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Regional Flagship

TVET Institute

Highways Technology



# EASTRIP NEWSLETTER

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**KENYA INSTITUTE OF  
HIGHWAYS & BUILDING  
TECHNOLOGY**

## ABOUT KIHBT

Kenya Institute of Highways and Building Technology (KIHBT) is a training Division of the State Department for Infrastructure in the Ministry of Transport, Infrastructure, Housing and Urban Development and Public Works. The mandate of KIHBT is development of Human Resource capacity in the infrastructure sector, especially the Roads Sub-sector, and plays a key role in the implementation of the National Agenda as stipulated in Vision 2030.

## OUR COURSES

The Institute offers diverse training courses in the infrastructure sector in the fields of:



Civil  
Engineering



Mechanical  
Engineering



ICT



Building  
Technology



Highway  
Engineering



Architecture

## OUR PARTNERS

KIHBT, in partnership with various Governmental and development organisations such as: Kenya National Highways Authority (KeNHA); African Development Bank (AfDB); International Finance Corporation (IFC); and International Labour Organization (ILO), is running various training programmes targeted at the youth, women and road contractors.



# EASTRIP PROJECT HIGHLIGHTS

KIHBT is in the process of being upgraded to a Regional Flagship TVET Institute (RFTI) and Centre of Excellence in Roads and Highways Training; under the funding of East Africa Skills for Transformation and Regional Integration Project (EASTRIP), a World Bank funded project. EASTRIP development objectives are to increase the access and improve the quality of TVET programs in selected Regional Flagship TVET Institutes and to support regional integration in East Africa. The project objectives are to be met through six sub-components. These are:

1. **Strengthening institutional governance and management.**
2. **Institutionalizing industry linkages.**
3. **Developing market relevant and competency-based training programs.**
4. **Training of Managers and Teachers.**
5. **Upgrading key instructional facilities and equipment.**
6. **Outreaching and support for non-project National TVET Institution.**

## PROJECT ACHIEVEMENTS

1. **Increased Enrolment**
2. **Establishment of an Industry Advisory Committee**
3. **Formal Partnerships with key industry players and institutions**
4. **Curriculum review and development**
5. **Training of teaching staff and institute's managers**
6. **Affirmative Action Campaigns for diverse student enrolment**
7. **New modern training plant procured**

Regional Flagship

TVET Institute

Highways Technology

# INDUSTRY LINKAGES

## INDUSTRY ADVISORY COMMITTEE

The RFTI Highways Industrial Advisory Committee (IAC) was established and inaugurated in October 2020. The IAC's key mandate is to provide guidance on industry collaboration and to forge specific partnership programs with industry. The IAC draws membership from the following institutions:

1. **Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works - Chief Engineer Roads,**
2. **National Industrial Training Authority (NITA)**
3. **Kenya Roads Board (KRB)**
4. **Kenya National Highways Authority (KeNHA)**
5. **National Construction Authority (NCA)**
6. **Roads and Civil Engineering Contractors Association (RACECA)**
7. **Kenya Federation of Master Builders (KFMB)**
8. **Institution of Engineers of Kenya (IEK)**
9. **Architectural Association of Kenya (AAK)**
10. **Panafrican Equipment Group**





## Inauguration of the Industry Advisory Committee



## STAKEHOLDER ENGAGEMENTS

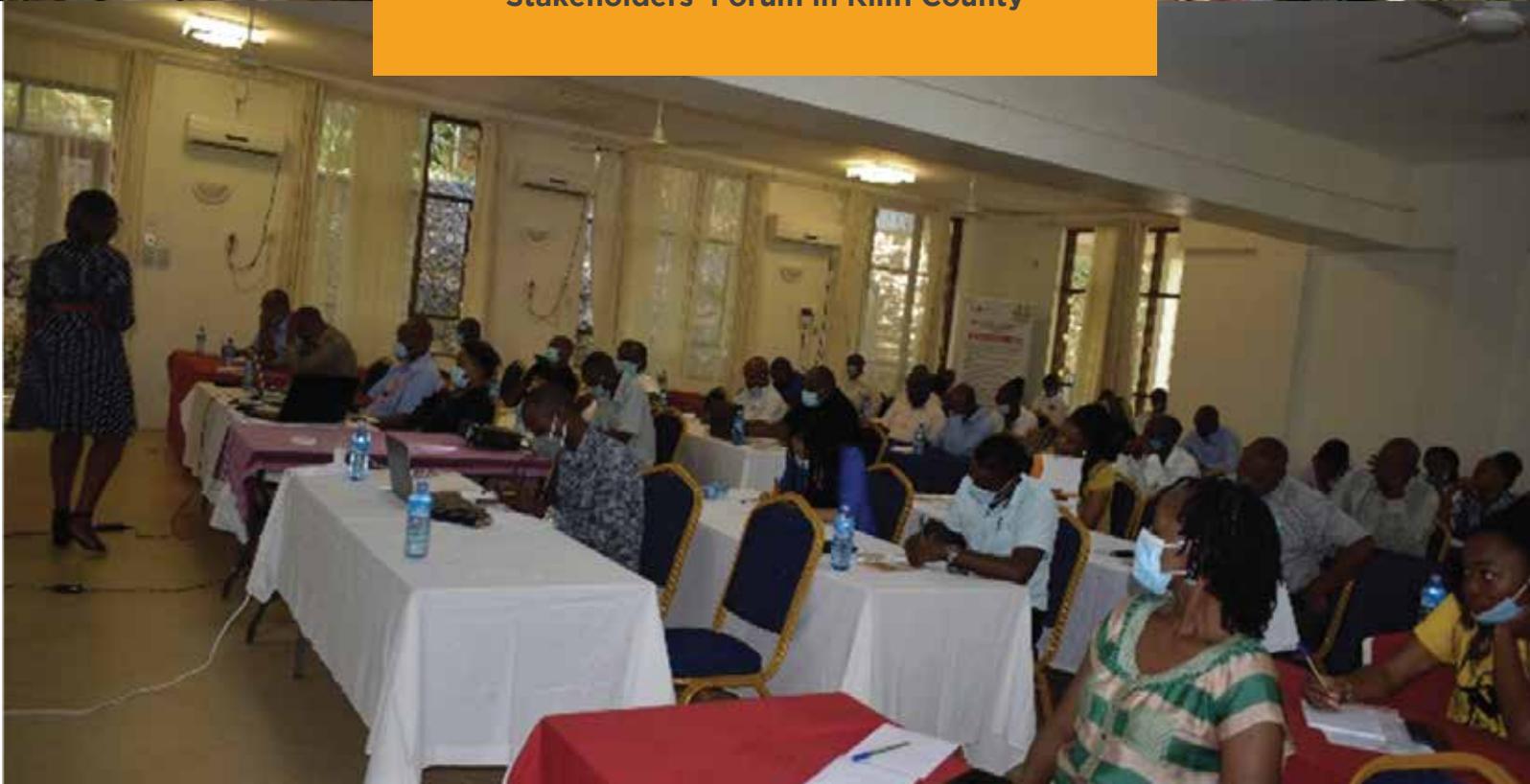
During the project, the following stakeholder engagements have been successfully undertaken. These are:

**1 Stakeholders Seminar and Business Module Training held in Kilifi County attracted over 60 stakeholders, majority of whom were Roads Contractors in the Coast Region.**

**2 A stakeholders' forum in Nanyuki, Laikipia County was attended by KIHBT representatives**



Stakeholders' Forum in Kilifi County





## CO-OPERATION AGREEMENTS

KIHBT, through the EASTRIP project has initiated and formalized partnerships with key industry players and institutions through signing of Co-operation Agreements (CAs). The following are the institutions with which KIHBT has signed CAs:

1. The Meru National Polytechnic
2. County Government of Laikipia
3. Purecrete & KFMB
4. Dedan Kimathi University of Technology
5. County Government of Taita Taveta
6. North-Eastern National Polytechnic

# TRAINING OF TEACHERS

Among the project's key beneficiaries is faculty of the RFTI. The project aims to upgrade the teaching staff's academic, pedagogical and management skills. The project has facilitated the training of teachers in the following courses:

## i) E-LEARNING TRAINING:

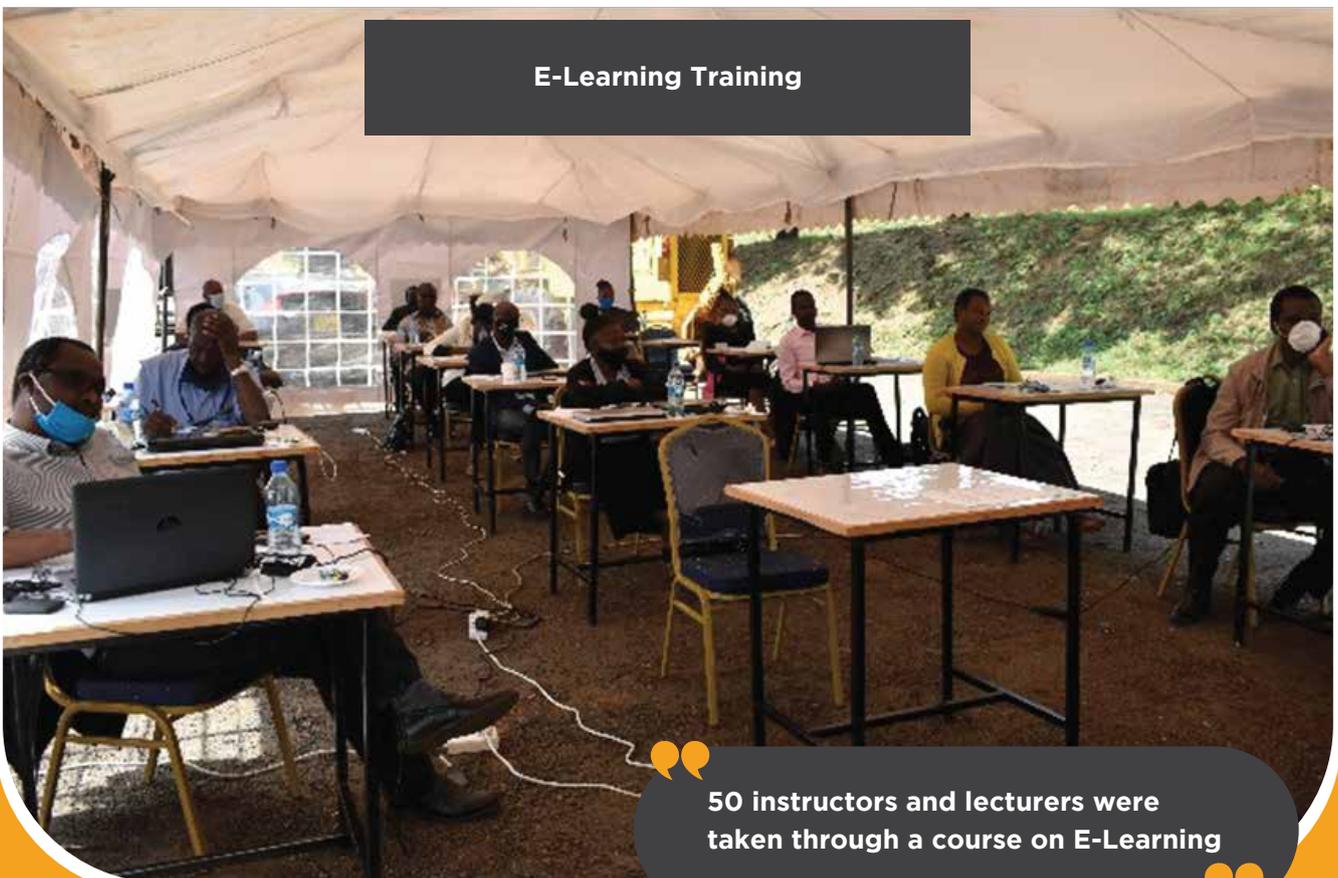
A course on E-learning was organized and undertaken internally. 50 instructors and lecturers were taken through the course.

It entailed introducing the teachers to a special authoring software that is supposed to enable them prepare content professionally and is easily adaptable to different learning management systems. The teachers were imparted knowledge that enabled them to:

- 1 Understand E-Learning and its implementation usages**
- 2. Learn innovative practices in the design & development of E-Learning**

**3. Develop effective and standard compliant E-Learning content**

**4. Apply theoretical principles for designing E-Learning courses**



E-Learning Training

50 instructors and lecturers were taken through a course on E-Learning

## ii) PEDAGOGICAL AND ANDRAGOGICAL TRAINING OF TEACHING STAFF

42 No. Teaching staff underwent a training on pedagogy and andragogy at the Dedan Kimathi University of Technology.



**Pedagogical and Andragogical Training at DeKUT**

## iii) RESEARCH SKILLS DEVELOPMENT COURSE

42No. Faculty members of KIHBT were taken through a course on research skills development. The Research Skills Development course was mounted for a period of two weeks with the aim of enhancing KIHBT faculty's competence in conducting research for informed decisions and advisory. The program also aimed at triggering institutionalization of the research function at KIHBT. The course was taken at the Kenya School of Government.

## iv) INDUSTRY SPECIFIC TRAINING

2No. staff undertook a technical trainer assessment at the Pan African Equipment Group. The trainer assessment is part of the Pan African Group training needs assessment which is designed to evaluate the competency of training personnel whilst also identifying any knowledge or skill deficiency.

The TNA is designed to evaluate the competency of training personnel whilst also identifying any knowledge or skill deficiency

# TRAINING OF MANAGERS

## PERFORMANCE MANAGEMENT SYSTEMS

The training was undertaken by 16 No. mid-level managers, who are also trainers at the institution. The major objectives of the training was to impart the managers with knowledge on:

1. *Helping their supervisees in identifying the knowledge and skills required for performing their jobs efficiently.*
2. *Boosting the performance of their supervisees by encouraging employee empowerment, motivation, and implementation of an effective reward mechanism*
3. *Promoting a two-way system of communication between the supervisors and the employees*
4. *Identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions*
5. *Creating a basis for several administrative decisions, strategic planning, succession planning, promotions, and performance-based payment.*



**KIHBT managers who attended the training on Performance Management Systems**

## USING BALANCED SCORECARD (BSC) AS A PERFORMANCE MANAGEMENT SYSTEM (PMS)

This is a governance and public sector management course which 4 No. senior managers from KIHBT undertook at the Eastern and Southern Africa Management Institute (ESAMI). The objectives of the training were to enable the participants:

1. *Translate the personal scorecard into a performance management system;*
2. *Compute the performance scores into final composite performance rating;*
3. *Link the final performance rating to the incentives that are agreed upon corporately;*
4. *Use performance data to improve organizational learning and continuous improvement initiatives.*

## HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

One of the senior managers at the institution undertook a training on Human Resource Management at the Eastern and Southern African Management Institute (ESAMI). The course focused on Human Resource Planning, Competency based Recruitment and Selection, Leadership and Succession Planning, Coaching and Mentoring and Competency based Training.

## TRAINING IN PUBLIC PROCUREMENT

Members of the KIHBT inspection and acceptance committee were trained by the Kenya Institute of Supplies Management. 20 No. members of staff were trained, in line with the training of managers' component on imparting of technical capacity for managers; and by extension their appointed representatives.

## TRAINING IN BASIC COUNSELLING SKILLS

Under EASTRIP funding, 22No. staff underwent training in basic counselling skills, with the aim of imparting in these staff with skills on withstanding internal and external pressure, addressing challenges at work and in their lives. It is envisioned that these staff members will spearhead matters counselling and psycho-social support within the institution.



**KIHBT Staff who undertook a training in basic counselling skills**

these staff members will spearhead matters counselling and psycho-social support within the institution.

## COURSE ON QUALITY CUSTOMER CARE/SATISFACTION IN COVID-19 ERA

The training was organized for KIHBT staff who interact with internal and external customers on a day-to-day basis. 31 No. staff members undertook the training.

## EFFECTIVE REPORT AND MINUTE WRITING COURSE

One of KIHBT's senior managers undertook a course on effective report and minute writing course at ESAMI. The course was aimed at improving the participant's skills in:

1. *Writing effective reports and minutes that are a true representation of deliberations of meetings;*
2. *Applying report writing skills to enhance relationships with other colleagues in the organization and the customers through effective communication;*
3. *Improving upon and sustaining a positive image of the organization.*

## LEADERSHIP AND POLICY IMPLEMENTATION COURSE

The EASTRIP Project Co-ordinator, who is also one of the institute's senior managers undertook a training in leadership and policy implementation at ESAMI. The aim of the course was to enable the participants:

1. *Understand the principles of effective leadership,*
2. *Identify the characteristics, traits and styles of an effective leader,*
3. *Appreciate the latest models of leadership,*
4. *Understand the phases of policy formulation and implementation process, and*
5. *Explain the various factors affecting effective implementation of policy.*

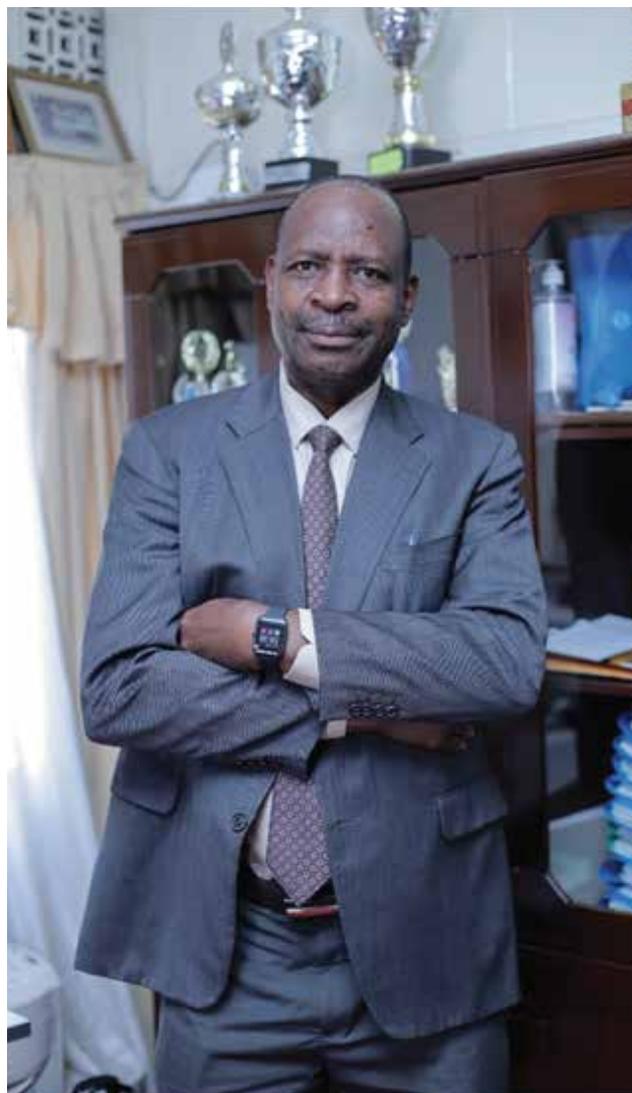


**Arch. Geoffrey Githiri, Deputy Director and EASTRIP Project Co-ordinator, KIHBT**

## TRANSFORMATIVE LEADERSHIP FOR IMPLEMENTING PUBLIC SECTOR REFORMS IN AFRICA

The Institution's Director undertook a course in 'Transformative Leadership for Implementing Public Sector Reforms in Africa', at ESAMI, which is a governance and public sector management course aimed at equipping participants with skills and knowledge in:

1. *Identifying leadership challenges in the African public service;*
2. *Applying principles and practices of collaborative leadership vs transformative leadership in implementing public service reforms and national vision for results;*
3. *Cultivating leadership at all levels in order to manage programmes and achieve higher level results;*
4. *Explaining death of reverence and how to manage and lead knowledge workers.*
5. *Implementing e-government and i-government (integrated government) for eradicating corruption;*
6. *Applying leadership role in nurturing and promoting innovation in public service management.*



**Eng. Maurice S. Nabende, Director KIHBT**

**Cultivating leadership at all levels in order to manage programmes and achieve higher level results;**

# TRAINING OF PROJECT IMPLEMENTATION UNIT (PIU)

Members of the project implementation unit undertook courses intended to equip them with skills and knowledge to better perform their respective duties. These are:

1. *Director - Transformative Leadership for Implementing Public Sector Reforms in Africa*
2. *Project Co-ordinator - Leadership and Policy Implementation*
3. *Deputy Project Co-ordinator - Project Risk Management Course*
4. *Monitoring and Evaluation officer - Monitoring and Evaluation of Projects*
5. *Safeguards and Gender Officer - Management of Environmental and Social Safeguards in Projects*
6. *Industry Liaison Officer - Advanced Public Relations and Stakeholder Management*
7. *Project Accountant - Managerial Finance*



Members of the EASTRIP PIU undertaking a group training

Moreover, the PIU undertook a group training on Effective Communication Management, Minute and Report Writing Course

## CURRICULUM DEVELOPMENT

One of the project's development objectives is improving the quality and relevance of TVET programs. This is to be achieved partly by involving the industry in curriculum development. KIHBT therefore identified its key industry stakeholders and has been involving them in the development of new market relevant, competency-based (CBET) training programs.

Since the project commenced, KIHBT has developed four programs in collaboration with the industry. These are:

1. *Certificate in Construction Site Safety (2 years)*
2. *Certificate in Drainage Construction (2 years)*

3. *Certificate in Construction Plant Mechanics (2 years)*

4. *Certificate in Contract Management and Administration (3 weeks)*





**Curriculum Development workshop in session**

## OTHER ROADS COURSES

1. *Higher Diploma & Diploma in Highways Engineering*
2. *Diploma in Land Surveying*
3. *Labour - based R2000 Contractors course*
4. *R2000 Contractors and site supervisors' course*
5. *R2000 performance based routine maintenance course*
6. *Certificate in Construction Plant Mechanics*

## CURRICULUM REVIEW

In addition to curriculum development, KIHBT engaged its industry stakeholders in the review of its courses. This is to align them to evolving industry requirements and hence increased absorption of its graduates.

The recently CBET reviewed courses are:

1. *Certificate in Road Construction (2 years and leads credit transfer to Diploma in Highways Engineering)*
2. *Performance Based Road Maintenance Course (PBC) for Contractors, Road Authorities, County Governments (3 weeks)*
3. *Low Volume Sealed Roads Technology Course (3 weeks)*
4. *Cobblestone Technology Course (3 weeks)*
5. *Plant Operator Course (3 weeks)*
6. *Basic Driver Training Course (3 weeks)*



**Practical Training Activities**

# ENVIRONMENT AND SOCIAL SAFEGUARDS

During the project preparation, the World Bank in collaboration with IUCEA/RFU prepared Kenya's Environment and Social Management Framework (ESMF). The ESMF is a guiding document that is to be used by the respective RFTIs in Kenya in identifying their adverse E&S risks and implementing appropriate mitigation measures.

It is envisioned that KIHBT as an institution shall adapt international best practices on greening TVET, as provided for in the 'UNESCO-UNEVOC Greening TVET' initiative.

Where Environmental and social sustainability is concerned, the EASTRIP project team at KIHBT has achieved the following:

1. *Development of an Environmental and Social safeguards guidelines document.*

2. *Initiated a formal partnership with the County Government of Kajiado. The deliberations towards signing a CA with the County are ongoing. This would be especially important as a pre-cursor for increased community engagement.*

3. *Counselling officers/focal points are in the process of being set up in all the campuses*

4. *Preparation of an affirmative action policy is ongoing*

5. *E&S in the EASTRIP infrastructure projects:*

**a. Document detailing E&S expectation and proposed interventions was submitted to the projects' design team for consideration and adoption**

**b. Preparation of projects reports to NEMA ongoing**



KIHBT Gender Committee Induction training and workshop

# GENDER

The following milestones have been achieved where gender issues within the project are concerned:

1. *The draft gender policy is at an advanced stage of development*
2. *Successful establishment of an institutional gender committee*
3. *Induction of the gender committee undertaken*
4. *Development of a dynamic gender action plan*
5. *Implementation of the gender action plan proposed activities is currently ongoing*
6. *The gender committee has undertaken a gender issues survey among students in all KIHBT campuses. The survey report is at an advanced stage of preparation*

## Training Infrastructure and Facilities

For the RFTI to effectively achieve and sustain the PDOs on Improving quality and increasing access, it requires improved training infrastructure and facilities. To this end, KIHBT had in its project strategic investment plan proposed to construct a modern faculty block and library, in addition to improving hostels and related accommodation facilities.

The design of the two buildings is well underway with the documentation complete which includes Architectural and Structural designs, as well as the bills of quantities. The procurement of the contractor will commence once the next disbursement has been received.



**Proposed KIHBT RFTI Library Block**

Some renovation works have also been completed which includes conversion of an existing shed into classrooms and creation of washrooms. This will address the demand for training spaces in the immediate as new training programs are developed.



**Renovated Classrooms and Washroom Block**

# ACQUISITION OF NEW TRAINING EQUIPMENT

There was also a need to invest in modern plant and equipment and the institute, through the EASTRIP project has procured the following machinery and project vehicles which are already in use:

1. Motor Grader
2. Wheel Loader
3. Simulator
4. Dump Truck
5. Project Vehicles – utility Passenger Vehicle
6. Project Vehicles – Isuzu Double Cab Pick-up



Acquired Plant and Vehicles



# COUNTY OUTREACH STRATEGY

In the spirit of devolution and in keeping with the PDO on increasing access to KIHBT's TVET programs, the institution has formalized partnerships with Laikipia County and Taita Taveta County, with plans to establish training bases within these two counties. In addition, KIHBT is at an advanced stage of formalizing partnerships with other counties.



Operationalization of Laikipia Training base



Signing of Cooperation Agreement with the County Government of TaitaTaveta

# OUTREACH TO NON-PROJECT TVET INSTITUTION

Where mentoring is concerned, KIHBT recently signed a Co-operation Agreement with the North-Eastern National Polytechnic in Garissa, which is a non-project TVET Institute. The areas of collaboration are, and not limited to, in fields of: Education, Teaching, Research and Innovation.



Tour and CA signing at North Eastern National Polytechnic, Garissa

# REGIONAL AND INTERNATIONAL OUTREACH

One of the project development objectives is regional integration. KIHBT is currently crafting a regional outreach strategy, which on full implementation will see the institution:

1. *Initiate and increase enrolment of regional students,*
2. *Have trainers undertake staff exchange in other countries within the region*
3. *Have KIHBT students undertake student exchange programs in other countries within the EA region and Sub-Saharan Africa*
4. *Undertake benchmarking exercises for the institute's trainers and managers*
5. *Facilitate trainers to be trained abroad.*
6. *Initiate and sustain partnerships with similar institutions for joint research, curriculum review & development.*



Courtesy Call and Tour of Ethiopian Technical University



KIHBT Representatives met with those of Addis Ababa Institute of Technology to initiate talks on collaboration.



# THE PROPOSED KIHBT RFTI LIBRARY BLOCK



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