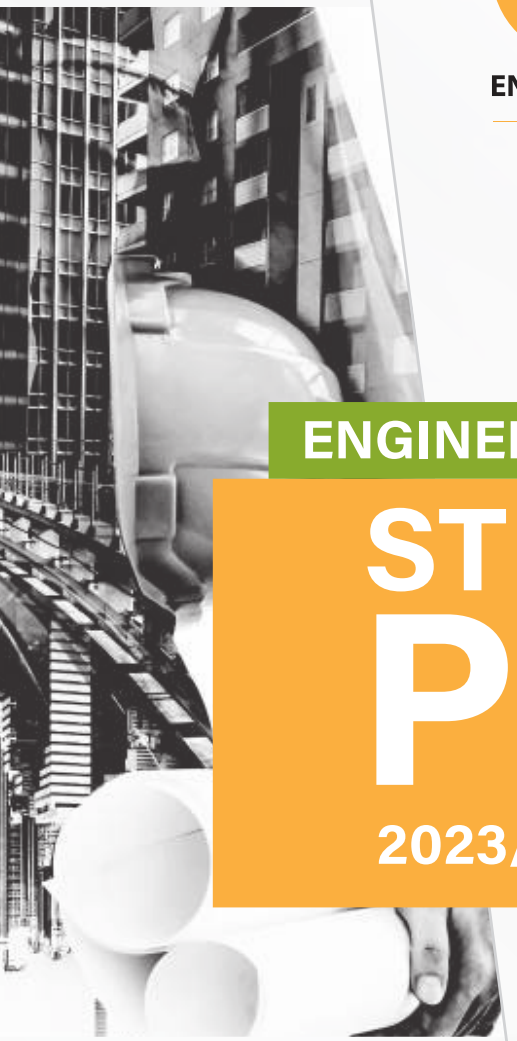
ENGINEERS BOARD OF KENYA

Enhancing Professionalism



ENGINEERS BOARD OF KENYA

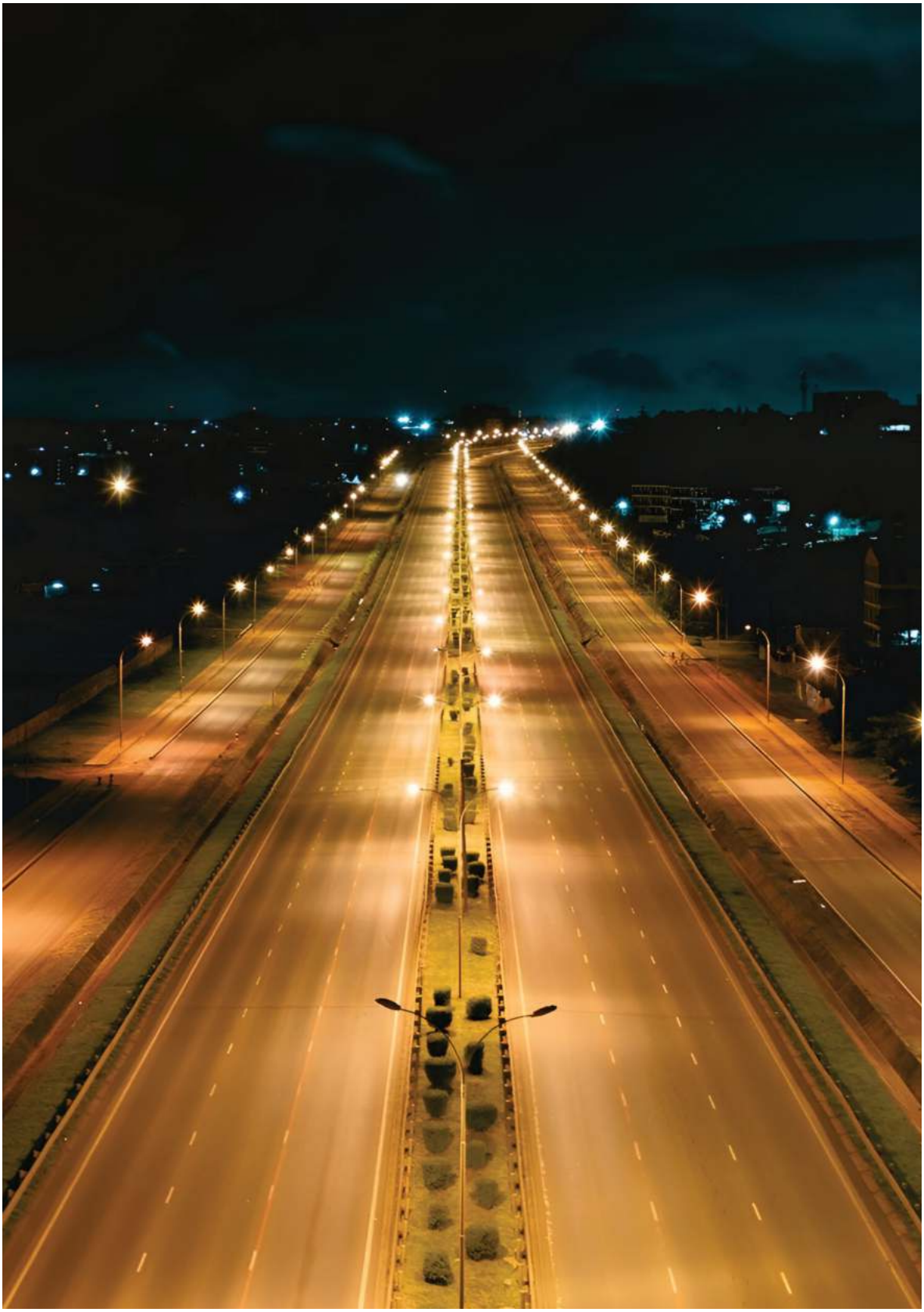
STRATEGIC PLAN

2023/2024 - 2027/2028

Ministry of Roads and Transport

REPUBLIC OF KENYA

Kenya VISION 2030



OUR VISION

Safe and sustainable engineering infrastructure.

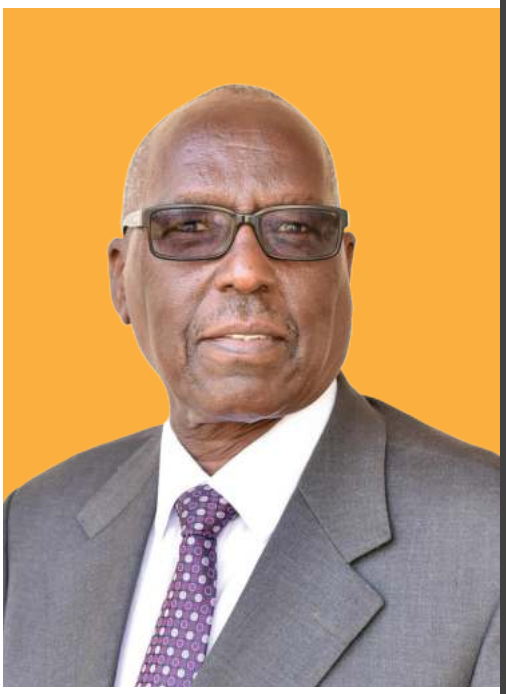
OUR MISSION

To ensure production of globally competitive engineers and quality engineering services through regulation, capacity building and enforcing compliance with set engineering standards to meet the current and future needs of society.

OUR VALUES

I-CARE

- Integrity
- Customer-Centric
- Accountability
- Respect
- Excellence



Foreword

The development of this Strategic Plan needed a critical analysis of the previous strategic plans developed by the Board drawing the challenges that were encountered during implementation, the performance gaps identified and lessons learnt. Emerging issues have also been considered taking into consideration the ever-changing global context we operate in to inform the strategic direction that will be pursued in the next five years. The Board's intent is to provide quality and accessible public services through embracing digitalization and being citizen-centric.

> **We are committed to embracing innovative policies that address societal challenges and promote progressive values.**

This Strategic Plan is a comprehensive result of having engaged with various key stakeholders both internally and externally. We would like to expressly mention that without the Board of Directors, Management and staff and other key stakeholders' input, the Strategic plan would not have been possible. The outcome is a broadminded document that places the Board as a vital contributor to the economy of Kenya and beyond.

We acknowledge that the Board's influence and network is growing each day. This reality enabled us to ensure that the Strategic Plan is in alignment with government guidelines, Vision 2030 and the Bottom-Up Economic Agenda (BETA). We are committed to embracing innovative policies that address societal challenges and promote progressive values. The strategic focus of the Board is also to ensure the global recognition of the Kenyan engineers and the appreciation of their skills and expertise crossing borders.

This strategic plan has been aligned with the Constitution of Kenya 2010, the national development agenda and other key aspirations as contained in various policy documents including the Bottom-up Economic Transformation Agenda (BETA), Vision 2030, African Union's agenda 2063 and the Sustainable Development Goals (SDGs), among other blueprint documents.

The Board looks forward to the next five financial years strategically pursuing collaborative partnerships and support with Development Partners, Ministries, Departments and Agencies (MDAs), County Governments and other key stakeholders who will enable us to leverage our resources and expertise by promoting diversity, equity and inclusion.

As we embark on the implementation of this new roadmap, we extend our appreciation to everyone who contributed to the development of the Strategic Plan since inception. We are grateful to the Cabinet Secretary, Ministry of Roads and Transport Hon. Kipchumba Murkomen, E.G.H. for his continued support to the Engineers Board of Kenya (EBK) in all its endeavors. Our gratitude also goes to the Principal Secretary, State Department for Roads Eng. Joseph M. Mbugua, CBS.

We are positive that this strategic plan will bring a positive change to our constituents and contribute to the betterment of society even as we endeavor to creating a safe and sustainable engineering infrastructure.

Eng. Erastus K. Mwongera, CE, FIEK, CBS
Chairman of the Board of Directors
ENGINEERS BOARD OF KENYA (EBK)

Preface and Acknowledgment

This Strategic Plan is the culmination of extensive research, consultations, and collaboration among the dedicated members of our team. It represents a shared vision that encompasses the aspirations, challenges, and opportunities that lie ahead for the EBK. By outlining clear goals, strategies, and action plans, this document serves as a compass that will guide our organization towards sustainable growth and enhanced service delivery with diligence, transparency, and integrity. Over the planning period, EBK will focus on the following four key result areas; Regulation of engineering services, development of capacity for general practice of engineering, strategic partnerships and collaborations and institutional strengthening.

> **By outlining clear goals, strategies, and action plans, this document serves as a compass that will guide our organization towards sustainable growth and enhanced service delivery with diligence, transparency, and integrity.**

Developing this Strategic Plan would not have been possible without the invaluable contributions and support of numerous individuals and organizations. We extend our sincere appreciation to:

- The Ministry of Roads and Transport, led by our esteemed Cabinet Secretary, Hon. Kipchumba Murkomen, E.G.H. and the Principal Secretary, Eng. Joseph Mbugua, CBS: Your unwavering support, visionary leadership, and commitment to excellence have been instrumental in shaping our shared vision of a safe and sustainable engineering infrastructure. We are grateful for your guidance and collaboration, which has enabled us to navigate challenges and seize opportunities for growth.

EBK Will Focus on the Following Four KRAs

- The Board of Directors: Your guidance, wisdom, and leadership have been instrumental in shaping our strategic direction. Your commitment to upholding the integrity of the engineering profession is truly commendable.
- EBK Staff: I am immensely proud of our dedicated team who have worked tirelessly to develop this Strategic Plan. Your expertise, passion, and unwavering commitment to our mission have been indispensable.
- Engineers and Engineering Consulting Firms: We extend our gratitude to all the engineers and firms who actively participated in the consultation process. Your insights, feedback, and experiences have greatly enriched this Strategic Plan.
- Government Partners: We acknowledge the support and collaboration of government bodies, ministries, and agencies. Your engagement and assistance have been vital in advancing our mission and enabling a conducive environment for the engineering profession.
- Professional Associations: We appreciate the collaboration and contributions of professional associations in the engineering sector. Your expertise and advocacy efforts have played a crucial role in shaping our strategic objectives.
- Stakeholders: We extend our thanks to all the stakeholders who have provided valuable input, feedback, and support throughout the strategic planning process. Your engagement and commitment to the engineering profession has been truly inspiring.

Finally, we would like to express our deepest gratitude to the public we serve. It is through your trust, cooperation, and adherence to the highest professional standards that we can collectively advance the engineering profession and contribute to the nation's development.

We are excited to embark on this transformative journey outlined in our Strategic Plan. Together, let us work hand in hand to achieve our shared vision and provide a safe and sustainable engineering infrastructure for Kenya.

Eng. Margaret Ogai, CE
Registrar/CEO
ENGINEERS BOARD OF KENYA (EBK)

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Key Concepts And Terminologies

Baseline	A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.
Indicator	A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.
Key activities	Actions taken or work performed, through which inputs are mobilized to produce outputs.
Key result areas	They are the broad areas in which you are expected to deliver results.
Mutual Recognition Agreement (MRA)	It is a formal agreement between two or more parties, typically countries or organizations, that allows for the recognition of each other's standards, qualifications, or certifications.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.
Output	Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.
Project	A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters.
Strategic goal	General qualitative statements on what an organisation is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process. Example: Improve food Security.
Strategic issues	These are problems or opportunities emanating from situational analysis that an organisation has to manage in order to be able to fulfil its mandate and mission.
Strategic objectives	These are what the organization commits itself to accomplish in the long term; they establish performance levels to be achieved or priority issues and measures of success in fulfilling critical mission statement elements.

Strategies	Broad abstractions which are descriptive of the means for achieving the strategic objectives.
Target	A result to be achieved within a given time frame through application of available inputs.
Top leadership	Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate.
Trade in services	This refers to the exchange of intangible products and activities between countries or regions.
Value chain	A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures.
Washington Accord	This is an international agreement among engineering accrediting bodies from different countries.

Acronyms And Abbreviations

AAK	Architectural Association of Kenya
ACEK	Association of Consulting Engineers of Kenya
ADR	Alternative dispute resolution
AfCFTA	African Continental Free Trade Area
APSEA	Association of Professional Societies in East Africa
BETA	Bottom-Up Economic Transformation Agenda
CEO	Chief Executive Officer
COG	Council of Governors
CPD	Continuing Professional Development programmes
CS	Corporation Secretary
CSR	Corporate Social Responsibility
CUE	Commission for University Education
EAC	East African Community
EBK	Engineers Board of Kenya
EPC	Engineering Partnerships Convention
EPRA	Energy and Petroleum Regulatory Authority
ERB	Engineers Registration Board
FY	Financial Year
GEIP	Graduate Engineers Internship Program
GOK	Government of the Republic of Kenya
ICT	Information and Communications Technology
IEEE	Institute of Electrical and Electronics Engineers
IEK	Institution of Engineers of Kenya
K.U	Kenyatta University
KAET	Kenya Academy of Engineering & Technology
KeNHA	Kenya National Highways Authority
KEPSA	Kenya Private Sector Alliance

KETRB	Kenya Engineering Technology Registration Board
KPI	Key Performance Indicator
KRA	Key Result Area
KRB	Kenya Roads Board
KSE	Kenya School of Engineering
MDACs	Ministries, Departments, Agencies and Counties
MEL	Monitoring Evaluation and Learning
Mn	Million
MOU	Memorandum of Understanding
MRA	Mutual recognition Agreement
MSMEs	Micro Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTP IV	Fourth Medium Term Plan
NCA	National Construction Authority
PASET	Partnership for Skills in Applied Sciences, Engineering and Technology
PESTEL	Political, Economic, Social, Technological, Ecological, Legal
QMS	Quality Management System
RSIF	Regional Scholarship and Innovation Fund
SAGAs	Semi-Autonomous Government Agencies
SCAC	State Corporations Advisory Committee
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant and Time Bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
UON	University of Nairobi
WA	Washington Accord
WFEO	World Federation of Engineering Organizations
WTO	World Trade Organization

Executive Summary

The Engineers Board of Kenya (EBK) is a regulatory body established under Section 3(1) of the Engineers Act 2011 to succeed the Engineers Registration Board (ERB) established by the Engineers Registration Act, Cap 530 (1969). It is charged with the mandate of registration of engineers and engineering consulting firms, regulation of engineering professional services, setting of engineering standards and development and general practice of engineering.

To ensure organizational success, EBK has developed this new Strategic Plan to replace the current one which expired in June 2023. The strategic plan has been aligned with the Constitution of Kenya 2010, the national development agenda and other key aspirations as contained in various policy documents including the Bottom-up Economic Transformation Agenda (BETA), Vision 2030, African Union's agenda 2063 and the Sustainable Development Goals (SDGs), among other blueprint documents.

This Strategic Plan will guide EBK's actions and decisions in the upcoming planning period. EBK's vision is to create "Safe and sustainable engineering infrastructure," while the mission is "To ensure production of globally competent engineers and quality engineering services through regulation, capacity building, and enforcing compliance with set engineering standards to meet the current and future needs of society." These goals are anchored in EBK's core values of integrity, customer-centric, accountability, respect and excellence.

The Strategic Plan focuses on key result areas (KRAs): Regulation of engineering services, Development of capacity for general practice of engineering, Strategic partnerships and collaborations, and Institutional strengthening. These KRAs align with our strategic objectives and will be brought to life through a detailed implementation plan, which includes strategies, activities, expected outputs, output indicators, targets, budget, and implementing actors. Additionally, the organization's governance structure has been assessed and documented to enhance successful plan implementation.

To monitor and evaluate progress, a comprehensive monitoring, evaluation, and reporting framework has been developed, along with annual key performance indicators. This framework will help track achievements and ensure that EBK is on track to meet its objectives. To ensure effective implementation, a coordination and risk management framework has also been incorporated into the plan. This will guide EBK in managing potential risks and challenges that may arise during the execution of the Strategic Plan. During the planning period, EBK will require about Kshs. 7.114 billion to implement the initiatives in the plan

EBK STRATEGIC MAP

VISION

Safe and sustainable engineering infrastructure

MISSION

To ensure production of globally competitive engineers and quality engineering services through regulation, capacity building and enforcing compliance with set engineering standards to meet the current and future needs of society.

KEY RESULT AREAS

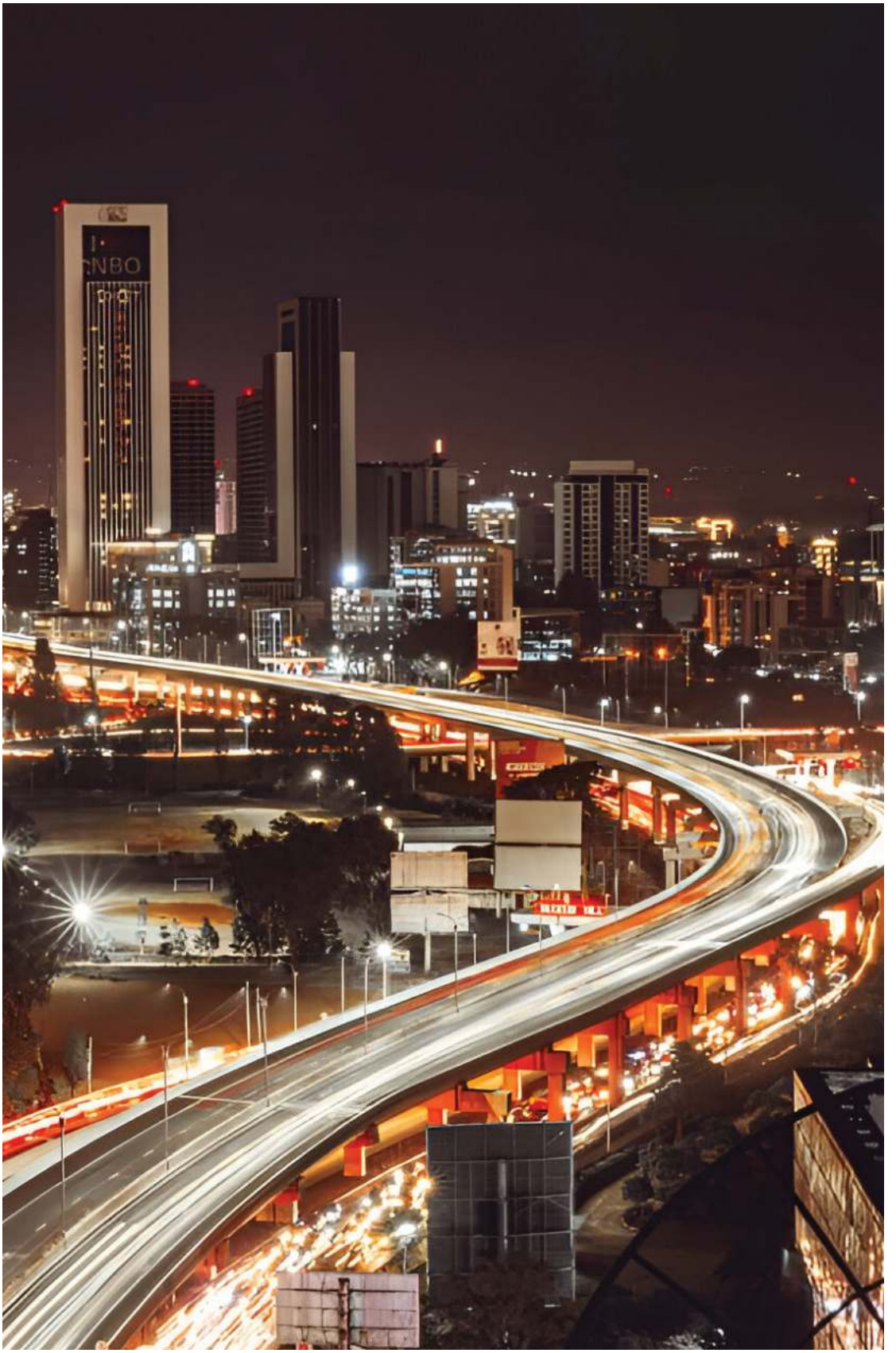
- Regulation of engineering services
- Development of capacity for general practice of engineering
- Strategic partnerships and collaborations
- Institutional strengthening

STRATEGIC OBJECTIVES

- To ensure safety, quality and reliability of professional engineering services
- To improve the capacity of engineers and engineering firms
- To enhance liberalization of professional engineering services
- To strengthen strategic partnerships and collaborations
- To strengthen institutional capacity

CORE VALUE

- Integrity
- Customer-Centric
- Accountability
- Respect
- Excellence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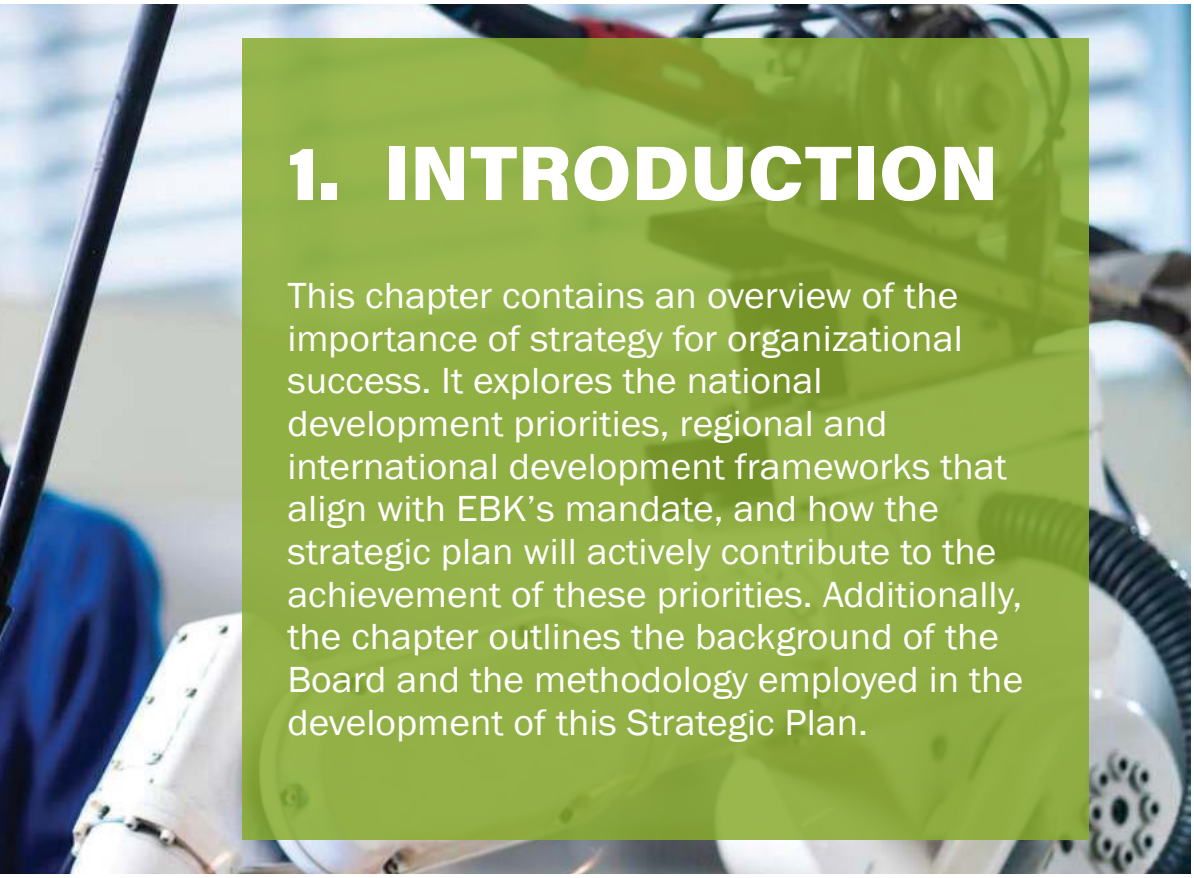
CHAPTER 1



1. INTRODUCTION

This chapter contains an overview of the importance of strategy for organizational success. It explores the national development priorities, regional and international development frameworks that align with EBK's mandate, and how the strategic plan will actively contribute to the achievement of these priorities. Additionally, the chapter outlines the background of the Board and the methodology employed in the development of this Strategic Plan.

1.1. Strategy as an Imperative for EBK's Success

Strategic planning is a crucial component of any organisation's long-term growth. The Engineers Board of Kenya is committed to achieving its objective of regulating engineering services, registering engineers and engineering consulting firms, setting of engineering standards and capacity building of engineers and development of the general practice of engineering in Kenya.

The Engineers Board of Kenya is established under Section 3(1) of the Engineers Act as a regulatory body responsible for overseeing the engineering profession in the country, as an organization charged with a critical mandate, it is essential for EBK to have a well-developed strategic plan to guide its operations and ensure success.

This Strategic Plan will steer EBK towards achieving its goals by offering clear direction and proactive strategies. The plan will drive high performance by setting targets, milestones, and performance indicators that will measure progress and ensure accountability towards the realization of EBK's vision.

EBK operates in a volatile, uncertain, complex, and ambiguous environment. The Strategic Plan will address these challenges, ensuring sustained success. It will foster adaptability, innovation, and responsiveness to changing circumstances. EBK's developed strategy will allow it to thrive amidst the complexities and uncertainties, and fulfill its mandate.

This Strategic Plan will enhance EBK's efficiency by eliminating redundancies and focusing resources on high-impact areas. It will improve effectiveness by aligning activities with strategic objectives. Through diligent execution, the plan will maximize EBK's impact on the engineering profession and national development.

1.2. The Context of Strategic Planning

This Strategic Plan has been developed taking into account the following international, regional, and national development frameworks and priorities.

1.2.1. United Nations 2030 Agenda for Sustainable Development

The Engineers Board of Kenya holds a pivotal role in realizing the Sustainable Development Goals (SDGs), contributing to their attainment through various strategic actions. Firstly, in pursuit of Goal 4, Quality Education, EBK conducts independent review of engineering programs to ensure excellence in engineering education and professional advancement. Secondly, addressing Goal 9, Industry, Innovation, and Infrastructure, EBK champions the creation of durable and sustainable infrastructure, aligning engineering methodologies with innovation and sustainable criteria. Thirdly, in alignment with Goal 11, Sustainable Cities and Communities, EBK nurtures sustainable and comprehensive urban centres, placing emphasis on accessibility, safety, and ecological soundness in urban planning and infrastructure development. Fourthly, towards the realization of Goal 13, Climate Action, EBK promotes environmentally conscious engineering practices, endorsing renewable energy, energy efficiency, and resilience against the impacts of climate change. Lastly, echoing Goal 17, Partnerships for the Goals, EBK forges collaborations and alliances with governmental bodies, industry stakeholders, and international organizations, bolstering the cause of sustainable engineering practices and initiatives aimed at building capacities. (engineering contributes to access to food security, clean water, good health, clean energy, decent work and economic growth, responsible consumption and production, life below sea (blue ocean economy) and life on land and deploying competent engineers from various disciplines including agriculture, water and sewerage, medical, marine, civil, electrical disciplines to serve these sectors of the economy. Further, under partnerships, EBK has established strategic linkages with international, regional and local partners to strengthen engineering education, training and practice.

1.2.2. African Union Agenda 2063

The guiding vision of the African Union Agenda 2063 is to build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena and identified eight ideals to serve as pillars for the continent in the foreseeable future. Agenda 2063 translate the ideals into concrete objectives, milestones, goals, targets and actions. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.

The Engineers Board of Kenya plays a vital role in realizing some of the aspirations for Africa's development as outlined in the African Union Agenda 2063. Table 1.1 shows how the Board contributes towards attainment of Agenda 2063:

Table 1.1: Alignment of EBK to Agenda 2063

S/ NO.	Agenda 2063 Aspirations	Role of the Engineers Board of Kenya
1	Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development	Regulate engineering practice while building the local capacities to ensure they tap into the opportunities available in the African Market which will manage continental own growth and transformation for shared prosperity.
2	Aspiration 2: An integrated continent, politically united based on the ideals of Pan Africanism and the vision of Africa's Renaissance	EBK plays a pivotal role, in contributing to the realization of the African Agenda 2063, which envisions an integrated continent politically united based on the ideals of Pan Africanism and Africa's Renaissance. The Board's primary mandate is to regulate the engineering value chain within Kenya. Engineers are responsible for designing, planning, and implementing critical infrastructural projects such as roads, bridges, railways, energy facilities, and water supply systems. These projects are essential for connecting African countries, promoting regional trade, and enhancing economic integration, which are key objectives of Agenda 2063.
3	Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law	The Board ensures engineers comply with engineers' code of conduct and ethics as well as professionalism while providing professional engineering services. This provides a working environment that will ensure deepening of the culture of good governance, democratic values, gender equality, respect for human rights, justice and the rule of law.
4	Aspiration 4: A peaceful and secure Africa	The role of the Board in the attainment of a peaceful and secure Africa lies in its contribution to infrastructure development, disaster resilience, and sustainable engineering practices, which collectively create an enabling environment for peace and security efforts in Kenya and by extension, the broader African continent.Top of Form
5	Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics	The Board actively engages in regional integration endeavors, collaborating with fellow engineering regulatory bodies to exchange best practices, standardize and harmonize regulatory frameworks, while facilitating engineers' mobility across borders.

6	Aspiration 6: An Africa whose development is people- driven, relying on the potential of African people, especially its women and youth, and caring for children	The Board recognizes the critical role of public participation in decision-making and is in the fore front to empower women, youth and persons living with disabilities in all aspects of the Board.
7	Aspiration 7: Africa as a strong, united, resilient and influential global player and partner	Produce competent engineers and engineering consulting firms who are globally competitive to offer high quality engineering services that can be exported within Africa to build an Africa that will emerge as strong, united, resilient and influential global players and partner with bigger roles in world innovative revolutions.

1.2.3. East African Community Agenda 2050

The Engineers Board of Kenya assumes a significant role in strengthening the East African Community Agenda 2050, a framework outlining the region's enduring developmental ambitions. Firstly, in the area of infrastructure development, which seeks enhanced access to economical and efficient regional transportation, energy, and communication networks to strengthen competitiveness. EBK establishes and upholds engineering regulations and standards, ensuring infrastructure initiatives conform to sustainable and quality benchmarks. Secondly, in the pursuit of industrialization aimed at structural transformation and improved global and intra-regional trade, EBK's alignment of engineering practices with sustainable principles and its cultivation of innovation assume importance, driving progress within industrial sectors.

Thirdly, within agriculture, food security and rural development, where augmented investment and elevated agricultural productivity are targeted to ensure food security and rural economic transformation, EBK plays a pivotal role through engineering activities encompassing irrigation systems, rural road networks, and agro-processing facilities, all pivotal to enhancing regional agricultural output and food security. Lastly, pertaining to environment and natural resource management that underscores the imperative of sustainable natural resource utilization, environmental preservation, and augmented value addition, EBK's enforcement of guidelines and standards for engineering initiatives underscores their adherence to ecologically sound

practices. This encompasses waste management, renewable energy projects, and ecologically conscious infrastructure designs, collectively minimizing the ecological impact of engineering projects.

EBK is one of the four EAC member states (Kenya, Rwanda, Tanzania, Uganda) which is EAC MRA. The MRA promotes harmonization of engineering standards and mobility of engineers within the EAC region.

1.2.4. Constitution of Kenya

The Engineers Board of Kenya upholds the Constitution of Kenya by fostering a culture of professionalism, competence, ethics, accountability, and transparency within the engineering profession. It ensures that engineers adhere to high standards and principles that are consistent with the constitutional values and objectives of the Republic of Kenya, ultimately contributing to the nation's development and well-being. The Board has aligned its mandate to the Constitution of Kenya as highlighted in Table 1.2.

Table 1.2: Alignment of EBK to the Constitution of Kenya

Chapter/ Article of Constitution of Kenya	How the Board aligns its mandate and function
Article 1: All sovereign power belongs to the people of Kenya and shall only be exercised in accordance with the Constitution	The Board upholds and respects the Constitution in conducting its operations.
Article 2 and 2 (5) (6): Supremacy of the Constitution and ratification of the general rules of international law, treaties and conventions being part of the Kenyan constitution.	The Board upholds this article by protecting public interest and implement mutual recognition agreements on matters engineering while protecting the interest of the nation. The Board is currently participating in trade talks at the African Continental Free Trade Area (AfCFTA) and the East African Community (EAC) Mutual Recognition Agreement for liberalized engineering services. The Board's participation will ensure the country's stand and the interest of the local engineers are safeguarded. The Board in collaboration with the industry is therefore building the local capacities to ensure they tap into the opportunities available in the African

	Market. The Board is championing Mutual Recognition Agreements (MRAs) across Africa to increase the export of engineers and engineering services through Trade in Service (TIS). Further, the Board is working towards acceding to the Washington Accord under the International Engineering Alliance by 2025. The Signatory status will ensure global recognition of our engineering programmes, global mobility of our engineers and attraction of local engineering programmes by students globally. The Board is currently being mentored by Pakistan Engineering Council and the Board of Engineers Malaysia.
Article 6: Devolution and access to services	The Board carries out its mandate/ functions by collaborating with the county governments as well as the Council of Governors to enhance engineering standards at both national and county levels
Article 10: National Values and Principles of governance	The Board aligns with Article 10 by promoting good governance, integrity, transparency, and accountability in the engineering profession, thus upholding the national values and principles of governance. Additionally, it plays a role in fostering inclusiveness and equity by ensuring that engineering services are accessible and available across the nation, contributing to the principles of social justice and non-discrimination.
Article 11 (2) (a) and (b): Requires the state to promote science and recognize the role of science and indigenous technologies in the development of the nation.	The Board aligns its mandate and functions to promote science and promote its role in the development of the nation through playing mentorships and advancement of Science, Technology, Engineering and Mathematics (STEM) in driving the development agenda of the nation.

Article 232: Values and principles of public service	The Board aligns with Article 232 by upholding high standards of professional ethics within the engineering profession and ensuring the efficient, effective, and economic use of resources. Additionally, it promotes fairness, equity, and accountability in the provision of engineering services, in line with the principles of transparency and merit-based appointments and promotions. EBK has a code of ethics and conduct for engineers.
Article 43 (1)(b): Right to accessible and adequate housing and reasonable sanitation standards. .	EBK establishes engineering regulations and standards, overseeing housing to ensure accessibility and sanitation compliance through inspections and permit issuance. EBK registers and licenses structural, civil, building services engineers who are responsible for delivering safe buildings.
Article 43 (1)(d): Right to clean and safe water in sufficient quantities,	EBK's involvement extends to establishing and enforcing engineering standards and guidelines relevant to water supply systems, treatment plants, and infrastructure, thus guaranteeing Kenyan citizens access to clean and safe water in suitable amounts. EBK registers water engineers who are responsible for planning, designing, supervising and maintaining water supply systems in Kenya

1.2.5. Kenya Vision 2030, Bottom-Up Economic Transformative Agenda and Fourth Medium Term Plan

Kenya's Vision 2030 is the long-term development blueprint aimed at transforming Kenya into a newly industrialised middle-income country. Vision 2030 is being implemented through the fourth medium-term plan (MTP IV) and the Bottom-Up Economic Transformation Agenda (BETA), which is a transformation plan geared towards economic turnaround for inclusive

growth by creation of a conducive business environment for socio-economic transformation.

The Board is a key enabler of the key priority areas in the BETA Plan through optimization of all stages of the engineering value chain, from education and training to licensing, professional development, and general regulation of the engineering practice. By ensuring streamlined and efficient processes, the Board significantly contributes to the growth of the engineering profession and excellence of the engineering practice, a key player to the broader national development goals outlined in the Kenya Vision 2030. Table 1.3 shows alignment of EBK to Vision 2030.

Table 1.3: Alignment of EBK to Vision 2030

S/NO	Vision 2030 pillars	Alignment of the Board Mandate to the pillars
1	Economic pillar	EBK plays a crucial role in ensuring that infrastructure projects in Kenya are executed to high engineering standards. This aligns with the economic pillar's focus on developing world-class infrastructure to support economic growth and regional integration. Additionally, EBK contributes to the development of a skilled engineering workforce through registration, licencing and regulation. This is essential for achieving the economic pillar's goal of a well-trained and skilled labor force. Also, by encouraging engineers to adopt innovative practices and technologies, EBK supports the economic pillar's aim of transforming Kenya into a knowledge-based, innovative, and globally competitive economy.
2	Social pillar	EBK's role in ensuring the competence of engineers contributes to the social pillar's objective of improving the quality of life for all Kenyans through education, training, and healthcare. Additionally, quality infrastructure, overseen by engineers registered and licensed by EBK, improves access to essential services such as healthcare, education, and clean water, which are key elements of the social pillar's goals.
3	Political pillar	EBK promotes ethical conduct and accountability within the engineering profession, aligning with the political pillar's goal of promoting democratic and accountable institutions. Also, ensuring that engineering projects adhere to high standards and regulations contributes to transparency, a key principle of the political pillar. EBK has a code of conduct and ethics for engineers.

Table 1.4 shows EBK's alignment to the BETA plan.

Table 1.4: Alignment of EBK to BETA

S/ NO	BETA Agenda Economic Core Pillars	Alignment of the Board Mandate to the BETA Plan
1	Core Pillar No. 1: Agricultural Transformation and Inclusive Growth ;	Agriculture is one of Government Key priority area to address food security through blending and branding. Further, the government intends to build at least 100No. dams across the entire country. Engineers play a critical role in designing and implementing infrastructure projects, including roads, bridges, irrigation systems, and agricultural processing facilities. These infrastructure developments are essential for enhancing agricultural productivity and promoting inclusive growth in rural areas. Further, by leveraging in technology, Engineers can be instrumental in developing and implementing new technologies in agriculture, such as precision farming techniques, automated systems, and renewable energy solutions for agricultural operations. These innovations can lead to increased agricultural productivity and sustainability, contributing to agricultural transformation. The Board ensures that engineers involved in such projects are qualified and adhere to regulations and standards related to construction and infrastructure development. In agriculture, compliance with environmental regulations, land use planning, and safety standards is crucial to achieving inclusive and sustainable growth. The Board may also support capacity-building initiatives for engineers and technical professionals working in the agriculture sector. This can include training and certification programs that help engineers better serve the needs of the agricultural industry.

2	Core Pillar No. 2: Transforming the Micro, Small and Medium Enterprise (MSME) Economy	The Government is committed to establish MSME Business Development Centre in every Ward, and an industrial park and business incubation centre. The Engineers Board of Kenya registers Engineering Consulting Firms and regulates their professional engineering services across the country. The firms also provide job opportunities to other professionals as well as Training & Mentorship to Graduate Engineers, therefore contributing the Country's GDP Growth.
3	Core Pillar No. 3: Housing and Settlement	The Government is committed to Increase supply of new housing to 250,000 per annum and percentage of affordable housing supply from 2% to 50%. Engineers are key enablers to delivery of this priority area through provision of professional engineering services including design and supervision of the housing projects. The Engineers Board of Kenya ensures that engineers involved in these projects are qualified and adhere to set engineering standards, which indirectly impacts the quality of housing and settlement infrastructure.
4	Core Pillar No. 4: Healthcare	The government intends to integrate Information Communication and Technology systems to enhance telemedicine and health management information systems. The Board recognizes Biomedical Engineering. Biomedical Engineers design equipment/devices for diagnosing medical problems as well as installation, maintenance and provision of technical support for biomedical equipment. Further, engineers are involved in designing, supervising and maintaining hospital buildings.

5	Core Pillar No. 5: Digital Superhighway and Creative Economy	The Government is committed to construct 100,000km of national fibre optic connectivity network which will increase and fast-track broadband connectivity across the country. Engineers play a crucial role in the design, laying the fibre optic cables and installation of Wi-Fi hotspots, therefore, key enabler of this key priority area. The Engineers board of Kenya ensures that qualified engineers are involved in these projects, thereby contributing to the development of the digital superhighway.

1.2.6. Sector Policies and Laws

The Engineers Board of Kenya plays a critical role in overseeing and regulating the engineering profession within the country. In formulating this Strategic Plan, EBK has integrated the following sector laws and policies:

1.2.6.1. International treaties and conventions

This Plan is rooted in various international treaties and agreements, reflecting a commitment to fostering excellence and cooperation in engineering practices. One of these significant agreements is the Washington Accord, an international pact that facilitates mutual recognition of accredited engineering degree programs among participating bodies. This accord not only emphasizes the acknowledgment of accredited programs but also establishes a benchmark for professional engineering education standards. The Board will develop accreditation standards aligned to the requirements of the Washington Accord in order to ensure that Kenyan engineers go through engineering education that is globally recognized, thus, enhancing their global mobility.

Moreover, EBK's Strategic Plan integrates the East African Mutual Recognition Agreement (MRA). By harmonizing its objectives with the MRA's provisions, the plan streamlines licensing and registration procedures, thereby enabling the recognition of engineering qualifications from other East African Community (EAC) member states. This approach not only facilitates the mobility of engineering professionals across the region but also bolsters regional integration and promotes the advancement of the engineering field throughout East Africa.

A pivotal consideration in the EBK's Strategic Plan is the Paris Agreement on Climate Change. The Board ensures that engineering practices within its view prioritize climate change mitigation and adaptation efforts. This entails advocating for energy-efficient designs, endorsing renewable energy solutions, and advocating for sustainable infrastructure development to align with the principles and objectives of the Paris Agreement.

The World Federation of Engineering Organizations (WFEO) is the international organization for the engineering profession, founded in 1968, under the auspices of UNESCO. WFEO brings together national engineering institutions from over 100 nations and represents more than 30 million engineers. WFEO work to influence international institutions, to promote globally accepted engineering practice and to address the challenges of sustainable development around the world. The affiliate membership of the Engineers Board of Kenya to the Federation is important as it will enable the Board to promote Kenya's engineering practice at the global level and in the UN System, nominate our local engineers to WFEO Committees, and receive mentorship to join the International Engineering Alliance (IEA) through mentorship. This will further enable the global mobility of our local engineers and attract students to study our local engineering programs.

The African Continental Free Trade Area (AfCFTA) serves as another significant influence on the EBK's strategic plan. This agreement seeks to establish a unified marketplace for goods and services across Africa, boosting intra-African trade and fostering economic integration. The EBK considers the implications of AfCFTA on engineering professionals' mobility, qualification recognition, and adherence to standardized regulations for engineering projects across participating nations.

Furthermore, as Kenya is an East African Community (EAC) member, the Common Market Protocol plays a vital role in the EBK's strategic plan. This protocol champions the unrestricted movement of goods, services, capital, and people within the EAC region. EBK aligns its plan with the principles of the protocol to facilitate seamless cross-border engineering activities and collaborations, thereby promoting harmonious growth and progress in the engineering sector.

1.2.6.1. Legislations

Embedded within the framework of national legislations, the EBK's Strategic Plan is fortified by various laws that govern and guide the practice of engineering across the nation. Foremost, is the Engineers Act 2011, it dictates EBK's mandate as registering engineers and engineering consulting firms, regulating engineering professional services, setting industry standards, and

promoting the overall practice of engineering. EBK has therefore integrated this plan with the Act to ensure proper systems and procedures to realise the mandate.

The landscape of land planning, development, and utilization is governed by the Physical and Land Use Planning Act of 2019. This Act provides a framework for arranging the planning, development, and optimal utilization of land and physical spaces throughout Kenya. Of particular significance to engineers, this Act provides a robust blueprint for land use planning, zoning, and the proficient management of physical development activities. By acknowledging the significance of this Act, EBK's Strategic Plan recognizes the need to formulate Development Control Bill to complement PLUPA, 2019 toto guide engineers and allied professionals engaged in building projects both in urban and rural areas.

With the rise in sustainable engineering practices, the Environmental Management and Coordination Act of 1999 emerges as an important legislation. This legislation casts engineers as agents of environmental preservation, compelling them to minimize the ecological footprint of their projects. The Act outlines the requisites for environmental assessment and management in engineering projects, reinforcing EBK's commitment to embedding eco-consciousness within its strategic plan.

Ensuring the safety and well-being of all individuals involved in engineering endeavours, the Occupational Health and Safety Act of 2007 emerges as a sentinel of protection. This legislation outlines safety requisites for workplaces, with specific emphasis on construction sites. Engineers, as forerunners of project execution, are entrusted with upholding these safety benchmarks. By incorporating the tenets of this Act into its Strategic Plan, EBK underscores its commitment to the welfare of both professionals and the broader community.

1.2.6.1. Sector specific policies

The policy supporting Kenya's Vision 2030 is contained in Sessional Paper No. 10 of 2012. The Paper highlights the need to provide cost-effective world-class infrastructure facilities and services in support of Vision 2030. The Engineers (scale of fees for professional engineering services) Rules, 2022 prescribes the framework for determining the minimum fees by an engineer a a firm, it also prescribes the minimum fees chargeable by an engineer or a firm for professional engineering services.

The code of conduct and ethics for engineers forms the basis and framework for responsible professional practice as it prescribes standards of conduct

to be observed by all engineers. The Plan incorporates these policies into licensing and registration processes, establishing compliance and enforcing mechanisms, and emphasizing awareness.

The National Policy on Science, Technology, and Innovation (2019) also outlines the government's strategy for promoting research, technology, and innovation across sectors, including engineering. The EBK's Strategic Plan has been aligned with initiatives that encourage innovation in engineering practices. Also, the National Policy for Sustainable Development outlines Kenya's commitment to sustainable development across various sectors. EBK's Strategic Plan has aligned with this policy to ensure that engineering practices promote sustainability and minimize negative impacts.

1.3. History of Engineers Board of Kenya

The regulation of engineering in Kenya were done using the British Standards until 1969 where Engineers Registration Act was enacted to establish the Engineers Registration Board (ERB). This board was entrusted with the vital responsibility of registering and licensing engineers, thus ensuring the quality and professionalism of engineering services in Kenya.

As the engineering landscape evolved, the existing legislation, known as Cap 530, needed to be modernized to address the full spectrum of engineering. This meant encompassing engineering education, training, and practice in a comprehensive and effective legal framework. To meet this need, the Engineers Act was enacted in 2011, assented on 27th January 2012 and commenced by Minister of Roads on 14th September 2012 leading to the repeal of the Engineers Registration Act, Cap 530 of 1969. The Engineers Act 2011, led to the establishment of the Engineers Board of Kenya (EBK), expanding its mandate to not only register engineers and engineering consulting firms but also to regulate engineering professional services, set industry standards, and promote the overall practice of engineering.

1.4. Methodology of Developing the Strategic Plan

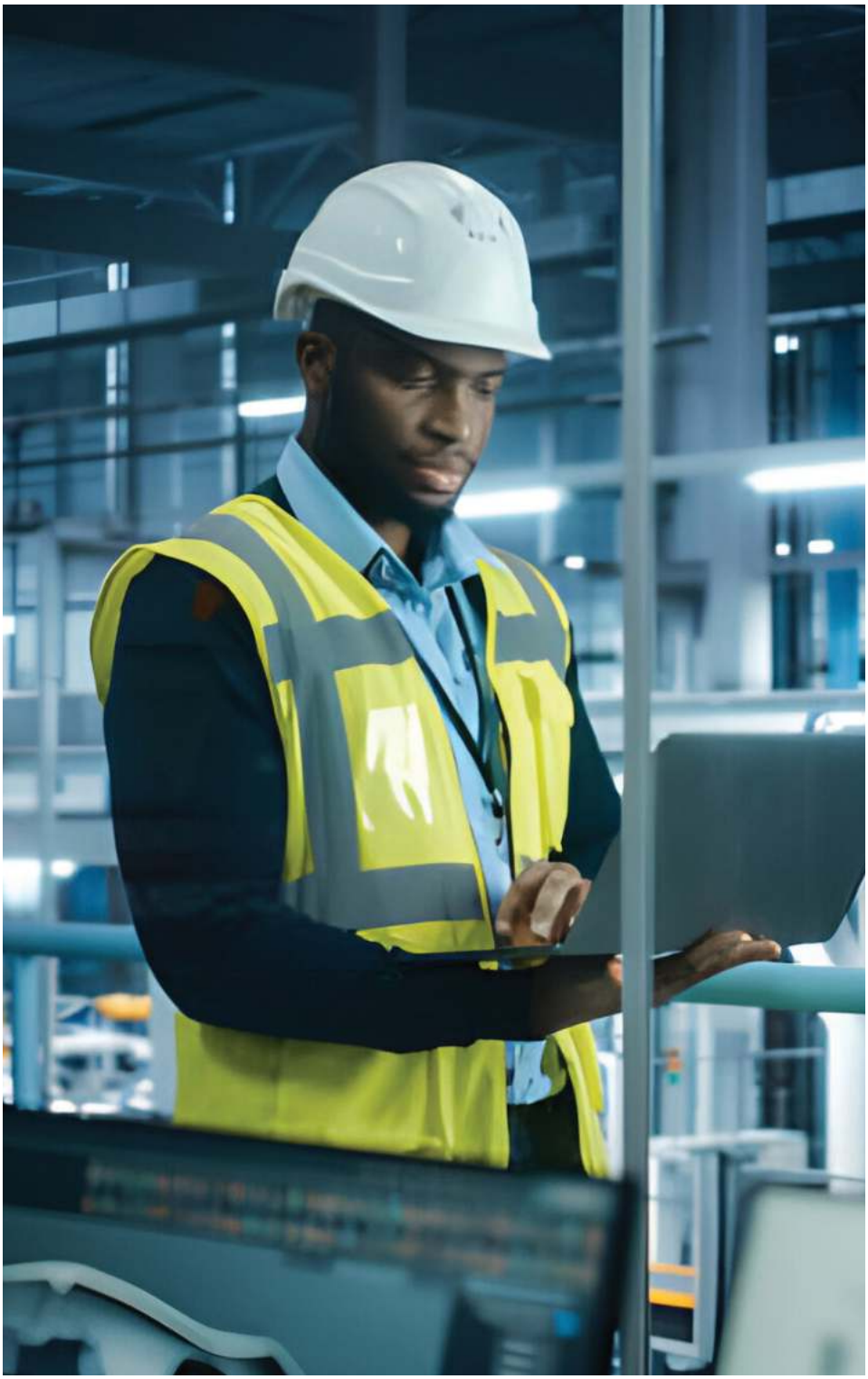
In the development of this Strategic Plan, a consultative and participatory approach was adopted to ensure a well-informed and inclusive roadmap for the future of the Engineers Board of Kenya. The process commenced with EBK's Board developing Terms of Reference (ToRs) to guide the process, outlining the objectives, timelines, and responsibilities. The Management was tasked to oversee the development of the Strategic Plan. Based on the terms of reference, the Management then developed a costed roadmap for

the development of the Strategic Plan which was approved by the Board and a strategic framework to guide the preparation of the Strategy was developed and a consultant engaged to assist in the process.

Firstly, a detailed context analysis of Strategic Planning was carried out, encompassing the relevant global, regional, and national policy, legal, and regulatory frameworks that influence the engineering sector and EBK's contribution towards achieving the goals of these frameworks and their alignment with Kenya's National Development priorities. EBK's strategic direction, incorporating its vision, mission, goals, core values, and quality policy statement were also defined. A comprehensive analysis of the EBK's external and internal contexts, as well as its stakeholders was also carried out. This analysis provided valuable insights into the opportunities and challenges EBK faces and the interests and expectations of key stakeholders.

Based on the situation and stakeholder analysis, strategic issues were identified and the corresponding strategic goals were formulated. Key Result Areas (KRAs) to address the issues were also determined. Under each determined KRA, strategic objectives that align with EBK's vision and strategic choices to achieve these objectives were devised. To operationalize these strategies and ensure smooth implementation of the plan an implementation and coordination framework was developed. In terms of risk management, a comprehensive framework that identifies, assesses, and mitigates potential challenges was put in place. A detailed resource requirements and mobilization strategies to ensure the necessary elements are in place for effective plan execution were also determined. Finally, a Monitoring, Evaluation, and Reporting Framework was put in place to enable tracking of progress, evaluation of outcomes, and communication of the journey towards success.

As part of the Strategic Plan validation process, the Draft Plan was shared with internal and external stakeholders for their validation and feedback; the stakeholders workshop was held on 22nd September, 2023 and Chief Guest was the PS for Roads, Eng. Joseph Mbugua. This inclusive approach ensured that the perspectives and insights of relevant parties are taken into consideration, and the plan can be improved to better meet their needs.



CHAPTER 2

2. STRATEGIC DIRECTION

This chapter provides an overview of The Engineers Board of Kenya, covering its mandate, vision, mission, strategic goals, core values, and quality policy statement.

2.1. Mandate

Section 6 of the Engineers Act 2011 outlines the Board's mandate as:

i. Registration of engineers and engineering consulting firms;
ii. Regulation of engineering professional services;
iii. Setting of engineering standards; and
iv. Development and general practice of engineering.

Section 7(1) of the Engineers Act 2011 confers the following functions and powers to The Engineers Board of Kenya:

i. Receive, consider, make decisions on applications for registration and register approved applications;
ii. Keep and maintain the Register;
iii. Publish the names of registered and licensed persons under the Act;
iv. Issue licenses to qualified persons under the provisions of the Act;
v. Publish and disseminate materials relating to its work and activities;
vi. Carry out inquiries on matters pertaining to registration of engineers and practice of engineering;
vii. Enter and inspect sites where construction, installation, erection, alteration, renovation, maintenance, processing or manufacturing works are in progress for the purpose of verifying that –

- Professional engineering services and works are undertaken by registered persons under the Act;
- Standards and professional ethics and relevant health and safety aspects are observed;

viii. Assess, approve or reject engineering qualifications of foreign persons intending to offer professional engineering services or works;
ix. Evaluate other engineering programmes both local and foreign for recognition by the Board;
x. Enter and inspect business premises for verification purposes or for monitoring professional engineering works services and goods rendered by professional engineers;
xi. Instruct, direct or order the suspension of any professional engineering services works, projects, installation process or any other engineering works, which are done without meeting the set-out standards

xii. Approve and accredit engineering programs in public and private universities and other tertiary level educational institutions offering education in engineering;

xiii. Set standards for engineers in management, marketing, professional ethics, environmental issues, safety, legal matters or any other relevant field;

xiv. Prepare detailed curriculum for registration of engineers and conduct professional examinations for the purposes of registration;

xv. Establish a school of engineering and provide facilities and opportunities for learning, professional exposure and skills acquisition, and cause continuing professional development programs for engineers to be held;

xvi. Establish the Kenya Academy of Engineering and Technology whose purpose shall be to advise the National and the County Governments on policy matters relating to engineering and technology;

xvii. Plan, arrange, co-ordinate and oversee continuing professional training and development and facilitate internship of graduate engineers;

xviii. Collaborate with engineering training institutions, professional associations, engineering organizations and other relevant bodies in matters relating to training and professional development of engineers;

xix. Determine the fees to be charged by professional engineers and firms for professional engineering services rendered from time to time;

xx. Hear and determine disputes relating to professional conduct or ethics of engineers;

xxi. Develop, maintain and enforce the code of ethics for engineers and regulate the conduct and ethics of the engineering profession in general

xxii. Determine and define disciplines of engineering recognized under the Act;

xxiii. Conduct recruitment of staff of the Board through a competitive process; and

xxiv. Carry out such other functions related to the implementation of the Act.

2.2. Vision Statement

Safe and sustainable engineering infrastructure.

2.3. Mission Statement

To ensure production of globally competitive engineers and quality engineering services through regulation, capacity building and enforcing compliance with set engineering standards to meet the current and future needs of society.

2.4. Strategic Goals

In pursuit of its mission to uphold the highest standards of engineering practice and ensure the safety, quality, and reliability of professional engineering services, the Engineers Board of Kenya has formulated five strategic goals, as follows:

a. Adequate number of registered Professional Engineers to serve the economy.
b. Safe and sustainable engineering infrastructure, processes, and systems.
c. Competent and adaptable engineering workforce
d. Enhanced strategic partnerships and collaborations
e. Effective institutional systems and high-performance culture

2.5. Core Values

a) Integrity

EBK prioritizes the maintenance of the highest standards of conduct by displaying honesty, transparency, and a strong work ethic in all its operations.

b) Customer-Centric

EBK places its customers at the centre of all its decisions and actions by provision of high-quality services, fostering positive relationships and continuously improving based on customer feedback and evolving needs.

c) Accountability

EBK cultivates a culture of responsibility and accountability to its stakeholders and the public in all its decisions and actions.

d) Respect

EBK embraces and celebrates individual differences, promoting a culture of equality and respect for all while ensuring variations in perspectives, experiences and backgrounds to drive creativity and a sense of belonging.

e) Excellence

EBK underscores the importance of not only achieving high standards of proficiency but doing so with a commitment to continuous improvement through fostering competence, ethical conduct, and a focus on delivering in the engineering value chain for sustainability.

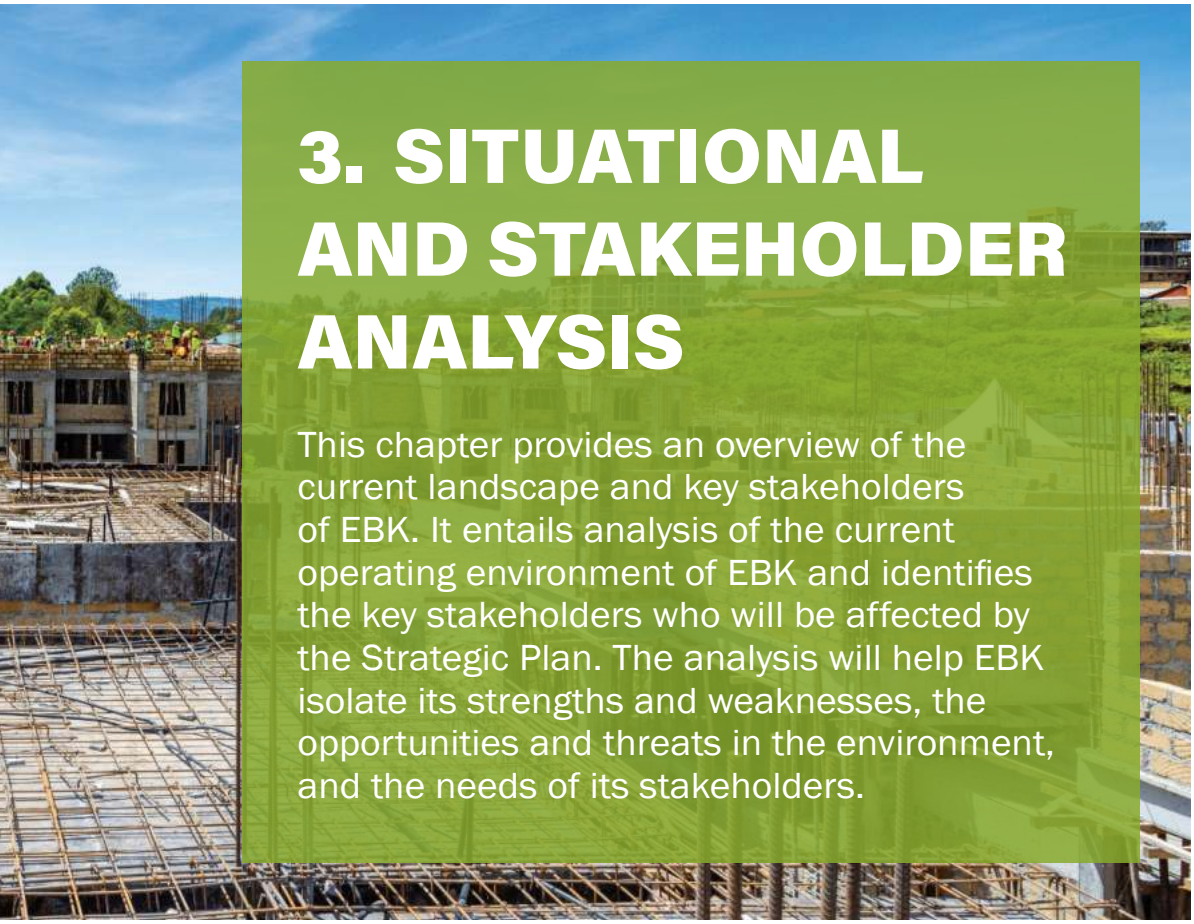
2.6. Quality Policy Statement

The Board is committed to provide its customers with high-quality services by developing and regulating the engineering practice for a safe, efficient and effective engineering infrastructure, systems and processes for Kenya. To achieve this, EBK shall:

i. Maintain and continually improve the established Quality Management System in accordance with ISO 9001: 2015 International Standard;
ii. Comply with the identified customers' needs, contractual expectations and all applicable legal and statutory requirements;
iii. Ensure members of staff uphold the following core values in their day-to-day operations: Integrity, Customer-Centric, Accountability, Respect and Excellence;
iv. Ensure that Quality Objectives are established and reviewed annually for continual improvement and suitability;
v. Ensure that this Quality policy and associated Quality Management System documentation are communicated and understood by all employees and;
vi. Review and revise this Quality Policy whenever necessary to consider changes in the Quality Management System and emerging issues.

In serving our customers EBK shall be guided by the need to ensure production of globally competitive engineers and quality engineering services through regulation, capacity building and enforcing compliance with set engineering standards to meet the current and future needs of society.

CHAPTER 3



3. SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter provides an overview of the current landscape and key stakeholders of EBK. It entails analysis of the current operating environment of EBK and identifies the key stakeholders who will be affected by the Strategic Plan. The analysis will help EBK isolate its strengths and weaknesses, the opportunities and threats in the environment, and the needs of its stakeholders.

3.1. Situation Analysis

EBK's operations are affected by factors that exist in the external and internal environments. In the external environment there are macro and micro factors including political, economic, social, technological, ecological and legal factors which determine how operations at EBK are undertaken. This necessitates an analysis of strengths and weaknesses in the governance and administrative structures, internal business processes, resources, and capabilities. It also necessitates an assessment of past performance to identify the key achievements, challenges and lessons learnt in order to improve the delivery of services by EBK to the public.

3.1.1. External Environment

The external environment is the set of factors that affect EBK but are outside of its control. It includes the political, economic, social, technological, environmental, legal and competitive factors that shape the organization's operating environment. EBK can benefit from understanding the developments in the external environment by identifying opportunities and threats. By determining the opportunities and threats in the external environment, EBK can develop strategic responses that will help it to achieve its goals.

To isolate the developments in the external environment, EBK conducted an analysis of the macro- and micro-environments. The macro-environment includes broad economic, political, social, and technological factors that affect all organizations in an economy. The micro-environment includes specific factors that affect EBK in particular, such as its competitors, suppliers, and customers.

3.1.1.1. Macro-environment

EBK conducted a macro environment analysis using PESTEL to obtain insights into the external factors influencing its operations. The analysis encompassed six key dimensions: Political, Economic, Social, Technological, Environmental, and Legal factors, each providing crucial information for the organization's decision-making and performance.

The Engineers Board of Kenya benefits from political goodwill from its parent ministry, which creates a favourable environment for its operations. The devolution of services also creates an opportunity for the EBK to devolve its services to the counties. However, the EBK faces challenges due to conflicting mandates from different regulatory bodies, which could lead to conflicting regulations for the engineering sector.

Economic factors within EBK's operating environment present both opportunities and threats. On the positive side, the liberalization of engineering services offers a significant opportunity for growth. By opening up the sector to competition and allowing engineers to operate more freely, it fosters innovation, efficiency, and a broader range of services. Additionally, the ongoing infrastructure developments in the country create a robust demand for engineering expertise, providing a steady stream of projects and job opportunities for local engineers.

However, there are several threats that EBK should be mindful of. Overreliance on foreign engineers, can pose a threat to the development of local talent and the retention of valuable expertise within the country. Slow economic growth can also hinder the expansion of engineering services and limit investment in critical infrastructure projects. Furthermore, high levels of taxation on engineering firms can reduce their competitiveness and profitability. The persistently high unemployment rate and rising inflation further worsen economic challenges, potentially impacting the demand for engineering services as clients cut back on projects due to economic uncertainty.

Events such as pandemics, exemplified by the COVID-19 outbreak, and environmental challenges like droughts, can disrupt engineering projects, delay timelines, and strain resources. These events highlight the need for resilience and adaptability within the profession.

The technological factors affecting EBK include technological advancements such as artificial intelligence (AI), machine learning, internet of things (IoT) etc. EBK has the opportunity to capitalize on technological advancements to improve its efficiency and effectiveness. Additionally, EBK can use technology to automate its processes and to collect and analyse data thus helping EBK better regulate the engineering profession. EBK also needs to be aware of the growing threat of cybercrime. Cybercriminals could target EBK's systems and data. Other technological threats that might affect EBK include the threat of rapid technological changes, thus the need to adapt to new technological changes fast.

Climate change and its associated impacts, including extreme weather events, rising sea levels, and changing precipitation patterns, present a challenge for infrastructure resilience and development planning. Furthermore, the threat of natural disasters, such as floods and earthquakes, necessitates the incorporation of robust engineering solutions to mitigate risks and ensure the safety of communities and infrastructure. EBK's role in promoting sustainable engineering practices and addressing these threats is crucial to both environmental conservation and the profession's continued relevance in an ever-changing world.

Abundant unexploited natural resources such as wind power, solar energy, and minerals in Kenya. These resources offer significant opportunities for engineers to develop sustainable and eco-friendly technologies, promoting both economic growth and environmental conservation. Additionally, the existence of green technologies provides a chance for engineers to embrace and integrate environmentally friendly practices into their projects, reducing ecological footprints and fostering sustainability.

However, there exists threats to consider such as unsustainable environmental practices, if left unchecked, can lead to resource depletion, habitat destruction, and pollution, posing long-term risks to both society and the engineering profession.

The enactment of regulations tailored to optimize the Board's operations can streamline processes, enhance accountability, and ensure the integrity of the engineering profession. Such regulations provide a legal framework for efficient governance and the effective oversight of engineers, ultimately benefiting the public and the profession.

However, there are notable threats to consider. Litigation can be a significant challenge, with legal disputes potentially affecting the reputation and operations of EBK. Inadequate legal frameworks, or gaps in existing regulations, can hinder the Board's ability to enforce ethical standards and ensure professional competence within the engineering sector. It is imperative for EBK to proactively address these legal challenges to maintain its effectiveness and credibility while safeguarding the interests of both engineers and the public they serve.

3.1.1.2. Micro-environment

The micro-environment of EBK entails its immediate operational context, exerting influence over EBK's pursuit of strategic objectives. Upon conducting an analysis of this micro-environment, certain key findings emerged. Among the social factors affecting EBK include the opportunities of regulating unlicensed professionals to enhance competence and public trust, as well as leveraging goodwill from development partners to boost collaborative projects and funding. However, the low transition rate of Graduate Engineers to Professional Engineers poses a threat to the profession's long-term sustainability. A shortage of certified professionals can compromise the quality and safety of engineering projects, impacting society and the environment. Low adoption of technology can also be a threat to EBK, this is because it will lead to redundant systems thus inefficient processes. There is also need to strengthen collaborations and partnerships with associated built environment professionals, engineering technologists and technicians and contractors as they play distinct but complementary roles in delivery of infrastructure. Further there is need to strengthen industry-academia linkages to align engineering education to industry needs, providing opportunities for attachment of students and promoting industry driven research.

Suppliers and service providers play a critical role in influencing the mandate and functions of the Board. EBK relies on service providers and various materials and resources for its day-to-day operations, such as office supplies, documentation materials, and IT equipment as well as Technology and Software Providers, Security, Cleaning among others. Reliable and efficient suppliers and service providers ensure the smooth operations of administrative tasks, maintaining an organized and effective working environment. Continued cultivation of strong relationships with suppliers and other service providers through regular communication, timely payments, and feedback mechanisms will ensure a reliable supply chain, reducing disruptions to EBK's daily operations.

Employees are a fundamental microenvironment factor that significantly influences the mandate and functions of the Board. This includes employee's skillset and competencies, ethics and professionalism as well as attitude which can impact the Board' s performance and customer satisfaction. Therefore, fostering a customer-centric culture is vital in enhancing efficient and effective service delivery.

3.1.2. Summary of Opportunities and Threats

Based on the analysis of external environment, EBK summary of opportunities and threats are as shown in Table 3.1.

Table 3.1: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	i. Goodwill from parent ministry ii. Devolution of services iii. Government policies and directives	i. Conflicting mandates among various legal and regulatory instruments. ii. Low technical capacity in county government to oversee implementation of infrastructure programs
Economic	i. Liberalization of engineering services ii. Infrastructure developments iii. Food Security Initiatives	i. Overreliance on foreign engineers ii. Slow economic growth iii. High levels of taxation iv. High unemployment rate v. Rising inflation
Social	i. Strengthening regulation of engineering services ii. Goodwill from development partners iii. Competent employees iv. Quality goods and services by service providers	i. Pandemics i.e., COVID-19, droughts ii. Low transition of Graduate Engineers to Professional Engineers.
Technological	i. Technological advancements ii. Digitalization	i. Cybercrime ii. Rapid technological changes iii. Low transition/adoption to new technological changes iv. Manual processes
Environmental	i. Unexploited natural resources (wind power, solar, minerals) ii. Existence of green technologies	i. Unsustainable environmental practices ii. Climate change iii. Natural disasters
Legal	Enactment of regulations to optimize Board operations	i. Litigation ii. Inadequate legal frameworks

3.1.3. Internal Environment

The internal environment consists of the factors that EBK can control or influence. These factors encompass EBK's value chain activities, resource capabilities, skills, competences, structural design, and culture. To evaluate their impact on EBK's overall performance, EBK conducted an internal analysis. The tools employed for this analysis included Value Chain Analysis (VCA) to pinpoint activities creating value, Functional Analysis (FA) to identify strengths and weaknesses in each functional area, and Comparative Analysis (CA) to highlight areas for improvement. The results of this analysis revealed EBK's strengths and weaknesses.

3.1.3.1. Governance and Administrative Structures

EBK has an organisational structure that seeks to enable effective delegation, management processes and information flow. The current structure provides strong leadership by the Board of Directors as the highest governance organ, which undertakes its activities through four Committees, namely:

Academic Qualifications Committee; Registration and Professional Development Committee; Finance, Strategy and Human Resource Development Committee; and Audit, Governance and Risk Committee. The Board exercises control and oversees EBK activities. It provides strategic direction and ensures that Management is accountable and promotes enterprise, integrity and good judgement in EBK's management.

The Registrar/CEO leads EBK's management team, comprising heads of technical and operational directorates and departments. The management team, with the oversight of the Board implement the Strategic Plan within the respective functional areas. The main tasks of all directorates and departments at EBK are highlighted in documented frameworks, which are used to guide staff members on their roles and responsibilities. EBK also has a robust stakeholder engagement framework which facilitates strong relationships with stakeholders.

3.1.3.2. Internal Business Processes

EBK conducted a comprehensive evaluation of its operational systems, processes, and standard operating procedures to assess its overall efficiency and effectiveness. The evaluation covered various aspects of EBK's operations, encompassing licensing procedures, regulatory frameworks, and governance protocols. This analysis was geared towards aligning the organization's governance structure with its strategic goals.

During the evaluation, several key findings emerged that had implications for EBK's internal business processes. Notably, the organization has a diverse and proficient staff base, each equipped with varying skill sets that collectively contributed to operational excellence. The presence of competent registered engineers serves as a foundation of EBK's operations, signifying their role in maintaining the organization's credibility and upholding service quality.

However, the assessment also brought out certain challenges. One issue was EBK's low staff complement, inadequate revenues to fully enforce the Engineers Act. Despite its strengths, the organization faced hurdles in ensuring compliance due to these capacity constraints. Another concern was the organization's relatively modest uptake of technology, implying a possibility for enhancement in operational efficiency and decision-making through the integration of modern tools.

Moreover, the evaluation brought to light the issue of high staff turnover within EBK. This concern, if not addressed, could potentially disrupt continuity and hinder knowledge retention. Strategies aimed at mitigating this turnover emerged as imperative for the long-term stability and effectiveness of the organization.

By synthesizing these insights within its evaluative framework, EBK was able to obtain an overview of its strengths and areas necessitating improvement. Crucially, the value chain analysis played a pivotal role in this process. By scrutinizing end-to-end processes within EBK, the organization could identify potential inefficiencies and opportunities for cost and time savings. This value chain assessment empowered EBK plan for optimization of operations, removal of redundant activities, and more efficient allocation of resources.

The value chain, illustrated in Figure 3.1, depicts EBK's operational flow.

Figure 3.1: EBK's value chain

	Mandate	Input	What EBK Does	Output	Outcome
Primary Activities	Registration of engineers and engineering consulting firms	Applications from engineers and firms seeking registration	Evaluate applications, verify qualifications, and conduct compliance checks.	Issuance of registration licenses and maintenance of registration database.	Registered professionals and consulting firms.
	Regulation of engineering professional services	EBK establishes codes of conduct and a regulatory framework for engineering services	EBK monitors compliance, conducts audit and addresses violations.	Compliance reports and enforcement actions are generated.	Improved quality of engineering services and public trust in the industry.
	Setting of engineering standards	Research findings, input from industry experts, and relevant standards	EBK develops and updates engineering standards and guidelines.	Published and accessible standards for engineers, firms, and stakeholders	Increased compliance, improved quality and safety, global alignment.
	Capacity building of engineers	Training needs assessment, industry trends, and CPD programmes.	Designing and implementing training programmes and facilitating knowledge sharing.	Continuous Professional Development (CPD) framework.	Professional competence, increased innovation and career advancement.
Support Activities	CS and Legal Services Directorate, Policy, Research and Strategy Directorate, Corporate Services Directorate, Supply Chain Department. Internal Audit Department				

3.1.3.3. Resource and Capabilities

In the execution of its mandate, EBK possesses resources and capabilities that can be considered as its strengths. EBK resources were disaggregated into tangible, intangible and organizational capabilities and are briefly discussed.

EBK's tangible resources include a number of physical assets, such as office buildings, vehicles and equipment. These assets can be used to provide services to engineers and to regulate the engineering profession by facilitating the operations of EBK staff. EBK also has a budget that it can use to fund its operations. The budget is mainly from transfers from other government entities, exchequer, annual subscription fees and application fees. This budget can be used to hire staff, purchase equipment, and conduct research. Lastly, EBK has intellectual property assets, such as copyrights. These assets can be used to generate revenue and to assist EBK achieve its goals

Some of EBK's intangible resources include a strong brand reputation as a regulator of the engineering profession. This reputation can be used to attract engineers and to build trust with the public. EBK also has a team of experienced engineers and professionals who have a deep understanding of the engineering profession. This knowledge and expertise are used to provide high-quality services to engineers and to regulate the engineering profession effectively. Lastly, EBK has a network of relationships with engineers, government agencies, international engineering organizations, and other stakeholders. These relationships can be used to share information, to collaborate on projects, and to advocate for the interests of engineers.

EBK has a strong strategic planning capability. This capability allows EBK set clear goals and objectives, develop strategies to achieve those goals, and to monitor and evaluate its performance. EBK also has a strong capability to manage change. This capability allows EBK adapt to changes in the environment and to improve its services over time. Finally, EBK has a strong leadership team. This team is committed to providing high-quality services to engineers and to regulating the engineering profession effectively.

3.1.4. Summary of Strengths and Weaknesses

Table 3.2 shows the summary of strengths and weaknesses, based on the analysis of internal environment.

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	i. Competent and inclusive Board composition and Secretariat ii. Good stakeholder relationships	Lack of regional offices/ branches
Internal business processes	i. Diverse and proficient staff. ii. Competent registered engineers	i. Inadequate capacity to enforce the engineers act. ii. Low uptake of technology
Resource and capacities	i. Physical assets (office buildings, vehicles etc.) ii. Existing financial support from the government and development partners iii. Intellectual property assets iv. Strong brand reputation	Inadequate financial resources

3.1.5. Analysis of Past Performance

The assessment of past performance was undertaken and the findings were as detailed including; the key achievements, challenges and lessons learned.

3.1.5.1. Key Achievements

The achievement of EBK by key result area (KRA) in the 2019-2022 and 2022-2023 periods is as highlighted;

a. KRA 1: Engineers and engineering firms registered

Registration of Engineers and Engineering Consulting Firms is one of the Board's core functions. In the planning period, the Board registered a total of 8,730 engineers in all categories as shown in Table 3.3:

Table 3.3: Number of Registered Engineers in the Last Planning Period

S/NO	Engineers' categories	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	Total
1	Graduate Engineers	2561	1576	1674	1664	7475
2	Professional Engineers	110	235	354	343	1042
3	Consulting Engineers	9	56	36	43	144
4	Consulting Firms	19	17	17	16	69
5	Temporary Engineers	13	17	8	13	51
6	Accredited Checkers	-	-	-	18	18
TOTAL		**2712**	**1901**	**2089**	**2097**	**8799**

Further, the Board developed Notes and Rules for Professional Engineers Registration as well as policy for registration of foreign registered professional engineers to ensure that the foreign engineers meet the necessary qualifications and adhere to local standards and codes of conduct. The Board also implemented an effective licensing renewal process, which reduced the renewal process from 90 days to 21 days.

b. KRA 2: Engineering professional services regulated

Regulation of engineering professional services is one of the primary roles of the Engineers Board of Kenya (EBK). During the planning period, the Board took significant steps to uphold professional standards and regulations within the engineering practice. The Board undertook decisive action by initiating 15 disciplinary proceedings against engineers found in violation of the Engineers Act and the Engineers Regulations. These measures demonstrate the Board's commitment to maintaining professional ethics and standards within the engineering community.

The Board also actively engaged with stakeholders through 20No. outreach events in an effort to foster awareness and compliance with the Engineers Rules 2019 and Engineers Rules 2022, as gazetted, these interactions have served to educate, inform, and engage the wider engineering professionals as well as consumers of the professional engineering services. Furthermore, EBK has undertook over 70 site inspection visits during the planning period with a strong focus on project oversight, these visits ensure that engineering projects are executed in strict accordance with established legal parameters, enhancing the safety and quality of infrastructure development. EBK's commitment to public safety is underscored by its extensive nationwide structural assessment audit conducted in March 2022 to establish the root cause to collapse of buildings with an aim of providing policy guidelines to curb the collapses.

Finally, the Board established collaborative framework with the Multi-Sectoral Committee, convened by the CS Lands, Public Works, Housing, and Urban Development. This collaborative framework enhances coordination and effectiveness in addressing engineering-related challenges and opportunities across sectors. Through these multifaceted initiatives, EBK has demonstrated its unwavering dedication to promoting excellence, safety, and compliance within the engineering profession while engaging with stakeholders and government bodies to ensure the highest standards are upheld.

c. KRA 3: Engineering standards developed and enforced

The Engineers Board of Kenya has been actively engaged in a series of initiatives aimed at enhancing and regulating the engineering profession. These initiatives encompass several key areas. Firstly, the Board successfully developed the Engineers Rules 2022, which provide a clear framework for the scale of fees applicable to professional engineering services. Alongside this, the Board continued to enforce the Engineers Rules 2019 to maintain set engineering standards.

The Board took a significant step towards the implementation of Engineers' IDs. The Board in partnership with the National Bank of Kenya on 27th November, 2022 unveiled Engineers Identification card. The purpose of the Engineers ID is for the engineers to easily identify themselves to the public (consumers of professional engineering services) or relevant authorities especially when rendering professional engineering services. As at 30th June, 2023, the Board had processed 1438No. Engineers IDs with 991 No. issued to respective engineers.

Similarly, the Board successfully implemented the Engineers' stamps together with Guidelines for use of the Engineers Stamp in December, 2021, for approving or certifying engineering documents including design calculations, drawings, technical reports and other engineering documents. The intended purpose of the stamp is:

- To enable the public and other stakeholders to easily and correctly identify genuine engineering documents and the certifying engineer.

- A formal confirmation of professional responsibility by a professional or consulting engineer when rendering professional engineering services

Subsequently, the guidelines were developed to guide the respective engineers on proper use of the stamp. The Board processed 1,951 stamps and 1,154 stamps issued as at 30th June 2023.

Additionally, the Board developed and implemented a comprehensive framework for the registration of accredited checkers. Accredited Checkers is a class of engineers responsible to evaluate the works of professional engineers for quality assurance. 18No. Accredited Checkers have since been registered

To further support engineers in their work, the Board has developed and implemented an engineer's manual, providing a valuable resource for engineers. Finally, the Engineers Board of Kenya commissioned the Engineers Project Registration Portal during the Engineering Partnership Convention (EPC) 2023. This portal serves as a pivotal tool for effective project oversight and monitoring, enhancing transparency and efficiency within the engineering sector. Collectively, these initiatives highlight the Board's dedication to advancing the engineering profession, ensuring regulatory compliance, and fostering professional growth and accountability.

d. KRA 4: Capacity for general practice of engineering developed and strengthened

In 2022, the EBK joined the World Federation of Engineering Organizations (WFEO) and commenced the process of acceding to the Washington Accord by establishing a taskforce to strengthen the Board's bid to accede to the Washington Accord (WA). The Board conducted 2 training for engineers from academic and industry as assessors towards acceding to the accord. The trainings were conducted by prof Abdul Aziz Omar of the Board of Engineers Malaysia who are the Board's mentors.

The EBK also conducted 25 independent reviews of engineering programs in local universities, the Board has developed a graduate engineers' internship programme (GEIP) which is a 36-month training program designed to enable graduate engineers acquire requisite skills and develop specific competencies to prepare them for professional practices. By June 2023, the Board had successfully recruited 4 cohorts. The 1st Cohort successfully completed the 3-year training and 10 of the engineers (40%) in the program were registered as Professional Engineers.

Furthermore, the Board coordinated the training of 508 graduate engineers under the agency-based model, provided professional training of 212 graduate engineers under the Board's GEIP towards registration

as Professional Engineers, and implemented 37 CPD programs for engineers and engineering firms, with a total participation of 6,451 members. The Board had successfully developed and implemented Guidelines for Exemption from CPD requirements policy and Guideline for the engagement of CPD service providers. Creating and putting these policies into action helped the Board to uphold professional excellence, foster accountability, and elevate the skills and credibility of engineers in Kenya. These policies benefit not only the engineering field but also the broader community by encouraging top-notch engineering practice and safety.

e. KRA 5: Engineers Board of Kenya developed and sustained

The Engineers Board of Kenya (EBK) had achieved significant milestones in the last four years in its efforts to regulate the engineering profession in Kenya. During this period, the EBK has secured increased financial support from the Government of Kenya, with its recurrent allocation rising from Kshs. 35 million in FY 2018/19 to Kshs. 113,400,000 in FY 2022/2023. Additionally, the EBK had bolstered its internally generated revenue, increasing it from Kshs. 15 million in FY 2018/19 to Kshs. 147 million in FY 2022/2023. Furthermore, the EBK had improved its funds absorption rate, progressing from less than 50% in FY 2018/19 to 89% in FY 2022/2023

The Board has successfully developed and implemented a corporate social responsibility (CSR) policy, reaching a 90% completion rate. This policy encompasses various initiatives, including the organization of events like International World Toilet Day, Cerebral Palsy Day, Technology and Innovation awards on Women's Day, tree planting activities, and the Graduate Engineers Internship Programme (GEIP). The EBK has also enhanced its visibility and branding through exhibitions and partnerships, hosting approximately 20 events internally or in collaboration with stakeholders such as the Agricultural Society of Kenya (ASK) show, Customer Service Week, Africa Public Service Week, Institute of Electrical and Electronics Engineers (IEEE) Kenya, University of Nairobi (UON), Kenyatta University (K.U), World Engineers Day, Association of Consulting Engineers of Kenya (ACEK) Dinner, International Women's Day Gala Dinner, and Institution of Engineers in Kenya (IEK).

Furthermore, the EBK has actively engaged with the media through various channels, including media interviews, press conferences, media launches, TV programs, and partnerships. The board has also played a role in public awareness through content development and partnerships

for media publications. This includes the establishment of a quarterly EBK newsletter, the launch of the African Journal for Engineering Research and Innovation (AJERI) Magazine sponsorship during WED 2023, and providing content for the IEK magazine on a quarterly basis.

In addition to these achievements, the EBK has finalized website guidelines, updated its Service Charter in 2019 and 2022, and consistently excelled in Performance Contracting evaluations over the four-year period. Notably, the EBK secured the top rank in the Energy, Infrastructure, and ICT Sector and placed second in the Regulatory Category in the Financial year 2020/2021.

The Board has obtained ISO 9001:2015 certification on 6th February 2020 and is currently in the process of reviewing its Quality Management System for recertification in the initial year of the new Strategic Plan period. The board has also developed and implemented an Internal Audit Charter, as well as an Audit, Governance, and Risk Committee Charter, which have contributed to strengthening internal controls. Lastly, the EBK has established and implemented an anti-corruption policy, with no reported incidents of corruption during the Strategic Plan period.

Figure 3.2 shows the number of registered engineers over the last 8 years.

Figure 3.2: Trend on Registration of Engineers and Engineering Consulting Firms in the Past Eight (8No.) Financial Years

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Consulting Engineers	33	14	21	24	15	9	56	36	43
Professional Engineers	127	87	125	189	74	110	235	354	274
Graduate Engineers	1130	747	1755	2230	2473	2561	1576	1674	1664
Accredited Checkers	0	0	0	0	0	0	0	0	18
Consulting Firms	0	0	18	13	25	19	17	17	16
Temporary Engineers	12	0	31	9	6	13	17	8	13

The tracking of KPI's for the 2019-2022 and 2022-2023 periods shows attainment of the targets on most of the areas as shown in Annexes 2 and 3 respectively.

3.1.5.2. Challenges

These mainly include the reasons for the gaps in the implementation of 2019-2022 Strategic Plan and 2022-2023 tactical plan. During the implementation, the following challenges were encountered:

i. Buildings collapse due to inadequate technical capacity within counties and the use of non-registered persons which in turn increases the likelihood of substandard construction practices and compromises structural integrity.

ii. The Board faced challenges with inadequate resources (human and financial) i.e., EBK has 40 staff compared to the establishment of 121. Thus, this limited EBK's capacity to carry out planned activities.

iii. Litigation in the accreditation of engineering programs in universities.

iv. Lack of regional presence leading to inadequate technical capacity of EBK in the counties.

v. Insufficient connections between the engineering industry, the Board and academia, resulting in a mismatch between skill enhancement and industry requirements.

vi. Low transition of graduate engineers to professional engineers.

vii. Low uptake of technology due to limited resources has hindered the regular upgrading of technology and ICT infrastructure, affecting the full automation of operations. This has caused delays, especially since EBK is already understaffed.

viii. Non-registration by engineers both local and foreign, leading to low numbers of registered engineers and thus low revenue generation for the Board.

3.1.5.3. Lessons Learnt

Lessons can be learnt from what enabled EBK achieve success (positive) and from what made EBK not achieve what was planned in the period. The following are the key lessons learnt which will enhance the implementation of this Strategic Plan.

i. Buildings collapse due to inadequate technical capacity and non-registered engineers emphasized the urgency of enhancing compliance to set engineering standards and increasing registered engineers to prevent substandard construction and ensure public safety and welfare.

ii. Limited human and financial resources hindered EBK's activities, highlighting the significance of resource allocation for effective operations.

iii. Need to collaborate with other government bodies in the accreditation of university program.

iv. Insufficient connections between the engineering industry, academia, and EBK underscored the importance of fostering collaborations to align skill development with industry needs.

v. The low transition of graduate to professional engineers indicated the need for focusing on developing structured training programs for graduates, increasing employment opportunities for graduate, professional and consulting engineers and business opportunities for engineering consulting firms.

vi. Limited technology upgrades revealed the importance of consistent technological enhancement for streamlined operations.

vii. Need for establishing branches/regional offices to strengthen EBK's technical capacity.

viii. Non-registration by engineers highlighted the importance of promoting compliance for financial sustainability.

3.2. Stakeholder Analysis

A stakeholder is any person, group or institution that has an interest in the activities of an organisation. EBK's key stakeholders are shown in Table 3.4.

Table 3.4: Stakeholders analysis of EBK

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of EBK
1	National Government	Provide oversight and guidance to EBK, sets overall policies and regulations, and ensures the enforcement of laws.	• Prudent utilisation of resources • Full discharge of the regulatory mandate • Prioritize and support the government's agenda of the day	• Collaboration and support in enforcing engineering policy, regulations and standards. • Provision of necessary resources and support for EBK's operations.
2	Ministry of Roads and Transport	Provide support, collaboration, and coordination for engineering to enable EBK carry out its mandate.	Ensure that all engineering professionals and firms comply with relevant regulations, laws, and standards.	Provide guidance on matters policies and oversee Board's activities.
3	African Continental Free Trade Area (AfCFTA)	Promote regional economic integration and trade among African countries.	Support for the recognition and harmonization of engineering qualifications across African countries to facilitate the mobility of engineers and promote cross-border engineering services.	Advocacy for the inclusion of engineering services in the liberalization of trade under AfCFTA, ensuring a level playing field for engineering firms and professionals across the continent.
4	World Trade Organization (WTO)	Address trade-related issues and promote fair and equitable trade practices in the engineering sector, ensuring that the local standards comply with international trade regulations.	Compliance with international trade regulations and standards related to engineering services, ensuring fair competition, transparency, and non-discriminatory practices.	Engagement and representation of engineering interests in discussions and negotiations related to trade in services at the WTO
5	World Federation of Engineering Organizations (WFEO)	Collaborates to exchange best practices, enhance engineering standards, and participate in global engineering initiatives.	Work towards harmonizing engineering standards and regulations at an international level.	Actively engage in collaboration, sharing best practices, and contributing to the development of international engineering standards. Seek support for acceding to the Washington Accord.

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of EBK
6	Association of Professional Societies in East Africa (APSEA)	Foster collaboration, sharing knowledge, and advocates for the engineering profession in the region.	Ensure that the engineering profession in Kenya is regulated in accordance with international best practices	Collaborate in the development and implementation of professional standards, codes of conduct, and best practices.
7	The Institution of Engineers of Kenya (IEK)	Collaborate on matters professional development, ethics, and fostering the growth and recognition of the engineering profession.	• Regulate the engineering profession • Register engineers	• Promote the interests of engineers • Maintaining high standards of professionalism amongst engineers • Advocacy and raising awareness of role of engineers • Participating in development of standards, regulation and legislation to promote engineering practice • Capacity development of engineers
8	Association of Consulting Engineers of Kenya (ACEK)	Represents the interests of consulting engineers in discussions with regulatory bodies, government agencies, and stakeholders	Recognize the specialized expertise of consulting engineers and their contributions to the engineering sector	• Promote the interests of engineering business owners • Maintaining high standards of professionalism amongst firms • Advocacy and raising awareness of role of engineers services • Participating in development of standards, regulation and legislation to promote engineering practice • Training of graduate engineers • Capacity development of engineering firms and business owners
9	Employees of the Board	Implementation the Board's mandate.	• Fair and equitable treatment, including competitive compensation and benefits. • Opportunities for professional growth and development.	Perform their duties with professionalism, integrity, and adherence to ethical standards.

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of EBK
10	Registered Engineers	Contribute to the engineering profession and adhere to the standards and regulations set by EBK.	Fair and transparent registration process that is based on merit and adherence to the established standards.	• Compliance to the Engineers Act, 2011 and Engineers Rules 2019 and codes of ethics • Full disclosures and complete submissions to the Board
11	County Governments/ Council of Governors (COG)	Ensuring compliance to engineering standards at the county level on matters related to engineering projects, infrastructure development.	• Support and guidance in implementing engineering regulations at the local level. • Collaboration in addressing local engineering challenges and ensuring compliance with regulations.	• Implement and enforce engineering regulations at the local level. • Collaboration and coordination in ensuring compliance with standards and regulations.
12	Universities offering engineering programs/ Research Institutions	Promote quality engineering education, research collaboration, and capacity building to meet the needs of the engineering profession.	• Provide guidance and support in maintaining high-quality engineering education standards. • Opportunities for research collaboration and funding support for research projects.	• Align their engineering programs with industry standards and regulatory requirements. • Contribute to the advancement of engineering knowledge through research and innovation.
3	The Public	Consumption of Engineering services, accessing information, stakeholder consultations, and raising concerns relating to engineering practices and standards.	Ensure the competence and ethical conduct of engineers to safeguard public safety.	Engage with EBK by providing feedback, raising concerns, and reporting any potential violations of the Engineers Act and Regulations
14	Developers	Initiate and oversee, construction and infrastructure projects i.e., real estate development projects	Provide timely and efficient regulatory and licensing processes for engineers.	Engage qualified and licensed engineers in their development projects
15	Development Partners	Funding, technical assistance, and capacity building resulting to an advanced engineering profession and sustainable development.	• Demonstrate good governance practices and transparency in financial management. • Collaboration and alignment with development priorities and objectives.	• Provide funding, technical expertise, and resources to support EBK's programs and projects. • Collaboration and support in achieving EBK's goals and objectives.

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of EBK
16	Suppliers	Provide engineering materials, equipment, and services.	Fair and transparent procurement processes that promote competition and equal opportunities.	• Timely and Quality provision of goods and services • Demonstrate a commitment to compliance with regulations and ethical practices.
17	Foreign Engineering Regulatory Bodies	Facilitate collaboration, knowledge sharing, and mutual recognition of qualifications, enabling international cooperation and harmonization of engineering standards.	Mutual recognition of qualifications and certifications to facilitate professional mobility.	Mutual recognition of qualifications and certifications to facilitate international professional mobility.
18	Media	Disseminating information related to engineering activities, standards, and developments.	Timely and accurate information about EBK's activities and initiatives.	Timely provision of accurate information on the Board's programmes and activities.
19	Government Ministries, Departments and Agencies	Ensure coordination, alignment, and compliance with engineering policies and regulations across different sectors.	Collaboration and coordination in the development of policies and regulations related to engineering.	Cooperation and collaboration in developing and implementing engineering-related policies and regulations. Sharing information on engineering projects to support EBK regulatory function.
20	Kenya Private Sector Alliance, KEPSA	Align engineering practices with industry needs, foster innovation, engineering capacity building and promoting the role of engineering in economic growth and development.	Responsiveness and support in addressing industry-specific challenges or concerns.	Engagement in initiatives to address industry-specific challenges and concerns
21	Judiciary	Enforcing engineering laws, regulations, and resolving legal disputes related to engineering practices.	Provide technical expertise and guidance in legal cases related to engineering.	Recognition and respect for EBK's expertise and authority in legal cases related to engineering Administration of justice for cases of non-compliance to engineering regulations

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of EBK
22	Members of Parliament	Contribute to policy development, legislative processes, and oversight of government activities, including those related to engineering.	Collaboration in developing legislation and policies that promotes the interests of the engineering profession and public safety.	Collaboration in the development of legislation and policies that strengthen the engineering practice and protect public safety.
23	Manufacturers	Collaborate with EBK to ensure compliance with quality standards and promote the use of reliable and safe engineering materials and technologies.	Guidance and clarity on engineering standards and requirements for the design and production of engineering products.	• Partnership in provision of Internship and attachment opportunities for young engineers. • Compliance with engineering regulations and standards in the design and production of engineering products.

CHAPTER 4

4. STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter outlines the strategic issues facing EBK, the goals that have been set and the key result areas.

4.1. Strategic Issues

The success of EBK depends on its ability to effectively address the strategic issues that it faces. Strategic issues are the problems or opportunities that EBK has to manage in order to be able to fulfil its mandate and mission. During the implementation of the strategic plan 2019-2022 and the tactical plan 2022-2023, strategic issues were identified. To enhance the implementation of its mandate, EBK needs to address the following five key strategic issues:

a. Compliance to Engineering Laws and standards.
b. Capability and Globally competitive Engineering Professionals.
c. Effective partnerships and collaborations.
d. Efficient and effective institutional systems and structures.

4.2. Strategic Goals

Strategic goals are general qualitative statements on what EBK is hoping to achieve in the long term, and are linked to strategic issues. They are typically aligned with the organization's vision, mission, and values. This Strategic Plan has five key goals;

1. Adequate number of registered professional engineers to serve the economy.
2. Safe and sustainable engineering infrastructure, processes, and systems.
3. Globally competitive engineering practice
4. Increased resources and integration of services.
5. Effective institutional systems and high-performance culture.

4.3. Key Result Areas

Key Result Areas (KRAs) are the broad areas in which EBK is expected to deliver results. KRAs for the planning period, as informed by EBK's mandate, mission and situational analysis are;

a. Regulation of engineering practice

Regulation of engineering practice is responsible for overseeing the regulation of engineering practice, which involves setting standards, facilitating the registration process, and ensuring compliance. Setting

standards involves establishing guidelines and requirements that define the expectations for engineers in terms of safety, ethics, quality, and technical competence. The KRA also manages the registration and licensing of engineers, implementing eligibility criteria to ensure that only qualified individuals are authorized to practice engineering. Further, the KRA plays a vital role in monitoring and enforcing compliance with the established standards and regulations, taking necessary actions to maintain the integrity and accountability of the engineering profession.

b. Development of capacity for general practice of engineering services

Development of capacity for engineering encompasses various initiatives aimed at enhancing skills, knowledge, and resources within the engineering sector. This KRA involves prioritizing education and training programs to equip engineers with the necessary technical competencies and industry-relevant knowledge. It also involves fostering research and innovation by providing support for research activities, promoting collaboration between academia and industry, and investing in research infrastructure.

c. Strategic partnerships and collaborations

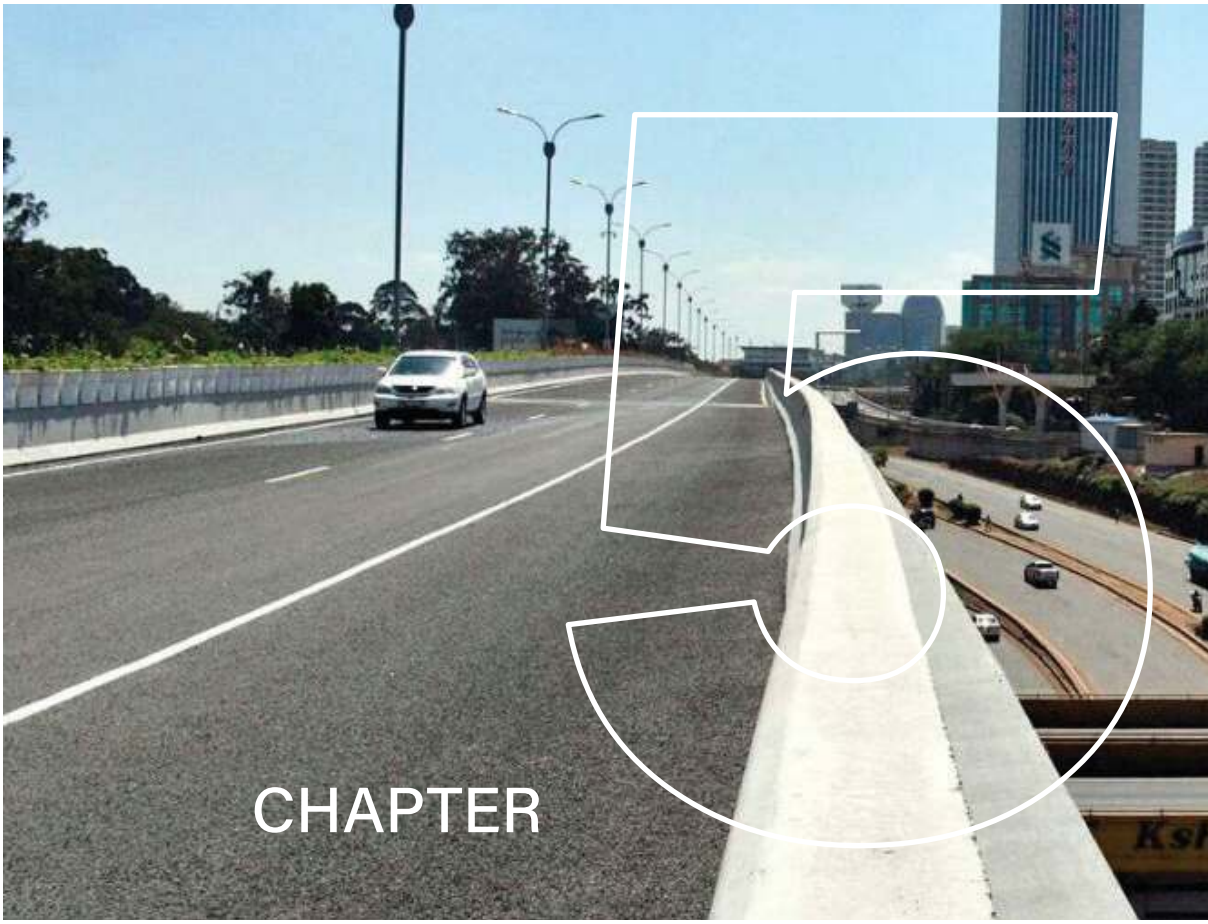
Strategic partnerships and collaborations entail the deliberate focus on forming beneficial relationships with other organizations to achieve shared goals and drive organizational success. By prioritizing strategic alliances, EBK can leverage external resources, expertise, and market opportunities to enhance innovation, expand their reach, mitigate risks, and gain a competitive advantage. This KRA emphasizes the value of collaboration in accessing new markets (liberalizing engineering services), accelerating research and development, optimizing costs, and ultimately achieving strategic objectives in an increasingly interconnected and competitive environment.

d. Institutional Strengthening

Institutional strengthening focuses on strengthening the organizational and operational capacities of an EBK. Institutional strengthening encompasses a range of initiatives aimed at enhancing governance structures, operational processes, resource mobilization and organizational sustainability. It is related to improving EBK's internal framework and capacity to effectively fulfil its mission and responsibilities in overseeing the engineering profession in Kenya.

Table 4.1: Strategic Issues, Goals and KRAs

Strategic Issue	Goal	KRAs
a. Compliance to Engineering Laws and Standards	Adequate number of registered professional engineers to serve the economy. Safe and sustainable engineering infrastructure, processes, and systems.	Regulation of engineering services
b. Capability and Global competitive Engineering Professions	Globally competitive engineering practice	Development of capacity for general practice of engineering.
c. Effective partnerships and collaborations	Increased resources and integration of Services	Strategic partnerships and collaborations.
d. Efficient and effective institutional systems and structures	Effective institutional systems and high-performance culture	Institutional strengthening



CHAPTER 5

5. STRATEGIC OBJECTIVES AND STRATEGIES

This chapter discusses the strategic objectives and strategic choices. Strategic objectives are the specific results that EBK aims to achieve in order to fulfil its mission and vision. Strategic choices are the decisions that EBK makes about how it will achieve its strategic objectives.

5.1. Strategic Objectives

Strategic objectives are what EBK commits itself to accomplish in order to achieve its strategic goals. The objectives establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements. Strategic objectives for the planning period, are as shown:

a. To ensure safety, quality and reliability of professional engineering services
b. To improve the capacity of engineers and engineering firms
c. To enhance liberalization of professional engineering services
d. To strengthen strategic partnerships and collaborations
e. To strengthen institutional capacity

Table 5.1: Outcome Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
a. To ensure safety, quality and reliability of professional engineering services	Safe and sustainable engineering infrastructure and systems.	Level of compliance to Engineers Act 2011, rules, and other applicable standards; as a percentage of total inspected sites.	35%	50%	70%	80%	90%
	Adequate number of registered professional engineers to serve the economy.	Number of registered engineers.	500	1000	1500	2000	2500
b. To improve the capacity of engineers and engineering firms	Globally competitive engineers and engineering firms	No. of Programs accredited under the Washington Accord	4	6	8	10	12
		No. of enrolments in accredited CPD Programs	8500	9500	10500	11500	12500
		No. Graduate Engineers enrolled into the GEIP	350	550	750	1000	1200
c. To enhance liberalization of professional engineering services	Access to business opportunities	Number Engineers Registered under MRA	50	75	100	125	150

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
d. To strengthen strategic partnerships and collaborations	Increased resources	Value of resources mobilised (KES)	300 Mn	600 Mn	600 Mn	750 Mn	750 Mn
	Integration of services with key industry players	Level of digital service integration with key industry players	30%	50%	70%	90%	90%
e. To strengthen institutional capacity	Improved performance and efficiency	Customer satisfaction index	70%	74%	79%	81%	85%
		Performance composite score	2.6	2.5	2.4	2.3	2.2

5.2. Strategic Choices

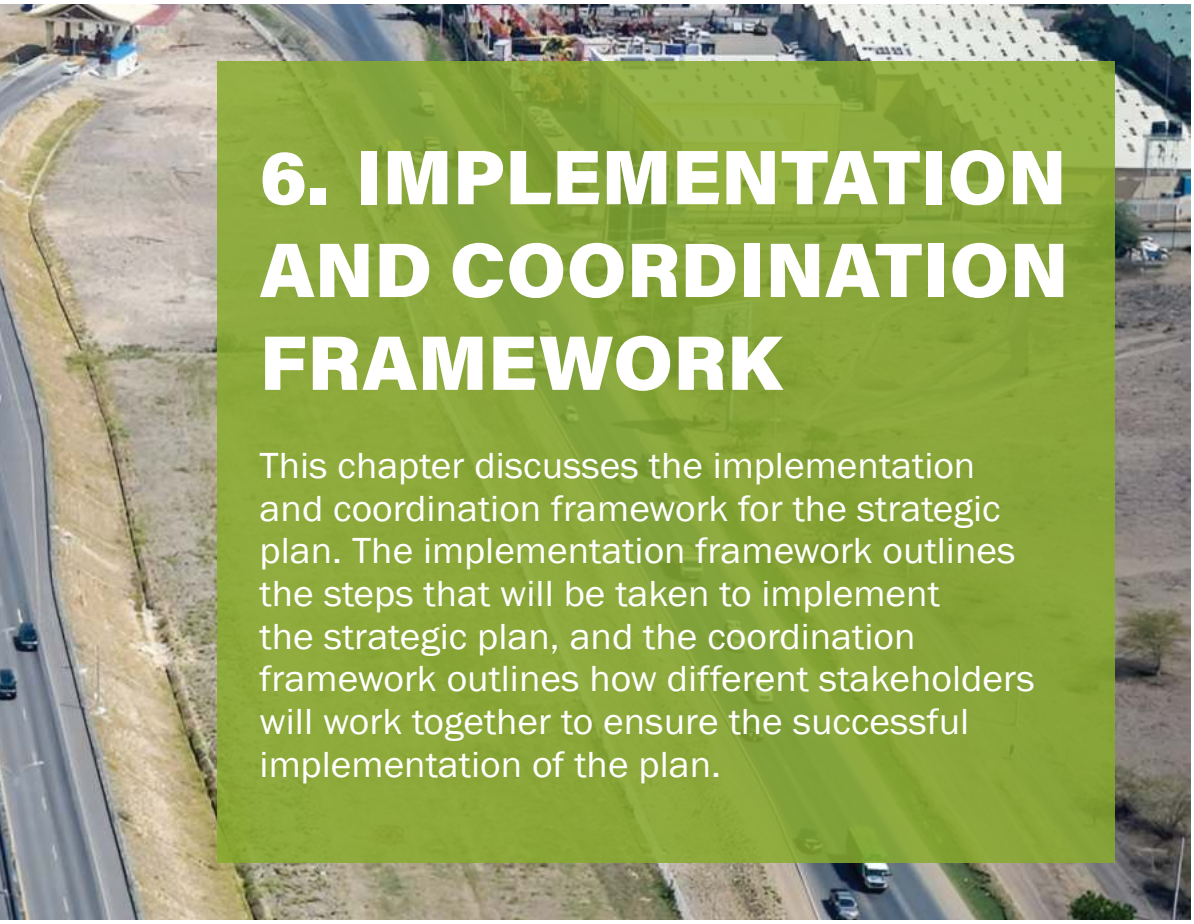
Strategies are broad abstractions which are descriptive of the means for achieving the strategic objectives. Table 5.2 shows EBK's strategic choices.

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategies
1. Regulation of engineering services	1. To ensure safety, quality and reliability of professional engineering services	i. Strengthen compliance and enforcement to the Engineers Act
		ii. Registration and gazettement of engineers and engineering consulting firms
2. Development of capacity for general practice of engineering	2. To improve the capacity of engineers and engineering firms	i. Develop and implement professional development, learning and leadership development and entrepreneurship for engineers and engineering firms
		ii. Strengthen the Graduate Engineers Internship Program (GEIP)
		iii. Conduct independent review of engineering programs for all universities and tertiary institutions offering engineering programs
		iv. Establishment of Kenya School of Engineering
		v. Accede to Washington Accord by 2025 for international recognition of local engineering programs
	3. To enhance liberalization of professional engineering services	i. Capacity building on trade-in services.
		ii. Promote global mobility of local engineers.

KRA	Strategic Objective(s)	Strategies
3. Strategic partnerships and collaborations	4. To strengthen strategic partnerships and collaborations	i. Enhance partnerships and collaborations with stakeholders and other regulators locally and globally
		ii. Strengthen legal and regulatory frameworks
		iii. Enhance resource mobilization
		iv. Development of the engineering resource centre
		v. Position EBK as an advisor to Government on matters engineering
4. Institutional strengthening	5. To strengthen institutional capacity	i. Effective and efficient utilization of resources
		ii. Strengthen human resource and administration activities
		iii. Enhance corporate image and customer service
		iv. Enhance corporate governance
		v. Strengthen corporate planning and quality assurance.

CHAPTER 6



6. IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter discusses the implementation and coordination framework for the strategic plan. The implementation framework outlines the steps that will be taken to implement the strategic plan, and the coordination framework outlines how different stakeholders will work together to ensure the successful implementation of the plan.

6.1. Implementation Plan

This section contains EBK's action plan, the annual work plan and a commitment to have the performance contract delivered from the annual work plans.

6.1.1. Action Plan

Table 6.1 is the implementation plan which covers the strategic goals, strategic issues, KRAs, strategic objectives, strategies, proposed activities, expected outputs, output indicators, targets, budget for each activity and implementing actors.

Table 6.1: Implementation Matrix

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Strategic issues: Compliance to Engineering Laws and Standards																	
Strategic goals: Adequate number of registered professional engineers to serve the economy																	
Safe and sustainable engineering infrastructure, processes, and systems																	
KRA 1: Regulation of Engineering Services																	
Strategic Objective 1: To ensure safety, quality, and reliability of engineering services																	
Strengthen compliance and enforcement to the Engineers Act	Develop and implement a Compliance and Enforcement Framework	A Compliance & Enforcement Framework	Percentage level of implementation	100%	-	50%	75%	100%	100%	20	53	94	135	196	498	DCSE	
	Develop and implement the Engineer's Projects Registration Portal	Functional Engineers Registration Portal	Number of projects registered on the Portal	4500	500	1000	1000	1000	1000	5	1	1	1	2	10	DCSE	MICT
	Establish regional Branches	Regional branches operationalized	Number of regional branches	10		3	7			15	20	40	45	50	170	DCSE	MHRA
	Develop regulations to anchor the engineer's project registration Portal in law	Regulations gazetted	Number of regulations gazette	1		1				3	2				5	DCSE	DCSLS
	Development of Engineering Standards	Standards developed	Number of standards developed	5	1	2	2			2	2	7	10	10	31	DCSE	DCSLS
	Develop and implement complaints and disciplinary mechanisms	Complaints and disciplinary mechanisms developed and implemented	Percentage level of implementation	100		100	100	100	100	2	5	10	10	10	37	DCSE	DCSLS

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Registration and gazettement all of engineers and engineering consulting firms	Registration of Graduate Engineers	Registered GEs	Number of GEs registered	11300	1800	2000	2300	2500	2700	0	0	0	0	0	0	DRLES	
	Registration of Professional Engineers	Registered PEs	Number of PEs registered	10000	500	1000	1500	2000	2500	8	15	23	40	58	143		
	Registration of Consulting Engineers	Registered CEs	Number of CEs registered	400	60	70	80	90	100	1	1	2	3	4	11		
	Registration of Engineering Consulting Firms	Registered ECFs	Number of ECFs registered	175	25	30	35	40	45	0	0	0	0	0	0		
	Registration of Accredited Checkers	Registered AC	Number of ACs registered	84	10	13	16	20	25	0	0	0	0	0	1		
	Develop Registration Policies and guidelines	Registration Policies and guidelines	Approved policies and guidelines.	4	4	0	0	0	0	7	4	0	0	0	11	DRLES	DCBA
	Conduct stakeholder workshops	More transition of GEs to PEs	Number of Workshops conducted	40	14	14	14	14	14	5	5	5	5	5	23		
	Digitization of the Registration process	Digitized registration process	Number of processes digitized	4	4	0	0	0	0	10	0	0	0	0	10	DRLES	DCS
	Publish register of Engineers in good standing in the Kenya Gazette	Register of gazetted engineers	Number of Engineers in gazetted register.	12500	2000	2300	2500	2700	3000	4	5	7	9	11	36		
Totals										83	112	190	330	397	1,112		

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Strategic issue: Capability and Globally Competitive Engineering Professions.																	MCBA
Strategic goal: Global Competitive Engineering Practice																	
KRA 2: Development of Capacity for General Practice of Engineering																	
Objective 1: To improve the capacity of engineers and engineering firms																	
Develop and implement professional development, learning and leadership development and entrepreneurship for engineers and engineering firms	Review and implement the CPD policy	Approved CPD policy	Percentage level of implementation	100		100	100	100	100	5	10	10	20	30	75	DCBA	
	Conduct Continuous Professional Development (CPD)	Enhanced professional competence	Number of CPD programs	85	50	60	65	75	85	5	5	5	5	5	25	DCBA	
			Number of participants	20000	2000	3000	4000	5000	6000	2	2	2	2	2	10	DCBA	
	Hold EPC	EPC held	Number of delegates	18500	2500	3000	3500	4000	4500	40	50	60	80	100	330	DCBA	
Strengthen the Graduate Engineers Internship program (GEIP)	Review the GEIP Policy	Approved GEIP Policy	GEIP Policy	1	1					5	1	1	1	1	9	DCBA	
	Develop the GE training plan for all disciplines	GE training plan in place	Number of training plans developed	13	5	2	2	2	2	4	3	3	3	3	16	DCBA	
	Update and roll out GEIP-MIS	Functional GEIP MIS	Number of Users	10000		1000	2000	3000	4000	6	2	2	2	2	14	DCBA	
	Coordinate training of GEs	Transition of GEs to Pes	PEs registered	4500	500	1000	1000	1000	1000	30	40	60	80	100	310	DCBA	
	GEIP Agency based	Transitioning of GEs to PEs from MCDAs	Number of GEs from MCDAs	2500	500	500	500	500	500	5	5	5	5	5	25	DCBA	

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
	GEIP Academia based	Transitioning GEs to PEs in Academia	Number of GEs from Academia	250	50	50	50	50	50	2	2	2	2	2	10		
	Implement professional training plan	Professional training plan	Percentage level of implementation	100	100	100	100	100	100	4	4	4	4	4	20	DCBA	
	Conduct a tracer study	Measure the impact of the GEIP	Annual Reports	5	1	1	1	1	1	7	2	2	2	2	15	DCBA	
	Develop and implement M&E framework	Framework in place	Percentage level of implementation	100	50	100	100	100	100	6	2	2	2	2	14	DCBA	
Conduct Independent review of Engineering Programs for all universities and Tertiary Institutions offering Engineering programs	Appoint and train independent assessors	Trained assessors	Number of trained assessors	50	30	10	10	10	10	7	7	12	7	7	40	DCBA	
	Develop the Benchmark Minimum Accreditation Standard	Benchmark Minimum Accreditation Standard	Approved Benchmark Minimum Accreditation Standard	1	1					10	8	38	8	8	72	DCBA	
	Conduct an audit of accreditation status of all engineering programs offered in Kenya	All engineering programs recognized by EBK	Number of Accredited Engineering Programs	50	10	10	10	10	10	10	15	30	40	40	135	DCBA	
	Develop and implement an Accreditation Management System	Digitized Accreditation Processes	Accreditation Management System	1		1				5	4	4	4	4	21	DCBA	MICT

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Establishment of Kenya School of Engineering	Development of Instruments for Establishment of the KSE	Approved Instruments for KSE	Established KSE	1		1				7	70	125	220	300	777	DCBA	DCSLS
Accede to Washington Accord by 2025	Establish the Engineering Accreditation Council	Engineering Accreditation Council	Established Engineering Accreditation Council	1		1				5	15	20	5	5	65	DCBA	
	Conduct Training for Assessors on IEA Assessment Standards	Trained assessors	Number of trained and certified assessors	100	20	20	20	20	20	4	4	4	4	4	20	DCBA	
	Sensitize IHLs on OBE	IHLs trained on OBE	Number of workshops	10	2	2	2	2	2	5	5	5	5	5	25	DCBA	
	Assess Institutions of Higher Learning using OBE	IHL align Engineering Curriculum based on OBE	Number of IHL assessed on OBE	10	2	2	2	2	2	7	7	7	7	7	35	DCBA	
	Alignment of Boards accreditation framework to IEA Requirements	Reviewed of accreditation standards, guidelines and tools	Approved Accreditation standards, guidelines and tools	1		1				7	4	4	4	4	23	DCBA	
	Assessment Visits by IEA reviewers	Successful Assessment Review	Review report	2	1	1				6	12	22			40	DCBA	
	Formal application to IEA for provisional signatory status	Acceding to Washington Accord	Provisional Signatory Status	1		1					15	4	4	4	27	DCBA	

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Objective 2: To enhance liberalization of professional engineering services																	
Capacity building on trade-in services	Conduct capacity building programs on trade-in-services targeting engineering consulting firms.	Strengthened trade-in-ser-vices capacity for consulting firms.	Number of capacity building programs and trade missions	5	2	1	2	1	2	2	10	2	10	2	26	DCBA	
	Implementation of the Engineers East Africa Mutual Recognition Agreement (MRA)	Increased awareness of the provisions of the Engineers East Africa Mutual Recognition Agreement	Number of professional engineers registered in signatory states	50	10	10	10	10	10	2	2	2	2	2	10	DCBA	
		Participate in MRA meetings and trade talks	Number of meetings attended	20	4	4	4	4	4	5	5	5	5	5	25		
	Development of MRA with other jurisdictions in AfCFTA	Mutual Recognition Agreements	Number of MRAs within AfCFTA	4		1	1	1	1	2	5	5	5	5	22	DCBA	
	Harmonization of engineering standards in EAC	Harmonized standards	Number of harmonized standards	4		2		2		3	3	3	3	3	15	DCBA	
	Participate in Trade Talks	Establish opportunities for Kenyan Engineers	Number of meetings	15	3	3	3	3	3	5	5	5	5	5	25	DCBA	
	Skills gaps strategy for highways engineering	Workshops held for high-way engineers	Number of Trainings Highway Engineers	100	20	20	20	20	20	5	10	10	10	10	45	DCBA	
Totals										218	334	465	556	678	2,251		

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Strategic issue: Effective partnerships and collaborations																	
Strategic goal: Increase Resources and Integration of Services																	
KRA 3: Strategic partnerships and collaborations																	
Objective 1: To strengthen strategic partnerships and collaborations																	
Enhance Partnerships and collaborations with stakeholders and other regulators locally and globally	Develop and monitor implementation of EBK partnerships policy/ framework	Approved Partnerships Policy	Approved Partnerships Policy	1	1					1		5		5	11	DPRS	DCSLS
	MOU for engineering education	Approved Memoranda of Understanding (MoUs)	Number of Memoran-dums of Understand-ing (MoUs) signed.	10	2	2	2	2	2	1	1	1	1	1	5	DCBA	DPRS
	MOUs for engineering training			10	2	2	2	2	2	1	1	1	1	1	5	DCBA	DRLES/ DPRS
	MOUs for engineer-ing regulation and standards			10	2	2	2	2	2	1	1	1	1	1	5	DCSE	DPRS
	MOUS for general devel-opment of engineering practice			10	2	2	2	2	2	1	1	1	1	1	5	DCBA	DPRS
	Develop and implement stakeholder engage-ment frameworks	Strengthened compliance to the Engineers Act 2011 and Engineers Rules 2019 by the County Governments	Stakeholder framework in place	1	1					2					2	DPRS.	DCS
Strengthen legal and regulatory frameworks	Design and implement stakeholder engage-ment on (a) engineering education	Stakeholder engagement on engineering education	Number of workshops	20	4	4	4	4	4	4	4	4	4	4	20	DCBA	

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
	(b) engineering training	Stakeholder engagement on engineering training	Number of workshops	20	4	4	4	4	4	4	4	4	4	4	20	DCBA	DRLES
	(c) regulation and setting standards	Stakeholder engagement on regulation and setting standards	Number of workshops	20	4	4	4	4	4	4	4	4	4	4	20	DCSE	
	(d) general development of engineering practice	Stakeholder engagement on general development of engineering practice	Number of workshops	20	4	4	4	4	4	4	4	4	4	4	20	DCBA	
	Review and harmonize engineering laws and regulations	Harmonized regulatory framework	Amended Engineers Act	1		1				5	10	3			23	DLSCS	
			Gazetted Regulations	5	2	1	1	1		2	1	1	1		5	DLSCS	
Enhance Resource Mobilization	Undertake a financial sustainability study and implement the recommendation	Sustainability study under-taken	Final report	1	1					10					10	DCS	DPRS
		Resource Mobilization Strategy implemented	Percentage level of implemen-tation		100	100	100	100	100	4	4	4	4	4	20	DPRS	DCS
		Resources mobilized	Percentage of funds raised	Kshs 3bn	10	20	20	25	25						0	DPRS	DCS
	Develop funding proposals for strategic partnerships and collaborations	Funding proposals developed	Number of funding proposals approved.	8		2	2	2	2		2	2	2	2	8	DPRS	

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Position EBK as advisor to Government on Matters engineering	Establish an Engineering Resource Center	Informa-tion-sharing and knowledge management	Engineering Resource Center	1	1					10					10	DPRS	DCBA/ DCSE/ DRLES
			Percentage utilization of Resource Centre (Uploads, access and downloads of learning materials and publica-tions)	100		50	80	100	100		4	4	4	4	12	DPRS	
	Promote industry research in engineering	Policy developed and implemented	Develop Research Policy	1	1						1				1	DPRS	
		Industry research reports and publications	Number of research conducted	8		2	2	2	2	2	10	10	10	10	42	DPRS	
			Establish KAET	1	1					10					10	DCBA	
	Innovation (Innovation Awards)	Recognized Innovative projects	number of innovative projects or solutions recognized and awarded	8	0	2	2	2	3	2	5	5	5	5	22	DPRS	
	Programs for inclusivity and diversity (YWPWD)	Approved implementation framework	Number of Programs conducted	10	2	2	2	2	2	5	5	5	5	5	25	DCBA	

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
	Develop and implement Communications strategy	A communication Strategy Developed and Implemented	Percentage implementation of the Communication Strategy	100	50	100				5	2	2	2	2	13	DCS	
										78	59	61	53	57	308		
Strategic issue: Efficient and effective institutional systems																	
Strategic goal: Effective institutional systems and high-performance culture																	
KRA 4: Institutional strengthening																	
Objective 1: To strengthen institutional capacity																	
Effective and efficient utilization of resources	Formulate & implement strategies for revenue growth	Enhanced Revenue Mobilization	New Revenue Streams	15	1	2	3	4	5	0	1	1	2	2	6	DCS	MF
			Grow existing Revenue Streams	900	121	145	174	209	251	1	2	2	3	3	10		
			Increased GOK Grants	2,696	241	400	541	685	829	2	3	4	5	6	20		
	Implement measures for costs control	Enhanced Costs Control	Percentage of costs saved	50	10	10	10	10	10	2	2	2	2	2	8	DCS	MF
	Digital Transformation	Automated internal and outward-facing services	Percentage Digitalization	100	25	50	75	100	100	10	10	30	40	40	130	DCS	MICT
		Digitized physical records into electronic records	Percentage Digitized records	100	50	70	90	100	100	12	2	2	2	2	20		

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
	Implement Cyber Security	Enhanced Information Security Systems	Number of major cyber security incidents reported	> 1%	> 1%	> 1%	> 1%	> 1%	> 1%	10	10	10	10	10	50	DCS	MICT
			Percentage compliance with Data Protection (DPA) Act 2019	100	50	100	100	100	100	2	1	1	1	1	6	DCS	MICT
			Percentage of Staff trained on ICT Security	100	80	100	100	100	100	2	1	1	1	1	6	DCS	MICT
	Enhance and maintain ICT Infrastructure	High availability of EBK systems	Percentage of established cloud infrastructure & backup system.	100	75	100	100	100	100		3	3	7	8	40	DCS	MICT
			Percentage of integration of ICT Network & Telephony Infrastructure (Fortis Suites, Examination Centre and Barabara Plaza)	100	20	50	80	100	100	42	20	30	40	50	182	DCS	MICT

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
	Develop and Implement Annual Procurement Plans	Plans developed	Number of Plans	5	1	1	1	1	1	1	1	1	1	1	3	MSCM	
			Number of Statutory Reports	20	4	4	4	4	4	1	1	1	1	1	5		
	Develop & implement EBK Disposal Plan	EBK disposal plan developed and implemented	Number of Plans	5	4	4	4	4	4	1	1	1	1	1	3		
			Number of Statutory Reports	20	4	4	4	4	4	1	1	1	1	1	5		
Attract and retain competent and highly engaged Human capital	Recruit staff to fill vacant established positions	Staff recruited	Number of staff recruited	175	11	45	69	33	17	26	99	161	78	43	407	DCS	MHRA
	Develop and implement annual training plans	Competent staff	TNA Reports	5	1	1	1	1	1	15	25	35	40	50	165	DCS	MHRA
		Budget allocation	Amount spent							20	30	40	50	60	200	DCS	MHRA
	Review and implement human resource strategy	Human resource strategy reviewed and implemented	Revised Career Guidelines	1	1			1		2	1	1	2	1	1,062	DCS	MHRA
			Revised Organizational Structure	1	1			1									
			Human Resource Manual	1	1			1									
			Staff Engagement Meetings	20	4	4	4	4	4								
			Annual Staff Retreats	5	1	1	1	1	1	3	5	5	12	17			
			Staff Car and Mortgage Scheme	1	1			1		30	50	165	300	430			

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
			Staff Wellness Programs	10	2	2	2	2	2	1	2	2	3	4			
			Coaching and Leadership Programs	10	2	2	2	2	2	2	3	5	5	7			
Enhance EBK brand image	Undertake brand audit and implement recommendations	Brand audit undertaken and recommendations implemented	Brand Audit Report	1	1			1		5	1	1	5	1	13	DCS	MCC
			Percentage level of implementation of recommendations	100		50	75	1	100	1	1	1	1	1	5		
	Develop and Implement a Communications Strategy	Communications Strategy implemented	Communications Strategy	1	1					3	1	1	3	1	9	DCS	MCC
			Number of implementation reports	4		1	1	1	1	1	1	1	2	2	7		
	Conduct awareness campaigns	Awareness campaigns conducted	Number of sensitization meetings	20	4	4	4	4	4	7	10	25	35	40	117	DCS	MCC
	Develop and Implement Annual Corporate Social Responsibility Plans	CSR developed and implemented	Annual CSR Plans	20	4	4	4	4	4	5	5	10	10	15	45	DCS	MCC

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Enhance Corporate governance	Undertake periodical legal and governance audits and implement recommendations	Legal and governance audit reports	Number of reports	5	1	1	1	1	1	2	2	2	2	3	11	DCSLS	
	Undertake Board coordination and secretarial Services	Board coordination and secretarial Services undertaken	Board Trainings	5	1	1	1	1	1	4	4	4	4	4	20	DCSLS	
			Board Evaluation	5	1	1	1	1	1	1	1	1	1	1	5		
			Board and Board Committee Meetings	100	20	20	20	20	20	10	10	15	15	20	70		
	Develop and implement risk based annual internal audit plans.	Risk based annual internal audit plans developed and implemented	Percentage level of implementation of external and internal recommendations	100	100	100	100	100	100	2	2	2	2	2	10	MIA	ALL HODS
	Review and implement an Enterprise Risk Framework	Enterprise Risk Framework reviewed and implemented	Level of implementation of Risk mitigation measures	100	100	100	100	100	100	1	10	2	1	1	15	DPRS	ALL HODS
	Implement corruption prevention initiatives.	Corruption prevention initiatives implemented	Percentage level of implementation of corruption prevention mechanisms	100	100	100	100	100	100	1	1	1	1	1	5	MIA	ALL HODS

Strategy	Activities	Expected Output	Output Indicators	Target						Budget (Kshs. Mn)						Actors	
				5-years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Total	Lead	Supp.
Position EBK as a responsive, client focused offering high quality services	Develop and implement Annual Corporate and Departmental Work plans	Annual Corporate and Departmental Work plans developed and implemented	Percentage level of implemen-tation of the Corporate Work plan	100	100	100	100	100	100	2	2	2	2	2	10	DPRS	ALL HODS
	Implement and Maintain Quality Management (QMS) Systems	Quality Management Systems (QMS) implemented and maintained	ISO 9001:2015 Re-Certifi-cation	2	1			1		5			5		10	DPRS	ALL HODS
			ISO certification maintenance	100	100	100	100	100	100		5	5		5	15		
Total										225	289	526	635	769	2,443		
Grand Total										604	793.71	1241.69	1573.74	1900.8	6114.36		

6.1.2. Annual Workplan and Budget

The annual work plans and budget are detailed in a separate, dedicated document. This separation ensures clarity and ease of access to the dynamic operational aspects of our plan, allowing stakeholders to navigate and review the strategic objectives and initiatives independently from the intricate financial and operational details.

6.1.3. Performance Contracting

The Government of Kenya is dedicated to ensuring that public agencies are well managed and they are effective in delivering quality service to the public in line with the provisions of the Constitution of Kenya; The Government recognises that EBK holds a key role in the regulation of engineering industry.

EBK's performance contract is developed annually to establish the basis for ensuring that efficient and effective services are delivered to Kenyans in line with the provisions of the Constitution. EBK and other State Corporations are required to adopt systems that enable innovativeness and adaptability of public services to the needs of users by according special attention to strategies and initiatives that will fast-track post–COVID–19 Recovery Strategies and Plans. EBK's Performance Contract therefore represents the basis for continuous performance improvement that meets the needs and expectations of the Kenyan people.

6.2. Coordination Framework

EBK will coordinate the implementation of the strategic plan activities and programs by ensuring adequacy of the institutional framework, leadership, systems, procedures, staffing levels, skill sets, and competencies.

6.2.1. Institutional Framework

The Management of Engineers Board of Kenya (EBK) is vested in the Board of Directors who provides policy and oversight while the day-to-day operations are delegated to the Registrar/CEO. EBK is organized in six (6) Directorates as indicated below;

i. Registration, Licensing, & Graduate Engineers Internship
ii. Compliance & Enforcement

iii. Capacity Building & Standards
iv. Strategy, Partnerships & Quality Management
v. Corporate Services
vi. Legal Services and Corporation Secretary Directorate

There are two (2) stand-alone departments namely: -

i. Supply Chain Management
ii. Internal Audit

The management structure of EBK includes the following:

A Registrar/CEO

The mandate of the office of the Chief Executive Officer is established under section 13 of the Engineers Act No. 43 of 2011 and is responsible for the overall implementation of the Board's decisions and maintenance of the Engineers Register.

B Directorates

a. Registration, Licensing, & Graduate Engineers Internship Directorate

The mandate of this office is established under section 7 of the Engineers Act No. 43 of 2011 and is responsible for carrying out the registration of engineers and engineering firms and is the repository of information with regard to engineering registration and qualifications.

The directorate is divided into two departments namely:

i. Registration and Licensing - The Department is responsible for processing applications for registration and issuance of licenses; and
ii. Graduate Engineers Internship – This department is responsible for coordinating the Graduate Engineers Internship Programme.

b. Compliance & Enforcement Directorate

The mandate of compliance and enforcement directorate is derived from Section 7 which requires the directorate to ensure there is compliance and enforcement of the Engineers Act 2011.

The directorate is divided into two departments namely:

i. Compliance & Regional Office Coordination Department - The department is responsible for development and issuance of compliance tools, public sensitization, and monitoring of compliance to the Engineers Act 2011, other set engineering standards and statutory requirements through field inspections and assessments in collaboration with other National Government Agencies and the County Governments.

In addition, the department is responsible for full operationalization of the planned ten regional branches; and forty-seven field/satellite offices to coordinate engineering activities across the country.

ii. Enforcement Department - The department is responsible for public sensitization and undertaking detailed investigations of reported non-compliance, issuing of enforcement orders, and conducting of disciplinary proceedings as provided for by the Engineers Act 2011, regulations thereunder, and other statutes.

c. Capacity Building & Standards Directorate;

The mandate of this directorate is derived from Section 7 of the Engineers Act 2011 which requires the Board to develop capacity in the engineering profession and provide accreditation for engineering education, training, and practice.

The directorate comprises three departments as follows:

i. Capacity building - The department is responsible for developing programmes that continuously improve the engineer's knowledge, skills, and competencies;

ii. Standards - The department is responsible for the development of engineering standards, closely liaises and coordinates with other agencies in the formulation and development of the relevant engineering standards; and

iii. Trade-in-services – The department is responsible for developing programs and collaborates with stakeholders in preparing the graduate engineers for industry;

d. Strategy, Partnerships & Quality Management Directorate

This Directorate is responsible in ensuring that the Board adopts and implements effective strategies for policy formulation, research, quality assurance, coordination of risks management and performance management.

The departments under this directorate are:

i. Strategy, Planning & Performance - This department is responsible for setting the EBK's strategic direction, developing plans to achieve its goals, and monitoring performance to ensure alignment with objectives.

ii. Quality & Risk Management - This department ensures that the EBK maintains high-quality standards, manages risks effectively, and plans for business continuity in case of disruptions.

iii. Partnerships & Resource Mobilization - This department focuses on building and managing external partnerships, seeking funding and resources from various sources, and fostering relationships to support the organization's mission and activities.

e. Corporate Services Directorate

The mandate of this directorate is to provide leadership and coordination of Finance and Accounts, Human Resource Management and Development, Administration, Information and Communications Technology and Corporate Communications Departments.

The directorate comprises four departments as follows:

i. Finance and Accounts - The department is charged with ensuring prudent management of financial resources and the reporting thereof within the existing legal framework.;

ii. Human Resource Management and Administration - The department is responsible for ensuring the Board has Human Resource Capacity that is adequately developed to enable it deliver on the overall mandate of the Board, develop and implement effective administrative policies, procedures and processes;

iii. Information, Communication and Technology (ICT) – The department is responsible for promoting the use of ICT in delivery of services towards realization of the Corporation's mandate; and

iv. Corporate Communications - The mandate of this department is to establish the Board's visibility and manage branding.

The corporate communication department may need to be transferred to the Strategy, Partnerships & Quality Management Directorate.

f. Corporation Secretary and Legal Services Directorate

The mandate of this directorate is to provide Board's Secretariat and Legal Services to the institution.

The directorate will have two sections:

i. Legal and regulatory Services - This department provides legal counsel, guidance, and compliance support to ensure that EBK adheres to all relevant laws, regulations, and industry standards.

ii. Governance & Corporation Secretary: This department is responsible for managing and facilitating the governance processes within the organization, including support for board meetings, documentation, and adherence to corporate governance principles and procedures.

g. Kenya School of Engineering

This department is responsible for offering engineering programs and training. It provides education and training for students pursuing careers in various engineering disciplines.

h. Engineering Accreditation Council

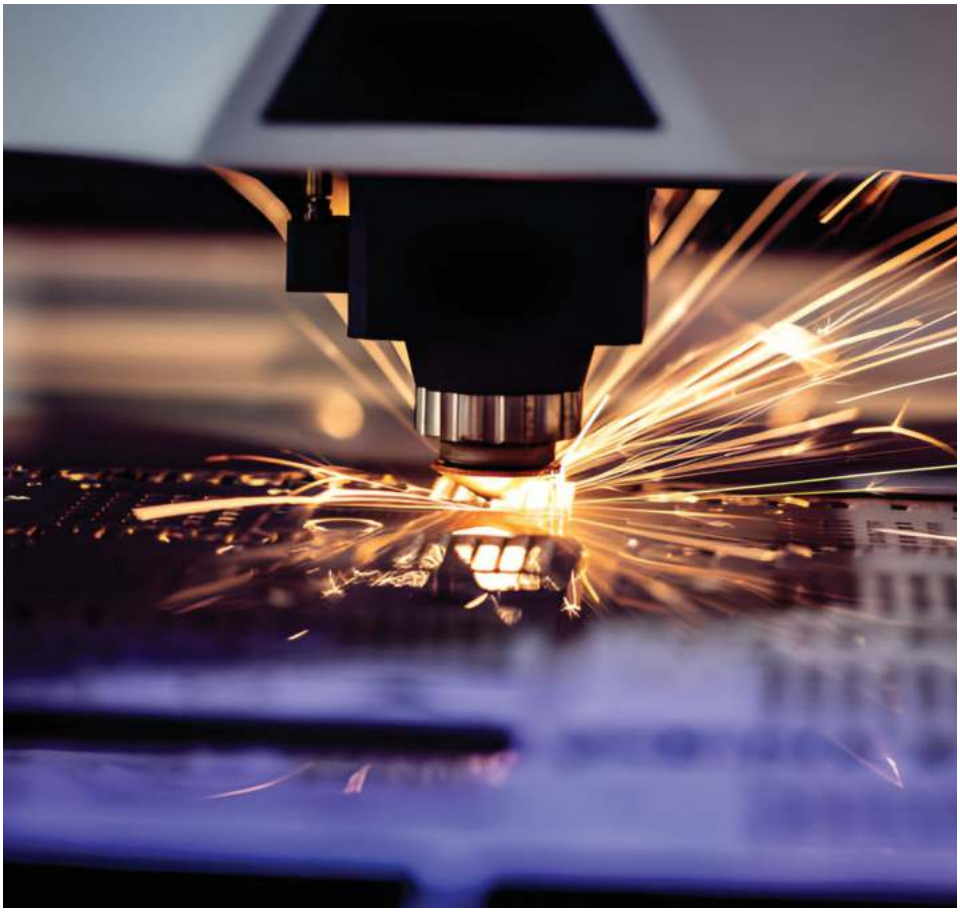
This department is responsible for accrediting engineering programs and institutions to ensure that they meet specific quality and educational standards. It plays a crucial role in maintaining the quality and integrity of engineering education

i. Supply Chain Management Department

The department is created pursuant to the provisions of the Public Procurement and Asset Disposal Act 2015 and is responsible for procurement of goods, works and services, inventory management and Disposal.

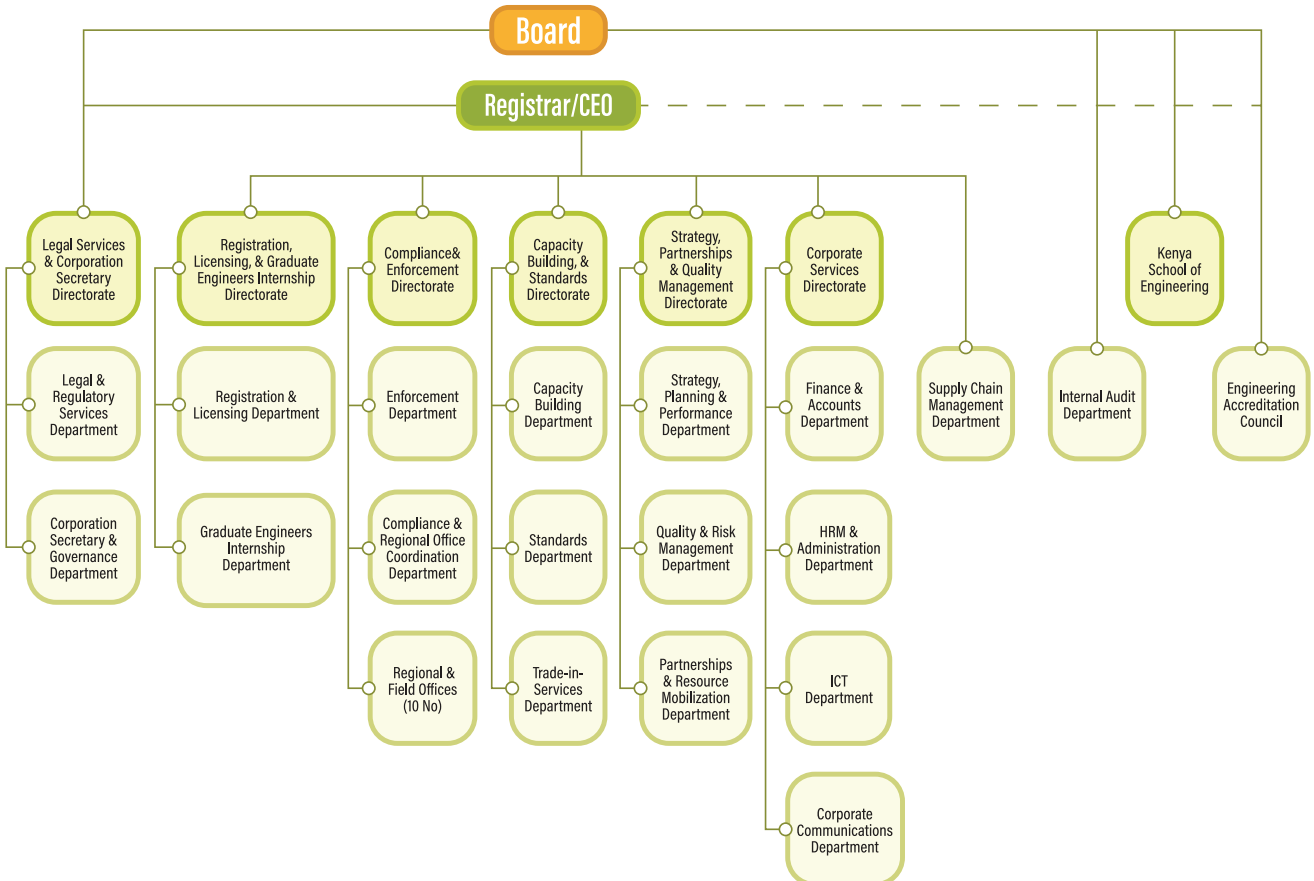
j. Internal Audit Department

The establishment of this function is a requirement for public institutions in compliance with the Code of Governance for State Corporations, Mwongozo. The department is responsible for providing assurance on the Board's internal control systems, risk management framework and the governance structure.



The EBK organization structures (current) is included in Annex 4. The proposed organization structure for EBK is as shown in figure 6.1

Figure 6.1: Proposed Organization Structure



6.2.2. Staff Establishment, Skills Set and competence Development

EBK requires an optimum staffing level to achieve the set objectives in this strategic plan. The approved staffing level will be effective in facilitating the implementation of the strategic plan. Table 6.2

Table 6.2: Staff Establishment

Directorate/Office	Approved Establishment	Optimal Staff Level	In post	Variance
Chief Executive Officer / Registrar	1	1	1	0
Office Administrator / Senior	1	3	1	2
Executive Secretary	0	1	0	1
Personal Assistant	0	1	0	1
Driver / Senior Driver	1	2	1	1
Office Assistant	1	1	0	1
Totals	4	9	3	6
Director, Registration, Licensing, Examinations and Graduate Internships	1	1	0	1
Office Administrator / Senior	1	3	1	2
Receptionist	1	2	0	2
Driver/Senior	1	1	1	0
Manager, Examinations	0	1	0	1
Principal Examination Officer	0	1	0	1
Examinations Officer	0	5	0	5
Manager, Registration Services	1	1	1	0
Principal Registration Officer	1	1	1	0
Principal Licensing Officer	1	1	0	1
Manager, Capacity Building (Internship)	1	1	1	0
Principal Capacity Building Officer (Internship)	3	3	1	2
Capacity Building Officer (Internship)	6	6	1	5
Registration Officer / Senior	4	10	1	9
Receptionist	2	2	0	2

Directorate/Office	Approved Establishment	Optimal Staff Level	In post	Variance
Totals	23	39	8	31
Director, Capacity Building & Standards	1	1	1	0
Office Administrator / Senior	1	2	1	1
Driver / Senior Driver	1	1	1	0
Manager, Capacity Building (CPD)	1	1	0	1
Principal Capacity Building Officer (CPD)	3	3	0	3
Capacity Building Officer (CPD)/ Senior	6	6	1	5
Manager, Trade in Services	0	1	0	1
Principal Officer, Trade in Services	0	2		2
Trade In Services Officer	0	1		1
Total	13	18	4	14
Director, Kenya School of Engineering	0	1	0	1
Office Administrator / Senior	0	1	0	1
Office Assistant	0	1	0	1
Driver	0	1	0	1
Total	0	4	0	4
Manager, Capacity Building (Accreditation)	1	1	1	0
Principal Officer, Capacity Building (Accreditation)	4	4	1	3
Capacity Building Officer (Accreditation)/Senior	6	6	0	6
Principal Accreditation Council	0	1	0	1
Principal Monitoring and Evaluation Officer	0	1	0	1
Office Administrator / Senior	0	1	0	1
Office Assistant	0	1	0	1
Driver	0	1	0	1
Total	11	16	2	14
Director, Compliance and Enforcement	1	1	1	0
Office Administrator / Senior	1	2	0	2
Driver/Senior	1	1	1	0

Directorate/Office	Approved Establishment	Optimal Staff Level	In post	Variance
Manager, Compliance and Regional Coordination	1	1	1	0
Principal Compliance Officers	2	2	0	2
Compliance Officers/Senior	13	2	0	2
Manager Enforcement	1	1	1	0
Principal Enforcement Officers	5	2	0	2
Principal Investigations Officer	0	2	0	2
Enforcement Officers/Senior	0	2	0	2
Investigation Officers/Senior	0	2	0	2
Records Management Assistant	1	0	0	0
Total	26	18	4	14
Branch Offices				
Principal Field Officers	0	10	0	10
Field Officers	0	20	0	20
Driver (Field)	0	10	0	10
Total	0	40	0	40
Director, Strategy, Partnerships & Quality Management	1	1	0	1
Office Administrator / Senior	0	1	0	1
Driver/Senior	1	1	0	1
Office Assistant	1	1	0	1
Manager, Research and Strategy	1	1	1	0
Principal Planning Officer	2	2	0	2
Planning Officer/Senior	2	2	0	2
Manager, Quality and Risk Management	1	1	0	1
Principal Quality Officer	0	1	0	1
Quality Officers	0	2	0	2
Principal Risk Officer	0	2	0	2
Risk Officer	0	2	0	2
Manager, Partnerships and Collaborations	0	1	0	1
Principal Partnerships and Collaborations Officer	0	2	0	2
Principal Officer, Engineering Resource Centre	1	1	0	1

Directorate/Office	Approved Establishment	Optimal Staff Level	In post	Variance
Officer, Engineering Resource Centre	1	2	0	2
Totals	11	23	1	22
Director, Corporate Services	1	1	1	0
Office Administrator/Senior	1	1	0	1
Driver/Senior	1	1	0	1
Manager, Finance and Accounts	1	1	1	0
Principal Accountant	1	1	0	0
			1	
Accountant	3	2	1	1
Human Resource and Administration Manager	1	1	1	0
Principal Human Resource Management Officer	1	1	0	1
Human Resource Management and Development Officer /Senior		1	1	0
Principal Administrative Officer	1	1	1	0
Administrative Officer/Senior	1	2	0	2
Transport Officer	0	1	0	1
Principal Records Management Officer	0	1	0	1
Records Management Officer/ Senior	1	2	0	2
Driver/Senior	1	1	0	1
Office Assistant	2	1	0	1
Manager, ICT	1	1	1	0
Principal ICT Officer (Software Development)	2	1	1	0
Principal ICT Officer (ICT Maintenance)				
Software Developers	2	1	0	1
ICT Officer/Senior		2	2	0
Manager, Corporate Communications	1	1	1	0

Directorate/Office	Approved Establishment	Optimal Staff Level	In post	Variance
Principal Corporate Communications Officer/Senior	2	2	1	1
Communications Officer/Senior	0			
Graphics Designer	0	1	0	1
Total	24	28	13	15
Director, Corporation Secretary and Legal Services	1	1	1	0
Office Administrator / Senior	0	1	0	1
Manager, Legal Services	1	1	0	1
Manager, Corporation Secretary & Governance		1	0	1
Principal/Senior Legal Officer/ Legal Officer	1	4	1	3
Legal Clerk	1	1	0	1
Driver	0	1	0	1
Total	4	10	2	8
Manager, Supply Chain ⊠Management	1	1	1	0
Principal Supply Chain Management Officer	1	2	0	2
Supply Chain Management Officer/Senior	1	3	1	2
Stores Officer	0	2	0	2
Total	3	8	2	6
Manager, Internal Audit	1	1	1	0
Principal Auditor	1	3	0	3
Auditor/Senior			0	
Total	2	4	1	3
Grand Total	**121**	**217**	**40**	**177**

An evaluation of existing staffing levels, skills sets and competences to ascertain their adequacy and relevance towards supporting implementation of the strategy was done and Table 6.3 shows the skills set and competencies of the staff.

Table 6.3: Skills Set and Competence Development

No.	Cadre	Skill Set	Skill Gap	Competence development
1	Capacity Building, Trade-in Services & Accreditation Directorate	Technical and administrative skills on accreditation, capacity building and internship	a) Trade Negotiations skills b) Digital Skills c) Internet of Things (IOT) d) Business analytics e) Records Management f) Data Protection/cyber security g) Public policy skills h) Monitoring and evaluation skills	a) Training on digital technologies, public policy, M&E and trade in services b) Participation in trade meetings c) Benchmarking
2	Compliance, Standards & Enforcement Directorate	Technical and administrative skills on compliance, enforcement and standards	a) Technical Audits skills b) Dispute Resolution Skills c) Digital Skills d) Internet of Things (IOT) e) Business analytics f) Records Management g) Data Protection/cyber security h) Public policy skills i) Monitoring and evaluation skills	a) Courses on Technical Audits and dispute resolution b) Training on digital technologies, public policy and M&E. c) Knowledge and Skills Transfer
3	Registration, Licensing and Graduate Internship Directorate	Technical and administrative skills on registration, licensing and administration of professional examinations.	a) Digital Skills b) Internet of Things (IOT) c) Business analytics d) Records Management e) Data Protection/cyber security f) Public policy skills g) Monitoring and evaluation skills	a) Training on digital technologies, public policy and M&E b) Benchmarking
4	Strategy, Partnerships & Quality Assurance Directorate	Technical and administrative skills on strategy, planning, quality management systems, performance contracting and risk management	a) Resource Mobilization b) Proposal Development c) Partnership and strategic collaboration skills d) Digital Skills e) Internet of Things (IOT) f) Business analytics g) Records Management h) Data Protection/cyber security i) Public policy skills j) Monitoring and evaluation skills	a) Continuous Professional Development b) Knowledge and Skills Transfer c) Training on digital technologies, public policy and M&E.

No.	Cadre	Skill Set	Skill Gap	Competence development
5	Legal Services & Corporation Secretary Directorate	Skills on legal and regulatory services, governance and corporation secretary	a) Trade Negotiations b) Dispute Resolution c) Digital Skills d) Internet of Things (IOT) e) Business analytics f) Records Management g) Data Protection/cyber security h) Public policy skills i) Monitoring and evaluation skills	a) Courses on dispute resolution b) Participation in trade meetings c) Training on digital technologies, public policy and M&E.
6	Corporate Services Directorate	Skills on finance and accounts, human resource and administration management, corporate communications and information technologies	a) Digital Skills b) Resource Mobilization c) Innovation d) Artificial Intelligence Skills e) Internet of Things (IOT) f) Business analytics g) Records Management h) Data Protection/cyber security i) Public policy skills j) Monitoring and evaluation skills	a) Project Management courses b) Training in digital technologies, public policy and M&E.
7	Kenya School of Engineering	-	a) Curriculum Development b) Digital Skills c) Internet of Things (IOT) d) Business analytics e) Records Management f) Data Protection/cyber security g) Public policy skills Monitoring and evaluation skills	a) Knowledge, skills and technology transfer b) Benchmarking with similar institutions. c) Training on digital technologies, public policy and M&E.
8	Engineering Accreditation Council	-	Accreditation skills International engineering standards Report writing	a) Knowledge, skills and technology transfer b) Benchmarking
9	Supply Chain Management Department	Skills on supply chain management	a) Digital Skills b) Internet of Things (IOT) c) Business analytics d) Records Management e) Data Protection/cyber security f) Public policy skills g) Monitoring and evaluation skills	Training on digital technologies, public policy and M&E.

No.	Cadre	Skill Set	Skill Gap	Competence development
10	Internal Audit Department	Skills on internal and external audit	a) Information Systems Audit Skills b) Digital Skills c) Internet of Things (IOT) d) Business analytics e) Records Management f) Data Protection/cyber security g) Public policy skills h) Monitoring and evaluation skills	Training on digital technologies, public policy and M&E.
11	Senior Management (Registrar/ CEO, Directors and Managers)	Leadership Skills	a) Succession Planning b) Talent Management c) Creative thinking/ innovation skills d) Networking e) Policy formulation and negotiation	a) Training, mentorship and coaching. b) Benchmarking
12	Middle Management (Principal and Senior Officers)	Operational Skills	Leadership Skills	Training and benchmarking

6.2.3. Leadership

The Board of Directors will provide the necessary leadership in the implementation of the strategy to contribute to Kenya's sustainable socio-economic development and diligently support the implementation of the plan. Management under the leadership of the Board will implement the strategy to support the effective and efficient accomplishment of the national development agenda keeping in mind the specific priorities of EBK and engineering as a whole.

To ensure that the responsibilities and accountability for leading and coordinating the execution of the strategic activities relevant to each KRA have been clearly articulated, EBK has formed strategic theme teams aligned to the identified strategic issues and equipped the teams with terms of reference. The strategic theme teams and terms of reference are included in Annex 1.

6.2.4. Systems and Procedures

This section outlines the key elements of EBK's internal systems and procedures, focusing on the necessary components for effective and efficient implementation of the strategic plan. By evaluating existing processes and adopting best practices, EBK aims to enhance its organizational capacity, streamline operations, and optimize value generation for stakeholders. ISO 9001:2015 Standard specifies requirements for a quality management system when an organisation needs to demonstrate its ability to consistently provide products and services that meet customer and applicable statutory regulatory requirements and aims to enhance customer satisfaction through the effective application of the systems, including processes for the improvement of the systems and assurance to customer and applicable statutory and regulatory requirements.

To maintain a culture of excellence and continuous improvement, EBK has established a performance evaluation framework. This includes key performance indicators (KPIs) that align with the strategic objectives and measures to monitor progress. Accountability mechanisms will be integrated to ensure that responsible parties are held accountable for their contributions to the strategic plan's execution.

Effective resource allocation is also crucial for successful implementation of the strategic plan. EBK will establish clear mechanisms for resource planning, budgeting, and allocation, ensuring optimal utilization of financial, human, and technological resources. Regular assessments will be conducted to identify resource gaps and reallocate resources as needed. EBK will also implement a comprehensive risk management strategy to proactively identify potential threats and uncertainties. Risk assessments will be conducted regularly, and appropriate mitigation plans will be developed to minimize potential disruptions to the execution of the strategic plan.

In line with modern best practices, EBK will prioritize digitalization initiatives to enhance data management, document control, and information accessibility. The integration of digital tools and technologies will streamline internal processes, improve data security, and facilitate efficient communication within the organization. EBK is committed to upholding high-quality standards in all aspects of its operations. The strategic plan will emphasize the adoption of best practices and adherence to industry standards to ensure service excellence. A culture of continuous improvement will be fostered, encouraging regular reviews of internal processes to identify areas for enhancement and optimization.

Lastly, EBK recognizes the importance of value chain execution in achieving optimal efficiency. By analysing and optimizing each step of the service delivery process, EBK will ensure that stakeholders receive maximum value from its services and initiatives.

6.3. Risk Management Framework

Implementation of the strategic plan is prone to various risks that may hinder the achievement of the set objectives. The risk assessment matrix and key potential risks are outlined in Table 6.4.

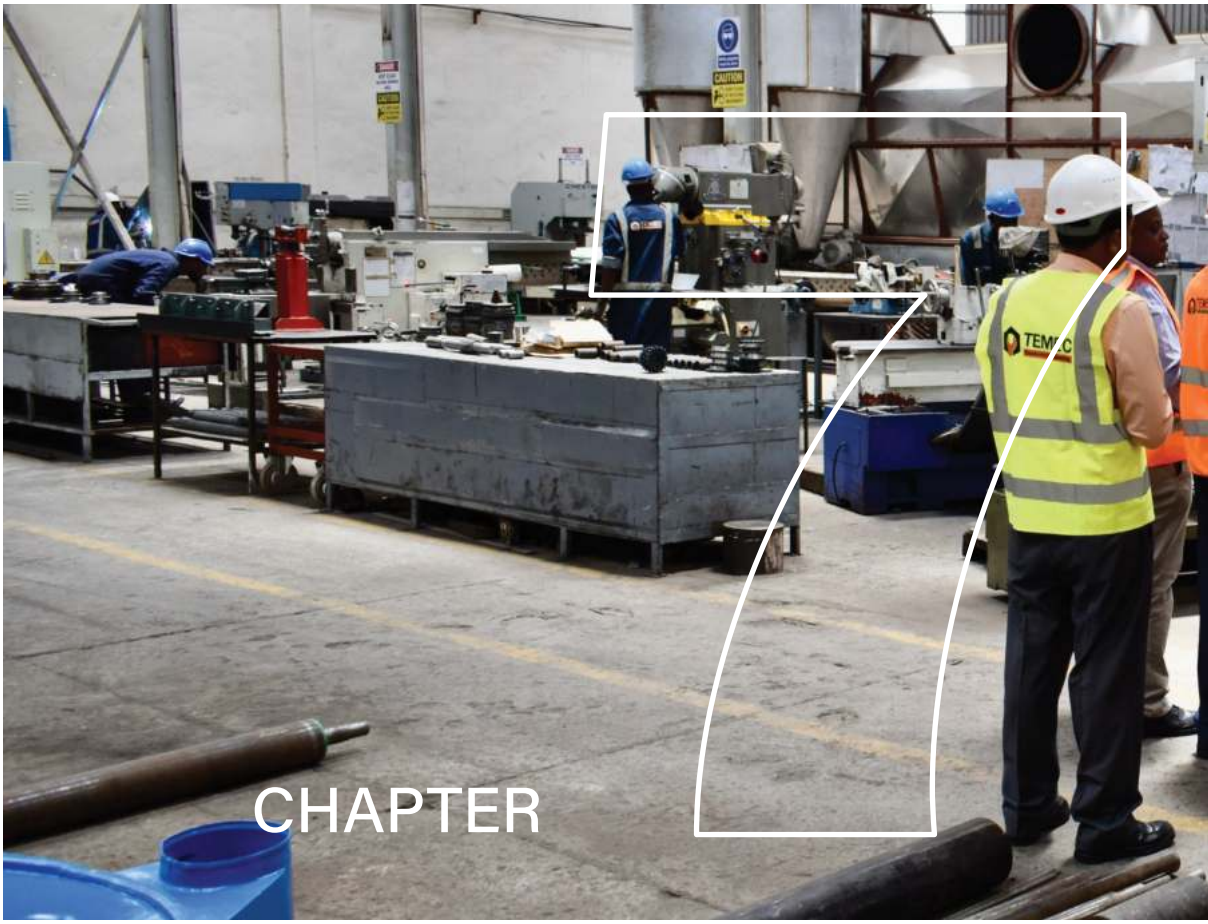
Risk Assessment Matrix				
		IMPACT/CONSEQUENCE		
		3	2	1
LIKELIHOOD		**High**	**Medium**	**Low**
3	High	High (9)	Medium (6)	Medium (3)
2	Medium	Medium (6)	Medium (4)	Low (2)
1	Low	Medium (3)	Low (2)	Low (1)

Risk rating	Score
High	**7-9**
Medium	**3-6**
Low	**1-2**

Table 6.4: Risk Management Framework

S/ NO.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1	Inadequate regulatory oversight	Medium (2)	High (3)	Medium (6)	i. Strengthen regulatory monitoring and enforcement capabilities
2	Lack of compliance with professional standards	Low (1)	Medium (2)	Low (2)	ii. Conduct regular inspections and audits to ensure compliance with professional standards iii. Establish clear mechanisms for reporting and addressing complaints or concerns related to engineering services
3	Misrepresentation of qualifications or credentials by practitioners	Low (1)	Medium (2)	Low (2)	i. Implement a robust system for verifying and validating qualifications and credentials of engineering professionals.
4	Non-compliance with safety regulations	Low (1)	Medium (2)	Low (2)	i. Develop and enforce stringent safety regulations and codes of practice ii. Conduct regular inspections and audits to ensure compliance with safety standards
5	Poor quality control in engineering projects	Medium (2)	High (3)	Medium (6)	i. Implement quality control processes and procedures in engineering projects
6	Inadequate risk management practices	Low (1)	Medium (2)	Low (2)	i. Enhance risk management practices and encourage the adoption of robust risk assessment methodologies
7	Inadequate access to training and professional development opportunities	Medium (2)	High (3)	Medium (6)	i. Establish and promote comprehensive training and professional development programs
8	Skills gaps and out-dated knowledge among practitioners	High (3)	Medium (2)	Medium (6)	i. Foster collaboration between educational institutions and industry stakeholders to bridge skills gaps
9	Insufficient resources for capacity-building initiatives	Low (1)	High (3)	Medium (3)	i. Allocate sufficient resources for capacity-building initiatives
10	Resistance from established engineering firms	Medium (2)	High (3)	Medium (6)	i. Conduct stakeholder consultations and awareness campaigns to promote understanding and acceptance of liberalization
11	Lack of harmonization of regulatory frameworks across jurisdictions	Low (1)	Medium (2)	Low (2)	i. Advocate for the harmonization of regulatory frameworks and standards across jurisdictions

S/ NO.	Risks	Risk Like-lihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
12	Insufficient capacity to monitor and enforce liberalization policies	Medium (2)	Medium (2)	Medium (4)	i. Strengthen monitoring and enforcement mechanisms to ensure compliance with liberalization policies
13	Lack of alignment in goals and objectives	Medium (2)	Medium (2)	Medium (4)	i. Foster open communication channels to address any misunderstandings promptly.
14	Inadequate resources allocated to partnerships and collaborations.	Medium (2)	High (3)	Medium (6)	i. Conduct a thorough resource assessment to ensure adequate allocation of financial, human, and technological resources to support partnership initiatives
15	Insufficient monitoring and evaluation of partnership outcomes.	Medium (2)	Medium (2)	Medium (4)	i. Implement a robust monitoring and evaluation framework to track the progress, outcomes, and impact of partnerships.
16	Dependence on a single partner or limited partner diversity.	Medium (2)	High (3)	Medium (6)	i. Diversify partnerships by seeking collaborations with multiple organizations or stakeholders ii. Continuously explore and engage new potential partners to reduce reliance on a single entity.
17	Inadequate funding for institutional strengthening initiatives	Medium (2)	High (3)	Medium (6)	i. Advocate for increased funding and resources to support capacity-building initiatives
18	Limited human resources and expertise	Medium (2)	High (3)	Medium (6)	i. Recruit and retain qualified and experienced staff through competitive compensation packages and professional development opportunities
19	Resistance to change and organizational culture barriers	Medium (2)	Medium (2)	Medium (4)	i. Foster a culture of continuous improvement and innovation within the organization


CHAPTER

7. RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter discusses the critical role of resources in the successful implementation of strategic plan. It delves into the identification of resource needs, allocation strategies, and mobilization techniques to ensure that EBK has the necessary assets to accomplish the strategic objectives efficiently.

7.1. Financial Requirements

The programmes and activities in this strategic plan will be financed by both internal and external sources.

The cost of implementing each of the four KRAs and the overall cost of implementing the strategic plan is summarized in Table 7.1 and the resource gaps are captured in Table 7.2.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

S/No	KRA	Projected Resource Requirement (Ksh. Mn)					Total
		2023/24	2024/25	2025/26	2026/27	2027/28	
1	Regulation of engineering practice.	83.02	112.21	190.19	329.74	396.8	1,112
2	Development for capacity for general practice of engineering services	218	334	465	556	678	2,251
3	Strategic partnerships and collaborations	78	59	61	53	57	308
4	Institutional Strengthening	225.4	288.5	525.5	635	769	2,443
5	Administrative Costs	100	150	200	250	300	1,000
Total		**704**	**944**	**1,442**	**1,824**	**2,201**	**7,114**

Table 7.2: Resource Gaps

FY	Estimated Financial Requirements (Ksh. Mn)	Resource Allocations (Ksh. Mn)	Variance (Ksh. Mn)
2023/24	704	640.05	-64
2024/25	944	857.32	-86
2025/26	1,442	1,309.86	-132
2026/27	1,824	1,659.68	-164
2027/28	2,201	2,004.84	-196
Total	**7,114**	**6,472**	**-643**

7.2. Resource Mobilization Strategies

Resource mobilization for assured financial sustainability is vital in the realization of the set objectives in this strategic plan. The Board commits to uphold the highest standards for efficient and effective utilization of resources in every activity that will be undertaken. The overall goal of resource mobilization is to strengthen the Board's funding through diversification of revenue streams. In order to facilitate the implementation of this strategic plan EBK shall pursue the following resource mobilization strategies:

i. Strengthen strategies to increase the number of Registered Engineers in all categories.

ii. Review and fully implement the CPD Policy and operationalize Kenya School of Engineering to design and deliver relevant capacity building programs for industry

iii. Enhance Internal sources of funding through the review of fees payable listed on the third schedule of the Engineers Rules 2019.

iv. Fully establish the Engineering Resource Centre and generate revenue through subscriptions.

v. Continue lobbying for increased funding from the Exchequer through the MTEF budget Sector Working Groups to increase GoK funding.

vi. Foster partnerships with development partners and like-minded public, private and civic organisation.

vii. Leverage on ICT towards improving administrative efficiency to reduce cost, thereby releasing resources to priority needs.

viii. New product development to improve service delivery and enhance revenue;

ix. Fully implement the Engineers Act, 2011 and the Engineers Rules 2019 that provide for additional revenue streams which are currently not in implementation.

In addition, the Board is undertaking a financial sustainability study to identify income sources to meet its current and projected obligations towards the fulfilment of the Board's broad mandate.

7.3. Resource Management

Resources are scarce and thus there is need to ensure that they are used efficiently. Towards this, EBK will put in place the following measures to ensure proper resource management:

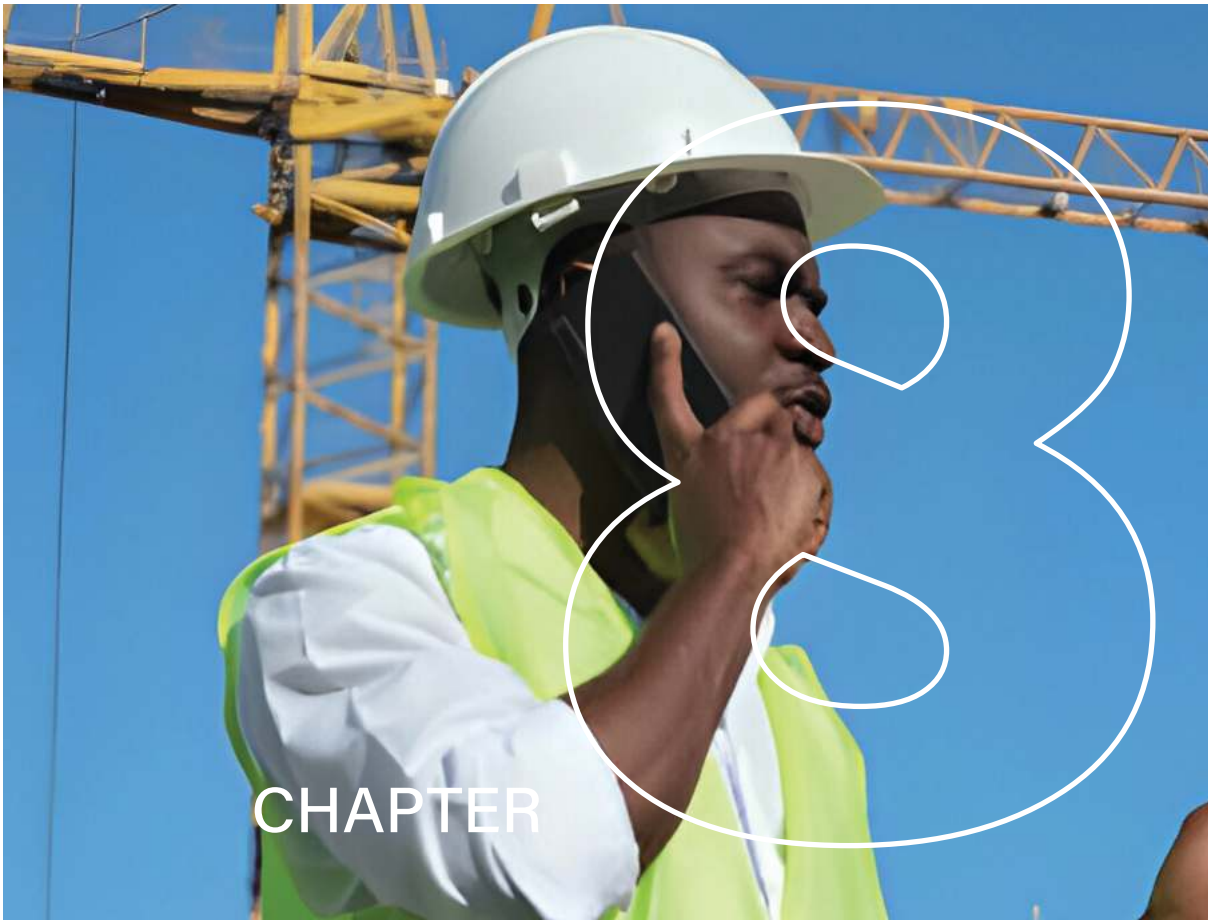
i. Implement a transparent and accountable system for resource allocation, ensuring that resources are allocated based on priorities, performance indicators, and cost-effectiveness.

ii. Establish mechanisms to monitor and evaluate resource utilization and performance.

iii. Identify opportunities for process optimization and automation to streamline operations and reduce resource waste.

iv. Implement robust financial controls and oversight mechanisms to ensure responsible resource utilization.

v. Foster collaboration and resource sharing initiatives within the Board and with external stakeholders. Pooling resources and sharing expertise will lead to cost savings and more efficient use of resources.



CHAPTER 3

8. MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter covers the systematic approach employed by EBK to monitor their activities, evaluate their effectiveness, and report on their achievements. A monitoring, evaluation, learning (MEL) framework has been prepared as detailed in this chapter.

8.1. Monitoring Framework

Monitoring will help determine whether the implementation of the strategic plan is on-track and establish the need for any adjustment. This will involve routine data collection and analysis on the progress of the strategic plan implementation. The results of the analysis shall then be used to inform decision-making, including taking corrective action where deviations in implementation are noted. The Directorate of Policy, Research and Strategy will coordinate the collection of data, analysing and reporting. It will provide technical support and facilitate monitoring, evaluation & reporting and capacity building in liaison with the Human Resource and Administration Department.

The monitoring of financial and other resources will constitute part of the monitoring, evaluation and reporting system to ensure that all the resources are utilized in accordance with the approved work plans, budgets, financial management guidelines and regulations to ensure accountability.

The monitoring and reporting process will involve preparation of annual work plans by each directorate/department. The work plans will be linked to the objectives, strategies and activities as documented in the implementation matrix. In addition, directorate/departmental work plans will be cascaded to individual employees' work plans which will then be linked to EBK's performance management system. The strategic plan will be monitored on a quarterly and annual basis.

8.2. Performance Standards

EBK's monitoring and evaluation framework that will be utilised to assess the performance is based on relevance, efficiency, effectiveness, success, and sustainability. EBK has aligned its strategic objectives and activities with the identified needs and priorities of the target customers. For efficiency, the strategic plan optimises resource utilisation by enhancing EBK's operational efficiency. In addition, evaluations will be undertaken to determine success and assess whether the outcomes contribute to positive and lasting changes. Further, to enhance sustainability, EBK will strengthen the capacity of the Board and ensure sustainable resourcing. The Strategic Theme Teams have been identified and their respective TORs drawn to ensure accountability, the teams are as shown in Annex 1.

8.3. Evaluation Framework

Evaluation will help examine how effectively the plan was implemented and whether there are gaps between the planned and achieved results. It will also establish the extent to which the planned objectives have been achieved. Evaluation will determine whether there are changes in the organisational performance as a result of the initiatives being undertaken.

The Strategic Plan will be evaluated during and after implementation to gauge the extent of achievement of the intended results. The Plan will be evaluated quarterly and annually against the activities identified within the annual work plans and the KPIs. The output of the quarterly monitoring will be a strategic plan review report while the output of the annual review shall be an annual report for the period.

8.3.1. Mid-term Evaluation

A midterm review will be undertaken at the end of the FY 2024/2025 to evaluate implementation status and impact of various initiatives. Feedback will be used to incorporate changes in the objectives, strategies, activities among others based on new information regarding the Board. Mid-term evaluation will entail data collection, data analysis, preparation and presentation of reports. The recommendations from the mid-term evaluation will be implemented in the remaining period of the Strategic Plan.

8.3.2. End-term Evaluation

An end-term evaluation will be undertaken in the FY 2027/2028 to assess the success rate in the implementation of the strategic plan as well as the impact of the implemented strategic initiatives. An end-term evaluation report will highlight key milestones/achievements, challenges experienced, lessons learnt and recommendations for improvement. End-term evaluation will entail data collection, data analysis, preparation and presentation of reports, and drafting of the management response. The findings will inform the formulation of the next strategic plan.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of Plan Period
Regulation of engineering practice	Safe and sustainable engineering infrastructure and systems.	Level of compliance to Engineers Act 2011, rules, and other applicable standards; as a percentage of total inspected sites.	23%	FY2022/23	50%	90%
	Adequate number of registered professional engineers to serve the economy.	Number of registered engineers.	3200	FY2022/23	4700	10000
Development of capacity for general practice of engineering	Globally competitive engineers and engineering firms	No. of Programs accredited under the Washington Accord	0	FY2022/23	6	12
		No. of enrolments in accredited CPD Programs	7500	FY2022/23	9500	12500
		No. Graduate Engineers enrolled into the GEIP	120	FY2022/23	550	1200
		Number of Engineers Registered under MRA	25	FY2022/23	75	125
	Access to business opportunities	Number of business opportunities	2	FY2022/23	6	10
Strategic partnerships and collabo-rations	Increased resources	Value of resources mobilised.	200 Mn	FY2022/23	1.5B	3B
	Integration of services with key industry player	Level of digital service integration with key industry players	0	FY2022/23	50%	90%
Institutional strengthening	Improved performance and efficiency	Customer satisfaction index	70%	FY2022/23	79%	85%
		Performance composite score	2.9	FY2022/23	2.6	2.2

8.4. Reporting Framework and Feedback Mechanism

The heads of Directorates/ Departments (HODs) shall prepare quarterly reports for their respective Directorates/Departments on the implementation of the Strategic Plan and submit them to the Director, Policy, Research and Strategy for compilation. The HODs will hold a quarterly management review meeting to review the status of the Strategic Plan implementation and submit a report to the Registrar/CEO for approval. The Registrar/CEO shall on a quarterly basis table a report on the implementation of the Strategic Plan to the Board. The Director, Policy, Research and Strategy will on a quarterly basis further prepare an implementation scorecard of the strategic plan and submit it to the Registrar/CEO for tabling before the Board. In addition, the Board will undertake mid-term and end-term reviews of the Strategic Plan to ensure that necessary changes in the objectives, strategies and activities among others are effected as informed by emerging issues and the operating environment.

During the implementation of the strategic plan, the quarterly, annual, midterm and end term and evaluations will be undertaken using the templates included as Annex 5, Tables 8.2, 8.3 and 8.4.

ANNEXES

ANNEX I: STRATEGIC THEME TEAMS

Strategic Theme 1: Regulation of engineering practice:
Strategic Theme Teams: Compliance, Standards and Enforcement and Registration, Licensing and Internship Directorates.
The team shall:

i. Coordinate the registration and licensing of engineers and engineering consulting firms.
ii. Coordinate compliance and enforcement to the Engineers Act 2011, Engineers Rules 2019 and Engineers Rules 2022.
iii. Coordinate the development and implementation of engineering standards.
iv. Coordinate field offices activities.

Strategic Theme 2: Development of capacity for general practice of engineering services

Strategic Theme Team: Capacity Building and Accreditation Directorate, Registration, Licensing and Internship Directorates and the Kenya School of Engineering.

The team shall be responsible for:

i. Coordinating continuous professional development (CPD) programs.
ii. Coordinating the Graduate Engineers Internship Program (GEIP).
iii. Coordinating independent review of engineering programs for all universities and tertiary institutions offering engineering programs.
iv. Coordinating the establishment and operationalization of the Kenya School of Engineering and the Engineering Accreditation Council
v. Coordinating capacity building on trade-in-services.

Strategic Theme 3: Strategic partnerships and collaborations:

Strategic Theme Team: Led by: Policy Research and Strategy and Legal Services and Corporation Services Directorates and supported by all other directorates.

The team shall be responsible for:

i. Coordinating partnerships and collaborations.
ii. Coordinating review of legal and regulatory frameworks.
iii. Coordinating development and implementation of resource mobilization strategy.
iv. Coordinating establishment and operationalization of the Engineering Resource Centre.
v. Coordinating the implementation of a digital transformation strategy.

Strategic Theme 4: Institutional strengthening:

Strategic Theme Team: Corporate Services Directorate, Legal Services and Corporation Services Directorate, Policy Research and Strategy Directorate, Supply Chain Department and Internal Audit Department.
The team shall:

i. Coordinate the effective and efficient utilization of resources.
ii. Coordinate the implementation of human resource and administration strategies.
iii. Coordinate enhancement of corporate image and customer service.
iv. Coordinate legal, audit and corporate governance activities.
v. Coordinate corporate planning, risk and quality assurance.

ANNEX II: KPI ACHIEVEMENT FOR THE 2019-2022 PERIOD

Strategies	Outcome Indicator	Baseline	Target 2021/22	Achievement 2022	%
Review and evaluate all applications for licensing	Number of applications reviewed and evaluated	3,755	5,400	6,714	124.3
Implement an effective licensing renewal process	Average days taken to process a license	90	90 to 30	21 days	130.0
Promote and enforce the Code of Conduct and Ethics for Engineers	Number of sensitizationon Code of Conduct and Ethics	2	2	8	400.0
Investigate and discipline violations to the Engineers Act 2011 and its Rules	Percent of reported and investigated violations	0	100	60	60.0
Develop and implement an engineers' identification system	Number of identification cards issued	0	2,800	1,100	39.3
Enhance standards of professional competence	Percentage of compliance of inspected engineering works	-	100	40	40.0
Identify, set and adopt technical standards	Number databases of adopted technical standards	0	3	6	200.0

Strategies	Outcome Indicator	Baseline	Target 2021/22	Achievement 2022	%
Implement continuing professional development programmes for engineers	Number of CPD programmes run	12	30	37	123.3
Implement an internship program for graduate engineers	Number of recruited graduate engineers into internship programme	40	340	210	61.8
Evaluate, approve, and accredit engineering programs for public/ private universities and other tertiary institutions	Number of engineering programmes accredited	3	10	0	0
Administer engineering examinations required for licensure	Number of examinations administered	4	11	12	109.1
Establish the Kenya Academy of Engineering and Technology for purposes of advising the National and County Governments on policy matters pertaining to engineering and technology	Established Kenya Academy of Engineering and Technology	0	1	0	0
Establish the Kenya School of Engineering towards provision of opportunities and facilities for learning, professional exposure and skills acquisition	Established Kenya School of Engineering	0	1	0	0
Establish Engineering Resource Centre for the knowledge management in the engineering practice	Established Engineering Resource Centre	0	1	0	0
Strengthen the Board's governance, risk management and internal control processes	Percent of internal audit issues resolved	100	100	66.7	66.7
Enhance systems for resource allocation and utilization	Percent of compliance to annual budgetary plan	70	100	100	100.0
	Percent of compliance to annual procurement plan		100	100	100.0
Enhance automation, utilization, and maintenance of implemented ICT infrastructures and systems	Percent of engineers using / utilizing automated services	0	100	80	80.0
Enhance ICT security	Number of successful attacks on Board's ICT system	0	0	0	100
Branding and visibility of Board and its services	Percent of implementation of activities under communication strategy	50	100	65	65.0
Ensure adequate, competent, and motivated workforce	Percent of in-post filled	19.8	65.3	25.6	25.6
Enhance resource mobilization and prudent financial management	Percent of revenue collection	62	90	101	112.2
Develop effective policy research and strategy	Number of policies developed	2	4	17	425.0
Strategic partnerships and collaborations	Number of signed MOUs	1	3	5	166.7

ANNEX III: KPI ACHIEVEMENT FOR THE 2022-2023 PERIOD

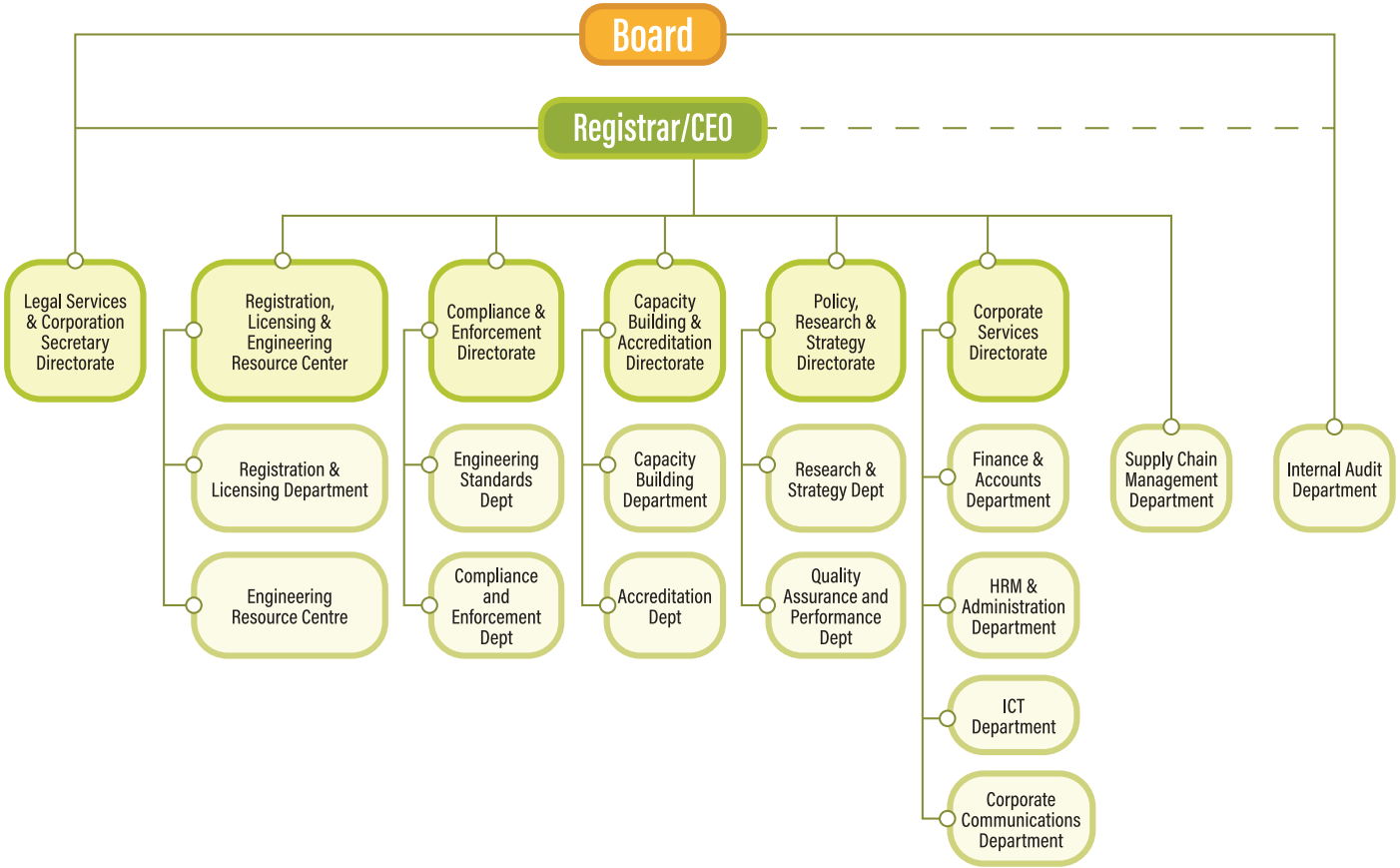
Strategic initiatives	Outcome Indicator	Baseline	Target	Achievement	Variance
1. Conduct independent reviews of engineering programmes in local universities	Number of programmes	0	3	20	17
2. Coordinate training of graduate engineers under agency-based model	Number	N/A	250	365	115
3. Conduct professional training of graduate engineers under board's GEIP programme	Number	N/A	200	247	47
4. Carry out continuous professional development (CPD) programmes for engineers and engineering firms	Number of participants	0	1,500	6451	751
5. Hold an engineering partnership convention	Number	1	1	0	(1)
6. Design and implement specialized courses for training of engineers	Percent	0	50%	30%	(20%)
7. Establish and launch a committee of experts to provide advisory services on matters engineering and technology to national and county governments	Percent	0	50%	40%	(10%)
8. Register graduate engineers	Number	1662	1,650	1950	300
9. Register professional engineers	Number	355	500	350	(15)
10. Register consulting engineers	Number	36	50	55	5
11. Register consulting firms	Number	16	20	20	0
12. Register accredited checkers	Number	0	15	18	3
13. Strengthen the board's bid to accede to the Washington accord	Report	0	1	0	(1)

Strategic initiatives	Outcome Indicator	Baseline	Target	Achievement	Variance
14. Initiate mutual recognition agreement process with South Sudan, Burundi, and democratic republic of Congo	Number of meetings	0	2	1	(1)
15. Conduct site inspection visits and prepare quarterly reports	Number	0	20	10	(10)
16. Conduct disciplinary hearing on violation to Engineers Act, 2011 and engineers' rules, 2019	Number of cases	0	15	14	(1)
17. Process and issue engineers' identification cards of applications received	Number issued	0	1,000	984	(16)
18. Process and issue engineers stamp of applications received	Number issued	0	1,000	1,146	146
19. Conduct sensitization workshops targeting ministries, counties, departments and agencies (MCDAs)	Number	0	2	5	3
20. Conduct workshops to sensitize stakeholders on gazetted engineers (scale of fees for engineering services) rules, 2021	Number	0	2	4	2
21. Conduct an end term review of strategic plan 2019 – 2022	Report	0	1	1	0
22. Conduct reviews of strategic plan 2022/2023	Report	0	4	3	(1)
23. Develop strategic plan 2023 – 2027	Report	0	1	1	0
24. Carry out resource mobilization consultancy for the board	Report	0	1	0	(1)
25. Appropriation in aid (a-i-a)	Kshs.	118,163,834	116,040,000	138,042,993	22,002,993
26. Create linkages with current and potential strategic funders	Number	2	2	4	2
27. Establish collaboration with technical partners diaspora	Number	0	1	6	5

Strategic initiatives	Outcome Indicator	Baseline	Target	Achievement	Variance
28. Develop a trading services capacity building programmes	Number	0	1	0	(1)
29. Identify public private capital project	Number	0	1	1	0
30. Lobby for recategorization of the board	Report	0	1	1	0
31. Implement the reward and sanctions system	Percent	100	100	100	0
32. Develop and implement the approved training plan	Percent	100	100	100	0
33. Review organization structure	Report	0	1	0	(1)
34. Review career guidelines	Report	0	1	1	0
35. Review human resource manual	Report	0	1	1	0
36. Implement the retirement plan	Percent	0	100	50	(50)
37. Develop a talent management policy	Report	0	1	1	0
38. Implement succession policy	Percent	0	100	100	0
39. Operationalize the car and mortgage scheme	Report	0	1	1	0
40. Develop ICT masterplan	Report	0	1	0	(1)
41. Digitize board services	Number	1	4	3	(1)
42. Develop a communications strategy	Report	0	1	0	(1)
43. Review customer centric standard operating procedures	Percent	0	100	30	(70)
44. Develop a complains handling framework	Number	0	1	0	(1)
45. Carry out consumer/ public awareness	Number	0	1	6	5

ANNEX IV: CURRENT ORGANIZATION STRUCTURE

Figure 6.2: Current Organization Structure



ANNEX V: REPORTING TEMPLATES

Table 8.1: Quarterly Progress Reporting Template

Expected Output	Output Indicator	Annual Target (A)	Quarter for year ...			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.2: Annual Progress Reporting Template

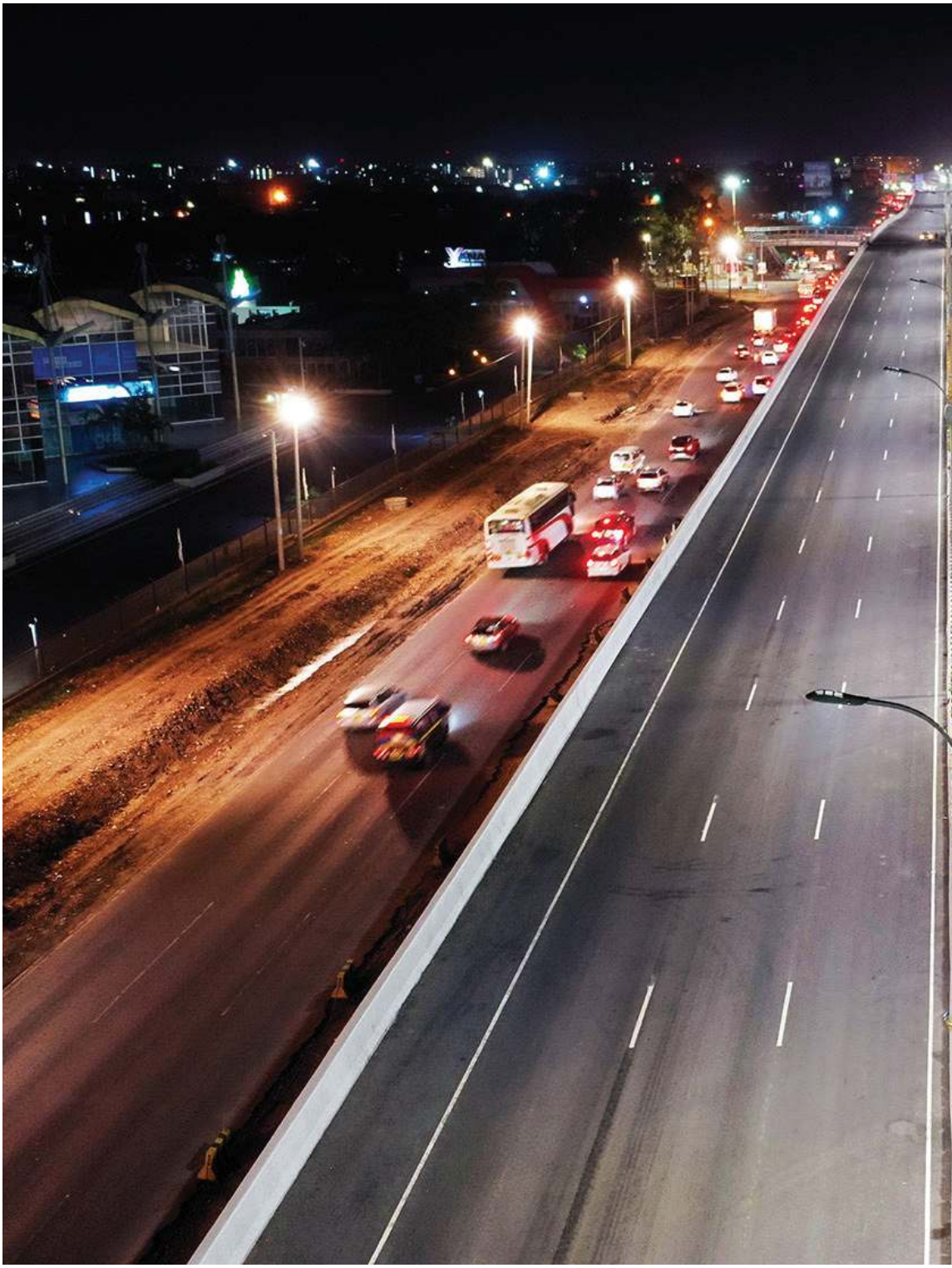
Expected Output	Output Indicator	Achievement for year ...			Cumulative to date			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-A)	Target (D)	Actual (E)	Variance (E-D)		

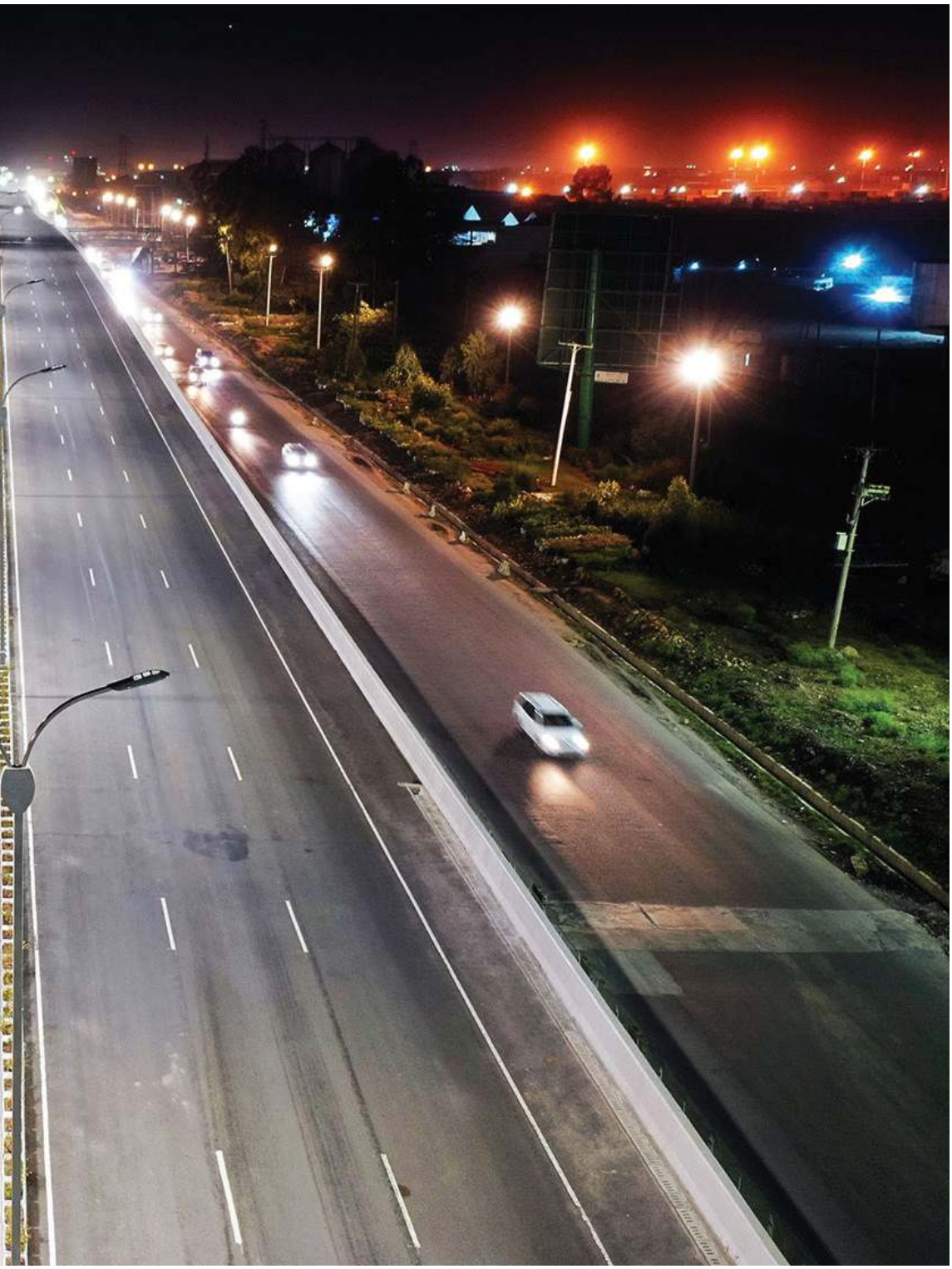
Table 8.3: Evaluation Reporting Template

Key Result Area	Outcome	Output Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		

Notes

Notes





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