INSTITUTION OF ENGINEERS OF KENYA

COMMUNICATION STRATEGY AND POLICY

MARCH 2021

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Abbreviations and Acronyms

IEK	Institution of Engineers of Kenya
CUE	Commission for University Education
COVID-19	Coronavirus Disease 2019
DFB	Design Finance Build
EAC	East African Community
EAFEO	East African Federation of Engineering Organizations
FAEO	Federation of African Engineering Organizations
IUCEA	Inter-University Council for East Africa
PPP	Public Private Partnership
WFEO	World Federation of Engineering Organizations
WHO	World Health Organization

CHAPTER 1: INTRODUCTION

1.1 Background

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. IEK has over 7,000 members drawn from engineers working in various government institutions (both national and county), consultancies, contractors, educators, designers, manufacturers and other persons interested in engineering.

Initially, the institution started as part of the East African Association of Engineers (EAAE), which brought together engineers from the original East African Community (EAC) encompassing Kenya, Uganda, and Tanzania. The EAC later broke up in 1977 owing to political and ideological differences, but has since been revived.

As with all other areas of the economy, the engineering profession has been adversely affected by the effects of the Coronavirus Disease 2019 (COVID-19) pandemic that has ravaged the world since December 2019, when the World Health Organization (WHO) first learned of the new virus following a report of a cluster of cases of viral pneumonia in Wuhan, China.

To effectively discharge its mandate, the organization has recognized the need for an overarching and comprehensive Communication Strategy and Policy. Internal processes must be improved and strengthened to be able to ensure accountability and the success of this policy.

In coming up with this policy, the consultant undertook a thorough survey of existing communication systems, processes, publications, and online platforms used by IEK. The result is the far-reaching Communication Strategy and Policy contained in this document.

This Communication Strategy and Policy has been prepared with a long-term focus in helping to advance the Institution's interests. The document is meant to help IEK to meet its goals and objectives as enumerated below.

1.2 Goals and Objectives of the Institution of Engineers of Kenya (IEK)

The Communication Strategy and Policy is designed to assist IEK in fulfilling its goals and the associated objectives. These goals and objectives can only be fully realized with a robust Membership Management System (MMS) that will capture membership data and a vibrant communication strategy, policy and plan in place.

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

In order to get this membership growth, members were segmented into student, graduate, corporate, fellowship, associate and companion membership. A digital MMS will create all the different categories, monitor CPD points, collect subscriptions and be used for Membership Communication through digital campaigns.

Strategic Objectives:
1. Grow student membership to 500 by 2023.
   Activities:
   - Conduct outreach in universities.
   - Establish a student attachment programme.

2. Grow graduate membership to 8,000 and upgrade 2,500 members to corporate class by 2023.
   Activities:
   - Maintain and update Graduate Engineers register.
   - Establish job placement services.
   - Strong corporate membership drive.
   - Develop and implement mentorship framework.
   - Develop curriculum and conduct Professional Interview Preparation course (PIPs).
   - Efficient professional review panels.
   - Standardized PIDs.

3. Promote engineering as a career choice in high schools.
   Activities:
   - Organize career talks for high schools

4. Grow corporate members to 8,000 by 2023 and enhance member engagement.
   Activities:
   - Update and maintain members register.
   - Keep members regular updated on IEK activities.
   - Enhance participation in IEK affairs.
   - Offer subsidized services.

5. Promote diversity and inclusivity in engineering.
   Activities:
   - Conduct membership drives.
   - Encourage member participation in IEK activities.
   - Encourage inclusiveness and diversity (women, youth, PWD, minorities).
   - Registration of associate and companion members

6. Develop and upgrade 150 corporate members to Fellow Class by 2023.
   Activities:
   - Fellow identification.
   - Nomination for national government boards.

1.2.1 Goal 2: Relevance

The Institution needs to regain its position as a professional body and institution of significance in Kenyan society. Engineering professionals need to be of consequence in key decision-making areas in the country in regards to such things as the right building technology, compliance in construction, and topical issues in urban planning and city policy. This also includes the training of engineers to ensure industry best practices.

Strategic Objectives:

1. Reposition IEK as the "go to" institution on matters infrastructure and industrial development.
   Activities:
   - Review legislation to align engineering practice to global best practices.
   - Enhance knowledge management capability.
   - Establish panel of experts to respond to emergencies/ matters of public interest.
   - Lobby for implementation of sustainable development.

2. Rebrand IEK
   Activities:
   - Align/ rebrand IEK to new strategic plan.

3. Create partnerships and collaborations.
   Activities:
   - Accreditation of Engineering Courses.
   - Develop and implement stakeholder engagement framework.
   - Maintain membership with EAEO, FAEO, WFEO.
   - Participate in APSEA and other relevant professional organisations.

4. Influence public policy through advocacy.
   Activities:
   - Engagement with policy makers.
   - Publish journal.
   - Media Engagement.

5. Influence public policy through research.
   Activities:
   - Influence public policy through research.

6. Welfare of engineers.
   Activities:
   - Improve schemes of service for engineers.

7. Support enterprise development.
   Activities:
   - Support enterprise development for emerging engineering firms.
   - Identify and undertake investments for members.
   - Develop and implement social support programs.

1.2.2 Goal 3: Expertise

Involvement with a professional society will afford the participant an opportunity to network with other colleagues in industry and practice. 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.

Strategic Objectives:
1. Promote excellence in engineering.
   Activities:
   - Organize functions/ events for networking and emerging issues.
   - Facilitate Engineers to publish research work through conferences, peer review publications.
   - Design and conduct tailored courses for professional development of engineers.
   - Establish and maintain Mutual Recognition Agreements.
   - Organize functions/ events for networking and emerging issues.
   - Annual Engineering Excellence awards/ accolades.

2. Form IEK consultancy and advisory services.
   Activities:
   - Form IEK consultancy and advisory arm

3. Establish online engineering bookshop.
   Activities:
   - Online engineering bookshop.

1.2.3 Goal 4: Revenue growth

The rate of revenue growth is critical for the Institution's health. When potential members see that others are subscribing and the revenue is growing, they gain confidence that they too will receive the benefits from the Institution's services. Revenue growth is therefore a statement of confidence in the institution.

Strategic Objectives:

2. Enhance revenue from existing sources.
   Activities:
   - Increase subscription fees to Ksh160 million by 2023.
   - Raise revenue from other existing sources (conferences and events, journal, rental income, etc.).

3. Additional sources of revenue.
   Activities:
   - Merchandise (branded items).
   - Publications (guidelines, journals).
   - International tours.

1.2.5 Goal 5: Governance and institutional strengthening

Governance determines the strategic direction of any organization. The strength of any professional body is determined by its governance, compliance and controls.

Strategic Objectives:

1. Promote good corporate governance.
   Activities:
   - Enhance customer service.
   - Ensure compliance with laws and policies.
   - Enhance effectiveness of the Council.
   - Safeguard IEK assets.
   - Strengthen IEK systems and procedures.
   - Effective procurement practices.

2. Ensure optimal human resource capacity.
   Activities:
   - Ensure optimal human resources

3. Automate IEK operations.
   Activities:
   - Develop and maintain IEK integrated Management Information System.
   - Promote automation and security of IEK operations.

4. Construct Engineering Tower.
   Activities:
   - Construct tower (Wahandisi Plaza).

1.3 Values

The development of this Communication Strategy and Policy document is to bolster the following values:

(i)   Integrity

(ii)   Inclusivity

(iii)   Innovation

(iv)   Independence

(v)   Sustainability

CHAPTER 2: SITUATION ANALYSIS

2.1   Introduction

This situation analysis provides context to the Communication Strategy and Policy. The development of this Strategy and Policy commenced with an assessment of the current situation of communication at IEK and in the engineering industry in Kenya generally. This focused on a critical review and analysis of achievements, challenges and lessons learnt. The analysis was conducted using SWOT Analysis and PESTEL Analysis.

2.2   Current Communication Situation

The communication function of IEK has in the past operated without clear guidelines and procedures. It has been responsible for managing publicity and events, albeit with a lot of constraints given the circumstances.

The staffing level is inadequate. The Institution does not have a fully qualified communication manager to handle the varied duties of this function. The two persons handling this function, while trying out their best, are ill-equipped in terms of experience and training, and do require an experienced person to provide guidance and oversight. Moreover, the volume of work calls for a larger workforce.

Equipment is also a problem. The computers are archaic and not suited to handle the work in a modern communications office. It is impossible to handle virtual meetings and produce publications with older computers without webcam capability or the right software for simple editing, layout and design functions.

The department produces newsletters, even though not on a regular and consistent basis. For instance, in the year 2020, the IEK newsletter was produced in February, July and December. Being a tool for passing information to members, this newsletter should have been produced more regularly. The quality also reveals technical deficiencies, including typographical and other errors that can easily be corrected by a qualified editor.

The Efliers produced by IEK have a variety of weaknesses. The creativity and design is wanting; they are dark, crowded, with pictures of low quality. Messages do not stand out, and it is understood that some of the materials are produced without input from the communications team.

Even though the consultant requested a wide variety of materials, it was readily evident that these were not available. Apart from the newsletter, the Institution to its credit keeps a wide array of pictures. These should however be indexed in a better way for ease of use whenever required.

The recently-launched *Engineering in Kenya* magazine is a commendable effort by IEK. It has been noted that IEK is happy with the work done by the publisher and their team of editors.

Additionally, the information provided was that the Institution does not have the following materials: Annual reports; a publication style guide; reports of previous communication campaigns undertaken; and records of previous media coverage, among other documents that would be required of a well-

organized communication department. No media releases had been issued in the recent past prior to the contracting of the consultant.

There is no media monitoring to inform the IEK management about the success or otherwise of its initiatives, public perceptions, or areas for further improvement. This means the Institution has been groping in the dark and cannot be sure of positive and negative mentions and how to leverage on its media engagement for the best possible results.

Moreover, even though a social media policy is in place (Appendix 2), it is not comprehensive enough and its implementation appears to be haphazard, without a coordinated calendar or specific assignment and expectations for posting, feedback and engagement.

This situation is untenable for an organization operating in today's world. The Institution will therefore need to take stock of its current situation and make adjustments in order to re-engineer itself to effectively discharge its mandate.

2.3   SWOT Analysis
A SWOT analysis is a framework used to evaluate the strengths, weaknesses, opportunities and threats that impact an organization's ability to achieve its strategic objectives. This strategic analysis will inform strategic choices to be adopted.

2.3.1   Strengths
1. Institution recognized both locally and internationally.
2. Has a small communication in-house communication team.
3. Top management are engaged in communication matters.
4. Launched *Engineering in Kenya* magazine for members, enhancing value for members.
5. Engagement of communication consultant to advise and assist in IEK communication activities.

2.3.2   Weaknesses
1. Low branding and visibility.
2. Weak communication policies and procedures.
3. Low advocacy.
4. Low capacity of communication staff in Secretariat.
5. Low level of collaboration.
6. Low uptake of technological advances and a failure to embrace change/ evolve to appeal to the younger generation of engineers.
7. Limited advocacy in the political arena/ not getting involved in policy formulation.
8. Low engagement in national and regional policy.
9. Lack of skilled communication staff in the Secretariat.
10. Slow response rate to emerging issues requiring fast communication.
11. Poor use of social media platforms available in the market.
12. Lack of social media listening and monitoring tools.
13. Lack of media monitoring tools for print, broadcast, and online media.
14. Insufficient budget to support communication activities.

15. Lack of a content calendar.
16. Lack of a library/ archives for communication materials, photographs, etc.
17. Lack of a publication style guide.
18. Lack of a journal where members can publish and gain recognition.
19. Lack of regular and sustained communication efforts through media releases, newsletters, fliers, and various other publications.

2.3.3 Opportunities
1. Branding and publicity.
2. Political advocacy to improve relevance.
3. Social media growth across the country and beyond.
4. Technological advancements.
5. Growth of a vibrant media presence in Kenya.
6. Availability of a skilled consultant and generally a talented communication pool in the market.

2.3.4 Threats
1. Artificial intelligence/ Disruptive technology.
2. Cybersecurity dangers.
3. Insufficient capacity of communications function.

2.4 PESTEL Analysis

A broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) scan was undertaken with a view to describing the circumstances under which IEK in particular and the engineering industry as a whole operates so as to appreciate the factors that will either support or impede the process of implementing the Communication Strategy and Policy.

2.4.1 Political Factors

S/No.	Factor	Strategic Implication
1.	General political stability and media freedom.	Engagement with media and stakeholders can proceed peacefully.
2.	Devolution of government services to counties.	Content can be acquired more easily from across the country.

2.4.2 Economic Factors

S/No.	Factor	Strategic Implication
1.	The Big Four Agenda and Vision 2030 economic blueprints	Content can focus on how engineering infrastructure projects help achieve these development blueprints.
2.	Poor economic outlook in view of the Covid-19 pandemic	Fewer public and private projects due to less money supply in the economy, hence less content.

3.	Government austerity measures.	Higher costs in obtaining content and publishing due to higher taxation.
4.	Corruption	Greater difficulty in putting out the image of competent, efficient professionals in any sector.

2.4.3 Social Factors

S/No.	Factor	Strategic Implication
1.	Rural-urban migration.	A greater focus on urban infrastructure.
2.	Cultural diversity.	A greater variety of presentation skills to capture the diversity of engineering and design creativity while being sensitive to a diversified audience.
3.	Emergent class of high-net-worth individuals.	A more sophisticated clientele has emerged with an appreciation for quality communication products.
4.	Increased prominence of social media.	It is necessary to be on the lookout for news that advances the cause of engineering as well as news that may be harmful to IEK and the industry, hence the need to be fast and proactive.
5.	Gender balance	A deliberate effort to ensure gender balance in content.

2.4.4 Technological Factors

S/No.	Factor	Strategic Implication
1.	Rapid technological advancement	Faster turnaround times for content and response to feedback.
2.	Improved and rapidly-evolving communication technology	The communication department should not be left behind in innovation in order to take full advantage of current technological trends. This includes the use of smartphone apps to post and respond quickly to queries.

2.4.5 Environmental Factors

S/No.	Factor	Strategic Implication
1.	Natural calamities and pandemics e.g. COVID-19, floods, etc.	Rapid adaptation to emerging situations, use of virtual platforms, etc.
2.	Global warming and climate change	Raise content on engineering solutions that address these challenges.
3.	Waste management and pollution.	Engaging content on new engineering initiatives in these areas.
4.	Poor environmental governance	Focus on solutions in construction and advocate for better environmental management.

2.4.6 Legal Factors

S/No.	Factor	Strategic Implication
1.	Modern Constitution in Kenya and labour laws.	Greater sensitivity is required in handling issues of workers due to a more robust Bill of Rights.
2.	Greater legal awareness	Sensitivity in reporting content on substandard work, collapse of buildings, bridges, etc. as this could have lethal legal consequences owing to an increasingly more educated and enlightened population.

CHAPTER THREE: COMMUNICATION STRATEGY

3.1 Importance of the Communication Strategy

The purpose of this Communication Strategy is to guide the development of communication policies, approaches and interventions aimed at stakeholder engagement and media involvement in order to help IEK achieve its goals and objectives.

There is a need to enhance and strengthen relationships with members and stakeholders, communicate regularly through the membership CRM for all IEK activities. This will provide seamless digital communications for membership and stakeholder forums, combat misinformation, ensure the right information gets to the media, and ensure a well-thought-out and harmonious approach to key issues by the Institution.

This Communication Strategy intends to support the ability of engineers across all cadres to benefit from the Institution's services, participate in new job and contract opportunities, and ensure that important industry information is easily available and accessible. This will serve to spur competition within the industry and enhance professionalism.

This Communication Strategy sets guidelines towards a standardized way to interact with the targeted audiences and collaborators. Naturally, there will be adjustments in implementation to cater for specific needs, but the policy creates broad outlines that guide communication action.

The Strategy ensures that all significant information is dispersed to people and organizations both internally and externally. Having all persons involved in the IEK communication process at the same level of understanding is a key plank towards achieving success in future communication initiatives undertaken using this policy.

The Communication Strategy, then, ensures consistency, efficiency and coordination, helping to reduce confusion and to maximize effectiveness.

3.2 Objectives of the Communication Strategy

1. To raise the profile of IEK whle ensuring that all communication initiatives are aligned with the IEK Strategic Plan, 2019-2023, and promote the institution's core objectives.
2. To guide the development and implementation of an engagement framework with various stakeholders so as to enhance partnerships and collaboration with other institutions nationally, regionally and internationally, including CUE, the Inter-University Council for East Africa (IUCEA), the East African Federation of Engineering Organizations (EAFEO), the Federation of African Engineering Organisations (FAEO), and the World Federation of Engineering Organizations (WFEO).
3. To identify suitable communication channels for reaching the various target audiences and recommend how these can be best utilized in enhancing the corporate image of IEK and the engineering profession in Kenya.
4. To encourage a good communication culture that involves all cadres of the engineering fraternity and creates greater rapport between engineering stakeholders and the media, the general public, and various government institutions.

5. To guide crisis management communication and enhance proactive action and response by IEK.
6. To provide guidance on monitoring and evaluation of communication initiatives by IEK, including media monitoring as well as social media listening and monitoring using social media metrics.

3.3 Campaign Names

Each communication campaign by IEK shall be well branded with a specific name chosen carefully to advance the interests of IEK, and the engineering industry. Where a campaign is undertaken jointly with other national, regional and international collaborators, appropriate attention and consultation will be done to ensure the name and other branding details are agreeable to all stakeholders.

3.4 Audience Segmentation

Broadly speaking, the audiences of IEK to be addressed by this Communication Policy are as follows:

1. Members.
2. Engineers who are not members.
3. Students studying engineering-related courses in middle-level colleges and universities.
4. Students in high schools.
5. Regulatory authorities, especially the Engineers Board of Kenya (EBK).
6. National Parliament and policy makers for matters of engineering.
7. Major government agencies using engineering services, e.g. the Kenya National Highways Authority (KeNHA), the National Transport and Safety Authority, county water boards, etc.
8. Educational institutions training engineers.
9. Investors in the construction and related industries.
10. High school teachers and administrators.
11. Media
12. Social media
13. The public, who are the major consumers of engineering products.

3.5 Channels of Communication

The channels to be employed in the implementation of this Communication Policy will be varied. An integrated approach will be used, whereby multiple channels may be employed at any one time for greater impact.

3.5.1 In-house publications
(i)   *Engineering in Kenya* magazine
(ii)   Newsletters, E-fliers, etc.
(iii)   Journal

3.5.2 Electronic Media (Broadcasting):
(i)   Radio (interviews, programmes, etc.)
(ii)   TV (news, features, documentaries, etc.)
(iii)   Video and film production

3.5.3 Print Publications
    (i)   News, feature and opinion articles in newspapers.
    (ii)   Articles in specialized journals.
    (iii)   Press releases, both electronic and print, supported by photography

3.5.4 Digital Communication
    (i)   Update websites of participating organizations (text, images and videos).
    (ii)   E-newsletters, text and videos.
    (iii)   Social media: Facebook, Twitter, YouTube, Instagram, LinkedIn

3.6 Media Monitoring and Social Media Listening/Monitoring
The Institution will take appropriate measures to monitor media appearances and engagement for purposes of assessing feedback and crafting suitable responses, including the use of a consultant for this task. The Institution will also initiate and pay keen attention to Social Media Listening and Monitoring. Social listening is the process of monitoring social media channels for mentions of a brand, competitors, product, and more. Social media monitoring takes a look at metrics such as brand mentions, relevant hashtags, and industry trends. Social listening looks beyond the numbers to consider the mood behind the data.

3.7 Photography and videography services
The Institution does not have a photographic database of engineering projects. IEK must make arrangements to collect these from various members and institutions, which can be accredited to the firms concerned where need be, catalogued according to the different engineering disciplines. This is necessary in order to provide high-quality pictures and videos for use by mainstream media as well as on social media platforms.

3.8 Documentation
Documentation is important to the success of any Communication Policy. The Institution will work towards the introduction as well as regular production and dissemination of the following documents:

1. A monthly newsletter, whose frequency may be increased to fortnightly production once there is sufficient capacity and a regular flow of engagement from members.
2. Regular production of *Engineer in Kenya* magazine to continue as agreed with the publisher charged with this task.
3. An annual report that will take stock of all important activities, challenges, and achievements for each calendar year.
4. A quarterly journal to publish the latest engineering research from the region and beyond. This will require collaboration with the faculty members of local universities and research institutions.
5. An online engineering library that will serve as a rich source of reference for students and scholars seeking engineering materials. A good library will encourage more members, especially among the youth but also engineers who wish to advance their studies or skills.
6. A small physical resource centre, with hard copies of journals, books, and engineering magazines and publications.

7. A stylebook specifying the preferred publication style of IEK in order to ensure consistency in its publications.
8. An annual calendar of events to guide the Institution in planning its communication activities with respect to major events expected in any given year.

3.9 Communication Technology

The Institution will make the necessary investment to ensure that it is well served with the latest technology, including computer hardware and software, reliable Internet services, printers, and other necessary communication equipment. Technological infrastructure is a key component in ensuring effective service delivery and communication, especially in a world reeling from the effects of the Covid-19 pandemic and increasingly relying on virtual meetings. As the professional organization for engineers, whose members and peers are responsible for technological innovations, IEK cannot afford to be seen to have been left behind by the technology train.

3.10 Crisis Communication

The Institution must establish a Crisis Communication Plan, to be implemented by the Crisis Communication Committee comprising the President, Honorary Secretary, Chief Executive Officer, and Communications Manager. The Crisis Committee shall be chaired by the President or a person appointed by the President and shall be available to engage at short notice whenever there is a crisis situation facing the Institution. A budget may be assigned for an external communication consultant if deemed necessary.

The Crisis Communication Plan will create a detailed scenario that outlines every conceivable crisis and the appropriate response to each. This will also involve the creation of template responses that can easily be altered to suit specific circumstances. It is imperative to acknowledge crisis situations immediately and make a prompt announcement immediately to the media and/or relevant publics so as to minimize speculation and let audiences know what the Institution is doing about any particular crisis. This should be done in a truthful and transparent manner. There should be no cover-up, deceit, or unethical behaviour of any kind as such a response may worsen the situation once discovered by the media and affected publics.

In order to effectively manage crisis communications at IEK, training of senior managers and communications staff in this area is highly desirable and should be prioritised.

3.11 Social Media
3.11.1 The Case for Social Media
(i) With over 2.7 billion monthly active users, Facebook is one of the largest social media networks — falling just behind the combined numbers of India and China in terms of population.
(ii) Globally, there are 4.2 billion people actively using social media — with Facebook, YouTube, WhatsApp, Facebook Messenger and Instagram making up the top five, respectively.
(iii) There were 22.86 million Internet users in Kenya in January 2020, with 8.8 million of them on social media (Hootsuite).

3.11.2 Social Media Goals and Opportunities for IEK

(i)   To increase brand awareness online.

(ii)   To build and sustain engagement with the target audience.

(iii)   To provide thought leadership through sharing factual content on the latest engineering innovations.

(iv)   To share updates from the council, events, conferences, and programmes in the IEK calendar.

(v)   To drive graduate and corporate membership.

(vi)   To promote engineering as a career choice in high schools.

(vii)   To demystify engineering as a profession and a study subject.

(viii)   To promote an online engineering bookshop.

(ix)   To undertake crisis communication easily and efficiently.

(x)   To enhance the professional development of engineers through sharing upcoming courses, benefits and costs.

(xi)   To raise revenues through selling branded merchandise using Facebook Shops.

(xii)   To encourage the use of online chat rooms and networking by engineering professionals, e.g. through Facebook Messenger and WhatsApp groups.

(xiii)   To enhance media engagement through follow-up and interaction with editors of engineering publications and journalists.

(xiv)   To help create better content for specific target audiences on social media, especially youthful audiences.

3.11.3 IEK Social Media Platforms

(i)   Currently, IEK is online on Twitter, Facebook and Instagram, with a sizeable audience. An additional presence should be initiated on YouTube, LinkedIn, and WhatsApp for Business.

(ii)   YouTube remains the largest and most popular video-sharing platform in the world, with more than 1.8 billion monthly active users. This platform will be used to good effect in sharing IEK videos as well as livestreaming content across the web.

(iii)   Twitter allows brands and users to communicate via short messages (280 characters or less) — also known as "tweets." It will be used on a regular basis as a tool for communication with members and other stakeholders.

(iv)   IEK will leverage on Facebook as a marketing and communication tool to reach its large audience on this platform.

(v)   WhatsApp for Business is a simple tool for IEK to talk to its audiences. This will enable IEK to have a business presence on WhatsApp, to communicate more efficiently, and to increase its membership.

(vi)   Instagram, owned by Facebook, has grown to a billion active users a month and allows users to share photos and videos. IEK will also leverage on it to host livestreaming of events and conferences.

3.11.4 Social Media Implementation Guidelines

(i)   Content Creation and Content Calendar

- High resolution photos and videos must be used. If of low quality, do not use.

- Content ideas will include: IEK leadership profiles, updates from live events, latest news in engineering innovation, profiles of some IEK members and their companies, career opportunities, vacancies in the engineering industry, CSR, IEK newsletter, etc.
- A calendar will be created specifying what will be posted, when, on what platform, and by whom.
- Whitepapers and research: Links to resources, scholarly reports, news articles and other materials of interest to engineers will be shared on social media platforms.
- The social media traffic will be encouraged to visit the IEK website.
- Web analytics will be measured regularly to assess performance.

(ii) Content Posting, Timing and Scheduling
- For the existing IEK social media metrics, IEK communication staff will assess the best time to post when audiences are most active.
- Tools like Facebook Business Suite and Hootsuite will be utilized to enable IEK to schedule posts for later posting, such as over weekends when there is no one in the office.
- Each content item will be custom-made for each platform and not copy-pasted across platforms. For instance, square visuals are required for Instagram and LinkedIn, while horizontal images may be used for Facebook and Twitter.

(iii) Online Engagement and Community Building
- User-generated content — IEK will encourage member engineers to tag and mention IEK in their online postings from their own accounts when posting about professional matters.
- Conversations to drive engagement — IEK will encourage members to participate in online discussions, live videos, Q&As with the IEK Council, an Engineer of the Day profile, or Q&As with special and respected engineers in Kenya or visiting engineers.
- To encourage engagement and participation, IEK will offer CPD points that count towards professional advancement to those who are active on IEK pages.
- A Call-to-Action message will be included whenever possible to entice and urge people to respond in a particular way, e.g., "Register now", "Follow Us", "Join Now", "Download Now", etc
- Social Listening Tools, e.g. Hootsuite or MediaToolkit. Social Listening tools help monitor the conversations taking place on social media. For instance, Hootsuite can manage up to 20 social media accounts in one place and all with one password. It also enables efficient collaboration across a team of three users, has a scheduling feature, and provides social analytics data.

3.11.5 Action points for improving the use of social media
(i) *Social ad budget:* The Institution shall set aside a budget specifically for social media. Without it, organic growth will only pick slowly. Guideline: Allocate a dollar for every post to boost per day to reach a wider and relevant audience. A budget of

Ksh75,000/- per month for digital tools would be ideal for an organization of the stature of IEK.

(ii) **Online cybersecurity:** For security reasons and to prevent hacking, the Institution will regularly review all platform passwords and change to secure ones; it will also enable the two-factor authentication security feature.

(iii) **Roles and responsibilities:** The Institution will assign team members different roles and privileges, such as access to specific social accounts, ad budget management, response management, review and approval responsibilities before publishing content, etc.

(iv) Evaluation and progress reports: The institution will take suitable measures or engage appropriate consultants to track and report on metrics such as follower growth, web traffic generated, likes, shares, and comments.

(v) Measureable goals and outcomes: IEK will continuosly define specific, measurable goals and outcomes for its social media campaigns, understand the business actions needed to achieve those goals and outcomes, align workflows throughout the organization to capture arising opportunities, and regularly measure and report on the results obtained.

3·12 Strategy Matrix

S/No.	Objective	Strategy	Action	Timeline	Responsibility
	To raise the profile of IEK and align all initiatives with the IEK Strategic Plan	Preparation of Strategy Plan and Policy	Public events; media engagement; use of YouTube series on engineering topics for Advocacy; each of the 10 committees should host a series;.alignment of Communication Strategy Plan and Policy with IEK Strategic Plan	Ongoing basis for events; March 2021 for Comm. Strategy and Policy	CEO/ Honorary Secretary
	To enhance partnerships and collaboration	Media content; social media engagement	Press releases; publications; videos; etc.	Ongoing basis	CEO/ Communications Manager

	To identify suitable communication channels for reaching various target audiences	Audience segmentation; identification of channels	Aligning products in accordance with audiences	Ongoing basis	CEO/ Communications Manager
	To encourage a good communication culture and greater rapport between engineering stakeholders	Media engagement; member engagement	Production of newsletters, IEK magazine, etc.; social media engagement; updating of membership database	Ongoing basis	CEO/Communications Manager/ Honorary Secretary
	To develop a crisis management plan & Training	Formulation of crisis management guidelines	Crisis management policy implementation	Ongoing basis	CEO
	To provide guidance on monitoring and evaluation of communication initiatives	Media monitoring; social media monitoring	Budgetary allocation for media monitoring; appointment of media monitoring firm	Ongoing basis	CEO

CHAPTER FOUR: COMMUNICATION POLICY

4.1 Introduction

This Communication Policy set out the environment in which the Communication Strategy detailed in the previous chapter will be implemented. Thus, the policy detailed herein details the relationships, responsibilities, resources, and other requirements for the successful running of the communication function at IEK.

4.2 Council and management staff responsibilities

In accordance with the IEK Constitution, the President is its official spokesperson on matters of policy and leads engagements with external stakeholders. The Honorary Secretary is responsible for communication with IEK members and staff at the IEK Secretariat. The Chief Executive Officer is responsible for issuing communications of a routine nature and managing all IEK official communication channels, including all activities of the communication department. The Communications Manager heads the communication function under the direction of the Chief Executive Officer.

The President or Honorary Secretary may delegate specific responsibilities to other Council members as deemed necessary for efficient communication. As the official spokesperson of IEK, the President shall be responsible for issuing all public statements on behalf of IEK, and shall in his absence delegate this task to the Honorary Secretary, CEO or Council member.

These three officials — the President, Honorary Secretary and Chief Executive Officer — will take the lead in the implementation of this Communication Policy in accordance with their respective mandates. The IEK will recruit staff for specific deployment to handle communication duties. In the absence of a strong communication department at IEK and considering the costs, it is prudent that IEK continues to engage the services of a communication consultant.

There is a need for Council to publicize achievements of the committees, which is not limited to webinars.

4.3 Privacy

The Communication Policy involves public communication and respects the privacy of members and staff. It does not seek to govern, restrict, or in any manner intrude into the private lives of members and staff or impede the enjoyment of their constitutional rights. Members are encouraged to share professional information from their professional practice and experience that would enrich others in the profession, but this is strictly on a voluntary basis. All information given in confidence to the Communication department will be handled with the strictest confidence.

4.4 Crisis Communication

The Institution will prepare and adopt a Crisis Communication Plan, to be implemented by the Crisis Communication Committee comprising the President, Honorary Secretary, Chief Executive Officer, and Communications Manager. The Crisis Committee shall be chaired by the President or a person appointed

by the President and shall be available to engage at short notice whenever there is a crisis situation facing the Institution. A budget may be assigned for an external communication consultant if deemed necessary.

4.5 Summary of Recommendations

4.5.1 Public statements

1. That the President as the official spokesperson of IEK shall be responsible for issuing all public statements on behalf of the Institution.
2. That in his absence, the President shall designate the Honorary Secretary, Chief Executive Officer, or a Council member to issue public pronouncements on his behalf.

4.5.2 Staffing

1. That a substantive, qualified and experienced Communications Manager be recruited to head the Communications function.
2. That the Communications Manager shall report to the Chief Executive Officer of IEK.
3. That a Deputy Communications Manager be recruited to work under the direction of the Communications Manager.
4. That the present Communications team of two be retained to assist the Communications Manager and to work under the direction of the new manager and deputy.
5. That the envisaged staffing complement of four professionals is sufficient to handle all affairs of the department and to ensure three staff members are available at all times, thus catering for annual leave and other forms of absence by any employee in the department.
6. That the Communications team be encouraged to take short courses as part of continuing professional education to enhance their ability to handle various tasks, including in the areas of social media, editing, layout and design, and client relations.
7. That given the regular and wide range of publications, a graphic designer be recruited for the Communications office.
8. That a videographer-cum-photographer be engaged on contractual arrangement for events, but the Communications team of four professionals should have basic equipment and develop internal capacity and skills for minor engagements.

4.5.3 Equipment

1. That the Communications team be equipped with modern computers, printer, the necessary software, and a reliable Internet connection.
2. That given the nature of Communications work, Mac computers be acquired rather than PCs.

4.5.4 Publication style guide

1. That for the purpose of consistency in matters of style, IEK should consider commissioning the development of its own style guide to be used for its publications, including the *Engineering in Kenya* magazine, journal, newsletters, and other material.
2. That for this purpose, IEK or the experts contracted for this purpose may borrow from other institutions that have developed their own unique styles, such the United Nations, regional organizations, and publishing houses.

3. That for purposes of saving time and handling documents fast and efficiently, the communications team should create templates for various documents that can easily be altered to suit the task at hand, including templates for media releases, magazine, and Efliers.

4.5.5 Publications

1. That the frequency of the newsletter be increased to monthly, initially, and fortnightly once issues of staffing and equipment have been resolved.
2. That the *Engineering in Kenya* (EIK) magazine be produced as a bimonthly publication as envisaged.
3. That a quarterly journal be established once a publication style guide is in place, for purposes of publishing the latest engineering research and advances from the region and beyond.
4. That volume numbers for the current newsletter and any other publications be rationalized, such that a volume should refer to a set of publications say for a given year, while individual publications should have issue numbers.
5. That an annual report be published in the month of December to report on each year's important activities, challenges, and achievements.
6. That every material intended for publication on any platform or media must be revised by another member of the team before being published.

4.5.6 Council Activities

1. That there is a need for Council to publicise achievements of the committees, which is not limited to webinars.

4.5.7 Planning and timelines

1. That an annual calendar of events be produced showing the major expected events in any given year.
2. That advance collaboration and consultation be initiated at least two months before any major events, especially those requiring media or consultancy involvement.
3. That a monthly editorial staff meeting be held to analyse the quality of publications and progress in generating stories, issues arising from published work, and any challenges encountered. The meeting will also serve to apportion responsibilities for generating content for publications in the month ahead.
4. That weekly progress report meetings be held to assess ongoing communication initiatives and media monitoring reports.
5. That, despite the monthly editorial and weekly progress report meetings, emergency meetings may be held at short notice in time of crisis.
6. That speeches and other short materials be written and submitted for review to another officer or to the consultant, as the case may be, with at least three days' notice.
7. That longer materials such as magazines be submitted for review by another officer or the consultant with a time allowance of at least seven days.

4.5.8 Records management

1. That an online engineering library be started to serve as a rich source of reference for students and scholars seeking engineering materials, thus encouraging more people to become members for the purpose of accessing these materials.
2. That a small physical resource centre be started under the leadership of the Communications Manager to store hard copies of all publications, journals, books, and engineering magazines and publications.
3. That the online engineering library will be managed by the resource centre as part of its information storage and dissemination activities.
4. The resource centre shall maintain a video and photographic database of engineering projects and other pertinent records, and the Council will request members to provide photographs of projects.
5. That a detailed membership database be initiated by the membership and capacity building department where all important details of members shall be placed and can be easily retrieved, including biographical data, photographs, and email and telephone contacts.
6. That a mailing list be created and regularly updated detailing all relevant media contacts, for use in sending out media releases and enhancing good relations with media outlets.

4.5.9 Member engagement

1. That a variety of strategies be adopted to keep members informed and ensure regular and effective engagement — including newsletters, webinars, physical and virtual meetings, email communication, magazine, etc.
2. That considering it is easy to get the email addresses of all members during registration, email communication as a mode of reaching out to members be used to greater effect by the membership and capacity building department.
3. That Professional Engineers be invited through their branches to contribute articles for publication on their areas of competence on various forums, thus contributing to their recognition by peers and a greater appreciation of IEK by its members.
4. That the "corporate" category of membership be renamed to avoid confusion, since "corporate" would imply organizational membership, which is not the meaning at present.
5. That for ease of engagement and to ensure inclusivity in all communication efforts and sourcing of articles for publication, membership be specified according to the devolved counties or cluster of counties.
6. That IEK will consider offering continuous professional development points that count towards the professional advancement of those who actively contribute articles, research material, and other engaging content for the benefit of the engineering fraternity.

4.5.10 Schools and universities

1. That the membership and capacity building department coordinates visits by engineers to schools and universities for the purpose of encouraging young people to take up courses in engineering, and to mentor those going through training.

2. That in collaboration with the membership and capacity building department, the communication department utilizes these opportunities to provide the latest materials on IEK and the engineering fraternity to young people.
3. That particular attention be paid to girl schools in order to encourage young women to take up engineering courses and careers, by ensuring that at least a half of all visits to schools are to girl schools.

4.5.11 Media monitoring

1. That a media monitoring firm be appointed for the purpose of providing regular reports on media coverage of IEK.
2. That media monitoring reports shall be tabled at discussions at the weekly and monthly meetings of the department, and at any other time in the event of a crisis.

4.5.12 Budget

1. That the Communication function shall be allocated its own budget sufficient for its operations.
2. That the Chief Executive Officer shall have the power to authorize expenditure on the budget for communications subject to IEK accounting regulations.
3. That the budget shall include estimates for engagement, media monitoring and social media expenses, among other items.
4. That a budget of Ksh75,000/- per month be set aside for digital tools.

4.5.13 Crisis Committee

1. That a Crisis Communication Plan be prepared and adopted by IEK as a part of the Communication Action Plan.
2. That a Crisis Committee be established comprising the President, Honorary Secretary, Chief Executive Officer, and Communications Manager.
3. That the Crisis Committee shall be chaired by the President or a person appointed by the President.
4. That the Crisis Committee shall be available to engage at short notice whenever there is a crisis situation facing the Institution.
5. That Crisis Communication training be undertaken for members of the Crisis Committee and communications department.

4.5.14 Social media

1. That a budget specifically for social media shall be set up within the overall Communication budget.
2. That specific segments of target audiences be reached through paid advertising using social media streams.
3. That the Institution regularly reviews all platform passwords and change to secure ones every two months or as the need arises.
4. That the two-factor authentication security feature be used on social media platforms.

5. That roles and responsibilities be spelt out by the Communications Manager for the team members specifying their different roles and privileges, such as access to specific social accounts, ad budget management, response management, review and approval responsibilities before publishing content, etc.
6. That a calendar be created and updated regularly by the Communications Manager specifying what will be posted, when, on what platform, and by which member of the communications team.
7. That appropriate consultants be engaged to track and report on metrics such as follower growth, web traffic generated, likes, shares, and comments.
8. That the Communications Manager in consultation with the senior management of IEK will continuously define specific, measurable goals and outcomes for the Institution's social media campaigns, specify the business actions needed to achieve those goals and outcomes, align workflows throughout the organization to capture arising opportunities, and measure and report on the results obtained on a monthly basis.
9. That IEK will ensure it maintains an active presence on all key social media platforms, including Twitter, Facebook, Instagram, YouTube, LinkedIn, and WhatsApp for Business.
10. That IEK should utilize suitable tools such as Facebook Business Suite and Hootsuite to manage its social media pages and for social listening.
11. That each content item be custom-made for each platform and not copy-pasted across platforms.
12. That IEK should encourage member engineers to tag and mention the Institution in their online postings from their own accounts when posting about professional matters.
13. That IEK will consider offering continuous professional development points that count towards the professional advancement of those who are active on IEK pages.
14. That a Call-to-Action message be included whenever possible to entice and urge people to respond in a particular way, e.g. "Register now", "Follow Us", "Join Now", "Download Now", etc.

4.5.15 Website
1. That the website be reconfigured taking into account all aspects that arise from the new Communication Policy.
2. That the website should provide links to all the social media handles recommended in this policy document.

4.6 Conclusion

This Communication Policy document should be actualized by crafting a suitable communication plan to guide communication activities in the immediate and medium term. The policy should be subject to regular review in tandem with developments at IEK and in the world of media and technology. Accordingly, it is recommended that the policy be reviewed every two years.

Appendix 1: Digital Marketing Jargon Buster

Analytics or Web Analytics Tools — The analysis of data generated by people's activity on websites or mobile apps, for the purpose of discovering ways to improve websites and marketing campaigns.

Blog — A regularly updated website written by an individual, typically in a conversational style, and focused on a specific subject.

Content — The digital material available to users, via text, video, audio, images, etc.

Conversion or Goal — The action you want visitors to perform. Examples include ecommerce, purchases, form submissions, phone calls, and video views.

Email Marketing — The process of using email messages to share information and promote products and services.

Keyword — A word or a phrase typed into a search engine, which businesses can target as part of their advertising campaigns.

Organic Listings — Results from a search engine that are not paid adverts.

Paid Listings — Advertisements that appear on search engine result pages.

Search Engine — A tool that indexes and returns relevant digital content in response to users' Keywords.

Search Engine Optimization (SEO) — The practice of making changes to web pages, content, and the promotion of that content to improve visibility in the organic search engine results.

Social Media — Content such as text, images, or videos, created by individuals and shared across the Internet.

Social Network — A community of individuals creating and sharing content.

Traffic Acquisition — The process of attracting visitors, often referred to as *traffic*, to websites, mobile apps and other digital assets.