborations and Consultancy Services.....	36
5.2.4 Training, Research, Education and Communication	36
5.2.5 Recognition and Visibility of EIK Locally and Internationally	37

5.2.6 Quality Membership	38
5.2.7 Secretariat.....	38
5.3 STRATEGIES.....	38
CHAPTER SIX.....	42
IMPLEMENTATION MATRIX FRAMEWORK.....	42
6.0 INTRODUCTION	42
6.1 IMPLEMENTATION AND CO-ORDINATION MATRIX (FRAMEWORK).....	42
6.2 STRATEGIC PLAN IMPLEMENTATION MATRIX.....	42
6.3 IMPLEMENTATION APPROACH	42
6.4 STRATEGIC PLAN COORDINATION AND ROLES	43
6.5 IMPLEMENTATION MATRIX TABLE.....	43
CHAPTER SEVEN	51
RESOURCE MOBILIZATION, ACCOUNTABILITIES AND RISK MANAGEMENT	51
7.0 INTRODUCTION	51
7.1 OVERVIEW.....	51
7.2 RESOURCE REQUIREMENTS	51
7.3 RESOURCE MOBILIZATION	51
7.4 ACCOUNTABILITY	52
7.5 RISK ASSESSMENTS	52
7.6 STRATEGIC RISK.....	52
7.7 MITIGATION, MONITORING AND REPORTING RISKS.....	52
CHAPTER EIGHT	53
MONITORING, EVALUATION AND REPORTING	53
8.0 INTRODUCTION	53
8.1 OVERVIEW.....	53
8.2 MONITORING.....	53
8.3 EVALUATION	53
8.4 MONITORING AND EVALUATION FRAMEWORK	54
8.5 CRITICAL SUCCESS FACTORS	54

LIST OF ABBREVIATIONS AND ACRONYMS

APSEA	–	Association of Professional Society of East Africa
CEAP	–	County Environment Action Plan
CEC	–	County Environmental Committee
CEO	–	Chief Executive Officer
CoPPE	–	Code of Practice and Professional Ethics
CPD	–	Continuous Professional Development
ECA	–	East and Central Africa
EA	–	Environmental Audit
EIA	–	Environmental Impact Assessment
EIK	–	Environment Institute of Kenya
EMCA	–	Environment Management and Coordination Act
EMP	–	Environment Management Plan
F&A	–	Finance and Administration
GIS	–	Geographic Information System
HR	–	Human Resource
IAIA	–	International Association of Impact Assessors
ICT	–	Information Communication Technology
KAM	–	Kenya Association of Manufacturers
KEPSA	–	Kenya Private Sector Alliance
KPIs	–	Key Performance Indicators
LEMS	–	Legal Ethics and Membership Services Committee
MoE	–	Ministry of Environment
MTP	–	Medium Term Plan
M&E	–	Monitoring and Evaluation
NEAP	–	National Environment Action Plan
NEMA	–	National Environment Management Authority
NGOs	–	Non-Governmental Organizations
OECD	–	Organization for Economic Cooperation and Development
OSHA	–	Occupational Safety and Health Act
PEC	–	Partnership Education and Communication

- PPP – Public-Private Partnership
- PESTEL – Political, Economic, Social, Technological and Legal
- RMC – Resource Mobilization Committee
- SoE – State of Environment
- SWOT – Strengths, Weaknesses, Opportunities and Threats
- UAIA – Uganda Association of Impact Assessors
- WB – World Bank

CHAPTER ONE

INSTITUTIONAL BACKGROUND

1.0 INTRIDUCTION

Chapter one provides the institutional background i.e. about EIK, vision, mission, core values, aims and objectives, institutional arrangement, principles, rational and challenges.

1.2 ABOUT EIK

EIK is a professional membership body for the professionals working in the field of environmental management and administration. The membership is drawn from various sectors of the economy including academia, agriculture, industry, consultancy, lead agencies, national and county governments and NGO's.

It was registered under societies Act Cap 108 laws of Kenya on the 4th August 2014, launched in 2015 and has 4,224 members since then.

Also, the Institute has continued to put in place structures to ensure it effectively carries out its mandate.

1.3 VISION

The Institute's vision is to be a world class recognized Environmental Institution in the provision of quality environmental and ecological services towards achieving sustainable environment.

1.4 MISSION

EIK's mission is to empower its members and promote professionalism in environmental governance towards sustainable development in Kenya.

1.5 CORE VALUES

Maintain, promote and improve standards in conduct of environmental impact assessment, audit, strategic environmental impact assessment, social impact assessment and other relevant tools in environmental management.

Administer the register of the Institute's membership and establish a panel of specialists to review specific technical issues with respect to its mandate.

Assist, propagate and promote knowledge and skills in environmental management and sustainable development in public and private sector including but not limited to research and knowledge dissemination.

Initiate schemes designed to improve performance in the industry by recognizing and rewarding those individuals and organizations that attain the highest competitive standards in environmental management and sustainable development.

1.6 AIMS AND OBJECTIVES

The aims and objectives of E.I.K are contained in its current constitution and are as listed here below:-

- a. To promote and advance the practice of integrated environmental assessment focusing on sustainable development.
- b. To facilitate the acquisition of knowledge through collaboration with relevant parties.
- c. To promote, maintain and advance the highest professional standards and best practice in the field of sustainable development, for the public good.
- d. To engage in any other activities in the interest of the profession as may be approved by the committee from time to time.
- e. The association shall have no political object. Notwithstanding this provision, by a resolution of the Management Committee, the EIK in a non-partisan manner, reserve right and duty to participate, contribute or comment on issues of public interest.

1.7 INSTITUTIONAL ARRANGEMENT

1.7.1 Committee

The current institutional arrangement of EIK is as stipulated in its constitution and includes the following: -

- a. The Chairperson
- b. The Vice Chairperson
- c. The Secretary
- d. The Vice Secretary
- e. The Treasurer
- f. The Vice Treasurer

g. Three other Committee Members

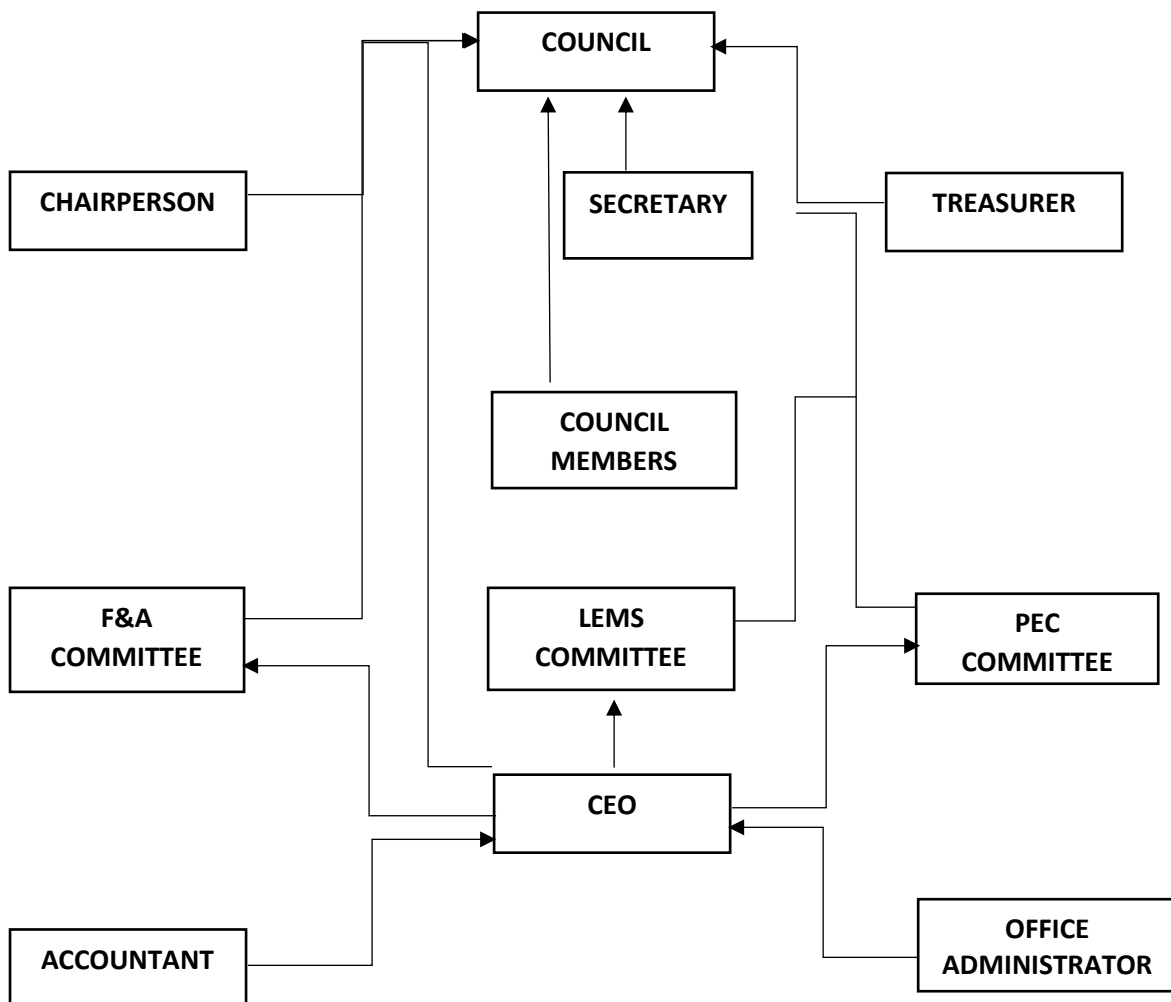
1.7.2 Sub-Committees

The Committee majorly execute its mandate through sub-committees listed below;

- i. Legal, Ethics and Membership Services.
- ii. Finance and Administration
- iii. Partnership, Education and Communication

The Committee is also empowered to constitute ad-hoc sub committees for special tasks as the need arises.

1.7.3 Organogram



1.7.4 Branches

Branches of the Society may be formed with the approval of the Committee and the Registrar of Societies and they will adopt the same constitution as that of the headquarters with the following exceptions:

- a. The aims and objects will not include the formation of branches.
- b. Amendments to the constitution can only be made by the headquarters (Nairobi) of the Society in accordance with the provisions of rule 14.
- c. The provisions of rule 15 shall apply to branches but, in addition, branches will not be dissolved without consultation with the headquarters.

EIK constitution provides for the establishment of branches. These branches could best be at the regional or county level as the environmental function is a devolved function to the County Government.

Each branch should have its elected officials and a secretariat. One of the elected officials from each branch should form a national caucus that will link with EIK national officials.

Table showing existing and proposed branches

Existing Branch	Proposed Branch
1. Central Rift Branch	1. Nyanza 2. Coast 3. Great Western 4. Mt. Kenya 5. Nairobi 6. North Eastern

1.7.5 Affiliations

EIK is currently affiliated to;

- a. Association of Professional Society in East Africa (APSEA).
- b. KEPISA – Kenya Private Sector Alliance
- c. International Association of Impact Assessors
- d. National Industrial Training Institute

The Institute is also looking forward to be affiliated to;

- a. EAEN – Eastern Africa Environmental Network.
- b. IEEM Institute of Ecology & Environmental Management.
- c. Commonwealth Human Ecology Council.
- d. Other regional and international environmental professional bodies.

1.8 PRINCIPLES

EIK's guiding principles are integrity and professionalism among its Members.

1.8.1 Creativity and Innovation

The institute believes that the way forward in developing the environmental profession and attaining the vision is through generation of creative and innovative ideas

1.8.2 Professionalism

EIK has a pool of qualified and licensed members who carry out their responsibilities in a professional manner. However, there are a few who are compromised. EIK members should always endeavour to uphold professionalism in the practice of environmental management in strict adherence to the code of practice and professional ethics (CoPPE).

1.8.3 Ethics, Integrity, Transparency and Accountability

The institute shall always undertake to act morally, ethically, transparently and to consistently demonstrate a high degree of probity in dealing with the stakeholders. EIK will always be accountable to its stakeholders for its actions, decisions and policies including their administration governance and implementation. It shall endeavour to advise where it has competence and skill to do so.

Also, the full implementation of the code of practice and professional ethics (CoPPE) will help members to act within realms of professionalism and ethics.

1.8.4 Quality Service Delivery and Continuous Professional Development

The institute shall endeavour to offer quality, timely, effective, efficient and cost-effective service to its members and stakeholders.

In addition, it shall endeavour to sharpen its members' skills and embrace emerging issues, technologies and new methods of executing its mandate, through implementation of continuous, professional development (CPD) policy.

1.8.5 Teamwork

In the discharge of its mandate, teamwork and commitment to the maintenance of high standards of service delivery shall be embraced

1.8.6 Social and Environmental Concerns

The institute appreciates the importance of environment as all factors of production and tenant to it. EIK shall endeavor to make activities of development compliant and friendly to environmental laws and community interest for future generations.

1.9 RATIONAL

Strategic planning is the process by which organizations develop the most desirable vision of the future, taking into account the constraints they are likely to work within and determines how they can realize that vision.

Development of the second EIK strategic plan 2022 – 2027 has been necessitated by the need to improve on the operation for the growth of the infant professional body in order to serve its members and the society better and to address environmental emerging issues.

Directing the institute’s activities towards achieving specific targeted outcomes will help in accomplishing the most, using the limited resources at its disposal efficiently.

1.10 CHALLENGES

EIK currently is faced with the following challenges:-

- a. Lack spacious office space to house already functional secretariat.
- b. Lack of legal backing.
- c. Weak institutional setup.
- d. Limited resources and resource base.
- e. Low local, regional and global visibility.
- f. Low professional expertise and capacity of the membership.
- g. Low-level linkage with other professional bodies locally and internationally.
- h. Low uptake of the professional fee guidelines for environmental professional services.

CHAPTER TWO

REVIEW OF PAST STRATEGIC PLAN 2015-2020

2.0 INTRODUCTION

This chapter covers the major components and the review of the previous strategic plan 2015 – 2020.

2.1 OBJECTIVES FOR REVIEWING THE STRATEGIC PLAN.

1. To identify the achievements and challenges of the current strategic plan
2. To determine the success indicators for the next strategic plan
3. To develop the environmental and professional effective strategic plan for the years 2021 – 2025.

2.2 OBJECTIVES OF THE STRATEGIC PLAN 2015 - 2020

The following were the key objectives of the strategic plan 2015 – 2020:-

1. To establish, maintain and improve the system of Governance of the institute.
2. To increase the membership from 1300 to 5000 by the year 2020
3. To establish, equip and enhance the capacity of EIK secretariat to offer effective and improved service to the members.
4. To facilitate the implementation of EIK constitution and the bylaws/regulations
5. To establish, maintain, review and improve professional standards and code of ethics/practice
6. To increase the revenue base from Ksh. 3 million to Ksh. 50 million by the year 2020
7. To establish, nature, strengthen and increase partnerships, networks and collaborations.
8. To enhance professional capacity of members by training, education, research continuous professional development and communications (dissemination)
9. To enhance recognition and visibility of EIK locally and internationally

2.3 STRATEGIES

Table listing the specific strategies meant for the attainment of the respective objectives:-

Sn	Objective	Strategy	Achieved	Not Achieved	Responsible
1	To establish, maintain and improve systems of governance.	Formulate institutes bylaws, regulations and code of ethics/practice	Constitution, EIK Bill, CoPPE, Finance regulations, Membership eligibility criteria, Election procedures, Formation of branches, Appointment of trustees and operation of trust, Appointment of advisory council, Recall of nominated members,	EIK Act This activity is continuous	LEMS & F&A
		Form functional sub-committees and assign roles to each sub-committee	LEMS, PEC, F&A and RMC		Management Committee
		Develop policies and procedures to guide EIK operations.	Looks like its captured in 1 above Procurement for training policy, Professional fee guidelines, National environment honors awards policy, Conference attendance policy, Management of grants guidelines, Intellectual property rights policy, SPR		LEMS & F&A

			guidelines, Contract for development of training content, CPD policy, Template for registration and admission of members.		
		Disseminate and regularly review EIK constitution	Done and first review was done in 2018 and a second one is ongoing.		LEMS
		Develop EIK Service Charter.	Developed in 2017		F&A
		Publish half yearly performance report.		No report has ever been published	F&A
2	To increase the membership from 1200 – 3000 by 2020	Increase the category of membership	Increased the number to a current one being 3,760 (32%) from below categories; (a) Student membership (b) Associate membership (c) Lead membership (d) Corporate membership (e) Non-practicing membership	Membership from; (a) Affiliate membership (b) Honorary membership	LEMS & F&A
		Sensitize and recruit potential members	Carried sensitization programs with deans of universities and regional forums.	Recruiting new graduates and increasing the	PEC & LEMS

				number of student membership.	
		Strengthen partnership with the NEMA to make it streamline EIA/EA practice and licensing	Review MOU with NEMA		LEMS
		Develop incentive to attract membership.	Issuing letters of good standing, Sensitization trainings, regional forums, solving membership challenges, and formation of branches (Formation of Central Rift Branch).		PEC & LEMS
		Recognize cross-membership from relevant organization.	Recognized through registration to EIK membership		LEMS
3	To increase EIK revenue/funding by 94% from Ksh. 3 million to 50 million	Review membership and regularly annual subscriptions	Membership increment is a continuous process and proposed fee increment exist for AGM to ratify. Increasing annual fee collection is work in progress and it currently stands at 6.5M from the last financial report.	50 Million is yet to be achieved. Perhaps 50M was unrealistic	F&A

	Form EIK sub-committee to mobilize resources through fundraising and hold EIK properties in trust	Resource mobilization committee was formed. And the appointment of trustees and operation of trust was approved.	The RMC is yet to take off. And the trustees are awaiting for AGM approval.	RMC
	Operationalise research, consultancies education and training	Carried various refresher trainings in 2017, 2018 and 2019. Also research proposals with WMI, UAIA, JKUAT and KETRACO were done	Research and consultancies are yet to be achieved.	PEC
	Invest any surplus funds or idle funds in securities and other instruments	5.2 Million Invested in fixed account.		F&A
	Cost cutting	Can have the figure saved due to adopting e-communication and online meetings eg savings from transport and refreshments		
	Seek strategic partners and collaborators	MOU with MWI.	MOU's with universities and other relevant partners.	PEC

				Continuous	
		Pursue other income generating activities.	Introduction of training attendance fee.		F&A, PEC & RMC
4	To facilitate the implementation of EIK constitution	Circulate the constitution to all new and aspiring members	Done and it is a continuous process.		PEC
		Regularly sensitize members on the EIK constitution	Done and it is a continuous process.		PEC
		Partner with other institutions to make EIK constitution, procedures etc. as a part of ethics to be taught in EIA/EA course		Yet to be achieved.	PEC
		Review and amend EIK constitution regularly by seeking members views	First amendment was done in 2018 and another review is ongoing.		LEMS
		Enhance professionalism by operationalising the disciplinary committee			
5	Establish, manage enhance and maintain EIK secretariat to offer effective and	Acquire property to house secretariat	Rented an office space at highway centre ltd.	Permanent office is yet to be acquired.	F&A
		Equip EIK office	Done.		F&A

	improved services to members	Recruit secretariat staff	3 staff are in place (CEO, accountant and office administrator)		F&A
		Capacity - build the staff		Yet to be done.	F&A
		Assign roles to secretariat staff	Done.		F&A
		fast-track EIK Bill in order to have EIK recognised by Act of Parliament		Yet to be done.	F&A
		Get regular feedback from membership on performance and improvement regarding secretariat	Done. And is a continuous process.		F&A
6	To establish, manage, maintain and improve professional standards and ethics	Formulate code of ethics for EIK	CoPPE is in place.		LEMS
		Enforce the developed code of ethics	Done. And is a continuous process.		LEMS & PEC
		Carry out capacity building through CPD, benchmarking, collaboration, networks and exchange programmes	Developed CPD policy and will take effect in 2021. Attended UNEP training & conference in 2019		PEC
		Establish collaborations with training institutions:-	Collaborating with WMI	Setting up training institution as well as partnering with various	PEC

				institutions is yet to be achieved.	
		Undertake a quality assessment of approved ESIA reports			
		Develop relevant training curriculum	Oil and gas curriculum developed in 2020	Others are yet to be achieved.	PEC
		Undertake research on topical and emerging issues related to environmental profession	Done sensitization on topical and emerging issues on environmental spheres	Researching on topical and emerging issues is yet to be realized.	PEC Consider an intern to
		Make it mandatory for the EIK members to undertake CPD and other training needs	This will be realized in 2021 when CPD will be rolled out.	Registered with NITA as Lead Trainer	PEC
		Get feedback from NEMA and other related and interested institutions and associations regarding performance of members in their profession.	This is done during sensitization and regional forums.		PEC
7	To establish, strengthen and increase the number of partnerships,	Lobby for EIK to be recognized through an act of parliament		EIK Bill is pending the enactment process.	LEMS

	networks and collaboration	Develop guidelines for partnerships	Procurement for training policy, Management of grants guidelines, Intellectual property rights policy, Contract for development of training content, CPD policy.		LEMS & F&A
		Apply to be linked/affiliated to other professional associations locally, regionally and internationally.	Members of IAIA. Have also extended partnerships with UAIA.		PEC
		Formulate fundable project proposals for seeking implementation through partnerships		Yet to be realized.	PEC & F&A
		Invite in regular round table meetings key actors such as development partners, regulators, research institutions, business associations etc.	Instead attended Presidential, Senate and N.A, Judiciary round tables. Also held consultative forums with; USAID, Embassy of Netherlands, EU, REA.		PEC
8	To develop and enhance recognition and visibility of EIK	Develop a marketing and communication strategy	Communication strategy was established in 2017.	Marketing strategy is yet to be established.	PEC & F&A

	locally and internationally	Sensitize and educate members of the public to seek services of EIK members	Invited several stakeholders during regional forums and sensitization trainings. Also, issued several press releases with disclaimers on the role of EIK in the society.		PEC
		Seek international recognition through affiliations	Membership to IAIA.	Seek local partnership rights	PEC
		Continuously inform the public and other stakeholders on the emerging environmental issues.	Issued press releases on the heavy rains experienced in 2019, Covid-19, oil spills in Makueni county, Landslides in West pokot, JKIA-Westlands express way, Ban on the plastic bags, environmental perspective on the GMO's etc.		PEC
		Continuously engage with regulatory actors, national legislative and executive authorities of the country.	Continuously engaged with NEMA as per the MOU.	Yet to engage other stakeholders.	PEC & LEMS
9	Promote members welfare	Meet special needs of associate, graduate and student membership		Special needs are yet to be met.	LEMS

		Reduce unfair competition among members		Yet to be realized.	LEMS
		Address the issue of quacks in the industry	Developed professional fee guidelines (2019) as an attempt to address the issue.		LEMS
		Consider setting up a welfare outfit for members	The EIK welfare committee rules (2016) exists		F&A
		Embed recognition of experts in other legislative frameworks. I.e. Energy Regulatory Commission should consider EIA expert qualified to be Energy Auditor		Yet to be realized.	LEMS

2.4 CHALLENGES FACED DURING THE IMPLEMENTATION PERIOD.

- i. Lack of legal backing.
- ii. Lack of shared vision/interest at the management committee
- iii. Insufficient financial resources to achieve most of the Institutes objectives.

CHAPTER THREE

SITUATIONAL ANALYSIS OF PAST PERFORMANCE

3.0 INTRODUCTION

This chapter presents a situation analysis covering the Institutes past performance.

3.1 EVALUATION OF PAST PERFORMANCE

A review of the EIK's short history performance is undertaken in order to isolate factors that may have had favourable or unfavourable influence on the results for enhancement or mitigation

This is carried out through membership data as follows.

3.1.1 Membership Data

Table showing Membership Categories from 2015-2021

Year	Lead	Firm	Associate	Student	Totals
2015	896	168	271	0	1335
2016	1070	200	487	0	1757
2017	1245	250	862	0	2357
2018	1337	282	1201	0	2820
2019	1432	330	1707	0	3469
2020	1497	355	1950	0	3802
2021	1582	376	2265	1	4224

3.1.2 Membership Subscription and Governance Reimbursements.

Table showing Membership Subscription Status.

Membership Registration (Ksh)		Membership Subscription (Ksh)	
Before Review	After Review	Before Review	After Review
Students – 200	Students – 200	Students – 200	Students – 500

Associate – 1,500	Associate – 1,500	Associate – 1,500	Associate – 3,000
Lead – 2,000	Lead – 2,000	Lead – 2,000	Lead – 5,000
Corporate – 5,000	Corporate – 5,000	Corporate – 5,000	Corporate – 7,500
Affiliate – 0	Affiliate – 0	Affiliate – 7,500	Affiliate – 10,000
Honorary – 0	Honorary – 0	Honorary – 0	Honorary – 0

Table showing Governance Review Status.

Governance Reimbursements		
Initial Rate	1st Review Rate	2nd Review & Current Rate
Transport – Ksh 13/km	Transport – Ksh 26/km	Transport – Ksh 13/km
Sitting – Ksh. 3,000	Sitting – Ksh. 6,000	Sitting – Ksh. 4,5000
Working meetings – Ksh. 3,000	Working meetings – Ksh. 6,000	Working meetings – Ksh. 6,000

3.1.3 Achievements Made

Table showing the achievement made since inception in 2014:

Items	Description
Regulations and Policies	<ul style="list-style-type: none"> ➤ Constitution, ➤ EIK Bill, ➤ CoPPE, ➤ Finance regulations, ➤ Membership eligibility criteria, ➤ Election procedures, ➤ Formation of branches guidelines, ➤ Appointment of trustees and operation of trust, ➤ Appointment of advisory council, ➤ Recall of nominated members, ➤ Procurement for training policy, ➤ Professional fee guidelines, ➤ National environment honors awards policy, ➤ Conference attendance policy, ➤ Management of grants guidelines, ➤ Intellectual property rights policy, ➤ SPR guidelines, ➤ Contract for development of training content,

	<ul style="list-style-type: none"> ➤ CPD policy, ➤ Template for registration and admission of members.
Setting up sub-committees	LEMS, PEC, F&A and RMC
Secretariat	3 staff are in place (CEO, accountant and office administrator)
Logo Registration	Registered by KIPi in 2019
Organization Motto	Passion for Environment
Office Space	Rented office space in Highway Centre Ltd from 2016 to date.
EIK Constitution Review	The 2014 constitution was reviewed in 2018.
MOU	Existing MOU with NEMA & WMI
Research Proposals	Did research proposals with WMI, UAIA, JKUAT & KETRACO
Refresher Trainings	Carried various refresher trainings in 2017, 2018, 2019 and 2021 on topical and emerging issues in environmental spheres
Membership Status	<p>Increased the number from initial 1335 to a current one 4223 being (32%) from below categories;</p> <ul style="list-style-type: none"> (a) Student membership (b) Associate membership (c) Lead membership (d) Corporate membership (e) Non-practicing membership
Deans Consultative Meeting	Annual consultative meeting in 2019 & 2021.
Regional Forums	Carried membership sensitization forums in Coast, Mombasa – 2016, Central, Nyeri – 2016, Nairobi, Nairobi – 2017, Great Western, Eldoret – 2017, Nyanza, Kisumu – 2018, Eastern, Meru – 2019, Central Rift, Nakuru – 2019.
Membership Services	Issuing letters of good standing, Sensitization trainings, regional forums, solving membership challenges, and formation of branches (Formation of Central Rift Branch).
Membership Regulation	Done by implementation of Qualification criteria, CoPPE & CPD Policy
AGM	Carried 6 successive AGM in KICC, Bomas of Kenya, Ole Sereni Hotel, Boma Hotel, College of Insurance.
Trustees	The appointment of trustees and operation of trust was approved in 2021.

	Membership increment is a continuous process and proposed fee increment exist for AGM to ratify. Increasing annual fee collection is work in progress and it currently stands at 6.5M from the last financial report.
Financial Investment	There have been several fixed deposits done that ranges between 5 -6 Million into a fixed account.
Communication Strategy	The communication strategy is place and operational since 2017. Also, issued several press releases with disclaimers on the role of EIK in the society. The releases include; <ul style="list-style-type: none"> ➤ the heavy rains experienced in 2019, ➤ Covid-19, ➤ oil spills in Makueni county, ➤ Landslides in West pokot, ➤ JKIA-Westlands express way, ➤ Ban on the plastic bags, ➤ environmental perspective on the GMO's etc.
Training Attendance Fee	Introduction of training attendance fee was done in 2018.
CPD Policy	Approved by the AGM of 2021 and in operational.
Affiliations	Members of APSEA, IAIA, KEPSA, NITA, & KIPI. Have also extended partnerships with UAIA.
Partnerships	Done various consultative partnership meetings with EU, USAID, REREC, Embassy of Netherlands, Universities, NEEC etc. also, invited them and other stakeholders during the regional forums and sensitization trainings.
Curriculum Development	Oil and gas curriculum developed in 2020, Air quality is ongoing
National forums	Attended Presidential, Senate and N.A, Judiciary round tables.
Professional Fee Guidelines	Developed professional fee guidelines (2019) for members use during provision of environmental services.
EIK Welfare Policy	The policy was developed in 2016 and is operational.

CHAPTER FOUR

OPERATING ENVIRONMENT AND PESTEL ANALYSIS

4.0 INTRODUCTION

This chapter presents the internal and external environment and the PESTEL analysis under which the 2nd Institute plan will be implemented.

4.1 INTERNAL ENVIRONMENT

4.1.1 Strengths

- i. Goodwill from members as evidenced by the number registered within a relatively short time (2015 – 2021 being 4224 members)
- ii. Variety of disciplines within our membership
- iii. Dedicated and committed leadership
- iv. Improving financial base
- v. A big pool of actual and potential members
- vi. Technological opportunities

4.1.2 Weaknesses

- i. Lack spacious office space to house already functional secretariat.
- ii. Lack of legal backing.
- iii. Weak institutional setup.
- iv. Limited resources and resource base.
- v. Low local, regional and global visibility.
- vi. Low professional expertise and capacity of the membership.
- vii. Low-level linkage with other professional bodies locally and internationally.
- viii. Low uptake of the professional fee guidelines for environmental professional services.

4.1.3 Opportunities

- i. High chances of affiliation with other professional bodies – local, regional and international
- ii. Potential for capacity building and expertise expansion among members
- iii. Opportunity to influence policy making process to factor in environmental concerns
- iv. Prospects for creating sustainability awareness among members of the public

- v. Improve the various environmental disciplines
- vi. Growth in membership-Cultivate the growth
- vii. Resource mobilization- The committee to work on resource mobilization
- viii. Technological opportunities

4.1.4 Threats

- i. Existence of non-professionals among environmental practitioners
- ii. Lack of integrity, ethics and professionalism among some members
- iii. Members not keeping up with / embracing new technologies and emerging trends in environment management matters.
- iv. Negative publicity stemming from unethical behaviour of members in the conduct of environmental practice

4.2 EXTERNAL ENVIRONMENT

4.2.1 Strengths

- i. Goodwill from the Senate and National Assembly towards development of an EIK Legislation
- ii. Good relationship with the Ministry, NEMA and other governmental agencies
- iii. Heightened environmental awareness in the general public
- iv. Existence of a variety of environmental & related legislation
- v. The constitution emphasizes on significant care for environment management.

4.2.2 Weaknesses

- i. Weak enforcement of environmental law reducing business opportunities for membership.
- ii. Inadequate support for capacity and expertise in the existing environmental enforcement agencies leading to conflicts regarding the interpretation of compliance and enforcement of legislations.
- iii. Overlap & conflicting mandate in environmental enforcement agencies
- iv. Formulation of environmental policies / laws without adequate due diligence and stakeholder consultation
- v. Prioritization of development over environment

4.2.3 Opportunities

- i. Partnership opportunities towards the creation of environmentally friendly legislation and policy
- ii. Availability of funding provisions for environmental activities including training etc.
- iii. Transfer of knowledge and technology for sustainable development
- iv. Implementation of Climate Change legislation and National Green Growth Implementation Strategy
- v. The Launch of national Industrial Transformation Program where Greening the industry will be a priority.

4.2.4 Threats

- i. Knowledge gap between development and environment agenda - external
- ii. Weak enforcement of environmental laws Institutions of learning not reviewing curricula to factor in new technologies and emerging trends
- iii. Lack of proper research and development in environmental matters

4.3 PESTEL ANALYSIS

4.3.1 Political

- i. Political stability and a favourable political climate in the country are vital to the achievement of EIK objectives and environmental objectives in general
- ii. Formulation and enforcement of environmental laws by the relevant government agencies will have an impact on the performance of EIK, hence the need for good relationships with the agencies
- iii. Political goodwill at county level will be important for the achievement of EIK objectives at branch level
- iv. The presence of UNEP in Kenya provides ample opportunities for enhancement of the environment agenda through partnership.

4.3.2 Economic:

- i. Incentives for environmentally friendly technology will enhance the uptake of such technologies recommended by EIK members to their clients

- ii. EIK will play an important role in the increase of awareness of the polluter pays principle and other economic principles
- iii. The environmental cost needs to be factored into every project in the various environmental impact assessments.
- iv. Economic stability is important for the achievement of environmental objectives
- v. Poverty levels in the country will have a key impact on achievement of the environmental agenda such as green accounting, green financing, carbon trading and inflation.

4.3.3 Social:

- i. Sustainable Development Goals – Post 2015 Agenda,
- ii. Religious organizations, women youth, persons with disabilities, CBOs,
- iii. EIK will need to play an important role in improving urban and rural attitudes towards the environment
- iv. Literacy levels in Kenya affect the acceptance and use of environmental technologies, information, impacts etc.
- v. Reporting of environmental incidences
- vi. Population growth versus environmental sustainability.

4.3.4 Technological:

- i. Creating a digital platform for EIK members to access environmental information will enhance the provision of quality services and maximize on resource use.
- ii. Absorption of eco-friendly technologies within the environmental realm will contribute to reduction of pollution
- iii. Focusing on uptake of eco-friendly technologies
- iv. Introduction of mobile and online payments to enhance accountability and ease the payment process
- v. Climate change modelling
- vi. The use of GPS innovation in sample analysis
- vii. Green technology, standardization,
- viii. Innovation
- ix. Research and Development

4.3.5 Environmental:

- i. Sustainable development
- ii. Environmental sustainability
- iii. Renewable energy
- iv. Solid waste management
- v. Cleaner production
- vi. Climate change
- vii. Environmental principles

4.3.6 Legal:

Various policies both legal and institutional framework, constitution, EMCA and other emerging government policies are a key contributor to the environmental management.

CHAPTER FIVE

STRATEGIC PLAN OBJECTIVES AND STRATEGIES FOR 2022 – 2027

5.0 INTRODUCTION

Chapter five broadly covers the strategic objectives, themes and strategies for the proposed 2022 – 2027 Strategic Plan.

5.1 STRATEGIC OBJECTIVES

The objectives of the Institute 2nd plan 2022 – 2027 are: -

- i. To maintain and improve the system of governance of the Institute.
- ii. To increase and diversify the membership
- iii. To push for the EIK Bill enactment
- iv. To increase EIK revenue/funding.
- v. Enhance, Manage and maintain EIK secretariat to offer effective and improved services to members.
- vi. To enhance professional standards and ethics
- vii. To establish, strengthen and increase the number of partnerships, networks and collaboration
- viii. To enhance recognition and visibility of EIK, locally, regionally and internationally.
- ix. Promote opportunities for members

5.2 STRATEGIC THEMES

The strategic issues or themes are the key areas of performance for an organization in a given time period. The following are the identified strategic issues/themes that will affect EIK during the planning period 2022 – 2027.

- i. Governance structure
- ii. Institutional sustainability
- iii. Partnerships, Networks/Collaborations and Consultancy Services
- iv. Training, Research, Education and Communication
- v. Recognition and Visibility of EIK locally and internationally
- vi. Members welfare

vii. Effective Secretariat

5.2.1 Governance Structure

For an institution to perform efficiently and effectively, it should have a clearly understood and defined governance structure. The relationship between the committee, the sub-committees, branches and secretariat need to undergo continuous improvement to enhance service delivery to the general membership. Also, various sectorial policies will be developed along with appropriate guidelines to firm up the governance of the institution.

5.2.2 Institutional Sustainability

EIK's continued existence depends on its ability to attract more members, mobilize more financial resources among other resources identified for its activities and to initiate programmes that will guarantee the participation of members. EIK has therefore need to identify strategies that will be implemented in order to remain sustainable.

5.2.3 Partnership, Networks/Collaborations and Consultancy Services

To improve the visibility of EIK, it has to collaborate with other professional organizations, state agencies, national and county governments as well as the NGO's and private sector organizations. In this connection, the institute should come up with fundable projects that require both financial and technical resources and hence the need for partners, collaborators and networks. In its quest for championing its existence, the institute should initiate various programmes and carry-out projects with the aim of enhancing its image.

It must also embrace opportunities to provide consultancy services on environmental matters including advising the clients, governments and the stakeholders in the areas it has competence to do so. Towards this end, it could use the rich professional base within its pool of members.

5.2.4 Training, Research, Education and Communication

Training, research, education and information dissemination/communication are key determinants of the growth of any professional body, environmental professional association included.

There is therefore need to continuously train members of EIK on new developments in the environmental field. This will call for constantly carrying out research and disseminating the information acquired.

Training, research, dissemination through brochures, journals, and newsletters will be used for the benefit of EIK members and the entire society.

5.2.5 Recognition and Visibility of EIK Locally and Internationally

EIK must increase its tendencies of being vocal on issues of environmental concerns. This should be communicated as per its media/communication strategy.

EIK must be seen through the perspective of giving leadership and advice on issues pertaining to environmental protection and conservation. This will facilitate its visibility within the country, regionally and internationally. Irrespective of affiliation with the IAIA, the visibility and audibility of EIK would serve to put Kenyan environmentalists on the global map, thus enhancing its contributions on environmental matters both locally and internationally. It should also seek regional partnership with environmental professional bodies in EA, ECA and Africa at large.

In order to increase EIK's visibility locally, its legal status must be enhanced through an Act of parliament. This should give it a firm foundation to comment and champion environmental good governance and practice that enhances sustainable development.

Given the challenges facing the country and the world at large on environmental issues, EIK is advantaged to have professionals who are better placed to champion in the provision of the solutions that addresses the ever-changing environmental emerging issues. This can be achieved if the institute is vocal recognized locally by law and internationally through affiliations

The institute has therefore to commit itself to developing strategies and programmes that enhance its visibility, facilitate audibility and recognition both locally and internationally.

5.2.6 Quality Membership

EIK being a membership professional association, aspires to fulfil the needs of its members. Members expect appropriate professional support from their own institute to enable them to be more effective in their work and to succeed in all spheres of their professional life.

Currently, potential members are asking “what is the benefit of joining EIK?”

Others are wondering whether there is a need to join a professional body given the challenge marred by existence of non-professionals (quacks). The other challenge is the perception that the institute is not actively addressing their welfare and professional issues.

To be able to retain the already paid up members and attract the additional membership, the institute has to put in place strategies aimed at addressing the members ‘welfare issues. This is expected to lead to increased participation of the members in the programmes and activities of the institute.

5.2.7 Secretariat

The secretariat is established and is entrusted with the authority/mandate of implementing policies approved by the committee. Currently, there are still minor challenges in the secretariat in terms of the capacity, both professionally, space and numbers. There is need to realize the purchase office space, hire professionals and semi-skilled staffs who can implement various strategies put in place/agreed upon by the committee.

With the increased planned and emerging operations/activities and programmes, the secretariat will have to be equipped for the envisioned tasks. Strategies will, therefore, be put in place to ensure that the secretariat functions effectively in a manner that enables the institute to achieve its objectives.

5.3 STRATEGIES

The following are the proposed strategies to realize the implementation of the proposed 2022 -2027 strategic plan.

1. To maintain and improve the system of Governance of the Institute.

2. To continuously increase the quality membership from 2022 to 2027
3. To continuously equip and enhance the capacity of EIK secretariat to offer effective and improved service to the members.
4. To continuously maintain, review and improve professional standards and code of ethics/practice
5. To double the revenue base from KES 6.5 Million to KES 13 Million annually.
6. To continuously establish, nurture, strengthen and increase partnerships, networks and collaborations.
7. To enhance recognition and visibility of EIK locally and internationally

Table showing the specific strategies meant for the attainment of the respective objectives: -

S/N	OBJECTIVE	STRATEGIES
1	To maintain and improve the system of Governance of the Institute.	<ol style="list-style-type: none"> i. Formulate new and improve on the existing institutes by-laws, regulations, policies and code of ethics/practice to guide EIK operations. ii. Strengthen the functional sub-committees and assign explicit roles to each sub-committee. iii. Disseminate and regularly review EIK constitution. iv. Facilitate the enactment of the EIK Bill. v. Implement EIK Service Charter and review when necessary. vi. Publish half yearly performance report when necessary.
2	To continuously increase the quality of membership from 2022 to 2027	<ol style="list-style-type: none"> i. Increase the members in category of membership. ii. Review and implement the professional fee guidelines to meet the needs of members. iii. Sensitize and recruit potential members. iv. Lobby for inclusion of EIK members to national and county boards and committees relating to matters environment. v. Develop incentive programs to attract membership. vi. Recognize cross-membership from relevant organizations.
3	To continuously equip and enhance the capacity of EIK secretariat to offer	<ol style="list-style-type: none"> i. Acquire property to house secretariat ii. Equip the office accordingly iii. Hire competent and enough staff iv. Capacity build the staff to enhance operations.

	effective and improved service to the members.	v. Get regular feedback from membership on performance and improvement regarding secretariat.
4	To continuously maintain, review and improve professional standards and code of ethics/practice	<ul style="list-style-type: none"> i. Enforce the developed CoPPE. ii. Implement the CPD policy through capacity building. iii. Develop relevant training curriculum. iv. Undertake research on topical and emerging issues related to environmental profession. v. Collaborate with training institutions to enhance capacity building. vi. Get feedback from NEMA and other lead agencies and interested institutions and associations regarding performance of members in their profession.
5	To double the revenue base from KES 6.5 Million to KES 13 Million annually.	<ul style="list-style-type: none"> i. Institute mechanisms for regular review of registration and subscription fees. ii. Regularize the Resource Mobilization Committee to mobilize resources through fundraising and hold EIK properties in trust. iii. Undertake fundable research, consultancies education and training as other source of revenue. iv. Invest any surplus funds in securities and other instruments.
6	To continuously establish, nurture, strengthen and increase partnerships, networks and collaborations.	<ul style="list-style-type: none"> i. Lobby for EIK to be recognized through an act of parliament. ii. Implement and review existing guidelines for partnerships. iii. Seek more affiliations to other professional associations locally, regionally and internationally. iv. Organize regular round table meetings with key stakeholders such as development partners, regulators, research institutions, business associations etc.
7	To enhance recognition and visibility of EIK locally and internationally	<ul style="list-style-type: none"> i. Develop a marketing and improve the communication strategy on environmental goods and services. ii. Sensitize and educate members of the public to seek services of EIK members. iii. Enhance existing and seek for local, regional and international recognition through affiliations.

		<ul style="list-style-type: none">iv. Continuously inform the public and other stakeholders on the emerging environmental issues.v. Continuously engage with regulatory actors, national legislative and national executive as well as county authorities of the country on environmental issues.
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CHAPTER SIX

IMPLEMENTATION MATRIX FRAMEWORK

6.0 INTRODUCTION

Chapter six presents the implementation matrix, which covers each of the strategic objectives, the strategies, expected activities, expected outcomes, implementing actors, time frame, measurable output, indicators and budget.

6.1 IMPLEMENTATION AND CO-ORDINATION MATRIX (FRAMEWORK)

This strategic plan will be implemented over a period of five years with reviews carried out at the end of every two years before the development of the subsequent plan. However, it will require innovativeness commitment and teamwork among committee members, stakeholders and experts.

This chapter therefore presents a framework that highlights strategy, implementation mechanism and co-ordination.

6.2 STRATEGIC PLAN IMPLEMENTATION MATRIX

To ensure that the planned objectives are realized, the strategic plan implementation matrix has been developed and is presented in the table of this plan. The table presents the details of how the plan will be implemented summarizing the strategic objectives, strategies/activities, performance indicators, time frames and the resources required for addressing each strategic issue.

6.3 IMPLEMENTATION APPROACH

This plan will be implemented over a period of five years i.e. 2022 to 2027. However, the strategy plan provides a biannual review and end term review. The annual review will provide corrective mechanisms to address learning points that may need to be incorporated for consideration during the implementation. The secretariat once in place is expected to work out annual work plans which will take into consideration the financial, human and other resources available each year.

6.4 STRATEGIC PLAN COORDINATION AND ROLES

For effective implementation and co-ordination of the plan, the LEMS sub-committee will continuously review and track implementation of the plan and report the update to the committee. The CEO shall be the overall coordinator of Strategic Plan and will have the following roles.

- i Provision of technical and administrative support
- ii Timely preparation and submission of implementation reports
- iii Co-ordination of financial and other resources for the implementation of the plan
- iv Taking corrective action on any variances noted in consultation with Executive committee
- v Organizing and facilitation of work plans.

6.5 IMPLEMENTATION MATRIX TABLE

The table showing the implementation matrix of 2022 – 2027 Strategic Plan

S/N	Objectives	Strategies/Activity	Output	Performance Indicators	Timeframe	Input/Resources	Responsible/Actors
1	To maintain and improve the system of Governance of the Institute.	<ul style="list-style-type: none"> i. Formulate new and improve on the existing institutes by-laws, regulations, policies and code of ethics/practice to guide EIK operations. ii. Strengthen the functional sub-committees and assign explicit roles to each sub-committee. iii. Disseminate and regularly review EIK constitution. iv. Facilitate the enactment of the EIK Bill. v. Implement EIK Service Charter and review when necessary. vi. Publish half yearly performance 	<p>By-laws, regulations, policies, guidelines etc</p> <p>Dedication and commitment.</p> <p>Constitution amendments.</p> <p>EIK Act</p> <p>Effective service delivery.</p> <p>Financial accountability.</p>	<p>Periodic reviews of existing and development of new ones.</p> <p>Corporate governance workshops.</p> <p>Periodic review and dissemination.</p> <p>Lobbying meetings.</p> <p>Periodic reviews</p> <p>Monthly reviews.</p>	2 Years	Membership fee and fundraising	<p>LEMS</p> <p>Committee</p> <p>LEMS</p> <p>LEMS</p> <p>F&A</p> <p>F&A</p>

		report when necessary.					
2	To continuously increase the quality of membership from 2022 to 2027	<ul style="list-style-type: none"> i. Increase the members in membership portfolios. ii. Review and implement the professional fee guidelines to meet the needs of members. iii. Sensitize and recruit potential members. iv. Lobby for inclusion of EIK members to national and county boards and committees relating to matters environment. v. Develop incentive programs to attract membership. vi. Recognize cross-membership from 	<ul style="list-style-type: none"> Increased membership Standardized charges and enhance professionalism Recruitment. Appointment & recruitment to various national boards & county committees. Enhanced membership benefits Enhanced professionalism 	<ul style="list-style-type: none"> Membership recruitment drive Benchmarking and sensitization workshops Sensitization & recruitment drives. Benchmarking & consultative meetings. Benchmarking. Benchmarking. 	2 Years	Membership fee and fundraising	<ul style="list-style-type: none"> LEMS LEMS PEC&LEMS LEMS PEC & F&A PEC&LEMS

		relevant organizations.					
3	To continuously equip and enhance the capacity of EIK secretariat to offer effective and improved service to the members.	<ul style="list-style-type: none"> i. Acquire property to house secretariat ii. Equip the office accordingly iii. Hire competent and enough staff iv. Capacity build the staff to enhance operations. v. Get regular feedback from membership on performance and improvement regarding secretariat. 	<p>Office space.</p> <p>Office Equipment.</p> <p>Professional staff.</p> <p>Frequent trainings.</p> <p>Secretariat improvement suggestions.</p>	<p>Fundraising.</p> <p>Periodic purchase of equipment.</p> <p>Appraisals.</p> <p>Professional trainings.</p> <p>Membership Surveys.</p>	2 Years	Membership fee and fundraising	<p>Trustees</p> <p>F&A</p> <p>F&A</p> <p>F&A</p> <p>F&A</p>
4	To continuously maintain, review and improve professional standards and code of ethics/practice	<ul style="list-style-type: none"> i. Enforce the developed CoPPE. ii. Implement the CPD policy through capacity building. iii. Develop relevant training curriculum. 	<p>Signing of CoPPE</p> <p>Annual CPD points</p> <p>Topical curriculums</p>	<p>Sensitization workshops Refreshers & trainings</p> <p>Benchmarking/ Consultations</p>	2 Years	Membership fee and fundraising	<p>LEMS</p> <p>PEC</p> <p>PEC</p>

		<p>iv. Undertake research on topical and emerging issues related to environmental profession.</p> <p>v. Collaborate with training institutions to enhance capacity building.</p> <p>vi. Get feedback from NEMA and other lead agencies and interested institutions and associations regarding performance of members in their profession.</p>	<p>Research</p> <p>MOU/Agreements</p> <p>Professional membership feedbacks</p>	<p>Benchmarking/ Consultations</p> <p>Consultative meetings</p> <p>Consultative/ Partnership meetings</p>			<p>PEC</p> <p>PEC&LEMS</p> <p>LEMS</p>
5	To double the revenue base from KES 6.5 Million to KES 13 Million annually.	<p>i. Institute mechanisms for regular review of registration and subscription fees.</p> <p>ii. Regularize the Resource Mobilization</p>	<p>Membership fee review</p> <p>Institute the RMC</p>	<p>Benchmarking exercises</p> <p>Benchmarking exercises</p>	2 Years	Membership fee and fundraising	<p>F&A</p> <p>Committee</p>

		<p>Committee to mobilize resources through fundraising and hold EIK properties in trust.</p> <p>iii. Undertake fundable research, consultancies education and training as other source of revenue.</p> <p>iv. Invest any surplus funds in securities and other instruments.</p>	<p>Proposal developments</p> <p>Fixed deposits</p>	<p>Benchmarking exercises</p> <p>Accrued interest</p>			<p>PEC& F&A</p> <p>F&A</p>
6	To continuously establish, nurture, strengthen and increase partnerships, networks and collaborations.	<p>i. Lobby for EIK to be recognized through an act of parliament.</p> <p>ii. Implement and review existing guidelines for partnerships.</p> <p>iii. Seek more affiliations to other professional associations locally, regionally</p>	<p>EIK Act</p> <p>MOUs/Agreements</p> <p>Registration/ Collaborations</p>	<p>Lobbying meetings</p> <p>Consultative meetings</p> <p>Consultative meetings</p>	2 Years	Membership fee and fundraising	<p>LEMS</p> <p>PEC&LEMS</p> <p>PEC&LEMS</p>

		<p>and internationally.</p> <p>iv. Organize regular round table meetings with key stakeholders such as development partners, regulators, research institutions, business associations etc.</p>	Partnerships	Consultative meetings			PEC& F&A
7	To enhance recognition and visibility of EIK locally and internationally	<p>i. Develop a marketing and improve the communication strategy on environmental goods and services.</p> <p>ii. Sensitize and educate members of the public to seek services of EIK members.</p> <p>iii. Enhance existing and seek for local, regional and international</p>	Enhanced visibility	Sensitization programs	2 Years	Membership fee and fundraising	PEC
			Enhanced visibility	Sensitization workshops			PEC
			Affiliations	Consultative meetings			PEC&LEMS

		<p>recognition through affiliations.</p> <p>iv. Continuously inform the public and other stakeholders on the emerging environmental issues.</p>	<p>Awareness and Educations</p>	<p>Sensitization workshops</p>			<p>PEC</p>
		<p>v. Continuously engage with regulatory actors, national legislative and national executive as well as county authorities on environmental issues.</p>	<p>Enhanced visibility</p>	<p>Consultative meetings</p>			<p>PEC&LEMS</p>

CHAPTER SEVEN

RESOURCE MOBILIZATION, ACCOUNTABILITIES AND RISK MANAGEMENT

7.0 INTRODUCTION

Chapter seven covers the financial activities of the proposed by the strategic plan to improve on the Institute's operations during the period.

7.1 OVERVIEW

EIK requires financial stability for the implementation of its programmes. There is a need to enhance resource mobilization activities and diversify its income generating activities. To control costs, the Institute needs to strengthen its financial management systems at both the headquarters and branches. There is a need for the Institute to fully automate its financial systems and enhance its controls and service delivery.

7.2 RESOURCE REQUIREMENTS

The Institute requires adequate resources to function efficiently and effectively. The resources envisioned include:

- i. Financial resources including money and shares.
- ii. Physical resources including tangible property such as equipment and office space.
- iii. Human resources encompassing knowledge, training and experience.
- iv. Technological resources embodied in processes and systems.
- v. Organizational resources including the institute's structure.

7.3 RESOURCE MOBILIZATION

To generate the resources required to run operations at the EIK Secretariat, various strategies may be considered including:

- i. Strengthening strategic partnerships and collaborations
- ii. Diversify income generating activities
- iii. Increasing membership and regularly review of annual subscriptions
- iv. Formation of a Resource Mobilization Committee to mobilize resources through fundraising.
- v. Holding of EIK properties in trust by trustees.

- vi. Undertake research, consultancies, conferencing, education and trainings.
- vii. Invest any surplus funds in securities and other instruments by the trustees
- viii. Lobbying for grants and sponsorships

7.4 ACCOUNTABILITY

The Institute must embrace good governance practices in all its operations by strengthening the capacity of its Committee Members and the Secretariat's. Performance contracts will enhance the Secretariats efficiency and accountability.

7.5 RISK ASSESSMENTS

The successful implementation of this strategic plan is based on prevailing conditions and assumptions. LEMS subcommittee will be tasked with managing the assessment and recommending mitigation measures of possible risks EIK may face that could derail the institute from the charted course.

7.6 STRATEGIC RISK

In implementing the Institute's strategic plan, consideration will be made as to what risks are associated with the strategy as well as the risks that may be mitigated by the strategy. This will enable EIK better fulfil its mandate, thus enabling better performance in achieving the organization's objectives and greater resilience in uncertain circumstances.

7.7 MITIGATION, MONITORING AND REPORTING RISKS

The LEMS subcommittee will track identified risks, foreseeable risks, and regularly evaluate the risk process effectiveness throughout the period. However, the subcommittee's recommendations must be tabled at the Committee meeting for adoption.

CHAPTER EIGHT

MONITORING, EVALUATION AND REPORTING

8.0 INTRODUCTION

Chapter eight covers mechanisms for monitoring and evaluation of the implementation process including key performance indicators (KPI's).

8.1 OVERVIEW

The success of the Strategic Plan implementation depends significantly on the Monitoring and Evaluation (M&E) of the proposed activities and outputs. M&E mechanisms are essential for accountability to ensure periodic independent evaluation of the Strategic Plan performance. A budget will be set aside for mandatory annual M&E reviews for the duration of the plan.

A M&E Management System will be developed and performance contracts will be established with the Secretariat Officers responsible for its implementation.

8.2 MONITORING

Monitoring will comprise of routine tracking of key elements during the implementation of the plan and achievement of the intended outcomes. The aim will be to check whether results produced by the implemented activity were those forecasted as outputs and whether they were achieved according to the stated performance measurement, including timelines and budgetary allocation.

A monitoring framework will be developed to facilitate online visibility on the status of planned activities, thereby prompting action in case of delays or gaps. The monitoring framework will include prompts on the strategic activities' implementation progress, details of activities that are behind schedule and those that are complete. Monitoring will be handled as part of the Secretariat operations and will be reviewed continuously by the Secretariat's CEO.

8.3 EVALUATION

Evaluation will systematically and objectively assess the Strategic Plan implementation and results. Evaluation provides the impact of the plan at the end of a given period. The EIK strategic plan will be

evaluated during and after implementation to ensure that it is feasible and has been implemented to produce the intended results.

The evaluation will be carried out in cognizance to the relevance of the plan, the efficiency of resource utilization, effectiveness on the achievement of desired output, the capacity to sustain the implementation and a confirmation of the impact. The strategic plan evaluation will be performed by the Secretariat and reviewed continuously by the Secretariat's CEO.

8.4 MONITORING AND EVALUATION FRAMEWORK

The M&E framework will be based on the EIK strategies derived from the strategic objectives. Each department of the Secretariat will prepare annual work plans relating to the objectives and strategies of the strategic plan. The departmental work plans will be cascaded to the Secretariat's Officers' individual work plans which link to the M&E Management System.

The following actions will be undertaken to ensure successful implementation of the strategic plan:

1. The LEMS subcommittee will monitor the implementation of the Strategic Plan and report to the Main committee quarterly.
2. All existing departments/offices at the secretariat will be reporting to the CEO every two months on the implementation progress.
3. The strategic plan will be reviewed after every two years address emerging issues.

8.5 CRITICAL SUCCESS FACTORS

The critical success factors essential for EIK to achieve its objectives:

1. Secure legal backing for the Institute
2. An effective and efficient Secretariat
3. Highly competent EIK Members
4. Adequate funding for the Institute's activities