STRATEGIC PLAN
2013 - 2018

CHAPTER 1

1.0 Introduction and Background

The Architectural Association of Kenya (AAK) is Kenya's body for professionals in the built and natural environment and brings together Architects, Quantity Surveyors, Town Planners, Engineers, Landscape Architects, Environmental Design Consultants and Construction Project Managers.

The Association was established in 1967 and is registered under the Societies Act.

The stated objectives of AAK are:

i.   To co-ordinate the activities of professionals concerned with built and natural environment in Kenya and promote professionals integrity   and to direct the members of Association in all matters of professional practice;
ii. To advance the science and art of planning and building by developing the standards of professional education, training and practice, and facilitate matters of mutual interest of the member professions;
iii. To create public awareness by marketing the services of member professions and provide professional opinions on the matters pertaining to violation of the statutes provided for good maintenance of the built and natural environment;
iv. To establish and accredit Continuing Professional Development programmes for the members of the Association and encourage collaboration of professionals and societies engaged in the built and natural environment;
v.   To offer community services by participation in the enhancement of built and natural environment, maintain building information services, and monitor quality assurance on materials;
vi. To liaise with the Government and regulatory agencies on the matters affecting Registration and licensing of the professionals engaged in the built and natural environment;
vii. To foster National, Regional and International co-operation in matters dealing with the professions related to built and natural environment;
viii. To maintain and protect heritage of the built and natural environment;
ix. To facilitate research and dissemination of information for advancement of professional education, training, and practice;
x.   To publish documents and publications for the benefit of the members of the Association and the general public in matters of the built and natural environment.
xi. To create revenue generating activities for the Association.
(Architectural Association of Kenya Constitution and By-laws, 2003)

1.1 AAK Membership

AAK draws its membership from professionals in private practice, central and local government, and the academia. The following table presents the number of members in good standing with the Association at the end of December 2013

	ARCHI-TECTS	Q/ S	T/P	ENG.	L/ARCH	CPM	EDC	TOTAL
FELLOWS	18	9	4	5	1			37
CORPO-RATE	434	189	51	31	13	24	14	756
GRADU-ATES	153	18	19	1	16			207
TECHNI-CIANS	21	4						25
LICENTIATE	23	1						24
FIRM								121
TOTAL	649	221	74	37	30	24	14	1170

1.2 International Affiliation

AAK is a member of a number of international professional organizations, including;

- East Africa Institute of Architects
- Africa Union of Architects
- Commonwealth Association of Architects
- International Union of Architects
- Africa Association of Quantity Surveyors
- Commonwealth Association of Land Surveyors & Economists
- International Society of City and regional Planners
- International Federation of Landscape Architects
- Association of Professional Societies in East Africa

CHAPTER 2

2.0 Situational Analysis

Situational analysis is a planning step which examines the current situation of an organization and its external environment so that major issues which affect the planning for the future can be identified and prioritized. AAK has identified both primary and secondary stakeholder needs and this plan will institutionalize and prioritize programs that are aimed at delivering satisfaction and to gain the recognition of a strong association.

2.1 Stakeholder Analysis

The identification of primary and secondary stakeholders of the Association is critical to the planning of service delivery. Stakeholder expectations should be matched to the institutional capacity of AAK. In this regard, therefore, the primary and secondary stakeholders of AAK, and their service delivery expectations, are presented in Tables 2.1 and 2.2 below.

Table 2.1: Primary Stakeholders of AAK and their Expectations

No	Primary Stakeholder	Stakeholder Expectations
•	Members	• Representation in local and international fora; • Lobbying government for a conducive sector environment; • Updates on professional development.
•	Government	• Professional service delivery; • Technical support; • Partnership in environmental development.
•	Local governments	• Professional service delivery; • Technical support; • Partnership in environmental development.
•	Academic Institutions	• Partnership in professional/curriculum development; • Support in capacity development.
•	Industry Partners	• Professional service delivery; • Networking and Business Opportunities.
•	Professional Associations & NGOs	• Professional service delivery; • Networking.

Table 2.2: Secondary Stakeholders of AAK and their Expectations

No	Secondary Stakeholder	Stakeholder Expectations
•	General public	• Awareness; • Professional service delivery; • Affordable services.

2.2   Contextual Analysis (SWOT)

Contextual Analysis is the scanning of an organization's environment to determine the opportunities and threats that it faces. This analysis also encompasses the assessment of the organization's internal strengths and weaknesses vis-à-vis the operating environment. The outcome of the contextual analysis exercise is used to determine the importance, viability and ranking of strategic objectives, strategies and action plans that the organization will adopt during the execution of its strategic plan.

The analysis of the context in which the Association operates is presented in tables 2.3 and 2.4.

No	FACTOR	OPPORTUNITIES	THREATS
•	Political and Social	• Opening political space: potential for PPPs; • New constitution- that enshrines rights to housing and clean environment; • Weak technical capacities in the public sector; • Networking with other associations in the sector; • A growing young and educated population; • Devolution.	• Impunity ; • Political instability (especially during elections periods). • Corruption
•	Economic	• New focus in infrastructure development; • Growing Kenyan middle class; • Brain gain from Diaspora; • East African Regional integration.	• Perception that professional service are expensive; • Widespread poverty.
•	Technological	• Increased use of modern technology; • Growing training needs and skills development.	• Expensive and fast changing technologies; • Slow pace of technology adoption by government agencies.
•	Legal and Regulatory	• Positive response to proposed changes to existing laws by authorities; • Reforms being undertaken across the board.	• Rigid legal framework; • Slow reform process; • Poor implementation and enforcement.
•	Environmental (Ecological)	• Acceptance of principle of sustainable development.	• Environmental degradation-due to past abuse. • Poor implementation and enforcement of legislation.
•	Structure and profile of the profession	• Professions highly regarded; • Emerging areas of the profession	• Professional seen as elitist; • Competing bodies to some chapters.

Table 2.4: Situational Analysis of Internal Aspects of AAK

No	FACTOR	STRENGTHS	WEAKNESSES
•	Leadership and Governance	• An elaborate governance structure; • A committed leadership; • Agility and ability to participate effectively across varied sectors.	• Size / complexity of the Governing Council; • Low attendance at Governing Council meetings; • Weak electoral system. • All service by elected officials is voluntary; • Absence of performance indicators; • Weak Committee System.
•	Administration	• New focus in infrastructure development; • Growing Kenyan middle class; • Brain gain from Diaspora; • East African Regional integration.	• No procedure manuals; • Skills and competencies not subject to CPD; • Little policy is coded, much is determined ad-hoc; • Absence of performance indicators
•	Human Resource Management	• Increased use of modern technology; • Growing training needs and skills development.	• Capacity gaps unknown; • Secretariat is non-technical; • Absence of staff development programmes (training etc).
•	Financial Resources and Management	• Positive response to proposed changes to existing laws by authorities; • Reforms being undertaken across the board.	• Low member subscription; • Few income sources; • Poor systems to support financial and administrative functions.
•	Stakeholder Communication	• Acceptance of principle of sustainable development.	• AAK has not developed a communication strategy; • Low usage of web based communication tools.

CHAPTER 3

3.0 Planning for the Future

3.1   Developing The Strategic Plan of AAK

Strategy development is a systematic attempt to chart the direction of the organization into the future. It answers to the questions: Where are we? Where do we want to be in the next few years? How shall we get there? And what are the indicators that progress is being made along the strategic path?
The rationale for the development of the five year strategic plan (2013 – 2018) for AAK is to prepare the Association to assume the role that has been articulated in its constitution. Therefore, the preparation of the strategic plan for AAK involved the following process:

i.   The development of the vision and mission of AAK ;
ii.   Development of consensus on the core-functions of AAK - the set of activities that are central to the vision of AAK;
iii.   Analysis of the current status of AAK against key performance, having regard to the core-function of AAK;
iv.   Contextual analysis of the organizational core-function in light of the environment (SWOT Analysis);
v.   Development of objectives, strategies and action plans that will enable AAK address its vision and mission;
vi.   Linking the strategy to the implementation framework with particular focus on financial resources, governance and leadership, operational processes and risk management.

3.2   Mission, Vision and Core Values

This Strategic Plan is informed by lessons learned, challenges encountered and stakeholder expectations in the building sector. It also recognizes the need to strengthen AAK institutional capacity for effective service delivery.

The Vision of AAK
The Vision is the strategic intent; the desired future state of the organization. The leadership of AAK is committed to ensuring the continued improvement of the performance of the Association in the sector. The vision of AAK has, therefore, been articulated as: To be the leading professional organization in the built and natural environment in the region.

The Mission of AAK
The Mission is the over-riding reason for the existence of the organization. The Mission of AAK has been agreed as: To promote professionalism and integrity in the built and natural environment.

Core Values of AAK
The fundamental beliefs that will shape AAK culture endeavors to enhance and improve professionalism within the built environment sector through clearly structured activities. In implementing the Strategic Plan, AAK will be guided by the following core values. Institutional culture will be developed arising from these values.

i.   Good governance,
ii.   Transparency,
iii.   Service Delivery
iv.   Team Work
v.   Professionalism, and
vi.   Innovation.

3.3 Core Functions of AAK

Core functions are those set of activities that are central to the existence of the organization. Organizational competence and culture develop around the core functions. Core competence is the basis upon which organizations achieve strategic advantage – the skills and know how – that distinguishes them from others and provides value to customers. The core functions of AAK are derived from its constitution and the activities that AAK must undertake to fulfil that role as entrusted to it under its constitution.

The core functions of AAK are:

i.   Advocacy for public interest and professionals in the built and natural environment;
ii.   Professional development;
iii. Protection of the built and natural environment;
iv.   Provision of valuable membership services to its clients;
v.   Foster regional and international integration with other professional bodies;
vi.   Provide a forum for professional integration;
vii. Economic development for members through encouraging fair competition.

3.4 Strategic Objectives and Action Plans

Based on its Mission, Vision and Core Functions, and taking into consideration stakeholder expectations and its external and internal environment, AAK has developed strategic objectives that will be addressed in its Strategic Plan:2013– 2018.

Action plans that will drive the strategic objectives and related implementation indicators and timeframes are presented as appendix1. The strategic objectives are as follows:

Objective1: Grow membership of AAK

The Association's current membership register has 1,049 individual and 121 Firm Members across all chapters. This number is way below the possible membership considering the number of registered professionals in Kenya. For instance, current data from registration boards show that there are 978 registered architects (against 452 in AAK), 719 Quantity Surveyors (against 198 in AAK) and 152 Town Planners (against 55 in AAK). In addition to above, there is a large number of persons in public / private sector employment who do not subscribe to either bodies as well as a growing number of fresh graduates.

An assessment of the potential membership indicates that there is room for AAK to grow its membership from the current 1,049 to 3,000 over the next five years.

AAK plans to meet this target by:

i.   Enhancing the delivery of value services to members (discussed in Objective 3 below);•
ii.   Enhancing communication function to promote the services and their value to potential membership markets (discussed in Objective 6 below);
iii. Enhancing the Association's "Customer Care' function; and
iv.   Conducting a carefully planned membership recruitment drive.

Objective 2: Improve Financial Sustainability

AAK derives its revenues from a number of traditional sources, including annual membership subscriptions, sale of contract and other documents, CPD events, and arbitration fees, among others. The Association has in the recent past recorded an increase in revenue from other sources, mainly from grants for research / advocacy project related activities. Going

forward, AAK will seek to build partnerships with local, regional and international organizations in the its effort to finance the associations programmes.
In order to enhance financial sustainability of the Association, AAK will improve existing and continually search and develop new products to meet the needs of its stakeholders..

AAK has a registered Board of Trustees that manages and invests the Association's surpluses. The Board currently manages a residential property on Mucai Drive purchased by AAK and earning a rental income. The Association will use this avenue to channel additional funds for investment as part of a long term financial sustainability strategy.

Objective 3: Improve existing and develop new products and services

AAK will seek to be in the cutting edge of professional product development and innovation. The following consolidation and expansion activities will be pursued:
•   *CPD and Training*
In order to enhance the capacity of members and to also meet the CPD requirement, the Association will develop and deliver innovative training programmes on a regular basis. Experienced facilitators and partners will be sought to design and deliver quality training programmes.

•   *National Accreditation of Education/ Training Programs*
In the built and natural environment professional area, AAK is best poised to develop and manage National Accreditation of Education/ Training Programs and effort will be expended towards claiming that position.
•   *Products Endorsements*
AAK will seek to provide products endorsements (with necessary safeguards) for partners who continually provide quality products and services.

•   *Contract Documents*
AAK provides Contract and Certification documents to the Construction Industry. This is a growing area and AAK will need to improve and expand the offering and improve access. The merits and possibility of the use of the internet to improve access will be explored.

•   *AAK Publications*
AAK will review its current publications with a view to making them more attractive to the public. This will help demystify the professions and increase interactions with a wider readership, AAK will redesign its existing publications – The AAK Newsletter and The Architect as well as explore ways of developing new ones for the upcoming Chapters (Landscape Architects, Construction Project Management). The publications will introduce feature articles and events to bring to the fore contemporary issues (in moderated technical language), in built and non-built environment. The magazine will be competitively priced and designed to be more attractive to advertisers.

Objective 4: Improve the Governance structure of AAK

The Association has a structure which was intended to be representative of the various chapters. Members of younger and smaller chapters have in time felt dominated by the big chapters. Newer associations have emerged over the years that have presented themselves in ways that are more appealing – especially to the younger professionals. A review of the AAK Constitution and Bylaws will go a long way in addressing felt issues and streamline system of governance. The review will, among other areas, redefine the role of the board, secretariat and the mandate.

Objective 5: Strengthen the Secretariat

The secretariat is presently managed by a five member team comprising of an Executive Officer, a Finance officer, a membership Officer and an Administrative officer and an office assistant. Going forward, the strengthening of the secretariat's capacity will be an important first step in the implementation of the strategy. In order to effectively provide service to members and officials, the Association needs to invest in Human Resource Training & Development, enhance the use of Information & Communication Technology in operations, and develop policy and procedure manuals. The diffusion of new products and anticipated rise in membership numbers will require a dedicated marketing and client service officer.

Objective 6: Strengthen Networks and stakeholder communications

The Architectural Association of Kenya has established active networks with a number of national, regional and international organizations. These networks are important in the Association's long term growth plan. The Association will:

a) Strengthen the Association's Public Relations Function – through revamped regular publications and website, as well as building a strong presence on the social media;
b) Develop a media strategy to enhance the Association's visibility both locally and internationally; and
c) Increase the Association's participation in local, regional and international activities

### Objective 7: Strengthen Advocacy capacity of AAK

Advocacy remains at the core of AAK's strategic goals. The Association is broadly recognized as a competent authority on matters related to the built and natural environment in Kenya and has a significant potential to influence public policy. AAK will, therefore, strengthen its advocacy function through:

a) Investment in Human Resource capacity – staff training in policy, research and advocacy;
b) Investment in physical resources to support the Association's advocacy activities – [possibly a resource centre]; and
c) Increased budgetary allocation for advocacy activities.

CHAPTER 4
4.0 Implementing Strategy

4.1 Structure of AAk

The organisational structure of AAK consists of a Governing Council of 27 nominated (by respective chapters) members and meets monthly. An Executive Committee of 6 elected members (also members of Governing Council) runs the day to day affairs of the Association and meets monthly. The AGM is the supreme decision making organ of AAK and is held annually in March. Elections are held biannually. The Association operates through six committees, namely: the Executive, Finance & Administration, Ethics & Practice, PR& Functions, Membership and LA/ Nema Liaison committees. This is illustrated Figure 4.1 below.
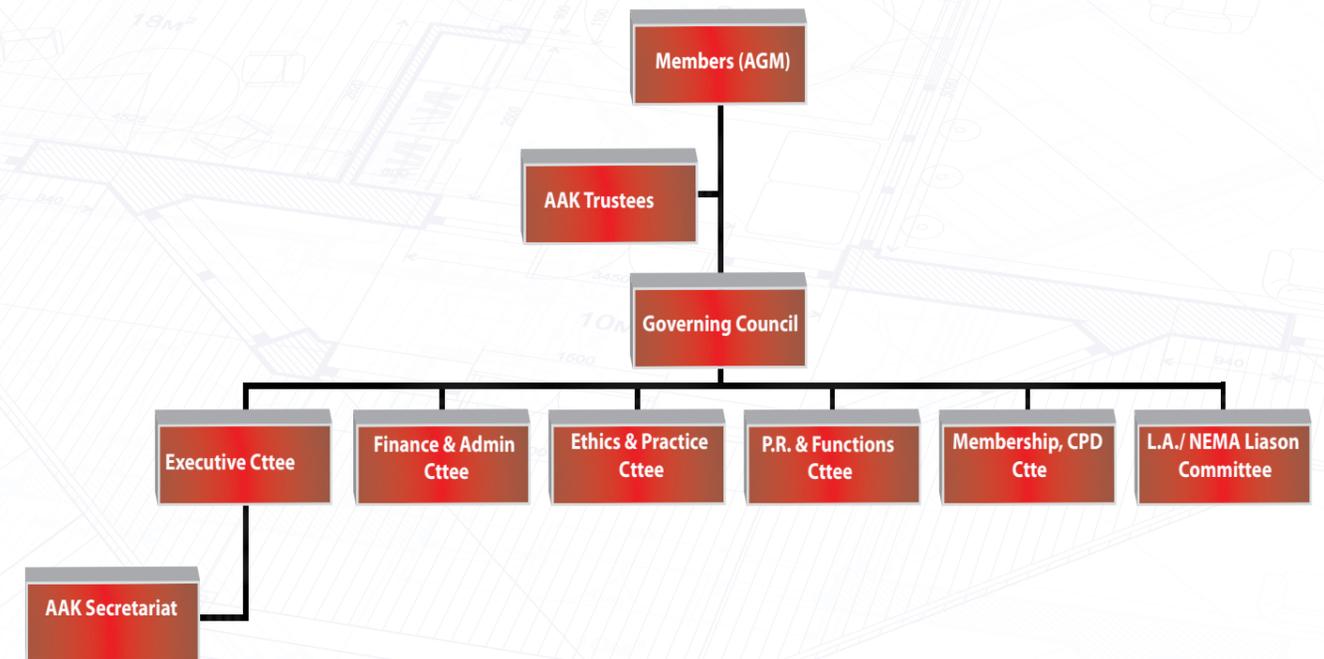
4.2 The Secretariat

The Association runs a Secretariat headed by an Executive Officer assisted by a team of 4 officers (Administration, Finance, Membership and an Office Assistant).

4.3 Financial Resources

There is potential to grow membership from the present 1,049 to 3,000 members from across all chapters and especially from among the growing numbers of students leaving the Universities. The subscription income in 2011 was Ksh. 7,482,214. Sale of documents, AGM/ Chairman Dinner/ Sponsorship, and the National convention brought in slightly over Kshs 20 million in the year.

4.4 Monitoring and Evaluation

Monitoring and evaluation is an integral part of the strategic plan. A monitoring system is put in place to ensure that planned activities are implemented; and setbacks and variations are addressed as they arise. Evaluation is a system of assessing the impact of implemented plans. Strategic Plan review meetings will be instituted as follows:

i.   Strategic Plan implementation reviews will be undertaken every quarter during the routine Executive Committee meetings;
ii. Annual strategic review workshop will be held to evaluate the impact of strategic implementation by Governing Council.
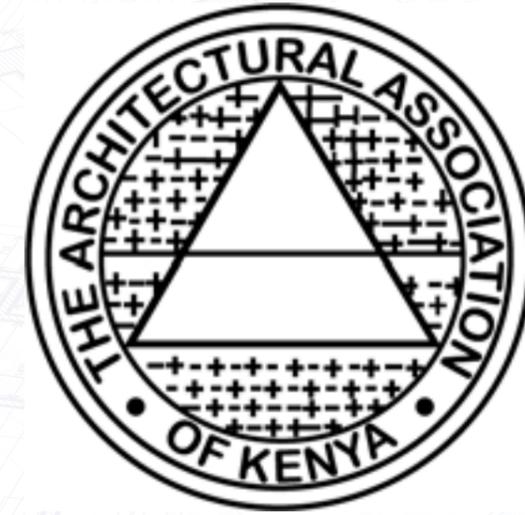
APPENDIX 1:

OBJECTIVES, STRATEGIES, AND ACTION PLANS IN SUPPORT OF AAK STRATEGIC PLAN

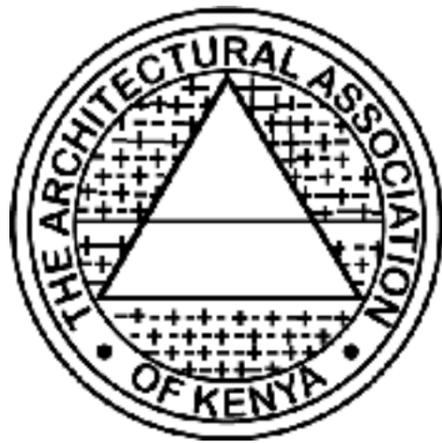| No.	Strategies	Activities		Indicator	Responsibility
				A Recruitment Plan	Governing Council / Secretariat
	Increase membership from 1,049 to 3,000	Develop a membership recruitment plan		No. of recruitment visits and mails sent	-do-
		Organize recruitment visits and send promotional material targeting University students and potential members.		No. of recruitment meetings organized	-do-
		Organize recruitment meetings with institutional leaders (County. PSs, etc).			
OBJECTIVE 2: ACHIEVE FINANCIAL SUSTAINABILITY					
No.	Strategies	Activities		Indicator	Responsibility
	Increase revenue from Kshs. 35m to Kshs 52m	Develop and implement a resource mobilization plan		Resource plan developed	Governing Council
		Identify and contact possible donors to support associations' programmes		A Donors List	-do-
		Increase sales of existing products and services		Increased in sales of existing products and services	-do-
		Develop and market new products and services accreditation		No. of new products and services developed	-do-
OBJECTIVE 3: IMPROVE EXISTING AND DEVELOP NEW PRODUCTS AND SERVICES					
No.	Strategies	Activities		Indicator	Responsibility
	Increase sale of existing products and develop new products	Develop and deliver innovative training programs that satisfy CPD requirements		No. of programs facilitated	Governing Council
		Reclaim and manage the National Accreditation of Education		Acquisition and management of National Accreditation of Education	-do-
		Identify prospective partners for product endorsement		No. of products endorsements	-do-
		Intensify the sale of contract documents and identify innovative channels of distribution		Increase in sales	-do-
		Review current publications design, target, and pricing to attract non professional readership		Increase in sales	
OBJECTIVE 4: IMPROVE THE GOVERNANCE STRUCTURE OF AAK					
No.	Strategies	Activities		Indicator	Responsibility
	Review AAK Constitution and Bylaws to accommodate minority interests	Undertake a participatory meetings to discuss the AAK Constitution and Bylaws		Reviewed Constitution and Bylaws	Governing Council
OBJECTIVE 5: STRENGTHEN THE SECRETARIAT					
No.	Strategies	Activities		Indicator	Responsibility
	Build capacity of Association	Identify training needs of secretariat		Training Needs Report	Governing Council
		Undertake relevant training		No. trained	-do-
		Develop policy and procedure manuals		Policy and procedure manuals developed	-do-
		Hire Marketing officer to sell new/existing products & services		Marketing officer hired	-do-
OBJECTIVE 6: STRENGTHEN NETWORKS AND STAKEHOLDER COMMUNICATIONS					
No.	Strategies	Activities		Indicator	Responsibility
	Develop a media strategy to enhance the Association's visibility both locally and internationally	Identify appropriate media and networks to join		No .of networks	Governing Council
		Update on a regular basis the associations' publications, website and on social media		Status of publications and sites	-do-
OBJECTIVE 7: STRENGTHEN ADVOCACY CAPACITY OF AAK					
No.	Strategies	Activities		Indicator	Responsibility
	Increase advocacy activities	Identify key advocacy and policy issues		No. of key advocacy and policy issues identified	Governing Council
		Undertake staff and member training in policy, research and advocacy;		No. of people trained	-do-

SUSTAINABILITY STRATEGY OF THE ARCHITECTURAL ASSOCIATION OF KENYA 2014-2018

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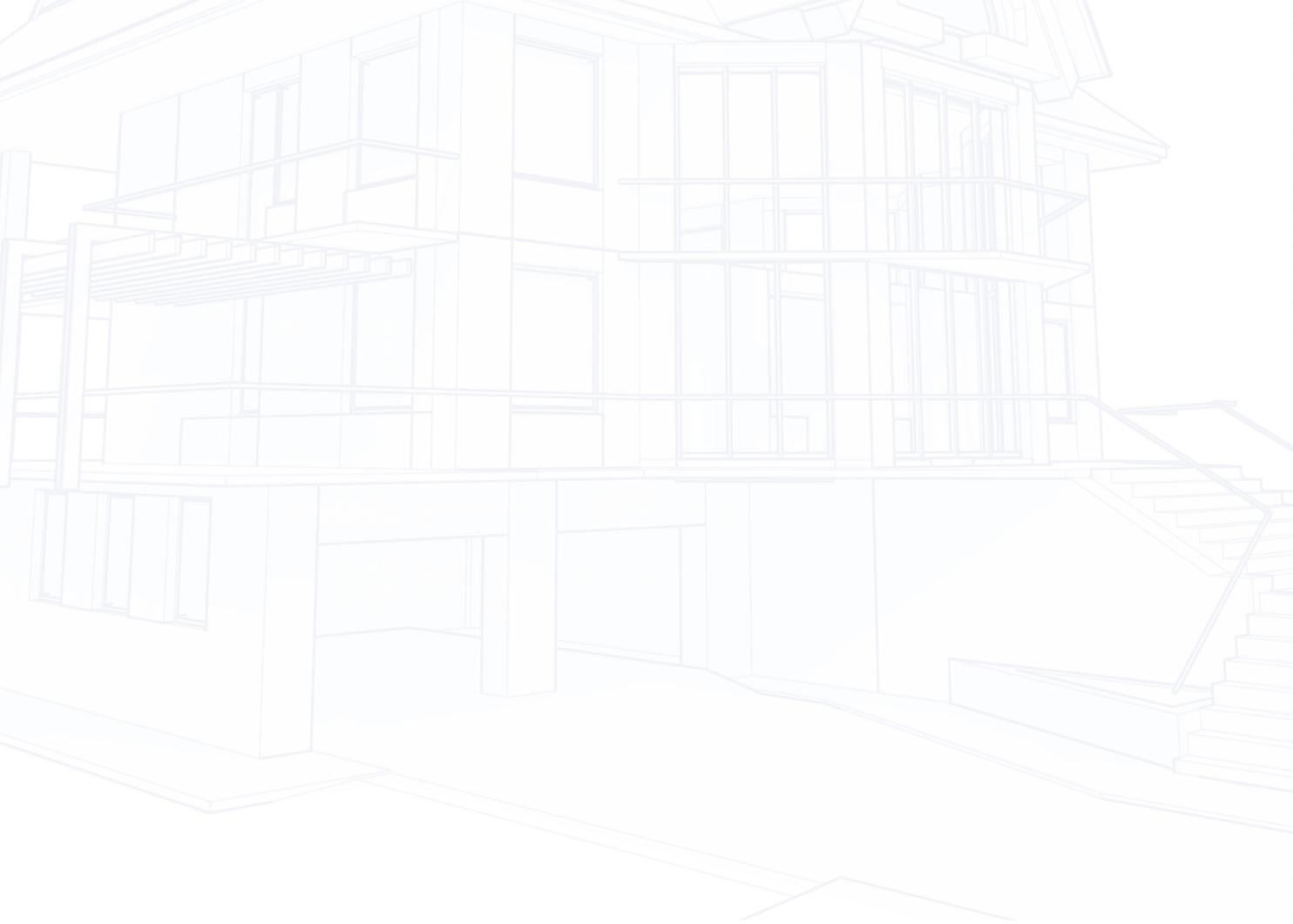
ABBREVIATIONS

AAK:...Architectural Association of Kenya
AGM..Annual General Meeting
BORAQS...Board of Registration of Architects and Quantity Surveyors
CEO...Chief Executive Officer
CPD...Continuous Professional Development
GIA..Ghana Institute of Architects
HP...Hewlett & Packard
IBM..International Business Machines
ICT..Information Communication Technology
IIA ....Indian Institute of Architects
KDN...Kenya Data Networks
LAN ....Local Area Network
ONTB ....On need to basis
RAIA ....Royal Australian Institute of Architects
RIBA ....Institute of British Architects
SAIA...South African Institute of Architects
TNA..Training Needs Assessment

1 . Introduction

This Strategy responds to the Terms of Reference for the consultancy to develop institutional sustainability strategy for the Architectural Association of Kenya (AAK). The mission of the Association is to promote professional excellence and integrity in the built and natural environment. The sustainability strategy will therefore assist AAK to strengthen institutional structures; enhance operational effectiveness; improve customer service; and upscale the public image of the Association. The Terms of Reference for the sustainability strategy of AAK are included in Annex 1.

This document presents the draft sustainability strategy of AAK. It seeks to generate further input from the leadership, management and stakeholders of AAK with a view to firming up the final strategy. It is therefore a work in progress. it is the second deliverable of this consultancy; and builds on the Inception Report; the Draft Report and the Governing Council workshop on July 2014.

The Context of the Sustainability Strategy of AAK

Established in 1967, the AAK is Kenya's apex association for the professionals in the built and natural environments. AAK, a leading professional body, represents the interests of the following professionals: Architects, Town Planners, quantity Surveyors, Engineers, Landscape Architects, Environmental Design consultants, and Construction Project Managers. As an umbrella Association, AAK brings together professionals in the central government, county governments, private sector and academia. The Association also acts as a link between professionals and stakeholders in the wider construction industry; including policy makers, manufacturers, real estate developers, and financial institutions, among others.

2.1   Objectives of AAk

The Objectives of AAK Have Been Articulated As To:

(i) co-ordinate the activities of professionals concerned with built and natural environment in Kenya and promote professionals integrity and to direct members of Association in all matters of professional practice;

(ii) advance the science and art of planning and building by developing the standards of professional education, training and practice, and facilitate matters of mutual interest of the member professions;

(iii) create public awareness by marketing the services of member professions and provide professional opinions on the matters pertaining to violation of the statutes provided for good maintenance of the built and natural environment;

(iv) establish and accredit Continuing Professional Development programmes for the members of the Association and encourage collaboration of professionals and societies engaged in the built and natural environment;

(v) offer community services by participation in the enhancement of built and natural environment, maintain building information services, and monitor quality assurance on materials;

(vi) liaise with the Government and regulatory agencies on the matters affecting Registration and licensing of the professionals engaged in the built and natural environment;

(vii) foster National, Regional and International co-operation in matters dealing with the professions related to built and natural environment;

(viii) maintain and protect heritage of the built and natural environment;

(ix) facilitate research and dissemination of information for advancement of professional education, training, and practice;

(x) publish documents and publications for the benefit of the members of the Association and the general public in matters of the built and natural environment.

(xii) create revenue generating activities for the Association.

2.2   Membership of AAK

AAK draws its membership from professionals in the private practice, central and county governments, and the academia. The following table presents the membership of the Association as at December 2013.

Table 2.1: AAK Membership as at December, 2013

AAK REGISTRARS REPORT PAID UP 2012-2013							
CHAPTER	FELLOWS	CORPO-RATES	LICEN-TIATES	GRADU-ATES	TECH-NI-CIANS	STUDENTS	FIRMS TOTAL	Grand total
	2013	2013	2013	2013	2013	2013	2013	
ARCHITECTS	17	434	73	135	14	118	71	**862**
QUANTITY SUR-VEYORS	9	127	1	17	3	89	37	**284**
TOWN PLAN-NERS	4	53		25		128	1	**211**
ENGINEERS	5	26		1	2	6	5	**45**
LANDSCAPE ARCHITECTS	1	11		12		20		**44**
ENVIRONMENT		12				N/A		**12**
CONSTRUCTION PROJECT MAN-AGEMENT		23		8		6		**37**
Total	**36**	**686**	**74**	**198**	**19**	**367**	**114**	**1494**

Between 2013 and 2012, the corporate membership of the architects reduced by 18, equivalent to 4 per cent. During the same period, the Quantity Surveyors declined by 73, equivalent to 37 per cent. This continuous loss of membership undermines the sustainability of AAK; and should now be reversed.

3. The Approach and Methodology in Developing the Sustainability Strategy of AAK

This report is informed by an intensive process involving:

(i) The inception consultations with the leadership of AAK; and the comments dated February 5, 2014, by the Chairman of AAK on the Inception Report;
(ii) external review of relevant documents particularly: Constitution and By-Laws of AAK (2003 amendments); annual accounts of AAK and the Chapters; AAK Customer Survey 2013; AAK Strategic Plan, 2013-2018; AAK Business Plan, 2013-2015; AAK Journals and Magazines;
(iii) interview with members of the Secretariat and review of relevant administrative and operational documents;
(iv) interviews with the majority of the Chairperson of the Chapters;
(v) interviews with BORAQs and other stakeholders.

This participatory process will continue and will involve engagement with the Governing Council of AAK on the basis of this Draft Report and, hopefully, with stakeholder in a validation workshop. We are of the view that the stakeholder workshop, involving a cross-section of membership and other identified stakeholders, would enhance the ownership of the final sustainability strategy. This approach will also strengthen the growth and sustainability of AAK.

4. Transforming the Architectural Association of Kenya

The vision of AAK is to be the leading professional organization in the built and natural environment in the region. The Strategic Plan of AAK, 2013-2018, seeks to realize this vision by focusing on six objectives as follows:

(i) Grow membership of AAK;
(ii) Improve financial sustainability;
(iii) Improve existing products and develop new products and services;
(iv) Improve governance structure of AAK;
(v) Strengthen networks and stakeholder communication;
(vi) Strengthen advocacy capacity of AAK.

These objectives are operationalized through the Business Plan, 2013-2015. We shall therefore assess the current institutional status of AAK along the above objectives. In addition, we shall address the capacity of the Secretariat; and present an analysis of the financial sustainability of AAK. In effect, therefore, this analysis is structured under eight parameters, viz: membership status; capacity of the Secretariat; products and services offered to members; service delivery structures, processes and systems; leadership and governance; advocacy and communication; strategic networks and alliances; and financial sustainability. These parameters are now discussed:

4.1 Membership of AAK

The membership of AAK as at December 31, 2013, is 1494 as presented in Table 2.1. This is an increase of 19 per cent over the previous year. However, 2012 figures do not include students. If we remove students from 2013 figures, the membership will reduce to 1127. This is a decline of 10 per cent. The declining trend is reflected in the financial reports for 2012 and 2013.

There are eight (8) categories of members: Fellows; Corporate; Graduate; Technicians; Licentiate; Firm; student; and Institutional. This is a complex membership structure to manage. There is need to rationalize the membership categories. It should be noted that current categories are influenced by the historical attachment to the Royal Institute of British Architects (RIBA). We now make the following comments:

(i) There is no need to provide for "visiting members" at this stage of the country's development. There is need to safeguard to "professional space" of the local professionals. Foreigners should satisfy local membership criteria. The Association should develop this criteria, in collaboration with BORAQ;
(ii) Licentiate, Graduate and Technician members could be classified in the category of "Associate members";
(iii) Student members are important in that they provide the "seed bed" of the profession.

4.1.1 International Benchmarking

In comparison with the Kenyan situation, the following membership categories are provided for in different countries:
(i) Royal Institute of British Architects (RIBA) has the following five (5) membership categories:

i.   Student membership;
ii. Associate membership;
iii. Chartered membership
iv. Retired Chartered membership;
v.   Affiliate membership;

The pinnacle of RIBA membership is the "Chartered membership". With the exception of the Retired membership, the other categories are awarded on the basis of qualifications at a particular stage in the professional ladder. In essence, therefore, there could be only two categories of RIBA membership: Chartered membership and Associate/Affiliate membership.

(ii) The Royal Australian Institute of Architects (RAIA). The Royal Australian Institute of Architects has the following six (6) membership categories:

i.   Life Fellow;
ii. Honorary Fellow;
iii. Ordinary member;
iv. Affiliate member;
v.   Graduate member;
vi. Practice member (firm or partnership).

Life Fellows, Ordinary members and Affiliate (not level 2) are classified under "Corporate member". An additional category is A+ membership. This confers additional benefits, e.g. individual access to online standards; access to environmental design guide; and access to Human Management Tools.

(iii) The South African Institute of Architects (SAIA). The Institute in South Africa has five (5) categories of members, as follows:

i.   National full member;
ii. Retired member;
iii. Student member
iv. Corporate member (firm and partnerships)
v.   Life and honorary members (Honorary Fellow).

(iv) Ghana Institute of Architects (GIA). The Ghanaian Institute has two broad categories of members defined as:

i.   Corporate members. These are Fellows, Associates and Firms;
ii. Non-corporate. These are Honorary Associates, Probationary members and Retired members.

bers.

(v) Indian Institute of Architects (IIA). The Indian Institute has four (4) categories of members, as follows:

i.   Fellows;
ii. Associates;
iii. Licentiate
iv. Students

4.1.2   Recommendations on Membership Categories

International benchmarking on the membership categories supports our view that there is need to rationalize the membership categories of AAK to simplify membership administration and improve services. The complex membership structure in UK and Australia could be historical, reflecting the evolution of the profession over time. The recent professions in Ghana, South Africa and India have favoured a more simplified membership structure.

In the event, we recommend that membership structure of AAK be simplified into five (5) categories as follows:

(i) Fellow members. These are senior members of the profession who are honored by the Institute as is currently the practice. Current practice is that the Governing Council can nominate a Fellow; while the College of Fellows can invite an ordinary member to be a Fellow. This could cause confusion and conflict. An appropriate practice should be that the Governing Council nominates a potential Fellow member, while the College of Fellows invites the member, on merit, to join the College of Fellows;

(ii) Member of AAK. These are fully qualified members of AAK who are currently referred to as corporate members. The term "corporate" denotes an organization and is inappropriate for defining a membership category;

(iii) Firm members (or corporate members). These category would accommodate the current firm and institutional categories;
(iv) Associate members. This category would accommodate the existing Licentiates, Graduates and Technicians categories;
(v) Students. This category should remain unchanged.

This rationalization will reduce membership categories from eight (8) to five (5), thus simplifying membership administration and improving the quality of membership services.

4.2 Chapters of the Association

The Chapters are central to the continuous professional development of members. With the exception of the Architects Chapter which held a CPD breakfast in 2013, there is no indication that other Chapters implemented CPD programmes. Chapters need to be supported, financially, to develop and implement CPD and other programmes.

The current practice is that Chapters access funds from the Association to implement projects. The perception by Chapters is that this process is onerous and constraints services innovation at Chapter level. We are of the view that while revenue accruing to Chapters should be commensurate with membership strength in terms of numbers, there is also a case to consider the value added of Chapters to the Association and the built environment, generally. This could have a value greater than would be implied by the membership of the particular Chapter.

We recommend, therefore, that the Governing Council develops a criteria and mechanism within which Chapters could be facilitated to undertake professional specific programmes. This is in the interest of the wider built and natural environment. In this respect, we have provided in **table 5.7,** indicative grants to Chapters.

4.3 Representation in statutory Registration Board

AAK is represented in the board of Registraation of Architecture and Quantity Surveyor and the Physical Planners Registration Board and is therefore able to influence the regulatory framework of the profession and that of the built and natural environment. AAK is also represented in the spatial planning meetings at the national and county levels. There is, however, a case for a structured advocacy strategy by the AAK. This will require appropriate technical capacity.

4.4 Products and Services

The Association is the link between members and the wider society. In this respect, the members enjoy benefits associated with the advancement of the art and science of architecture; continuous training and education through continuous professional development; exposure to global best practice through the affiliation of AAK to international architectural association; and increased public awareness of the need for architectural services.

These benefits are underlined by the objectives of AAK which include to:
(i) co-ordinate professional activities in the built and natural environment;
(ii) advance the science art of planning and building;
(iii) establish and accredit programmes of continuous professional development;
(iv) advocate with government and regulatory agencies on standards and policies in the built environment;
(v) facilitate research and publication on matters of interest to members and society on built and natural environment;

These objectives are in line with global practice by architectural associations. The challenge for AAK is to demonstrate that there are strategies and resources for implementing these objectives. Current membership services are at two levels: the Association level and the Chapters level.

4.2.1 The AAK Annual Convention

The flagship product of the Association is the Annual Convention. Topical subjects are addressed at the Annual Conventions. In 2013 Convention, for example, the following subjects were addressed:

(i) Land Resource Management Systems;
(ii) Project Delivery Transformations;
(iii) Knowledge Management;
(iv) Sustainability in Digital Age;
(v) Technology applied.

The Convention is heavily sponsored by the built environment industry. In 2013, the Annual Convention contributed Sh. 18.1million, equivalent to 52 per cent, to the income of the Association. With the exception of Annual Dinner, it would appear that no other major activity was undertaken by AAK during that year.

4.2.2 The National Context of the Built and Natural Environment

In addressing the impact of AAK on the built and natural environment, it is necessary to place the activities of the Association in the national context. Vision 2030 envisages that Kenya will be a middle income country by 2030. This state should be anchored on high quality of life. The aim is to provide the population with adequate and decent housing in a sustainable environment.

Key challenges that must be overcome include:

(i) increasing population estimated at 60 million by 2030. This places extreme pressure on housing development;
(ii) increasing urbanization. Sixty per cent of Kenya's population will live in urban areas by 2030. Rapid urbanization has adverse implications on the built environment due to pollution and degradation of the physical environment. Poor or non-existent spatial planning further erodes the quality of the environment, thus negating a major goal of vision 2030;
(iii) inadequate stock of housing, particularly in the urban areas, due to limitations in land sizes, costly building materials and high cost of mortgage finance.

The Association should be at the forefront in advocating solutions to the challenges of poor spatial planning, high cost of building materials, environmental degradation in the natural and built environment and limited attention to the impact of climate change in the built environment.

4.2.3 Global Benchmarking on Membership Services and Advocacy

Global best practice by architectural Associations indicates a pattern of products and services offered to members and society as follows:

(i) Membership services, especially promoting the profession; providing standards and guides of professional conduct and practice; disseminating best practice in professional development through research and publications; and continuous professional development through seminars, workshops and conferences;
(ii) Advocacy on the natural environment. This entails advocacy on spatial planning, both at national and regional levels; promoting green built environment in partnership with related industries (e.g. Green Council in Australia); and promoting innovative building technologies;
(iii) Promoting the profession through public awareness activities. This is an important membership service as it seeks to expand the opportunities for employment and practice in the built and natural environment. This involves public exhibitions, conferences and seminars; research and publications; public awareness creation on the challenge of climate change; and presentation of architectural awards to celebrate professional excellence.
The AAK could borrow from these global practices. To upscale services to this level, AAK will have to mobilize the requisite technical and financial resources.

In the survey completed in 2013, the members of AAK identified products and services that could add value to their membership. In particular, they saw the need to deepen and expand service provision by AAK as follows:

i. Enhance advocacy on matters of interest to members;
ii. Lead in advocacy for legislation for landscape architects;
iii. Structure regular CPD programmes (quarterly, monthly);
iv. Regular update on business and professional opportunities;
v. Research and development;
vi. Online CPD programmes;
vii. Online access for standards and guides;
viii. Networking opportunities;

ix.   Stronger contribution to public dialogue;
x.   Job placement service.

4.2.4   Recommendations on the Products and Services Offered by AAk

Given the mission and vision of the Association; the national context, particularly vision 2030 and the 2nd Medium Term Plan; the outcome of membership service survey; and the global best practice by related architectural associations, it is recommended that AAK cluster their products and services provision under four categories, viz: service to members; policy and regulatory advocacy in the built and natural environment; and support to the development of the art and science of architecture. Details are as follows:

(i) Service to members

This would include the following:

i.   Continuous professional development programmes at both Chapter and Association level. While the Chapters should focus on the development of the specific Chapter profession, e.g. architecture, the Association would focus on cross-cutting knowledge development and dissemination in the built and natural environment. Examples would be, greening the built environment; innovations in building technologies; and integrated spatial planning and the environment;
ii.   Seminars, conferences and conventions;
iii. Standards development and dissemination;
iv.   Professional practice tool kits;
v.   Networking with related global architectural associations.

(ii) Policy and regulatory advocacy

This would entail:

i.   Evidence-based-advocacy on the green environment and climate change;
ii.   Advocacy on spatial planning and integrated physical development;
iii. Advocacy on appropriate building materials and standards;
iv.   Public, private dialogue on policy on built and natural environment

(iii) Promoting the profession in the built and natural environment

This would entail:

i.   Public awareness forums/seminars on the role of the profession in natural resources development;
ii.   Facilitating research and development on topical issues in the built and natural environment; and disseminating same through publications, seminars and forums;
iii. Promoting the profession in the regional and global markets through engagement in regional integration process, particularly supporting regional Mutual Recognition Agreements; remaining in the regional integration processes; and keeping engaged in services liberalization agenda of the Multilateral Trade System.

(iv) Support to the development of the art and science of architecture

This will entail the following:

i.   Sponsoring Excellence Awards in professional achievements;
ii.   Strategically networking with related international architectural associations to promote the profession;
iii. Facilitating research and innovations in the built and natural environment

(v) Capacity building for professional excellence

The recommendations made in (i) to (iv) above require that the Association develops the necessary technical and financial capacity to upscale products development and service delivery. In particular, the following dedicated and specialized technical capacity is now necessary:

• Highly developed membership services capability;
• Policy and regulatory Advocacy and communication capability;
• High level leadership at Chief Executive Level to spearhead the transformation of AAK in line with the mission and vision of the Association.

The capability and competence needs are discussed in detail in the Human Resource Chapter of this Report.

4.5 Leadership and Governance

The leadership of the Association is entrusted to the elected Governing Council. The management of the Association is, in turn delegated to the office Bearers. These are: Chairman, Vice-Chairman, Hon. Secretary, Hon. Assistant Secretary, Hon, Treasurer and Hon. Registrar.

The officers of the Association constitute the **Executive Committee.** This Committee has oversight over the Secretariat; and ensures that the policy decisions of the Annual General Meetings, and those of the Governing Council, are implemented.

The Governance structures of the Association constitute the Annual General Meeting, Governing Council and Committees of Council. The AGM and Governing Council are provided under the Constitution of the Association. The Committees are appointed by the Chairman after the biannual elections. Current committees are: Executive Committee; Ethics, Practice and Education Committee; Administration Committee; Finance Committee; Public Relations and Functions Committee, Membership and Continuous Professional Education Committee; and Advocacy Committee.

The Secretariat is challenged by co-ordinating the workload of seven (7) committees. Committees also tend to duplicate responsibility. For example, the Ethics, Practice and Education and Membership and Continuous professional education Committees. There is need to rationalize and simplify the committees structure. It is conceivable that each Chairman could have a different concept on what should be optimal committee structure. Committees should drive the mandate and mission of the Association. Not only do they have impact on the leadership and management of the Association, they also have cost implications on the management of the Association. In the event, there is need to bring certainty on the appropriate committees of the Association; and these committees should be approved by the Governing Council.

Chapters have their own governance structures which mirror those of the Association. Each Chapter is represented in the Governing Council. Branches are provided, as necessary, but within the governance structure of the Chapter concerned. This structure of Branches, Chapters and the Governing Council at the Association is a global practice and ensures democratic representation within the Association.

Two observations can be made, as follows:

(i) The Governing Council is a large representation organ comprising 27 members. While

this size is optimal to ensure adequate Chapters representation in the governance of the Association, the challenge is encountered when this Council meets frequently, as is currently the case. The Council meets monthly. This frequency undermines the effectiveness of the Governance Council. We understand that, in most cases, only 50 per cent of members are present at each meeting. There is need to reduce the frequency of meeting of this Council to quarterly;

(ii) there is always the danger that where the Executive Committee exists, it tends to minimize the role of the other committees. This could undermine the role of the committees; and hence the leadership and management of the Association. The office bearers can discharge their role without necessarily constituting the Executive Committee. It should be noted that the mandate of office bearers reflected an era when the Association was essentially managed by the elected officials. This role needs to change to ensure effective management of the Association by the Secretariat; and an effective and strong mandate of the Council Committees. There is need, therefore, to reconsider the structures and roles of the Executive Committee.

4.5.1   Benchmarking With Global Practice

Global practices differ. RIBA, for example, has seven (7) main committees, viz: Finance and operations; Membership; International Education; Nations and Regions; Practice and Profession; RIBA Enterprise Board; and British Architectural Trust Board. The Australia Institute has four (4) National Committees, viz: Education; Practice; Continuing Professional Development; and sustainability.

The South African Institute has the following Committees: Practice; Benefits; promotion; Education; Communication; Heritage and Habitat Committees.

4.5.2   Recommendations on the Leadership and Governance of AAK

The following recommendations are made to strengthen the leadership and governance of the Association.

(i) the Governing Council is representative of the Chapter and should remain as currently constituted. To ease the workload of Committee members, who are also in the Governing Council, should meet quarterly;

(ii) the committees of the Governing Council should be rationalized to reflect the mandate and mission of the Association. The following Committees are recommended:

1. Membership Services Committee to deal with all aspects of membership services, including registration, education, continuous professional education, ethics and practice, membership functions and promotion of excellence in the architectural profession;
2. Advocacy and Communication Committee to deal with policy and regulatory framework for the built and natural environment; public' private dialogue; public awareness communication and external and public relations; and facilitating research into all aspects of built and natural environment and disseminating results thereof;
3. Finance and Administration Committee to deal with all aspects of the Association finances (accounts, budgets, controls and administration – human resource, assets management, the management of the Secretariat).

These committees will report to the Governing Council and should meet bi-monthly. These Committees could be entrenched in the Constitution to ensure that the mandate and mission of the Association is always in focus by the appropriate committee of the Governing Council. This rationalized and by-lawsstructure reduces administrative overheads, provides autonomy to committees in discharging their functions and reduces administrative burden on the Secretariat. It should be noted that committees could form sub-committees to delve in matters within their mandate.

4.5.3   Other Structures of the Association.

In addition to the Committees of the Governing Council, there are two constitutional organs which are not committees of Council. These are the Trustees and the College of Fellows. The Trustees invest and manage the assets of the Association. The College of Fellows could define their role and value addition to AAK by developing and implementing innovative programs, preferably of CSR nature.

4.5.4The Governance Structure of AAK.

Given the above recommendations, therefore, the governance structure of AAK is presented in Fig 4.1.

Figure 4.1: The Governance Structure of AAK
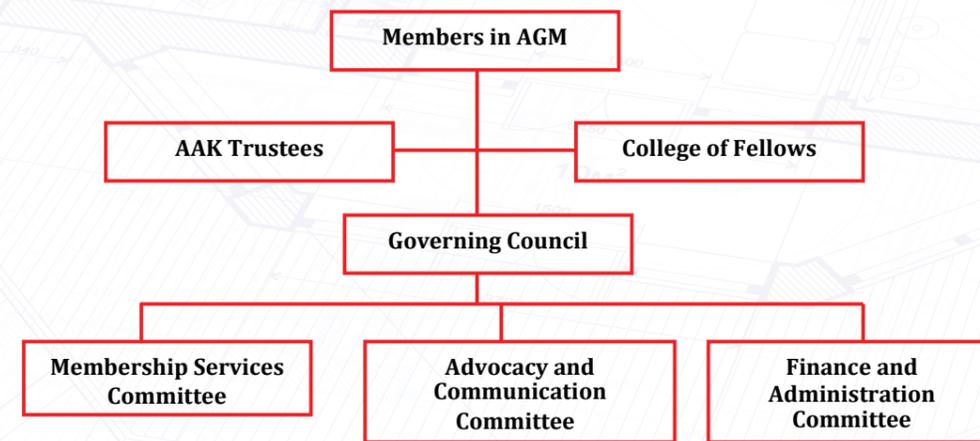
4.6   Capacity Development of the Secretariat

We have assessed the staff establishment at the Secretarial and have identified what should be the appropriate organizational structures and staff competence needs to transform AAK into a centre of excellence in built and natural environment. We have proposed hereunder fundamental changes in the capacity and competence of the human resource, going forward.

4.6.1 Staff Establishment

The secretariat is presently manned by a six member team as follows: Executive Officer, a Finance Officer, a Membership Officer, an Administrative Officer, an Office Assistant, and Project Assistant. The Association needs an appropriate number of suitably qualified people to fulfill its mission and meet service delivery needs. Recruiting, evaluating and appointing personnel are best accomplished through a coordinated, efficient and uniform process. It is also essential to document an applicant's skills, knowledge, education and previous work experience. Appropriate and adequate staff is critical to service delivery.

The mission of AAK to promote professionalism and integrity in the built and natural environment. The success of the promotion of the mission lies with AAK's ability to influence public policy; an arena with many players, interests and views. The capacity to respond and to influence these players marks the hallmark of a successful AAK promotion. Two broad skills classification were identified as being critical for the sustainability of AAK in the long run.

First, for the secretariat to play its role, it will need to be strengthened by bringing in an adaptive leadership imbued with advocacy, communications skills, and confidence to define and implement strategy. While it is the mandate of AAK elected officials to create and sustain its vision, the role of prioritizing, making decisions, monitoring, assessing, and responding to internal and external changes (such as networking /collaborating) need to be shared with secretariat leadership for organizational effectiveness.

Second, in order to ensure that AAK acquires adequate resources and utilizes them effectively the entire organizational and programmatic functions (such as finance, budgeting, fundraising,

4.6.2 Competence and Appropriate Organizational Structure

A skill assessment of the establishment identified a big shortfall of skills necessary to implement a sustainability strategy. In order for the Secretariat to move from its present level of operation to an institution capable of rendering quality service and provide leadership to its stakeholders, a totally new set of skills will be needed. In particular, skills in research and knowledge; advocacy and communication; and resource mobilization, should be seen as core in the management of the Secretariat. Detailed skills sets for the Secretariat are presented in the annexes. These are reflected in the four senior management positions recommended, viz: Membership Services, Advocacy and Communications; and Manager, Accounts and Administration. A six team member team is recommended with the requisite skills, knowledge and experience. The new skill set will comprise of both leadership and technical. The new leadership will be expected, through coaching and mentorship, to build capacity of staff in such areas as organizational planning, priority setting, and creating and supporting networks, among others. The new skills be aligned to the appropriate organizational structures of AAK which are presented in **Fig 1.1.**

Figure 1.1: Proposed AAK Secretariat Organizational Structure
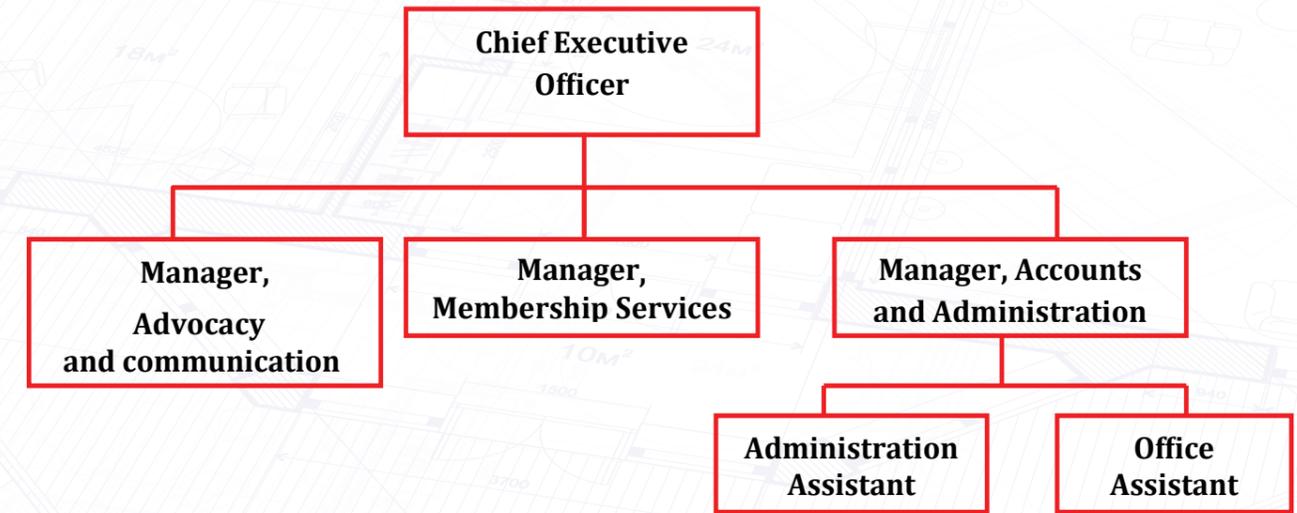
4.6.3 Staff Job Descriptions

Individual staff members have their responsibilities defined in a current job description. The job description is the basis for assignment, orientation to their work, and evaluation of how well they fulfill their job responsibilities. Job descriptions are usually developed by conducting job analysis, which includes examining the tasks and sequences of tasks necessary to perform the job. The analysis considers the areas of knowledge and skills needed for the job. A job usually includes several roles. Due to the changes recommended above, which touch on most of the main activities at the Secretariat, all the jobs have been examined and new job descriptions recommended. They are attached as **annex 2.1.**

4.6.4 Training Needs Assessment (TNA)

The purpose of a training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by the Association's workforce to achieve service delivery requirements. A needs assessment is the process of identifying the "gap" between performance required and current performance. When a difference exists, it explores the causes and reasons for the gap and methods for closing or eliminating the gap. A complete needs assessment also considers the consequences for ignoring the gaps. The TNA assessment conducted at two levels.

Firstly, an assessment was conducted at organizational level to determine the resources needed to fulfill organizational mission, improve productivity, and provide quality products and services. This assessment addressed the skills, knowledge, and abilities the Association needed to operate at the envisaged level. It determined what was required to alleviate the problems and weaknesses as well as to enhance strengths and competencies, especially for critical mission functions. The needs are presented in the job descriptions and attached as appendix.

Secondly, the assessment was undertaken at individual employee level to determine the individual's capacity to do new or different work. Individual assessment provides information on which employees need training and what kind. These have been presented in annex 2.2.

4.6.5 Staff Appraisal and Compensation

Performance appraisals are formal reviews of employee performance over a set period, generally one year. Results of a performance appraisal can be tied into employee compensation policies to boost operational efficiency, ensuring that the highest salary costs are paid to the most productive employees. A comprehensive performance appraisal tool and compensation scheme for AAK has been developed and appears in annex 2.3.

4.6.6 Employee Relations

Employee Relations involves the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, employee relations is concerned with preventing and resolving problems involving individuals which arise out of or affect work situations. Appropriate information is provided to promote a better understanding of management's goals and policies. Information is also provided to employees to assist them in correcting poor performance, on or off duty misconduct, and/or to address personal issues that affect them in the workplace. Advice is provided to supervisors on how to correct poor performance and employee misconduct.

In order to ascertain the present employee working relations at AAK secretariat, a survey was conducted. A survey questionnaire (table 1) was administered to all the employees and the findings are appended below.

Table 1: Employee Relations Questionnaire

No		Very poor	Poor	Fair	Good	Very good
		1	2	3	4	5
1.	Rate your relationship with your supervisors					
2.	Rate your relationship with your juniors					
3.	Rate your relationship with your colleagues					
4.	Rate your feelings about work-ing at AAK					
5.	Suggest changes you would like to see at AAK					

4.6.7 Findings

i.   All respondents rated employee relationships as Very good, in a scale of 1(Very poor) to 5(Very good).
ii.   Question 5 elicited the following responses:

• Improve salary/ allowances
• Upgrade equipment/ software
• Arrange for more staff training
• Improve marketing of AAK.

4.6.8 Conclusions and Recommendations

i.   The employees relate well among themselves and with their supervisor. The same should be maintained and nurtured in order to endure in the long run;
ii.   The employees expressed their satisfaction with AAK leadership and the working climate in general. They were, however, concerned with quality of the working tools and hoped that the same will be addressed;
iii.   To support staff in adjusting to the new organization appropriate training, as recommended, should be provided;
iv.   The Governing Council should now implement the developed Human Resource Policy Manual.

4.6.9 Human Resource Management Policy

A Human Resources Policy Manual for the Association has been developed and is included in the annex 2.4.

Recommendations on strengthening the capacity of the Secretariat
The following recommendations are now made:

i.   Restructure the capacity and competence of the Secretariat to transform AAK. In particular, recruit a highly qualified and competent Chief Executive officer; recruit an Advocacy and Communication Manager; the Membership Services Manager; and a qualified accountant;
ii.   Implement the human resource management and development strategies proposed in this report;
iii.   Re-engineer the processes systems and procedures recommended in section 4.5;
iv.   Provide adequate financial resources and facilities to implement the new structure and business model.

4.7 AAK Business Process Solutions

In the Inception Report we presented our assessment of service delivery processes and systems focused primarily on business process models and their applications to operational routines in the organization. We also assessed the information systems and technology applications at AAK.
In this section we shall present proposed solutions and value addition with respect to gaps and deficiencies identified in the Inception Report

4.7.1 Business Processes

(i) Functions of AAK

The core functions of AAK are:
1) Advocacy in built and natural environment which contributes to policy dialog and collaboration with legal bodies
2) Protection of built and natural environment;
3) Membership services

4) Foster regional and international integration
5) Forum for professional integration
6) Economic development of members
7) Investment of surpluses by Trustees

The products and services include:

iii. Continuous Professional Development (CPD) and Training;
iv. Accreditation of educational institutions and training programmes;
v. Product endorsements
vi. Contract documents and certifications
vii. Publications (AAK Newsletter and The Architect)

4.7.2 Business Process Models

We have modeled business processes of AAK. Figure 1 shows a context diagram which summarizes the key services consumed by AAK stakeholders both internal and external. The services are fulfilled by the AAK management system which is currently largely manual. Internal stakeholders include employees, Governing Council, AAK Chapters, the Executive and other Committees, and Trustees. The external stakeholders include AAK members, BORAQS (Board of Registration of Architects and Quantity Surveyors), GoK departments, Universities and training institutions, and regional/international professional associations with similar mandates.
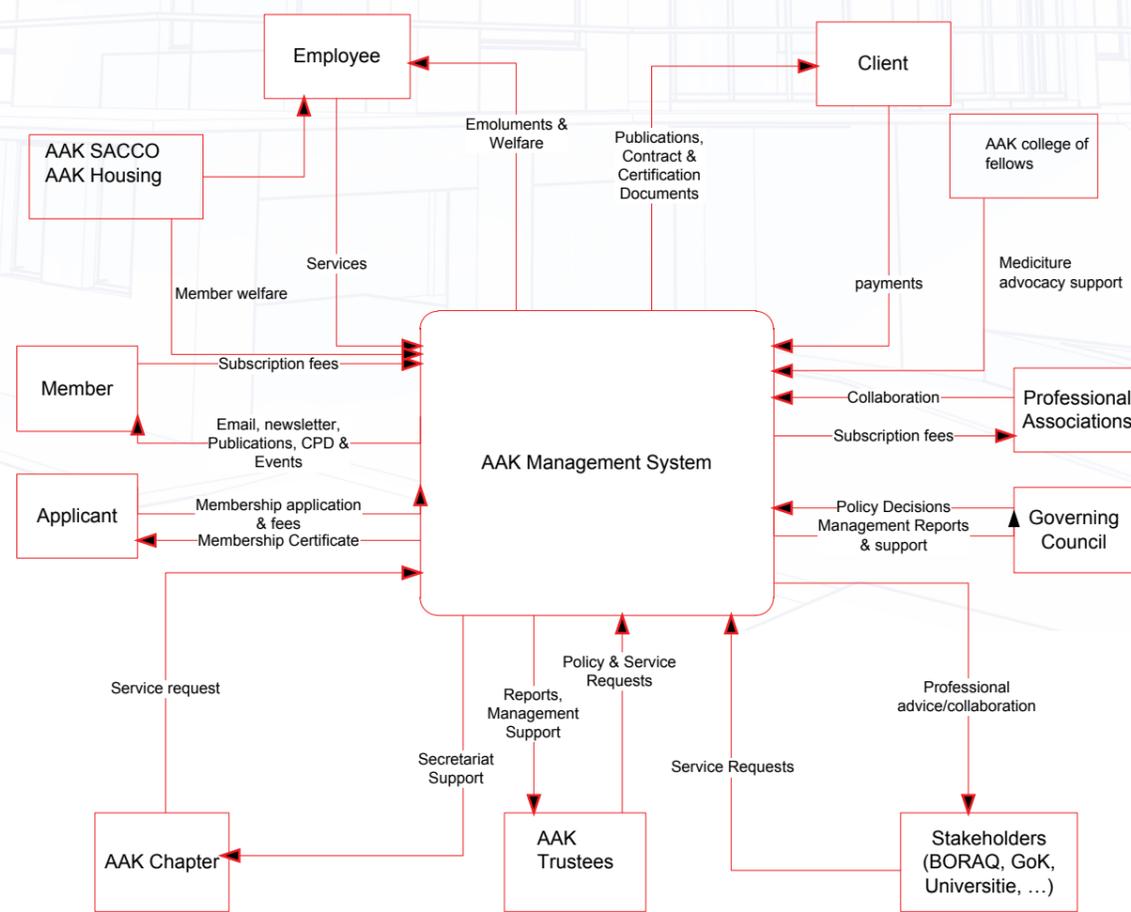
Figure 1: Context Diagram (Summary of Key Services)

Figure 2 shows a use case diagram of AAK core functions and processes. A use case essentially captures the core functions or procedures carried out or consumed by a business entity. The functions/processes may be categorized into:

i.   Member use cases
ii. Secretariat use cases
iii. AAK Chapters use cases
iv. Executive committee use cases
v.   Trustees use cases
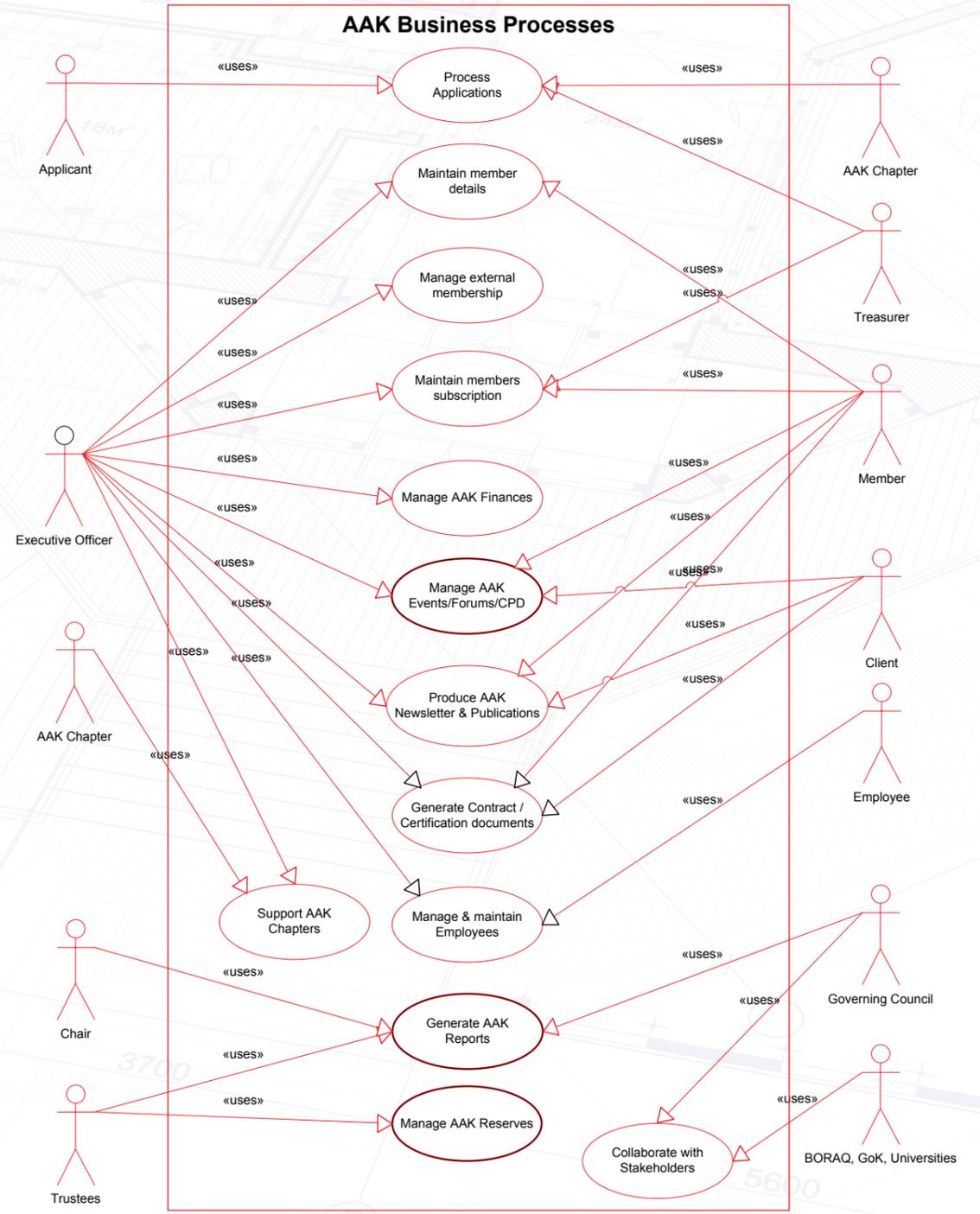
Figure 2: Use Case Diagram of AAK core functions and processes

Our study led us to extract the following use case categorizations:

Member Use cases

i. Membership application;
ii. Access/attend AAK CPD and advocacy events ;
iii. Access publications;
iv. Access contract and other documents;
v. Access emails / other information;
vi. Pay subscriptions;
vii. Send membership update information;

Secretariat & Executive Committee Use Cases

i. Receive and process membership applications;
ii. Receive member subscriptions;
iii. Receive revenues;
iv. Maintain membership details;
v. Maintain external memberships (to regional & external associations);
vi. Organize and manage events and advocacy;
vii. Manage AAK finances;
viii. Produce AAK publications;
ix. Generate contract, certification and other documents for members and clients;
x. Conduct/facilitate CPD & training;
xi. Manage and maintain employees;
xii. Support AAK governance (Governing Council, AAK chapters, executive committee and all other committees, Trustees);

AAK Chapters Use Cases

i. Membership application processing;
ii. Manage chapter finances;
iii. Manage chapter events;

Governing Council Use Cases

i. Support secretariat and provide leadership in execution of AAK mandates;
ii. Approve budgets;
iii. Receive management reports from secretariat, executive committee, chapters and all committees;

Trustees Use Cases

i. Manage AAK property
ii. Invest AAK revenues;

Figure 3 (a, b & c) shows key activity diagrams to fulfill the core member ... of AAK's management system. We have used software engineering tools to model the core activities.

Membership Application
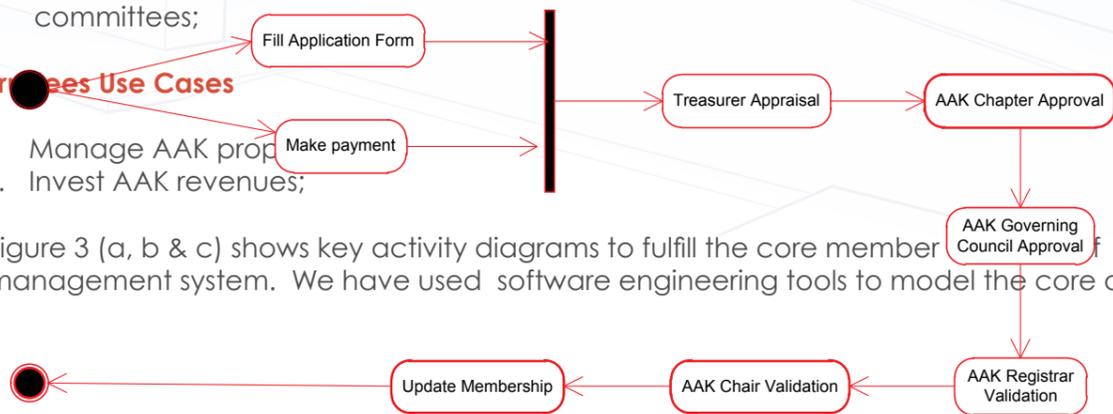
Fig 3a: Membership application

Membership Subscription
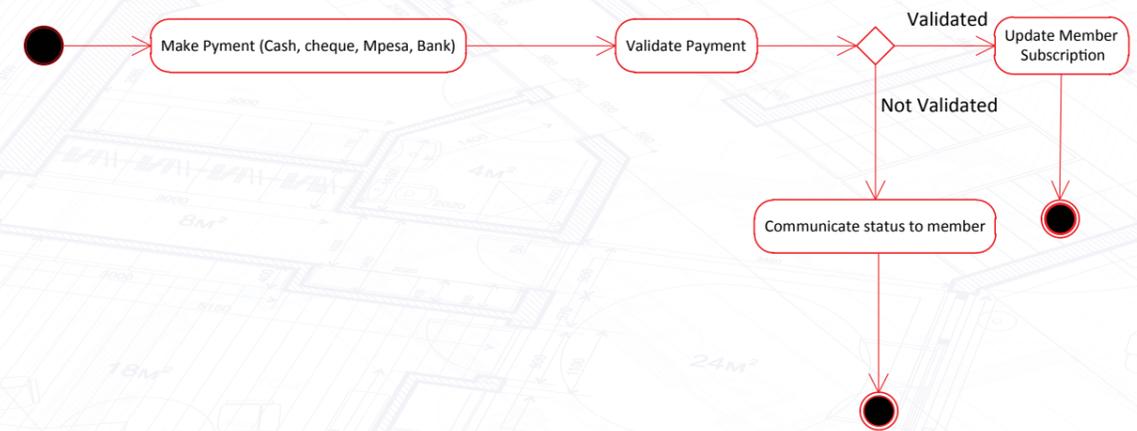
Fig 3b: Membership subscription services

Membership Database Maintenance
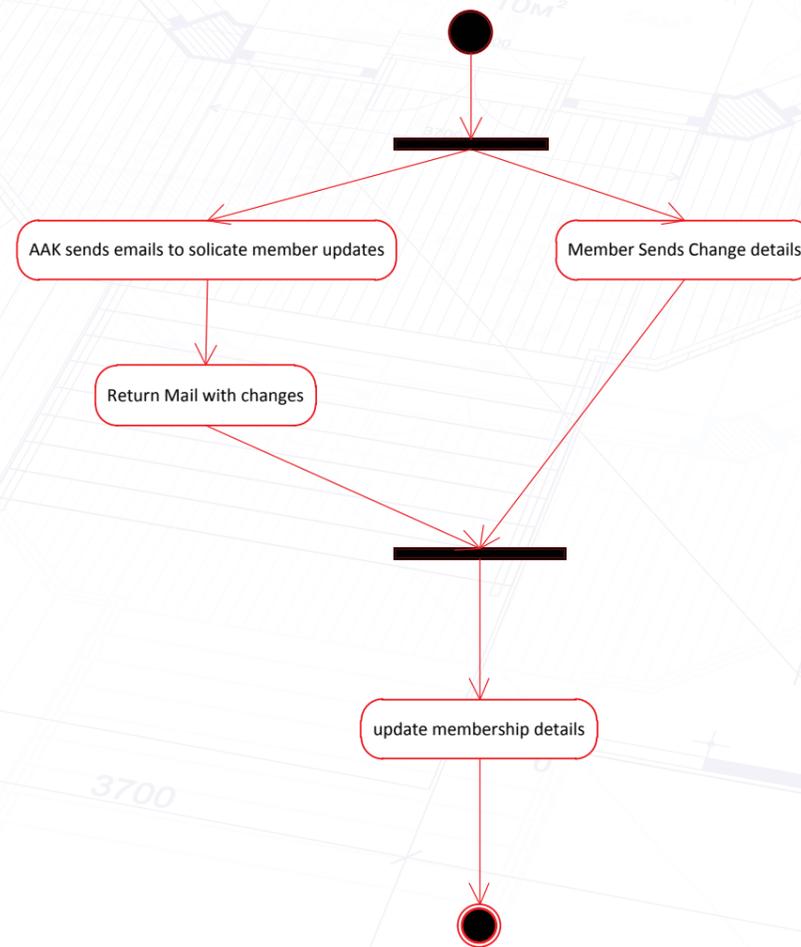
Fig 3c: Membership database maintenance

4.7.3 Strategic Issue: Information Systems and Technology as a Business Solution at AAK

(i) Findings

IT usage at AAK is currently minimal where most of the business processes described above are carried out manually. It is noteworthy that in many organizations, the first set of operations that get automated are accounting and financial systems (i.e. revenue, expenditure and payroll) which is not the case at AAK. Accounting procedures in AAK are based on the voucher system supported by Excel worksheets, vote heads, cheques and manual files. There are no application systems to support internal operations other than word-processing and spreadsheets.

There is a wired Local Area Network (LAN) at the current AAK premises with a number of computers. Some of the computers are old with inadequate capacities in terms of processing and storage and prone to failure. Internet is available through a service provider (Safaricom). There is a plan to move to another location where LAN issues will have to be addressed. AAK website has been implemented where some online services are available to stakeholders. Another application system under construction is an electronic payment system where revenue will be received electronically upon completion. This should overcome a number of key challenges associated with manual payments like tracking and reconciling banking slips.

(ii) Strategic Objective

We recommend the following Strategic Objective:
Automate the core functions of the association using a network infrastructure, servers, a database and application systems.

(iii) Expected Outcomes

The expected outcomes of this strategic objective are:

i.   Transparency in AAK revenue collection and expenditure processes and better accounts record keeping;
ii.   Efficient processing of new member applications and maintenance of member details;
iii. Efficient maintenance of employee records using a payroll and human resource system;
iv.   Improve customer and stakeholder relationship by way of timely access to accurate information;
v.   Improve internal operations;
vi.   Support report generation for management and for AAK governance;

(iv) Strategies

We recommend the following strategies to achieve these outcomes:

i.   Purchase, configure and deploy a mid range server for holding applications and database;
ii.   Purchase, configure and deploy a database management system;
iii. Purchase, configure and deploy a finance and accounting application solution for AAK Secretariat and Chapter finances. The accounting system should manage revenues and expenditures for AAK and its Chapters.
iv.   Purchase, configure and deploy a payroll system;

Identify and recruit a consultant to coordinate activities (i) to (iv) above and to develop other application systems. The envisaged system to be overseen by the consultant should perform the following operations:

Envisaged System services

i.   Receive and process membership applications;
ii.   Maintain membership details by regular updates;
iii.   Plan and support AAK CPD and advocacy events ;
iv.   Support production of AAK publications;
v.   Support member access to publications;
vi.   Support member access to contract and other documents;
vii.   Access to emails and other information;
viii. Track member subscriptions by interfacing with the accounting system;
ix.   Receive applications, process and maintain external memberships (to regional & external associations);
x.   Generate contract, certification and other documents for members and clients;
xi.   Manage and maintain employee data;
xii.   Support AAK governance (Governing Council, AAK chapters, executive committee and all other committees);
xiii. Process Chapter Membership applications;
xiv.   Support Planning of chapter events;
xv.   Generate management reports from secretariat, executive committee, chapters and all committees;
xvi.   Integrate application system with website and the proposed electronic payment system;

(v) ICT Solution Budget

The estimated ICT infrastructure and application system budget based on the identified strategies to enable AAK fulfill its mandate to all its internal and external stakeholders is indicated next.

Strategy	Specifications	Budget (Ksh)
(i) Purchase, configure and deploy a mid range server for holding applications and database (including windows 2012 server license); NB – Select IBM, HP or Dell	Intel Xeon Processor E5-2690, 8 Cores, 2.9 GHz/16GB RAM, 2.4TB Storage, Windows Server 2012	400,000
(i) Purchase, configure and deploy a mid range server for holding applications and database (including windows 2012 server license); NB – Select IBM, HP or Dell	MS SQL Server 2012 Standard Edition or Oracle 11g – 1 server + 5 clients);	200,000 (annual license)
(iii)Purchase, configure and deploy a finance and accounting application solution for AAK Secretariat and Chapter finances.	(e.g. Sage 50 Premium Accounting) -1-5 users; Price includes chart of accounts setup and training.	500,000
(iv) Purchase, configure and deploy a payroll system;	Purchase locally created payroll system; price inclusive of configuration and training.	150,000
(v) Identify and recruit a consultant to coordinate activities (i) to (iv) above and to develop other application systems.	(i)Consultant acts as project manager for projects in strategies (i) to (iv). (ii) Consultant develops systems to provide services listed under strategy number (v) in section (d) above and trains users.	2,000,000
Total Budget		3,250,000

f) Cloud Infrastructure as a Service (IaaS) Outsourcing Option

AAK has an option of outsourcing hardware from a cloud services provider as Infrastructure as a Service (IaaS) like KDN, Safaricom or Sevenseas. This option means the server identified above {see (i) Purchase, configure and deploy a mid range server for holding applications and database (including windows 2012 server license) like IBM, HP or Dell} and the database identified as (ii) {see (ii) Purchase, configure and deploy a database management system} would be owned by the IaaS provider and the cost then translates to renting the infrastructure.

It is noted that AAK would still have to purchase and customize the other items in the solutions table above since these are custom solutions. The effect of this option is to reduce the costs of the infrastructure items from Ksh 600,000 to a percentage. The downside is that this cost becomes an annual recurrent one. The value would have to be negotiated with the provider but an indicative figure would be about 20% of the purchase cost.

4.7.4   Recommendations on Service Delivery Processes And Systems

We recommend that:

i.   AAK adopt the ICT based solutions presented in this report;
ii.   AAK makes investment in ICT software and hardware proposed to upscale the operations at the Secretariat.

4.8   Advocacy and Communication

Communication is the process of sharing information (organized facts and data) with the aim of achieving set objectives. Organizations must put communication at the centre of their activities in order to influence stakeholders as they seek to achieve corporate objectives.

A communication strategy is therefore paramount even as the organization puts together a business strategy as it would be through the communication strategy that stakeholders would know of and support what the business is doing. Key to this strategy would be the need to identify the key stakeholders who the organization must communicate to, what should be communicated to them, how and when the communication will be done and what are the expected outcomes.

The Architectural Association of Kenya is one of the country's foremost professional associations bringing together players in the construction sector. As an umbrella organization AAK must not only represent these professions in its continuity plans but also address their interests, concerns, hopes and aspirations in everything the association does. This includes communication and related initiatives.

4.8.1   Communication Strategy for the Architectural Association of Kenya (AAK)

(i) Key Organizational Objective:

The key objective of the AAK is to grow membership in order to ensure the sustainability of the organization.

(ii) Main Mandate:

AAK's main mandate is to undertake advocacy on behalf of Association

(iii) Core mandate-driven Roles:

The key mandate-driven roles of AAK include the following:
a) To undertake policy and public advocacy   in areas of:

i.   Green economy (sustainable development)
ii.   Spatial planning
iii.   Affordable housing/development
iv.   Compliance to regulations and standards
v.   National infrastructural planning
vi.   Public private dialogue
vii. Research and innovation
viii. Contribution to education and professional training standards
ix.   Corporate social investment/Corporate social responsibility

b) To create business/job opportunities for members
c) To put in place Networking/Strategic alliances
d) To provide technical support to members
e) To spearhead Ethics and Governance in the Association
f) To enhance membership value from global affiliations

Stakeholder Review:

Key Stakeholders	Information Needs
AAK Chapters	Developments/standards/trends
Real Estate Investors	New technologies/affordable materials
The General Public	Quality of housing/standards/safety
The Media	Contribution to housing and development
Individual AAK Members	Professional opportunities for growth
AAK Affiliates (local & International)	Opportunities for partnerships

4.8.2 The Communications Strategy

(i) Strategic Communications objectives:

a) To enable the Association to share important information with its members to make them feel more involved and valued
b) To enable AAK to enhance public awareness of its initiatives among the general stake-holders
c) To promote the activities of the Association   in the media, among the public and   its

members
d) To create mutual understanding between the Association, its members and the media so as to propagate mutual value-adding co-existence
e) To showcase the advancements of the profession among members in order to enhance its internal image and reputation
f) To create a platform for members to give essential feedback to the Association so as to make them feel a part of the decision-making process

(ii) Key Communications Messages:

The key messages will be drawn from and support visibility of:
a) AAK/Chapter accomplishments: What the Association and the Chapters have accomplished
b) AAK/Chapter initiatives: What the AAK and Chapters are doing
c) Developments within built environment/construction sector: The latest events and professional developments in the construction sector
d) AAK's contribution to national agenda: How the association is participating in national discourse
e) AAK Member developments/Achievements: This regards individual member accomplishments
f) AAK/Affiliate initiatives/developments: Any joint activities with Affiliates
g) Financial and governance performance: Accountability to members as to resources, finances and organizational performance

(iii) Key Communications Strategies:

a) Communications Platforms: Communication platforms would enable the Association reach its members. The following are proposed:
b) Publications
i.   Annual Reports
ii.   Quarterly newsletters
iii. Brochures/leaflets

c) E-publications
i.   Weekly update (on industry matters)
ii.   The CEO Answers (member issues addressed)
iii. E-shots (to promote current themes)
iv.   E-versions of all other publications

d) Online presence: In this digital era online presence is fundamental to ensuring enhanced access to organizational information.

i.   Website (to have chapter links, links to affiliates, podcasts and webinars)
ii.   Blogs
iii. Online resources (Audios, videos, presentations, papers, etc)
iv.   Twitter (official)
v.   Face book (official)

e) Media Relations: The media is a very important partner for progressing the AAK agenda. It would be very essential that a media relations approach is put in place to enable mutually beneficial interactions.

i.   Media briefings: On occasions of key developments in the industry.
ii.   Media Interviews: The AAK CEO/Council chair will have scheduled interviews to address key issues pertinent to the industry
iii. Media releases: This will be subject-based news releases for the purpose of publicity.
iv.   Media hospitality: Funds allowing a breakfast, lunch or dinner with media would make AAK look accessible and win the support of the media.
v.   Professional Media Forums: Through good relations, the AAK CEO could offer to address an internal media forum to share professional perspectives with the members of the fourth estate.

f) Stakeholder Events/Initiatives: Stakeholders of any organization include the owners/members, the consumers, the supporters, observers, special interest groups and the employees. AAK should consider the following as part of its stakeholder relationship management:

i.   Annual convention and Exhibition: Participation for members, stakeholders and other external parties at a fee.
ii.   Quarterly professional field trips (foreign): For members and stakeholders, organized in conjunction with foreign affiliates
iii. Quarterly Association Breakfasts: For members and stakeholders at a fee.
iv.   Annual AAK Games: For members and affiliates
v.   Annual Dinner /dance and Awards: For members and affiliates
vi.   Annual stakeholder forums: For key non-professional stakeholders

g) Strategy implementation Plan

Strategy	Strategic actions	Frequency	End By	Budget	Responsibility
a)Communications Platforms	(i) Publications 1. Annual Reports 2. Quarterly newsletter S 3. Brochures	1 4 On need to basis (ONTB)	May 31 JSDM Dec 31	200,000 240,000 30,000	Council Comms Team Comms Team
	(ii) E-publications 1. CEO's Quarterly update 2. The CEO Answers 3. E-shots 4. E-versions of all other publications	4 4 ONTB On Publication	Quarterly Quarterly Dec 31 JSDM	NIL NIL NIL NIL	ED/Comms Team ED/Comms Team Comms Team Comms Team
	(iii) Online presence: 1. Website 2. Blogs 3. Online resources	1 Regularly Regularly	Jun 30 Dec 31 Dec 31	100,000 NIL NIL	Comms Team Comms Team Council/Comms Team
b) Feedback Management	(i) Online feedback (ii) Suggestion Boxes (iii)Open Forums (iv) Direct Mail to Members (email)	Permanent Permanent 2 ONTB	Jun 30 Jun 30 Jun/Dec NA	NIL 100,000 80,000 NIL	Comms Team Comms Team Council/ED Council/ED
c) Media Relations	(i) Media briefings (ii) Media Interviews (iii) Media releases (iv) Media	4 4 4 2 2	Quarterly Quarterly Quarterly JSDM Jun/Dec	12,000 NIL NIL 60,000 NIL	ED/Comms Team ED/Comms Team Comms Team ED/Comms Team ED/Comms Team

d) Stakeholder Events/Initiatives	(i) Annual convention and Exhibition	1 4	Aug 31 JSDM	10,000,000 200,000	Council/ED Council/ED
	(ii) Quarterly professional field trips (foreign)	4	Quarterly	600,000	Council/ED
	(iii) Quarterly Association Breakfasts:	1	Sep 30	1,000,000	Council/ED
	(iv) Annual AAK Games	1	Nov 30	1,200,000	Council/ED
	(v) Annual Dinner /dance and Awards:	1	Apr 30	1,000,000	Council/ED
	(vi) Annual stakeholder forums:				
Budget Total				14, 822,000	

h) Feedback Management: In a community of diverse interests like AAK anticipating and managing member feedback is very important.   The AAK leadership can handle this using the following approaches:

i.   **Open Forum:** A scheduled periodic session when members meet with council to ventilate outside the statutory meetings. .
ii. **Website Feedback Link:** A send-us-your-feedback link on the homepage of the AAK website. .
iii. **Opinion Boxes:** At member offices, at Chapter HQs and at AAK HQ to enable members to drop in opinion write-ups.
iv. **Solicited Views:** Whenever there is an important decision to be made where overall member inter-ests may be at risk or in jeopardy, the AAK leadership writes to members seeking their views/concur-rence.

i) Corporate Social responsibility/Community Social Investment

i.   **Public education/awareness campaigns:** Scheduled quarterly public   awareness forums to educate the public on issues appertaining to the built environment.
ii. Participation in the design and implementation of national   infrastructure such as roads, bridges, ports on a pro-bono basis.
iii. Creation and implementation of affordable housing for the less fortunate: AAK has a big opportunity as part of its advocacy mandate to engage with Government, its members and other stakeholders to rally resources towards supporting efforts to find a solution to this national problem.
iv. Donations to the less fortunate: Leveraging the professional and material resources of members.
v.   Key Action: A separate CSR/CSI strategy may be necessary. Key in the strategy would be the partnerships required to enable AAK implement agreed initiatives (including funding).

j) Key Success Indicators:

For this strategy to be effectively implemented, the following factors would be very instrumen-tal:
i.   Timely accomplishment of all strategic actions: All agreed actions must be implemented according to the timelines
ii. A vibrant and engaged membership: Members must be involved and encouraged to participate in the activities of the organizations
iii. An informed and supportive public: There's great need to engage with the public and keep them aware of the key issues affecting the sector
iv. Improved symbiotic relations with media and Government: The association must continu-ous seek to work in partnership with media and Government.

4.8.3   Recommendations on Advocacy and Communication

Given the preceding discussions, we are now able to make the following recommendations:
i.   Integrate advocacy as a key mandate of the Association. This will be achieved through the pro-posed advocacy and communication committee of the Governing Council; the appointment of the manager responsible for Advocacy and Communication; and provision of adequate resources to implement relevant advocacy programmes;
ii. Implement the communications strategy proposed in this report. Not only will effective communi-cation engage AAK with the wider society, but it will strengthen the service provision to members of the Association, thus adding value to their members.

4.9   Strategic Alliances and Networks

The Association is a member of International and Regional Architectural organization. These include: E.A Institute of Architects, Commonwealth Association of Architects, International Union of Architects and Africa Union of Architects. The purpose of these affiliations is to benefit from knowledge resources and networking opportunities that access to this membership. Without a strategy of tapping into these resources on behalf members, this expense item becomes an organizational overhead. There is need to access the value addition of the current membership of international organizations and adopt a strategy for leverage on this resource.

4.9.1   Leveraging on International Membership Organizations

In summary, membership of regional and international organization should provide benefits to members as follows:

(i)   advancing the knowledge resource in architectural practice;
(ii)   advancing the professional opportunities available to members through networking;
(iii)   expanding the opportunities available to members from regional integration and global services integration.
(iv)   Introduce ½ yearly seminars/workshops in 2015 on cross-cutting issues relevant to members;
(v)   Introduce in 2016, e-learning on practice standards, innovations in green design and HR management;
(vi)   Continue existing products, viz: sale of documents and publication; and the Annual Dinner;
(vii)   Introduce in 2015 evidence-based advocacy on spatial planning and affordable housing; and public forum on the built and natural environment in 2016.

4.9.2   Recommendations on Strategic Alliances And Networking

These recommendations are now made on the issue:
i.   Develop and implement a strategy for leveraging on international and regional affiliation. The focus of the strategy should be on advancing members knowledge, networks and professional opportunities assess the value addition of existing membership on the basis of the strategy and rationalize affiliations as necessary;
ii. Integrate strategic alliances and networking as an important mandate of the Membership Services Committee

4.10 Financial Sustainability

Financial sustainability of AAK is important to upscale, sustain and improve services to members. While the Association is not a profit making organization, it must nevertheless financially sustain its operations. We present in table 4.1, the analysis of the financial status of the Association. We have also benchmarked with the South African Institute of Architects, Royal Institute of British Architects (RIBA) and the Royal Australian Institute of Architects, where appropriate.

Table 4.1: Financial analysis of AAK

Year (Kshs. 000's)	2013	2012	2011	2010
Revenue	34,696	30,251	30,141	14,312
Expenses	29,700	28,847	28,633	15,365
Surplus	**4,996**	**1,404**	**1,509**	**(1,053)**
Income analysis				
1. Membership subscription as percentage of revenue	15	23	25	35
2. Convention income on revenue	52	14	47	6
3. Sale of documents on revenue	11	13	14	27
4. Annual Dinners on revenue	7	8	7	7
5. Advocacy Grant on revenue	11	3	1	11
6. Surplus on revenue	14	5	5	7
Expenses analysis				
1. Annual Convention on expenses	50	41	48	-
2. Salaries and wages	11	11	7	11
3. Telephone and stationery	9	9	10	19
4. Travel expenses	7	6	6	17
5. Dinner expenses	8	7	6	4

Table 4.2: Benchmarking on Financial Analysis

No	South Africa Institute of Architecture		Royal Institute of British Architects		Royal Australian Institute of Architecture	
	2012	2011	2012	2011	2012	2011
Revenue (000's)	9,250 rands	5,596 rands	£ 33,300	£ 34,200	Aus $ 29,070	Aus $ 30,190
Expenses (000's)	8,184 rands	6,723 rands	£ 33,500	£ 33,691	Aus $ 29,335	Aus $ 29,268
Surplus (Deficit)	1,066	(1,127)	(446)	496	344	(1,358,000)
Income analysis						
1. Membership subscription /income	49	66	21 1	20	90	88
2. Sundry income	44	14	67	66	N/A	N/A
3. sponsorship	4	14	11	13	N/A	N/A
4. Profit income			(4)	(19)	(1)	2
Expenses analysis						
(i) Salaries and wages on expenses	33	36	54	53	46	45
(ii) Sundry expenses on expense	35	7	53	52	5	5
(iii) Awards	4	11	N/A	N/A	N/A	N/A
(iv) Travel expenses	6	11	N/A	N/A	N/A	N/A
(v) Telephone/stationery	4	4	N/A	N/A	N/A	N/A

4.10.1 Notes on the Financial Analysis

i.   Revenue in the last 3 years has grown by an average of 4 per cent. This compares favourably with global benchmark at 3 per cent . We have not taken into account the revenue outcome in 2010, as this was negatively impacted by the failure to hold the Annual Convention in that year;

ii.   The major source of revenue is the Annual Convention (average: 48 per cent). This means that the Association is heavily reliant on this income stream. In absence of the Annual Convention, the Association would register a deficit on current operations. This is what happened in 2010;

iii.   Membership subscription as a ratio of revenue has reduced from 35 per cent in 2010 to 15 per cent in 2013. There is a relationship between revenue and membership subscription. When revenue increases, the ratio of membership fees to revenue reduces and vice versa.

But there is an optimal ratio of membership fees to revenue. Membership fees account for an average of 58 per cent; 20 per cent; and 89 per cent, respectively, in South Africa, Britain and Australia. It should be noted that RIBA has a strong trading subsidiary, RIBA Enterprise Ltd, under a strong management. Trading revenue in RIBA constitutes an average of 67 per cent of total revenue. Looking to South Africa and Australia; and given that income from the Annual Convention could be unstable, there is a case to increase the ratio of membership fees to total revenue to at least 50 per cent in the next 3 years. This could be achieved through intensive membership recruitment; or increase in the current subscription rates. A mixture of the two strategies could be optimal;

iv.   Salaries and wages take up to 11 per cent of the revenue. This compares with the benchmarked ratio of 35 per cent; 53 per cent; and 46 per cent, in South Africa, Britain and Australia, respectively. The low ratio in this item could denote lack of key personnel at the Secretariat; or a less than optimal compensation structure. This issue has been addressed in the Human Resource Management chapter of this report;

v.   The revenue base of AAK is narrow, primarily Annual Convention, Annual Dinner and Advocacy Grants. This revenue structure is, potentially, unsustainable. There is need, therefore to expand and deepen the range of products and services offered to members; and explore other sources of revenue. This issue will be addressed further in the Sustainability Strategy;

vi.   Travel costs accounted for 6 per cent of revenue in the last 3 years. In 2010, this was 19 per cent; due obviously, to the low revenue base in that year. Similarly, telephone and stationery accounted for 9 per cent in 2010. These costs are globally high; and do not seem to vary with activities. The Governing Council may wish to assess the cost-effectiveness of these expense items.

4.10.2 Recommendations on Financial Sustainability of AAK

We make the following recommendations on the financial sustainability of AAK;

i.   The Association should diversify and deepen the products and services offered to members. It should further explore other revenue streams. In this respect the detailed recommendations in the Sustainability Strategy should be implemented. Over-reliance on the Annual Convention should be seen as a risk factor in the revenue profile of the Association;

ii.   There is need to institute cost control measures to ensure that items of expenditure add value to the sustainability of the Association;

iii.   The transformation of AAK will depend primarily on the capacity of the Secretariat. This is not to down play the role of the leadership. But the challenges of advocacy and membership services demand a transformed Secretariat. In the event, we have made specific recommendations to upscale the competence of key managers; and have proposed attractive compensation package to attract and retain quality people. These recommendations are key to the financial sustainability of AAK and we propose that they be adopted by the Council

5   Sustainability Strategy of AAK

We make the following recommendations on the financial sustainability of AAK;

i.   The Association should diversify and deepen the products and services offered to members. It should further explore other revenue streams. In this respect the detailed recommendations in the Sustainability Strategy should be implemented. Over-reliance on the Annual Convention should be seen as a risk factor in the revenue profile of the Association;

ii.   There is need to institute cost control measures to ensure that items of expenditure add value to the sustainability of the Association;

iii.   The transformation of AAK will depend primarily on the capacity of the Secretariat. This is not to down play the role of the leadership. But the challenges of advocacy and membership services demand a transformed Secretariat. In the event, we have made specific recommendations to upscale the competence of key managers; and have proposed attractive compensation package to attract and retain quality people. These recommendations are key to the financial sustainability of AAK and we propose that they be adopted by the Council

5.1   Medium Phase Strategy

This phase will involve the following:

i.   Increased membership recruitment to achieve, in 2015, the revenue levels attained in 2011; and to grow revenue thereafter by 5 per cent per annum;

ii.   Improve revenue from the Annual Convention by 3 per cent per annum from 2014;

To effectively implement these programmes, the following capacity adjustments at the Secretariat are necessary:

a)   Recruit a substantive and competent Chief Executive Officer in 2014

The Governing Council has resolved to strengthen the Secretariat by recruiting a senior Officer to supplement existing capacity. Our view is that this recruitment should strengthen capacity at the leadership level, the CEO. Other options would be sub-optimal. In absence of a qualified and competent Chief executive Officer, other positions, no matter how qualified, cannot impact what AAK now needs; "Leadership is everything". The competence

5.2   Long Term Strategy (2017-2018)

of the new CEO should include: leadership and management skills, advocacy and communication experience; and resource mobilization skills. The current Project Officer could be tasked with supporting the CEO in the advocacy and communication role.

b)   Re-assigning the current Executive Officer to the management of membership services (Manager, Membership Services) to implement the recommended new products. The Executive Officer has been successful in managing the Annual Convention. However, a membership service, as defined in this strategy, involves more products and services. This will enhance the value proposition of AAK to members. Relived of the current administrative burden at the Secretariat, the Executive Officer should upscale the quantum and quality of products and services offered to members.

In the long term, the sustainability will entail the following:

i.   Upscale the products and services started in 5.1, above;

ii.   Recruit the Manager, Advocacy and Communication in 2017.

At this stage of transformation, AAK will require a dedicated senior manager to manage the advocacy and communication function; and to allow the Chief Executive Officer to focus on leadership and management of the Association. This role includes linking the Association to external constituencies, with in the region and globally.

In table 5.1; we present the schedule of products and services offered to members in the medium and long term, as discussed above.

Table 5.1: Memberships Recruitment And Membership Services

No	Products and services	Frequency (no of times)				
		2014	2015	2016	2017	2018
1	Increase membership to achieve the following revenue targets (000's)	5,383	7,500	7,875	8,250	8,680
2	Increase revenue from the Annual Convention by 3 per cent (000's)	18,700	19,200	20,180	21,190	22,250
3	Introduce Annual Excellence Awards in 2015 to raise the following revenue (000's)	-	5,000	7,500	7,500	8,000
4	Introduce in 2015 half yearly seminars/work-shops	-	800	2,000	2,100	4,000
5	Introduce e-learning in 2016 and upscale as from 2017 to achieve the following revenue targets(000's)	-	-	1,500	2,000	2,500
6	Continue sale of documents gradually to increase revenue as follows (000's)	3,935	4,130	4,330	4,760	5,000
7	Continue holding Annual Dinner and raise revenue as follows (000's	2,790	2,940	3,080	3,230	3,400

5.3   Advocacy and Communication Strategy

We have discussed the need to put advocacy and communication at the centre of AAK functions. Due to resources constraints, this function will start at the low level, upscalling as resources increase. It is expected that a fully qualified and competent manager for this function for this function should be recruited in 2017.

Advocacy programmes and the related communication are cost items. They do not generate revenue. But they contribute to public awareness on the built and natural environment and creates a favourable professional business environment for members. They also contribute to the development of the art and science of architecture. They enhance the professional and social competence of members and expand the frontiers of knowledge for the discerning professional. It is a key mandate of the Association.

Revenue will therefore come from sponsorship. The key competence of the Advocacy and Communication Manager is the ability to mobilize resources. The Association has been able to mobilize funds from Business Advocacy Fund (BAF). This approach should upscaled to rope-in other donors and business actors in the built environment. The envisaged sponsorship funds are presented hereunder. These are based on best practice.

We present in table 5.2 and 5.3 the advocacy program that AAK will implement in the plan period; and the related cost implications.

Table 5.2: Advocacy and Communication Programs

No	Advocacy programmes (000's)	2014	2015	2016	2017	2018
1	Advocacy and spatial planning	-	1	1	1	1
2	Advocacy and affordable housing	-	1	1	1	1
3	Advocacy on built and natural environment (Green architecture)	-	-	1	1	1
4	Hold public forums on topical issues	-	1	1	2	2
	Total	**-**	**3**	**4**	**5**	**5**

Table 5.3: Advocacy and Communication cost projections

No	Advocacy programmes (000's)	2014	2015	2016	2017	2018
5	Programmes as per table 5.2*	-	1	1	1	1
6	Public for a 5.2*	-	1	1	1	1
7	Cost of enhancing advocacy and communication capacity as follows: • training and development	1,500	1,000	1,000	1,000	1,000
4	**Total cost of advocacy and communication**	**1,500**	**4,250**	**5,750**	**6,000**	**6,090**

Notes:

i.   Advocacy related research cost is estimated at Kshs. 1.5 million per programme. This will be fully funded by sponsors;

ii.   Public fora will be funded through participation fees at the rate of Sh. 5000/= per participant. The cost is 50 per cent of the total participation fees. Net receipts will contribute to the income of the Association.

5.4 Strengthening the Secretariat

The Sustainability Strategy of AAK entails capacity building of the Secretariat. The recommended restructuring involves putting in place a strong management team; re-engineering the business model; and investing in Information Communication Technology (ICT). Details are presented in the report, but we highlight the following on **Table 5.4.**

Table 5.4: Cost of the Secretariat

No	Cost item (000's)	2014	2015	2016	2017	2018
1	Current staff costs (based on 2013 levels as adjusted)	3,430	3,590	3,780	3,970	4,100
2	Chief Executive Officer	-	2,400	2,520	2,650	2,780
3	Manager, Advocacy and Communication	-	-		1,800	1,890
4	Investment in ICT as follows: • Mid-range server; • Database management system; • Accounting application • Payroll system; • Consultancy	- - - - -	200 300 - 500	500 150 1,500	- - - -	- - - -
	Sub-total		1,100	2,150	-	-
	Total staff and ICT cost of Secretariat	**3,430**	**7,090**	**8,450**	**8,420**	**8,770**

5.5 Cost Rationalization at the Secretariat

It is recommended that Council should assess the cost-effectiveness of two items, viz: telephone, postage, printing and stationery; and travelling expenses. We are of the view that these cost items could be reduced by 30 per cent. Allowing adjustment for inflation in 2015 and 2016, these cost items is budgeted as follows: **Table 5.5**. There is need to isolate printing and stationery as a separate vote item.

Table 5.5: Cost rationalization strategy

No	Cost item (Base year)	2013	2014	2015	2016	2017	2018
1	Telephone, post-age and printing and stationery. Less 30 per cent reduction Optimal cost for this item	3,265 980 2,285	- 2,400	- 2,520	- 2,650	- 2,910	- 3,200
2	Travel expenses less: 30 per cent for this item Optimal cost for this item	2,030 60 1,430	1,500	1,575	1,650	1,750	

5.6   Projected Income and Expenditure Account for the Period: 2014-2018

Given the scenario presented in the preceding sections, we now present in tables 5.6 and 5.7 financial profile of AAK for the plan period: 2014-2018.

Table 5.6: Projected income: 2014-2018

No	Income item (000's)	2014	2015	2016	2017	2018
	Membership fees	5,380	7,500	7,875	8,270	8,680
	Annual Convention	18,700	19,200	20,180	21,190	22,250
	Seminars and work-shops	-	800	2,000	2,100	4,000
	Annual Excellence Awards*	-	5,000	7,500	7,500	8,000
	e-training and publi-cations	-	-	1,500	2,000	2,500
	Documents and publi-cations	3,935	4,130	4,330	4,760	5,000
	Annual Dinner	2,800	2,940	3,080	3,230	3,400
	Advocacy sponsorship (table 5.3)	1,500	4,000	5,500	5,000	5,590
	Advocacy fora (cost x2)	-	500	500	10,00	1,000
	Other income	1,200	1,250	1,300	1,360	1,400
	Total income	**33,515**	**45,320**	**53765**	**56910**	**61,820**

Notes:

*Excellence Awards will be sponsored by architectural firm; actors in the built environment (public and private); and individual professionals. At Sh. 500,000/- per sponsorship, it is envis-aged that the number of sponsors will be 2015=10; 2016-2017=15; 2018=16.

Table 5.7: AAK projected expenses

No	Expenses item (000's)	2014	2015	2016	2017	2018
1	Staff cost and ICT (table 5.4)	3,430	7,090	8,450	8,420	8,770
2	Telephone, postage & printing and statio-nery (as adjusted)	2,400	2,520	2,650	2,910	3,200
3	Travelling expenses (as adjusted)	1,500	1,575	1,650 2,685	1,750 3,095	1,820
4	Annual Convention	14,025	14,400	15,140	15,900	16,700
5	Annual Dinner	2,510	2,650	2,770	2,910	3,060
6	Advocacy and Com-munication (table 5.3)	1,500	4,250	5,750	6,000	6,090
7	Seminars and work-shop	-	6,00	1,500	1,580	3,000
8	Excellence Awards	-	3,750	5,600	5,600	6,000
9	e-Training	-	-	1,000	1,500	1,600
10	Documents sale (printing)	520	5,45	5,70	600	630
11	Other expenses	4,060	4,260	4,500	4,725	4,960
12	Grants to Chapters	-	1,000	1,500	2,000	2,000
13	**Total expenses**	**29,945**	**42,640**	**51,080**	**53,815**	**57,830**
14	Income as per table 5.6	33,515	45,320	53,765	56,910	61,820
	Surplus	**3,570**	**2,680**	**2,685**	**3,095**	**3,990**

5.7   Benchmarking on AAK Profile

In table 5.8, we present the analysis of the financial profile of AAK, after the changes and rec-ommendations have been introduced. For this purpose we have chosen to benchmark with South Africa Institute of Architecture which offers an appropriate comparator basis with AAK.

Table 5.8: Benchmarking on financial profile of AAK viz: South African Institute of Architecture (SAIA), 2012.

No	Item of analysis AAK	AAK	SAIA	
		(Kshs.000's)	Rand's (000's)	Dif-fer-ence
		AAK (2016)	SAIA (2012)	
	Income Expense	53765 (51080)	9,250 (8,184)	N/A N/A
	Surplus (deficit)	2685	1,066	
	Financial analysis			
1	Surplus to income	5	12	7
2	Membership subscription	15	49	(34)
3	Sundry income to total income	2	44	(43)
4	Sponsorship income to total income	24	4	(20)
5	Salaries and wages on total income	16	29	13
6	Sundry expenses on total income	8	31	23
7	Awards expenses on total income	14	4	10
8	Travel expenses on income	3	5	2
9	Telephone, postage and stationery on total income	5	1	(4)

Notes on the analysis

(i)   There is need to upscale membership fees to approach benchmarks. This entails recruitment of more members and/or adjustment to subscription fees;
(ii)   The favourable benchmark on salaries and wages could mean that salary levels at AAK are lower than benchmarks. This should be looked into. Salary increases should be linked to better financial performance

6.   Conclusion

The sustainability Strategy of AAK is transformative. It seeks to upscale the Association as a major player in the built and natural environment. To achieve this goal the Association has to take bold steps in reforming the organization. In particular, the role of the Council Commit-tees should clearly focus on the mission and mandate of AAK.

The recommended structures respond to this need. The restructuring of the Secretariat and the competence enhancement thereof should also be seen in this light. Membership ser-vices and policy/regulatory advocacy is key to the mission of AAK. The value proposition to members; and society, should be seen in the manner in which AAK undertakes these two critical roles. The capacity of the Secretariat should be able to deliver, under the leadership of the Governing Council, this key mandate. The recruitment of the key personnel in the membership services and advocacy is an expensive undertaking. But AAK has no choice if it is to remain relevant in the changing environment. Indeed, members were very clear during consultations on this assignment that a key challenge of AAK is limited value proposition to members. Particular proposals to enhance this value proposition, and which are embedded in this strategy, are Excellence Awards, online training and advocacy. It is the responsibility of the Governing Council to respond to the needs of members and the key stakeholders.

There are challenges that must now be faced. Key among these are:

i.   Declining membership and related revenue. If an organization is losing membership, it is gradually becoming unsustainable. This declining membership trend must be arrested and reversed. This is the key role of the Membership Services Manager.
ii.   Over-reliance on the Annual Convention as the primary revenue stream of AAK is risky. The additional programmes recommended in this strategy will address this risk;
iii.   introducing Excellence Awards will promote the profession and enhance membership opportunities. This can be implemented in 2014;
iv.   cost containment is essential for institutional sustainability. This concern has been ad-dressed in this strategy;
v.   the financial profile indicates that this strategy is sustainable. Risk factor includes the uncertainty regarding the quality of staff in the Secretariat. Professional recruitment ap-proach is highly recommended to ensure that the competence level of the Secretariat is enhanced and sustained. It is recommended, therefore, that a professional recruitment firm should be engaged to recruit the necessary staff.

The Governing Council should note that notwithstanding the enhanced capacity of the Secretariat, the expenditure item on salaries and wages is still below global benchmarks. We recommend that the Council adopts this Sustainability Strategy.

ANNEXES

Terms of Reference

THE ARCHITECTURAL ASSOCIATION OF KENYA

EXPRESSION OF INTEREST:

INSTITUTIONAL SUSTAINABILITY CONSULTANCY SERVICES

ANNEXES 1

Established in 1967, the Architectural Association of Kenya (AAK) is Kenya's leading Built and Natural Environments professional association, incorporating Architects, Quantity Surveyors, Town Planners, Engineers, Landscape Architects, Environmental Design Consultants and Construction Project Managers. As an umbrella Association, AAK membership includes professionals in National and County Governments, Non-governmental Organisations, the Private Sector and Academia.

AAK's mission statement is: Promoting Professional Excellence and Integrity in the Built and Natural Environments.

As part of its growth strategy, the Association has commenced an exercise to review and modernize its governance structure and business processes with a view to:

1. Strengthening institutional structures within AAK;
2. Enhancing operational efficiency and effectiveness;
3. Enhancing customer service;
4. Boosting public profile of AAK.

It is expected that the assignment will be carried out by a specialized team of consultants who will play specific roles as provided under the scope of service and is expected to include:

a) Management Consultant – who will review existing governance structure, administrative procedures and financial management systems and processes; guide the review process and development of essential organizational policies.

b) Human Resource Consultant – who will review existing human resource establishment, identify skills gaps, conduct training needs assessment and guide the development of Human Resource Management Policy and appraisal systems,

c) Communications Consultant – to develop a clear media / communications strategy for the Association, including concepts for AAK Publications, Website and Social Media Presence as well as train association staff.

d) ICT Consultant - Based on recommendations from above review exercises, develop an ICT strategy that will enable the Association achieve its objectives. This will include assessment of existing ICT facilities and skills at AAK, recommending and implementing a business process automation plan that will meet AAK business needs.

The Association therefore invites duly qualified and experienced consultants / consortia to express interest in providing the above consultancy services.

Interested firms are required to fill the attached pre-qualification form and submit it to **AAK by 1500hrs 18th October 2013.**

A duly completed pre-qualification form shall be submitted for each firm in a consortium.

ANNEX 2:

Human Resources Management: Job Descriptions

Job Title   :   **Chief Executive Officer**
Reports to   :   **The AAK Executive**

1.   Purpose

The purpose of this position is to be team leader in the management of the Secretariat by:
i.   Advising the AAK Executive, advocating / promoting AAK and stakeholder change related to AAK mission and supporting motivation of employees in AAK products/ programs and operations
ii.   Overseeing operations of the Association, implementing plans, managing human resources, financial and physical resources
iii. Resource mobilization, including identifying resource requirements, researching funding sources, establishing strategies to approach funders.

2. Duties and Responsibilities

2.1   AAK Executive And Support
Supports operations and administration of the Association by advising and informing AAK Executive members, and interfacing between AAK Executive and staff,

2.2   Program, Product And Service Delivery
Oversees design, marketing, promotion, delivery and quality of programs, products and services

2.3   Financial, Tax, Risk And Facilities Management
Recommends yearly budget for AAK Executive approval and prudently manages Association's resources within those budget guidelines according to current laws and regulations

2.4   Human Resource Management
Effectively manages the human resources of the Association according to authorized personnel policies and procedures that fully conform to current laws and regulations

2.5   Community And Public Relations
Assures the Association and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders

2.6   Resource Mobilization
Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals, and administrating fundraising records and documentation.

2.7   Other Duties
Any other duty that may be assigned by the AAK Executive from time to time.

3.   Qualifications

i.   A Masters Degree in Social Studies/Business or other relevant discipline and a least five (5) years senior management experience
ii.   Preference will be given to a holder of a Masters Degree from the Built Environment and a least five (5) years senior management experience

4.   Skills & Competencies

i.   As chief executive officer, this individual demonstrates critical competencies in four broad categories: commitment to results, business savvy, leading change, and motivating.
ii.   Commitment to results: The CEO is a systems thinker who is customer focused and goal driven. This individual identifies relevant information and helps transform this information into individual and organizational knowledge and learning. The chief executive is action oriented and innovative. S/he translates broad goals into achievable steps. S/he anticipates and solves problems and takes advantage of opportunities, is a self-starter and team player.
iii. Business savvy: As leader, this position requires an individual with knowledge of and experience in management and administration. The position requires demonstrated experience in integrating and coordinating diverse areas of management. A high level of personal skills is required to make formal, persuasive presentations to groups and to deal effectively with people from all segments of the community.
iv.   Leading change: The chief executive possesses the skills and implements the functions of a leader. S/he shares AAK's values, mission and vision. S/he consistently displays integrity, models behavior, develops people, and builds teams. This individual deals effectively with demanding situations and designs and implements interventions.
v.   Motivating: The chief executive manages continuity, change and transition. This individual knows how to influence and enable others. S/he addresses the impact of attitude and action on the AAK and its participants.
vi.   Demonstrated capacity to fund raise

Job Title   :   **Communications & Advocacy Manager**
Reports To   :   **Chief Executive Officer**

1.   Purpose

i.   To manage Association's policy and advocacy functions and activities
ii.   To identify and lead research into relevant policy and advocacy issues
iii. To manage all communications, public relations functions and informational activities

2.   Duties and Responsibilities

i.   Work with AAK staff to formulate, coordinate, and integrate policy and advocacy strategy with the communications strategy.
ii.   Serve as an advisor to the AAK Executive on advocacy issues.
iii. Develop and implement specific advocacy actionable activities
iv.   Create, implement and oversee communications programs that effectively describe and promote AAK and its products.
v.   Facilitate research on contemporary built environment issues.
vi.   Provide information by collecting, analyzing, and summarizing data and trends on Built Environment and related issues.
vii. Preparing, planning and project managing the publication of all publicity material to maximize the AAK brand.
viii. Creating and developing new innovative ways to communicate the Association's message to stakeholders.
ix.   Manage the strategic development and maintenance of Association's website including content and functionality.
x.   Create, develop and execute communications programs that get results, including press releases, executive speeches, media relations social media, and events.
xi.   Responsible for elevating external visibility of AAK thought leaders via submissions for speaking engagements, industry honors, editorial opportunities, etc.
xii. Ensure effective management of any formal partnerships between AAK and government, civil society, and international partners
xiii. Lead and support the development of linkages with media, research and academic institutions in the region and international, and facilitate collaboration in policy development and influence.
xiv. Work with Membership Services Manager to ensure electronic communication vehicles such as,

the website and social media are accurate, up-to-date, and carry messaging representative of the mission and vision of AAK.

xv. Developing and maintaining key external relationships at the national and international level for the purposes of advocacy, fundraising and programme implementation.

xvi. Support the CEO in identifying and coordinating additional funding resources (foundations, businesses, etc.) to support the policy, advocacy and programmatic agenda of the Association.

xvii. A Masters Degree in Social Studies/Business (Marketing, Communications, Public Relations, Journalism, or other relevant discipline) and a least five (5) years relevant experience

xviii. Preference will be given to an undergraduate degree from the Built Environment with relevant post graduate training in Communications or related areas and a minimum of 5 years of related work experience.

xix. Strong computer skills with proficiency in Microsoft Office (Word, Excel, and PowerPoint), web based communications, social media, and some basic design software knowledge.

4.   Skills & Competencies

i. Excellent leadership, strategic thinking, and planning skills.

ii. Outstanding communication (speaking and writing), interpersonal, organizational, language and computer skills.

iii. Energetic, flexible, self-starting team player with a direct, honest, and respectful approach to problem solving, and ability to foster collaboration and contribute to a strong sense of community among staff and stakeholders.

iv. Must thrive when working under deadlines, have strong project, time, and budget management skills, and be able to handle multiple tasks simultaneously without sacrificing attention to detail.

v. Familiarity with a fast-paced, entrepreneurial environment and a willingness to share in both "big picture" thinking and administrative tasks.

vi. Edit reports, research and business proposals, articles and proposals for clarity, messaging, read-ability, ease of comprehension, and consistency for spelling, typographical, and grammatical errors and conceptualize graphics that drive or support the written material

vii. A confident, self-starter who displays initiative, creativity and strategic-thinking in all aspects of project development

Job Title   :   Membership Services Manager
Reporting to   :   Chief Executive Officer

1.   Purpose

Develop and implement programs, projects and activities designed to increase and retain members in the Association.

2. Duties & Responsibilities

i.   To implement the membership development plan, manage resources and set workflow priorities

ii.   To report regular progress reports on activity against targets e.g. growth projections, campaign effectiveness, response times cales for membership inquiries, etc.

iii.   To contribute to the membership development plan and review with the CEO all activity including:

iv.   Member recruitment and retention campaigns

v.   To interpret membership recruitment and retention statistics and review member research and make recommendations

vi.   The sale and delivery of association services to stakeholders

vii.   General marketing activity

viii.   Other activity, including affinity and sponsorship schemes

ix.   Maintain accurate membership records and marketing databases

x.   To manage member communications including responding to member queries and the production and inventory of membership and marketing material e.g. letters, newsletters, e-bulletins and brochures

xi.   To manage member events

xii.   To manage member market research

xiii.   To manage member recognition programmes

xiv.   To assist in PR activity including the publication of press releases

xv.   To maintain accurate membership records and marketing databases

xvi.   To manage affiliate activity and relationships with external suppliers

xvii.   Manage regular member communications through utilization of a variety of technologies.

xviii. To perform ad hoc duties as required

3. Education and Experience

i.   A Masters Degree in Social Studies/Business (Marketing) and a least three (3) years relevant experience.

ii.   Strong computer skills with proficiency in Microsoft Office (Word, Excel, and PowerPoint), web based communications, social media, and some basic design software knowledge.

4. Knowledge and Skills

i.   A good knowledge of marketing, management, administration, planning, budgeting, finance, market research and member relationship management skills and techniques

ii.   Able to establish and maintain effective working relationships with other sections and stakeholders

iii.   Strong project management and organizational skills

iv.   Good written and oral communication skills

Job Title   :   **Accounts &Administrative Manager**
Reporting to   :   **Chief Executive Officer**

1.   Purpose

i.   To ensure that all financial resources of the Association are disbursed, invested in a prudent manner, fully accounted for, and reported efficiently.
ii.   To support operations by supervising staff; planning, organizing, and implementing administrative systems.

2.   Key duties and responsibilities

2.1 Accounting

i.   Prepares asset, liability, and capital account entries by compiling and analyzing account information.
ii.   Documents financial transactions by entering account information.
iii.   Recommends financial actions by analyzing accounting options.
iv.   Summarizes current financial status by collecting information; preparing balance sheet, profit and loss statement, and other   reports.
v.   Substantiates financial transactions by auditing documents.
vi.   Maintains accounting controls by preparing and recommending policies and procedures.
vii.   Reconciles financial discrepancies by collecting and analyzing account information.
viii.   Secures financial information by completing data base backups.
ix.   Maintains financial security by following internal controls.
x.   Prepares payments by verifying documentation, and requesting disbursements.
xi.   Answers accounting procedure questions by researching and interpreting accounting policy and regulations.
xii.   Complies with financial legal requirements by studying existing and new legislation, enforcing adherence to requirements, and advising management on needed actions.
xiii.   Prepares special financial reports by collecting, analyzing, and summarizing account information and trends.
xiv.   Maintains customer confidence and protects operations by keeping financial information confidential.
xv.   Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
xvi.   Accomplishes the result by performing the duty.

2.2 Administration

i.   Assists staff recruiting, selecting, orienting, and training; maintaining a safe and secure work environment; developing personal growth opportunities.
ii.   Assists in the accomplishment of staff results by communicating job expectations; planning, monitoring, and appraising job results; coaching, counseling, and disciplining employees; initiating, coordinating, and enforcing systems, policies, and procedures.
iii.   Provides supplies by identifying needs for reception and establishing policies, procedures, and work schedules.
iv.   Provides communication systems by identifying needs; evaluating options; maintaining equipment; approving invoices.
v.   Assists in purchases of printed materials and forms by obtaining requirements; negotiating price, quality, and delivery; approving invoices.
vi.   Completes special projects by organizing and coordinating information and requirements; planning, arranging, and meeting schedules; monitoring results.
vii.   Provides historical reference by developing and utilizing filing and retrieval systems.
viii.   Improves program and service quality by devising new applications; updating procedures; evaluating system results with users.
ix.   Contributes to team effort by accomplishing related results as needed.

x.   Any other function relating to financial management/administration as may be assigned from time to time by the CEO/AAK Executive.

3.   Qualifications

i.   A certified public accountant (CPAK) with Bachelor's degree in business or a related field
ii.   At least three years experience in a senior accounting position.

4.   Key Skills & Competencies

i.   Good understanding and experience in all aspects of accounting and financial management.
ii.   Good knowledge of computerized financial systems.
iii.   Ability to negotiate budgets at the highest levels and manage human and other resources.
iv.   Highly detail oriented and organized in work
v.   Excellent communication and interpersonal skills with a customer service focus
vi.   Ability to work cooperatively and collaboratively with all levels of employees, management, and

Job Title : **Administrative Assistant/ Secretary**
Reporting to : **Chief Executive Officer**

1.   Purpose

The purpose of this position is to offer executive assistance to the secretariat by performing administrative duties, managing relations with customers, handling correspondence and preparing documentation as required.

2.   Duties and Responsibilities

i.   Primary phone coverage (first to answer all incoming calls)
ii.   Prepare and mail, sort and distribute incoming mail
iii.   Oversee all administrative aspects of seminars including registrations, confirmations, certificates,
iv.   badges & evaluations, preparation and mailing of materials to seminar sight
v.   Assist in the processing of Annual Conference registrations, preparation of packets, badges and delegate materials
vi.   Filing of materials in general files area
vii.   Assist with bookkeeping/accounting functions as appropriate
viii.   Assist staff in creating a system for responding to telephone and written requests for information
ix.   Assist in developing and instituting methods for quality control and accuracy in membership, conference, and other databases
x.   May be called upon to assist with special projects and assume responsibility for the development,
xi.   administration, and promotion of specific projects, as required
xii.   Perform any other duties as may be assigned from time to time by the CEO

3   Qualifications

i.   Diploma in Administrative/Management/Secretarial studies from KNEC or other recognized examining body
ii.   At least 5 years experience secretarial experience
iii.   High proficiency in the use of Microsoft office packages
iv.   Knowledge of computers; specifically, experience in Microsoft Office is preferable.
v.

4   Key Skills and Competencies

i.   Must have formal training in office procedures and use of office equipment.
ii.   Must have the ability to communicate accurately and clearly both orally and in writing; pleasant telephone manner; able to .think on feet. when dealing with callers; customer service oriented can do approach to work.
iii.   Must have superior organizational skills and accuracy. Excellent problem solving and people skills also required.
iv.

Job Title : **Office Assistant**
Reporting to : **Chief Executive Officer**

1. Purpose

i.   Maintains office operations by receiving and distributing communications; and picking-up and delivering items.

2.   Duties and responsibilities

i.   Undertake and maintain general office cleanliness
ii.   Handle dispatch and collecting of mail and any related items
iii.   Photocopying and binding of documents
iv.   Payment of utility bills
v.   Collection and safe storage of office consumables and related duties
vi.   Provide driving services to Association staff and/or authorized passengers.
vii.   Detecting and reporting any malfunctioning of the vehicles systems as they occur
viii.   Ensuring security of the vehicle on and off the road, and safety of passengers
ix.   Maintain cleanliness and overall vehicle maintenance and management
x.   Honor the country's traffic laws (Association not liable for driver's negligence)
xi.   Any other duties as may be assigned by the CEO

3   Minimum Qualifications

i.   School O-level certificate
ii.   A minimum of two years experience in a similar role
iii.   Must have a clean driving license;
iv.   Must have served for at least three (3) years as a driver since obtaining a driving license
v.   Must have demonstrated competence in driving the class of vehicle the driver is licensed to drive
vi.   Able to recognize and report abnormal operation of vehicle;
vii.   Familiarity with basic office duties e.g. photocopying, binding, etc

4   Key Skills and Competencies

i.   Good customer relationship skills
ii.   Ability to prioritize and handle simultaneous tasks
iii.   Honest and trustworthy
iv.   Demonstrate sound work ethics
v.   Good coordinating skill and high degree of accuracy required.
vi.   Ability to work under pressure.
vii.   Must be able to work independently with a proactive approach.

Annex 2.2: Staff Appraisal Tools
Architectural Association Of Kenya
Staff Performance Appraisal Guidelines

Performance Appraisal- Purpose

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help develop individuals, improve organizational performance, and feed into business planning. Formal performance appraisals are generally conducted annually for all staff in the organization. Each staff member is appraised by their line manager.

Annual performance appraisals enable management in monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning.

Performance appraisals also typically feed into organizational annual pay and grading reviews, which commonly also coincide with the business planning for the next calendar year. Performance appraisals generally review each individual's performance against objectives and standards for the current year, agreed at the previous appraisal meeting.

Performance appraisals are also essential for career and succession planning - for individuals, crucial jobs, and for the organization as a whole.
Performance appraisals are important for staff motivation, attitude and behaviour development, communicating and aligning individual and organizational aims, and fostering positive relationships between management and staff.

Performance appraisals provide a formal, recorded, regular review of an individual's performance, and a plan for future development.
Job performance appraisals - in whatever form they take - are therefore vital for managing the performance of people and organizations.
It is the responsibility of the Association supervisors is to evaluate the job-related performance of all staff members each fiscal year. A Staff Performance Appraisal Form is to be completed for each staff member and the immediate supervisor to evaluate job-related performance over the twelve-month rating period.
The appraisal process strives to treat all staff with respect, professionalism, and open communication.

As a best practice, all members of staff and the supervisors are strongly encouraged to facilitate two-way performance communication.
Each performance appraisal should include an overall rating as well as signature from the supervisor who wrote the appraisal and the manager of that supervisor.

A final rating is an important element of this process as this information will be used to differentiate merit increases in the salary review process and to ensure equity within the two processes.

Performance Appraisal Process

This performance appraisal process is designed to evaluate an employee's performance over a specified period of time. When the process works well, the employee and his/her supervisor plan together to build on strengths and develop those areas needing improvement. During the performance appraisal session, time is set aside to:
1. Restate expectations about job responsibilities and performance standards
2. Evaluate job performance against previous expectations
3. Discuss future development opportunities and relate them to organizational needs

To Supervisors: In evaluating an employee's performance, you are to identify strengths and areas of performance which require improvement. You are asked to provide examples of the employee's performance to illustrate the ratings you give. Examples based on your own observations work best. However, second hand observations are permissible if you have verified the information. Such examples clarify your message. After the meeting, follow up on the plans mutually established by you and the employee.
To Employees: The more involved you are in the performance appraisal session, the more effective the process is likely to be.

The performance appraisal process will enable both appraising supervisor and employee an opportunity to mutually discuss an annual plan of work and/or performance goals that will be the basis for providing an overall summary of annual performance in the coming year and for making decisions affecting promotion, salary, merit increases, and other personnel matters. Within the context of these values and guiding principles, staff will receive formal communication regarding their performance through an annual, documented, performance appraisal process. Supervisors and staff will use current processes and procedures, which include:

i. A system and timeline for periodic performance assessment by using agreed upon procedures and tools,
ii. Individual performance and/or professional development plans,
iii. Two-way communication opportunities between the supervisor and employee, and
iv. The established staff grievance procedures as the appeal process.

Architectural Association Of Kenya

Staff Performance Appraisal Form

Name:	Job title:	File No.:
Date hired:	Appraisal date:	Appraiser:

A1. The most successful accomplishments since the last performance period
1.
2.
3

A2. Key strengths of the employee
1.
2.
3.

A3. Problems since the last performance appraisal
1.
2.
3

A4. Key areas that need improvement.
1.
2.
3.

A4. Key areas that need improvement.
1.
2.
3.

A5. Team work ability
1.
2.
3

A6. What warning, if any, should be given to the employee?
1.
2.
3.

A7: Score the appraisee's capability or knowledge in the following areas in terms of their current (and if applicable, next) role requirements (1-3 = unsatisfactory; 4-5= poor; 6-7=satisfactory; 8-9 = good; 10 = excellent). If appropriate provide evidence to support your assessment.

A7: Score the appraisee's capability or knowledge in the following areas in terms of their current (and if applicable, next) role requirements (1-3 = unsatisfactory; 4-5= poor; 6-7=satisfactory; 8-9 = good; 10 = excellent). If appropriate provide evidence to support your assessment.

1. Attitude

2. Initiative

3. Dependability

4. Work quality

5. Work quantity

6. Knowledge of work

7. Team play

8. Organization ability

9. Judgement

10. Responsibility

A8: Any other observations
1.
2.
3

A9: Action to be taken if improvement is desired

Plan of action	By whom	Future Review dates schedule	Completion date

Overall Performance
Excellent: 90-100
Good: 80-89
Satisfactory: 70-79
Poor: 60-69
Unsatisfactory: Below 60.

Has the performance been reviewed with the employee? Yes__; No__.

Architectural Association Of Kenya

Staff Performance Evaluation Form

Name:	Job title:	Date hired:
Salary:	Review date:	Next review:

Evaluation of performance	Strength/Weakness	Comments
Team player		
Meets deadlines		
Organization skills		
Leadership ability		
Interaction with co-workers		
Attendance		
Quality of work		
Supervisor's comments:		
Supervisor Name: Signed and dated:		
Manager Name: Signed and dated:		

Annex 2.3: Compensation Scheme
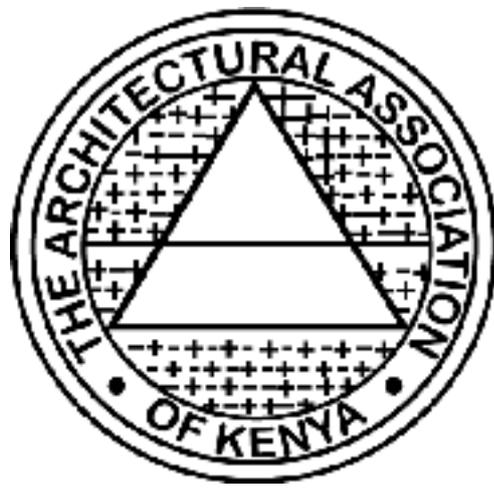
Architectural Association Of Kenya

Staff Compensation Scheme

Based on the proposed new positions, the following compensation scheme is recommended:

#	Position	Monthly salary(Kshs)*
1	Chief Executive Officer	200,000
2	Communications& Advocacy Manager	170,000
3	Membership Services Manager	150,000
4	Accounts & Administration Manager	120,000
5	Administration Officer/Secretary	50,000
6	Office Assistant	30,000

*Note
The salary excludes a 5% pension employer contribution and a premium payment (in- hospital) coverage AAK provides.

THE ARCHITECTURAL ASSOCIATION OF KENYA

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