



**KENYA ENGINEERING TECHNOLOGY
REGISTRATION BOARD**

STRATEGIC PLAN 2023–2027



KENYA ENGINEERING TECHNOLOGY REGISTRATION BOARD

STRATEGIC PLAN 2023-2027

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VISION, MISSION AND CORE VALUES

Vision:

A leading regulatory body for advancement of the engineering technology profession

Mission:

To regulate and promote development of engineering technology profession, uphold professional standards, foster excellence for achievement of national development goals

Core Values:

- (i) Integrity
- (ii) Accountability
- (iii) Innovation
- (iv) Professionalism
- (v) Transparency

FOREWORD

Engineering technologists and technicians play a crucial role in driving national economic growth globally. These professionals contribute to various sectors of the economy through their technical expertise, innovation, and ability to apply engineering principles to solve real-world problems. Thus, policy development of the engineering technology profession should be prioritized to drive economic growth.

Kenya's Vision 2030 outlines a comprehensive strategy for transforming the country into a newly industrialized, middle-income economy by the year 2030. Central to this transformation is improving the quality of life for all citizens and leveraging on human resources as a catalyst for knowledge-based economic growth. As Kenya strives to meet the goals of the Vision 2030, engineering technology professionals are at the heart of transforming the economy, creating jobs, and improving the standard of living for its citizens. Further, the Government's Bottom-up Economic Transformation Agenda (BETA) places the engineering technology profession as a key enabler in the economic turnaround in Kenya.

The Kenya Engineering Technology Registration Board (KETRB) was established to regulate and set standards of practice for engineering technologists and technicians. This signifies the importance of engineering technology professionals in Kenya in driving the national development aspirations.

Since the inception of KETRB, the Board has made the following achievements: registered 2,600 professionals; real time verification of registered and licensed technology professionals; onboarded registration process through the E-citizen platform; sensitized engineering technology professionals; certified curriculums; and held the inaugural engineering technology conference.

This Strategic Plan serves as a blueprint to guide the Board in fulfilling its mission to regulate, standardize, and elevate the engineering technology profession while aligning with Kenya's broader socio-economic development goals. Engineering technology professionals in Kenya are central to the construction, and maintenance of infrastructure projects, including roads structures, buildings, energy and ICT systems, water and agriculture.

I take this opportunity to acknowledge the role played by the Board, the management and stakeholders in the development of this Strategic Plan. I am confident that the implementation of this plan will spur economic development of this country.

Mr Nicholas Temoet
Chairperson
Board of Directors

PREFACE AND ACKNOWLEDGEMENT

The KETR B Strategic Plan 2023–2027 seeks to promote the registration and licensing processes, strengthening regulatory compliance, and fostering partnerships with training institutions to bridge the skill gaps for engineering technology professionals. The plan highlights a multi-faceted approach to achieving these objectives.

The Strategic Plan was prepared through a consultative process with key stakeholders. It builds on previous successes while seeking to raise the visibility of KETR B as a leading regulatory body for the advancement of the engineering technology profession. This will be achieved through implementing four strategic themes, namely: Governance, Registration and Licensing, Compliance, and Professional Development.

To effectively and efficiently deliver on this plan, the Board will build robust governance frameworks to enhance the institutional capacity through policy, legislative and institutional reforms. The Board will prioritize increasing registration and licensing of engineering technology professionals by creating awareness and enhancing registration mechanisms. The Board is committed to enforcing compliance to registration, licensing and standards of practice by enhancing compliance mechanisms. Finally, the Board will seek to promote continuous professional development through capacity building programmes to increase the number of registered engineering technologists and technicians.

KETR B is grateful to all those who contributed towards the development of this Strategic Plan. First and foremost, we are grateful to the Board of Directors for providing oversight, and the Registrar for providing leadership from inception to completion. All KETR B staff provided valuable comments and inputs into conceptualizing the strategic business model of the Board. We would specifically like to thank the representatives of the State Department of Roads, the World Bank, the Kenya Institute for Public Policy Research and Analysis (KIPPRA), and all stakeholders for their input and endorsement of the Strategic Plan during the validation workshop.

The Board seeks collaborative support from all stakeholders and commitment by staff in achieving the strategic intents contained in the Strategic Plan 2023–2027.

Kigo Florence
Ag. Registrar/Chief Executive Officer

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KEY CONCEPTS AND TERMINOLOGIES

Africa Agenda 2063: A strategic framework for socio-economic transformation of Africa over the next 50 years from 2013 to 2063.

Appropriation in Aid (A-in-A): Revenues generated by Ministries, Departments and Agencies (MDAs)

Emerging Issues: Refers to recent occurrences / events / phenomena, which might impact the sector negatively or positively. They include environmental, policy, legal, technological, economic, political, social and cultural.

Engineering Technology Professional: Any person recognized under the Engineering Technology Act (Cap 530A) as an engineering technologist or technician.

Evaluation: Project evaluation is a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability. Evaluations also feed lessons learnt into the decision-making process.

Key Output: The overall product resulting directly from the implementation of activities defined within a procedure.

Kenya Vision 2030: A Kenyan long-term development blueprint that aims to transform the country into a newly industrializing, middle-income nation providing a high quality of life to all its citizens by 2030 in a clean and secure environment.

Monitoring: Is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity's implementation stage.

Sustainable Development Goals: Also known as “Global Goals”, are a universal call for action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

ABBREVIATIONS AND ACRONYMS

A-I-A	Appropriation-in-Aid
AU	African Union
BETA	Bottom-up Economic Transformation Agenda
CBET	Competence Based Education and Training
CEO	Chief Executive Officer
CUE	Commission for University Education
CPD	Continuous Professional Development
EAC	East African Community
EDMS	Electronic Document Management System
ERP	Enterprise Resource Planning
GoK	Government of Kenya
ICT	Information and Communication Technology
IET-K of	Institution of Engineering Technologists and Technicians Kenya
ISC	Inspectorate of State Corporations
KETRb	Kenya Engineering Technology Registration Board
KNEC	Kenya National Examination Council
KRA	Key Result Area
MCDAs	Ministries Counties Departments and Agencies
MOR&T	Ministry of Roads and Transport
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
PC	Performance Contract
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PFM	Public Financial Management
PSPMU	Public Service Performance Management Unit
RMPF	Risk Management Policy and Framework
RMS	Risk Management System
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Attainable, Realistic and Time- bound
SPAS	Staff Performance Appraisal System
SOPs	Standard Operating Procedures
STEM	Science, Technology, Engineering and Mathematics
ST&I	Science, Technology and Innovation
SWOT	Strengths Weaknesses Opportunities and Threats
TVET	Technical and Vocational Education and Training

EXECUTIVE SUMMARY

The Kenya Engineering Technology Registration Board (KETRB) was established under the Engineering Technology Act (Cap. 530A) to regulate the engineering technology profession in Kenya. Since its inception, KETRB has played a vital role in setting standards, registering qualified professionals, and ensuring compliance with ethical and technical guidelines within the engineering technology sector.

The Board's vision is A leading regulatory body for advancement of the engineering technology profession; while its mission is to regulate and promote development of engineering technology profession, uphold professional standards, foster excellence for achievement of national development goals.

This is KETRB's first Strategic Plan. It takes cognizance of the government development priorities as articulated in the Kenya Vision 2030, Medium Term Plan IV, and the "Bottom-up Economic Transformation Agenda". The strategic plan is built upon four key result areas, namely: Governance; Registration and licensing; Compliance; and Professional development, which will be implemented through four strategic objectives and ten prioritized strategies aimed at enabling the Board to deliver effectively on its mandate.

Regarding upholding Governance, KETRB will enhance the institutional capacity through policy, legislative, and institutional reforms. The Board will develop pertinent internal policies (including registration and licensing policy, Continuous Professional Development – CPD policy, standards and of practice, compliance framework) to enhance internal controls, efficiency and effectiveness in operations; and formulate regulations (including engineering technology regulations) and implement institutional reforms. The Board will work towards achieving a full staff establishment of 117 during the planning period; develop and implement pertinent staff welfare and performance measurement policies and strategies; develop and implement an integrated management system (Enterprise Resource Planning); and implement the financial sustainability plan.

To increase registration and licensing of engineering technology professionals, the Board will embark on awareness creation campaigns through visits to 50 industries and 36 training institutions; enhance registration mechanisms to register 2,510 candidate engineering technicians and 2,163 candidate engineering technologists; scale up the number of licensed engineering technicians by 1,662 certified engineering technicians, 2,077 professional engineering technologists, 101 consulting engineering technologists, and 9 consulting engineering technology

firms. The Board targets to renew licences for professional engineering technologists and technicians, consulting engineering technologists and consulting engineering technology firms.

During the planning period, KETRB will implement mechanisms to enforce compliance to registration licensing and standards of practice and conduct site inspections. The end-result of this initiative is to achieve 100 per cent compliance with registration, licensing, standards of practice requirements, and thereby resolution of non-compliance cases.

Regarding promotion of continuous professional development for engineering technology professionals, the Board will conduct professional examination for engineering technologists and technicians, an initiative that will result in examination of 1,050 engineering technologists and 750 engineering technicians. The Board will implement 36 CPD programmes and other capacity building programmes that will result in training of 2,100 engineering technologists and technicians during the strategic planning period. KETRB will also conduct a baseline survey to establish the ratio between engineers and engineering technologists and technicians and implement the recommendations from the survey aimed at reducing the ratio.

To implement the Strategic Plan, an estimated Ksh 1,745.7 million in resources will be required. The planned activities will be funded mainly from the Exchequer; generation of Appropriation-in-Aid through application fees, annual subscription fees, examination fees, Continuous Professional Development revenue, and curriculum certification revenue; and grants from development partners. The Board will endeavour to develop and implement a resource mobilization strategy to diversify and boost funding. The Board will enforce efficiency, effectiveness and prudence in the use of available and acquired resources, which is crucial in bridging the resource gap.

KETRB recognizes that risk management is a key element in strategic management. The Board will, therefore, develop a risk management policy and framework to guide continuous identification, evaluation, management, monitoring, reporting and mitigation of emerging risks in a timely manner, while identifying opportunities that can be harnessed during implementation of the Strategic Plan. Finally, the Board will consider developing and implementing a monitoring, evaluation and reporting framework to facilitate tracking, monitoring and reviewing performance on a quarterly, annual, mid-term basis and at the end of the Strategic Plan period. The Board will sign and implement an annual Performance Contract with the parent Ministry, in a bid to implement this Strategic Plan and achieve the Ministry's mandate.

CHAPTER ONE: INTRODUCTION

1. Introduction

This chapter provides an introduction comprising the importance of strategy for organizational success; the context of strategic planning (international, regional and national); history of KETRB and approach used in development of the strategic plan for 2023–2027.

1.1 Strategy as Imperative for Organizational Success

The Kenya Engineering Technology Registration Board (KETRB) plays a crucial role in ensuring the development of engineering technology regulation and profession in Kenya. As provided in the Engineering Technology Act (Cap. 530A), KETRB's mandate is to enhance the quality, safety, and reliability of engineering technology practices throughout the country. This Strategic Plan 2023–2027 serves as a blueprint to guide the organization in fulfilling its mission to regulate, standardize, and elevate the engineering technology profession while aligning with Kenya's broader socio-economic development goals.

This Strategic Plan outlines KETRB's strategic direction for five years, beginning from the financial year 2023/24 to the financial year 2027/28, with a focus on the key pillars of standardization, compliance, capacity building, and stakeholder engagement. The plan integrates insights from national frameworks such as the Kenya Vision 2030 and the Medium-Term Plan IV, alongside international frameworks such as the Sustainable Development Goals (SDGs) and the Africa Union (AU) Agenda 2063. By aligning with these initiatives, KETRB reaffirms its commitment to fostering a professional, innovative, and internationally competitive engineering technology sector. This Strategic Plan consequently envisions KETRB as a catalyst for sustainable development and regulatory efficiency, driving the transformation of Kenya's engineering technology landscape.

The plan highlights a multi-faceted approach to achieving these objectives. It emphasizes the enhancement of registration and licensing processes, strengthening regulatory compliance, and fostering partnerships with training institutions to bridge the skill gaps. Additionally, KETRB seeks to promote continuous professional development and innovative practices to ensure the sector remains adaptable to the emerging challenges and technological advancements.

Through this Strategic Plan, KETRB aims to empower engineering technologists and technicians to contribute effectively to Kenya's infrastructural, industrial, and technological growth. It also underscores

the importance of robust monitoring and evaluation frameworks to ensure accountability, track progress and quickly identify areas of improvement.

KETRB is further committed to achieving the strategic goals and objectives of the strategic period. Strategic planning is a critical process that enables KETRB define the strategic direction and resource requirements in line with national priorities. This will enable KETRB to identify and deploy resources for efficient implementation of the strategic priorities.

1.2 The Context of Strategic Planning

This strategic plan is developed with consideration of the relevant national, regional and global development frameworks.

1.2.1 United Nations Agenda 2030 for Sustainable Development

The United Nations Sustainable Development Goals (SDGs) provide a framework for guiding global efforts to improve human well-being while protecting the planet. Engineering technologists contribute significantly to SDGs related to economic development, particularly through their work in infrastructure, industry, innovation, and technology. Within this context, KETRB is instrumental in informing the implementation of SDGs.

SDG 4 is to "ensure inclusive and equitable quality education and promote life-long learning opportunities for all." KETRB places a strong emphasis on professional development that fosters ongoing learning and skills development in the engineering technologists and technicians. In addition, cooperation with the education providers and industry players will guarantee that training is relevant, and well adapted to the needs of the labour market to attain an education system that contributes to the supply of competent professionals ready for immediate employment and lifelong learning.

SDG 6 aims to "ensure access to and sustainable management of water and sanitation for all," while SDG 7 focuses on "ensuring access to affordable, reliable, sustainable, and modern energy for all." KETRB supports these goals by ensuring that engineering technologists and technicians involved in water, sanitation, and energy infrastructure meet the highest standards of competence and professionalism.

SDG 8 seeks to create decent work and economic growth. Engineering technologists and technologists play a critical role in job creation, enhancing productivity, and fostering innovation in industries, driving economic expansion. This aligns with SDG 9's goal to "build resilient infrastructure,



promote inclusive and sustainable industrialization, and foster innovation." Engineering technologists design and maintain essential infrastructure and implement technologies that boost industrial efficiency, innovation and competitiveness. The mandate of KETRB, therefore, contributes directly by setting and enforcing standards of engineering technologists and technicians in infrastructure projects to ensure that the latter are built according to high-quality, reliable, and safe standards that contribute to developing resilient infrastructure.

SDG 11 aims to "make cities and human settlements inclusive, safe, resilient, and sustainable." Engineering technologists play a key role in the design of sustainable urban infrastructure, such as energy-efficient transportation and smart technologies. As a regulatory body, KETRB ensures that engineering technologists and technicians involved in developing urban areas and infrastructure apply the best practices of sustainability and safety. KETRB strives for good quality standards in its engineering works, as this contributes to resilient infrastructures in an urban setting supportive of sustainable development and minimal

environmental impact, besides ensuring cities and communities are resilient for a bright prospect.

Similarly, SDG 12 focuses on “responsible consumption and production” calling for sustainable manufacturing and circular economy practices that reduce waste and conserve resources.

SDG 13 emphasizes "urgent action to combat climate change and its impacts." KETRБ ascertains that engineering technologists and technicians are armed with the appropriate knowledge and competencies to design and construct climate-resilient infrastructure that can withstand the impacts of climate change and support mitigation efforts.

SDG 14 focuses on the “conservation and sustainable use of oceans, seas, and marine resources for sustainable development”. This goal emphasizes the need to reduce pollution, protect marine ecosystems, manage fisheries sustainably, and address the impacts of climate change on oceans. Engineering technologists have a crucial role in supporting SDG 14. Through innovations and advancements in various fields, engineering technology can help mitigate the pressures on marine environments, enhance marine resource management, and promote sustainable practices. KETRБ affirms that the engineering technology professionals have the capacities to bring change through engagement in blue economy activities.

KETRБ supports the broader sustainability goals of SDGs 11, 12, 13 and 14, fostering a future where engineering practices align with the principles of environmental stewardship, resilience, and sustainable growth.

1.2.2 Africa Union Agenda 2063

The African Union (AU) Agenda 2063 is the aspirational vision of Africa by African leaders of where the continent should be in the next 50 years. One of the main action areas for the AU Agenda 2063 is to build Africa’s human and social capital. To effect this agenda, African countries are committed to investing in a skills revolution based on science and innovation. The AU Agenda 2063 also seeks to transform African economies through radicalizing manufacturing, industrialization and value addition for the maximum beneficiation from its resources. In line with the AU Agenda 2063, KETRБ’s mandate aims to register engineering technologists and technicians in Kenya and ensure that it strengthens the human force in Kenya for effective implementation of the Agenda’s action plans, including innovation and transformation of the economy. The AU Agenda 2063 is, therefore, founded on seven Africa’s aspirations that KETRБ will contribute towards during this strategic period.

AU Agenda 2063 Aspirations	KETRB's Contribution towards Realization of AU Agenda 2063 Aspirations
A prosperous Africa based on inclusive growth and sustainable development	Qualified professionals help ensure that development projects meet both economic social and environmental goals. By setting high standards for the engineering profession, KETRB supports inclusive growth and long-term sustainability.
An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance	KETRB's mandate is to verify that engineering works are carried out by qualified and registered professional, and contributes to the harmonization of standards across Africa.
An Africa of good governance, respect for human rights, justice and the rule of law	KETRB upholds good governance in its operations and in promoting accountability.
A peaceful and secure Africa	Quality engineering works by competent professionals that prioritize safety will help prevent accidents and disasters.
An Africa with a strong cultural identity, common heritage, values and ethics	KETRB fosters ethical standards and professional conduct in the engineering sector. By upholding these values, KETRB strengthens Africa's professional identity.
An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children and	KETRB's role in licensing engineering technologists and technicians helps ensure that skilled professionals, including women and youth, are empowered to contribute to Africa's development.
Africa as a strong, united, resilient and influential global player and partner	By setting standards for engineering technologists and technicians, KETRB helps strengthen Africa's global competitiveness

1.2.3 East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 is a long-term regional development plan aimed at transforming the East African region into a prosperous, competitive, and integrated community by the year 2050. KETRB can contribute towards the Vision's focus of economic integration, sustainable development, political federation, innovation and technology, infrastructure development and regional peace and security by setting

standards in sectors critical for promoting integration and regional infrastructure.

KETRB is particularly important to regional integration efforts within the EAC, as it relates to national infrastructure development. KETRB plays a much broader role in serving the strategic goals for a reliable, efficient, and interoperable infrastructure network across the region by ensuring that Kenyan engineering technologists and technicians are registered, qualified to practice, and up to professional standard. This becomes very pertinent because most infrastructure projects tend to cut across many countries within the region and involve a lot of harmonized professional standards.

The need for available skilled human resources also gets further emphasis from industrialization and the development of infrastructure within the EAC policy on industrialization, and those docked under the 2050 Agenda. KETRB's capacity building, and professional development, will be in adherence with best practices and the aspirations of the EAC towards regional economic transformation. KETRB can support not only the ambitions of Kenya with regard to buildings and infrastructure, but also build the region's capacity for delivery of complex and large infrastructure investments if it promotes continuous professional development and ensures that registered professionals are competent.

1.2.4 Constitution of Kenya

KETRB operates in accordance with the Constitution of Kenya. The Bill of Rights (Articles 19-57) guarantees the fundamental rights and freedoms of individuals. The Board, therefore, respects and protects these rights, including the right to Equality and Non-discrimination (Article 27); Freedom of Expression (Article 33); Access to Information (Article 35); Freedom of Association (Article 36); Right to Property (Article 40) and Economic and Social Rights (Article 43), which include rights to accessible and adequate housing, and to reasonable standards of sanitation; to clean and safe water in adequate quantities; and to education.

Article 10 (1) of the Constitution states that the National Values and Principles of Governance are binding on all State organs, State officers, public officers and all persons.

Article 10(2) of the Constitution sets out the National Values and Principles of Governance. These include patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people, human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized, good

governance, integrity, transparency and accountability, and sustainable development.

1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda and Fourth Medium Term Plan

Kenya's Vision 2030 aims to transform the country into a newly industrialized, middle-income economy by providing high-quality life to all citizens by the year 2030. The Kenya Vision 2030 also recognizes the role of Science, Technology and Innovation (ST&I), infrastructure and ICT as a foundation for knowledge-led economic growth. The Kenya Vision 2030 framework emphasizes professionalizing the construction industry, enhancing the skills of the local workforce, and ensuring compliance with safety and quality standards. The Vision calls for the implementation of a Comprehensive Construction Industry Development Policy to strengthen the capacity of Kenya's construction industry and enforcing of housing sector standards and codes.

The Kenya Vision 2030 calls for a curriculum, which builds individual strengths and nurtures the development of technical and entrepreneurial skills and competencies. It further calls for the establishment of a skills inventory for Kenya, which would support in identifying the existing gaps in human resource requirements in all sectors, and thus inform the implementation of training programmes. The human resource priority in the Vision is for international standards of technically qualified personnel and professionals who match the skills demands. By improving training programmes and enforcing regulations, Kenya aims to create a robust and sustainable industry that can meet the demands of the Kenya Vision 2030.

Fourth Medium Term Plan

The Fourth Medium Term Plan (MTP IV) (2023-2027) on implementation of the Kenya Vision 2030 aims at realizing key economic, social, and political aspirations set out in the Vision. The MTP IV consequently calls for the strengthening of linkages between skills development in TVET institutions and the requirements from industry, to ensure students move into gainful employment after training. Another priority in MTP IV is the strengthening of Science, Technology, Engineering and Mathematics (STEM) by enhancing the capacity of education and training institutions, formulating a National Critical Skills Development Strategy; and establishing the Kenyan node of the National Science, Technology and Innovation Observatory. KETRIB is contributing to the achievement of the Fourth Medium Term Plan through

registration and licensing of professionals to guarantee quality of work and public safety.

Bottom-up Economic Transformation Agenda

The Bottom-up Economic Transformation Agenda (BETA) focuses on economic transformation by enhancing Kenya's Micro, Small and Medium Enterprises (MSMEs), which includes Kenya's construction and manufacturing sector, thereby promoting job creation and economic participation; transformation of agriculture through modernization and improving productivity; healthcare; digital superhighway and creative economy; and enhancing housing and settlement, which entails promoting the local construction industries.

KETRB plays a crucial role of providing enablers for economic growth. By setting and enforcing standards for engineering technologists and technicians, KETRB ensures that the workforce is adequately trained and qualified to meet the demands of various economic sectors, including housing, energy and manufacturing sectors. This is essential for maintaining quality and public safety, which is key to driving economic growth and competitiveness. KETRB's efforts in professional development, quality assurance, and capacity building align with BETA's objectives to improve the operating environment for manufacturing, attract investments, and promote industrial research and innovation. By ensuring that only registered and licensed professionals participate in these sectors, KETRB helps address bottlenecks, enhance productivity, and support the sustainable growth of Kenya's economy as envisioned in the Kenya Vision 2030.

1.2.6 Sector Policies and Laws

The policies and laws in Kenya aim to ensure that engineering professionals maintain high standards of practice, contribute to national development, and adhere to ethical and legal requirements.

Sector policies

(a) National Skills Development Policy (2024)

The overall goal of the policy is to promote sustainable socio-economic growth through the development of a skilled workforce that is employable, productive, enterprising, innovative, adaptable and competitive. Among the policy priorities are strengthening industry-academia linkages; ensuring adequate capacity of trainers to deliver quality education and training; ensuring that the curriculum is aligned to labour market demands and/or leads to improved employability outcomes; ensuring that quality

education and training is provided to meet industry standards; and ensuring that qualifications and certification are recognized in the labour market as accurate and trustworthy.

(b) Sessional Paper No. 1 of 2019 - Reforming Education and Training for Sustainable Development in Kenya

The overall goal of the policy is to provide quality, relevant and inclusive education and training for sustainable development. The policy focuses on restructuring the education and training system to bring it closer to the emerging social and economic needs. University education includes the provision of adequate and appropriate skilled artisans, craftsmen, technicians and technologists at all levels of the economy through practical training and work experience; to provide a dynamic curriculum responsive to the manpower needs of a dynamic economy; and to achieve manpower development and skills acquisition. Among the strategies proposed to achieve the policy goals include maintenance and improvement of standards quality and relevance in all trainings; to provide a national quality assurance and standards framework to govern various quality assurance and standards agencies; and provide a curriculum that integrates science technology and innovativeness.

This policy replaces Sessional Paper No. 1 of 2005 on Policy Framework on Education, Training and Research to ensure that it provides the foundation necessary to develop the skills and competencies that inform the realization of the Kenya Vision 2030. This policy on education and training, therefore, envisages a curriculum that successively develops the knowledge, skills, competencies, and lifelong learning dispositions of its citizens to meet the human capital needs of the country. It also addresses aspects of devolution and the development of competencies and skills through the new model of curriculum. The policy recognizes that the broad engineering profession is typically considered to be comprised of five cadres of staff, namely engineer, technologist, technician, craftsperson and artisan. The policy further notes that for effective execution of the engineering function within an economy, these cadres are represented in appropriate proportions, which the policy provides as 1:2:4:16 ratio of professional engineer to technologist to technician to operator.

The policy lays emphasis that only robust regulatory frameworks can guarantee that education and training institutions are capable of producing skilled manpower for contribution towards Kenya's developmental goals. The policy recommends that competency-based training programmes, continuous professional development, and partnership between the institutions of learning and relevant industry players be developed. This is also in line with KETRB's goals to ensure engineering technology

professionals are competent to satisfy market demands, and maintaining high standards based on continuing learning and procedures of certification.

(c) Competency-Based Education and Training (CBET) Policy (2018)

The policy informs the reform of Technical and Vocational Education and Training (TVET) sector, based on Competency Based Education and Training (CBET). It also provides for the establishment of occupational standards, and assessment using a CBET approach and collaboration between TVET Curriculum Development Assessment and Certification Council (TVET CDACC) in ensuring provision of industry relevant skills. The policy calls for the establishment of Sector Skills Advisory Councils (SSACS) by the industry for the various sectors as a technical arm of the TVET CDACC. Among the composition of SSAC is member of the regulatory body for the sector, of which KETRB is considered. Among the mandate of SSACS is to advise TVET CDACC on the establishment of new vocational trades training and educational curricula or on the abolition of existing one, and to draw up training specifications and job descriptions. One of the mandates of KETRB is to collaborate with engineering technology training institutions and organizations, professional associations and other relevant bodies in matters relating to training.

(d) Sessional Paper No. 3 of 2016 National Housing Policy for Kenya

The policy is aimed at the realization of the right to accessible and adequate housing and reasonable building standards and standards of sanitation provided by people with the right qualifications and competencies. The policy recognizes that the sector has various practitioners with specific elements in line with their qualifications. These various professionals in housing planning and development need to be coordinated for the benefit of the sector.

(e) Sessional Paper No 9 of 2012 National Industrialization Policy Framework for Kenya 2012-2030

The policy framework is geared towards transforming the country into a middle-income economy as envisioned in Kenya's Vision 2030. A key objective of the policy is to facilitate the creation of a business-friendly environment for private sector-led industrialization, and to enhance capacity and skills upgrading for the manufacturing sector. In addressing the latter, therefore, the policy priority is to expand technical, vocational and entrepreneurial training designed to offer artisan, craftsmanship,

technician, technologist and engineering training for industry through Technical and Vocational, Education and Training (TVET) reforms.

(f) National Occupational Safety and Health Policy (2012)

This policy seeks to establish national occupational safety systems and programmes geared towards the improvement of the work environment. Among the policy priorities is to ensure adequate personnel for monitoring compliance with the national occupational safety and health laws and regulations at the workplaces liable for inspection.

Sector Laws

Engineering technologists and technicians in Kenya are supported by a robust legal and institutional framework. Central to this framework is the Engineering Technology Act (Cap. 530A). The additional relevant laws are designed to regulate and enhance Kenya's workforce largely through training and professional development and occupational support. These are listed below:

- (a) The Engineering Technology Act (Cap. 530A) provides for the regulation, practice and standards of engineering technologists and technicians. The Act established the Kenya Engineering Technology Registration Board mandated to undertake registration and licensing, compliance, standards and professional development of engineering technologists and technicians.
- (b) The Industrial Training Act (Cap. 237) provides for the coordination and regulation of industrial training. The Act established the National Training Board with various mandates, including to secure the greatest possible improvement in the quality and efficiency of the training of personnel engaged in industry. The Act also established the National Industrial Training Authority to, among, other functions: develop industrial training curricula and assess industrial training, testing occupational skills and awarding certificates, including Government trade test certificates.
- (c) The TVET Act (Cap. 210A) provides for regulation and coordination of Technical and Vocational Education and Training (TVET). The TVET Act created the TVET Authority, charged with the responsibility of accrediting TVET institutions and maintaining quality assurance and standards. The Act also establishes TVET-CDACC with the mandate of designing and developing curricular for training institutions, examination assessment and certification.
- (d) Kenya National Qualifications Framework Act (Cap. 214) provides

for the establishment of an accreditation system on qualifications. The Act provides for the establishment of the Kenya National Qualifications Authority (KNQA) to provide for the development of a Kenya Qualifications Framework, including coordination and supervision of the development of policies on national qualifications.

- (e) The Science, Technology and Innovation Act (Cap. 511) provides for regulation of the science, technology and innovation sector. The Act establishes the National Commission for Science Technology and Innovation (NACOSTI), Kenya National Innovation Agency (KENIA) and the National Research Fund (NRF).
- (f) Universities Act (Cap. 210) provides for regulation and coordination of university education and the establishment of the Commission for University Education (CUE), whose role is to ensure quality assurance in university education.
- (g) Kenya National Examination Council Act (Cap. 214A) provides for regulation and coordination of national examinations at basic and tertiary levels of education. The Act establishes the Kenya National Examination Council (KNEC).
- (h) The Energy Act (Cap. 314) provides for National and County Government functions in relation to energy, to provide for the establishment, powers and functions of the energy sector entities. The law also provides that a person who wishes to carry out electrical installation work must be licensed as an electrical contractor by the Energy and Petroleum Regulatory Authority.
- (i) National Construction Authority Act (Cap. 118) provides for the establishment, powers and functions of the National Construction Authority (NCA). Among the mandate of NCA is to provide, promote, review and coordinate training programmes organized by public and private accredited training centres for skilled construction workers and construction site supervisors; accredit and register contractors and regulate their professional undertakings; accredit and certify skilled construction workers and construction site supervisors; and develop and publish a code of conduct for the construction industry.
- (j) Occupational Safety and Health Act (Cap. 236A) provides for the safety, health and welfare of workers. The Act establishes the National Council for Occupational Safety and Health to develop and implement the national occupational safety and health policy framework and promote occupational health and safety.
- (k) Engineers Act (Cap. 530) establishes the Engineers Board of Kenya (EBK) to regulate the engineering profession, ensuring its

development, governance, and contribution to national growth. This Act was established to provide a legal framework for the engineering profession, set standards for professional practice, and enhance the quality of engineering services in Kenya.

- (l) Kenya Institute of Curriculum Development Act (Cap. 211A) establishes the Kenya Institute of Curriculum Development (KICD) and outlines its mandate, functions, and responsibilities in the education sector. The KICD is a government agency that plays a crucial role in curriculum development, educational research, and promoting quality education across the country.
- (m) Water Act 2016 (Cap. 372) governs the management and regulation of water resources in the country. It aims to provide a comprehensive framework for the management, development, and conservation of water resources, and the delivery of water services to ensure sustainable water supply for all Kenyans.

1.3 History of KETRB

The Kenya Engineering Technology Registration Board (KETRB) is a State Corporation established by the Engineering Technology Act (Cap. 530A) to regulate and set standards of practice for the engineering technologists and technicians in Kenya. Since inception in 2016, the Board was domiciled in the Ministry of Education. Executive Order 1 of 2023 transferred KETRB to the Ministry of Roads and Transport, State Department for Roads.

The inaugural Board of Directors was appointed in 2016 and served for a period of three years up to November 2019. Upon expiry of the term of the Board of Directors in 2019, the current Board of Directors was appointed in June 2023.

KETRB's establishment was driven by the increasing demand for qualified engineering technologists and technicians to support Kenya's development goals, including the Kenya Vision 2030 and the Sustainable Development Goals (SDGs). As infrastructure development, industrialization and technological advancements become cornerstones of Kenya's socio-economic transformation, KETRB's role has grown increasingly significant in ensuring that professional ethics and standards are adhered to by engineering technologists and technicians.

1.4 Methodology of Developing the Strategic Plan

This Strategic Plan was developed in line with the Revised Guidelines for Preparations of Fifth-Generation Strategic Plans, 2023–2027. The development was initiated with establishment of a KETRB strategic plan development committee. KETRB engaged an external expert to facilitate the formulation of the strategic plan based on the approved guidelines and best practices in the field of engineering technology. The process entailed conducting a thorough review of global, regional, and national development plans and best practices to inform the situation analysis. This was further complimented with an internal and external assessment. With support from KETRB, the expert engaged internal and external stakeholders to provide strategic insights. KETRB's mission, vision, and values were refined to ensure alignment with national development goals. Further, the strategic goals with their corresponding strategic objectives and strategies were defined. The formulation also entailed establishing the resource requirements and mechanisms to implement the strategic plan. The Board of Directors was crucial throughout this process in providing strategic direction in the formulation of this strategic plan. The advanced drafts were presented in various validation workshops held with KETRB Board of Directors, employees and external stakeholders. The Strategic Plan was approved by the Board of Directors for publication.

CHAPTER TWO: STRATEGIC DIRECTION

This chapter provides an overview of the KETRB's mandate as established in the Engineering Technology Act (Cap. 530A), vision and mission statements, strategic goals, core values and quality policy statement.

2.1 Mandate

According to the Engineering Technology Act (Section 5), KETRB is established to carry out the following functions:

- (a) Issue licenses to qualified persons under the provisions of the Act.
- (b) Take disciplinary measures in accordance with the provisions of the Act.
- (c) Enter and inspect sites where construction, installation, erection, alteration, renovation, maintenance, processing or manufacturing works are in progress for the purpose of verifying that:
 - (i) Engineering professional services and works are undertaken by registered engineering technology professionals
 - (ii) Set standards and professional ethics and relevant health and safety aspects are observed, in line with the Occupational Safety and Health Act, No. 15 of 2007.
- (d) Assess, approve or reject engineering technology qualifications of foreign persons intending to offer engineering technology professional services or works in Kenya.
- (e) Enter and inspect business premises for verification purposes or for monitoring works, services and goods rendered by professional engineering technologists and technicians.
- (f) Recommend for the suspension of any engineering technology professional services, works, projects, installation process or any other engineering technology works, which are done without meeting the standards.
- (g) Participate, as a stakeholder, in formulating engineering technology programmes in public and private universities and other tertiary level educational institutions offering education in engineering technology for the purposes of registration of engineering technologists and technicians.
- (h) Set standards for engineering technologists and technicians in management, marketing, professional ethics, environmental issues,

safety, legal matters or any other relevant field.

- (i) Conduct professional examinations for the purposes of registration where applicable.
- (j) Plan, arrange, coordinate and oversee professional training and facilitate internship of engineering technologists and technicians.
- (k) Collaborate with engineering technology training institutions and organizations, professional associations and other relevant bodies in matters relating to training and professional development of engineering technologists and technicians.
- (l) Determine the fees to be charged by engineering technologists, technicians and firms for professional services rendered from time to time.
- (m) Hear and determine such disputes relating to the professional conduct or ethics of engineering technologists and technicians.
- (n) Issue, maintain and enforce the code of ethics for engineering technologists and technicians and regulate the conduct and ethics of the engineering technology profession in general.
- (o) Determine disciplines of engineering technology; and
- (p) Do anything incidental or conducive to the performance of any of the preceding functions.

2.2 Vision Statement

A leading regulatory body for advancement of the engineering technology profession

2.3 Mission Statement

To regulate and promote development of engineering technology profession, uphold professional standards, foster excellence for achievement of national development goals.

2.4 Strategic Goals

During the strategic plan period, KETRB will work towards achieving the following strategic goals:

- (i) Enhance the institutional capacity.

- (ii) Raise the numbers of registered and licensed engineering technologists and technicians.
- (iii) Regulate engineering technology practice.
- (iv) Enhance professional development for engineering technologists and technicians.

2.5 Core Values

In its quest for provision of quality products and services, KETRB is guided by the National Values and Principles of Governance; and Values and Principles of Public Service as enshrined in Articles 10 and 232 of the Constitution of Kenya 2010, respectively. The core values are as follows:

- (i) Integrity
- (ii) Accountability
- (iii) Innovation
- (iv) Professionalism
- (v) Transparency

2.6 Quality Policy Statement

KETRB sets standards for engineering technologists and technicians, register and issue licenses to qualified persons. KETRB is committed to develop and implement quality management systems for products and services that meet customer needs while adhering to statutory and regulatory requirements.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter provides a review of the external environment, internal environment, analysis of strengths, weaknesses, opportunities and threats, review of past performance by Key Result Area, factors that hindered achievement of set targets, lessons learnt in implementing the previous strategic plan, and stakeholder analysis with a view to identifying the strategic issues to inform the development of the strategic business model to be implemented in the next five years.

3.1 Situational Analysis

3.1.1 External Environment

3.1.1.1 Macro-environment

The evaluation of the political, economic, social, technological, legal and ethics (PESTEL) components is aimed at identifying the major factors of external origin that might directly or indirectly impact on decision making and performance of KETRB. Table 3.1 summarizes the PESTEL analysis.

Table 3.1: PESTEL Analysis

PESTEL Component	Factors	Strategic implication	Strategic Intervention by KETRB
Political	Devolution	- Increased demand for services - Decentralization of services	Work with universities and tertiary learning institutions in the counties to formulate engineering technology programmes
	Change in Government policies and priorities	- Improved efficiency - Implementation of mandate delays - Austerity measures such as budget cuts, and moratorium on employment - Reduced service delivery and productivity - Inadequate resources - Security and safety concerns	Enhance and strengthen institutional sustainability

	Political goodwill	• Enhanced institutional efficiency, including timely approvals • Timely review and approval of legislative framework • Provision of adequate resources	• Leverage on strong relationships with political leaders and other strategic partners for effective delivery of KETRB's mandate and relevant development priorities
Economic	National development agenda	• MTP IV implementing Bottom-up Economic Transformation Agenda (BETA), which has five core pillars: agriculture transformation and inclusive growth, MSME economy, housing and settlement, healthcare, digital superhighway and creative economy	• Support delivery of the national development agenda
	Economic integration	• Bilateral and multilateral arrangements, thus increased collaborations and infrastructure connectivity	• Pursue collaboration with similar institutions to facilitate delivery of KETRB mandate
	Economic shocks	• Disruption of service delivery • Slowdown of investment and economic activities • Reduction in financial resources	• Build and sustain business continuity
Social	Demographic /Population dynamics	• Increased enrolments in universities and TVETs, hence uptake of engineering technology fields • Changing learning trends	• Leverage on technology to facilitate training and professional development of engineering technologists and technicians • Leverage on social media to increase awareness

	Culture change	• Growing trend in flexible and remote working modalities • Changing working habits	• Embrace cultural dynamics in operations
Technological	Technological developments	• Increased cybercrimes and data breaches • Emerging technologies, including Artificial Intelligence, that impact service delivery	• Leverage emerging technologies for efficient service delivery • Ensure compliance with data privacy and data protection provisions
	Research and Development (R&D)	• Increased innovations	• Leverage on innovations in line with Board's mandate
Environmental	Climate change	• Global warming • Increased green investments • Enhanced sustainable production and consumption	• Embrace long term sustainability strategies • Adopt green technologies and products • Promote sustainable production and consumption
Legal	Compliance with policy framework	• Compliance with statutory requirements	• Enhance compliance with all relevant statutory requirements

3.1.1.2 Micro-environment

Regarding KETRB's immediate operating environment, the factors that affect its day-to-day activities and achievement of its strategic objectives include: The organization, suppliers, marketing intermediaries, competitors, the public and customers.

The Organization

KETRB's structure is organized into two (2) Directorates and 12 Departments. KETRB has a Citizens' Service Delivery Charter, which details the commitments of the Board in delivery of services to its customers. KETRB is a key regulatory body that plays an essential role in overseeing the engineering profession within the country. It ensures that the engineering technologists and technicians operate at the highest standards.

Suppliers

Suppliers are an important part of KETRB's overall customer value delivery network. They provide inputs to delivery of the Board's core mandate. These include computer hardware and software, furniture, stationery, transportation, conference venue facilities, branding, among others. KETRB will develop a database of prequalified suppliers.

Marketing Intermediaries

The marketing intermediaries are an important component for KETRB's overall value delivery network. KETRB outsources services from service providers from time to time.

Competitors

KETRB has a 'niche market' to set standards for engineering technologists and technicians, to register and issue licenses to qualified persons as provided in the Act.

General Public

The public refers to the group of people who have an actual or potential interest in KETRB's services and have influence on the Board's ability to achieve its objective. KETRB has a role in serving the public through its mandate.

Customers

The most important actors in KETRB's micro-environment are its customers. The whole value delivery network aims to engage the target customers and create strong relationships with them. A Service Charter is in place that details its commitment to the delivery of services to customers. KETRB will conduct both external and internal customer satisfaction surveys with the aim of understanding the unique needs of its customers, with a view to improving the quality and packaging of services.

3.1.2 Summary of Opportunities and Threats

Table 3.2: Summary of opportunities and threats

Environmental Factor	Opportunities	Threats
Political	• Devolved system of government • Political goodwill • Existence of national, regional and international engineering technology professional bodies for enhanced collaboration	• Political interference • Change of government policies
Economic	• MTP IV focus on strengthening Science, Technology, Engineering and Mathematics (STEM) • Continuous investment in infrastructural projects in the country	• Volatile macroeconomic factors • Change of government policies
Social	• Emerging media as alternative communication channels to enhance service delivery	• Increase in cyber-crime, misinformation and disinformation
Technological	• Emerging technologies for efficiency in service delivery	• Slow adoption of technology by training institutions
Ecological	• Transition to a green economy	• Natural calamities and disasters
Legal	• Established legal framework to support the delivery of Board's mandate (Constitution of Kenya 2010, legislations, Engineering Technology Act Cap. 530A, government circulars and directives, Mwongozo Code of Conduct for state corporations)	• Rapidly changing international engineering standards • Professional malpractices, and negligence • Low awareness and understanding in regulating engineering technology field • Inadequate and incoherent standards and regulations to regulate the engineering technology field

3.1.3 Internal Environment

3.1.3.1 Governance and Administrative Structures

KETRB is governed by the Board of Directors while the day-to-day leadership is provided by the Registrar/Chief Executive Officer. The organization draws its legal mandate from the KETRB Act No. 23 of 2016 and has two Directorates (Registration, Licensing and Compliance; Research, Standards and Partnerships) and eight stand-alone departments (Finance and Accounts Department; Human Resource and Administration Department; Supply Chain Management Department; Planning Department; ICT Department; Legal Services Department; Corporate Communications; and Internal Audit Department). KETRB has an approved staff establishment of 117 (of which 78 in technical services and 39 in shared services) and currently has 19 deployed staff. The enabling governance structures facilitate good corporate governance practices, strong internal controls and strong risk management.

3.1.3.2 Internal Business Processes

KETRB has approved human resource instruments and is developing various Standard Operating Procedures (SOPs) and manuals to support efficiency in operations. KETRB also operates in a highly computerized and networked environment, which supports business continuity and efficiency in delivery of core mandate.

3.1.3.3 Resources and Capabilities

KETRB is mainly financed from the Exchequer, but it is permitted to generate additional revenue through registration fees (application fees, annual subscription fees, examination fees, CPD training and curriculum certification) and levies from licensing activities. The Board also receives additional funding from development partners through the State Department for Roads.

3.1.4 Summary of Strengths and Weaknesses

This section outlines the internal strengths that KETRB will leverage on, and internal weaknesses to work on during implementation of its mandate in the next five years.

Table 3.3: Summary of strengths and weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	Legal mandate (Engineering Technology Act) Diverse and competent Board	Low staff establishment; majority of staff are on deployment terms Inadequate internal policies and procedures
Internal business processes	Online registration and licensing portal Real time verification of registered and licensed engineering technology professionals	Inadequate robust data to inform decision making Lack of data storage facilities Manual records management system
Resources and capabilities	Capacity to generate own revenue Goodwill from government to support operations	Inadequate technical staff Lack of Continuous Professional Development policy Lack of regulations and standards for effective delivery of mandate Undiversified sources of funding

3.1.5 Analysis of Past Performance

This section presents a review of the key achievements, challenges/gaps, emerging issues and lessons learnt. Despite this being the inaugural strategic plan, the Board has registered some achievements amidst numerous teething problems at its inception as described in the subsequent sections.

3.1.5.1 Key Achievements

The establishment of the Kenya Engineering Technology Registration Board (KETRB) under the Engineering Technology Act (Cap. 530A) marked a significant milestone in regulating and standardizing the profession. Since inception, KETRB has achieved the following key milestones:

Registration and Licensing

- Online registration and licensing process
- 2,600 professionals registered with KETRB (Refer to Table 3.4)
- Real time verification of registered and licensed technologist professionals
- Onboarding of registration process through the E-citizen platform

Table 3.4: Summary of number of registered and licensed engineering technology professionals

S/No	Category	Number Registered and Licensed			
		2016/2017 - 2019/2020	*2019/2020 - 2022/2023	2023/2024	TOTAL
1	Candidate Engineering Technician	41	213	110	364
2	Candidate Engineering Technologist	202	310	113	625
3	Certified Engineering Technician	173	269	62	504
4	Professional Engineering Technologist	749	277	77	1,103
5	Consulting Engineering Technologist	-	8	11	19
6	Consulting Engineering Firm	-	1	1	2
	Total	1,165	1,078	374	2,617

*Backlog Applications from 2019 to 2023

NB: Data as of 30th June 2024 (Source: KETRB)

Professional development

- Sensitization of engineering technology professionals
- Certification of 96 curriculums
- Organized the inaugural engineering technology conference

3.1.5.2 Challenges

Although the KETRB has successfully registered professionals, the regulations necessary to ensure efficiency are still not in place. The lack of regulatory framework hindered the Board's ability to develop, implement and enforce industry standards, which are essential for ensuring efficiency and maintaining high professional and operational standards within the engineering sector.

Other challenges include limited public awareness of the profession's significance, and thereby affecting compliance and public safety. Addressing these issues requires concerted efforts from stakeholders to promote education, professional development, and public engagement in engineering technology.

3.1.5.3 Lessons Learnt

The two lessons learnt are:

- KETRB has not been able to fully operationalize the Engineering Technology Act (Cap. 530A) without regulations. This ultimately reveals the need for the development and implementation of enforceable regulations to facilitate registration and licensing of engineering technology professionals.
- KETRB has not been able to operate optimally due to inadequate staff, and therefore the need to build a robust workforce in the Board.

3.2 Stakeholder Analysis

Stakeholder analysis enables KETRB to prioritize the competing demands for its resources and deliver within the timelines. In the context of preparing the Strategic Plan 2023–2027, KETRB analysed the nature and extent of functional relationships and expectations of both internal and external stakeholders.

Table 3.5: Stakeholder analysis

S / No.	Stakeholder	Role	Stakeholders' Expectation from KETRB	KETRB's Expectations from Stakeholders
1	National Government (National Assembly, Judiciary, Commissions)	To provide policy direction Approval and interpretation of legal instruments	Compliance to relevant policy and legislative framework	Provide leadership and support Timely approval of policies and legislation
2	The Ministry of Roads and Transport	To provide efficient affordable and reliable road transport infrastructure facilities and services for sustainable social-economic development	Fulfilment of its mandate through prudent, effective and efficient utilization of resources Compliance to relevant legislative framework	Adequately fund the Board's programmes Provide leadership and support
3	Ministries, Departments, Counties, and Agencies (MDACs)	Collaboration in service delivery	Compliance with statutory and regulatory obligations Effective and efficient service delivery Promote and regulate the engineering technologists and technicians	Timely approval of policies and legislation Provide leadership and support Enhanced cooperation between different government agencies in promotion and regulation of engineering technologists and technicians
4	Engineering Technologists and Technicians	Users of services offered by KETRB	Effective and efficient service delivery	Upholding professionalism Compliance with the applicable regulations and standards Customer feedback

5	Institution of Engineering Technologists and Technicians of Kenya	Promotes the interests of its members, advances the professional development of engineering technologists and technicians	Effective and efficient promotion, regulation and professional development of Engineering Technologists and Technicians	Compliance with the Act, regulation and standards Customer feedback Collaborations and partnerships
6	Public	Users of services offered by registered Engineering Technologists and Technicians	Effective and efficient service delivery Access to information Efficient and effective complaints handling mechanism	Utilize and appreciate Engineering Technologists and Technicians Customer feedback
7	Industry	Users of services offered by Engineering Technologists and Technicians	Effective and efficient promotion, regulation and professional development of Engineering Technologists and Technicians	Compliance with the Act, regulation and standards Customer feedback Collaborations and partnerships
8	Training Institutions	Provide education services to Engineering Technologists and Technicians	Support in certification of curricula	Provide adequate knowledge and skills to Engineering Technologists and Technicians Comply with policies and regulations
9	Media	Provide information Awareness creation Partners and collaborators	Access to information	Accurate dissemination of information on Engineering Technologists and Technicians
10	Regional and International Bodies	Partners and collaborators	Domestication	Technical support Collaboration and cooperation Liberalization of labour market
11	Development Partners	Partners and collaborators	Timely implementation of funded projects	Technical support Collaboration and cooperation

12	Developers	Users of services offered by Engineering Technologists and Technicians	Effective and efficient promotion, regulation and professional development of Engineering Technologists and Technicians	Compliance with the Act, regulation and standards Customer feedback
13	Industry Associations	Partners and	Effective and efficient promotion, regulation and professional development of Engineering Technologists and Technicians	Compliance with the Act, regulation and standards Customer feedback Collaborations and partnerships
14	Suppliers	Provision of goods, services and works	Fairness and equal opportunity Adherence to contractual obligations Access to information	Timely provision of quality goods, services and works Adherence to contractual obligations
15	Board of Directors of KETRB	Provide strategic direction,	Timely implementation of Board's resolutions Compliance with statutory obligations	Provide and oversee the strategic direction Institutional sustainability
16	Employees of KETRB	Service delivery	Conducive working environment Competitive terms and conditions of service	Effective and efficient delivery of mandate Compliance with statutory obligations

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter outlines the strategic issues, goals and Key Result Areas. The strategic issues informing the strategic goals and the key result areas are clustered into four categories.

4.1 Strategic Issues

(i) Inadequate institutional capacity

Institutional sustainability is critical for KETRB, which oversees the registration and professional development of engineering technologists and technicians. The sustainability is essential for ensuring long-term effectiveness, operational efficiency, and continuous delivery of quality services. The weaknesses in governance, staffing, internal controls, technology, communication, and financial resources can undermine the institution's ability to fulfil its mandate effectively. Resources are critical in fulfilling the mandate of an organization. KETRB does not have sufficient resources for service delivery, and this restricts the Board's ability to implement its strategies, invest in critical infrastructure, and enhance its workforce. Inadequate staffing levels in KETRB leads to operational inefficiencies and delays in service delivery.

Technology is also instrumental in driving sustainability of an organization, since it facilitates delivery of innovative models for service delivery. Although there are existing manual processes, KETRB has put in place an automated system to facilitate access, update and verification of professionals' details.

On governance, KETRB has not put in place an effective framework of internal policies and procedures to guide decision-making, accountability and transparency. Strong governance is necessary to ensure that the Board's operations are efficient, ethical, and are aligned to its strategic goals and objectives. KETRB has not put in place effective internal controls to promote operational efficiency, and thus contributing to non-compliance with statutory requirements and operational inefficiencies.

Communication is key in timely sharing of accurate information and enhances visibility of an organization. The Board has not put in place sufficient communication mechanisms to engage with its key stakeholders, leading to low awareness and public trust on the engineering technology profession. Therefore, investing in adequate internal controls, internal and external communication strategies, is important to safeguard the Board and ensure that it achieves its objectives and minimize risks.

(ii) Unregistered and unlicensed engineering technologists and technicians

KETRB is responsible for protecting and promoting public interests by regulating engineering technologists and technicians. Regulations are done through registration and licensing to ensure that professionals meet the standards of conduct, ethics and competence. However, the regulation of engineering technologists and technicians is hampered by absence of regulations for registration and licensing. The lack of comprehensive regulations to guide the registration, licensing, and professional standards for engineering technologists and technicians limits effective delivery of the Board's mandate. Therefore, this presents challenges in protecting and promoting public interests and competence in the engineering technology profession. This can lead to varying levels of competency and skill across the profession, affecting the quality of services delivered.

(iii) Unregulated engineering technologists and technicians practice

The standards of practices are crucial in providing guidance on how engineering technologists and technicians should conduct their work. These standards define and clarify the scope, procedures, activities, and supervision levels. KETRB has not developed standards of practice for engineering technologists and technicians regarding registration, licensing and practice compliance, and handling of indiscipline cases. This presents constraints such as inconsistency in quality of work, making it difficult to hold professionals accountable, leading to deterioration in public trust in the professionals.

(iv) Inadequate professional development for engineering technologists and technicians

Professional development is essential for the continuous growth, adaptability, and sustainability of the engineering technology profession. However, the lack of Continuous Professional Development (CPD) policy at KETRB hampers the effective acquisition of new skills by professionals to handle emerging issues, thus affecting service delivery. Further, absence of a clear policy framework to guide on coaching and mentoring of young professionals hinders continuous professional development.

4.2 Strategic Goals

During the strategic plan period, the Board will work towards achieving the following strategic goals:

(i) Enhance the institutional capacity

- (ii) Raise the numbers of registered and licensed engineering technologists and technicians
- (iii) Regulate engineering technology practice
- (iv) Enhance professional development for engineering technologists and technicians

4.3 Key Result Areas

The Board has identified the following four Key Result Areas (KRAs) that are linked to the attainment of the strategic goals:

- (i) KRA 1: Governance
- (ii) KRA 2: Registration and Licensing
- (iii) KRA 3: Compliance
- (iv) KRA 4: Professional Development

The strategic issues, goals and KRAs are linked as outlined in Table 4.1.

Table 4.1: Strategic issues, goals and KRA

Strategic issue	Goal	KRA
Inadequate institutional capacity	To enhance the institutional capacity	Governance
Unregistered and unlicensed engineering technologists and technicians	To raise the numbers of registered and licensed Engineering Technologists and Technicians	Registration and licensing
Unregulated engineering technology practice	To regulate engineering technology practice	Compliance
Inadequate professional development for engineering technologists and technicians	To enhance professional development for engineering technologists and technicians	Professional development

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the strategic objectives and strategies to implement each Key Result Area of the Strategic Plan.

5.1 Strategic Objectives

During the plan period, guided by the strategic goals and KRAs, KETRB will implement the following 4 strategic objectives, that meet the Specific, Measurable, Attainable, Realistic and Time-bound (SMART) criteria:

- (i) To enhance the institutional capacity through policy, legislative and institutional reforms
- (ii) To increase registration and licensing of engineering technologists and technicians
- (iii) To enforce compliance to registration, licensing and standards of practice
- (iv) To promote Continuous Professional Development of engineering technologists and technicians

Details on outcomes annual projections are provided in Table 5.1. The projections are informed by realistic achievements under the prevailing circumstances on a year-to-year basis.

5.2 Strategic Choices

Informed by the internal and external factors internal capabilities and long-term objectives, the Board identifies the following 10 strategies:

Table 5.1: Outcomes annual projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Governance							
SO1.1: To enhance the institutional capacity through policy, legislative and institutional reforms	Improved performance, service delivery and confidence rating of the Board	% of completion of registration and licensing policy	-	-	50	100	-
		% of completion of CPD policy	-	-	50	100	-
		% of completion of standards of practice	-	-	30	80	100
		% of completion of compliance framework	-	-	50	100	-
		% of completion of engineering technology regulations	-	-	30	60	100
		No. of staff recruited	-	22	22	30	43
		% of integrated management system	20	30	60	100	-
		Financial survey produced	-	1	-	-	-
KRA2: Registration and Licensing		% of completion of financial sustainability plan	-	-	30	60	100
		No. of industry visits	10	10	10	10	10
		No. of visits to training institutions	8	4	8	8	8
		No. of candidate engineering technicians registered	110	350	450	600	1000
		No. of candidate engineering technologists registered	113	250	400	600	800

		No. of certified engineering technicians registered	62	200	300	500	600
		No. of professional engineering technologists registered	77	300	400	600	700
		No. of consulting engineering technologists registered	11	15	20	25	30
		No. of consulting engineering technology firms registered	1	2	2	2	2
		No. of renewed licenses for certified engineering technicians	504	566	766	1066	1566
		No. of renewed licenses for professional engineering technologists	1103	1180	1480	1880	2480
		No. of renewed licenses of consulting engineering technologists	19	30	45	65	90
		No. of renewed licenses for consulting engineering technology firms	2	3	5	7	9
KRA 3: Compliance							
SO3.1:							
To enforce compliance to registration, licensing and standards of practice	Standardized operations and service delivery	% compliance with registration requirements	-	-	-	-	100
		% compliance with licensing requirements	-	-	-	-	100
		% compliance with standards of practice requirements	-	-	-	-	100
		% resolution of non-compliance cases	-	-	-	-	100
KRA4: Professional Development							

SO4.1 : To promote continuous professional development	Vibrant and cohesive professional support	No. of engineering technologists examined	-	-	300	350	400
		No. of engineering technicians examined	-	-	200	250	300
		No. of CPD programmes implemented	-	-	12	12	12
		No. of engineering technologists and technicians trained	-	-	500	700	900
		No. of baseline survey reports to establish ratio between engineers and engineering technologists and technicians	-	-	1	-	-
		% implementation of survey recommendations	-	-	-	50	100

Table 5.2: Strategic objectives and strategies

Key Result Areas	Strategic Objectives	Strategies
KRA 1: Governance	SO 1.1: To enhance the institutional capacity through policy, legislative and institutional reforms	S1.1.1: Develop Policies
		S1.1.2: Formulate regulations
		S1.1.3: Implement Institutional reforms
KRA 2: Registration and Licensing	SO 2.1: To increase registration and licensing of engineering technologists and technicians	S2.1.1: Awareness Creation
		S2.1.2: Enhance the registration mechanisms
		S2.1.3: Licensing of certified engineering technicians, professionals and consulting engineering technologists and firms
KRA 3: Compliance	SO 3.1: To enforce compliance to registration, licensing and standards of practice	S3.1.1: Implement mechanisms to check compliance
KRA 4: Professional Development	SO 4.1: To promote continuous professional development	S4.1.1: Professional examinations
		S4.1.2: Capacity building programmes
		S4.1.3: Establish the ratio between engineers and engineering technologists and technicians

** KRA = Key Result Area; SO = Strategic Objective; S = Strategy

The implementation matrix (Annex 1) provides details on activities to be implemented under each strategy, expected output, key performance indicators (output indicators), targets and projected costs.

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter provides information on implementation and coordination framework for the strategic plan. It details the action plan / implementation matrix; linkage of the strategic plan with performance contracting process; institutional framework – current and proposed organizational structure, staff establishment, skills set and competence development; leadership; systems and procedures; and risk management framework.

6.1 Implementation Plan

6.1.1 Action Plan

The action plan for implementing the strategic plan is captured in the implementation matrix (Annex 1), which constitutes the Strategic Issues, Strategic Goals, KRAs, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual Budgets and responsibility for execution of the activities.

Table 6.1: Implementation Matrix

(Provided as Annex 1)

6.1.2 Annual Workplan and Budget

When developing its annual work plan during the strategic plan period, KETRB will extract and cost the annual work plans from the action plan implementation matrices to inform its annual budgets. KETRB will adopt activity-based costing in the development of its annual budgets.

6.1.3 Performance Contracting

During the strategic plan period, KETRB shall comply with the government policy on utilization of Performance Contract (PC) as a framework for implementing the strategic plans. KETRB will negotiate and sign Performance Contracts with the Ministry of Roads and Transport. The costed annual work plans in section 6.1.2 will constitute the annual PCs for KETRB. The PC shall also draw from the annual PC Guidelines shared with MDACs. At the end of each quarter, KETRB will submit a report on

implementation of the PC to the Public Service Performance Management Unit (PSPMU), the Inspectorate of State Corporations (ISC) and the Ministry of Roads and Transport for review. The PCs will be aligned to the Government's priorities under the BETA.

6.2 Coordination Framework

Implementation of the Strategic Plan will be guided by the Senior Management, while monitoring of its implementation will be coordinated by the department responsible for Board's Strategy and Planning. The activities and targets for each Strategic Plan year will be incorporated into the targets for each annual work plan, whose monitoring will be conducted on a quarterly basis.

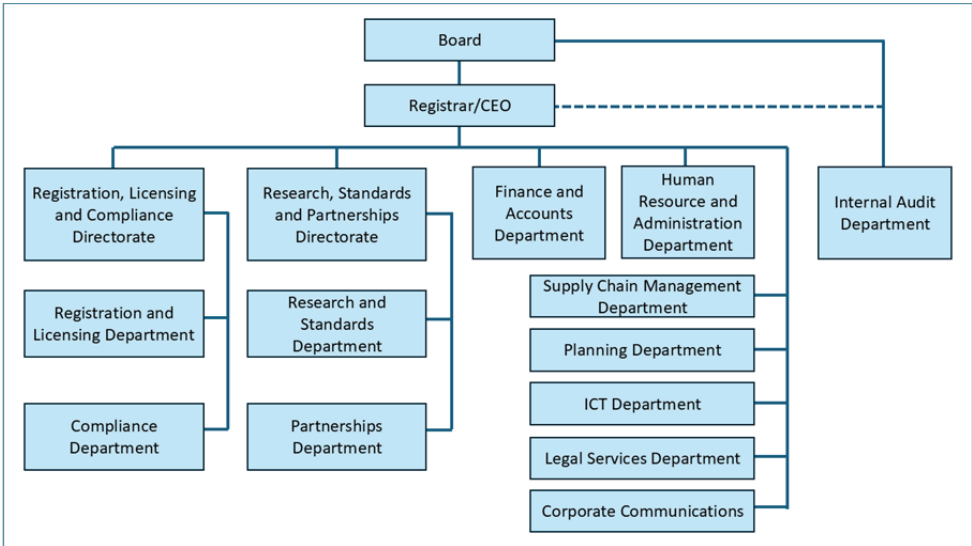
6.2.1 Institutional Framework

KETRB was categorized by the State Corporations Advisory Committee (SCAC) on 28th May 2020 as a "Regulatory State Corporation Category PC 6". Its approved organizational structure provides for two Directorates (i.e., Directorate of Registration, and Licensing and Compliance Directorate; and Directorate of Research, Standards and Partnerships). The Office of the Registrar/Chief Executive Officer (CEO) directly supervises the two Directorates in addition to seven departments. These are: Finance and Accounts, Human Resource and Administration, Supply Chain Management, Planning, ICT, Legal Services and Corporate Communications. The Internal Audit Department reports directly to the Board and administratively to the Registrar/CEO.

The Directorate of Registration and Licensing and Compliance supervises two departments, namely: Registration and Licensing; while the Research, Standards and Partnerships Directorate supervises two departments, namely: Research and Standards Department and Partnerships Department.

KETRB is implementing the organizational structure approved in August 2024 (Figure 6.1).

Figure 6.1: Approved current KETRB organizational structure



6.2.2 Staff Establishment, Skills Set and Competence Development

Currently, KETRB does not have in-post staff, but has 19 who are deployed from various Government agencies (Table 6.1).

Table 6.1: Current deployed staff by department

S/No.	Designation	Number	Department
1.	Ag. Registrar/ CEO	1	CEO
2.	Principal Engineering Technologist	1	Research and Standards
3.	Senior Engineering Technologist	1	Registration and Licensing
4.	Senior Finance Officer	1	Finance and Accounts
5.	Senior Human Resource Management Assistant	1	Human Resource and Administration
6.	Senior ICT Officer	1	ICT
7.	Accountant I	1	Finance and Accounts
8.	Engineering Technologist I	1	Registration and Licensing
9.	Engineering Technologist I	1	Partnerships
10.	Supply Chain Management Assistant I	1	Supply Chain Management

11.	Records Management Officer II	1	Human Resource and Administration
12.	Engineering Technologist II	1	Registration and Licensing
13.	Clerical Officer II	2	Human Resource and Administration
14.	Office Assistant Supervisor	1	Human Resource and Administration
15.	Chief Driver	1	Human Resource and Administration
16.	Senior Driver	1	Human Resource and Administration
17.	Office Assistant I	2	
Total			

KETRB aims to recruit gradually to reach the approved establishment of 117. The variance in the staffing level and skills required will be bridged through use of temporary staff, interns and students on industrial attachment. The current staff establishment in-post and variance (as of 31st December 2024) is as follows:

Table 6.2: Summary of current staff establishment per job grade

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-post (C)	Variance D = (B-C)
KETRB 1	1	1	0	1
KETRB 2	2	2	0	2
KETRB 3	10	10	0	10
KETRB 4	9	9	0	9
KETRB 5	18	18	0	18
KETRB 6	25	25	0	25
KETRB 7	22	22	0	22
KETRB 8	18	18	0	18
KETRB 9	6	6	0	6
KETRB 10	6	6	0	6
Total	117	117	0	117

KETRB has established skills sets and competencies across various cadres as illustrated in Table 6.3.

Table 6.3: Skills sets and competencies development (PSC competence framework)

Cadre	Skills set	Skills Gap	Competencies Development
KETRB 1	- Track history of creativity, innovation, self-drive, result orientation and ability to handle a sensitive public or private institution - Exceptional visionary leadership and negotiations skills with capacity to engage with local, regional and international organizations - Excellent communications and presentations skills, strong interpersonal analytical and team capacities and high professional ethical standing - Demonstrated familiarity with donor funding and resource mobilization	- Governance ethics - Change management - Policy implementation - Strategic and innovative thinking - Negotiation skills	- Leadership and strategic vision - Governance and stakeholder management - Financial management - Team building and staff management - Communication and advocacy - Networking and fundraising
KETRB 2	- Leadership skills - Negotiation skills (including the ability to initiate and elaborate partnership projects and grant projects) - People management skills - Communication skills - Problem-solving skills - Presentation skills - Adaptability - Innovative - Critical thinking - Strategic thinking	- Governance ethics - Change management - Policy implementation - Strategic and innovative thinking - Negotiation skills	- Leadership - Strategic planning - Financial management - Stakeholder engagement - Advocacy and communication - Change management - Collaboration and teamwork

KETRB 3	• Leadership skills • Negotiation skills (including the ability to initiate and elaborate partnership projects and grant projects) • People management skills • Communication skills • Problem-solving skills • Presentation skills • Adaptability • Innovative • Critical thinking • Strategic thinking	• Leadership skills • Strategic and innovative thinking • Negotiation skills	• Leadership • Strategic planning • Financial management • Stakeholder engagement • Team management • Collaboration and networking • Political acumen
KETRB 4	• Leadership skills • Strategic management skills • Problem-solving skills • Conflict management • Supervisory skills • Communication skills • Interpersonal skills • Organizational skills • Team building; and analytical skills • Critical thinking • Strategic thinking • Ability to work under pressure	• Leadership skills • Teamwork • Analytical skills • Negotiation skills	• Leadership and strategic vision • Financial management • Stakeholder engagement • Team building and management • Advocacy and public relations • Planning and project management • Change management

KETRB 5	• Communication skills • Strategic management skills • Problem-solving skills • Interpersonal skills • Organizational skills • Analytical skills • Presentation skills • Computing skills • Negotiation skills	• Management skills • Team player • Analytical skills • Negotiation skills • Report writing	• Strategic visioning and planning • Leadership and management • Stakeholder engagement and networking • Advocacy and communication • Financial acumen • Change management • Collaboration and team building • Integrity and ethical conduct
KETRB 6	• Functional skills • Computing skills • Communication skills • Supervisory skills • Creativity • Innovativeness • Professional ethics and values	• Team player • Analytical skills • Negotiation skills • Management skills	• Basic data analysis • Knowledge of public policy • Leadership skills • Stakeholder engagement • Organizational management • Networking and relationship building • Ethical conduct • Planning, monitoring and evaluation

KETRB 7	• Communication and interpersonal skills • Attention to detail and accuracy • Presentation skills • Computer skills • Negotiation skills • Conflict management skills • Organizational skills • Information management problem-solving skills, decision-making skills, stress tolerance	• Communication skills • Supervisory skills • Team player • Analytical skills • Report writing	• Valid driving license • Technical skills • Driving skills • Route planning and navigation • Safety awareness and emergency • Communication skills • Customer service • Integrity and discipline • Physical fitness • Record keeping
KETRB 8	• Communication and interpersonal skills • Attention to detail and accuracy • Presentation skills • Computer skills • Negotiation skills • Conflict management skills • Information management • Organizational skills • Problem-solving skills • Decision-making skills • Stress tolerance	• Communication skills • Interpersonal skills • Computer skills • Supervisory skills	• Driving skills • Safety awareness • Customer service • Navigation and route planning • Vehicle maintenance • Ethical conduct

KETRB 9	• Communication and interpersonal skills • Attention to detail and accuracy • Presentation skills • Computer skills • Conflict management skills • Organizational skills • Information management • Problem-solving skills • Decision-making skills • Stress tolerance	• Team player • Interpersonal skills • Proficiency skills	• Administrative skills • Communication skills • Time management • Organizational skills • Customer service • Problem-solving • Adaptability and flexibility • Attention to detail • Professionalism • Teamwork
KETRB 10		• Communication skills • Team player • Interpersonal skills • Computer skills	

Human Resource / Capital Management and Development Strategies

KETRB is committed to attracting, retaining and motivating highly talented employees to actualize the statutory mandate effectively. The human resource strategies KETRB will adopt, therefore, include the following:

(i) Staff establishment

This requires KETRB to develop and streamline recruitment that embeds fairness, inclusivity and diversity. This entails ensuring job vacancies and application processes accommodate persons with disabilities, consequently ensuring progressive realization of attaining the 5 percent on

elective, appointive, contractual of all recruited personnel in appointments, employment/promotion for persons with disabilities. KETRB will further ensure gender balance and ethnic representation and regional balance.

The Guidelines for Development and Review of Human Resource Management Instruments establish that all State Corporations are required to develop and obtain approval from the Public Service Commission for the following three (3) Human Resource Management Instruments: That is (i) Organizational Structure, Grading and Staff Establishment; (ii) Career Guidelines; and (iii) Human Resource Management Policies and Procedures Manual. In August 2024, KETRB received approval for organizational structure, grading and staff establishment.

(ii) Human resource planning

KETRB recognizes that human resource planning is a strategic process that ensures the employees meet the institutional mandate. To achieve this, therefore, KETRB will undertake a workforce analysis to appreciate the Board's capacity and predict future workforce requirements. This will inform the human resource strategies and action plans, which include training and development, recruitment and retention planning to be adopted during implementation of this work plan to build a resilient human resource base for the Board.

(iii) Institutional change management

KETRB will embed change management practices and principles into the organizational culture, processes, and systems. This enhances the Board's adaptability to change and ability to meet evolving market demands, whether they are technological, structural, strategic, or cultural changes or demands.

(iv) Staff performance management

Employee performance will be undertaken in a structured, consistent, and sustainable framework with the aim of evaluating, supporting, and improving employee performance. This includes engagement of staff and entrenching an agile performance improvement system that supports the mandate and strategic direction of the Institute. Of priority, therefore, the following shall be developed and implemented; staff performance measurement tools; talent management policy; succession planning policy; rewards, recognition and sanctions policy, all of which shall be guided by a performance management framework.

(v) Staff capacity development

KETRB recognizes that enhancing staff capacity is central to meeting the Board's mandate. Of priority, KETRB will put in place systems that will

be established in the human resource instruments aimed at identifying and strengthening the employee skills, knowledge, and competencies to improve their performance. Central to this, therefore, is the development and implementation of a skills gap analysis and a training plan.

6.2.3 Leadership

The office of the Registrar/ CEO oversees the overall execution of the Strategic Plan. Strategic teams will be appointed aligned to the strategic issues in leading and coordinating the execution of strategic goals in the four KRAs (Annex 1).

6.2.4 Systems and Procedures

KETRB has an approved Human Resource Policy. During the strategic planning period, KETRB will develop all the required institutional strategies, policies and Standard Operating Procedures (SOPs). The Institution will also adhere to Quality Management Systems that are applicable to implementation of its mandate. KETRB will implement an integrated management information system) to improving efficiency and effectiveness in operations. Other stand-alone systems to be considered over the period include Electronic Document Management System (EDMS). KETRB will enhance internal quality controls and monitor compliance with the internal strategies and SOPs.

6.3 Risk Management Framework

KETRB recognizes management of risks as a key element in strategic management. Risk management promotes sound governance and acts as an important strategy for the achievement of an organization's mission and supporting objectives. Therefore, risks emanating internally and externally can constrain the achievement of its strategic objectives. A draft Risk Management Policy has been prepared that will be finalized and implemented during the Strategic Plan period. The management commits to a holistic risk management process to be applied at all levels of the Institute's operations. A summary of KETRB's strategic risk and their mitigation is provided in Table 6.4.

Table 6.4: Risk management framework (key strategic risks and mitigation)

S/ No.	Key Strategic Risks	Risk Likelihood (L/H/M)	Risk Severity (L/H/M)	Overall Risk Level (L/H/M)	Risk Mitigation Measure(s)
1.	Regulatory and compliance risks	2 (M)	3(H)	6 (H)	Regularly review and update the Board's regulations to ensure they align with national and international standards, and emerging technological advancements Collaboration with relevant stakeholders Undertake routine audits Documentation of standards and procedures Continuous staff training and sensitization Develop and implement legal compliance tools to track and monitor compliance requirements and deadlines
2.	Public perception and trust	3 (H)	2 (M)	6 (H)	Ensure publication and dissemination of KETRB annual and financial reports Ensure importance information on engineering technologist registration is easily available Develop and implement a communication strategy Develop and implement a stakeholder strategy (including media relations) Develop and implement a complaints and dispute resolutions strategy Undertake regular audits Development and promotion of continuous professional development for registered professionals

3.	Registration inefficiencies	3 (H)	3 (H)	9 (H)	Develop and implement standards for engineering technologists in relevant fields/area of social-economic relevance Develop and implement robust verification and authentication systems Streamline and digitize the operational and certification process Develop and implement a complaints and dispute resolutions guidelines Develop and implement resource mobilization strategy Develop and implement standard operation polices /standards
4.	Legal and litigation risks	3 (H)	3 (H)	9 (H)	Regularly update and review the legislation, regulations, and policies Conduct periodic legal audits and legal risk assessment Develop and implement complaints and dispute resolutions guidelines Develop and implement a system to document and track litigation and/or legal claims
5.	Capacity risks	3 (H)	3 (H)	9 (H)	Undertake staff needs assessment and comprehensive resource planning develop a strategy to implement the findings Prompt training and professional development of staff Establish mentorship or knowledge-sharing initiatives Develop and implement a contingency plan

6.	Financial resource risks	2 (M)	3 (H)	6 (H)	Implement efficient cost management and financial controls Develop and implement resource mobilization strategy
7.	Non-compliance with standards	3 (H)	3 (H)	9 (H)	Conduct regular site inspections and audits Establish and enforce disciplinary measures for non-compliance Development and implementation of guidelines Conduct regular internal audits of the licensing and certification Develop, publish and regularly review guidelines for approval and certification of engineering technology professionals
8.	Unprofessionalism in the engineering technology industry	2 (M)	3 (H)	6 (H)	Develop and implement a resource mobilization strategy Capacity development based on licensing requirement Ensure relevance and quality of training and professional development of engineering technologists collaboratively with relevant training institutions, professional associations, and other relevant stakeholders Identify and implement mandatory professional development requirements Monitor industry trends and skills gaps

The risks reported in Table 6.3 have been assessed against likelihood of occurrence and impact as guided below.

(i) Likelihood assessment level and description

Level	Likelihood	Description
3	High	Highly likely to occur
2	Moderate	Reasonable chance of occurring
1	Low	Unlikely to occur

(ii) Impact assessment level and description

Level	Impact	Description
3	High	Severe impact; major consequences
2	Medium	Moderate disruptions; manageable with effort
1	Low	Minimal impact; no major disruptions

(iii) Overall risk level (Likelihood *Impact)

Level	Rating	Description
1-3	Low	Unlikely to occur and unlikely to have significant impact Monitoring and maintenance measures are sufficient
4-5	Moderate	Likely to occur with moderate impact Active monitoring, management and mitigation efforts to be adopted
6-9	High	Very likely to occur with serious consequences Urgent and comprehensive risk mitigation plans to be developed, implemented and monitored.

During the strategic plan period, the management will continuously identify, evaluate, manage, monitor and report significant risks to the Board in a timely manner and put in place appropriate controls and mitigation measures. A Risk Management Policy and Framework (RMPF) will be developed.

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter details the required financial resources for implementing the strategic plan by Key Result Area, resource flows and gaps, resource mobilization strategies and resource management.

7.1 Financial Requirements

To implement the strategic plan over the 2023–2027 period, KETRB will require an estimated Ksh 1,745.7 million (Table 7.1).

Table 7.1: Financial requirements for implementing the strategic plan

Key Result Area	Projected Resource Estimates (Ksh million)					Total
	Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)	
KRA 1: Governance	76.8	110.0	199.0	243.0	175.0	803.8
KRA 2: Registration and Licensing	5.0	4.0	5.0	5.0	10.0	29
KRA 3: Compliance	-	-	-	-	120.0	120
KRA 4: Professional Development	-	-	96.0	129.0	142.0	367
Administrative costs**	50.5	25.4	33.0	138.0	179.0	425.9
TOTAL	132.3	139.4	333	515	626	1745.7

**Administrative costs include insurance, utilities, rent, contracted professionals (guards and cleaners), and subscriptions to international organizations (MTEF Report)

Resource Gaps

The projected resource requirements indicate a funding shortfall of Ksh 1,069.9 million over the plan implementation period (table 7.2).

Table 7.2: Resource gaps (Ksh million)

Financial Year	Estimated Requirements	Financial	Estimated Resource Allocations**	Variance
Year 1		132.3	54.0	(78.3)
Year 2		139.4	77.8	(61.6)
Year 3		333.0	78.0	(255)
Year 4		515.0	210.0	(305)
Year 5		626.0	256.0	(370)
Total		1,745.7	675.8	(1,069.9)

**The figures comprise of recurrent + development. Except year 1 where development allocation is zero, all the other years (Yr2 - Yr5) have a development allocation of Ksh 40 million (MTEF Report)

7.2 Resource Mobilization Strategies

7.2.1 Internally Generated Funds

Resource diversification shall continue to be central to the sustainability and financial health of KETRB. The aim will be to reduce over-reliance on government funding through generation of revenue from other sources, including A-I-A and other sources. KETRB will implement a resource mobilization strategy to bridge the deficit in funding.

Internally generated funds shall comprise application fees revenue; annual subscription fees revenue; examination fees revenue; CPD revenue; and curriculum certification revenue. Application and annual subscription fees will be driven by number of applicants and registered members.

The KETRB Financial Sustainability Plan notes that there has been an exceptionally low percentage of members who are active, implying that only about 31 percent of potential revenue is being actualized. Consequently, the revenues collected from the total number of registered members through annual subscriptions and registration fees may not meet the KETRB expenses. Therefore, to increase revenue, KETRB must increase the number of active registered members, collection of fees, and diversify the revenue sources.

To leverage on CPD as a major source of revenue, KETRB will implement a raft of strategies, including the following: accreditation of training courses - consider CPD topics recommended by professional engineering technologists and technicians; increase the quality of speakers and number of CPD seminars; arrange CPD courses during timings that may

increase attendance, e.g. early mornings, luncheons or late afternoons; hold CPD courses in other parts of the country to reduce travel costs for registered engineering technologists and technicians who are not in Nairobi; leverage technology to offer virtual or video courses; have a CPD calendar to allow members to plan; and conduct an annual survey of registered members to identify training needs or gaps that can be used to inform the CPD training courses for the following year.

7.2.2 Funding from Government of Kenya

The statement of performance for the year ended 30th June 2023 indicated that 89 per cent of KETRB's funding was from the Exchequer. During the strategic planning period, KETRB will continue to receive Exchequer support annually; and will participate in the Medium-Term Expenditure Framework (MTEF) budget preparation. Detailed proposals will be prepared to justify additional resource requirements from the government in supporting the implementation of KETRB's mandate.

7.2.3 Externally Mobilized Resources/Funds

KETRB will draw synergies from development partners to support the implementation of its mandate. Over the previous two years, KETRB received funding amounting to Ksh 150 million from the World Bank through the State Department for Roads. In this regard, KETRB will consider developing a Resource Mobilization Policy to guide the process of attracting financial aid from development partners.

In addition, regarding delivery of capacity building for the engineering professionals, KETRB will consider implementing revenue sharing with potential partners in CPD training. Partnerships will be critical in ensuring the courses remain relevant while at the same time creating awareness of the courses. KETRB will also consider collaborating with the Engineers Board of Kenya (EBK) on joint capacity building and compliance programmes to ratchet up the revenue streams.

7.3 Resource Management

KETRB shall enhance internal controls systems in place by carrying out regular internal audits, entrench risk management into financial operations, develop and monitor work plans, procurement plans and budget, establish the Public Finance Management (PFM) Standing Committee (and Budget implementation committee). KETRB will ensure that investment of its

resources as per the PFM Act and other Government legal and regulatory requirements.

Further, efficiency, effectiveness and prudence in utilization of available and acquired resources will be crucial in bridging the resource gap. KETRB will acquire and utilize an Enterprise Resource Planning (ERP) platform to support management of financial and non-financial resources. In addition, KETRB will keep abreast with emerging technological opportunities and best practices.

Running of KETRB's day-to-day operations will be done through a core in-house team to ensure that it carries out its mandate within the Act for core functions such as regulatory compliance, quality control and stakeholder engagement. With the ongoing advancement in technology, the operations of KETRB will be optimized, allowing both better and smoother performance and increased service delivery.

Additionally, KETRB will consider outsourcing non-core activities such as ICT support, routine administrative tasks and certain professional services (e.g. auditing and legal). This will allow KETRB to focus on its primary regulatory and educational functions while benefiting from specialized expertise. Furthermore, KETRB will consider engaging agencies for specific, time-bound projects or when specialized expertise is required that is not needed on an ongoing basis. This approach will ensure that KETRB accesses top talent without any long-term commitments.

CHAPTER 8: MONITORING AND EVALUATION REPORTING FRAMEWORK

This chapter presents the monitoring, evaluation and reporting framework of the strategic plan. Monitoring, evaluation and reporting will involve systematic and continuous collection and analysis of information based on indicators, targets and provision of feedback. An implementation matrix with clear outcomes, output indicators and targets for the five-year duration plan is provided in Annex 1.

KETRB will develop and implement a Monitoring, Evaluation and Reporting Framework to guide tracking of work plan activities. Implementation of monitoring and evaluation activities will be coordinated by the department responsible for strategy and planning.

8.1 Monitoring Framework

Monitoring of the implementation of the strategic plan will provide early warning system to detect potential setbacks to make prompt adjustments. The top management will make readjustments to fast-track activities that may require rescheduling. The Strategic Plan will be implemented through the Board's Annual Work Plans, whose monitoring will be carried out on monthly and quarterly basis.

8.2 Performance Standards

KETRB will develop and implement a Staff Performance Appraisal System (SPAS) to measure productivity and achievement of workplan targets. In addition, KETRB will consider signing a Performance Contract with the parent Ministry of Roads and Transport. KETRB will also embrace other internationally recognized performance standards.

8.3 Evaluation Framework

Evaluation is a rigorous and independent assessment of completed or on-going activities to determine the extent to which they are achieving the stated targets and contributing to decision making. Evaluation will involve systematic and objective process of examining the relevance, effectiveness, efficiency and impact of the strategies. It will be done through formal surveys and assessments to look at what will be achieved against

the set targets. Two major evaluations will be conducted, namely: mid-term evaluation and end-term evaluations. The evaluation framework will clearly define outcome indicators, baselines and targets as summarized in Table 8.1.

Table 8.1: Outcome performance matrix

Key Result Area	Outcome	Outcome indicator	Baseline		Target	
			Value	Year	Mid-term Period	End-term Period
Governance	Improved performance, service delivery and confidence rating of the Board	% of completion of registration and licensing policy	-	2022/23	50	100
		% of completion of CPD policy	-	2022/23	50	100
		% of completion of standards of practice	-	2022/23	50	100
		% of completion of compliance framework	-	2022/23	50	100
		% of completion of Engineering Technology Regulations	-	2022/23	50	100
		No. of staff recruited	-	2022/23	22	43
		% of integrated management system	-	2022/23	60	100
		Financial survey produced	-	2022/23	1	-
		% of completion of financial sustainability plan	-	2022/23	30	100
Registration and Licensing	Recognition and acceptance of the profession	No. of industry visits	-	2022/23	25	50
		No. of visits to training institutions	-	2022/23	18	36

		No. of candidate engineering technicians registered	213	2022/23	1255	2,510
		No. of candidate engineering technologists registered	310	2022/23	1082	2,163
		No. of certified engineering technicians registered	269	2022/23	831	1,662
		No. of professional engineering technologists registered	277	2022/23	1039	2,077
		No. of consulting engineering technologists registered	8	2022/23	51	101
		No. of consulting engineering technology firms registered	1	2022/23	5	9
		No. of renewed licenses for certified engineering technicians	67	2022/23	766	1,566
		No. of renewed licenses for professional engineering technologists	80	2022/23	1480	2,480
		No. of renewed licenses of consulting engineering technologists	-	2022/23	45	90
		No. of renewed licenses for consulting engineering technology firms	-	2022/23	5	9
Compliance	Standardized operations and service delivery	% compliance with registration requirements	-	2022/23	-	100

		% compliance with licensing requirements	-	2022/23	-	100
		% compliance with standards of practice requirements	-	2022/23	-	100
		% resolution of non-compliance cases	-	2022/23	-	100
Professional Development	Vibrant and cohesive professional support	No. of engineering technologists examined	-	2022/23	300	750
		No. of engineering technicians examined	-	2022/23	200	550
		No. of CPD programmes implemented	-	2022/23	12	36
		No. of engineering technologists and technicians trained	-	2022/23	500	1,600
		No. of baseline survey reports to establish ratio between engineers and engineering technologists and technicians	-	2022/23	1	1
		% Implementation of survey recommendations	-	2022/23	-	100

*During the base year, KETRB did not have a Board

8.3.1 Mid-term Evaluation

Mid-term evaluation for the 2023–2027 Strategic Plan shall be undertaken at the end of the 30th month (in FY 2025/26). Reference shall be made to the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for Monitoring and Evaluation.

8.3.2 End-term Evaluation

End-term evaluation for the 2023–2027 Strategic Plan shall be undertaken at the end of the 60th month (in FY 2027/28). Reference shall be made

to the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for Monitoring and Evaluation.

8.4 Reporting Framework and Feedback Mechanism

Reporting the progress of implementation of the Strategic Plan will be done on a quarterly and annual basis. Quarterly and monthly periodic progress reports will be prepared and deliberated by the Management and presented to the Board of Directors. The reporting templates to be used are provided in Tables 8.2, 8.3 and 8.4.

Table 8.2: Quarterly Progress Reporting Template

Expected output	Output indicator	Annual target (A)	Quarter for the Year...			Cumulative to Date			Remarks	Cumulative to Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3: Annual Progress Reporting Template

Expected output	Output indicator	Achievement for the Year...			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Table 8.4: Evaluation Reporting Template

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

During the mid-year and end-year reviews on implementation of work plans, to be conducted at the beginning of January and July each year, respectively, the management will review lessons drawn from implementing targets from the strategic plan applicable to the specific financial year, so as to strategize on how to make corrective actions, improve implementation of activities, prevent recurrence and also to inform development of future strategic plans of KETRB.

ANNEXES

Annex 1: Implementation Matrix

Key Result Area 1: Governance

Strategy	Key Activities	Expected Outputs	Output Indicators		Target					Budget (Ksh million)				Responsibility		
			Target for 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support	
Strategic Issue: Inadequate Institutional Capacity																
Strategic Goal: To enhance the institutional capacity																
KRA 1: Governance																
Outcomes: Improved performance, service delivery and confidence rating of the Board																
Strategic Objective 1.1: To enhance the institutional capacity through policy, legislative and institutional reforms																
S 1.1: Develop Policies	Develop Registration and Licensing policy	A Registration and Licensing Policy	% completion	100	-	-	50	100	-	0	0	5	5	0	KETR	MOR&T
	Develop Continuous Professional	CPD Policy	% completion	100	-	-	50	100	-	0	0	5	10	0	KETR	MOR&T
	Develop Standards of Practice Manuals	Standards of Practice	% completion	100	-	-	30	80	100	0	0	10	5	5	KETR	MOR&T
	Formulate Compliance Framework	Compliance Framework	% completion	100	-	-	50	100	-	0	0	5	10	0	KETR	MOR&T
	Formulate Engineering Technology Regulations	Engineering Technology Regulations	% completion	100	-	-	30	60	100	0	0	5	10	5	KETR	MOR&T
S 1.1.2: Formulate Legislative Reforms																
S 1.1.3: Formulate Institutional Reforms	Recruitment of staff	Staff	No. of staff recruited	117	-	22	22	30	43	0	34	34	43	60	KETR	MOR&T
	Train Board on various skills	Trained Board	No. of Board members trained	10	9	9	10	10	10	1.8	2.0	4.0	4.0	4.0	KETR	Stakeholders
	Train staff on various skills	Trained staff	No. of staff trained	43	21	22	22	30	43	15	16	20	30	40	KETR	Stakeholders
	Develop and implement management system	An integrated management information system	% completion	100	20	30	60	100	-	55	25	70	85	0	KETR	MOR&T
	Strengthen financial sustainability	Financial sustainability survey	Survey report	1	-	1	-	-	-	0	23	0	0	0	KETR	MOR&T
	Enhance corporate image and visibility	Financial sustainability plan	% Implementation	100	-	-	30	60	100	0	0	40	40	60	KETR	MOR&T
		Communication strategy	% of completion	100	-	-	100	-	-	-	5	-	-	-	KETR	MOR&T
		Annual report on implementation of communication strategy	No. of annual reports	2	-	-	-	1	1	-	-	0.5	0.5	0.5	KETR	MOR&T
		Branding manual	% of completion	100	-	-	100	-	-	-	5	-	-	-	KETR	MOR&T
		Annual report on implementation of brand manual	No. of annual reports	2	-	-	-	1	1	-	-	0.5	0.5	0.5	KETR	MOR&T
Total Requirement										71.8	110	199	243	175		

Key Result Area 2: Registration and Licensing

Strategy	Key Activities	Expected Outputs	Output Indicators		Target for 5 Years	Target					Budget (KSh. Million)					Responsibility	
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support	
Strategic Issue: Unregistered/unlicensed Engineering Technologists and Technicians																	
Strategic Goal: To raise the numbers of registered/licensed engineering technologists and technicians																	
KRA 2: Registration and licensing																	
Outcomes: Recognition and acceptance of the profession																	
Strategic Objective 2.1: To increase registration and licensing of engineering technologists and technicians																	
S 2.1.1: Awareness Creation	Conduct visits to the industry and training institutions	Industry visits Training institutions' visits	No. of industry visits No. of visits to training institutions	50 36	10 8	10 4	10 8	10 8	10 8	2 2	2 1	2 2	2 2	6 3	KETR KETRB	Stakeholders Stakeholders	
	Register engineering technologists and technicians	Candidate engineering technicians registered Candidate engineering technologists registered	No. of candidate engineering technicians registered No. of candidate engineering technologists registered	2,510 2,163	110 113	350 250	450 400	600 600	1,000 800	1 -	1 -	1 -	1 -	1 -	1 -	KETR KETRB	Stakeholders Stakeholders
		Certified engineering technicians registered	No. of certified engineering technicians registered	1,662	62	200	300	500	600								
		Professional engineering technologists registered	No. of professional engineering technologists registered	2,077	77	300	400	600	700								
		Consulting engineering technologists registered	No. of consulting engineering technologists registered	101	11	15	20	25	30								
		Consulting engineering technology firms registered	No. of consulting engineering technology firms registered	9	1	2	2	2	2								
S 2.1.3: Licensing	Renewal of license for engineering technologists and technicians	Renewed license for certified engineering technicians	No. of renewed Licenses for certified Technicians	1,566	504	566	766	1,066	1,566	-	-	-	-	-	KETR	Stakeholders	
		Renewed licenses for professional engineering technologists	No. of renewed licenses for professional engineering technologists	2,480	1,103	1,180	1,480	1,880	2,480	-	-	-	-	-	KETR	Stakeholders	
		Renewed licenses for consulting engineering technologists	No. of renewed licenses of consulting engineering technologists	90	19	30	45	65	90	-	-	-	-	-	KETR	Stakeholders	
		Renewed licenses for consulting engineering technology firms	No. of renewed licenses for consulting engineering technology firms	9	2	3	5	7	9	-	-	-	-	-	KETR	Stakeholders	
Total Requirement										5	4	5	5	10			

Key Result Area 3: Compliance

Strategy	Key Activities	Expected Outputs	Output Indicators	Target for 5 Years					Target					Budget (KSh. Million)					Responsibility	
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year	Lead	Support				
Strategic Issue: Unregulated Engineering Technology practice																				
Strategic Goal: Regulate engineering technology practice																				
KRA 3: Compliance																				
Outcomes: Standardized operations and service delivery																				
Strategic Objective 3.1: To enforce compliance to registration, licensing and standards of practice																				
S 3.1.1 Formulate Mechanisms to Check Compliance	Conduct site visits to establish compliance level	Registration compliance	% compliance with registration requirements	100	-	-	-	-	100	-	-	-	-	100	KETRb	Stakeholders				
		Licensing compliance	% compliance with licensing requirements	100	-	-	-	-	100	-	-	-	-	-	KETRb	Stakeholders				
		Standards of practice compliance	% compliance with standards of practice requirements	100	-	-	-	-	100	-	-	-	-	-	KETRb	Stakeholders				
		Indiscipline cases resolved	% resolution of non-compliance cases	100	-	-	-	-	100	-	-	-	-	20	KETRb	Stakeholders				
Total Requirement																120				

Key Result Area 4: Professional Development for Engineering Technology Profession

Strategy	Key activities	Expected outputs	Output indicators	Target for 5 Years					Target					Budget (KSh. Million)					Responsibility	
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Lead	Support
Strategic Issue: Inadequate Professional Development for Engineering Technology profession																				
Strategic Goal: Enhanced Professional Development for Engineering Technologists and Technicians																				
KRA 4: Professional Development for Engineering Technology Profession																				
Outcomes: Vibrant and cohesive professional support																				
Strategic Objective 4.1: To promote continuous professional Development																				
S 4.1.1 Administration of Professional Examinations	Conduct professional examination for engineering technologists and technicians	Candidate engineering technologists examined	No. of engineering technologists examined	1,050	-	-	300	350	400	-	-	8	10	12	KETRBS	Stakeholder rs				
		Candidate engineering technicians examined	No. of engineering engineering technicians examined	750	-	-	200	250	300	-	-	3	4	5	KETRBS	Stakeholder rs				
S 4.1.2: Capacity Building Programmes	Implement capacity building programmes	CPD programmes	No. of CPD programmes implemented	12	-	-	4	4	4	-	-	65	65	65	KETRBS	Stakeholder rs				
		No. of engineering technologists and technicians trained	2,100	-	-	500	700	900	-	-	-	-	-	-	KETRBS	Stakeholder rs				
S 4.1.3: Establish the Ratio between Engineers and Engineering Technologists and Technicians	Conduct a baseline survey to establish the ratio Implement the survey report recommendations	Survey report	No. of survey reports	1	-	-	1	-	-	-	-	20	-	-	KETRBS	Stakeholder rs				
		Survey recommendations implemented	% implementation	100	-	-	-	50	100	-	-	-	50	60	KETRBS	Stakeholder rs				
Total Requirement											-	-	96	129	142					

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