STRATEGIC PLANS
(2019 -2024)
The Federation of African Engineering Organizations / Fédération des Organisations d’Ingénierie en Afrique
Suite 205, NEC Building, National Engineering Centre,
off National Mosque - Labour House Road,
Central Business District, Abuja, Nigeria.

STRATEGIC PLANS
(2019 -2024)

“In the inaugural 2019-2024 five year strategy, FAEO prioritises our women engineers and our young and future leaders to work with the rest of the diverse engineering society for sustainable development to achieve the Africa we want by 2063.”

- FAEO President.
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List of FAEO 2020 Executive Board Members

Eng. Martin Manuhwa  
*(Zimbabwe)*  
President

Ing. (Mrs.) Carlien Bou-Chedid  
*(Ghana)*  
President – Elect

Eng. Julius Riungu  
*(Kenya)*  
Immediate Past President

Engr. Adeolu Odusote  
*(Nigeria)*  
Treasurer

Engr. Ovens F. Ehimatie  
*(Nigeria)*  
Executive Director
Executive Council
FAEO Standing Technical Committees (STCs) & Working Group

ENG. YASHIN BRIJMOHAN
Chair Engineering Education (South Africa)

ENG. DR. BEN RAFEMOYO
Acting Chair, Capacity Building Committee (Zimbabwe)

ENG. YETUNDE HOLLOWAY
Chair of the Standing Technical Committee in Women in Engineering (Nigeria)

ENG. MICHAEL KAMAU
Chair, Young Engineers (Kenya)

ENG. PAPIAS KAZAWADI
Chair, Anti-Corruption (Rwanda)

DR. MARTIN VAN VEELEN
Chair, Infrastructure Working Group (South Africa)
FAEO 5 year plan- engineering for sustainable development to achieve the africa we want

Board Committee

ENGR. MUSTAFA B. SHEHU
Chair, Awards
(Nigeria)

ENGR. ADEOLU ODUSOTE
Chair, Finance
(Nigeria)

ENG NATHANIEL MATALANGA
Chair, Nominations
(Kenya)

ING. (MRS) CARLIEN BOU-CHEDID
Chair, Strategic Planning
(Ghana)

ENG PAPIAS KAZAWADI
Chair, Governance & Ethics
(Rwanda)

ING LESLIE ALEX AYEH
Chair, Fund Raising & Resource Mobilization
(Ghana)

ENGR. DR. OKOPI ALEX MOMOH
Chair, Publications & Editorial Committee
(Nigeria)

ENGR. BABAGANA MOHAMMED
Chair, STC and Working Groups Support & Review Group
(Nigeria)

ENG. CYRIL GAMEDE
Chair, Memberships
(South Africa)
FAEO Representatives to WFEO

MUSTAFA B. SHEHU
Executive Vice President
(Nigeria)

MARTIN MANUHWHA
Chair, Engineering Capacity Building Committee
(Zimbabwe)

CARLIEN BOU-CHEDID
FAEO International Member Representative
(Ghana)

PAPIAS KAZAWADI
Chair, Anti-Corruption Committee
(Rwanda)

NATHANIEL MATALANGA
National Member
(Kenya)

YETUNDE HOLLOWAY
Chair, Women in Engineering Committee
(Nigeria)

DR. MARTIN VAN VEELEN
Chair, of Working Group on Global Infrastructure Report
(South African)
On behalf of our Executive Board and Council, staff and all our stakeholders, it is my singular honour to present the inaugural FAEO Strategic Plan, which is a culmination of hard work by the executive team, our secretariat, our strategy facilitators Yashin Brijmohan and REDR UK Consultants. The role played by FAEO stakeholders such as our Governments, regional and national members, World Federation of Engineering Organisations (WFEO), the African Union (AU), UNESCO, the Royal Academy of Engineering and others that have not been mentioned by name will forever be recognised and cherished.

This proposed Strategic Plan is the result of wider consultations of our stakeholders. Engineering a better Africa requires a new paradigm that focuses on building capacity, inspiring the youth and girl child to join the profession through diversity and inclusion as well as rallying stakeholders to create strategies to achieve sustainable development goals. For our young and future leaders, we envisage a strategic thrust of engineering excellence, education, employability, entrepreneurship and engagement (6Es) that will tap into the young population Africa has. We will work on these solution pathways with our partners to achieve our noble objectives.

FAEO through its Agreement with the Africa Union (AU) Commission Department of Human Resources, Science and Technology envisions the implementation of Engineering Solutions in the AU Science, Technology & Innovation Strategy for Africa (STISA2024) to create the AFRICA that we want. FAEO 2019-2024 Strategic Plan intends to develop engineering capacity for a sustainable Africa through partnerships with educators, government, industry and professional engineering institutions. This plan is a strategic initiative to address the gap in engineering capacity and the quality of engineering professionals. Engineering Capacity Building is the greatest enabler to the achievement of the UN Sustainable Development Goals (SDGs). The Strategic Plan recognises that engineering is essential for achieving all the SDGs. FAEO will lead and coordinate the Plan with its partners and stakeholders.

FAEO’s understanding of the impact of capacity building and development is that the outcomes of the programmes will empower its national members to strengthen their economies, governments, institutions and individuals through education, training, mentoring, orientation and the mobilization of resources for sustainable development. It aims at developing secure, stable, appropriate, affordable and sustainable structures, systems and organizations, with a particular emphasis on improving the quality of life.

It is my sincere hope that this strategy is implemented to the granular details and that FAEO outcomes are achieved. If we are to create the Africa we want and the impact, we deserve we must always realise that words are in vain unless followed by concrete action.

Martin Manuhwa,
A Strategic Development plan essentially provides the road map and clearly defines activity components needed for effective management and administration of organizations to achieve their set goals and objectives. The FAEO Strategic Plan (2019-2024) is our kick off guide of the journey to the Africa We Want. The 5 year rolling plan provides details of what we all need to do together to sustainably develop Africa through engineering, technology and innovation and create visibility for FAEO on the African continent and on the international engineering alliance platform. For FAEO to achieve its strategic objectives, this Strategic Plan must not simply be a symbolic presentation but be actionable all through. This requires drive by the Secretariat which we will do and full commitment to implementation by all National Members and other critical stakeholders. The plan has to be given life by our commitment to action.

The role and the strategic position of FAEO in the development affairs of Africa cannot be underestimated. As long as engineering, science and technology remain the major enabler of industrialization, economic development and social harmony, FAEO and our Professional Engineering Institutions will remain relevant for the African continent and the individual countries respectively.

I passionately urge every member of FAEO to be fully committed to the implementation of the Strategic Plan (2019-2024). We can make FAEO fulfill the dreams of the leading African visionary leader, Late Dr. Alex Mommoh by using engineering, science and technology to

“accumulate machinery and establish steel works, iron foundries and factories, .... feed the undernourished, and rid our people of parasites and disease....to make even the Sahara bloom into a vast field with verdant vegetation for agriculture and industrial development”

(Nkrumah, 1963).

Our common commitment to the Strategic Plan should be heightened by our desire to change the world view on Africa as a continent ravaged by disease, hunger, corruption and extreme poverty.

Dr. Alex Mommoh
FAEO Acting Executive Director

Dr. Kwame Nkrumah by using engineering, science and technology to
At the General Assembly of 8th May 2012 in Nairobi, Kenya, it was unanimously accepted by the then Federation of African Engineers (FAOE) and the AEF to establish a central united home for African Engineering Organisations in solidarity under the name Federation of African Engineering Organisations (FAEO).

The FAEO constitution was unanimously accepted and adopted. The FAEO Constitution recognises five regional groups to work under FAEO representing Africa at WFEO, The African Union (AU) and any other International Organisations. The five regional groups are:

- Central African Federation of Engineering Organisations (CAFEO);
- Eastern African Federation of Engineering Organisations (EAFEO);
- North African Federation of Engineering Organisations (NAFEO);
- Southern African Federation of Engineering Organisations (SAFEO) – This involves only changing the name from AEF to FAEO, aligning to the FAEO Constitution and making minor adjustments to the protocol, secretariat and operations of the former AEF; and.
- West African Federation of Engineering Organisations (WAFEO).
The African continent is endowed with a variety of minerals and natural resources which remain largely underdeveloped, underutilized and untapped due to various negative influences that include:

- Lack of access to clean and safe water;
- Poor sanitation;
- Lack of access to safe affordable, reliable and clean energy;
- Poverty and diseases;
- Lack adequate housing;
- Historical and current local political and social instability;

"We shall accumulate machinery and establish steel works, iron foundries and factories; we shall link the various states of our Continent with communications; we shall astound the world with our hydroelectric power; we shall drain marshes and swamps, clear infested areas, feed the undernourished, and rid our people of parasites and disease.

It is within the possibility of science and technology “ENGINEERING” to make even the Sahara bloom into a vast field with verdant vegetation for agricultural and industrial developments."

President Kwame Nkrumah, first speech at the foundation summit of the Organization of African Unity, Addis Ababa, 24 May 1963
- Environmental challenges, caused through both natural and human interventions;
- lack of local skills and technological expertise;
- Lack digital connection and communication

These are problems that can be addressed through engineering and other solutions. The FAEO strategic model of engineering excellence, education, employability, entrepreneurship and engagement (6Es) will go a long way to achieve the Africa we want. Globalization issues that often marginalize African countries due to economic policies driven by the more developed countries of the world and consequential exploitation of resources and raw materials. African Countries need to play a leading role in directing international funding agencies and structures, and need to ensure the principles of affordability, sustainability, appropriate technology, transfer of skills and local capacity into account.

4.2 The Background

The philosophy of an African Renaissance and the subsequent NEPAD initiative is aimed at developing the African human and natural resources for the benefit of all in Africa and to enable Africa to compete in the global markets according to current best practice principles, including codes of good conduct and environmental awareness and responsibility.

The demands of the philosophy of sustainable development can only be met if the principles of sustainable engineering are adhered to. This concept prescribes striving for appropriate, affordable and sustainable engineering services and infrastructure within the local environment. This concept in turn necessitates the development and maintenance of indigenous scientific and technological skills and expertise supported and facilitated by the key stakeholders including government, private enterprise, academic and professional structures.

Since engineering knows no human-made or geographical boundaries, Africa and its people have to share many issues and challenges of common interest. In the global economy of the 21st Century, engineering professionals play a key role in the overall economic development activities of countries and regions but only when the role of the engineering professional is well understood and utilized. This holds true for both developed as well as developing countries.

In the developed world the challenges are mostly to maintain the ageing engineering infrastructure. However, in much of the developing world the available pool of engineering skills is typically below critical mass and economic development and even important basic human needs that rely on engineering, such as potable water supply and sanitation issues, lack technical expertise to address these issues.
On the other hand, indigenous science, engineering and technological capacity is needed to ensure that international aid funds are appropriate, and utilized effectively and efficiently, through initial project implementation and long-term operation and maintenance to ensure the transfer of skills and the development of capacity to operate, maintain the entities that were created and even implement future projects. A sufficient pool of engineering professional can therefore enable a developing country to address the UN’s Sustainable Development Goals effectively, including poverty reduction, safe drinkable water, sanitation and so forth.

In order to create or develop and maintain a sustainable engineering related work force in all countries, education and training as well as informed decision makers in Governments at all levels and in the private sector, there is a substantial need to mobilise expertise to ensure that this goal is achieved. FAEO is dedicating its efforts to assisting countries to engage at all the various levels of capacity building to effectively create sustainability and for developing countries to have an equitable place in the global marketplace, by means of suitable and appropriate.
The FAEO Strategic Pillars are shown on the diagram below. FAEO aims to be the voice of engineering in Africa, by being the premier engineering body that offers sustainable development for Africa’s renaissance.

**Vision:**
To be the leading engineering professional body offering sustainable development solutions for the benefit of humankind in Africa and beyond.

**Mission**
- To serve humanity through the use of best practiced and innovative technologies.
- To represent the engineering profession in Africa and internationally.
- Promote the value of engineering in society as the unified voice;
- To Contribute resources and expertise in partnership with key.
- Ensure an appropriate level of efficient human resource capacity.

**Motto**
Achieving the AU Agenda 2063 through Engineering Excellence for Sustainable Development to Achieve the Africa we Want.

**Value System**
- Ethics and professional conduct;
- Wealth creation;
- Sustainable engineering as a prerequisite for development;
- Quality of life; and
- Holistic education and training for capacity building.

**Strategic Thrusts**
- Professional Thrust
- Public Thrust
- Socio Economic Thrust
- Organisational Thrust
**Vision**
Our Vision is:
To be the leading engineering professional body offering sustainable development solutions for the benefit of humanity in Africa and beyond.

**Motto**
Our Motto is:
Achieving the AU Agenda 2063 through Engineering Excellence for Sustainable Development to Achieve the Africa we Want.

**Mission**
Our mission is:
- To serve humanity through the use of and innovative technologies.
- To represent the engineering profession in Africa and internationally.
- Promote the value of engineering in society as the unified voice of the profession in FAEO;
- To contribute resources and synergise expertise in partnership with key stakeholders to accomplish the transfer and assimilation of the value of the best practice principles of sustainable development.
- Ensure an appropriate level of efficient human resource capacity in the built environment professions but in particular engineering, to enable Africa to ultimately achieve sustainable development for all its people.

**Value Systems for FAEO**
FAEO is premised on a value system that is accepted and acknowledged by its members, these include:
- Ethics, transparency and professional conduct;
- Sustainable development principles for engineering solutions;
- Respect, Diversity and Inclusivity; and
- Holistic education and training for capacity building.

**FAEO Strategic THRUSTS**
The FAEO strategic thrusts are premised on the following:
- Professional Thrust.
- Public Thrust.
- Socio Economic Thrust.
- Organisational Thrust.
6.0 Mandate of FAEO

The FAEO shall support and represent the African engineering profession locally and worldwide by:

- Encouraging and supporting FAEO theme leaders to organize international webinars, workshops and seminars related to their work within the strategic plan.

- Developing and promoting Engineering and Capacity Building policies, strategies and practices for sustainable development.

- Drafting practice guidelines, standards and policies related to Engineering.

- Participating as the FAEO representative at all national and international fora including the UN System, AU and WFEO.

- Implementing our governance policies and rules of procedure.

- Adherence to our Constitution and Resolutions of the Board, Executive Council and General Assembly.
7.0 The FAEO Eight Pillars for Action, the 8i’s

The FAEO vision 2063 and its 2019-24 strategic plan are inspired by the pillars of the 8i’s below.

1. Inspire and Encourage young people and women – To consider engineering as a career of choice.

2. Innovate Graduate Outcomes - Agree with educators, government, industry and review them regularly to catch up with shifting trends (especially I.R. 4.0 and intercultural competences).

3. Infuse Global standards and trends to create the Africa we want - for engineering education and practice via a relevant continuous professional development.
   
   • Establish an African platform for engineering standards which are aligned to the International Engineering Alliance (IEA) – Education and professional development, under auspices of Professional Engineering Institutions, FAEO, WFEO, AU and UNESCO.

   • Create Partnerships and stakeholder engagements – with international standard setting organisations for a consistent international framework for co—operation.

   • Support – development of national engineering education systems to comply with agreed standards.

4. Instil a Capacity Building mindset – for accreditation of engineering education and accreditation bodies and professional engineering institutions (PEIs).

5. Initiate and develop professional development pathways and harmonised CPD recognition frameworks – so graduates meet employer needs.

6. internationalise and nationalise registration of engineering professionals – for recognition of qualifications and experienced of practising engineers.

7. Interact with international development agencies as well as liaison with national governments and PEIs – to establish consistent regulation policies for engineering practitioners throughout Africa.

8. Insist on periodic progress reporting, continuous reviews and quality assurance systems - to WFEO, IEA, AU, UNESCO and other international organisations.
8.0 FAEO Strategic Focus on the SDGs

As indicated from the UN Secretary General’s quote below, Engineering plays the best enabling role to achieve the SDGs.

As a result, FAEO will focus on key SDGs through its STCs and other MoUs and international co-operation to achieve its objectives.
9.0 Strategic Activities and Tangible Outcomes

9.1 Strategic Activities

The strategic activities are to develop and promulgate appropriate Engineering and Capacity Building practices in African countries in engineering and related industries and engaging with the appropriate United Nations agencies, international non-government organizations and national members of FAEO to provide strategies for the going concern, service delivery and leadership in engineering.

9.2 The FAEO STRATEGIC OBJECTIVES

The Objective of the Federation shall be to develop, in the spirit of African unity, direct relationship between its several member organizations on a basis of mutual understanding, so that their activities may be fostered and directed to the greater public good and, in particular:

• To establish appropriate standards of engineering education.
• To support the advancement of knowledge in critical areas required for development.
• To build engineering resource capacity in every country.
• To promote the development of standards of professional engineering practice appropriate for the continent and share knowledge on best practice.
• To promote the adoption of appropriate regulatory framework in each country to ensure that only qualified practitioners operate.
• To promote the adoption of high standards of ethical behaviour.
• To promote the advancement of engineering science and practice and their applications for the benefit of mankind.
• To advance the common aims and objectives of its member organizations.
• To support the work of each member organization in its own territory.
• To provide a focal point for the expression of the professional engineering opinion of its member organizations.
• To collaborate with other national and international organizations, as it may think fit, to support and supplement their work.

Through these Strategic Objectives the FAEO aims to:

• Be recognized as the respected and reliable source of advice and guidance on engineering capacity building
• Be at the forefront of international engineering and capacity building efforts
• Improve the visibility/presence, and stature of FAEO, and attain support of National and International engineering Organization
• Continuously improve the work and quality of the FAEO outputs and outcomes.

9.3 Tangible OUTCOMES

The Strategic Plan is organized into themes, using the mission and objectives of the FAEO as the context for the work. The following are the themes for 2019-2024.

The following are the themes for 2019-2024 which will produce tangible outcomes.

1. Implementing the FAEO Vision 2063 to create Partnerships, Co-operations, Global Alliances and Networking to achieve the Sustainable Development Goals (SDGs) to achieve the Africa we want.
2. Engineering and Capacity Building in African Countries.
4. Engineering and Capacity Building Projects and co-operative initiatives.
5. Engineering and Capacity Building Publications (webinars, newsletters, magazines).

Alliances and partnership are crucial in addressing the Sustainable Development Goals (SDGs). The FAEO has placed this issue on top of its priorities. There are a large number of initiatives initiated by international organisations to address engineering capacity building in Africa. This issue is on the agenda of every stakeholder such as Governments, business associations, funders and donors, international organisations, etc. For this reason, the FAEO has sought, from the early beginning, to learn about ongoing initiatives in order to identify partners and join forces with them.

9.4 Key Performance Indicators of Regional Leadership

The key FAEO performance indicators are as follows:

• FAEO’s view is sought out by governments and international agencies.
• FAEO has identified key international issues to which the engineering profession can contribute e.g. water supply and quality, security of infrastructure against major climate events.
• FAEO’s committees will have developed high quality public policy statements, in their areas of expertise, which will assist governments and international agencies.
• FAEO office bearers’ throughout the world actively promulgate the public policy statements.
• FAEO members actively promote WFEO policy statements to their own governments.
• FAEO members promote membership benefits to other national engineering organizations to reach a membership of over 38 by the year 2021, 50 by year 2025 and all
African members by year 2030.
- FAEO maintains an interactive web system to enable policy statements to be formulated and promulgated quickly.
- FAEO cooperates with like-minded bodies.
- FAEO coordinates the worldwide improvement of the ethical behaviour, image and recognition of engineers.
- FAEO committees will support the engineering profession in leading the alleviation of poverty and promoting sustainability throughout the world.

9.5 Operating Principles

The FAEO STCs shall engage in a facilitating role among its members and the FAEO community. Where necessary, this role may include leadership and coordination among members and other committees of the FAEO.

The FAEO will conduct its business in a transparent, inclusive and consultative manner among its members as well as the other committees and structures within the WFEO by:

- Working with local organizers to organize projects and advance progress on the themes
- Inspiring and empowering our theme leaders and project participants, treating each other fairly and respectfully and fostering teamwork and collaboration
- Encouraging collaboration among committee members as well as other standing committees of the FAEO and WFEO as appropriate
- Focusing on concrete and measurable deliverables/outcomes and tracking progress
- Communicating in an open, forthright and timely manner
- Reporting to, and liaising with, the WFEO Executive Board and Council on matters affecting Africa.

The FAEO 2019-2024 Strategic Plan focuses on themes to improve the utilization of limited financial and volunteer resources and enable more progress.
The Strategic goals have been developed based on our vision, mission, values and long-term objectives. The strategic goals provide the basis for the development of our business, operational and implementation plans. The strategic goals are as follows:

1. Facilitate engineering practice across national borders through promoting bilateral and multinational agreements.
2. Develop a sufficient competent base of relevant engineering workforce through quality education, capacity and capability development initiatives especially engineering education and accreditation of programmes to internationally acceptable standards and levels.
3. Promote ethical leadership, professional conduct, diversity and inclusivity.
4. Develop a Special Purpose Vehicle and internal FAEO Capacity to Implement special projects.
5. To become a self-sustaining, transformed and coherent organisation that is capable of delivering the impact desired by its stakeholders, members and society and keep its focus on capacity development in engineering for FAEO countries through Partnerships.
6. Proactively engage governments and key stakeholders in guiding public policy at national, regional and international level on matters related to engineering for sustainable development.
7. Facilitate the capacity building of PEI’s through expanding FAEO services and membership and support for FAEO programmes and activities (including PEI regulation).
8. To be recognized as the respected and reliable source of advice and guidance on issues that relate to engineering and technology (thought leadership).
### Goal 1 (Principle Objective)
Facilitate engineering practice across national borders through promoting bilateral and multinational agreements.

### Outcome (Specific Objective)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A minimum of 2 signed engineering mobility agreements by 2020</td>
<td>Bi-annual reports and inspection</td>
<td>Unwillingness of resources holders of FAEO to support project</td>
</tr>
<tr>
<td>A minimum of 5 commitment letter by national members.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licensing equivalency to professional qualifications that are recognizable globally from 2020</td>
<td>A minimum of 5 licenses by 2020</td>
<td>Lack of resources to fund project</td>
</tr>
</tbody>
</table>
### Outputs

<table>
<thead>
<tr>
<th>Draft FAEO Licensing Standard from December 2020</th>
<th>FAEO draft License produced</th>
<th>Report of Licenses acquired</th>
<th>Licenses will be credible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research outputs on issues faced by industry</td>
<td>At least 1 Published Research papers ready by 2020</td>
<td>Number of Published Research papers</td>
<td>Participants will be unwilling or unable to move</td>
</tr>
<tr>
<td>Mobility of African Graduates increases from December 2020</td>
<td>Graduates working in across at least 2 additional countries</td>
<td>Reports from PEIs on engineering graduate mobility</td>
<td></td>
</tr>
</tbody>
</table>

### Activities

<table>
<thead>
<tr>
<th>Set Standards</th>
<th>FAEO standards set by 2021</th>
<th>Registration of standards by national standards organizations</th>
<th>Standards are not accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Review existing standards from PEIs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Prepare draft FAEO Standard</td>
<td></td>
<td></td>
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<tr>
<td>- Workshop for validation</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Assess and accredit PEIs</td>
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</tbody>
</table>
## Goal 2 (Principle Objective)

Develop a sufficient competent base of relevant engineering workforce through quality education, capacity and capability development initiatives especially engineering education and accreditation of programmes to internationally acceptable standards and levels.

### Outcome (Specific Objective)

- **Indicators**: Conduct a survey of business opportunities by December 2029
<table>
<thead>
<tr>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities</td>
</tr>
<tr>
<td>• standards development</td>
</tr>
<tr>
<td>• Promote licensing equivalency to professional qualifications that are recognizable globally</td>
</tr>
<tr>
<td>• Help accreditation agencies to have engineering education accepted globally and facilitate</td>
</tr>
<tr>
<td>• Assist in developing continuing education courses for practicing engineers</td>
</tr>
<tr>
<td>• Assist in developing engineering education programs through member organizations</td>
</tr>
<tr>
<td>• Develop programs to promote leadership skills in younger engineers</td>
</tr>
</tbody>
</table>
Goal 4 (Principle Objective)
Promote ethical leadership, professional conduct, diversity and inclusivity.

Conduct a survey of business opportunities by December 2029

Outcome (Specific Objective)

Outputs

Activities
Goal 5 (Principle Objective)
To become a self-sustaining, transformed and coherent organisation that is capable of delivering the impact desired by its stakeholders, members and society and keep its focus on capacity development in engineering for FAEO countries through Partnerships.

<table>
<thead>
<tr>
<th>Outcome (Specific Objective)</th>
<th>FAEO annual turnover to have increased to USD1,000,000 by 2020</th>
<th>Annual Income analysis report</th>
<th>Lack of laudable projects/program to attract funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-sustainable FAEO</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Outputs
Develop a business plan based on sound business principles and create efficient management systems
### Activities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop program/project and seek donor sponsorship</td>
<td>Development of at least 2 fundable programmes by 2019</td>
<td>Projects/ programmes developed</td>
<td>Lack of developments of projects</td>
</tr>
<tr>
<td>Sign contract with the PEIs hosting African Engineering Week for receipt of 10% of the gross income effective September 2019 with the Zambia African Engineering Week 2019.</td>
<td>Contracts signed</td>
<td></td>
<td>Non signing of the contracts or MoUs</td>
</tr>
<tr>
<td>Organize trainings/seminars during national engineering week of PEIs where participant pay to attend effective December 2019 with NSE</td>
<td>Organization of 1 seminar or workshop by December 2019</td>
<td>Trainings/seminars organized as planned</td>
<td>Inability to organise the trainings/seminars as planned</td>
</tr>
<tr>
<td>Create additional classes of membership for the Federation through marketing activities from the secretariat to member countries and prospective joiners from June 2019</td>
<td>Modalities for the membership addition ready by December 2019</td>
<td>Additional membership created</td>
<td>Non-interest from the targeted members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of partners on signed agreements</td>
<td>FAEO unattractive to potential partners</td>
</tr>
</tbody>
</table>

### Outcome (Specific Objective)

<table>
<thead>
<tr>
<th>Outcome (Specific Objective)</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop partnerships</td>
<td>FAEO to have develop 6 partnerships by 2021 by ensuring minimum of 2 partnerships yearly effective November 2019</td>
<td></td>
<td>FAEO not seen to be transparent and trustworthy</td>
</tr>
<tr>
<td>Project Description/ Intervention Logic:</td>
<td>Indicators</td>
<td>Means of Verification</td>
<td>Assumptions (and/or Risks)</td>
</tr>
<tr>
<td>-----------------------------------------</td>
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</tr>
<tr>
<td><strong>Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To ensure FAEO has the skills and expertise needed to execute its mandate</td>
<td>FAEO to have executed minimum of 5 projects by December 2021</td>
<td>Number of projects completion reports</td>
<td>FAO without enough funds to recruit and train staff</td>
</tr>
<tr>
<td><strong>Outcome (Specific Objective)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active and visible FAEO, greater funding opportunities, Capacity building</td>
<td>Patronage to FAEO socials and website to have increased by a minimum 20% of the current patronage by December 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drafting and signing of MoUs and contracts at a minimum of 2 yearly from 2019</td>
<td>A minimum of 2 contracts/agreements signed by 2019 and forthwith</td>
<td>Number of MoUs/contracts signed</td>
<td>Unwillingness of the other party to sign agreements</td>
</tr>
<tr>
<td>Attendance of strategic conferences/workshops and events towards forging partnerships. Attending at least 3 yearly effective 2019</td>
<td></td>
<td>Conferences/workshops/events attended by FAEO</td>
<td>Unavailability of funds or pro-bono offers to attend these events</td>
</tr>
<tr>
<td>Leverage existing partnerships with AU, WFEO, etc to network and build more partnerships, 2 at a minimum from 2019</td>
<td></td>
<td>Referrals from existing partnership</td>
<td></td>
</tr>
</tbody>
</table>
Goal 6 (Principle Objective)
Proactively engage governments and key stakeholders in guiding public policy at national, regional and international level on matters related to engineering for sustainable development.

Outcome (Specific Objective)
FAEO to lead African engineering institutes on public policy by 2021

Development of public policy subscribed to by several PEIs effective 2021

Outputs
Consolidate the AU MoU effective 2019

Build Operational plans/strategies based on the AU MoU from 2019

Activities
Produce a concept document, a template
- Manual of how to set up and run a PEI
- Constitution template
- Etc.

Concept document produced by 2019

Adapt sustainable approaches to climate change and environment quality

Meeting in Abuja to consolidate this (1 week)

Failure to get the support of experts/consultants in developing the document
**Project Description/ Intervention Logic:**

Present document formally during Africa Engineering Week in Zambia and start to operationalize.

**Implementation of the AU MoU**
- Pilot of template with one of two nations (strengthening Niger, Cameroon and Gambia)
- Potential to include in phase 3 of RAEng project
- Monitoring and evaluation of pilot – coaching and mentoring

**Leverage on work with AU**
- Continual communication with representatives to get AU support going forwards

**Support efforts in achieving Sustainable Development Goals (SDGs) as identified by UN agencies**

**Concept document ready for presentation at the African Engineering Week September 2019- April 2020**

**Inclusion of this in phase 3 of RAEng projects from August 2019 -April 2020**

**Communication between the different stakeholders accordingly immediately**

**Assumptions (and/or Risks)**

Time factor in delivering on this

Possible change in project direction/interest

---

**Outputs**

Develop an appropriate policy statement by December 2019

Policy statement in place by December 2019
<table>
<thead>
<tr>
<th>Activity</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis of AU, SDGs and national government policies</td>
<td>Policy document prepared by December 2019</td>
<td>Timeline: August 2019</td>
<td></td>
</tr>
<tr>
<td>- Formalized into a policy document, outlining FAEO policy statement by 2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish communication method for engagement</td>
<td>Communication method of engagement established from December 2019</td>
<td>Timeline: Effective by August 2019 from the Secretariat</td>
<td></td>
</tr>
<tr>
<td>- How the policy statement will be communicated</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Outputs**

Partnerships

<table>
<thead>
<tr>
<th>Activity</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concept doc sub-committee meet with AU</td>
<td>Policy document ready for presentation to AU by December 2020</td>
<td>Timeline: October 2019</td>
<td>Inability to meet with AU as planned</td>
</tr>
<tr>
<td>- Present policy as developed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Request for next interactions; reaching out to other AU stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bring an AU representative to Africa Engineering Week (AEW)2019</td>
<td>Attendance of the AEW by the AU rep from December 2019</td>
<td>Zambia by September 2019</td>
<td></td>
</tr>
</tbody>
</table>
Goal 7 (Principle Objective)
Facilitate the capacity building of PEI's through expanding FAEO services and membership and support for FAEO programmes and activities (including PEI regulation).

Outcomes (Specific Objective)
Partnerships

Outputs
Needs assessment for PEIs by August 2019

Activities
Design questionnaires and assessment mechanisms to reach out to PEIs
- Use secondary and primary research sources and references to feed into this
- Communicate with key people to get feedback timely

Needs assessment questionnaires and mechanism in place by August 2019
Timeline: June 2019 by FAEO Secretariat (with RedR support)
### Project Description/ Intervention Logic:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training of FAEO staff</td>
<td>Report on feedback available by December 2019</td>
<td></td>
</tr>
</tbody>
</table>

**Gather feedback into a report**
- Key themes
- Way for FAEO to support going forwards – what support do PEIs need and what role can FAEO play in this

**Formulation of FAEO programme offering along lines of PEI needs**
- Training sessions, workshops
- Annual programme of events – including TDI components
- Develop capacity building programmes with national members

**Outputs**

- Training of FAEO staff

**Activities**

- Development of FAEO training capacity
  - Equip persons
  - Training of trainers

**Indicators**

- Staff trained as planned

**Timeline:**
- September – October 2019 with RedR support
- Inability to hold or attend trainings
### Project Description/ Intervention Logic:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Activity</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
</table>
| Delivery of FAEO programmes | Seminar at NSE  
  - Teaser  
  - To PEIs  
  - Theme to be outlined | Seminar organised for the conference effective December 2019 for the NSE conference at Kano | Effective by NSE Engineering conference Dec 2019 | Lack of funding to attend |
| Delivery of another programme before end of RAEng project  
  - To be defined after needs assessment and feedback from the NSE event and others | Unique Program developed and ready for execution by June 2019 | Effective December 2019 – February 2020 | Lack of funds |

### Outputs

Monitoring and Evaluation

### Activities

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
</table>
| Assessment of FAEO seminar at NSE conference  
  - What worked well, what the feedback was  
  - Lessons learnt  
  - Indicated next steps | Assessment/feedback report prepared by December 2019 | By December 2019 Secretariat |
<table>
<thead>
<tr>
<th>Project Description/ Intervention Logic:</th>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes to FAEO annual calendar based on findings from M&amp;E report – development of calendar beyond year.</td>
<td>Modified FAEO annual calendar of Events ready by July 2019</td>
<td>Effective July 2019</td>
<td></td>
</tr>
</tbody>
</table>

### Outputs

**Communication and visibility**

Meet with at least two identified strategic decision makers every three months.

### Activity

**Alongside above**

- Communication of key FAEO plans and development of training programmes

**Communication in place**

The itemized visibility plans implemented by August 2019

**Three capacity building initiatives within a financial year (Jan – Dec)**

- Produce flyer and announce seminar on NSE portal
  - Big marketing campaign: social media
  - Target attendees
  - Big opportunity to showcase what FAEO has been doing and will be doing moving forwards
Goal 8 (Principle Objective)
To be recognized as the respected and reliable source of advice and guidance on issues that relate to engineering and technology (thought leadership).

Outcomes (Specific Objective)
Partnerships

Outputs
Communication and visibility
- Several PEIs and other organizations in Africa and beyond recognizing and acknowledging FAEO as the lead engineering voice in Africa by 2020.
- Report on Africa Catalysts projects and activities

Activities
- Build-up FAEO credibility and image
  - Creation of FAEO brand
  - Continuously improve the work and the quality of Standing Technical Committees (STCs) outcomes
  (Key) marketing activities for FAEO identified.
- July – August 2019 (initial flyers)
- Ongoing until November 2019 (event)
**Project Description/ Intervention Logic:**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Means of Verification</th>
<th>Assumptions (and/or Risks)</th>
</tr>
</thead>
</table>

- Engage with decision-makers worldwide on policy related issues
- Include regional issues in STCs activities including non-member countries
- Become thought leader on matters of disruptive technologies
- Put together a comprehensive list of strategic decision makers within the AU area
- Secure appointments with identified decision makers to provide advice and guidance on issues relating to engineering and technology.

- Identify two or three key activities to market, and position FAEO on wider stage
  - Establish and communicate FAEO through this as a reliable source of advice/training etc.
  - Planning and output.
  - Providing ‘pull’ to PEIs.

- Engage with decision-makers within the AU region on policy related issues.

- Continuously improve the work and the Relationships with PEIs.

- Continuously improve the work and the quality of Standing Technical Committees.

- Facilitate the activities relating to the Africa we want.

Advice and guidance provided to strategic decision makers on Engineering and Technology.

Finalise the list of strategic decision makers by February 2020
### Project Description/ Intervention Logic:

<table>
<thead>
<tr>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
</tr>
<tr>
<td>Focus on PEIs that is not already in relationship with, or ones with weaker relationships</td>
</tr>
<tr>
<td>Mapping exercise of PEIs</td>
</tr>
<tr>
<td>- Capacity mapping of PEIs</td>
</tr>
<tr>
<td>Indicators</td>
</tr>
<tr>
<td>FAEO in talks with prospective PEIs and weaker ones for value addition by 2019</td>
</tr>
<tr>
<td>Means of Verification</td>
</tr>
<tr>
<td>Communication between prospective and FAEO ongoing</td>
</tr>
<tr>
<td>Assumptions (and/or Risks)</td>
</tr>
<tr>
<td>Communication gap between PEIs and FAEO</td>
</tr>
</tbody>
</table>
### IMPACT

*Improved standard of living and sustainable economic development of Sub-Saharan African (SSA) countries through the capacity building of FAEO.*

### Outcomes

(See Detailed outcomes tables 2 and 3)

<table>
<thead>
<tr>
<th>Results Hierarchy</th>
<th>Description</th>
<th>Indicators</th>
<th>Indicator Monitoring</th>
<th>Means of Verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
</table>
| IMPACT            | 1.1 Stakeholder engagements with governments on the importance of Engineering as a means to achieve the AFRICA WE WANT as depicted in the AU Agenda 2063 | · One Heads of Government Africa Engineering Summit.  
· One side event at the CHOGM in Rwanda | Baseline: No similar activity by 1 Nov 2019  
Targets: Yes by activity type | Number of initiatives launched and successfully run. | Stakeholders of FAEO will support the programme, |
|                   | 1.2 Create Engineering Innovations for sustainable development. These innovative activities should enable FAEO to develop and implement sustainable initiatives relevant to African communities. | | Baseline: No  
Targets: Yes (to be set as appropriate) | | There is a risk of limited availability of resources to fund deserving projects. (See full Risk matrix) |
“Create a self-assessment diagnostic toolkit to allow PEIs to determine their current state and what improvement actions are priorities”.

<table>
<thead>
<tr>
<th>Results Hierarchy</th>
<th>Description</th>
<th>Indicators</th>
<th>Indicator Monitoring</th>
<th>Means of Verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
</table>
| “Create a self-assessment diagnostic toolkit to allow PEIs to determine their current state and what improvement actions are priorities”. | 1.3 Engineering Innovations for sustainable urban development. | - Innovative Initiatives launched for sustainable rural development.  
- Engineering applications for agro-business: food security and clean water.  
- Case studies of good practices in rural innovation engineering applications.  
- Guidelines for engineering capacity building.  
- Adaptation to mitigate climate change.  
- Indicators of Innovative engineering applications related to efficient transport systems and methods of transportation analysis, modelling, and simulation. | | | |
<table>
<thead>
<tr>
<th>Results Hierarchy</th>
<th>Description</th>
<th>Indicators</th>
<th>Indicator Monitoring</th>
<th>Means of Verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>- Cross-Country experiences in efficient urban construction methods and materials and Building Codes and Technical Standards.</td>
<td>No</td>
<td>Yes (to be set as appropriate)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- To elaborate fact-based analysis of smart engineering innovations practices to tackle complex urban challenges. (Pollution –waste – noise, water delivery, and recycling facilities).</td>
<td>No</td>
<td>Yes (to be set as appropriate)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Assessments of the feasibility of adoption of “green” infrastructure, including renewable energy, grey water recycling systems, energy efficiency, and eco-friendly building design.</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results Hierarchy</td>
<td>Description</td>
<td>Indicators</td>
<td>Indicator Monitoring</td>
<td>Means of Verification</td>
<td>Assumptions and Risks</td>
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<tr>
<td></td>
<td></td>
<td>• Evaluations of the resilience of infrastructure to climate change and policy responses offered by coastal, urban, and construction engineering.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Harmonised Qualification Framework</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cross-Country Recognition of Professional Qualifications through FAEO Accreditation and Certification for an African Engineering Card.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• To create standards and technical infrastructure construction codes for common application in Africa.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results Hierarchy</td>
<td>Description</td>
<td>Indicators</td>
<td>Indicator Monitoring</td>
<td>Means of Verification</td>
<td>Assumptions and Risks</td>
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</tr>
<tr>
<td></td>
<td>1.4 Engineering Innovations for Harmonised Standards and Professional Qualification Recognition and Mobility of Engineers.</td>
<td>• Minimum of 8 projects in the FAEO regions established annually for three years.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• At least one conference in each of the FAEO regions once a year for 3 years.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.1</td>
<td>25 projects funded for a 3 year period.</td>
<td>• At least one Africa Engineering Week Programme in each country once a year for 3 years</td>
<td>8</td>
<td>25</td>
<td>No of projects registered with FAEO. Register of beneficiaries or logbook.</td>
</tr>
<tr>
<td>Activities 1.1.1</td>
<td>Advocacy and awareness building</td>
<td>We had 2 events in One conference in the each region per annum Africa Engineering Week Programme running in each country</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hard copy of report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results Hierarchy</td>
<td>Description</td>
<td>Indicators</td>
<td>Indicator Monitoring</td>
<td>Means of Verification</td>
<td>Assumptions and Risks</td>
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</tr>
<tr>
<td>Activities 1.1.2</td>
<td>Advertisements</td>
<td>• At least 10 Press and 10 electronic adverts placed on national radio stations and in provincial papers for 3 years.</td>
<td>One advert was placed in March 2019</td>
<td>Yes</td>
<td>Hard copy of advertisement</td>
</tr>
<tr>
<td>Activities 1.1.3</td>
<td>FAEO Magazine</td>
<td>• Program’s Magazine to be published once every year for three years.</td>
<td>0 by project start</td>
<td>3 (1 forum X 3 years)</td>
<td>Copies published</td>
</tr>
<tr>
<td>Activities 1.1.4</td>
<td>Flyers and Posters</td>
<td>Program’s specific flyers/ posters are available</td>
<td>One was developed in phase two in 2019</td>
<td>Yes</td>
<td>Copies produced</td>
</tr>
<tr>
<td>Activities 1.1.5</td>
<td>T-shirts and banners</td>
<td>• Program’s T-shirts and banners will be designed for a specific event.</td>
<td>No</td>
<td>Yes</td>
<td>No of the T-shirts and banners produced</td>
</tr>
<tr>
<td>Activities 1.1.6</td>
<td>Exhibitions</td>
<td>FAEO beneficiaries/ Taskforce to participate in major exhibitions throughout Africa</td>
<td>0</td>
<td>Exhibit in all major forums</td>
<td>Exhibitions participated, invitation letters.</td>
</tr>
<tr>
<td>Activities 1.1.7</td>
<td>Presentations</td>
<td>• Presentation of FAEO initiatives to different stakeholders within the Continent.</td>
<td>No</td>
<td>Yes</td>
<td>Location visit</td>
</tr>
<tr>
<td>Results Hierarchy</td>
<td>Description</td>
<td>Indicators</td>
<td>Indicator Monitoring</td>
<td>Means of Verification</td>
<td>Assumptions and Risks</td>
</tr>
<tr>
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<td>----------------------------------------------------------------------------</td>
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<td>---------------------------------------------------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Activities 1.1.8</td>
<td>Capacity Building</td>
<td>- Recruitment of FAEO Secretariat Staff</td>
<td>No</td>
<td>Contracts No. of courses run</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Experts and consultants are hired for training beneficiaries.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities 1.1.9</td>
<td>Institutional capacity building</td>
<td>- Institutional capacity building for FAEO administration</td>
<td>No</td>
<td>Capacity in the selected Institution to administer FAEO</td>
<td></td>
</tr>
<tr>
<td>Activities 1.1.10</td>
<td>Resource Mobilisation</td>
<td>FAEO Taskforce are creating linkages with international donor agencies i.e UN agencies and local private players</td>
<td>No</td>
<td>Well managed audited FAEO Reserve Fund established</td>
<td></td>
</tr>
<tr>
<td><strong>Ultimate Outcome</strong></td>
<td>Africa has a large number of engineers whose knowledge, skills and competencies meet recognised international standards and national needs.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>-----------------------</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intermediate outcome(s)</strong></td>
<td>Engineering universities in Africa are able to engage in accreditation processes both internally and externally so that engineers meet international standards. Engineering universities in Africa deliver graduates and knowledge outputs that are directly relevant to the national context.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Short term outcome(s)** | Accreditation to Education: Engineering education courses meet international standards.  
Accreditation to Engineering: Accreditation standards are enforced at universities and other learning providers.  
Industry to Education: Engineering students better prepared to start practice.  
Education to Industry: Engineering universities able to contribute to engineering policy and standards in industry. |
| **Outputs** | Accredited engineering university programmes and PEI professional development courses.  
More stable accreditation bodies in Africa.  
More African engineers covered by international engineer accords.  
Courses with up-to-date and contextually relevant material. Acceptance of international recognition of graduate qualifications.  
Knowledge transfer between academia and industry. Awareness that graduates are educated to international standards.  
Research outputs on issues faced by industry. Mobility of graduates to gain experience in other country offices. |
<table>
<thead>
<tr>
<th>Activities</th>
<th>Improvement in curricula, pedagogy and teaching through peer learning, sharing of course materials and knowledge resources, staff development etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide best practice exemplars.</td>
<td>Development of relationships with assurance bodies.</td>
</tr>
<tr>
<td>Assessment of status of existing national assurance processes.</td>
<td></td>
</tr>
<tr>
<td>External assessment of programme materials, teaching and examination processes carried out by trained academics.</td>
<td></td>
</tr>
<tr>
<td>Visits by carefully selected Country Managers and Experts to support implementation of changes to policies and systems of accreditation bodies in Africa.</td>
<td></td>
</tr>
<tr>
<td>Development of roadmap to meet current best practice. Curricula reviews to meet best practice, visiting lectureships, practicals, industrial placements for students, etc.</td>
<td></td>
</tr>
<tr>
<td>Industrial placements for academicians.</td>
<td></td>
</tr>
<tr>
<td>Meetings with industry to discuss changes.</td>
<td></td>
</tr>
<tr>
<td>Research projects and partnerships between industry and academia – both locally and globally. Support for recruitment of graduates.</td>
<td></td>
</tr>
</tbody>
</table>
### TABLE 3: Outcomes for Professional Engineering Institutions and Engineering Accreditation Bodies

<table>
<thead>
<tr>
<th>Ultimate Outcome</th>
<th>Intermediate outcome(s)</th>
<th>Short term outcome(s)</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering professional bodies in Africa are effective in working for the public good and ensuring the accountability of African engineers.</td>
<td>Engineering professional bodies in Africa are better able to regulate the practice of engineering in their countries for the public good.</td>
<td>National to international: International organisations involved in the regulation of engineering profession are able to engage with engineers in Africa.</td>
<td>Membership of international organisations from Africa is increased, with associated engagement in committees that serve as training fora.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>International to National: Perception and role of national organisations in Africa involved in regulation of engineering profession is improved.</td>
<td>Participation by African engineers at international events and training workshops is increased, with associated increase in voice of African engineers.</td>
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<td>More stable PEIs in Africa.</td>
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<td>Engineering professional bodies in Africa are better able to represent their members to government and to promote national priorities (including on issues such as gender, education and the environment) to their members.</td>
<td>International to National: Perception and role of national organisations in Africa involved in regulation of engineering profession is improved.</td>
<td>More African engineers covered by international engineer accords.</td>
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<td>Policy to Engineers: Engineers in African countries better informed to practice engineering for the public interest.</td>
<td>Elected leaders of engineering bodies able to engage with government officials more effectively.</td>
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<td>Information and knowledge available that can be used for advocacy – to make the case to institutions of governance.</td>
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<td>Policies on key issues in engineering are mainstreamed and recognised by professional engineers.</td>
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<tr>
<td>Activities</td>
<td>Enabling full representation of African engineering bodies in the international organisations of the engineering profession (including through subsidies and grants to improve communications materials).</td>
<td>Enabling greater participation of elected leaders of engineering professional bodies in Africa in key international meetings (including by awarding conditional travel grants and subsidised conference fees).</td>
<td>Mentoring of elected leaders and or / identified secretariat staff of PElS in Africa by carefully matched volunteers.</td>
</tr>
</tbody>
</table>
Approved by the Council of the Federation of African Engineering Organisation on this day, 17th September, 2019 at Livingstone, Zambia

Signed by FAEO President…………………………………………………………………………
on 17 September 2019, at Livingstone, Zambia.

Acting Executive Director…………………………………………………………………………
on 17 September 2019, at Livingstone, Zambia.

Arranged and Produced by
Engr. Ovens. F. Ehimatie, FNSE
Executive Director
August 2020