



MINISTRY OF ROADS AND TRANSPORT

STATE DEPARTMENT FOR ROADS

HORN OF AFRICA GATEWAY DEVELOPMENT PROJECT (HoAGDP)

CREDIT NUMBER: IDA 67680 KE

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TERMS OF REFERENCE

FOR

**CONSULTANCY SERVICES FOR DEVELOPMENT OF
COMMUNICATIONS & BRANDING STRATEGY FOR ENGINEERS
BOARD OF KENYA**

KE-SDOI-257468-CS-QCBS

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1.0 Project Background

The Government of the Republic of Kenya (GoK) has received credit from the International Development Association (IDA) towards the implementation of Horn of Africa Gateway Development Project (HoAGDP). The upgraded road, the fiber optic connections, and the provision of basic social services will attract investments, facilitate regional and domestic trade, create jobs, and improve information sharing and access to internet-based opportunities.

The project development objectives (PDOs) are to improve the movement of people and goods, digital and social services to communities at designated locations along the targeted sections of the Isiolo-Mandera regional trade corridor, and capacity building of selected transport and related institutions. The higher-level objectives of the project on the other hand, are to contribute to increased domestic and regional trade and integration, improved security and road safety.

Under Horn of Africa Gateway Development Project (HoAGDP), World Bank will finance upgrading of 365 kilometers of the 740-kilometers Isiolo-Mandera Regional Road Corridor and 30km of spur roads, while the upgrading of the remaining sections will be financed by other development partners. The HoAGDP will additionally finance the laying of a fiber optic cable along the entire 740-kilometer corridor with spurs to local communities; enhance trade facilitation measures such as border management systems and construction of border posts; the provision of basic socio-economic infrastructure for communities living along the corridor; institutional strengthening; as well as emergency response measures in case of a disaster or catastrophe during the life of the project.

Part of the finance from Horn of Africa Gateway Development Project (HoAGDP) aims to strengthen the institutional capacity of the Engineers Board of Kenya to deliver its mandate. The Engineers Board of Kenya (EBK) ‘the Board’ is a statutory body established under Section 3 (1) of the Engineers Act 2011 and is responsible for the registration of engineers and engineering consulting firms, regulation of engineering professional services, setting of standards, development, and the general practice of engineering.

The Engineers Board of Kenya is at a critical phase of its institutional development following the implementation of its Strategic Plan, which places emphasis on strengthening institutional visibility, stakeholder confidence, strategic partnerships, public awareness and the positioning of the engineering profession as a key driver of national development.

Effective communication is central to the achievement of these aspirations. The Board interacts with a diverse range of stakeholders including engineers, engineering consulting firms, Government Ministries, Departments and Agencies, County Governments, universities, professional associations, industry, development partners, regional and international engineering organizations, the media and the general public. It is therefore necessary for EBK to establish a clear and coordinated framework for communicating its mandate, programmes, regulatory interventions, achievements and strategic priorities.

The Board also recognizes the importance of a strong and consistent institutional brand. A clearly defined brand will enhance public recognition of EBK, reinforce confidence in its regulatory mandate, improve consistency in institutional messaging and visual presentation, and position the Board as an authoritative voice on engineering education, training, professional practice, infrastructure development and engineering policy.

Stakeholder engagement will form an integral component of the Communications & Branding Strategy. Through systematic stakeholder identification, analysis, segmentation and engagement, the Board will be able to strengthen relationships with its key stakeholders, improve feedback mechanisms, foster strategic partnerships and enhance participation in programmes and policy initiatives.

Further, the increasingly dynamic media and digital communication environment require EBK to strengthen its media relations, digital presence, public relations, crisis communication and reputation-management capabilities. The Strategy will therefore provide an integrated framework for internal and external communication, branding, stakeholder engagement, media relations, public education, digital communication, institutional visibility and reputation management.

Based on the foregoing, the Engineers Board of Kenya seeks to engage a competent consulting firm to develop a comprehensive **Communications & Branding Strategy** that will enhance institutional visibility, strengthen stakeholder relationships, promote consistent

messaging and branding, support effective public engagement and strengthen the reputation and positioning of the Board.

1.1 Functions of the Board (ABOUT THE ENGINEERS BOARD OF KENYA)

1.1.1 Description

The Engineers Board of Kenya was established as a strategic agency for the regulation and development of engineering education, training, and practice in Kenya. The objective of the Board is to ensure that professional engineering services are safe, efficient, and effective for the delivery of all engineering infrastructure systems and processes in Kenya and that there is value for money to users of professional engineering services. Further, the Board is expected to continuously create the required capacity across the engineering value chain (education, training, and practice) for increased productivity to spur economic growth.

1.1.2 Functions and Mandate

The Engineers Act 2011 has given the Board an expansive mandate that covers various functions which include:

- a) receive, consider, make decisions on applications for registration and register approved applications;
- b) keep and maintain the Register;
- c) publish the names of registered and licensed persons under this Act;
- d) issue licenses to qualified persons under the provisions of this Act;
- e) publish and disseminate materials relating to its work and activities;
- f) carry out inquiries on matters pertaining to registration of engineers and practice of engineering;
- g) 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) professional engineering services and works are undertaken by registered persons under this Act;
 - ii) standards and professional ethics and relevant health and safety aspects are observed;
- h) assess, approve, or reject engineering qualifications of foreign persons intending to offer professional engineering services or works;

- i) evaluate other engineering programmes both local and foreign for recognition by the Board;
- j) enter and inspect business premises for verification purposes or for monitoring professional engineering works services and goods rendered by professional engineers;
- k) instruct, direct or order the suspension of any professional engineering services works, projects, installation process or any other engineering works, which are done without meeting the set-out standards;
- l) approve and accredit engineering programs in public and private universities and other tertiary level educational institutions offering education in engineering;
- m) set standards for engineers in management, marketing, professional ethics, environmental issues, safety, legal matters or any other relevant field;
- n) prepare detailed curriculum for registration of engineers and conduct professional examinations for the purposes of registration;
- o) establish a school of engineering and provide facilities and opportunities for learning, professional exposure and skills acquisition, and cause continuing professional development programmes for engineers to be held;
- p) establish the Kenya Academy of Engineering and Technology whose purpose shall be to advise the National and the County Governments on policy matters relating to engineering and technology;
- q) plan, arrange, co-ordinate and oversee continuing professional training and development and facilitate internship of graduate engineers;
- r) collaborate with engineering training institutions, professional associations, engineering organizations and other relevant bodies in matters relating to training and professional development of engineers;
- s) determine the fees to be charged by professional engineers and firms for professional engineering services rendered from time to time;
- t) hear and determine disputes relating to professional conduct or ethics of engineers;
- u) develop, maintain and enforce the code of ethics for engineers and regulate the conduct and ethics of the engineering profession in general;
- v) determine and define disciplines of engineering recognised under the Engineers Act;
- w) conduct recruitment of staff of the Board through a competitive process; and
- x) carry out such other functions related to the implementation of this Act.

1.2 Board Strategic Intent

The strategic intent of the Board over the next five years is to:

- i. Increase the registration numbers of engineers from 4,500 to 10,000;

- ii. Strengthen compliance to the Engineers Act 2011 to 100% by developing and enforcing engineering standards in national and county governments;
- iii. Develop the capacity of the general practice of engineering; and
- iv. Develop and sustain the Engineers Board of Kenya.

2.0 Objectivities of the Assignment

The purpose of the assignment is to develop a comprehensive Communications & Branding Strategy for the Engineers Board of Kenya that will provide an integrated framework for internal and external communication, institutional branding and visibility, stakeholder engagement, public relations, media relations, digital communication, crisis communication and reputation management.

In line with EBK's strategic objective to improving its institutional capacity and image, the objectives of this consultancy are to:

- i. Develop a Comprehensive Communication strategy for EBK's internal and external stakeholders;
 - a. Objective 1: Define clear and consistent messaging to convey EBK's mission, values, goals, and initiatives to internal stakeholders (employees, management) and external stakeholders (clients, partners, public).
 - b. Objective 2: Establish communication channels and protocols for efficient and timely dissemination of information within EBK and to external stakeholders.
 - c. Objective 3: Tailor communication strategies to suit the unique needs and preferences of different stakeholder groups, ensuring effective engagement and understanding of EBK's objectives.
- ii. Conducting Stakeholder Mapping and Engagement Strategy:
 - a. Objective 1: In alignment with the strategic plan, identify and categorize all relevant stakeholders associated with EBK, understanding their interests, expectations, and potential impact on the organization.
 - b. Objective 2: Analyse the communication preferences and channels of different stakeholder groups to tailor engagement strategies that foster meaningful dialogue and collaboration.

- c. Objective 3: Develop a proactive engagement plan to keep stakeholders informed, engaged, and involved in EBK's decision-making processes, ensuring a positive relationship and mutual understanding.
- iii. Conducting a Brand Audit and Developing Branding Guidelines for the Board:
 - a. Objective 1: Assess and analyze the current perception of the EBK brand among stakeholders to identify strengths, weaknesses, opportunities, and threats.
 - b. Objective 2: Develop comprehensive branding guidelines that outline consistent brand messaging, visual identity, tone, and values to ensure a cohesive and recognizable brand representation across all touchpoints.
 - c. Objective 3: Align the branding guidelines with the organization's objectives and values, ensuring that the brand reflects EBK's vision and resonates with its target audience.
- iv. Developing a Crisis Management Plan:
 - a. Objective 1: Identify potential crises and their impact on EBK's reputation, operations, and stakeholders, developing a comprehensive understanding of crisis scenarios.
 - b. Objective 2: Establish a clear and structured crisis communication plan, outlining roles, responsibilities, communication protocols, and escalation procedures to ensure a swift and coordinated response during a crisis.
 - c. Objective 3: Conduct regular training and drills to prepare EBK's team for effective crisis communication, ensuring a proactive and strategic approach to mitigate reputational damage and maintain stakeholder trust.

The overall objective is to develop an integrated Communications & Branding Strategy that strengthens EBK's institutional visibility, brand identity, communication effectiveness, stakeholder relationships, public confidence and reputation in support of the Board's statutory mandate and strategic objectives. The specific objectives of the consultancy are:

- a) Communication strategy: To develop and rationalize a comprehensive, consistent external and internal communications for an overall effective public relations and communications. The strategy should increase public awareness, engagement and improve stakeholders' knowledge on the mandate and functions of Engineers Board of Kenya;

- b) Public relations: To enhance effective communication that is customer centric for effective client and stakeholder relations. The same should strive to enhance media relations of the Board with massive public education and sensitization programs;
- c) Branding: To create confidence among members of the public interacting with EBK while maintaining a consistent image and band. Further, maintain a positive reputation of the Board and mitigate against reputational risks; and
- d) To train and sensitize the Key staff, senior management and Board members on effective media relations and the Corporate Communications Strategy.

2.1 Scope of Work

The Consultant shall review relevant Board policies, manuals, strategies, research, statutory instruments and communication materials; conduct appropriate consultations, surveys and analyses; and develop actionable recommendations. The scope below represents the minimum requirements of the assignment.

The Communication and Stakeholder Engagement Strategy Development will follow the following guidelines as the bare minimum;

1. Strategic communications audit:

Conduct a situational analysis and monitoring and evaluation plan for;

a) Communications and Brand Situational Analysis:

- a. Conduct a strategic communications audit covering internal and external communication practices, channels, systems, content, reach, consistency and effectiveness.
- b. Assess the current awareness, understanding and perception of EBK's mandate, services, programmes and institutional identity among key stakeholder groups.
- c. Review relevant statutory, policy and strategic documents, including the Engineers Act, 2011, Engineers Rules, 2019, the Board's Strategic Plan and other applicable Government communication frameworks.

- d. Undertake a SWOT analysis of EBK's communications, visibility, stakeholder relationships and brand positioning.
- e. Benchmark EBK's communication and branding practices against relevant public regulators, professional bodies and comparable institutions.
- f. Identify communication, brand and reputational gaps, risks and opportunities and recommend priority interventions.

b) Internal Communications Framework:

- a. Assess existing internal communication channels, processes, governance arrangements and practices within EBK.
- b. Develop a tailored internal communications framework covering channels, frequency, content, responsibilities and escalation arrangements.
- c. Recommend mechanisms to improve information flow between the Board, management, directorates, departments and staff.
- d. Develop feedback and staff-engagement mechanisms that support institutional alignment, responsiveness and ownership of the Board's strategic priorities.

c) External Communications and Public Awareness:

- a. Analyse current external communication practices, channels and messaging and identify areas for improvement.
- b. Define audience segments and develop key messages tailored to the information needs and expectations of each group.
- c. Develop a public education and sensitization approach that improves understanding of EBK's mandate, regulatory requirements, services and contribution to national development.
- d. Recommend an integrated mix of communication channels and outreach approaches for effective and timely dissemination of information.

- e. Develop protocols for consistency, approval, quality assurance and archiving of external communication products.

2. Stakeholder Analysis, Mapping and Engagement:

- a. Identify and categorize EBK's key internal and external stakeholders at national, county, regional and international levels.
- b. Develop stakeholder profiles detailing interests, expectations, influence, information needs, preferred channels and potential contribution to the Board's objectives.
- c. Prepare a stakeholder mapping matrix based on level of influence, interest, importance and engagement requirements.
- d. Develop differentiated stakeholder engagement approaches for Government Ministries, Departments and Agencies; County Governments; engineers and firms; universities and training institutions; professional associations; industry; development partners; regional and international bodies; media; students and graduate engineers; and the general public.
- e. Recommend feedback, consultation and relationship-management mechanisms to promote meaningful dialogue, participation and strategic partnerships.

3. Brand Audit, Brand Positioning and Branding Guidelines

a) Brand Audit on EBK:

- a. Conduct a comprehensive brand audit to assess EBK's current brand perception, identity, visibility, strengths, weaknesses, opportunities and threats.
- b. Analyse relevant comparator brands and institutional benchmarks and identify areas for differentiation and improvement.
- c. Define EBK's desired brand positioning, institutional value proposition, brand personality, tone and core brand messages.

b) Branding Guidelines:

- a. Develop comprehensive branding guidelines covering logo application, colour palette, typography, imagery, iconography, layout, stationery, publications,

presentations, signage, events, digital platforms, co-branding and other institutional touchpoints.

- b. Recommend brand governance, approval, quality control and compliance mechanisms to ensure consistency across all EBK communication materials and platforms.
- c. Provide editable templates and practical brand application examples for priority communication products.

4. Media Relations, Public Relations and Digital Communications

a) Media **Relations, Public Relations**

- a. Assess EBK's current media-relations and public-relations practices and identify gaps and opportunities.
- b. Develop media engagement protocols, spokesperson arrangements, media-response procedures and approval workflows.
- c. Provide guidance for preparation of press releases, media advisories, talking points, speeches, fact sheets, briefing notes, opinion pieces and media kits.
- d. Recommend approaches for proactive media engagement, public education, thought leadership and institutional positioning.
- e. Develop a media monitoring and analysis framework to track coverage, sentiment, emerging issues and reputational risks.

b) Digital Communications

- a. Assess the effectiveness and consistency of EBK's website, social media and other digital communication platforms.
- b. Develop an integrated digital communication framework covering content planning, audience engagement, campaign management and analytics.
- c. Recommend approaches for social listening, online reputation management, content governance and rapid response to emerging issues.

- d. Develop practical guidance for consistent digital branding and accessible, user-centred communication.

5. Crisis Communication and Reputation Management

a) Crisis Scenario Identification:

- a. Identify potential crisis and emerging-issue scenarios relevant to EBK's mandate, operations and stakeholder environment.
- b. Assess the potential impact of each scenario on EBK's reputation, operations and stakeholder trust.

b) Crisis Communication Plan:

- a. Develop a crisis communication framework defining roles, responsibilities, escalation procedures, decision-making processes, spokesperson arrangements and communication protocols.
- b. Develop protocols for communicating with stakeholders, media and the public during crises, including rapid-response messaging and misinformation management.
- c. Conduct a crisis communication readiness assessment and recommend measures to strengthen preparedness, coordination and institutional resilience.

6. Implementation, Budget and Resource Framework

- a) Develop a practical implementation matrix showing strategic objectives, activities, target audiences, communication channels, responsible officers, timelines, budgets, indicators and means of verification.
- b) Prepare a costed resource framework for implementation of the Strategy, distinguishing one-off and recurrent requirements where appropriate.
- c) Identify institutional, human-resource, technological and partnership requirements for effective implementation.
- d) Recommend sequencing and prioritization of activities across the strategy implementation period.

7. Monitoring, Evaluation and Learning Framework

- a) Design a detailed monitoring, evaluation and learning framework for the Communications & Branding Strategy.
- b) Define measurable indicators for communication reach, stakeholder engagement, brand awareness, perception, satisfaction, media performance, digital engagement, responsiveness and reputation.
- c) Propose baselines, targets, data sources, reporting responsibilities and reporting frequency.
- d) Provide mechanisms for periodic review, learning and continuous improvement of communication and branding interventions.

2.2 Capacity Building and Transfer of Knowledge

Ensure capacity building development and transfer of knowledge. The Consultant's task will include inter alia:

- a. Sensitize Corporate Communications staff on the Strategy, its key outputs, implementation requirements and their roles and responsibilities.
- b. Train key staff, senior management and Board members on effective media relations, public relations, stakeholder engagement and institutional messaging.
- c. Train management and Board members on crisis communication, spokesperson responsibilities and reputation management.
- d. Train relevant staff on preparation of communication products including IEC materials, newsletters, talking points, speeches, press releases, media advisories, news briefs, fact sheets and digital content.
- e. Orient relevant officers on application of branding guidelines and quality assurance of branded materials.
- f. Provide practical tools, templates and reference materials to support implementation of the Strategy.

2.3 Reports and Schedule of Deliveries

No.	Deliverable / Output	Description	Timeline
1	Inception Report	Detailed approach and methodology; work plan; stakeholder consultation plan; proposed tools; document-review framework; quality assurance arrangements; and implementation schedule.	2 weeks after commencement
2	Communications, Brand and Stakeholder Perception Baseline Report	Findings from baseline assessment, communication audit, perception analysis, stakeholder consultations, institutional review and benchmarking.	4 weeks after commencement
3	Stakeholder Analysis and Mapping Report	Stakeholder inventory, profiles, segmentation, influence-interest mapping, communication needs, engagement priorities and proposed relationship-management approaches.	6 weeks after commencement

No.	Deliverable / Output	Description	Timeline
4	Communications and Brand Audit Report	Detailed assessment of internal and external communications, brand identity, institutional visibility, messaging consistency, media presence, digital platforms, public perception and reputational risks.	8 weeks after commencement
5	Draft Branding Guidelines	Brand positioning, value proposition, brand personality, visual identity standards, messaging and tone, usage rules, templates and brand governance arrangements.	10 weeks after commencement
6	Draft Communications & Branding Strategy and Implementation Framework	Integrated Strategy covering internal and external communications, stakeholder engagement, public relations, media relations, digital communications, branding and visibility, crisis communication, reputation management, implementation matrix, budget and M&E framework.	14 weeks after commencement
7	Validation Workshop Report	Proceedings, stakeholder feedback, issues raised, decisions made and agreed amendments arising from validation with management, Board and other relevant stakeholders.	16 weeks after commencement
8	Revised Communications & Branding Strategy	Revised Strategy incorporating validation feedback and agreed institutional recommendations.	20 weeks after commencement
9	Training and Capacity Building Report	Training and sensitization of staff, management and Board members on communication strategy implementation, branding, media relations, stakeholder engagement, digital communication and crisis communication.	22 weeks after commencement
10	Draft Final Report and Communication Toolkit	Consolidated draft final outputs, implementation tools, templates, communication protocols, content guidance and supporting materials.	24 weeks after commencement
11	Final Communications & Branding Strategy and Final Report	Final Strategy and supporting reports incorporating all feedback; final branding guidelines, implementation matrix, M&E framework and communication toolkit. Submit editable soft copies and PDF versions, together with three neatly bound hard copies.	28 weeks after commencement

2.4 Qualifications and Experience

The Board is looking for a competent firm/consultant with at least fifteen (15) years of practical experience in strategic communications and public relations. The consultant/firm should

- a. Demonstrate prior experience in developing communication strategies, ideally for government (ministries, parastatals' and government agencies).
 - b. Demonstrate prior experience and of engagement with local national government, media and private sector, and international organizations on consultancy assignments, especially in strategic communications.
 - c. The firm/consultant should have knowledge and understanding of the governance, advocacy and policy environment related or relevant to the Boards mandate.
- Have the ability to access and engage with the relevant stakeholders and information sources needed for the project execution with the capability to deploy strong analytical skills.
 - Have a multi-disciplinary team that is able to work closely with EBK's Communications department and other Core Directorates.
 - Members should comprise of the following educational qualifications; experience and competencies:

A. Communications Expert / Consultant Lead

- a) Master's degree in Journalism or Communications from a recognized University (PhD will be an added advantage).
- b) At least ten (10) years of experience in conceiving and implementing Communication Strategies
- c) Proof of similar works undertaken within the last six (6) years.
- d) Excellent verbal and written skills in both English and Kiswahili;
- e) Experience in media relations and publicity, development of brand guidelines and crisis communication
- f) Strong understanding of conducting communication needs analysis, communication strategies and managing communication campaigns;
- g) Demonstrated written and oral communication skills with project management skills;
- h) Knowledge of sponsorships/ fundraising campaigns an added advantage
- i) Excellent organizational, prioritization, and customer service skills;
- j) Ability to set goals and timelines and to work on deadlines;
- k) Ability to effectively use new media and new media tools.
- l) Member of a relevant body such as: CIPR, PRSK, MSK, AMWIK
- m) The Team Leader shall have overall responsibility for the assignment delivery and will co-ordinate all activities. The team leader shall be expected to make presentation and related submissions. The consultant will report to the CEO and work closely with core Directorates of the Board.

Estimated staff time input is 6 months

B. Policy Expert, Stakeholder & Partnership lead

- a) Masters in Economics or Public Policy & Research
- b) A First degree with relevance on the above
- c) At least ten (10) years of experience in policy or economic related issues
- d) The Expert will be responsible for the review of the Engineers Act, 2011 and Engineers Rules, 2019, their status of implementation, strategic intent, EBK mandates, functions in support of communication dissemination and media relations. Knowledge of fundraising and engagement an added advantage
- e) Good presentation, written, research related in statistical analysis, will be added advantage;
- f) Ability to map relevant international, regional and local organizations for engagement, the expert should have a good understanding of international policies relating to engineering education, standards, and development for effective stakeholder engagement and participation.
- g) The expert will also review the existing legal and regulatory provisions to enhance efficient and effective customer delivery, public engagement and education which will add value to guidelines and Communication strategy.

- h) Excellent organizational, prioritization and project management skills
- i) Experience or background in Media and Communications projects will be an added advantage
- j) Reports to the Communications consultant and works closely with the core Directorates.

Estimated staff time input is 4 months

C. Administration Officer, Support role

- a) A Bachelors degree in either Public Administration or Business management
- b) At least four (4) years of experience in Business Administration, or policy related issues
- c) Good presentation, minutes & report writing and verbal skills
- d) Knowledge of protocols, planning and conducting workshops
- e) Knowledge and experience of planning, coordination and consolidation of meetings, calendars and administrative procedures
- f) Ability to consolidate and present on budgets and programs
- g) Reports to the Communications consultant and works closely with key EBK staff.

Estimated staff time input is 3 months

2.5 Data, Services, Personnel and Facilities to be Provided by the Borrower

The Client will provide the following:

- a) Data and relevant materials required for the exercise; and
- b) Avail staff required by the consultant as part of the consultancy exercise.

2.6 Institutional and Organizational Arrangements

The Consultant will report to the Board through the Registrar/Chief Executive Officer.

2.7 Confidentiality

The consultant shall be required not to disclose any information from the client to third parties without prior authority.

2.8 Duration of the assignment

The consultancy will be undertaken within eight (8) Months.