



UNITED REPUBLIC OF TANZANIA
ENGINEERS REGISTRATION BOARD



STRATEGIC PLAN

2021/2022 - 2025/2026

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ABBREVIATIONS AND ACRONYMS

AC	Audit Committee
ACCs	Accountants
ACET	Association of Consulting Engineers Tanzania
ADMN	Administration
AED	Annual Engineering Day
AIDS	Acquired Immune Deficiency Syndrome
AQRB	Architects and Quantity Surveyors Registration Board
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
ARV	Anti-Retroviral
CAG	Controller and Auditor General
CATA	Contractors Association of Tanzania
CE	Consulting Engineers
CoET	College of Engineering and Technology
COREN	Council for the Regulation of Engineering in Nigeria
CPD	Continuous Professional Development
CRB	Contractors' Registration Board
CSC	Client Service Charter
CSO	Civil Society Organizations
CSWS	Corporation Sole Works Superintendent
DP	Donors Partners
EAC	East African Community
EBK	Engineers Board of Kenya
EDF	Engineering Development Facility
EELF	Engineering Employment Liaison Facility
EELO	Engineers Employment Liaison Officer
ERB	Engineering Registration Board
ESRF	Economic and Social Research Foundation
EXCO	Executive Committee
FECF	Foreign Engineering Consulting Firms
GE	Graduate Engineers
GIE	Graduate Incorporated Engineers
HIV	Human Immunodeficiency Virus
HPMU	Head of Procurement Management Unit
SIA	Senior Internal Auditor
ICT	Information and Communications Technology
ICTO	Information and Communications Technology Officer
IE	Incorporated Engineers
IET	Institution of Engineers Tanzania
IFMS	Integrated Financial Management System
ILO	International Labour Organization
LECF	Local Engineering Consulting Firm
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation

MDA's	Ministries, Departments and Agencies
MIS	Management Information System
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MoWTC	Ministry of Works, Transport and Communications
MTEF	Medium Term Expenditure Framework
MUST	Mbeya University of Science and Technology
NCC	National Construction Council
NCD	Non- Communicable Diseases
NFYDP	National Five Years Development Plan
OPRAS	Open Performance Review and Appraisal System
PDAC	Professional Development Affairs Committee
PE	Professional Engineers
PLWA	People Living With AIDS
PPA	Public Procurement Act
PPRA	Public Procurement Regulatory Authority
PRO	Public Relations Officer
PS	Permanent Secretary
R&D	Research and Development
ReTAC	Registration and technical Affairs Committee
RFB	Roads Fund Board
RO	Registration Officer
SACCOS	Savings and Credit Cooperative Society
SADC	Southern Africa Development Community
SEAP	Structured Engineers Apprenticeship Program
SLWHIV	Staff Living With HIV
SP	Strategic Plan
SWOC	Strength, Weakness, Opportunity and Challenges
TACAIDS	Tanzania Commission for AIDS
TACEA	Tanzania Civil Engineering Contractors Associations
TANROADS	Tanzania National Roads Development Agency
TBA	Tanzania Buildings Agency
TBS	Tanzania Bureau of Standards
TCE	Temporary Consulting Engineers
TCRA	Tanzania Communications Regulatory Authority
TCU	Tanzania Commission for Universities
TEMESA	Tanzania Electrical Mechanical and Electronics Services Agency
TNA	Training Needs Assessment
TO	Training Officer
TPA	Tanzania Ports Authority
TPE	Temporary Professional Engineers
UDSM	University of Dar es salaam
ZO	Zonal Officer

FOREWORD

It gives me a great pleasure to present the Engineers Registration Board (ERB) Strategic Plan for the period 2021/2022 – 2025/2026. It is understood that this Strategic Plan is a key Management tool that sets out strategic direction that ERB wants to undertake by setting out its Vision, Mission, and Core Values in order to guide its operations as well as setting broad strategic objectives, strategies and initiatives for realizing this vision. It is my cherished hope that this Strategic Plan will assist the Board in realizing its vision within the Provisions of the Engineers Registration Act No. 15 of 1997, its amendment Act No. 24 of 2007 and other pertinent laws of the Country.

The plan is geared towards achieving effective regulation of Engineers, Engineering Consulting Firms, Labs and Technicians for the welfare of the Public. In addition, ERB aims at providing a blueprint to guide its operations, informing stakeholders on the Strategic Plan and form a base for accountability. The Board will also operationalize Engineering Development Facility (EDF) in its endeavour towards improvement of Engineering practice through capacity building and training of Engineers, development of Mhandisi House and Innovation Centre.

On behalf of the Board, I wish to express my sincere appreciation and commend the Management and Staff of the Engineers Registration Board for contributions and providing valuable inputs to this vital document.

Lastly but not least, I would like once again to thank all ERB's Stakeholders for their effective and commendable contribution towards the realization of this document. The Board will continue seeking advice, co-operation, information and any other assistance that would make the Board continue serving the community and the Nation at large.

Eng. Prof. Ninatubu M. Lema

Chairman – Engineers Registration Board

EXECUTIVE SUMMARY

The Engineers Registration Board (ERB) is a statutory body established to monitor and regulate the engineering practice in Tanzania. The Board operates under the Ministry responsible for Works and is supported by a Secretariat, headed by a Registrar and comprised of four functional departments - Registration and Technical Affairs, Professional Development Affairs, Enforcement and Finance and Administration.

In line with the National Vision 2025, the National Five Year Development Plan (NFYDP III) 2021/22 – 2025/26 and Sustainable Development Goals (SDGs), the Ruling Party (CCM) Election Manifesto (2020), other National Policies and initiatives the Engineers Registration Board has prepared a Strategic Plan (SP) covering a period of 5 years from 2021/22 – 2025/26.

The process of developing this Plan involved identification of Stakeholders, performance review, SWOC analysis, which assessed the internal and external environment to determine the Board's Strengths and Weaknesses, Opportunities and Challenges prevailing in the environment and the identification of critical issues.

The Plan contains the Board's Vision and Mission, Core Values, Targets, Objectives, Strategies and Key Performance Indicators (KPIs). The Vision of the Board is "A world-class entity that regulates engineering practitioners for quality services delivery to the public".

The Mission stands out as "To regulate engineering practice in Tanzania Mainland and promotion of engineering excellence among engineering practitioners through enhancing their innovativeness, competitiveness and professionalism".

In undertaking its roles and functions, the Board will uphold the following Core Values:

- Professionalism;
- Accountability;
- Customer care;
- Transparency;
- Innovativeness;
- Value for money; and
- Excellence.

The rationale for the Strategic Plan is to enable the Board to perform the functions effectively and efficiently. To that effect, the Strategic Plan defines five (5) areas of improvement in the form of Objectives as follows:

- A: HIV/AIDS Infections and Non-Communicable Diseases (NCD) Reduced and Supportive Services Improved
- B: Effective implementation of the National Anti-Corruption Strategy enhanced and sustained
- C: Regulatory Practice for Engineering Professionals, Firms, Works and Services Enhanced
- D: Engineering Professionals and Firms Competence, Growth and Sustainability Enhanced and Strengthened
- E: Institutional Capacity to Support ERB Service Delivery Improved

To realise the outcome of these objectives, the Strategic Plan outlines strategies, operational targets and Key Performance Indicators to measure performance.

The Plan also contains a Chapter describing how the Board will undertake monitoring and evaluation an implementation of the Strategic Plan. Also there are two Appendices included in this Plan, namely; Appendix 1- the Organisation Chart of the Board and Appendix 2- the Strategic Plan Matrix which gives a summary of the Objectives, Strategies, Targets, Key Performance Indicators and the responsible division/unit for each target.

CHAPTER ONE: INTRODUCTION

1.1 Background

This Strategic Plan covers a period of five years from July, 2021 to June, 2026. The Plan maps out the strategic direction for enhancing ERB responsibility of implementing regulatory role for the Engineering disciplines in Tanzania. The Plan essentially focuses on the functions of the Engineering related Sectors, what it wishes to achieve and how it contributes to the National Long Term Plans such as National Five Year Development Plan (NFYDP III) 2021/22 – 2025/26 and Sustainable Development Goals (SDGs), Ruling party Manifesto for 2020 - 2025 and the development agenda. The current Strategic Plan, as the previous ones, it essentially focuses on the functions of the Board of monitoring and regulating engineering activities and the conduct of the engineers and engineering consulting firms in Tanzania.

1.2 Purpose of the Plan

The Purpose of developing this strategic plan is to enhance the responsibility of Engineers Registration Board (ERB) of registering, developing and regulating of engineers and engineering consulting firms in Tanzania. Furthermore, to improve transparency and accountability between the Board, management and stakeholders in the engineering fields.

1.3 Approach

This Strategic Plan has been prepared in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania of 2008. The study was conducted through the following documents; Construction Industry Policy of 2003, Ministry of Works Strategic Plan 2016/17 – 2020/21 and the previous Strategic Plan. A team of staff from ERB, Ministry of Works and other stakeholders from different institutions under the Ministry of Works were involved in the preparation of this Strategic Plan.

In the process to develop the Strategic Plan, Situational Analysis was undertaken to identify critical issues that were subsequently used to revise the Mission, Vision and to formulate the Objectives, Strategies, Targets and Key Performance Indicators. The Situation Analysis was carried out by reviewing relevant literature and ERB performance of the previous Strategic Plan (SP). The process also involved Stakeholders and SWOC (Strength, Weakness, Opportunity and Challenges) analysis for developing the new SP.

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

To achieve sound professionalism amongst practicing engineers and engineering consulting firms in the region and beyond.

- Too long
- Does not mention technicians and labs
- It begins with action word “To” contrary with the SP Guideline.

2.3.2 Mission

To regulate and monitor engineering practice in Tanzania through excellence promotion of engineering amongst local engineers and engineering consulting firms with a view to enhance their competitiveness and professionalism.

- ERB mandate covers only Tanzania Mainland

- Technicians and Labs not covered.
- Too long

2.4 Performance Review

The previous performance of the Engineering Registration Board is reviewed for the essence of assessing the achievement on its objectives as was set in the Strategic Plan 2016/2017 – 2020/2021 as follows: -

2.4.1 Objective A: HIV/AIDS infections reduced and services improved

Achievements

- (i) Three (3) HIV/AIDS awareness campaign sessions conducted
- (ii) No HIV/AIDS victims emerged for support with special diet

Constraints

- (i) Inadequate human and financial resources
- (ii) Inadequate awareness
- (iii) Lack of HIV/AIDS Board strategy
- (iv) Lack of HIV/AIDS Committee

Way Forward

- (i) Source more resources
- (ii) Conduct more awareness
- (iii) Customize National HIV/AIDS strategy
- (iv) Establish HIV/AIDS Committee

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

Achievement(s)

- (i) Three (3) Seminars on Anti-corruption and un-ethical behaviour conducted
- (ii) Integrity Committee established
- (iii) Sixteen (16) reports on implementation of National Anti-Corruption Strategy prepared and submitted to the relevant authority.
- (iv) Procedures on customer complaints handling instituted.

Constraints

- (i) Inadequate human and financial resources
- (ii) Lack of complaints handling desk

Way Forward

- (i) Source more funds
- (ii) Recruit more staff
- (iii) Establish complaints handling mechanisms

2.4.3 Objective C: Regulatory practice for Engineers and engineering professionals Enhanced

Achievements

- (i) 99 Consulting Engineers, 2,331 Professional Engineers, 47 Incorporated Engineers, 10,174 Graduate Engineers, 9 Graduate Incorporated Engineers, 1,266 Engineering Technicians, 968 Temporary Professional Engineers and 39 Temporary Consulting Engineers were registered
- (ii) 56 Local Engineering Consulting Firms (LECF) and 37 Foreign Engineering Consulting Firms (FECF) were registered
- (iii) 6 Engineering courses were recognized
- (iv) 37 Materials Testing Laboratories were registered
- (v) 179 Engineers were linked employers
- (vi) 171 organizations /institutions were linked with Engineers on employment matters
- (vii) 868 projects in Building, Roads Works, Water, electrical projects, Ports development, Railways and Airports were monitored
- (viii) 3,557 Projects were registered.
- (ix) 206 Consulting firms were inspected.
- (x) 1 Reciprocal foreign regulatory Board was recognized
- (xi) 2,208 Engineers took oath

Constraints

- (i) Inadequate funds.
- (ii) Inadequate skilled human resource.
- (iii) Professional encroachment.
- (iv) Inadequate awareness on Engineers Employment Liaison Facility (EELF).
- (v) Inadequate employment opportunities in various sectors.

Way Forward

- (i) Source more funds.
- (ii) Recruitment more Staff.
- (iii) Enhance Enforcement on Professional Conduct and compliance.
- (iv) Strengthen sensitization of the EELF through publication and media advertisement.
- (v) Enhance business process in terms of systems and control

2.4.4 Objective D: Engineering professionals and Firms competence strengthened and enhanced

Achievements

- (i) 2 New sources of fund for SEAP were obtained.
- (ii) 5,383 new SEAP trainees were enrolled
- (iii) 3 MoUs between ERB and Potential SEAP providers were signed.
- (iv) 960 Engineering Organization and Firms were sensitized on CPD
- (v) 18,829 Engineers and Employers of Engineers were sensitized on CPD
- (vi) 12 Institutions were accredited for conducting CPD programmes
- (vii) 3 CPD Training Programme conducted jointly with other related institutions
- (viii) 12 Zonal CPD Workshops were organized
- (ix) 4 news brief, 5 proceedings, 33 social media/you tube channels on Engineering Sector were Publicized

Constraints

- (i) Inadequate funds.
- (ii) Inadequate SEAP training placements
- (iii) Reluctance by prospective SEAP providers to offer training placements
- (iv) Inadequate awareness of prospective technical institutions on accreditation of CPD programmes
- (v) Inadequate guiding tools
- (vi) Inadequate awareness of employers of Engineers on the requirement for undertaking CPD programmes.
- (vii) Reluctance of prospective SEAP providers to enter into MoU with the Board for the provision of SEAP training.

Way Forward

- (i) Source more funds.
- (ii) Review strategies for SEAP placements
- (iii) Strengthen awareness on SEAP to prospective employers and SEAP providers
- (iv) Strengthen awareness on the requirement for accreditation of CPD Programmes to prospective technical institutions, employers and engineers.
- (v) Review SEAP and CPD PID Documents

2.4.5 Objective E: Operational Capacity of the ERB improved.

Achievements

- (i) 1 Senior Human Resources Officer, 2 Senior Enforcement Officers II, 1 Senior Legal Officer transfer permits were received
- (ii) 7 Staff transferred to Dodoma to establish ERB new Head Office

- (iii) 1 Training Needs Assessment conducted and training programme established.
- (iv) 5 Open Performance Appraisal System (OPRAS) conducted
- (v) Client Service Charter, Board Charter developed and operationalized
- (vi) 3 motor vehicles procured
- (vii) 80M² office space hired for ERB use in Dodoma
- (viii) Various equipment and facilities were procured for ERB office use
- (ix) 10 Staff trained in short courses and 2 staff trained in long term courses
- (x) 30 Board meetings and 110 Board's Committees meetings were conducted
- (xi) 20 Audit Reports were prepared and submitted to the relevant committees
- (xii) 20 Quarterly Financial Reports, 5 Annual Reports were prepared and submitted to the relevant committees.

Constraints

- (i) Inadequate human resources
- (ii) Inadequate financial resources
- (iii) Insufficient ERB guiding working tools.
- (iv) Inadequate working equipment and facilities
- (v) Inadequate office space/accommodation.
- (vi) Inadequate implementation of the training programme.

Way Forward

- (i) Finalize review of the ERB Establishment
- (ii) Acquire adequate office space
- (iii) Address the issue of understaffing
- (iv) Secure more financial resources
- (v) Procure more tools and equipment.
- (vi) Enhance preparation of various ERB working documents.
- (vii) Prepare Professional Conduct and Ethics
- (viii) Prepare Training Needs Assessment and implement Training Programme
- (ix) Prepare and Implement Incentive Scheme
- (x) Develop and Implement Mentors Manual
- (xi) Customize various national policies

2.4.6 Objective F: Planning and Systems to support service delivery improved

Achievements

- (i) ERB Management Information System Phase I was developed
- (ii) ERB Event Management was upgraded
- (iii) 5 ERB Procurement plan were prepared and implemented
- (iv) 5 ERB Budget were prepared and implemented
- (v) 5 Comprehensive training on ICT were conducted
- (vi) 3 Staff were trained on TANePs, 3 Staff were trained on HRMIS, 9 Staff were trained on MUSE, 25 Staff were trained on e-office, e-permit, EMS and GMS, 4 Staff were trained on PLANREP and 6 Staff were trained on GePG.

Constraints

- (i) Incomplete development of MIS
- (ii) Emergence of the Government new systems
- (iii) Rapid technological changes.
- (iv) Inadequate human resources.
- (v) Inadequate financial resources.
- (vi) Lack of ERB ICT Policy

Way Forward

- (i) Finalize development of MIS.
- (ii) Adopt and integrate Government new systems into ERB systems.
- (iii) Secure more funds
- (iv) Enhance staff capacity in the application of ICT
- (v) Recruit more staff.
- (vi) Customize National ICT Policy

2.4.7 Objective G: Sustainability, Growth and Competitiveness of the Engineers and Engineering Consulting Firms enhanced

Achievements

- (i) **197** Young Engineers were engaged to the strategic development projects for training
- (ii) Engineering Development Facility (EDF) was established
- (iii) Construction of Mhandisi Annex which is a part of Mhandisi House was at 50%
- (iv) Professional Practice, Conduct and Ethics Rules was at draft stage
- (v) MoU between IET, ACET and ERB were signed

Constraints

- (i) Inadequate training placements to National Strategic Projects
- (ii) Inadequate funds
- (iii) Inadequate human resources.
- (iv) Lack of training needs assessment for growth and competitiveness of Engineers and Firms
- (v) Inadequate contribution of Stakeholders on EDF

Way Forward

- (i) Source more training placements
- (ii) Secure more funds.
- (iii) Sensitize Engineers and other stakeholders to contribute to EDF
- (iv) Launch and operationalize EDF
- (v) Recruit staff for EDF
- (vi) Develop criteria for classification / ranking Engineering Consulting Firms

2.5 Stakeholders Analysis

The ERB is a regulatory entity with a wide range of stakeholders who have been identified by analyzing what services the ERB offers to them and what are their expectations. This exercise is vital so as to underscore the needs of ERB customers if quality service is to be optimally delivered. The following are ERB's main stakeholders.

- (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 NACTE.
- (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) Police Force.
- (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.

Table 1 below summarizes the stakeholder's analysis

Table 1: Stakeholder Analysis

STAKEHOLDER	SERVICE OFFERED	EXPECTATIONS
Ministry of Works, Transport and Communications (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
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 knowledgeable 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 at graduate and Technician level (iii) Provision of practical Professional experience for graduates	(i) Accurate and timely information on registration procedures (ii) Timely membership registration (iii) Linked to practicing firm

STAKEHOLDER	SERVICE OFFERED	EXPECTATIONS
	(iv) Conduct professional examinations for graduates (v) Provision of Professional development	(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
Universities and Training Institutions offering Engineering Course on Construction Sector such as Ardhi University, University of Dar es Salaam, Sokoine University of Agriculture, University of Dodoma, Mbeya University of Science and Technology, Dar es Salaam Institute of Technology, Arusha Technical College, St Joseph College of Engineering and Technology and St. Augustine University of Tanzania. Other Engineering 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 graduates from 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 under Construction Sector	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
Police Force	(i) Provision of Information on functions of the Board	(i) Timely and accurate information

STAKEHOLDER	SERVICE OFFERED	EXPECTATIONS
	(ii) Provision of Education on enforcement activities	(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

2.6 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	(i) Inadequate implementation of policies and Legislation. (ii) Inadequate compliance to the law.	(i) Existence of Public Private Partnerships Policy of 2009 and Private Partnerships Policy Act of 2010 (ii) Existence of Environmental Management Act of 2004	(i) Inadequate knowledge in Private Partnerships Policy projects (ii) Absence of Building Policy and Building Act (iii) In adequate knowledge of

Criteria	Strengths	Weaknesses	Opportunities	Challenges
	<p>and By-Laws.</p> <p>(iii) Availability of Guidelines and Manuals for Regulation of the Engineering Profession.</p> <p>(iv) Ability to enforce the Act No. 15 of 1997 and its amendment Act No.24 of 2007 and its Regulations</p> <p>(v) Availability of Engineering Development Facility (EDF) Strategy.</p>		<p>(iii) Existence of Professional Regulatory Boards.</p> <p>(iv) Existence of Professional Associations.</p> <p>(v) Involvement of the Board in implementing various Policies, Legislation and Strategies.</p> <p>(vi) Existence of National Five Year Development Plan.</p> <p>(vii) Availability of Strategic Projects</p>	<p>public on services offered by the Board.</p>
Systems & Processes	<p>(i) Availability of clear registration system.</p> <p>(ii) Availability of clear organization structure</p> <p>(iii) Existence of meetings as a means of exchange and sharing of informations.</p> <p>(iv) Availability of Management Information Systems.</p> <p>(v) Existence of Engineering Regulation System.</p>	<p>(i) Inadequate operations of Management Information System.</p> <p>(ii) Inadequate implementation of Performance Management Systems (OPRAS, CSC, SP).</p> <p>(iii) Inadequate implementation of Board's business process.</p>	<p>(i) Existence of Treasury Registrar's Office to monitor and regulate performance of Public Institutions.</p> <p>(ii) Existence of e-Government Authority.</p> <p>(iii) Availability of Government engineering research centers such as TIRDO, TEMDO, CAMARTEC.</p> <p>(iv) Availability of Strategic Projects.</p> <p>(v) Availability of PLANREP and other budgeting and financial systems.</p> <p>(vi) Availability on new technologies.</p>	<p>(i) Inadequate knowledge on appropriate systems.</p> <p>(ii) Rapid advancement in technology.</p> <p>(iii) Encroachment on engineering profession.</p> <p>(iv) Existence of multiple systems, procedures and guidelines intervening effective functioning of the Board.</p>
Human and Financial Resources	<p>(i) Presence of professional and qualified staff.</p> <p>(ii) Availability of internal revenue generation mechanism.</p>	<p>(i) Inadequate skilled Human Resources.</p> <p>(ii) Inadequate working facilities</p> <p>(iii) Inadequate Incentive Scheme</p> <p>(iv) Inadequate resources mobilization strategy.</p>	<p>(i) Availability of funds from the Government.</p> <p>(ii) Availability of skilled human resource in the market</p> <p>(iii) Existence of Development Partners funds for supporting Board's</p>	<p>(i) Inadequate remuneration</p> <p>(ii) Delays in promoting staff</p> <p>(iii) Delays of employment permits</p> <p>(iv) Occurrence of epidemic and pandemic diseases.</p>

Criteria	Strengths	Weaknesses	Opportunities	Challenges
			projects. (iv) Availability of Strategic Projects (v) Availability of different sources of funds	(v) Delay in disbursement of funds. (vi) Inadequate Financial Resources.

2.7 Current Initiative

- (i) Establishment of ERB Office in Dodoma
- (ii) Establishment of Integrity Committee
- (iii) Operationalization of Engineering Development Facility (EDF)
- (iv) Operationalization of the Management Information System (MIS)
- (v) Establishment of platforms of Engineering professionals to support industrialization Strategy
- (vi) Preparation of Professional Conducts and Ethics Rules
- (vii) Review of ERB Establishment
- (viii) Development of CPD Training Guideline
- (ix) Solicitation of funds from Development Partners

2.8 Critical Issues

- (i) Review of ERB Act
- (ii) Inadequate SEAP training placements
- (iii) Inadequate Funds to support SEAP trainings
- (iv) Operationalization of Engineering Capacity Development Forum (ECDF)
- (v) Inadequate work/employment opportunities to Engineers and Firms
- (vi) Inadequate utilization of consulting engineers and firms
- (vii) Remuneration and Scheme of Service for Engineers
- (viii) Inadequate knowledge and skills of Engineering graduates
- (ix) Inadequate regulation capacity of Engineering practice
- (x) Insufficient number of engineering technicians
- (xi) Delivery and Administration of Project under Force Account Method
- (xii) Validation of Engineers Database
- (xiii) Acquire Adequate and Conducive Office Accommodation
- (xiv) Provision of professional advice on Engineering issues
- (xv) Understaffing
- (xvi) Professional Encroachment
- (xvii) Recognition of Engineering Training Institutions and Programmes

CHAPTER THREE: THE PLAN

This Chapter presents the Plan of the Engineers Registration Boards (ERB) for the period of 2021/2022 – 2025/2026. It explains the Vision and Mission Statements, Objectives, Strategies, Targets and Key Performance Indicators.

3.1 Vision

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

3.2 Mission

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

3.3 Core Values

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

- (i) **Professionalism:** We are acting with integrity, abiding with code of conduct, providing quality services, being reliable and responsible.
- (ii) **Accountability:** We are willing to accept responsibility with positive responses towards customers needs.
- (iii) **Customer care:** We respond to our customers' needs whilst observing Laws of the country.
- (iv) **Transparency:** We fulfil our roles and responsibilities in an open and clear manner to the public.
- (v) **Innovativeness:** We apply new technologies, techniques and practices to enhance quality, effectiveness and efficiency in the Engineering Disciplines.
- (vi) **Value for money:** We thrive to achieve compliance to standards and specifications with effectiveness and efficient supervision.
- (vii) **Excellence:** We exercise competency through professionalism and ethical conduct.

3.4 Objectives

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

Rationale

HIV/AIDS pandemic has an adverse implication on human resources and future operations of the nation as it results into reduction in active human resources and hence, low productivity. HIV/AIDS prevalence in Tanzania is still high standing at 5 % therefore ERB has a responsibility to continue with effort to address the pandemic in line with the national strategy to combat HIV/AIDS in the work place and the guidelines issued by the TACAIDS and President's Office- Public Service Management.

Non -communicable diseases are diseases that are not transmissible directly from one person to another. These diseases have an adverse implication on manpower and staff welfare. With this regard and in compliance with the Government directives, the Board will undertake further efforts to alleviate and reduce the impacts of NCD. The strategy to address comprehensively NCD at ERB will be promoted by involving all relevant parties from the public, private, national and international scene. Additionally, ERB will utilize the National Non- Communicable Disease Strategy to deal with the situation.

Strategies

- (i) Intensify staff awareness campaigns
- (ii) Customize HIV Aids Policy
- (iii) Provide supportive services to Staff living with HIV/AIDS (PLWA)
- (iv) Utilize National Non -Communicable Diseases Strategy

Targets

- (i) Five (5) HIV/AIDS and NCD awareness campaign sessions conducted by June, 2026
- (ii) Six (6) HIV/AIDS victims supported and provided with special diet by June, 2026
- (iii) HIV/AIDS Policy developed by June, 2026
- (iv) Programmes for alleviation of NCD prepared and implemented by June, 2026

Key Performance Indicators

- (i) Prevalence rate
- (ii) % of staff declaring their HIV status
- (iii) % of NCD among staff

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

Rationale

Corruption involves all malpractice in terms of sub-standard service delivery, misuse of public office, funds and non-responsiveness to the needs of the public. It is among the challenges affecting the national development in all sectors of which ERB is not exempted. In addressing it, ERB will adopt and develop a plan for implementing the national anti-corruption strategy.

Strategies

- (i) Strengthen awareness campaign
- (ii) Implement National Anti-Corruption Implementation Strategy III
- (iii) Strengthen Complaints Handling Mechanism

Targets

- (i) 5 Seminars on Anti-Corruption and un-ethical behaviour conducted by June, 2026
- (ii) ERB Action Plan for implementation of the National Anti-Corruption Implementation Strategy III prepared and implemented by June, 2026
- (iii) ERB Complaints Handling Mechanism implemented by June, 2026

Key Performance Indicators

- (i) % Change of corruption incidents reported
- (ii) % of staff with knowledge on the national anti-corruption strategy

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

Rationale

Having graduated from engineering college is necessary but not sufficient condition for gaining professional excellence and competence. This should go in line with ensuring that professional conduct and ethics regulation. Further, Consulting firms and Engineers are obliged to offer services to the public and therefore need to be regulated by the Board in order to conform with set standards and quality in order to attain value for money. ERB will therefore continue to ensure professional competence of engineering professionals including Engineers, Firms, Engineering Technicians and Monitoring their professional conducts and ethics. Furthermore, the Board will ensure that engineering practitioners uphold paramount the safety, health and welfare of the public and the protection of the environment in the performance of their professional duties.

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
- (vi) Develop criteria for classification / ranking Engineering Consulting Firms

Targets

- (i) 15 Consulting Engineers, 400 Professional Engineers, 5 Incorporated Engineers, 2,500 Graduate Engineers, 3 Graduate Incorporated Engineers, 300 Engineering Technicians, 200 Temporary Professional Engineers and 8 Temporary Consulting Engineers, 5 Independent Consulting Engineers, 8 Local Engineering Consulting

- Firms (LECF), 8 Foreign Engineering Consulting Firms (FECF), 5 Materials Testing Laboratories registered annually
- (ii) 600 Projects registered annually
 - (iii) Five (5) National Strategic Projects, 100 Building projects, 20 Roads Works, 10 Water projects, 5 Electrical projects, 2 Ports, 2 Airports, 2 Railways, 1 Irrigation, 30 Industries, 2 Mines and 10 other engineering projects identified and monitored annually
 - (iv) 200 unregistered engineering practitioners enforced to comply annually
 - (v) 100 unlicensed engineering practitioners enforced to comply annually
 - (vi) 500 Fee defaulters enforced to comply annually
 - (vii) 10 Professional Misconduct cases handled annually
 - (viii) 10 Engineering Training Institutions and Programmes Recognized by June, 2026
 - (ix) Ten (10) Engineering Strategic Institutions identified and visited annually
 - (x) 40 Engineers linked for employment and 20 employers employed engineers annually
 - (xi) 250 Consulting firms and Labs Annual Returns reviewed annually
 - (xii) Engineering Practitioners Survey conducted by June, 2026
 - (xiii) One (1) Benchmarking visit to Foreign Regulatory Board conducted annually
 - (xiv) 5 Professional Advice to the Government and Stakeholders issued annually
 - (xv) 200 Engineering Firms classified/ranked by June, 2026.

Key Performance Indicators

- (i) % Change of registered Technicians, Engineers, Firms and Materials Testing Labs.
- (ii) % Change in Level of Compliance and Recognition.
- (iii) % Change in revenue.

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

Rationale

Continuous training and mentorship through different programmes will enable graduate engineers to acquire necessary skills and experience which will complement knowledge obtained from colleges. Further, ERB will continue to ensure professional competence of engineers and firms through conduction of training and continuous capacity building programmes.

Furthermore, sustainable and competitive Engineers and Engineering consulting firms practice brings many benefits to the society and the country economy. The engineers and engineering firms face various challenges including but not limited to environmental protection, energy efficiency, work safety, taxation, capacity and public procurement procedures. With this regard, the objective of the ERB is to promote a favourable environment to enhance and strengthen competitiveness and sustainable growth of the Engineers and its 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
- (v) Strengthen Engineering Development Facility (EDF)

Targets

- (i) SEAP new sources of fund identified and sourced by June, 2026
- (ii) 600 New SEAP Placements identified and sourced by annually
- (iii) 1,200 new SEAP trainees enrolled annually
- (iv) Four (4) Potential Employers sign MoUs with ERB on contribution to SEAP annually
- (v) 2000 Engineers undertake CPD Training annually
- (vi) 200 Organizations and Firms sensitized on CPD annually
- (vii) 20 Institutions, 10 Engineers for conducting CPD programme identified annually
- (viii) 50 CPD programmes accredited annually
- (ix) Five (5) Zonal CPD Workshops organized annually
- (x) 100 Graduate Engineers attached to the Strategic Development Projects annually
- (xi) Two (2) Capacity building Workshops for Consulting firms, Engineers and Technicians conducted annually
- (xii) Three (3) Awareness Seminar to firms on ISO 9001 certification conducted by June, 2026
- (xiii) Mhandisi House Constructed by June, 2026
- (xiv) Innovation Hubs/Centre for Engineers and Technicians Established by June, 2023

Key Performance Indicators

- (i) % Change of Employers Sensitized
- (ii) % Change of SEAP and CPD beneficiaries
- (iii) % Change of Engineers and Firms supported

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

Rationale

There has been systems and procedure that have been guiding ERB in operations. Due to the expanded responsibilities and engagement, these systems and procedures need to be updated to enhance efficiency of operational management for the purpose of transparency, monitoring and control. In particular, an integrated computerized accounting system to link all activities of the Board including procurement and budgeting is critically important.

The implementation of this strategic Plan will depend among other things, on internal capacity of ERB to deliver its services. ERB will therefore strive to enhance its capacity especially in those areas with serious gaps including use of ICT in its operation, human resources, financial mobilization capacity and expansion of its outreach/coverage.

Strategies

- (i) Strengthen Performance Management System
- (ii) Enhance working environment

- (iii) Enhance ICT capacity and application of modern technologies
- (iv) Strengthen Financial Capacity and Sustainability
- (v) Strengthen Human Resources Management
- (vi) Enhance Publicity of ERB

Targets

- (i) ERB Act reviewed by June, 2026
- (ii) ERB MIS operationalised by June, 2024
- (iii) ERB ISO 9001 Certification process conducted by June, 2023
- (iv) Human Resource Plan developed and implemented by June, 2026
- (v) ERB Organization Structure and Scheme of Services reviewed by June, 2022
- (vi) ERB Publications Produced Annually
- (vii) Training Needs Assessment for ERB Staff developed by June, 2022
- (viii) ERB ICT Policy developed by June, 2023
- (ix) Complaints Handling Mechanism developed and Implemented by June, 2026
- (x) ERB Risk Management Framework reviewed and operationalized by June, 2023
- (xi) Operational Cost of ERB met annually
- (xii) ERB Staff facilitated with working equipment and facilities annually
- (xiii) ERB Incentive Scheme developed and implemented by June, 2026
- (xiv) Open Performance Appraisal System (OPRAS) implemented annually
- (xv) One (1) Internal Audit Plan prepared and implemented annually
- (xvi) Monitoring and Evaluation System developed and implemented by June, 2026
- (xvii) ERB Medium Term Expenditure Framework (MTEF) prepared and implemented annually
- (xviii) 4 Financial Progress Reports Prepared and reviewed annually
- (xix) ERB Procurement Plan prepared and implemented annually
- (xx) Procurement and supplies management facilitated quarterly
- (xxi) Management of Properties facilitated annually
- (xxii) Stock taking and disposal of Public Assets disposed annually
- (xxiii) EDF Operationalisation by June 2026
- (xxiv) Communication Strategy developed and Implemented by June, 2026

Key Performance Indicators

- (i) % change of Staff Satisfaction
- (ii) % change of Stakeholders Satisfaction
- (iii) Audit Rating

CHAPTER 4: RESULTS FRAMEWORK

4.1 Purpose and Structure

Generally, the Chapter will provide a basis on how the various interventions to be undertaken in the course of the Strategic Planning Cycle, will lead to achievement of the Development Objective, how will the various interventions be monitored, what kind of reviews that will be undertaken over the period, what type of evidence based evaluation studies that will be undertaken to show that the interventions have either lead or are leading to achievement of the intended outcomes and finally how the indicators and progress of the various interventions will be reported and to which stakeholders.

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 Beneficiaries of ERB Services

ERB is comprised of two levels of beneficiaries of services. The first level consist direct beneficiaries of the Services offered by ERB. These include Engineers, Engineering consulting firms, Labs, Technicians and ERB Staff. The second level of beneficiaries consists of the entire Public. ERB strives to regulate the functions of Engineers and Allied professional so that they can deliver quality services which will contribute to conducive environment for effective utilization and management of Engineering Sector for sustainable socio-economic development.

4.4 Linkage with National Planning Frameworks

This Strategic Plan has Five Objectives which contribute to the National Five Years Development Plan as well as the Tanzania Development Vision 2025, further contributes to the implementation of Ruling Party Election Manifesto of 2020.

4.5 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.

4.6 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 (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.	(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
	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
	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 of Stakeholder Satisfaction (iii) Audit Rating

4.7 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years strategic planning cycle i.e. from July, 2021 to June, 2026.

4.8 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 officers who will be responsible for data collection, analysis and reporting. Although 14 outcome indicators will be reported on annual basis, tracking will be made on quarterly basis. The Monitoring Plan is detailed in **Table 4**.

Table 4: Monitoring Plan

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
1	Prevalence rate	This indicator intends to measure the % of staff infected with HIV	1/7/2021	0%	x	xx	xx	xx	xx	ERB	Voluntary Testing	Quarterly	Medical report	Quarterly	Registrar
2	% of staff declaring their HIV status	This indicator intends to measure the percentage of ERB staff who declared their HIV status.	1/7/2021	0%						ERB	Voluntary Testing	Quarterly	Medical report	Quarterly	Registrar
3	% of NCD among staff	This indicator intends to measure the extent to which employees are not affected by NCD	1/7/2021	0%						ERB	Survey & Voluntary Testing	Quarterly	Medical report	Quarterly	AR – FA
4	% Change of corruption incidents reported	This indicator intends to measure the percentage changes in number of corruption incidence reported within the Board.	1/7/2021	0%						ERB	Survey	Annually	Primary data	Annually	AR - FA

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
5	% of staff with knowledge on the national anti-corruption strategy	This indicator intends to measure the percentage of ERB staff who have knowledge on anti-corruption strategy	1/7/2021	21%						Stakeholders	Survey	Annually	Primary	Annually	AR -FA
6	% Change of registered Technicians, Engineers, Firms and Materials Testing Labs	This indicator intends to measure the quantity of registered engineers, technicians, firms and labs annually	1/7/2021	79%						ERB	Registers	Quarterly	Registers	Quarterly	AR-ReTA
7	% Change in Level of Compliance and Recognition	This indicator intends to assess compliance levels of the registered engineering professional and	1/7/2021	0%						ERB	Registers	Quarterly	Primary	Quarterly	AR - E

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
		firms													
8	% Change in revenue	This indicator intends to measure variation of revenues due to regulation activities done by the Board.	1/7/2021	8%						ERB	Register	Quarterly	Secondary data	Quarterly	AR - FA
9	% Change of SEAP and CPD beneficiaries	This indicator intends to measure the extent to which trainees are admitted/ enrolled.	1/7/2021	253%						ERB	Register	Quarterly	Primary data	Quarterly	AR – PDA
		This indicator intends to measure the Change in number of CPD beneficiaries	1/7/2021	122%											
10	% Change Employers Sensitized	This indicator is intended to measure the level of employers utilization of engineering professionals.	1/7/2021	xx						ERB & Other Stakeholders	Survey and Reports	Monthly	Reports	Quarterly	AR - ReTA
11	% change Staff Satisfaction	This indicator intends to measure the extent to which employees are satisfied with	xx	xx						Employees	Questionnaire	Annually	Primary data	Annually	AR - FA

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
		service offered by the board (ERB) It can be measured by averaging the rate of responses of employees.													
12	% change of Stakeholders Satisfaction.	This indicator intends to measure the extent to which customer are satisfied with ERB services	xx	xx						Stakeholders	Survey+ Documentary review	Annually	Primary & Secondary data	Annually	AR - FA
13	% Change of Engineers and Firms supported	This indicator intends to measure the total number of Young Engineers engaged in the Strategic Projects.	xx	xx						ERB	Register	Quarterly	Primary	Quarterly	AR -PDA
14	Audit Rating	This indicator intends to measure the ERB compliance with stipulated and relevant Laws, Regulations and set out procedures.	1/7/2021	Unqualified opinion.						ERB	Audits + Documentary review	Quarterly	Reports	Quarterly	Registrar

Legend:

XX Represent missing data which will be reported during implementation.

4.9 Planned Reviews

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

4.9.1 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

4.9.2 Planned Milestones Review

The plan is to carry out a total of twenty formal reviews during the Strategic Planning Cycle. This will involve carrying out four quarterly reviews in each year of implementation. The

reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. A total of 25 milestones will be tracked during the period of five years.

During the first year (2021/22), the review will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, or at risk. The reviews will be based on a total of 10 planned milestones. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective Heads of Departments will take a lead in the review process.

During the second year (2022/2023), third year (2023/2024), and fourth year (2024/2025), 12 more reviews will be undertaken i.e. four reviews per year. The reviews in these years will also focus on performance against planned activities. Whereas during the second year, third year, and fourth year a total of 14 milestones will be assessed; a total of 5 milestones will be due for assessment during the fifth year (2025/2026). The reviews to be conducted during the fifth year focus on determining whether the planned outputs over the five year period have been achieved against the indicators, and if not what could have been the reasons for the not achieving the outputs. All the five years outputs and milestones will be reviewed.

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 five 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

Years	Planned Reviews	Milestones	Timeframe	Responsible
Year One 2021/ 2022	Four reviews (Quarterly)	HIV/AIDS awareness sessions conducted	June, 2022	Registrar
		ERB Complaints Handling mechanisms established	June, 2022	AR-FA
		Paper on National Engineering Policy and Development programme prepared	June, 2022	Registrar
		Training Needs Assessment Developed	June, 2022	AR-FA
		Functional Zonal offices established	June, 2022	Registrar
Year Two 2022/2023	Four reviews (Quarterly)	HIV/AIDS awareness sessions conducted	June, 2023	Registrar
		ERB Complaints Handling mechanisms established	June, 2023	AR -FA

Years	Planned Reviews	Milestones	Timeframe	Responsible
		Paper on National Engineering Policy and Development programme prepared	June, 2023	Registrar
		Data base for Key Current and Potential stakeholders developed	June, 2023	AR -RETA
Year Three 2023/2024	Four reviews (Quarterly)	Monitoring and Evaluation system in place	June, 2024	AR - E
		Regulation to make SEAP mandatory in place.	June, 2024	AR -PDA
		SEAP new sources of funds developed	June, 2024	AR- PDA
		Client Service Charter in Place	June, 2024	AR-FA
		Management Information System Developed	June, 2024	AR -RETA
		Legal Unit established	June, 2024	AR-FA
Year Four 2024/2025	Four reviews (Quarterly)	Functional Zonal offices in Place	June, 2025	Registrar
		Research Unit Established	June, 2025	AR-FA
		Communications Implementation Strategy developed	June, 2025	AR-FA
		Stores Management System Developed	June, 2025	AR-FA
		Staff Supported to acquire plots	June, 2025	Registrar
		Engineering Funds Established	June, 2025	Registrar
Year five 2025 /2026	Four reviews (Quarterly)	ERB Corporate Image developed	June, 2026	Registrar
		Functional Zonal offices in Place	June, 2026	Registrar
		Succession Plan Developed	June, 2026	AR-FA
		Mhandisi House Constructed	June, 2026	Registrar

4.9.3 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/No.	Appraisal	Description of the Appraisal	Appraisal Questions	Methodology	Time frame	Responsible Person
1	Training needs assessment	This study intends to identify training needs for the purpose of improving overall ERB performance.	<ul style="list-style-type: none"> • What is the current functional organization structure of ERB? • What Skills are needed to implement the roles and functions of ERB? • What are the level of Job performance by the staff? • Is there any skills gap? • What is the required trainings to bridge the gaps? 	<ul style="list-style-type: none"> • Documentation Review • Survey • Interview • Questionnaire 	2022	AR -FA
2	Customer satisfaction survey	This study intends to assess level of internal and external customers satisfaction with services offered by ERB.	<ul style="list-style-type: none"> • To what extent are internal customers are involved in ERB functions and roles? • To what extent staff are satisfied with; working environment; staff welfare; leadership; systems and processes? • Are customers satisfied with the ERB services? • Is there any mechanisms to trace customers satisfaction? • To what extents are 	<ul style="list-style-type: none"> • Documentation Review • Survey • Interview • Questionnaire 	2022	AR-FA

S/No.	Appraisal	Description of the Appraisal	Appraisal Questions	Methodology	Time frame	Responsible Person
			<p>customers complaints are handled?</p> <ul style="list-style-type: none"> • How many corruption incidents reported? • What should be done to improve levels of customer satisfaction? 			
3.	Assessment of level of compliance to ERB Act	This study intends to measure the extent to which engineers and other stakeholders are complying with ERB Act and its Regulations.	<ul style="list-style-type: none"> • What are the areas of compliance? • What are the percentage of developers and engineers who comply? • 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? 	Sample Survey	2024	AR - E

4.10 Evaluation Plan

The Evaluation Plan consists of the evaluations to be conducted during the Strategic Planning Cycle, description of each evaluation, evaluation questions, methodology, timeframe and the responsible person. Three (3) evaluations will be conducted over the period of five years with a total of 21 evaluation questions. The evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan outputs. The Evaluation Plan matrix is detailed in **Table 8** below:

Table 8: Evaluation Plan

SNo	Evaluations	Description	Evaluation Study Questions	Methodology	Time frame	Responsible Person
1	Service Delivery Evaluation	This study intends to indicate the perception of both internal and external stakeholders on quality of ERB products and services.	<ul style="list-style-type: none"> (i) Are our customer and stakeholders aware of the products and services provided by ERB? (ii) Are our customer and stakeholders satisfied with the quality of products and services? (iii) Are the service delivery strategies effective? (iv) Is the mechanism for engaging stakeholders effective? (v) What are the areas for improvement/challenges? (vi) What are the recommendations 	<ul style="list-style-type: none"> (i) Conducting interviews (ii) Administering questionnaires (iii) Documentary review 	2022	Registrar
2	Impact assessment	This study intends to assess the outcomes and impacts of the strategic plan	<ul style="list-style-type: none"> (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? 	<ul style="list-style-type: none"> (iv) Conducting interviews (v) Administering questionnaires (vi) Documentary review 	2022	Registrar
3	Institutional Self-	This study intends to	<ul style="list-style-type: none"> (i) What is the leadership 	<ul style="list-style-type: none"> (i) Conduct interviews 	2022	Registrar

SNo	Evaluations	Description	Evaluation Study Questions	Methodology	Time frame	Responsible Person
	Assessment	determine the perception of staff on capacity and performance of the Board	<p>management style of ERB?</p> <p>(ii) How effective is ERB leadership and top management</p> <p>(iii) How is the quality of organization policies and strategies?</p> <p>(iv) How are organizational resources managed?</p> <p>(v) Are staffs satisfied with HR practices?</p> <p>(vi) Are the business processes effective?</p> <p>(vii) Are the mechanisms for engaging staff and customer effective?</p> <p>(viii) What are the areas for improvement/challenges?</p> <p>(ix) What are the recommendations</p>	<p>(ii) Administer questionnaires</p> <p>(iii) Documentary review</p>		
4	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.	<p>(i) What is the current status for SEAP financing?</p> <p>(ii) What are the potential SEAP financiers?</p> <p>(iii) Are the Stakeholders aware on the SEAP implementations?</p> <p>(iv) What are the current challenges facing SEAP implementations?</p> <p>(v) What should be done to make SEAP financing sustainable?</p>	<p>(i) Documentary review</p> <p>(ii) Questionnaire</p>	2022	AR- PDA

4.11 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.

4.11.1 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

4.11.2 External Reporting Plan

External reporting will involve preparation of five 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- MoFP, PS-POPSM	Monthly/ Annually	Registrar
7	Staff Appraisal Reports	PS - PO - PSM	Annually	Registrar
8	External Special Assignment Reports	PS – MoWTC, Other relevant Stakeholders	On demand	Registrar

4.12 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 this 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 this 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.

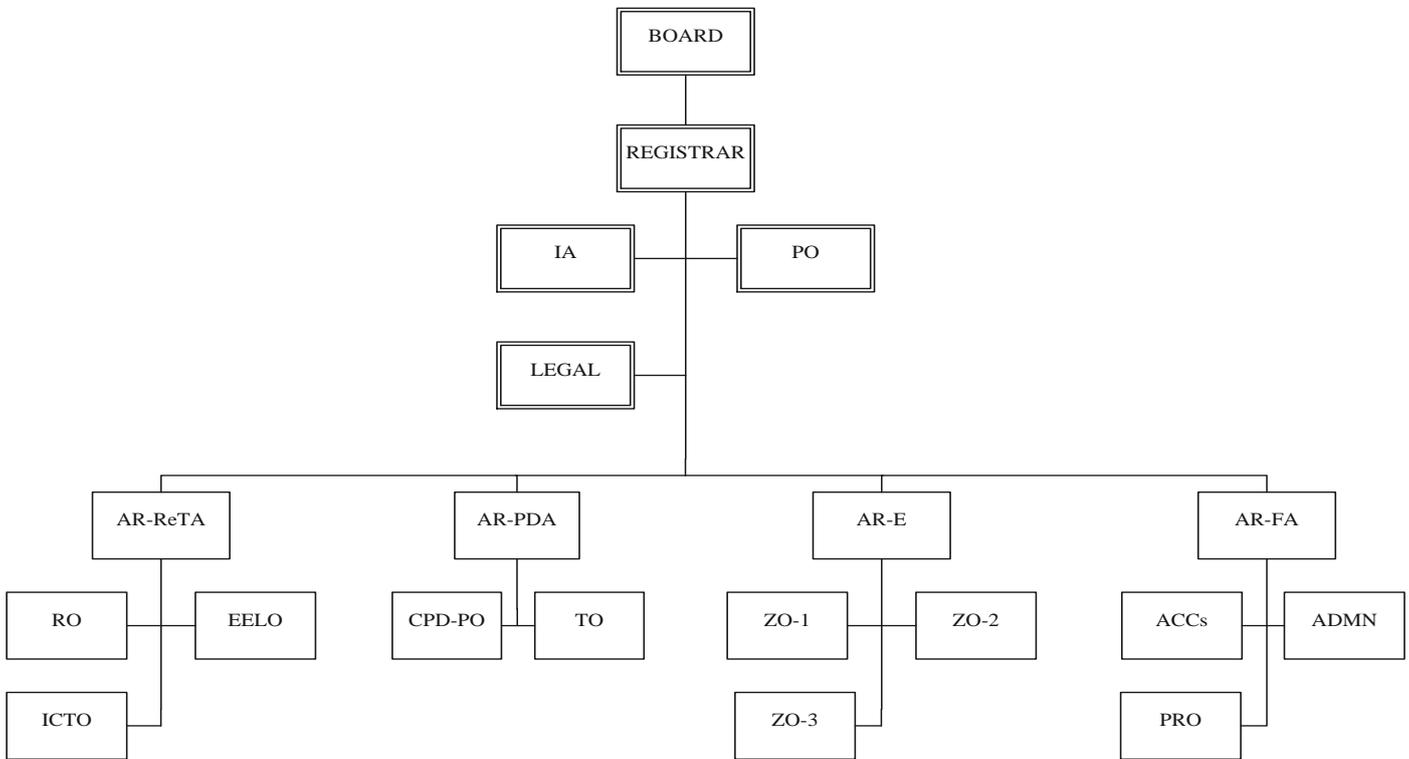
Level 4-Outcomes

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 three 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

ENGINEERS REGISTRATION BOARD ORGANIZATION CHART



LEGEND:

- | | |
|---------|---|
| IA | - Internal Auditor |
| PO | -Procurement officer |
| AR-ReTA | -Assistant Registrar Registration Technical Affairs |
| AR-PDA | -Assistant Registrar Professional Development Affairs |
| AR-E | -Assistant Registrar Enforcement |
| AR-FA | -Assistant Registrar Finance and Administration |
| RO | -Registration Officer |
| EELO | -Engineers Employment Liaison Officer |
| ICTO | -Information and Communications Technology Officer |
| CPD-PO | -Continuing Professional Development Program Officer |
| TO | -Training Officer |
| ZO-1 | -Zonal Officer-1 |
| ZO-2 | -Zonal Officer-2 |
| ZO-3 | -Zonal Officer-3 |
| ACCs | -Accountants |
| ADMN | -Administration |
| PRO | -Public Relation Officer |

Annex II: STRATEGIC PLAN MATRIX

S/No.	Objective	Strategies	Targets	Key Performance Indicators	Responsible
A	HIV/AIDS Infections and Non-Communicable Diseases (NCD) Reduced and Supportive Services Improved	<ul style="list-style-type: none"> (i) Intensify staff awareness campaigns (ii) Customize HIV Aids Policy (iii) Provide supportive services to Staff living with HIV/AIDS (PLWA) (iv) Utilize National Non - Communicable Diseases Strategy 	<ul style="list-style-type: none"> (i) Five (5) HIV/AIDS and NCD awareness campaign sessions conducted by June, 2026 (ii) Six (6) HIV/AIDS victims supported and provided with special diet by June, 2026 (iii) HIV/AIDS Policy developed by June, 2026 (iv) Programmes for alleviation of NCD prepared and implemented by June, 2026 	<ul style="list-style-type: none"> (i) Prevalence rate (ii) % of staff declaring their HIV status (iii) % of NCD among staff 	Registrar
B	Effective implementation of the National Anti-Corruption Strategy enhanced and sustained.	<ul style="list-style-type: none"> (i) Strengthen awareness campaign (ii) Implement National Anti-Corruption Implementation Strategy III (iii) Strengthen Complaints Handling Mechanism 	<ul style="list-style-type: none"> (i) 5 Seminars on Anti-Corruption and un-ethical behaviour conducted by June, 2026 (ii) ERB Action Plan for implementation of the National Anti-Corruption Implementation Strategy III prepared and implemented by June, 2026 (iii) ERB Complaints Handling Mechanism implemented by June, 2026 	<ul style="list-style-type: none"> (i) % Change of corruption incidents reported (ii) % of staff with knowledge on the national anti-corruption strategy 	Registrar
C	Regulatory Practice for Engineering Professionals, Firms, Works and Services Enhanced	<ul style="list-style-type: none"> (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 	<ul style="list-style-type: none"> (i) 15 Consulting Engineers, 400 Professional Engineers, 5 Incorporated Engineers, 2,500 Graduate Engineers, 3 Graduate Incorporated Engineers, 300 Engineering Technicians, 200 Temporary Professional Engineers and 8 Temporary Consulting Engineers, 5 Independent Consulting Engineers, 8 Local Engineering 	<ul style="list-style-type: none"> (i) % Change of registered Technicians, Engineers, Firms and Materials Testing Labs. (ii) % Change in Level of Compliance and Recognition. (iii) %Change in revenue. 	AR- ReTA

S/No.	Objective	Strategies	Targets	Key Performance Indicators	Responsible
		<p>environment</p> <p>(iv) Enhance Recognition of Engineering Training Institutions and Programmes</p> <p>(v) Enhance Reciprocal recognition of the professionals and the Board in the Region and Abroad</p> <p>(vi) Develop criteria for classification / ranking Engineering Consulting Firms</p>	<p>Consulting Firms (LECF), 8 Foreign Engineering Consulting Firms (FECF), 5 Materials Testing Laboratories registered annually</p> <p>(ii) 600 Projects registered annually</p> <p>(iii) Five (5) National Strategic Projects, 100 Building projects, 20 Roads Works, 10 Water projects, 5 Electrical projects, 2 Ports, 2 Airports, 2 Railways, 1 Irrigation, 30 Industries, 2 Mines and 10 other engineering projects identified and monitored annually</p> <p>(iv) Ten (10) Engineering Training Institutions and Programmes Recognized by June, 2026</p> <p>(v) 40 Engineers linked for employment and 20 employers employed engineers annually</p> <p>(vi) 250 Consulting firms and Labs Annual Returns reviewed annually</p> <p>(vii) Engineering Practitioners Survey conducted by June, 2026</p> <p>(viii) One (1) Benchmarking visit to Foreign Regulatory Board conducted annually</p> <p>(ix) 5 Professional Advice to the Government and Stakeholders issued annually.</p> <p>(x) 200 Engineering Firms classified / ranked by June, 2026.</p> <p>(xi) 200 unregistered engineering</p>		<p>AR-E</p> <p>AR- ReTA</p> <p>AR-E</p> <p>AR- ReTA</p> <p>AR-E</p>

S/No.	Objective	Strategies	Targets	Key Performance Indicators	Responsible
			practitioners enforced to comply annually (xii) 100 unlicensed engineering practitioners enforced to comply annually (xiii) 500 Fee defaulters enforced to comply annually (xiv) 10 Professional Misconduct cases handled annually (xv) Ten (10) Engineering Strategic Institutions identified and visited annually		AR- ReTA AR -E AR-E AR-ReTA
D	Engineering Professionals and Firms Competence, Growth and Sustainability Enhanced and Strengthened	(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	(i) SEAP new sources of fund identified and sourced by June, 2026 (ii) 600 New SEAP Placements identified and sourced by annually (iii) 1,200 new SEAP trainees enrolled annually (iv) Four (4) Potential Employers sign MoUs with ERB on contribution to SEAP annually (v) 2000 Engineers undertake CPD Training annually (vi) 200 Organization and Firms sensitized on CPD annually (vii) 20 Institutions, 10 Engineers for conducting CPD programme identified annually (viii) 50 CPD programmes accredited annually (ix) Five (5) Zonal CPD Workshops	(i) % Change of Employers Sensitized (ii) % Change of SEAP and CPD beneficiaries (iii) % Change of Engineers and Firms supported	AR – PDA

S/No.	Objective	Strategies	Targets	Key Performance Indicators	Responsible
			<p>organized annually</p> <p>(x) 100 Graduate Engineers attached to the Strategic Development Projects annually</p> <p>(xi) Two (2) Capacity building Workshops for Consulting firms, Engineers and Technicians conducted annually</p> <p>(xii) Three (3) Awareness Seminar to firms on ISO 9001 certification conducted by June, 2026</p> <p>(xiii) Mhandisi House Constructed by June, 2026</p> <p>(xiv) Innovation Hubs/Centre for Engineers and Technicians Established by June, 2023</p>		<p>AR-PDA</p> <p>AR-FA</p> <p>AR-PDA</p>
E	Institutional Capacity to Support ERB Service Delivery Improved	<p>(i) Strengthen Performance Management System</p> <p>(ii) Enhance working environment</p> <p>(iii) Enhance ICT capacity and application of modern technologies</p> <p>(iv) Strengthen Financial Capacity and Sustainability</p> <p>(v) Strengthen Human Resources Management</p> <p>(vi) Enhance Publicity of ERB</p>	<p>(i) ERB Act reviewed by June, 2026</p> <p>(ii) ERB ISO 9001 Certification process conducted by June, 2023</p> <p>(iii) Human Resource Plan developed and implemented by June, 2026</p> <p>(iv) ERB Organization Structure and Scheme of Services reviewed by June, 2022</p> <p>(v) Training Needs Assessment for ERB Staff developed by June, 2023</p> <p>(vi) ERB ICT Policy developed by June, 2023</p> <p>(vii) Complaints Handling</p>	<p>(i) % change of Staff Satisfaction</p> <p>(ii) % change of Stakeholders Satisfaction</p> <p>(iii) Audit Rating</p>	<p>AR- ReTA</p> <p>AR-FA</p> <p>AR-FA</p> <p>AR- ReTA</p> <p>AR-FA</p>

S/No.	Objective	Strategies	Targets	Key Performance Indicators	Responsible
			Mechanism developed and Implemented by June, 2026		SIA
			(viii) ERB Risk Management Framework Developed and operationalized by June, 2023		AR-FA
			(ix) Operational Cost of ERB met annually		
			(x) ERB Staff facilitated with working equipment and facilities annually		
			(xi) ERB Incentive Scheme developed and implemented by June, 2026		AR-FA
			(xii) Open Performance Appraisal System (OPRAS) implemented annually		SIA
			(xiii) One (1) Internal Audit Plan prepared and implemented annually		AR-FA
			(xiv) Monitoring and Evaluation System developed and implemented by June, 2026		
			(xv) ERB Medium Term Expenditure Framework (MTEF) prepared and implemented annually		AR-FA
			(xvi) 4 Financial Progress Reports Prepared and reviewed annually		HPMU
			(xvii) ERB Procurement Plan prepared and implemented annually		
			(xviii) Communication Strategy		AR-FA

S/No.	Objective	Strategies	Targets	Key Performance Indicators	Responsible
			<p>developed and Implemented by June, 2026</p> <p>(xix) ERB MIS operationalised by June, 2024</p> <p>(xx) ERB Publications Produced Annually</p> <p>(xxi) Procurement and supplies management facilitated quarterly</p> <p>(xxii) Management of Properties facilitated annually</p> <p>(xxiii) Stock taking and disposal of Public Assets disposed annually</p> <p>(xxiv) EDF Operationalised by June 2026</p>		<p>AR-ReTA</p> <p>AR-FA</p> <p>HPMU</p> <p>AR-FA</p> <p>AR-FA</p>