UNITED REPUBLIC OF TANZANIA
ENGINEERS REGISTRATION BOARD

REVISED STRATEGIC PLAN 2021/2022 - 2025/2026

April, 2025

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ABBREVIATIONS AND ACRONYMS

AC	Audit Committee
ACET	Association of Consulting Engineers Tanzania
AED	Annual Engineering Day
AIDS	Acquired Immune Deficiency Syndrome
AR-E	Assistant Registrar Enforcement
AR-FA	Assistant Registrar Finance and Administration
AR-PDA	Assistant Registrar Professional Development Affairs
AR-ReTA	Assistant Registrar Registration and Technical Affairs
APP	Annual Procurement Plan
CAG	Controller and Auditor General
CE	Consulting Engineers
COREN	Council for the Regulation of Engineering in Nigeria
CPD	Continuous Professional Development
CRB	Contractors' Registration Board
CSWS	Corporation Sole Works Superintendent
EBK	Engineers Board of Kenya
EDF	Engineering Development Facility
ERB	Engineering Registration Board
ERMS	Enterprise Resources Management Suite
ESRF	Economic and Social Research Foundation
EXCO	Executive Committee
FECF	Foreign Engineering Consulting Firms
FYDP	Five Year Development Plan
GE	Graduate Engineers
GIE	Graduate Incorporated Engineers
HIV	Human Immunodeficiency Virus
HPMU	Head of Procurement Management Unit
ICT	Information and Communications Technology
ICTO	Information and Communications Technology Officer
IE	Incorporated Engineers
IET	Institution of Engineers Tanzania
IPSAS	International Public Sector Accounting Standards
KPI	Key Performance Indicator
LECF	Local Engineering Consulting Firm
M&E	Monitoring and Evaluation
MIS	Management Information System
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MoW	Ministry of Works
MTEF	Medium Term Expenditure Framework
NACSAP IV	National Anti-Corruption Strategy and Action Plan Phase Four
NACTVET	National Council for Technical and Vocational Education and Training
NCC	National Construction Council
NCD	Non- Communicable Diseases
NECTA	National Examinations Council of Tanzania

NeST	National e-Procurement System of Tanzania
PDAC	Professional Development Affairs Committee
PE	Professional Engineers
PMO-LYED	Prime Minister's Office – Labour, Youth, Employment, and Persons with Disabilities
PPA	Public Procurement Act
PPRA	Public Procurement Regulatory Authority
PRO	Public Relations Officer
PS	Permanent Secretary
QMS	Quality Management System
ReTAC	Registration and Technical Affairs Committee
RFB	Roads Fund Board
RNE	Royal Norwegian Embassy
RO	Registration Officer
SDG	Sustainable Development Goals
SEAP	Structured Engineers Apprenticeship Program
SLWHIV	Staff Living With HIV
SoPE	School of Professional Enginers
SP	Strategic Plan
STEM	Science, Technology, Engineering, and Mathematics
SWOC	Strength, Weakness, Opportunity and Challenges
TANROADS	Tanzania National Roads Development Agency
TBA	Tanzania Buildings Agency
TCRA	Tanzania Communications Regulatory Authority
TCU	Tanzania Commission for Universities
TEMESA	Tanzania Electrical Mechanical and Electronics ServicesAgency
TNA	Training Needs Assessment
TO	Training Officer
TPA	Tanzania Ports Authority
VETA	Vocational Education and Training Authority
YEAP	Youth Engineers Acceleration Programme

FOREWORD

I am delighted to present the reviewed Engineers Registration Board (ERB) Strategic Plan for the 2024/2025 – 2025/2026 period. This Strategic Plan serves as a crucial management tool, outlining the strategic direction ERB intends to pursue by defining its Vision, Mission, and Core Values. It provides a framework for guiding operations, setting overarching strategic objectives, and implementing strategies and initiatives to achieve these goals. I am confident that this plan will enable the Board to fulfill its vision in accordance with the Engineers Registration Act No. 15 of 1997, its Amendment Act No. 24 of 2007, and other relevant national laws.

The plan is designed to ensure effective regulation of Engineers, Engineering Consulting Firms, Laboratories, and Technicians to benefit the public. Moreover, it establishes a roadmap to guide ERB's operations, inform stakeholders about the Strategic Plan, and promote accountability. As part of its efforts to enhance engineering practice, the Board will implement the Engineering Development Facility (EDF), focusing on capacity building and training for engineers, as well as the development of the Mhandisi House and an Innovation Centre.

I extend my heartfelt gratitude to the Management and Staff of the Engineers Registration Board for their invaluable contributions to this significant document.

Lastly, I wish to sincerely thank all ERB stakeholders for their outstanding support and cooperation in making this document a reality. The Board remains committed to seeking advice, collaboration, and additional assistance to continue serving the community and the nation effectively.

Eng.Menye D. Manga, Adv

Chairman – Engineers Registration Board

EXECUTIVE SUMMARY

The Engineers Registration Board (ERB) of Tanzania has formulated its Strategic Plan for 2024/25-2025/26, aiming to strengthen its regulatory functions, enhance professional engineering practices, and contribute to the nation's socio-economic development. This plan aligns with national priorities, including the Tanzania Development Vision 2025 and the Five-Year Development Plan III.

Key Objective areas in this Strategic Plan are

1. **Health and Supportive Services:**

Reduce HIV/AIDS and Non-Communicable Diseases (NCDs) through awareness campaigns and supportive services.

2. **Anti-Corruption Strategy:**

Enhance the implementation of the National Anti-Corruption Strategy (NACSAP IV) to promote transparency and accountability.

3. **Regulatory Practices:**

Improve the registration and regulation of engineering professionals, firms, and projects to ensure quality standards and compliance.

4. **Competence and Growth:**

Strengthen the skills and sustainability of engineering professionals and firms through training programs, including the Structured Engineering Apprenticeship Programme (SEAP).

5. **Institutional Capacity:**

Enhance ERB's internal capabilities through improved governance, financial sustainability, and ICT modernization.

Moreover, this Strategic Plan shows ERB Innovative Initiatives which are

School of Professional Engineering (SoPE): Focused on bridging skill gaps through hybrid training models.

Youth Engineers Acceleration Programme (YEAP): Provides mentorship, technical training, and entrepreneurial skills to young engineers.

Structure Engineers Apprenticeship Program (SEAP): Strengthens professional skill-building and registration.

The ERB identifies diverse stakeholders, including government entities, engineering professionals, academic institutions, and the general public. Their expectations, such as timely registration, professional development, and regulatory compliance, are central to ERB's strategic focus.

The ERB faces challenges such as insufficient funding, data management issues, and limited technical skills among staff. However, opportunities include leveraging partnerships, technological advancements, and the growing demand for skilled engineers in infrastructure projects.

A robust framework outlines key performance indicators, baseline values, and target achievements to measure the progress of strategic objectives, ensuring accountability and continuous improvement.

This Strategic Plan positions ERB to significantly contribute to the industrialization and sustainable development goals of Tanzania while reinforcing its role as a premier regulatory entity for engineering practices.

CHAPTER ONE: INTRODUCTION

1.1 Background

This reviewed Strategic Plan outlines a remaining period of two years from July 2024 to June 2026, setting the course for strengthening the Engineering Registration Board's (ERB) regulatory role in Tanzania's engineering disciplines. It emphasizes the Board's key functions, objectives, and alignment with national priorities such as the Tanzania Development Vision 2025, the Five-Year Development Plan (2021/22–2025/26), the Sustainable Development Goals (SDGs), and the Ruling Party Manifesto (2020–2025). As with its predecessors, this Plan focuses on overseeing and regulating engineering activities, as well as the professional conduct of engineers and engineering consulting firms in the country.

1.2 Purpose of the Plan

This strategic plan was created with the intention of strengthening the Engineers Registration Board's (ERB) oversight of Tanzania's engineering and engineering consultancy firms' registration, development, and regulation. Additionally, the Board, management, and engineering industry stakeholders should be held more accountable and transparent.

1.3 Approach

This reviewed strategic plan was developed in alignment with the 2008 Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. The process drew upon various key documents, including the Construction Industry Policy of 2003, the Ministry Strategic Plan 2021/22–2025/26, the previous Strategic Plan, and other national policy goals and initiatives. A collaborative effort involving ERB staff and stakeholders contributed to the Plan’s preparation.

To shape the Strategic Plan, a Situational Analysis was conducted to identify key issues, which informed the revision of the Mission and Vision and the development of Objectives, Strategies, Targets, and Key Performance Indicators. This analysis included a review of relevant literature, an evaluation of ERB’s performance under the previous Strategic Plan, stakeholder consultations, and a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis to review this plan.

1.4 Layout of the Plan

This Strategic Plan is structured into four chapters and two annexes. Chapter One contains Introduction covering, purpose of the plan while Chapter Two discusses the Situation Analysis covering, Stakeholder Analysis; SWOC Analysis and Performance Review. Chapter Three covers the Plan containing Mission, Vision, Core Values, Objectives, Strategies, Targets and Key Performance Indicators (KPIs). Finally,

Chapter Four is the Result Framework. This Plan has also Two Annexes which are ERB organization Chart and the Strategic Plan Matrix.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Historical Background

The Engineers Registration Board (ERB) is a statutory body established under the Engineers (Registration) Act No 49 of 1968 that was subsequently repealed and re-enacted as the Engineers Registration Act No. 15 of 1997 as subsequently amended by the Engineers Registration (Amendment) Act No. 24 of 2007. The Board is mandated with monitoring and regulating the engineering practice in Tanzania through registration of engineers, engineering technicians and consulting firms. The Act allows only registered engineers to engage in professional engineering work and/or services. Registration is thus a licence and the only way of ensuring that one is professionally qualified to practise engineering. Under the law, it is illegal for an engineer or an engineering firm to practice the profession if is not registered with the Board. To qualify for registration in the categories of professional and technician engineers one has to acquire adequate professional competence and experience in areas specified by the Board. The Board has also been given statutory mandate to withdraw the right to practice from registered engineers if found guilty of professional misconduct or professional incompetence. And, moreover, the Board has a central role of Promoting Engineering for National Socio-Economic Development in line with Tanzania Development Vision 2025.

So far many changes have been made for the operationalization of the Board due to various reasons such as policy review and technological changes.

2.2 Mandate, Roles and Functions

The Board has been given the mandate to regulate engineers, engineering firms and their undertakings. In so doing the Board registers both engineers and engineering consulting firms.

The following are the functions of the Board as provided under Section 4 of the Engineers Registration Act, No. 15 of 1997:

(i) To maintain and keep a register of engineers, including consulting engineers or firms providing engineering services;
(ii) To consider and decide on applications for registration;
(iii) To promote and provide opportunities and facilities for the, study of and for professional training in engineering;
(iv) To sponsor, arrange and provide for facilities for conferences, seminars, workshops and consultations on matters related to the field of engineering;
(v) To promote and maintain professional conduct and integrity of the engineering profession;

(vi) To monitor the conduct and activities of engineers, including consulting engineers or firms;

(vii) To arrange for the publication and dissemination of materials produced in connection with the work and activities of the board;

(viii) To certify academic awards given by training institutions for consideration in an application made under Section 10 of the Act;

(ix) To plan, arrange, coordinate and oversee the professional training of local graduate engineers;

(x) To collaborate with the Tanzania Commission for Universities and other relevant institutions on the accreditation of programs for training of engineers and facilitate for the same;

(xi) To enter and inspect sites where construction, installation, erection, alteration, renovation, maintenance, processing, or manufacturing works are in progress for the purpose of verifying that engineering activities are undertaken by engineers registered in appropriate categories and engineering consulting firms;

(xii) Standards and professional ethics and relevant health and safety aspects are observed;

(xiii) To enter and inspect business offices for verification purposes or for monitoring works, services and goods rendered by engineers and engineering technicians;

(xiv) To suspend or issue stop order to any works, projects, service, installation, process or other engineering activities, which are done without meeting engineering professional requirement;

(xv) To take legal action against persons or firms that practice engineering without being registered by the board;

(xvi) To take legal action against engineers and engineering consulting firms that practice engineering or offer engineering consultancy services in areas outside their competence for which they are not registered;

(xvii) To conduct examinations for purpose of registration and grant certificate, diplomas and other awards of the board to successful candidates;

(xviii) To impose penalties on engineers, persons, employers of engineers, firms and engineering consulting firms found guilty of professional misconduct for contravening any provisions of this act;

(xix) To collaborate with local engineering training institutions, professional association and other organizations in matters related to training, professional development of engineers, engineering technicians, and other relevant board activities;

(xx) To provide a link between engineers seeking employment and prospective employers; and

(xxi) To carry out such other functions as the minister may, from time to time direct after consultation with the Board.

2.3 Analysis of Current Vision and Mission

2.3.1 Vision

A world-class entity that regulates engineering practitioners for quality services delivery to the public

Areas of Improvement

- Explicit Reference to Innovation.
- Incorporating Sustainability.
- Clarifying World-Class Standards.

2.3.2 Mission

To regulate engineering practice in Tanzania Mainland and promote engineering excellence among engineering practitioners through enhancing their innovativeness, competitiveness, and professionalism.

Areas of Improvement

- Emphasize Technological Innovation.
- Incorporate Sustainability.
- Global Competitiveness.
- Inclusivity and Diversity.

2.4 Performance Review

Objective A: HIV/AIDS Infections and Non-Communicable Diseases (NCD) Reduced and Supportive Services Improved.

Over the past three years, ERB has organized three annual awareness campaigns aimed at employees, focusing on HIV/AIDS among which the seminars and encouraging voluntary HIV testing and condom usage. Additionally, ERB has introduced NCD mitigation programs in partnership with various stakeholders, the notable intervretion is conducting ERB STEM marathon and by emphasizing regular exercise and participation in various sports. i.e SHIMIWI, SHIMMUTA and other marathons. For the period under review the board ensured its staff's mental health by regular sessions with mental health specialists.

However, all the above attempts aimed at reducing HIV/AIDS infections and NCDs which significantly impacts labor supply, demand, and the nation's future workforce needs, and ERB staff are not immune to these challenges. The bottleneck to this employees' response rate and readiness to voluntary testing which could be due to concerns over privacy and secrecy among staff.

Challenges

Employees' unwillingness to disclose their HIV/AIDS status and to participate in voluntary testing;

Way Forward

(i) Provide sensitization on Voluntary Counselling and Testing of HIV/AIDS; and

(ii) Continue providing Care and Support to PLWHIV.

Objective B: Effective implementation of national anti-corruption strategy enhanced and sustained.

For the period under review, ERB conducted Anti-corruption and un-ethical behaviour awareness campaigns to employees these included Posting banners to condemn and prohibit corruption and discourage cash payments by hand or at service counters. Moreover, awareness campaigns on the use of E-malalamiko and complaints box targeted to employees and clients. During the past two and half years a total of 107 complaints were received in E-malalamiko 101 concerning other institutions and 6 concerning ERB and all complaints were handled 100%.

Challenges

Unwillingness of customers, employees and stakeholders to report unethical behaviours.

Way Forward

Enhance anticorruption awareness campaign to customers, employees and stakeholders through NACSAP IV.

OBJECTIVE C: Regulatory Practice for Engineering Professionals, Firms, Works and Services Enhanced.

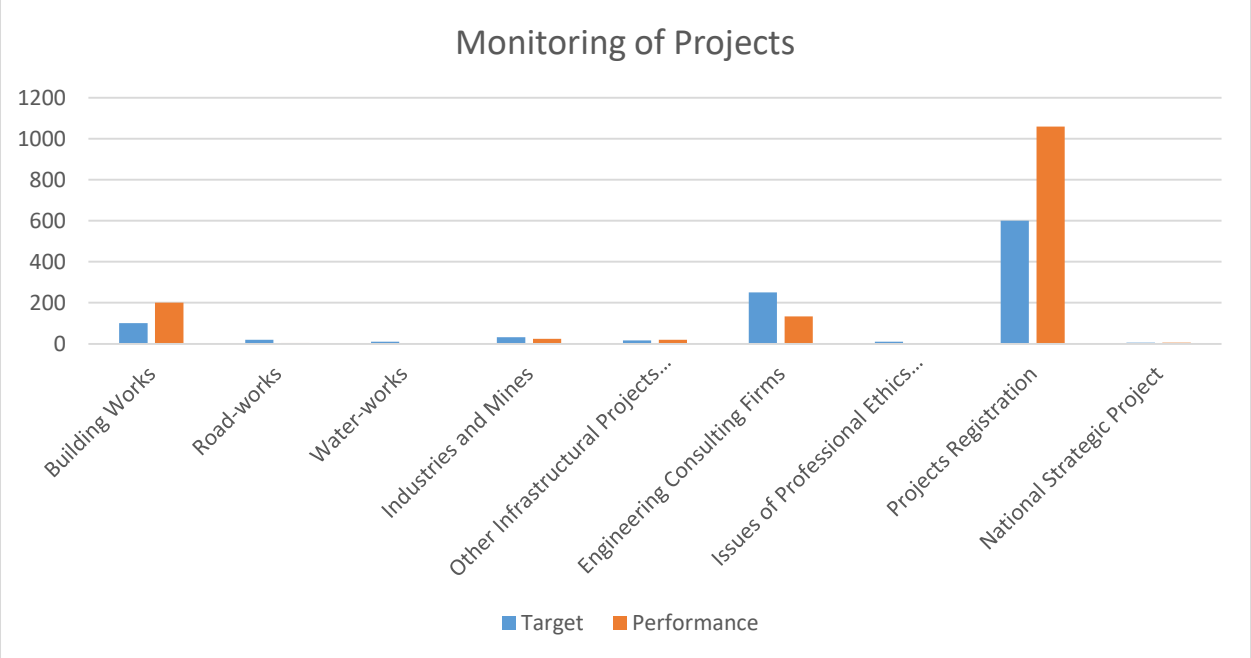
Section 4(a) of the Engineers Registration Act requires ERB to maintain and keep a register of engineers, including consulting engineers or firms providing engineering services. During the period under review, the Engineering Registration Board (ERB) pursued its objective of enhancing regulatory practices for engineers and engineering professionals. Several key interventions were undertaken, including the registration of 3,748 engineers, exceeding the target of 3,136 engineers by 20% and the registration of 437 engineering technicians, surpassing the target by 46%. Additionally, 23 engineering consulting firms were registered, achieving 44% above the target, while two (2) engineering material testing laboratories were registered, representing 40% of the intended goal. The overachievement in registrations was primarily attributed to the introduction of an online registration system and improvements in ERB's business processes.

Furthermore, ERB developed key regulatory policies to strengthen compliance and enforcement within the engineering sector. These include:

- The Enforcement Policy, which ensures adherence to environmental laws, regulations, and policies through fair, transparent, and effective enforcement actions.
- The ERB Order for Accident and Incident Investigation, aimed at promoting safety, accountability, and regulatory compliance in industries where environmental and occupational risks exist.
- The Order for ERB Credentials, which serves as a framework for regulating, standardizing, and authorizing individuals and entities involved in environmental review, enforcement, and compliance activities.

In addition, ERB conducted four (4) preliminary investigations and two (2) inquiries into cases of professional misconduct. Professional advice was also provided on two strategic review documents from the Ministry of Works and Strategic Projects, particularly concerning the BRT, Msalato, and Ring Road initiatives.

During the review period, 1,454 projects were monitored, achieving 139.27% of the planned target of 1,044 projects. The overperformance was attributed to monitoring on building works and Engineering Consulting Firms. Among the monitored activities, building works recorded the highest performance, whereas road works had the lowest performance due to nature and the extend employed by the Government on supervision of roads projects thus enabled the board to focus on other sectors. A detailed analysis of the monitoring activities is presented in the graph below.



Challenges

(i) The online system facing technical challenges, resulting in delays for some registrations;

(ii) The presence of uncleaned data in the System;
(iii) The Board has yet established charges on the process of recognition of Engineering programes, which has been cost to the Board;
(iv) Procedure for handling professional misconduct cases need to be reviewed to be cost and time effective; and
(v) Lack of man power in zones with large number of engineering activities and Transport facilities.

Way Forward

(i) Improvement of online registration system;
(ii) Data Cleaning;
(iii) Preparation and operationalization of charges on the process of recognition of Engineering programes;
(iv) Preparation of procedure for handling professional misconduct cases; and
(v) Human Resources allocation according to the needs of the zones.

Objective D: Engineering Professionals and Firms Competence, Growth and Sustainability Enhanced and Strengthened.

As part of ERB's ongoing efforts to enhance and strengthen the competence of engineering professionals and firms the ERB established the School of Professional Engineering (SoPE) to identify engineers qualified to serve as instructors or facilitators. Additionally, the Board has initiated the development of the School of Engineers (SoPE) in Morogoro. Progress toward ISO 9001 certification is ongoing, with preliminary findings indicating that the ERB is 70% compliant with ISO standards. Moreover, two Memoranda of Understanding (MoUs) were established between TANESCO and RNE. These agreements aim to facilitate internships for young female engineers (SEAP trainees) and promote their career advancement in leadership, management, and professional practice under the Tanzania-Zambia Transmission Lines Interconnector (TAZA) Project. Through this initiative, TANESCO plans to train 200 female engineers, while RNE aims to train 100 female engineers, providing them with placement opportunities and financial support.

During the period under review, a total of 1,195 SEAP trainees were enrolled, achieving 99.6% of the targeted enrollment. However, three Annual Engineers' Day (AED) events were held, including the 20th AED in September 2023, which attracted 4,514 participants. The AED serves as a strategic platform to:

- Promote Professional Development – Enhance engineers' knowledge through technical sessions, workshops, and discussions.
- Encourage Knowledge Sharing & Innovation – Showcase advancements, best practices, and innovative solutions while facilitating discussions among engineers, policymakers, academia, and industry leaders.

- Strengthen Regulatory Compliance & Ethics – Reinforce adherence to engineering regulations, professional ethics, and best practices while educating engineers on compliance with ERB policies and national standards.
- Recognize Excellence in Engineering – Honor outstanding engineers, firms, and projects for their contributions and inspire young professionals to strive for excellence.
- Address Key Challenges & Policy Issues – Provide a forum to discuss challenges in the engineering profession and engage policymakers in shaping regulatory improvements.

Furthermore, the Unlock Project document was developed and submitted to the Ministry of Works, followed by presentations to the Prime Minister's Office – Labour, Youth, Employment, and Persons with Disabilities (PMO-LYED) and the Ministry of Education, Science, and Technology. The project received approval from all ministries and aims to facilitate the licensing of engineering practitioners' skills, including the recognition of prior learning.

To further support professional development, three SEAP Induction Seminars were conducted, marking the 21st Anniversary of SEAP. Additionally, three SEAP monitoring visits took place across various regions, including Singida, Tabora, the Lake Zone (Mwanza, Geita, Shinyanga, Kagera), and the Eastern Zone (Dar es Salaam). These activities were designed to strengthen industry partnerships, expand placement opportunities, and gather feedback to enhance the SEAP program.

Challenges

(i) Awareness of the Public Procurement Act and its Regulations among engineering institutions, contractors, and consultants is low;
(ii) Insufficient sensitization efforts to all higher learning institutions per year;
(iii) Employers' hesitance to formalize commitments;
(iv) There is difficulty in engaging organizations in CPD activities, as most employers do not allow engineers to participate in CPD programs; and
(v) Limited identification and onboarding of capable individuals/institutions.

Way Forward

(i) More emphasis on compliance with Public Procurement Act and regulation are required to contractors and consultants to take trainees for their projects;
(ii) More seminars targeting students are needed to meet the 2026 target;
(iii) Strengthen partnerships and demonstrate mutual benefits to employers;
(iv) Increase awareness and accessibility of CPD training opportunities; and
(v) Create structured programs to onboard more participants annually.

Objective E: Institutional Capacity to Support ERB Service Delivery Improved.

The Staff Regulations, Incentive Scheme, Organizational Structure, Scheme of Services, and proposed Salary Structure were developed and submitted to the Treasury Registrar's office for review and further guidance.

In terms of human resource management, thirteen new employees were recruited, while four staff members were transferred to the Engineers Registration Board (ERB). Additionally, thirteen employees were confirmed in their respective positions, and fourteen staff members received promotions.

To enhance staff capacity, the Board provided training for 53 employees throughout the year in key areas such as Customer Care, Advanced Drivers Grade One, Records and Archives Management, Preparation of Financial Statements (IPSAS), Internal Audit Plan Development, Bespoke Training for State Attorneys, Certificate of Directorship (CiDir), ERMS Training, M&E System Training, VIP Customer Care and Complaints Handling, and NeST Training. Furthermore, both Management and the Board participated in a leadership development program.

The financial statements for the period under review were successfully prepared and audited by the Controller and Auditor General (CAG). Following the audit, the CAG issued unqualified audit opinions, confirming that the financial statements accurately reflect the organization's financial position and adhere to the required financial reporting standards.

As part of its governance and risk management efforts, the Board developed a Risk Management Framework, Fraud Risk Management Framework, and Whistleblowing Policy. Additionally, the 2023/24 Risk Register was prepared along with a comprehensive report on its implementation.

The ongoing project is currently 75% complete, with five key activities remaining. These include the final review of Quality Management System (QMS) documents, implementation of corrective actions to address identified nonconformities, a management review meeting, and submission of an application for certification to the certification board.

The Annual Procurement Plans (APP) were successfully developed and published in accordance with user department requirements. In total, 16 tenders were issued, comprising 1 for works, 4 for non-consultancy services, and 11 for goods.

In terms of media and communications, the organization produced three documentaries, eight e-magazines/newsletters, and one RNE success story, all of which were successfully developed and published.

Challenges

(i) Data Migration Issues, Integrations and agreements with other institutions;
(ii) Inadequate commination plan due to absence of communication strategy
(iii) ERB MIS System Reliability;
(iv) Delayed or irregular fee payments by members, reducing cash flow predictability;
(v) Limited use of technology for online registration, renewals, or CPD management;
(vi) Inadequate man power in some of units and directories for instance absence of Internal Auditors for the financial year 2022/2023;
(vii) Delays in initiating procurement requirements have caused challenges in the timely implementation of the procurement plan;
(viii) Lack of technical skills among staff; and
(ix) Lack of regular staff training.

Way Forward

(i) Deliberate efforts to sign MoUs with intended institutions;
(ii) Implementation of ERB Communication strategy;
(iii) Allocate budget for system reliability and security;
(iv) Increased awareness on the value that ERB offers so that members should willingly pay fees timely;
(v) Increased awareness on the existing online platforms for self services;
(vi) Enhance Human Resources Planning;
(vii) Internal awareness on the stages of procurement processes; and
(viii) Increased staff trainings as per TNA.

2.5 School of Professional Engineering (SoPE)

The School of Professional Engineering (SoPE) is a program launched by the Engineers Registration Board (ERB). Its purpose is to address significant gaps in engineering professional training, aiming to enhance skills, improve registration rates, and boost employability in line with national policies and development objectives. SoPE aligns with Tanzania's Vision 2025 and the Five-Year Development Plan III, emphasizing industrialization and human capital development while supporting ERB’s mandate to promote professional skill-building and registration.

SoPE focuses on delivering industry-relevant training through hybrid models, including online, in-person, and apprenticeship-based formats. The program's curriculum is designed to bridge skill gaps, advance engineering professionalism, and contribute to national development goals.

The core objectives of SoPE include providing customized, innovative, and accessible training for engineering practitioners across Tanzania. It emphasizes practical skills, technological adaptation, and professional exposure to enhance employability and productivity.

SoPE’s strengths include utilizing ERB's established infrastructure and partnerships. However, challenges such as funding, curriculum development, and stakeholder perceptions persist. To ensure sustainability, SoPE relies on strategies like diversified income streams, including tuition fees and sponsorships.

The initiative proposes a cost-effective and financially sustainable approach, with a target to increase the number of skilled engineering practitioners by 25% over five years. This growth is expected to make a significant impact on Tanzania's engineering sector and contribute to the country’s economic development.

2.6 Youth Engineers Acceleration Programme (YEAP)

The engineering sector is rapidly evolving due to technological advancements and sustainability challenges, making the need for well-equipped professionals more critical than ever. Many young engineers encounter obstacles such as limited practical experience, insufficient entrepreneurial training, and a lack of mentorship opportunities. The Youth Engineers Acceleration Programme (YEAP) seeks to address these issues through a structured blend of theoretical and practical training, fostering innovation and career advancement.

YEAP is a visionary initiative launched by the Engineers Registration Board (ERB) to meet the professional development needs of young engineers in Tanzania. It aims to bridge the gap between academic learning and the practical demands of the engineering field by equipping participants with the technical, entrepreneurial, and managerial skills required for success in today's dynamic industry.

The program's primary goals include enhancing technical proficiency for real-world applications, providing entrepreneurial and business management training, offering access to mentorship, networking, and funding opportunities, and preparing participants to establish their engineering businesses or excel in professional employment.

The curriculum is designed to align with industry requirements and participant needs, incorporating Core Courses alongside Business and Professional Skills. The program will use a blended delivery approach, featuring online lectures, face-to-face workshops, and hands-on projects. Participants will also engage in a six-month practical phase, implementing real-world projects under mentor supervision.

YEAP represents a transformative model for engineering education and professional growth. By combining advanced training, mentorship, and practical application, it equips young engineers to meet industry demands, contribute to national development, and achieve career success. Through strategic partnerships and a dedication to excellence, YEAP aims to become a benchmark program for developing the next generation of engineering leaders.

2.7 Stakeholders Mapping

The ERB serves as a regulatory body with a diverse group of stakeholders identified through an analysis of the services it provides and their corresponding expectations. This process is crucial for understanding the needs of ERB's clients to ensure the effective delivery of high-quality services. Below are the primary stakeholders of the ERB.

(i) Ministry responsible for Works.
(ii) Registered engineering Professionals and Firms.
(iii) Professional associations (Institution of Engineers of Tanzania – IET, Association of Consulting Engineers Tanzania - ACET).
(iv) Graduates Engineers and Engineering Technicians.
(v) Employees (ERB).
(vi) Regulatory Boards and Agencies under Ministry of Works.
(vii) TCU, NECTA, VETA and NACTVET.
(viii) General Public.
(ix) Universities and Training Institutions offering Engineering Courses and Other Related Disciplines.
(x) Universities and Training Institutions not offering Engineering Courses and Other Related Disciplines.
(xi) National Skills Council.
(xii) Mass Media.
(xiii) Legal enfoncement Institutions (Police Force, Court of Law, Fire Brigade and other security Organs).
(xiv) Other Government Ministries, Independent Department and Agencies.
(xv) Development Partners & Diplomatic Missions.
(xvi) Members of Parliament.
(xvii) Non State Actors.
(xviii) Foreign Regulatory Boards.
(xix) Public Procurement Regulatory Authority.

2.7.1 Stakeholder Analysis

The strategic process used to identify, assess, and prioritize individuals or groups who have an interest in or can influence a project, policy, or organization. This helps in understanding stakeholders' needs, expectations, and potential impact on project success. Below is the table that shows the Stakeholders analysis

Table 1: Stakeholder Analysis

STAKEHOLDER	SERVICE OFFERED	EXPECTATIONS
Ministry of Works and Treasury Registrar.	(i) Provision of Reports on : - a) Technical ; b) Annual Plan and Budget ; c) Human Resources ; and d) Financial Performance and Audits. (ii) Data on Registration and Information on Registration of Projects and Employee Records	Accurate and timely submission of Reports, Data and Information
Registered Professionals and Firms	(i) Provision of Information and Guidelines on registration (ii) Registration of Professionals and Firms (iii) Registration of Projects (iv) Provision of Continuous Professionals Development Trainings	(i) Timely and accurate provision of information and guideline (ii) Timely registration of Professionals and Firms. (iii) Timely registration of Projects (iv) Timely delivery of stickers (v) Modern, Practical, and appropriate acquisition of technical skills. (vi) Accurate computation of CPD hours
Professional associations (Institution of Engineers Tanzania and ACET)	(i) Provision of Information on Board activities (ii) Professional Development and Technical support (iii) Accreditation of CPD courses	(i) Accurate and timely provision of information on Board activities (ii) Relevant Technical Support on their activities

STAKEHOLDER	SERVICE OFFERED	EXPECTATIONS
Developers of buildings (Individuals, Companies, Public Institutions)	(i) Create awareness on Board's activities (ii) Provision of information of the Board's activities (iii) Provision of Boards Laws and Regulations (iv) Provision of information on registered professionals and firms.	(i) Well informed and knowledgable on Laws and Regulations of the Board (ii) Competent registered professionals (iii) Value for money for the Project
Graduates Engineers and Technicians	(i) Provision of Information and Guidelines on Registration Procedures (ii) Registration atgraduate and Technicianlevel (iii) Provision of practical Professional experience for graduates (iv) Conduct professional examinations for graduates (v) Provision of Professional development	(i) Accurate and timely information on registration procedures (ii) Timely membership registration (iii) Linked to practicingfirm (iv) Timely conduction of Professional examination based on the the approved syllabus (v) Professional Knowledge gained/technology transfer
Employees (ERB)	(i) Provision of good working environment (ii) Provision of information on decisions, progress and general direction of the Board (iii) Human resource management	(i) Conducive working environment (ii) Timely and reliable information (iii) Proper human resource management (iv) Job satisfaction
Regulatory Boards and Agencies under Ministry of Works such as TANROADS, RFB, TEMESA, TBA, AQRB, CRB, NCC and CSWS, TPA and TCRA.	(i) Information and experience sharing (ii) Provision of expert advise	(i) Timely and accurate information (ii) Professional advice
General Public	(i) Provision of information and sensitization on the functions of ERB and professionals (ii) Provision of information on registered professionals and firms	(i) Timely and accurate information (ii) Qualitative Professional services

STAKEHOLDER	SERVICE OFFERED	EXPECTATIONS
Universities and Training Institutions offering Engineerng Course and Other Higher Learning Institutions offering Engineering Technicians related courses.	(i) Provision of information about Board (ii) Feedback on performance of graduates (iii) Provision of award to the best students (iv) Provision of representation in the Board	(i) Timely and accurate information (ii) Timely feedback on performance of graduatesfrom the Board (iii) Continuation and improvement of awards (iv) Increase in number of registered professionals from their institutions
Universities and Training Institutions not offering Engineering Courses	Provision of information and sensitization on the importance of Engineering Courses and Disciplines	(i) Guidance on establishing the disciplines (ii) Continuous relationship with the Board
Mass Media	Provision of general information regarding the Board's function and activities	Timely and accurate information
Legal enfoncement Institutions (Police Force, Court of Law, Fire Brigade and other security Organs)	(i) Provision of Information on functions of the Board (ii) Provision of Education on enforcement activities	(i) Timely and accurate information (ii) Appropriate education on enforcement activities
Other Government Ministries, Independent Department and Agencies	(i) Provision of Information on functions of the Board (ii) Provision of professional advice	(i) Timely and accurate information (ii) Accurate and timely professional advice
Development Partners & Diplomatic Missions	Provision of Information on functions of the Board	Timely and accurate information
Members of Parliament	Provision of Information on functions of the Board	Timely and accurate information
Non State Actors e.g. ESRF	Provision of Information on functions of the Board	Timely information and Cooperation
Foreign Regulatory Boards, such as EBK, COREN, Egyptian Syndicate etc.	(i) Provision of Information on functions of the Board (ii) Provision of ideas and sharing of experiences	(i) Improved services (ii) Enhanced Cooperation (iii) Establishment of mutual recognition

2.8 Strength Weakness Opportunity Challenge (SWOC) Analysis

Table 2: Strength Weakness Opportunity Challenge (SWOC) Analysis

Criteria	Strengths	Weaknesses	Opportunities	Challenges
Leadership	(i) Existence of skilled and experienced leaders (ii) Existence of effective Board of Directors. (iii) Teamwork (iv) Ability to influence (v) Hard working (vi) Ability to delegate powers and responsibilities.	Absence of documented Succession Plan.	(i) Ministry of Works commitment to enhance transparency, accountability and good governance. (ii) Availability of potential engineering professionals to work with the Board. (iii) Availability of Leadership training Institutions	Interference to the Profession
Policies, Legislation &Strategies	(i) Existence of Construction Industry Policy (2003) (ii) Existence of Engineers Registration Act No. 15 of 1997 and its amendment Act No.24 of 2007, Regulations and By-Laws. (iii) Availability of Guidelines and Manuals for Regulation of the Engineering Profession. (iv) Ability to enforce the Act No. 15 of 1997 and its	(i) Inadequate implementation of policies and Legislation. (ii) Inadequate compliance to the law.	(i) Existence of National Public Private Partnership (PPP) Policy and Private Partnerships Act Cap 103 (ii) Existence of Environmental Management Act of 2004 (iii) Existence of Professional Regulatory Boards. (iv) Existence of Professional Associations. (v) Involvement of the Board in implementing various Policies, Legislation and Strategies.	(i) Inadequate knowledge in Private Partnerships Policy projects (ii) Absence of Building Policy and Building Act (iii) In adequate knowledge of public on services offered by the Board.

Criteria	Strengths	Weaknesses	Opportunities	Challenges
	amendment Act No.24 of 2007 and its Regulations (v) Availability of Engineering Development Facility (EDF) Strategy.		(vi) Existence of Five Year Development Plan. (vii) Availability of Strategic Projects	
Systems & Processes	(i) Availability of clear registration system. (ii) Availability of clear organization structure (iii) Existence of meetings as a means of exchange and sharing of informations. (iv) Availability of Management Information Systems. (v) Existence of Engineering Regulation System.	(i) Inadequate operations of Management Information System. (ii) Inadequate implementation of Performance Management Systems (PEPMIS). (iii) Inadequate implementation of Board's business process.	(i) Existence of Treasury Registrar's Office to monitor and regulate performance of Public Institutions. (ii) Existence of e-Government Authority. (iii) Availability of Government engineering research centers such as TIRDO, TEMDO, CAMARTEC. (iv) Availability of Strategic Projects. (v) Availability of PLANREP and other budgeting and financial systems. (vi) Availability on new technologies.	(i) Inadequate knowledge on appropriate systems. (ii) Rapid advancement in technology. (iii) Encroachment on engineering profession. (iv) Existence of multiple systems, procedures and guidelines intervening effective functioning of the Board.
Human and Financial Resources	(i) Presence of professional and qualified staff. (ii) Availability of internal revenue generation mechanism.	(i) Inadequate skilled Human Resources. (ii) Inadequate working facilities (iii) Inadequate Incentive Scheme	(i) Availability of funds from the Government. (ii) Availability of skilled human resource in the market	(i) Inadequate remuneration (ii) Delays in promoting staff (iii) Delays of employment permits (iv) Occurrence of epidemic and pandemic diseases.

Criteria	Strengths	Weaknesses	Opportunities	Challenges
		(iv) Inadequate resources mobilization strategy.	(iii) Existence of Development Partners funds for supporting Board's projects. (iv) Availability of Strategic Projects (v) Availability of different sources of funds	(v) Delay in disbursement of funds. (vi) Inadequate Financial Resources.

2.9 PESTEL Analysis

PESTEL is a complementary tool to SWOC analysis, it deepens the study of the external context by focusing on particular concerns that frequently affect the implementation of the strategic plan. PESTEL stands for Political, Economic, Social, Technological, Environmental, and Legal, which are the domains it takes into account. PESTEL places a particular emphasis on recognizing trends. As a result, it is useful for planning ahead and preparing for change rather than being overtaken by it. The analysis of Political, Economic, Social, Technological, Environmental and Legal (PESTEL) is summarised below.

3.9.1 Political Aspect

Tanzania's political environment has a significant impact on engineering. The laws, rules, and stability of the government have an impact on the operating strategies and investment decisions made in engineering industry. Relevant political factors include the following:

Political Stability: Tanzania for the past six (6) decates it has never has had political unrest, elections, or policy uncertainty can create risks for engineering industry, impacting their long-term planning and investments. Political stability has been key factor for ensuring uninterrupted operations in the industry particulary construction industry.

Government Support: The government initiatives of infrastructure development, Collaboration between the government and engineering companies is crucial for sustainable development and mutual benefits.

3.9.2 Economic Aspect

The economic environment significantly influences the performance of the engineering industry in Tanzania. Key economic factors include:

Infrastructure Demand: Rapid urbanization and the government’s investment in large-scale infrastructure projects (roads, railways, and energy) drive growth in the engineering sector.

Financial Support: Development partner funds and government allocations are critical for sustaining large projects.

3.9.3 Social Aspects

Socially, there is an availability of skilled professionals in the market, supported by engineering training institutions and programs promoting engineering as a career, which could attract more people, especially women. The increasing urban population demands innovative engineering solutions for housing, transportation, and utilities. However, the public's limited understanding of the ERB's services weakens collaboration and trust. Advocacy campaigns are needed to highlight the role of engineering in societal development.

3.9.4 Technological Aspect

Engineering operations are becoming more efficient, safe, and sustainable, largely due to technological innovation and breakthroughs. Embracing new technologies can reduce costs, increase production, and mitigate environmental risks. However, the rapid pace of technological advancement may outpace the industry's ability to train professionals adequately. Additionally, resistance to change or slow adoption rates within organizations can lead to inefficiencies. Therefore, the ERB's adoption of new and emerging technologies could effectively bridge the technological gap.

3.9.5 Environmental Aspect

Planning for the future must prioritize sustainability, as the environment provides essential resources. Environmental considerations are becoming increasingly significant within the engineering industry. In Tanzania, key environmental factors influencing the sector include:

Environmental Regulations: Adhering to environmental laws and regulations is compulsory for engineering operations in Tanzania. Conducting environmental impact assessments, implementing rehabilitation plans, and maintaining monitoring programs are critical to reducing negative environmental effects and ensuring sustainable land use.

Biodiversity Conservation: Tanzania boasts abundant biodiversity, with unique ecosystems and wildlife habitats. Engineering activities can affect biodiversity through habitat destruction, pollution, and ecosystem fragmentation. Adopting responsible practices, such as biodiversity offsets and conservation partnerships, is vital to minimizing biodiversity loss and fostering ecological sustainability.

To protect the environment, the Tanzanian government has enacted various environmental laws and policies, including the Environmental Management Act (Cap.191), which provides a framework for environmental governance. As a result, green engineering and the use of eco-friendly materials offer significant, untapped opportunities for sustainable development.

3.9.6 Legal Aspects

Legal frameworks and regulatory regimes govern the engineering industry in Tanzania, Laws like the Engineers Registration Act (1997) and its amendments establish quality and safety benchmarks. The Construction Industry Policy provides guidelines for sustainable growth.

Examining the Tanzanian engineering sector through the PESTEL framework reveals the intricate interconnections between political, economic, social, technological, environmental, and legal influences that shape its current state and future direction. To ensure sustainable growth, the ERB must adeptly address these external factors, capitalizing on opportunities while managing risks to enhance socio-economic benefits and reduce adverse environmental and social effects. Achieving the sector's full potential as a driver of inclusive and sustainable

development in Tanzania requires collaborative efforts from the government, industry stakeholders, civil society, and local communities.

2.10 Current Initiative

(i) Establishment of ERB School of Professional Engineers Office in Morogoro;
(ii) Establishment of Youth Engineers Acceleration Programme (YEAP);
(iii) Preparation for ISO Certification;
(iv) Operationalization of the Management Information System (MIS);
(v) Review of ERB Establishment;
(vi) Solicitation of funds from Development Partners;
(vii) Operationalization of Engineering Development Facility (EDF);
(viii) Organising quarterly professional discussion forums on emerging technological issues (4IR) specifically Artificial Intelligence;
(ix) Preparation of Professional Conducts and Ethics Rules; and
(x) Development of CPD Training Guideline.

2.11 Critical Issues

(i) Review of ERB Act;
(ii) The adoption of Artificial Intelligence presents al challenge that requires the ERB to effectively address the issues related to emerging technology;
(iii) Need to enhance and strengthen MIS, developing and deploying modern ICT infrastructure, and conducting training on ICT systems;
(iv) Enhance customer services excellence with the motive to improve quality of services to professionals and firms by ensuring real-time services to customers implementing ISO certification, and equipping ERB with modern tools and equipment;
(v) Enhance resource mobilization from the internal revenue sources and other stakeholders;
(vi) Enhance remuneration and Scheme of Service for Engineers;
(vii) Need to enhance Human Resources Management and capacity of the Board to carry out its mandates;
(viii) The lack of adequate employment opportunities for engineers and firms, coupled with the insufficient utilization of consulting engineers' services;
(ix) The inadequate regulatory capacity of engineering practice, along with professional encroachment, poses serious challenges to maintaining standards in the industry;
(x) The insufficient training placements and lack of funding to support SEAP training programs;
(xi) Offering professional guidance on engineering matters and verifying the Engineers Database; and

(xii) Strengthen the application of the law regarding project registration, including the removal or revocation of registration for all non-compliant individuals.

2.12 Conclusion

The ongoing initiatives by the Engineering Registration Board (ERB) indicate a robust commitment to advancing the engineering profession in Tanzania and beyond. Establishing the ERB School of Professional Engineers Office and launching the Youth Engineers Acceleration Programme (YEAP) are pivotal steps toward fostering a new generation of skilled professionals. Additionally, preparations for ISO certification and the operationalization of a Management Information System (MIS) showcase a proactive approach to enhance the Board's operational efficiency and ultimately improve service delivery.

However, critical issues must be addressed to ensure the successful implementation of these initiatives. The review of the ERB Act and the enhancement of digital transformation are essential for modernizing operations and aligning with global standards. Strengthening customer service excellence through real-time services and ISO certification will not only improve overall quality but also instill confidence among stakeholders. Moreover, mobilizing resources from both internal revenue and development partners will be crucial in sustaining these initiatives and expanding their reach.

Another significant challenge is the insufficient employment opportunities for engineers and the underutilization of consulting engineering services. Addressing this requires not only an enhanced regulatory capacity within the engineering practice but also a concerted effort to create more job placements and support training programs effectively. Equipping the Board with modern tools and prioritizing human resource management will create a more conducive environment for engineering professionals to thrive.

In conclusion, the ERB's current initiatives present a promising roadmap for the advancement of the engineering sector. However, tackling the critical issues identified is vital for achieving sustainable growth and improved standards within the industry. ERB Strategic Plan has been revised by addressing regulatory, operational, and employment challenges, with intent of strengthening its capacity to fulfill its mandate, ultimately benefiting engineers and the broader community.

CHAPTER THREE: THE PLAN

The chapter presents board plan for the remaining palnning period years, 2024/25-2025/26, where assumptions for the plan, mission and vision statements and core values are presented. The chapter also presents objectives which will be implemented during planning period, also respective rationale for each in order to justify their importance and relevance to the Board.

The Engineers Registration Board (ERB) serves as a basis for the advancement and integrity of the engineering profession by ensuring practitioners uphold the highest standards while continuously developing their expertise. Through licensing and certification, the ERB establishes minimum competency requirements, enhancing both individual credibility and collective professional standing. A robust code of ethics and regular compliance monitoring further reinforce trust and accountability within the field.

To address the dynamic nature of technology, the ERB mandates Continuous Professional Development (CPD), facilitating skill upgradation in emerging areas such as AI and renewable energy, while fostering knowledge sharing through conferences and publications. Career advancement is supported via specialized certifications, leadership training, and mentorship networks, enabling engineers to transition into senior and niche roles.

By enforcing disciplinary measures and advocating for fair policies, the ERB safeguards public interest and enhances the profession’s reputation. Additionally, it bolsters global competitiveness by aligning standards with international benchmarks, facilitating cross-border mobility, and benchmarking best practices.

Through these multifaceted efforts, the ERB not only regulates but actively elevates the engineering profession, ensuring its practitioners remain at the forefront of technological progress and societal impact.

3.1 Vision

A globally recognized regulatory authority dedicated to advancing engineering excellence by fostering innovation, sustainable practices, and delivering high-quality services that benefit society.

3.2 Mission

To empower engineering practitioners by implementing effective monitoring and regulation while fostering an inclusive and dynamic environment that encourages innovation, competition, productivity and sustainability.

3.3 Core Values

The roles and functions of ERB will deal with the following core values;

Acronym	Core Value	Our Role
A	Accountability	We are collectively and individually accountable in discharging our responsibilities.
C	Customer care	We respond to our customers' needs whilst observing Laws of the country
T	Transparency	Being transparent in our work and shall exercise openness and accuracy.
I	Innovativeness:	We apply new technologies, techniques and practices to enhance quality, effectiveness and efficiency in the Engineering Disciplines.
V	Value for money	We thrive to achieve compliance to standards and specifications with effectiveness and efficient supervision.
E	Excellence	We seek to execute our duties professionally, with creativity, innovativeness and continuously striving to improve organizational performance and meet the expectations of our customers
P	Professionalism	We uphold strong ethical standards, adhere to our code of conduct, deliver quality services, and demonstrate reliability and responsibility in all our actions.

3.4 Objectives

The Engineering Registration Board (ERB) has five (5) strategic objectives that will facilitate the carrying out of its mandate during the remaining two years of implementation of the Strategic Plan. Each strategic objective is explained and their corresponding Strategic Plan matrix (targets and implementing strategies) is attached in **Annex I**.

3.4.1 Objective A: HIV/AIDS Infections and Non-Communicable Diseases (NCD) Reduced and Supportive Services Improved

Rationale

A healthy workforce is essential for the success of any organization, as human resources are central to driving development and influencing other contributing factors. However, HIV/AIDS and Non-Communicable Diseases (NCDs) have severely impacted the labor force by causing prolonged illness or death, which, in turn, diminishes the efficiency and effectiveness of human resources. These conditions lead to lost productivity due to time spent seeking treatment, taking days

off, or reduced performance while on duty. Additionally, they impose financial burdens associated with care and treatment for affected staff members.

To mitigate these challenges, it is crucial to implement measures and support systems to prevent the spread of these diseases. As part of its efforts to support human development and social transformation under FYDP III, ERB will continue to enhance workplace awareness programs for HIV/AIDS and NCDs, aiming to combat their spread. The organization will also prioritize providing care, attention, and support to individuals living with HIV/AIDS through targeted strategies and initiatives.

Strategies

(i) Improve preventive measures and supportive services for HIV/ AIDS and NCDs

Targets

(i) Five (5) awareness campaign on HIV, AIDS infection and NCD implemented by June 2026.

(ii) Supportive services to staff living with HIV/AIDs provided annually by June 2026

3.4.2 Objective B: Effective implementation of the National Anti-Corruption Strategy enhanced and sustained

Rationale

Corruption in the engineering sector poses significant challenges to governance, economic progress, and social development. It fosters poverty and inequality while undermining public confidence in institutions. Combating corruption requires robust policies that promote transparency, accountability, and adherence to the rule of law. To address this issue, the Government has introduced various reforms, including the formulation and implementation of the National Anti-Corruption Strategy and Action Plan (NACSAP), aimed at enhancing productivity and service delivery. On April 22, 2021, in Dodoma, Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, reaffirmed her unwavering commitment to the fight against corruption.

The implementation of NACSAP IV emphasizes broad stakeholder engagement, including participation by ERB, to tackle corruption. It focuses on addressing emerging corruption trends, fostering integrity, and building on the successes of previous NACSAP phases.

To contribute to this effort, ERB prioritizes creating a zero-tolerance culture toward corruption by establishing mechanisms that promote integrity and good governance. This includes adopting automated systems to minimize human intervention in public service delivery, thus reducing opportunities for corruption and

unethical behavior. Additionally, ERB actively involves staff in fostering integrity and combating corruption.

The organization has developed comprehensive strategies and measures to address corruption, aiming to enhance integrity, strengthen governance, and build public trust.

Strategies

(i) Strengthen awareness campaign;

(ii) Implement National Anti-Corruption Strategy and Action Plan (NACSAP); and

(iii) Strengthen systems and institutional ethics, accountability and transparency.

Targets

(i) Three (3) awareness programs on anti- corruption implemented by June, 2026; and

(ii) Four (4) Integrity committee meetings convened and facilitated by June 2026.

3.4.3 Objective C: Regulatory Practice for Engineering Professionals, Firms, Works and Services Enhanced

Rationale

Graduating from an engineering college is essential but not sufficient to achieve professional excellence and competence. This must be accompanied by adherence to regulations governing professional conduct and ethics. Additionally, consulting firms and engineers, who serve the public, are required to operate under the Board's oversight to ensure compliance with established standards and quality, thereby delivering value for money.

ERB will continue to uphold the professional competence of engineering practitioners, including engineers, firms, and engineering technicians, while closely monitoring their conduct and ethical practices. Moreover, the Board will emphasize the importance of prioritizing public safety, health, and welfare, as well as environmental protection, in the execution of professional responsibilities.

Strategies

(i) Standardize the Registration of Technicians, Engineers, Firms and Materials Testing Laboratories;
(ii) Promote Effective Conducts, Ethics, Utilization and Motivation for Engineering Professionals and Firms;
(iii) Enhance practice of engineering with due consideration of the environment;
(iv) Enhance Recognition of Engineering Training Institutions and Programmes;
(v) Enhance Reciprocal recognition of the professionals and Boards in the Region and Abroad; and
(vi) Develop criteria for classification / ranking Engineering Consulting Firms.

Targets

(i) 3820 Engineering Practitioners, Engineering Consulting firms and Engineering Material Testing Laboratory registered by June, 2026;
(ii) 5 Engineering Programmes offered by Engineering Training Institutions accredited by June, 2026;
(iii) Collaboration with 3 foreign engineering regulatory bodies on regulatory matters to enhance standards, mutual recognition, and best practices facilitated by June, 2026;
(iv) Registration processes, along with the enforcement of strict legal actions against defaulters achieved by June, 2026;
(v) 3700 different projects registered by June, 2026;
(vi) 16497 engineers, unregistered practitioners, unlicensed practitioners, and fee defaulters identified and monitored by June, 2026; and
(vii) Accident and incident rates in engineering works decreased by 3% a by June, 2026.

3.4.4 Objective D: Engineering Professionals and Firms Competence, Growth and Sustainability Enhanced and Strengthened

Rationale

Ongoing training and mentorship through various programs will equip graduate engineers with the essential skills and experience to complement the knowledge gained in college. Additionally, ERB will continue to uphold the professional competence of engineers and firms by conducting training sessions and implementing continuous capacity-building initiatives.

Sustainable and competitive practices by engineers and engineering consulting firms bring significant benefits to society and the national economy. However, these practitioners face challenges such as environmental protection, energy efficiency, workplace safety, taxation, capacity limitations, and public procurement processes. In light of this, ERB aims to foster a conducive environment that enhances the competitiveness and sustainable growth of engineers and local consulting firms.

Strategies

(i) Strengthen Structured Engineering Apprenticeship Programme;
(ii) Strengthen Continuing Professional Development of Engineers;
(iii) Engage Graduate Engineers to Strategic Projects;
(iv) Solicit Funds for Engineering Practice and SEAP Training Placements; and
(v) Strengthen Engineering Development Facility (EDF).

Targets

(i) 2,400 new trainees joined and trained on SEAP by June 2026;
(ii) 6,000 Engineers, 1,200 Engineering Technicians and 100 Consulting firms Capacitated by June, 2026;
(iii) The operational systems of the School of Professional Engineering (SoPE) for providing high-quality engineering training and development established by June, 2026;
(iv) 30 ICT teachers and 30 secondary schools supported with essential e-Libraries (RACHEL) to improve access to STEM education and digital learning resources, with a focus on girls' schools by June 2026;
(v) 100 young engineers under the Youth Engineers Acceleration Programme (YEAP) trained on technical skills, business skills, and employability by June, 2026; and
(vi) 50 engineers facilitated to undergo apprenticeship and job placements abroad to acquire advanced technological skills and modern engineering practices, promoting the internalization of engineering practitioners, by June 2026.

3.4.5 Objective E: Institutional Capacity to Support ERB Service Delivery Improved

Rationale

The primary aim of this objective is to ensure that ERB's functions are implemented efficiently and effectively, leading to the achievement of desired outcomes. To accomplish this, a supportive working environment, skilled staff, sufficient resources, and robust coordination are essential for the organization's success.
Enhancing organizational capacity is an ongoing effort that requires strengthening human resources, systems, and structures to enable ERB to fulfill its mandate effectively. This ensures the delivery of high-quality services, meeting stakeholders' expectations, and contributing to the corporation's profitability.
With this understanding, the objective has been designed to drive the implementation of other goals in the plan, ensuring maximum impact on ERB's mission and vision. To achieve this, ERB plans to implement the following strategies:

Strategies

(i) Enhancing the work environment and providing necessary tools to ensure efficient and effective service delivery;
(ii) Strengthening the ERB's management systems and procedures;
(iii) Strengthening governance, internal control and risk management;
(iv) Enhancing implementation of the ERB's Human Resources Plan;
(v) Strengthen Financial Capacity and Sustainability;
(vi) Modernize ICT and information management; and
(vii) Enhance Publicity of ERB.

Targets

(i) ERB Human resource plan developed and implemented by June, 2026;
(ii) ERB staff performance measurement enhanced by June 2026;
(iii) Conducive working environment facilitated by June 2026;
(iv) ERB buildings constructed, maintained and rehabilitated by June, 2026;
(v) Enhance digital transformation and improve quality of ICT services by June 2026;
(vi) Enhance internal and external Customer Satisfaction by June 2026.
(vii) Enhance ICT Compliance by June, 2026;
(viii) Amendments of the Engineers Registration Act prepared and submitted by June 2026;
(ix) ERB legal and regulatory framework reinforced by June, 2026;
(x) Four (4) routine audits/assessment of governance, risk management and internal controls conducted annually by June, 2026;
(xi) One (01) risk based internal audit plan prepared and implemented annually by June, 2026;
(xii) Four (4) follow ups and compliance internal audits conducted quarterly by June, 2026;

(xiii) Corporate Planning enhanced and Institutionalized by June, 2026;
(xiv) Research and Innovation enhanced by June, 2026;
(xv) ERB monitoring and evaluation mechanism enhanced by June 2026;
(xvi) Public awareness on ERB enhanced by June, 2026;
(xvii) 10 ERB Publications produced annually by June, 2026;
(xviii) ERB Financial Statements Prepared and Presented by June 2026;
(xix) ERB Financial sustainability enhanced by June, 2026;
(xx) Risk and fraud management enhanced by June, 2026;
(xxi) 100% of the procurement management for works, goods, and services improved by June, 2026;
(xxii) Management of supplies and storage facilities improved to 100% by June, 2026; and
(xxiii) Enhancement of asset management improved to 100% by June, 2026.

CHAPTER 4: RESULTS FRAMEWORK

4.1 Purpose and Structure

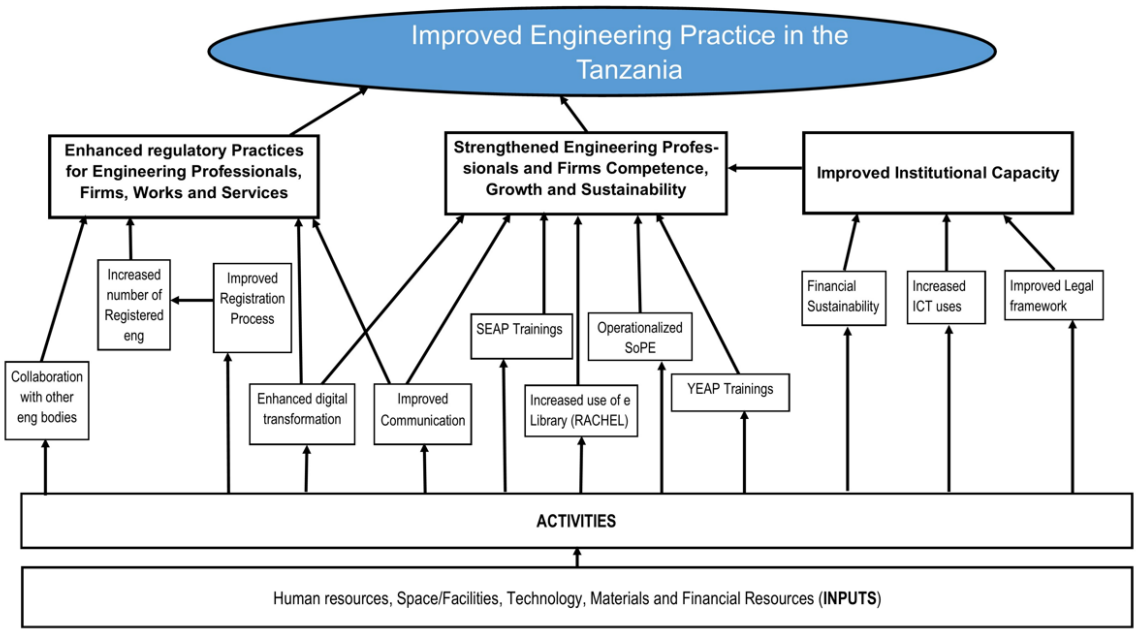
This chapter outlines the methods for measuring, monitoring, and evaluating the outcomes anticipated in this Strategic Plan. It details the specific actions to be implemented to achieve the ERB's objectives, the criteria for monitoring and evaluation, and the respective Divisions or Units responsible. Additionally, it includes Theory of Change the Results Chain and Framework Matrix, Monitoring and Evaluation Plans, Review processes, and the Reporting Plan.

4.2 Development Objective (Goal)

The overriding objective of ERB is “Improved Engineering Practice in the nation”. The overriding objective represents the highest level of results envisioned by ERB. However, other key players also contribute significantly towards the achievement of this Development Objective. The achievement of this Development Objective, among others, will be influenced by the level of financial resources available, staff and management commitment, and the demand for accountability on the part of citizens, as well as ERB capacity at both strategic and operational levels.

4.3 Theory of Change (ToC)

Theory of Change is a hypothesized series of changes that are expected to occur in a given context as the result of specific actions. The ToC shows explicit how a ERB thinks outputs from their interventions will interact with other concurrent interventions and contextual conditions to stimulate or enable a series of outcomes that will ultimately lead to the achievement of desired objectives. It is from the theory of change that we develop a causal pathway to identify necessary and sufficient outcomes needed to achieve a goal. ToC forms a roadmap that shows how a set of actions would help achieve a goal and identifies critical areas.



4.4 Results Chain

ERB Results Chain consists of outcomes, outputs, activities and inputs. A combination of the Objectives and Targets in the Strategic Plan; Activities and Inputs in the Medium Term Expenditure Framework (MTEF) forms ERB Results Chain. The basic assumption is that, there is causal linkage in the various elements of ERB Results Chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives. Achievement of ERB development objective in the medium term will contribute to the achievement of the National Five Years Development Plan goals. This chain of results justifies ERB`s use of the tax payer's money into the various interventions and thus contribute to the development of the country through improved performance.

4.5 Results Framework Matrix

This matrix contains ERB overall Development Objective, objective codes, medium term objectives, intermediate outcomes and outcome indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives. It should be noted that achievement of ERB Development Objective will be contributed by several other players, and may not be completely attributed by interventions under of this Strategic Plan. The Results Framework Matrix is detailed below.

Table 3: The Result Framework Matrix

Development Objective	Objective Codes	Medium Term Objectives	Intermediate Outcomes	Outcome Indicators
Improved Engineering Practice in the Tanzania	A	HIV/AIDS Infections and Non-Communicable Diseases (NCD) Reduced and Supportive Services Improved	(i) Increased number of ERB staff attending HIV/AIDS voluntary testing (ii) Improved supportive services to SLWHIV (iii) Increased staff awareness on HIV pandemic (iv) Decreased number of NCD among staff	(i) Prevalence rate (ii) % of staff declaring their HIV status (iii) % of NCD among staff
	B	Effective implementation of National Anti-Corruption Strategy enhanced and sustained	(i) Improved knowledge on Anti-Corruption Strategy. (ii) Reduced red tape in service delivery. (iii) Reduced corruption cases	(i) % Change of corruption incidents reported (ii) % of staff with knowledge on the national anti-corruption strategy
	C	Regulatory Practice for Engineering Professionals, Firms, Works and Services Enhanced	(i) Increased compliance of Act No. 15 of 1997 and its Amendment Act No 24 of 2007 (ii) Increased number of registered projects. (iii) Increased revenue	(i) % Change of registered Technicians, Engineers, Firms and Materials Testing Labs. (ii) % Change in Level of Compliance and Recognition. (iii) %Change in revenue.

Development Objective	Objective Codes	Medium Term Objectives	Intermediate Outcomes	Outcome Indicators
			(iv) Increased number of registered. professionals (v) Improved Communication (vi) Increased public awareness on the roles of the Board and professionals (vii) Increased number of graduates in Engineering.	
	D	Engineering Professionals and Firms Competence, Growth and Sustainability Enhanced and Strengthened	(i) Increased number of Trainees (ii) Increased in trainees' competence (iii) Improved Quality of work (iv) Increased number of professional (v) Increased Customer satisfaction (vi) Improved capacity of local engineering firms (vii) Increased in number of projects supervised by local firms	(i) % Change of Employers Sensitized (ii) % Change of SEAP and CPD beneficiaries (iii) % Change of Engineers and Firms supported

Development Objective	Objective Codes	Medium Term Objectives	Intermediate Outcomes	Outcome Indicators
	E	Institutional Capacity to Support ERB Service Delivery Improved	(i) Improved quality of services (ii) Increased staff performance (iii) Increased staff motivation (iv) Increased stakeholders' satisfaction (v) Increased revenue collections (vi) Increased transparency and accountability (vii) Improved financial management	(i) % change of Staff Satisfaction (ii) % change Stakeholders Satisfaction (iii) Audit Rating

4.6 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the remaining two years of the strategic planning cycle i.e. from July, 2024 to June, 2026.

4.7 Monitoring Plan

The monitoring plan consists of indicators, indicator description, baseline, indicator target values, data collection and methods of analysis, indicator reporting frequencies and the units responsible for data collection, analysis and reporting. The Monitoring Plan is detailed in **Table 4**.

Table 4: Monitoring Plan

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Number Consulting Engineers registered	2023/24	21	2025/26	20	8	20	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	Registration
Number Professional Engineers registered	2023/24	794	2025/26	550	552	550	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Incorporated Engineers registered	2023/24	0	2025/26	5	7	5	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Graduate Engineers registered	2023/24	2107	2025/26	2500	1173	2500	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Graduate Incorporated Engineers registered	2023/24	7	2025/26	3	5	3	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Engineering Technicians registered	2023/24	437	2025/26	500	222	500	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Temporary Professional Engineers registered	2023/24	794	2025/26	300	49	300	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Temporary Consulting Engineers registered	2023/24	11	2025/26	9	3	9	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Independent Consulting Engineers registered	2023/24	14	2025/26	10	3	10	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Local Engineering Consulting Firms (LECF) registered	2023/24	15	2025/26	10	4	10	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Number Foreign Engineering Consulting Firms (FECF) registered	2023/24	8	2025/26	8	3	8	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number Materials Testing Laboratories registered	2023/24	2	2025/26	5	1	5	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number of Engineering Consulting Firms Classified	2023/24	NILL	2025/26	250	208	250	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Regulatory framework document for engineering consulting Firms in place	2023/24	NILL	2025/26	1	1	1	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number of Stakeholders Consultative meetings Conducted	2023/24	NILL	2025/26	3	3	3	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number of surveys pertaining engineering regulation and practice conducted	2023/24	NILL	2025/26	2	2	2	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number of Engineers connected (linked) to employers by June 2026.	2023/24	NILL	2025/26	350	300	350	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number of Engineering Programmes Accredited	2023/24	22	2025/26	10	NIL	10	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Professional Recognition Manual for Diploma Awards in place	2023/24	0	2025/26	1	NIL	1	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of Joint meetings or workshops held with TCU and NACTVET	2023/24	1	2025/26	2	NIL	2	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Accreditation framework or guidelines with TCU and NACTVET in place	2023/24	1	2025/26	1	NIL	1	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of Benchmarking visit to Foreign Regulatory Board	2023/24	NILL	2025/26	2	NIL	2	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of MoU signed	2023/24	NILL	2025/26	2	NIL	2	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of joint workshops, conferences, or technical meetings held with foreign regulatory bodies	2023/24	NILL	2025/26	2	1	2	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of Professional Engineers Oath Conducted	2023/24	917	2025/26	800	800	800	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	Legal
Number of defaulters of fees and registration identified and penalized as per regulations.	2023/24	1	2025/26	2	1	1	ERB MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number of legal actions taken and resolved for cases of professional misconduct.	2023/24	3	2025/26	8	8	8	Investigation	REPORTED	Quarterly	QUARTERLY ERB REPORTS	
Number of SEAP trainees enrolled	2023/24	1381	2025/26	1200	1200	1200	SEAP enrolment statistics and MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	PDA

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Percentage of female trainees enrolled	2023/24	24%	2025/26	25%	24%	0.25	SEAP enrolment statistics and MIS	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number of SEAP Monitoring visits conducted	2023/24	3	2025/26	4	3	4	Activity Report	ERB MIS	Quarterly	QUARTERLY ERB REPORTS	
Number of MoU with SEAP Providers signed	2023/24	3	2025/26	NILL	NILL	NILL	Signed MoU	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of Induction Seminar conducted	2023/24	3	2025/26	4	1	4	Activity Report	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of Engineers undertake CPD Training	2023/24	4312	2025/26	3000	4500	3000	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of CPD Programme accredited	2023/24	77	2025/26	120	34	120	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of organizations and firms sensitized on CPD	2023/24	2630	2025/26	3000	2500	3000	Quarterly Report	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of CPD Programme conducted	2023/24	77	2025/26	120	34	120	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of consulting firms capacitated	2023/24	NILL	2025/26	50	NILL	50	ERB MIS	N/A	Quarterly	QUARTERLY ERB REPORTS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Numbers of specialized training on New and Emerging Skills (Unlock) i.e Innovations, Internet of Things (IoT), AI and 4IR conducted, new engineering disciplines etc	2023/24	1	2025/26	3	3	3	Activity Report	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of curricula developed and approved for various engineering programs	2023/24	NILL	2025/26	TBD	NILL	TBD	Activity Report	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of Standard Operation Procedures (SoP) developed	2023/24	NILL	2025/26	1	NILL	1	Activity Report	N/A	Quarterly	QUARTERLY ERB REPORTS	
Operationalization of Moodle Online Learning System	2023/24	NILL	2025/26	1	1	NILL	Activity Report	N/A	ANNUALY	ANNUALY	
Number of recruitment and deployment of qualified SoPE staff:	2023/24	NILL	2025/26	5	2	5	Activity Report	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of instructors/Coopted Experts deployed and engaged .	2023/24	NILL	2025/26	TBD	NILL	TBD	Data Base of instructors/ coopted experts	N/A	NILL	NILL	
Number of training cohorts admitted and enrolled (focus on Resident Engineers, Consulting Engineers).	2023/24	NILL	2025/26	10	1	10		N/A	Annually	Annually ERB reports	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Operational Management Systems (MIS) for managing SoPE prepared and utilized	2023/24	NILL	2025/26	1	NILL	1	Activity Report	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of ICT and STEM teachers supported with stipends, health insurance, and professional development.	2023/24	NILL	2025/26	50	20	50	Activity Report	N/A	MONTHLY	QUARTERLY ERB REPORTS	
Number of girls secondary school facilitated e-libraries (STEM)	2023/24	NILL	2025/26	30	NILL	30	List of school supported	N/A	MONTHLY	QUARTERLY ERB REPORTS	
Percentage of female student enrolled in STEM subjects .	2023/24	NILL	2025/26	1000	NILL	1000	List of girls supported	N/A	MONTHLY	QUARTERLY ERB REPORTS	
Percentage of students sitting for ICT and STEM subjects in NECTA examinations .	2023/24	NILL	2025/26	200	NILL	200	List of girls supported	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of young engineers enrolled and trained in YEAP.	2023/24	NILL	2025/26	70	NILL	70	List of girls supported	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of structured mentorship programs established connecting young engineers with senior professionals.	2023/24	NILL	2025/26	6	NILL	6	Number of mentorship	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of practical engineering projects undertaken and completed by enginers under YEAP	2023/24	NILL	2025/26	TBD	NILL	TBD	List of YEAP Supported	N/A	Quarterly	QUARTERLY ERB REPORTS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Percentage of participants completing entrepreneurship and business development courses.	2023/24	NILL	2025/26	TBD	NILL	TBD	List of interpreters	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of engineering business plans developed and implemented by engineers under YEAP	2023/24	NILL	2025/26	TBD	NILL	TBD	List of YEAP supported	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of partnerships secured with industry/ organization/ financial institutions to support YEAP.	2023/24	NILL	2025/26	TBD	NILL	TBD	List of year Supported	N/A	Quarterly	QUARTERLY ERB REPORTS	
Number of women participants in YEAP programs to address gender disparity in engineering.	2023/24	NILL	2025/26	25	NILL	25	List of YEAP student supported	N/A	Quarterly	QUARTERLY ERB REPORTS	
Percentage of establishing engineering consulting firms or securing managerial roles in industry.	2023/24	NILL	2025/26	20%	NILL	0.2	N/A	N/A	NILL	NILL	
Number of engineers sent abroad for apprenticeship programs.	2023/24	NILL	2025/26	50	NILL	50	N/A	N/A	NILL	NILL	
Number of job placements secured for engineers in international projects or organizations.	2023/24	NILL	2025/26	50	NILL	50	N/A	N/A	N/A	N/A	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Number of female graduate engineers sent abroad to promote gender inclusivity in acquiring high-tech skills.	2023/24	NILL	2025/26	12	NILL	12	N/A	N/A	N/A	N/A	
Number of National Strategic Projects registered	2023/24	2	2025/26	5	1	5	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	Enforcement
Number of Building projects registered	2023/24	201	2025/26	1790	95	1790	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Roads Works registered	2023/24	12	2025/26	500	4	500	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Water projects registered	2023/24	3	2025/26	50	1	50	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Electrical projects registered	2023/24	2	2025/26	50	0	50	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Mechanical projects registered	2023/24	NILL	2025/26	50	NILL	50	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Ports projects registered	2023/24	1	2025/26	10	NILL	10	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Airports Projects registered	2023/24	1	2025/26	5	NILL	5	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Railways projects registered	2023/24	4	2025/26	3	NILL	3	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	

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	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Number of Irrigation projects registered	2023/24	2	2025/26	5	NILL	5	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Industries projects registered	2023/24	24	2025/26	100	1	100	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of projects from Nest	2023/24		2025/26	1132	NILL	1132	PPRA, NEST	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Mines projects and other engineering projects.	2023/24	23	2025/26	110	NILL	110	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of unregistered engineers	2023/24	500	2025/26	1000	36	1000	Monitoring activities	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of unlicensed engineering practitioners enforced to comply	2023/24	210	2025/26	16427	50	16427	Monitoring activities	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Fee defaulters enforced to comply.	2023/24	1000	2025/26	1000	250	1000	ERB MIS	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Accident rate	2023/24	5	2025/26	5	5	5	Social Media	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Incident rate	2023/24	5	2025/26	5	5	5	Social Media	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Investigations Conducted	2023/24	2	2025/26	1	3	1	Report	REPORT	Quarterly	QUARTERLY ERB REPORTS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Training and Awareness Sessions	2023/24	2	2025/26	5	3	5	Report	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Frequency of system updates and maintenance of Systems	2023/24	NILL	2025/26	6	5	6	ERB MIS, EMS, intranet	ERB MIS, EMS, Intranet	Twice per year	Concept note or TOR	ICT
Number of bugs/snags or issues resolved	2023/24	NILL	2025/26	40	60	40	ERB MIS, EMS, intranet	ERB MIS, EMS, Intranet	QUARTELY	Inception meeting	
Number of stakeholder workshops or feedback sessions conducted on MIS and EMS (ICT services)	2023/24	NILL	2025/26	1	1	1	Email invitation	Reports	ANNUALLY	Stakholders feedback and attendance	
Number of external systems successfully integrated with ERB systems	2023/24	NILL	2025/26	2	1	2	Integration reports	Integration document	ANNUALLY	Signed DSA	
New features developed/ upgraded (incorporated) to our ERB systems	2023/24	NILL	2025/26	2	1	2	SoPE system, SoPE website	SoPE system documentation	ANNUALLY	System	
Frequency of ICT security audits conducted	2023/24	NILL	2025/26	2	NILL	2	Meeting records	Meeting Document	Twice per year	Attendance	
Frequency of backup and recovery drills for systems	2023/24	NILL	2025/26	4	2	4	Backup logs	System logs	QUARTELY	Logs	
Number of Software and (ICT devices) hardware replacements	2023/24	NILL	2025/26	75	NILL	75	procurement records/ requisitions	Asset management software	Twice per year	Asset management software	

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	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Number of ICT disaster recovery and business continuity plans conducted	2023/24	NILL	2025/26	1	NILL	1	Meeting records	Meeting Document	ANNUALLY	Attendance	
Number of internal awareness sessions conducted on ICT security and infrastructures	2023/24	NILL	2025/26	2	NILL	2	Internal communicatio n (email & memo)	Session Agenda or training Schedule	Twice per year	Attendance	
Number of management document produced	2023/24	NILL	2025/26	2	4	2	Internal report	Proporsed management document	Twice per year	Draft Management Document	
Number of security meetings conducted	2023/24	NILL	2025/26	4	4	4	Meeting minutes	Meeting Notice	QUARTELY	Attendance	
Number of EEC meeting conducted	2023/24	NILL	2025/26	4	4	4	Meeting minutes	Meeting Notice	QUARTELY	Attendance	
Number of ICT steering committee conducted	2023/24	NILL	2025/26	4	4	4	Meeting minutes	Meeting Notice	QUARTELY	Attendance	
Number of quarterly ICT meeting conducted	2023/24	NILL	2025/26	4	4	4	Reports	Email Invitation	QUARTELY	ICT Meeting Reports	
Number of awareness or training sessions conducted on digital transformation for staff	2023/24	NILL	2025/26	1	1	1	Training schedules and reports	Event Documentation	ANNUALLY	Attendance	
Number of ICT staff facilitated to attend ICT professional seminars/workshops	2023/24	NILL	2025/26	3	3	3	Training	Training Report	ANNUALLY	Certificate of Attendance	

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	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Draft of the Engineers Registration Act amendments in place	2023/24	1	2025/26	1	1	1	Science and Technology development	REPORT	Quarterly	quarterly ERB Reports	Legal
Number of stakeholder meetings completed.	2023/24	NILL	2025/26	1	1	1	Legislative Drafting Procedure	REPORT	Quarterly	quarterly ERB Reports	
Submission of the finalized amendments to the designated authority (i.e Parliament or Ministry responsible).	2023/24	1	2025/26	1	1	1	Legislative Drafting Procedure	REPORT	Quarterly	quarterly ERB Reports	
Number of training sessions conducted for Board staff and stakeholders on the updated legal and regulatory frameworks.	2023/24	NILL	2025/26	1	1	1	Board Decision	REPORT	Quarterly	quarterly ERB Reports	
Number of legal seminars and/or workshops conducted.	2023/24	10	2025/26	10	10	10	Continous Legal Education (CLE)	REPORT	Annually	Annually	
Number of contracts vetted.	2023/24	27	2025/26	30	30	30	Contract Register	REPORT	Quarterly	quarterly ERB Reports	
Number of contract records and legal documents accurately maintained and securely stored.	2023/24	27	2025/26	30	30	30	Contract Register	REPORT	Quarterly	quarterly ERB Reports	
Secretarial Services to the Board of Director Meetings provided.	2023/24	6	2025/26	6	6	6	Board Charter and ERB Act	REPORT	Quarterly	quarterly ERB Reports	

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	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Number of Board resolutions successfully implemented.	2023/24	24	2025/26	28	26	28	Minutes and Board Resolution	REPORT	Quarterly	quarterly ERB Reports	
Number of Court and Tribunal cases managed and resolved.	2023/24	3	2025/26	8	2	8	Case Management System (CMS) and tribunal register	REPORT	Quarterly	quarterly ERB Reports	
Number of audit reports	2023/24	12	2025/26	22	21	22	GARI-ITS	GARI-ITS	QUARTELY	IA Quartely Report	Internal Audit
Number of Risk based Internal Audit plan prepared	2023/24	1	2025/26	1	1	1	GARI-ITS	GARI-ITS	ANNUALLY	Audit Committee Minutes(Approved Risk based IA plan)	
Number of Audit reports on follow up and compliance	2023/24	4	2025/26	4	4	4	GARI-ITS	GARI-ITS	QUARTELY	IA Quartely Report	
Percentage of budget allocations aligned with strategic priorities.	2023/24	N/A	2025/26	90%	N/A	0.9	PLANREP	PLANREP	Monthly	Monthly	Planning & Monitoring
Number of planned projects are executed within the timeline and budget.	2023/24	N/A	2025/26	4	4	4	PLANREP	PLANREP	Monthly	Monthly	

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	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Number of research facilitated & Established	2023/24	N/A	2025/26	2	N/A	2	PLANREP	PLANREP	Quarterly	Quarterly ERB Reports	
Number of innovation developed	2023/24	N/A	2025/26	1	N/A	1	PLANREP	PLANREP	Quarterly	Quarterly ERB Reports	
Number of research trained	2023/24	N/A	2025/26	2	N/A	2	PLANREP	PLANREP	mid review	Quarterly ERB Reports	
Number of monitoring conducted	2023/24	N/A	2025/26	4	3	4	PLANREP	PLANREP	Quarterly	Quarterly ERB Reports	
Number of project evaluated	2023/24	N/A	2025/26	4	3	4	PLANREP	PLANREP		Quarterly ERB Reports	
Percentage staff score	2023/24	N/A	2025/26	12	12	12	PLANREP	PLANREP	WEEKLY	Monyhly Report	
Number of evaluation Conducted	2023/24		2025/26	4	3	4	PLANREP	PLANREP	QUATERLY	Quarterly ERB Reports	
Numbers of Corporate Social Responsibility activities carried	2023/24	N/A	2025/26	2	2	2	ERB CSR Policy	ERB CSR POLICY	Quarterly	QUARTERLY ERB REPORTS	PR
Numbers of social media contents uploaded	2023/24	350	2025/26	500	432	500	Events and ERB operations	ERB COMMUNICATION STRATEGY	Quarterly	QUARTERLY ERB REPORTS	
Number of press conferences, media tours, or stakeholder briefings organized.	2023/24	11	2025/26	20	16	20	Media house (tv, redio, newspaper)	ERB COMMUNICATION STRATEGY	Quarterly	QUARTERLY ERB REPORTS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Number of training sessions conducted for team capacity building.	2023/24	2	2025/26	5	1	5	Report	REPORT	Quarterly	QUARTERLY ERB REPORTS	
Audience reach through various communication channels (social media impressions, website traffic).	2023/24	5	2025/26	7	6	7	Customer Sastifation Report	CUSTOMER SASTIFICATION REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of community engagement events, open days, or public forums held.	2023/24	6	2025/26	10	8	10	Report	NUMBER OF REPORT	Quarterly	QUARTERLY ERB REPORTS	
Number of Publications Produced: Total number of publications (e.g., reports, brochures, newsletters and magazines) produced	2023/24	11	2025/26	25	16	25	Report	NUMBER OF REPORT	Quarterly	QUARTERLY ERB REPORTS	
Percentage of financial statements completed by the statutory deadline(ensuring that reports are available for review, audit, and public access on time	2023/24	NILL	2025/26	100%	100%	100%	MUSE	MUSE	ANNUALLY	ANNUAL REPORT	Accounts
Percentage of compliance with relevant accounting standards (e.g., IPSAS, GAAP)to ensure transparency and accountability	2023/24	NILL	2025/26	100%	100%	100%	MUSE	MUSE	ANNUALLY	ANNUAL REPORT	
A financial statements that receive an unqualified(clean) audit opinion.	2023/24	NILL	2025/26	100%	100%	100%	MUSE	MUSE	ANNUALLY	ANNUAL REPORT	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Percentage variance between actual expenditure and budgeted expenditure.(by predicting and controlling expenditures)	2023/24	NILL	2025/26	1%	1%	1%	MUSE	MUSE	Quarterly	QUARTERLY ERB REPORTS	
Percentage of staff trained in the latest accounting standards and reporting practices	2023/24	NILL	2025/26	6	6		SEMINAR	SEMINAR	ANNUALLY	ANNUAL REPORT	
Percentage of financial forecasts (revenues, expenditures) that match actual performance(for budget preparation and financial planning)	2023/24	NILL	2025/26	98%	99%	99%	MUSE & ERB MIS	MUSE & ERB MIS	QUARTERLY	QUARTERLY ERB REPORTS	
Actuarial report on revenue sources	2023/24	NILL	2025/26	1	0	1	ERB MIS	ERB MIS	QUARTERLY	QUARTERLY ERB REPORTS	
Revenue collection help desk in operation	2023/24	NILL	2025/26	1	0	1	ERB MIS	ERB MIS	QUARTERLY	QUARTERLY ERB REPORTS	
15% of Gross revenue remitted to consolidated fund	2023/24	NILL	2025/26	1	0	1	ERB MIS	ERB MIS	ANNUALLY	ANNUAL REPORT	
Risk and fraud risk registers prerpared,	2023/24	NILL	2025/26	1	0	1	MUSE & ERB MIS	ERB MIS	QUARTERLY	QUARTERLY ERB REPORTS	
Number of queterly report prepared	2023/24	NILL	2025/26	6	2	4	MUSE & ERB MIS	MUSE & ERB MIS	QUARTERLY	QUARTERLY ERB REPORTS	
Number of meeting held by risk/fraud management commitees	2023/24	NILL	2025/26	2	1	1	ERB	MUSE & ERB MIS	QUARTERLY	QUARTERLY ERB REPORTS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Annual procurement Plan in Place.	2023/24	1	2025/26	1	1	1	Approved budget for each FY	PlanRep and NeST	Annually	APP	PMU
Number of contracts implemented	2023/24	16	2025/26	20	17	20	Published App	NeST	Quarterly	Qartely procurement report	
Percentage of compliance in Procurement audit report.	2023/24	80%	2025/26	95%	90%	0.95	Compliance with PPA 2023 and PPRA 2024	NeST	Annually	Compliance report from PPRA	
Stock checking reports	2023/24	1	2025/26	7	5	7	Stores Ledgers	GAMIS	Quarterly	Stock report	
Report of physical verification of stock	2023/24	1	2025/26	4	2	4	Available Stock in the Store	GAMIS	Semi- Annually	Report	
Sock taking report	2023/24	1	2025/26	1	1	1	Final Accounts, available Stock in store and gamis	GAMIS	Annually	Annually report	
Percentage of assets recored	2023/24	50%	2025/26	100%	90%	100%	Physical Available Asset	GAMIS	Annually	Report from GAMIS	
Percentage of assets being used at their optimal capacity.	2023/24	100%	100%	100%	100%	100%	Physical Available asset	GAMIS	Annually	Report from GAMIS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Percentage of asset management staff trained and certified in asset management best practices.	2023/24	NILL	100%	100%	100%	100%	Available assets	GAMIS	Annually	Report from GAMIS	
Number of awareness programs	2023/24	1	2025/26	1	1	1	ERB SP	REPORT	Annually	ERB ANNUALLY REPORTS	HRM
Number of awareness programs	2023/24	3	2025/26	1	1	1	ERB SP	REPORTS	ANNUALLY	ERB ANNUALLY REPORTS	
Number of meetings	2023/24	1	2025/26	2	3	2	ERB SP	MEETING MINUTES	Quarterly	ERB ANNUALLY REPORTS	
Number of staffs attending training	2023/24	20	2025/26	20	25	20	HRP	REPORTS	Quarterly	ERB ANNUALLY REPORTS	
Number of employee recruited,	2023/24	10	2025/26	4	7	4	HRP	REPORTS	Quarterly	ERB ANNUALLY REPORTS	
% of staffs performance and customers satisfaction	2023/24	1	2025/26	1	1	1	ERB Self Assessment and PEPMIS	REPORTS	QUARTERLY	ERB ANNUALLY REPORTS	
Number of meetings	2023/24	1	2025/26	2	2	2	Public Service Acts	MEETING MINUTES	QUARTERLY	ERB ANNUALLY REPORTS	
number of employee monitored and evaluated	2023/24	1	2025/26	1	1	1	Annual Audit Plan	INTERNAL AUDIT	ANNUALLY	ERB ANNUALLY REPORTS	

KPI	BASELINE VALUES		CUMMULATIVE TARGET VALUE		INDICATOR TARGET VALUES		DATA COLLECTION METHOD AND ANALYSIS			MEANS OF VERIFICATION	RESPONSIBLE UNIT
	DATE	VALUE	DATE	VALUE	2024/25	2025/26	DATA SOURCE	DATA COLLECTION METHODS AND INSTRUMENTS	FREQUENCY OF DATA COLLECTION		
Rate of staffs score in ERB	2023/24	1	2025/26	1	1	1	PEPMIS	PEPMIS	MONTHLY	ERB ANNUALLY REPORTS	
Approved organization structure and scheme of service	2023/24	1	2025/26	1	1	1	ERB SP	Report	ANNUALLY	ERB ANNUALLY REPORTS	
Approved incentive scheme	2023/24	1	2025/26	1	1	1	ERB SO & AIS	Report	ANNUALLY	ERB ANNUALLY REPORTS	
% Rate of construction completed	2023/24	70	2025/26	90	80	90	Mhandisi annex costruction plan	Reports	ANNUALLY	ERB ANNUALLY REPORTS	
Number of Hubs/centre established	2023/24	NIL	2025/26	NIL	NIL	NIL	ERB SP	REPORTS	ANNUALLY	ERB ANNUALLY REPORTS	
Number of innovative programmes established.	2023/24	NIL	2025/26	NIL	NIL	NIL	ERB SP	REPORTS	ANNUALLY	ERB ANNUALLY REPORTS	

4.8 Planned Reviews

This will consist of review meetings, planned milestones reviews and appraisals.

4.8.1 Strategic Plan Review Meetings

This will involve various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. The plan shows type of meetings, frequency, designation of chairpersons and members in each meeting.

Table 5: Strategic Plan Review Meetings

SN.	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Board Meetings	Once after 2 months	Board Chairman	Board Members, Registrar, Assistant Registrars and IA.
2.	Special Board Meetings	On Demand	Board Chairman	Board Members, Registrar, Assistant Registrars and IA
3.	Professional Development Committee (PDAC) Meetings	Once after 2 months	Committee Chairperson	Committee Members and AR-PDA
4	Registration Technical Affairs Committee (ReTAC) Meetings	Once after 2 months	Committee Chairperson	Committee Members, AR- E, AR-ReTA.
5	Executive Committee (EXCO) Meetings	Once after 2 months	Committee Chairperson	Committee Members, Registrar and AR-FA
6	Audit Committee Meetings (AC)	Quarterly	Committee Chairperson	Committee Members, IA, AR-FA
7.	Management Meetings	Monthly	Registrar	Management Team
8	Tender Board meeting	Quarterly	Tender Board Chairman	Members of the Tender Board
9.	Departmental Meetings (Monday Morning)	Weekly	HoD	Departmental staff

4.8.2 Planned Milestones Review

The plan involves conducting a total of two (2) formal reviews throughout the Strategic Planning Cycle. This includes one (1) annual review, a Final MTSP Outcome Review, as outlined in Table 6. These reviews will evaluate whether the planned activities are progressing towards achieving the annual targets, identifying their status as on track, off track, unknown, or at risk. They will also monitor changes in outputs over time, examine issues, challenges, and lessons learned during the year under review, and assess how effectively the outputs contribute to the overall objectives. The findings will be used to refine and adjust implementation strategies as needed.

The review will also assess as to what extent the achieved targets have contributed towards achievement of five year outcomes as well as issues, challenges and lessons learnt over the three years' period. Heads of Departments and units will take a lead in the review process on the completion of the strategic plan cycle.

The specific planned reviews, milestones, timeframes and the responsible departments are detailed **Table 6** below.

Table 6: Planned Milestones Review

S/N	Years	Planned Review	Timeframe	Responsible
1	2024/25	Annual Performance Review	June 2025	AR-FA
2	2025/26	Final Medium Term Strategic Plan Outcome Review	April 2026	AR-FA

4.8.3 Rapid Appraisals

Appraisals involve determining the type, description, questions, area of focus, methodology, and frequency of the rapid appraisal including the responsible person for conducting or managing the rapid appraisals.

Table 7: Appraisals

S/N	Appraisal	Description of the Appraisal	Appraisal Questions	Methodology	Time frame	Responsible Person
1.	Assessment of level of compliance to ERB Act	This study intends to measure the extent to which engineers and other stakeholders are complying with	• What are the areas of compliance? • What are the percentage of developers and engineers who comply?	Sample Survey	2025	AR - E

S/N	Appraisal	Description of the Appraisal	Appraisal Questions	Methodology	Time frame	Responsible Person
		ERB Act and its Regulations.	• What is the % of misconduct cases reported? • What is the % of the reported misconduct cases handled by the Board? • Which measures should be taken to alleviate misconduct?			

4.9 Evaluation Plan

The Evaluation Plan outlines the evaluation studies to be carried out during the Strategic Planning Cycle. These studies include details such as the description of each study, the evaluation questions, methodologies, timelines, and designated responsible personnel. Conducted over a two-year period, the studies aim to gather evidence on whether the interventions and outputs have contributed to achieving the outcomes envisioned in the strategic plan. The evaluation plan matrix is presented in **Table 8:**

Table 8: Evaluation Plan

S/N	Evaluations	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
1	Impact assessment	This study intends to assess the outcomes and impacts of the strategic plan	(i) What are the roles /functions of ERB to the National development? (ii) Is ERB having an effect on the national context? (iii) Has ERB institutional capacity been strengthened? (iv) Is ERB moving towards financial sustainability? (v) What are the challenges? (vi) What are the recommendations?	(i) Conducting interviews (ii) Administering questionnaires (iii) Documentary review	2026	Registrar
2	Review Strategies to source more funds for SEAP financing	This review intends to set strategies for sourcing reliable funds from various stakeholders in order to make SEAP Sustainable.	(i) What is the current status for SEAP financing? (ii) What are the potential SEAP financiers? (iii) Are the Stakeholders aware on the SEAP implementations? (iv) What are the current challenges facing SEAP implementations? (v) What should be done to make	(i) Documentary review (ii) Questionnaire	2026	AR- PDA

S/N	Evaluations	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
			SEAP financing sustainable?			
3	Final Evaluation	This evaluation Aims at measuring the achievement of Planned Strategic Objectives. In addition, it measures the impact that the board has to the public	(i) To what extent have the Planned Targets been achieved? (ii)Has Target achievement led to realization of the intended outcomes? (iii) What policy, legal and regulatory framework changes can be done to improve the outcomes? (iv) What is the percentage of stakeholders aware of ERB initiatives? (v) To what extent has ERB contributed to the social economic development of the country?	(i) Focus group (ii) Discussions (iii) Controlled randomized studies (iv) Literature reviews (v) Surveys (vi) Questionnaire	April 2026	

4.10 Reporting Plan

This sub-section details the Reporting Plan which contains the internal and external reporting plans. The reporting plan is in accordance with statutory requirements or as may be required from time to time.

4.10.1 Internal Reporting Plan

This plan will involve weekly, quarterly, monthly, annually or on demand basis as may be required from time to time. The Reporting Plan is detailed in **Table 9** below:

Table 9: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Registrar's Progress Report	Board Chairman	Quarterly	Registrar
2	Departmental Reports (Example, Registration Progress, Site Inspection, SEAP monitoring, departmental meeting reports etc.)	Registrar	Monthly	Head of Departments.
3	Human Resource and Administration Report	Registrar	Quarterly	AR - FA
4	Financial Report	Registrar	Quarterly	AR - FA
5	Internal Audit Report	Registrar	Quarterly	IA
6	Procurement Report	Registrar	Quarterly	HPMU
7	Audited Report	Board Chairman	Annually	Registrar

4.10.2 External Reporting Plan

External reporting will involve preparation of eight types of reports as shown in **Table 10**. The report will be submitted to the following stakeholders: The Government and Development Partners (if any are supporting the Board).

The reports will be prepared on quarterly basis and submitted on 15th of each month following the end of a given quarter, six months and year or on demand basis from time to time. The reporting plan will be in accordance with the Regulations of the Board.

Table 10: External Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Annual Performance report	PS-MoWT, Treasury Registrar	Annually	Registrar
2	Unaudited Report	CAG	Annually	Registrar
3	Audited Report	PS- MoWT, Treasury Registrar	Annually	Registrar
4	Procurement Plan	PPRA	Annually	Registrar
5	Procurement Report	PPRA	Quarterly	Registrar
6	Personnel Emoluments Report	PS- MoF, PS-POPSM	Monthly/ Annually	Registrar
7	Staff Appraisal Reports	PS - PO - PSM	Annually	Registrar
8	External Special Assignment Reports	PS – MoW, Other relevant Stakeholders	On demand	Registrar

4.11 Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements

Level 1 – Inputs

The first level of the Results Framework tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on monthly basis and will be reported on respective implementation reports. At these level indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions and staff as well as predictability of resource flows, the alignment of resource flow to the activities and outputs.

Level 2 – Activities

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At these level indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will report corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

Level 3 – Outputs

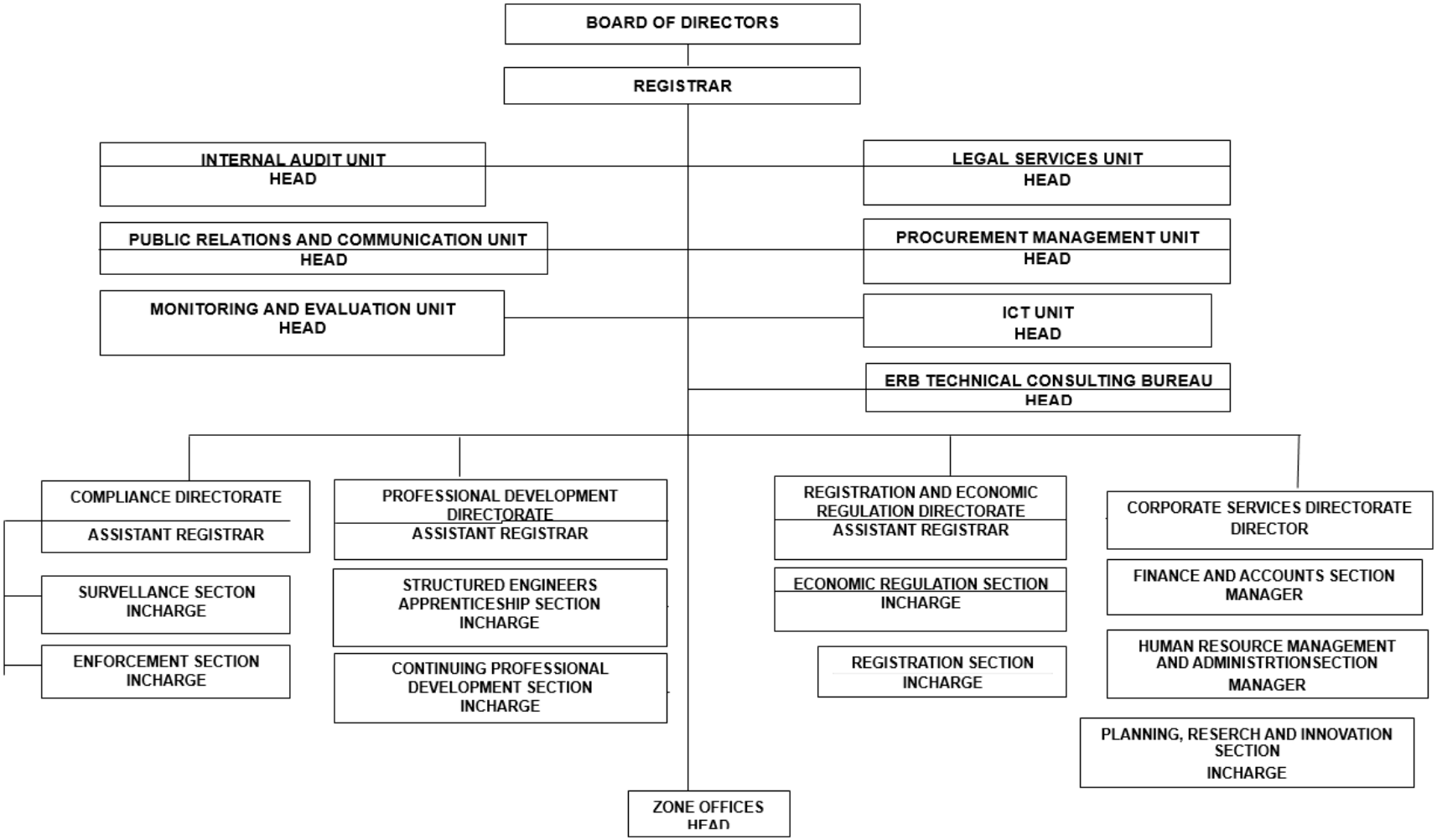
The third level of the Results Framework tracks the realization of the outputs that ERB produces and which are attributed solely to ERB. The outputs at this level will be measured by output Indicators and milestones and data collection and analysis will be done quarterly. Outputs or Milestones which have significant impact on achievement of the objectives will be reviewed quarterly and will be reported in Quarterly reports. The reports will focus on how the outputs produced are delivering the outcomes and will report corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

Level 4-Outcomes

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to ERB alone as there will be several players contributing to these outcomes. These intermediate Strategic Plan outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the final year outcome report. The annual reports and the three years' outcome reports will be based on either sector or specific evidence based studies using national statistics. The reports focus on benefits delivered to ERB customer and other stakeholders.

ANNEXES

Annex I: ERB ORGANIZATION CHART



Annex II: STRATEGIC PLAN MATRIX

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
Objective A: HIV/AIDS Infections and Non Communicable Diseases (NCD) Reduced and Supportive Services Improved	Improve preventive measures and supportive services for HIV/ AIDS and NCDs	Five (5) awareness campaign on HIV,AIDS infection and NCD implemented by June 2026	Number of awareness programs	HRM
		Supportive services to staff living with HIV/AIDs provided annually by June 2026		
Objective B: Effective implementation of National AntiCorruption Strategy enhanced and sustained	• Strengthen awareness campaign • Implement National Anti-Corruption Strategy and Action Plan (NACSAP) • Strengthen systems and institutional ethics, accountability and transparency	Three (3) awareness programs on anti- corruption implemented by June, 2026	Number of awareness programs	
		Four (4) Integrity committee meetings convened and facilitated by June 2026.	Number of meetings	
Objective C: Regulatory Practice for Engineering Professionals, Firms, Works and Services Enhanced	Standardize the Registration of Technicians, Engineers, Firms and Materials Testing Laboratories.	3820 Engineering Practitioners, Engineering Consulting firms and Engineering Material Testing Laboratory registered by June 2026	Number Consulting Engineers registered annually	Registration
			Number Professional Engineers registered annually	
			Number Incorporated Engineers registered annually	
			Number Graduate Engineers registered annually	
			Number Graduate Incorporated Engineers registered annually	
			Number Engineering Technicians registered annually	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Number Temporary Professional Engineers registered annually	
	Promote Effective Conducts, Ethics, Utilization and Motivation for Engineering Professionals and Firms.		Number Temporary Consulting Engineers registered annually	
			Number Independent Consulting Engineers registered annually	
			Number Local Engineering Consulting Firms (LECF) registered annually	
			Number Foreign Engineering Consulting Firms (FECF) registered annually	
			Number Materials Testing Laboratories registered annually	
		5 Engineering Programmes offered by Engineering Training Institutions accredited by June 2026	Number of Engineering Programmes Accredited Annually.	
			Professional Recognition Manual for Diploma Awards in place	
	Enhance practice of engineering with due consideration of the environment.		Number of Joint meetings or workshops held with TCU and NACTVET	
			Accreditation framework or guidelines with TCU and NACTVET in place	
		Collaboration with 3 foreign engineering regulatory bodies on regulatory matters to	Number of Benchmarking visit to Foreign Regulatory Board	
			Number of MoU signed	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
		enhance standards, mutual recognition, and best practices facilitated by June 2026	Number of joint workshops, conferences, or technical meetings held with foreign regulatory bodies	
		Registration processes, along with the enforcement of strict legal actions against defaulters achieved by June 2026.	Number of Professional Engineers Oath Conducted	Legal
			Number of defaulters of fees and registration identified and penalized as per regulations.	
	Enhance Recognition of Engineering Training Institutions and Programmes.		Number of legal actions taken and resolved for cases of professional misconduct.	
		3700 different projects registered by June, 2026	Number of National Strategic Projects registered	Enforcement
			Number of Building projects registered	
			Number of Roads Works registered	
			Number of Water projects registered	
			Number of Electrical projects registered	
			Number of Mechanical projects registered	
	Enhance Reciprocal recognition of the professionals and Boards in the Region and Abroad.		Number of Ports projects registered	
			Number of Airports Projects registered	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Number of Railways projects registered	
			Number of Irrigation projects registered	
			Number of Industries projects registered	
			Number of projects from Nest	
			Number of Mines projects and other engineering projects.	
	Develop criteria for classification / ranking Engineering Consulting Firms.	16497 engineers, unregistered practitioners, unlicensed practitioners, and fee defaulters identified and monitored by June 2026	Number of unregistered engineers	
			Number of unlicensed engineering practitioners enforced to comply	
			Number of Fee defaulters enforced to comply.	
		Accident and incident rates in engineering works decreased by 3% a by June 2026.	Accident rate	
			Incident rate	
			Number of Investigations Conducted	
			Training and Awareness Sessions	
Objective C: Regulatory Practice for Engineering Professionals, Firms, Works and Services Enhanced		Economic Regulations of Engineering Consulting Firms Conducted by June 2026.	Number of Engineering Consulting Firms Classified	
			Regulatory framework document for engineering consulting Firms in place	
			Number of Stakeholders Consultative Meetings Conducted	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Number of surveys pertaining engineering regulation and practice conducted	
		Employment opportunities to Engineer Practitioners Promoted and Facilitated by June 2026.	Number of Engineers connected (linked) to employers by June 2026.	
Objective D: Engineering Professionals and Firms Competence, Growth and Sustainability Enhanced and Strengthened	Strengthen Structured Engineering Apprenticeship Programme.	2,400 new trainees joined and trained on SEAP by June 2026	Number of SEAP trainees enrolled	PDA
			Percentage of female trainees enrolled	
			Number of SEAP Monitoring visits conducted	
			Number of MoU with SEAP Providers signed	
			Number of Induction Seminar conducted	
	Strengthen Continuing Professional Development of Engineers.	6,000 Engineers, 1,200 Engineering Technicians and 100 Consulting firms Capacitated by June 2026	Number of Engineers undertake CPD Training	
			Number of CPD Programme accredited	
			Number of organizations and firms sensitized on CPD	
			Number of CPD Programme conducted	
			Number of consulting firms capacitated	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Numbers of specialized training on New and Emerging Skills (Unlock) i.e Innovations, Internet of Things (IoT), AI and 4IR conducted, new engineering disciplines etc	
		The operational systems of the School of Professional Engineering (SoPE) for providing high-quality engineering training and development established by June 2026	Number of curricula developed and approved for various engineering programs	
			Number of Standard Operation Procedures (SoP) developed	
			Operationalization of Moodle Online Learning System	
	Engage Graduate Engineers to Strategic Projects.		Number of recruitment and deployment of qualified SoPE staff:	
			Number of instructors/Coopted Experts deployed and engaged .	
			Number of training cohorts admitted and enrolled (focus on Resident Engineers, Consulting Engineers).	
			Operational Management Systems (MIS) for managing SoPE prepared and utilized	
			Number of Engineering Apprenticeship Program developed for consulting	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			engineers, engineering technicians and artisans	
		30 ICT teachers and 30 secondary schools supported with essential e-Libraries (RACHEL) to improve access to STEM education and digital learning resources, with a focus on girls' schools by June 2026.	Number of ICT and STEM teachers supported with stipends, health insurance, and professional development.	
			Number of girls secondary school facilitated e-libraries (STEM)	
	Solicit Funds for Engineering Practice and SEAP Training Placements.		Percentage of female student enrolled in STEM subjects .	
			Percentage of students sitting for ICT and STEM subjects in NECTA examinations .	
		100 young engineers under the Youth Engineers Acceleration Programme (YEAP) trained on echnical skills, business skills, and employability by June, 2026	Number of young engineers enrolled and trained in YEAP.	
			Number of structured mentorship programs established connecting young engineers with senior professionals.	
			Number of practical engineering projects undertaken and completed by enginers under YEAP	
			Percentage of participants completing entrepreneurship and business development courses.	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Number of engineering business plans developed and implemented by engineers under YEAP	
	Strengthen Engineering Development Facility (EDF).		Number of partnerships secured with industry/ organization/ financial institutions to support YEAP.	
			Number of women participants in YEAP programs to address gender disparity in engineering.	
			Percentage of graduates establishing engineering consulting firms or securing managerial roles in industry.	
		50 engineers facilitated to undergo apprenticeship and job placements abroad to acquire advanced technological skills and modern engineering practices, promoting the internalization of engineering practitioners, by June 2026.	Number of engineers sent abroad for apprenticeship programs	
			Number of job placements secured for graduate engineers in international projects or organizations.	
			Number of female graduate engineers sent abroad to promote gender inclusivity in acquiring high-tech skills.	
Objective E: Institutional Capacity to support ERB service delivery Improved	Modernize ICT and information management;	ICT systems enhanced through Digital transformation by June, 2026	Frequency of system updates and maintenance of Systems	ICT
			Number of bugs/snags or issues resolved	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Number of stakeholder workshops or feedback sessions conducted on MIS and EMS (ICT services)	
			Number of System deployed and operational (SoPE)	
			New features developed/ upgraded (incorporated) to our ERB systems	
			Number of Software and (ICT devices) hardware replacements	
		ICT infrastructures for ERB modernized, maintained and supported by June, 2026	Frequency of ICT security audits conducted	
			Frequency of backup and recovery drills for systems	
			Number of Software and hardware replacements annually	
			Number of ICT disaster recovery and business continuity plans conducted	
			Number of internal awareness sessions conducted on ICT security and infrastructures	
			Number of management document produced annually	
			Number of security meetings conducted	
			Number of EEC meeting conducted	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Number of ICT steering committee conducted	
			Number of quarterly ICT meeting conducted	
			Number of awareness or training sessions conducted on digital transformation for staff	
			Number of ICT staff facilitated to attend ICT professional seminars/workshops	
Objective E: Institutional Capacity to Support ERB Service Delivery Improved	Strengthening governance, internal control and risk management;	Amendments of the Engineers Registration Act prepared and submitted by June 2026.	Draft of the Engineers Registration Act amendments in place	Legal
			Number of legal and technical reviews conducted on the draft amendments.	
			Number of stakeholder meetings completed.	
			Submission of the finalized amendments to the designated authority (i.e Parliament or Ministry responsible).	
		ERB legal and regulatory framework reinforced by June, 2026.	Number of training sessions conducted for Board staff and stakeholders on the updated legal and regulatory frameworks.	
			Number of legal seminars and/or workshops conducted.	
			Number of contracts vetted.	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Number of contract records and legal documents accurately maintained and securely stored.	
			Secretariat Services to the Board of Director Meetings provided.	
			Number of Board resolutions successfully implemented.	
			Number of Court and Tribunal cases managed and resolved.	
Objective E: Institutional Capacity to support ERB Service Delivery Improved	Strengthening governance, internal control and risk management;	Four (4) routine audits/assessment of governance, risk management and internal controls conducted annually by June, 2026	Number of audit reports	Internal Audit
		One (01) risk based internal audit plan prepared and implemented annually by June, 2026	Number of Risk based Internal Audit plan prepared	
		Four (4) follow ups and compliance internal audits conducted quarterly by June, 2026	Number of Audit reports on follow up and compliance	
Institutional Capacity to support ERB service delivery improved	Enhancing the work environment and providing necessary tools to ensure	Corporate Planning enhanced and Institutionalized by June 2026	Percentage of budget allocations aligned with strategic priorities.	Planning

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
	efficient and effective service delivery		Number of planned projects are executed within the timeline and budget.	
		Research and Innovation enhanced by June, 2026	Number of research facilitated & Established	
			Number of innovation developed	
			Number of research trained	
		ERB monitoring and evaluation mechanism enhanced by June 2026	Number of monitoring conducted	Monitoring
			Number of project evaluated	
			Percentage staff score	
			Number of monitoring and evaluation Conducted	
E: Institutional Capacity to Support ERB Service Delivery Improved	Enhance Publicity of ERB.	Public awareness on ERB enhanced by June, 2026	Numbers of Corporate Social Responsibility activities carried	PR
			Numbers of social media contents uploaded	
			Number of press conferences, media tours, or stakeholder briefings organized.	
			Number of training sessions conducted for team capacity building.	
			Audience reach through various communication channels (social media impressions, website traffic).	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Number of community engagement events, open days, or public forums held.	
		10 ERB Publications produced annually by June, 2026	Number of Publications Produced: Total number of publications (e.g., reports, brochures, newsletters and magazines) produced annually.	
E: Institutional Capacity to Support ERB Service Delivery Improved	Strengthen Financial Capacity and Sustainability	ERB Financial Statements Prepared and Presented by June 2026	Percentage of financial statements completed by the statutory deadline(ensuring that reports are available for review, audit, and public access on time	Accounts
			Percentage of compliance with relevant accounting standards (e.g., IPSAS, GAAP) to ensure transparency and accountability	
			A financial statements that receive an unqualified(clean) audit opinion.	
			Percentage variance between actual expenditure and budgeted expenditure.(by predicting and controlling expenditures)	
			Percentage of staff trained in the latest accounting standards and reporting practices	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Percentage of financial forecasts (revenues, expenditures) that match actual performance(for budget preparation and financial planning)	
		ERB Financial sustainability enhanced by June 2026	Actuary report on revenue sources	
			Revenue collection help desk in operation	
			15% of Gross revenue remitted to consolidated fund	
		Risk and fraud management enhanced by June 2026	risk and fraud risk registers prerpared,	
			number of queterly report prepared	
			Number of meeting held by risk/fraud management commitees	
Objective E: Institutional Capacity to Support ERB Service Delivery Improved	Strengthening governance, internal control and risk management;	100% of the procurement management for works, goods, and services improved by June 2026.	annually procurement Plan in Place.	PMU
			Number of contracts implemented annually.	
			Percentage of compliance in Procurement audit report.	
		Management of supplies and storage facilities improved to 100% by June 2026	Stock checking reports	
			report of physical verification of stock	
			stock taking report	

OBJECTIVE	STRATEGIES	TARGET	KPI	RESPONSIBLE UNIT
			Percentage of assets recored	
Institutional Capacity to Support ERB Service Delivery Improved	Enhancing implementation of the ERB's Human Resources Plan;	ERB Human resource plan developed and implemented by June, 2026	Number of staffs attending training	HRM
			Number of employee recruited,	
			% of staffs performance and customers satisfaction	
		ERB staff performance measurement enhanced by june 2026	Number of meetings	
			number of employee monitored and evaluated	
			Rate of staffs score in ERB	
		Conducive working environment facilitated by June 2026	Approved organization structure and scheme of service	
			Working tools and equipment, maintained and procured.	
			Approved incentive scheme	
		ERB buildings constructed, maintained and rehabilitated by June, 2026	% Rate of construction completed	
			Number of Hubs/centre established	
			number of innovative programmes established.	

Annex III: RISK ANALYSIS

S/N	DESCRIPTION	IMPACT	MITIGATION
1	**Rapid Technological Advancements** Risk: Failure to update regulatory frameworks to incorporate emerging fields (e.g., AI, renewable energy, smart infrastructure).	Engineers may lack relevant skills, making Tanzania less competitive in global engineering markets.	• Establish a Technology Watch Unit within ERB. • Monitor global engineering tech trends (AI, IoT, renewable energy systems) • Conduct quarterly horizon-scanning reports
2	**Insufficient Funding & Resource Constraints** Risk: Limited budget for CPD programs, inspections, and digital transformation of ERB operations.	Reduced capacity to monitor compliance, support engineers, and modernize regulatory processes.	• Secure Sustainable Funding – Partner with government, development agencies, and private sector for financial support.
3	**Political Risk** Risk: The potential for government actions, policy changes, political instability, or external pressures to disrupt operations, affect regulatory frameworks, or create uncertainties for organizations.	Weak enforcement due to political interference increases the likelihood of unsafe engineering practices.	• Proactive governance and stakeholder engagement can help ERB Tanzania navigate uncertainties while maintaining professional integrity.
4	**Merging of Institutions** The merging of institutions refers to the consolidation of governmental or professional regulatory bodies, often driven by administrative reforms, cost-cutting measures, or political agendas. For the ERB in Tanzania, such mergers could involve combining with other professional councils (e.g., architects, surveyors) or being	Loss of specialized focus on unique engineering requirements	• Strategic preparation—emphasizing engineering's unique needs, securing budgetary guarantees, and mobilizing professional solidarity—is essential to safeguard Tanzania's engineering standards during any consolidation

S/N	DESCRIPTION	IMPACT	MITIGATION
	absorbed into a larger ministry or regulatory super-body		
5	**Inadequate Collaboration with Industry & Academia** Risk: Poor linkage between ERB, universities, and private sector firms in curriculum development and research.	Mismatch between academic training and industry needs, leading to underprepared graduates.	• Foster Industry-Academia Partnerships – Collaborate on curriculum development, internships, and joint research.
6	**Global Competitiveness Challenges** Risk: Tanzanian engineering standards not aligning with international benchmarks (e.g., Washington Accord).	Impact: Limited recognition of Tanzanian engineers abroad, reducing export opportunities for engineering services.	• Align with Global Standards – Pursue international accreditation to improve mobility and competitiveness.