

For Professional Excellence

STRATEGIC PLAN

FY 2020/2021-2024/25

THEME:

*Improved and well-regulated
engineering services for National
development.*

www.erb.go.ug

The Engineers Registration Board Inauguration and swearing in ceremony of the 18th board plus official handover by the 17th board at ministry of works and transport on Thursday 23rd July 2020.





FOREWORD

It is my distinguished pleasure to release this first 5-Year Engineers Registration Board's Strategic plan for the period 2020/21 to 2024/25. The Plan is our high-level road map, recognizing the achievements of the Board over the last 50 years, documenting where we are (including strengths and weaknesses), casting a vision of what we aspire to achieve, and prioritizing the key result areas we hope to achieve in the next 5 years.



As stipulated by the Engineers Registration Act, a central part of our mandate is to regulate the Engineering practice in Uganda and advise government on all engineering matters and this 5-Year Plan is timely to this core of our mandate.

Historically the Board has been focusing mainly on registration of Engineers to practice in the Country but with little emphasis on the role of advising government on engineering matters. This gap has been addressed in this strategic plan and the plan contains strategies that the board shall use to advise government on engineering matters. In addition the plan caters for regulation of the entire engineering practice including

Technicians, Technologists and Firms engaged in engineering business. The plan also intends to demystify the registration process for engineers in order to match the rate of registration with the rate of entry of engineers from engineering institutions into the market. At the moment registration rates are far below the rate of engineers entering the market.

This 5-Year Strategic Plan will provide the foundation upon which the Board and all stakeholders can build on to ensure we achieve our mandate. In developing this plan emphasis was made to the significant contribution of engineering services to national development where over 70% of the resources to achieve the results of the NDP III are expended through engineering services. The plan has therefore been hinged on, and is

aligned to the 3rd National Development Plan (NPD III) and Vision 2040.

I take this opportunity to thank the Ministry of Works and Transport for the continued support to the Board. It is this support that has enabled development of this plan. I appreciate the efforts of the Board members and the Secretariat for the timely effort in developing the plan. I call upon our stakeholders, particularly UIPE, UACE, the engineering fraternity, government MDAs to support the implementation of this plan.

For God and My Country

A handwritten signature in black ink, appearing to read 'Isaac Mutenyo', written over a light blue horizontal line.

Eng. Dr. Isaac Mutenyo

Chairman, Engineers Registration Board

ACKNOWLEDGMENT

The Engineers Registration Board (ERB) was created by the Engineers Registration Act, 1969 which was amended in 1977. The mandate of ERB is to regulate the practice of engineering in Uganda and advise government on all engineering matters. The Board commenced its operations on 1st December 1969 and recently celebrated its 50th year anniversary. Over the years, the Board has made substantial progress towards regulation of the Engineering fraternity in the country albeit without documented strategic plans.



This first, 5-Year Strategic Plan has been carefully prepared based on extensive analysis of the historical realities and quantitative assessment of the current conditions affecting the Engineering fraternity in Uganda. The Plan will provide a

sound basis for achieving our mandate in ensuring that the functions under the regulation, research, advise to government and support to the Engineering fraternity is delivered in a sustainable manner.

I take this opportunity to express my deepest gratitude to all those outside the Board who were involved in the development of this 5-year Plan at different levels. Special thanks go to the ERB's Board and members of staff who made invaluable contributions during the development of this plan.

I would also want to thank our partners who have been consistently

committed to support the development of the engineering fraternity. I especially acknowledge the Ministry of Works and Transport, Ministry of Local Government, UIPE, UACE, UNABCEC, and the Development Partners such as EU. My appreciation also goes to our registered engineers who number just over 1200 for the continued commitment and support to the Board activities whenever called upon.

I affirm my own commitment and that of the entire ERB secretariat staff to give our unreserved effort in the implementation of this 5-Year Strategic Plan.

A handwritten signature in blue ink, appearing to read 'R. Namugera'.

Eng. Namugera Ronald

Registrar, Engineers Registration Board

MEMBERS OF THE 18TH ENGINEERS REGISTRATION BOARD



Eng. Bwanga
George William
Member



Eng. Dr. Isaac Mutenyo
Chairman



Eng. Dr. Eleanor
Wozzi
Member



Eng. Elias Bahanda
Member



Eng. Dr. Florence Lubwama Kiyimba
Vice Chairman



Eng. Dr. Tumwesigye
John Kihumire
Member



Eng. Sooma Ayub
Member



Eng. Namugera
Ronald
Registrar

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ABBREVIATIONS AND ACRONYMS

ARB	Architects Registration Board
ERB	Engineers Registration Board
CPD	Continuous Professional Development
FY	Financial Year
ICT	Information and Communication Technology
KCCA	Kampala Capital City Authority
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MOD	Ministry of Defence
MoES	Ministry of Education and Sports
MoEMD	Ministry of Energy and Mineral Development
MoLHUD	Ministry of Lands, Housing and Urban Development
MoWE	Ministry of Water and Environment
MoWT	Ministry of Works and Transport
MRA	Mutual Recognition Agreement
NCHE	National Council for Higher Education
NDP III	National Development Plan III
NPA	National Planning Authority
NWSC	National Water and Sewerage Corporation
R & D	Research and Development
SDGs	United Nations Sustainable Development Goals
SRB	Surveyors Registration Board
UACE	Uganda Association of Consulting Engineers
UCC	Uganda Communications Commission
UEGCL	Uganda Electricity Generation Company Limited
UETCL	Uganda Electricity Transmission Company Limited
UGX	Uganda Shillings
UIPE	Uganda Institution of Professional Engineers
UNABCEC	Uganda National Association of Building and Civil Engineering Contractors
UNBS	Uganda National Bureau of Standards
UPDF	Uganda People's Defence Force
UNRA	Uganda National Roads Authority
URC	Uganda Railways Corporation
URF	Uganda Road Fund

EXECUTIVE SUMMARY



Background

The Engineers Registration Board (ERB) is a statutory body established through an Act of Parliament, the Engineering Registration Act 271 of 1969.

The Strategic Plan is intended to define the Engineers Registration Board's objectives and targets that will guide its operations for the period FY 2020/21 – 2024/25. This plan will make ERB more visible, relevant and enable it monitor the conduct of all engineers and engineering practice in the country more effectively.

The Vision of ERB is “Excellent engineering services offered to society”.

The Mission of ERB is “To regulate and control engineering professionals and their activities within Uganda and to advise Government on engineering matters”.

Motto: “For professional excellence”.

The Values of ERB are:

- i. Professionalism
- ii. Responsibility
- iii. Integrity
- iv. Teamwork
- v. Innovation
- vi. Excellence

Assessments informing the Strategic Plan

Factors that have informed the Strategic Plan are that:

- i. As of July 2020, Uganda had only 942 registered engineers, too few for a country with a population of 41.5 million .
- ii. There is an estimated 8,000 engineers, unregistered and

operating illegally. On an annual basis, 2500 engineers are churned out every year.

- iii. Government and its agencies are the major employers of engineers. It employs about 70% of all engineers in the country. Ministries MoWT, MoWE, MoEMD, MoLHUD, MoES, MAAIF, MoD/UPDF, and Agencies of UNRA, KCCA, NWSC, UEGCL, UETCL, UCC, and Local Governments. However, many vacancies in the Ministries, agencies and Local Governments remain unfilled due to unavailability of qualified registered engineers on the market.
- iv. There is a substantive number of Engineers employed in the Private Sector such as ICT, Power, Construction, Production, Consultancy Firms and other Engineering related services. Majority of these are neither registered nor known to the Board.
- v. Foreign contractors and consulting firms continue to import foreign engineers (often referred to as experts) in preference to local engineers citing the excuse of non-availability of local registered engineers.
- vi. Currently there are no Regulations to operationalize the Engineers Registration Act 1969 and its subsequent amendment Decree No. 10 of 1977. This makes it difficult to enforce it.
- vii. ERB faces severe financial constraints, staffing of its Secretariat is very thin and it suffers from inadequate office accommodation.

The Strategic Plan for FY 2020/21 – 2024/25 has the following five (5)

strategic objectives:

- i. To ensure a conducive legal framework that supports engineering practice.
- ii. To increase the rate of registration of engineering professionals.
- iii. To enhance institutional capacity of the Board and secretariat.
- iv. To promote innovation and use of affordable technologies and locally available resources.
- v. To enhance partnerships and collaboration with stakeholders.

Implementation Strategy - Key Interventions

The following key interventions have been identified for implementation during the 5 year period:

i To ensure a conducive legal framework that supports engineering practice.

- Amendment of the ERB Act 1969;
- Preparation of ERB Regulations

ii To increase the rate of registration of engineering professionals.

- Carry out the Census of all Engineering graduates in the country;
- Roll out a structured engineering graduate training program;
- Locate all unregistered engineers that are practising in the country for more than 4 years, draw up a list and programme for fast-tracking their registration.

iii. To enhance institutional capacity of the Board and Secretariat.

- Secure permanent office for Board and Secretariat;
- Increase staff numbers in line with an institutional analysis;
- Capacity development for staff and Board

iv. To promote innovation and use of affordable technologies and locally available resources.

- Publication and exhibition of engineering innovations and research;
- Promote specialties of Engineers among key stakeholders;
- Awards for outstanding contributions in engineering.

v. To enhance partnerships and collaboration with stakeholders.

- Promote mutual recognition and networking with other Engineering bodies;
- Accreditation of engineering training and programs of study;
- Inventory of engineering services and expertise

Cost of the Strategic Plan

It is envisaged the Plan will cost a total of UGX 32.875 billion over the 5-Year period, the biggest cost (76%) being that of constructing and furnishing an office block. These funds shall be sourced from government, donations and annual fees.

1.0 INTRODUCTION



1.1 Background

The Engineers Registration Board (ERB) is a statutory body established through an Act of Parliament, the Engineering Registration Act, Chapter 271 of 1969. The Act was amended by Decree No.10 of 1977. The amendment of the Bill commenced in 2013. However, by the time of developing this Plan, it had not been finalized. The Engineers Registration Board is an agency under the Ministry of Works and Transport.

1.1.1 Functions of the Engineers Registration Board

The functions of the Board are to regulate and control engineers and their activities within Uganda and to advise the Government in relation to these functions.

1.1.2 Composition and Powers of the Board

The Board comprises seven members appointed by the Minister of Works and Transport. The Chairman and three members must be in Government service while the other three are nominated from the private sector by the Ugandan Institution of Professional Engineers (UIPE) and forwarded to the Minister for appointment. The Board exercises its powers by maintaining a register of engineers licensed to practice the engineering profession in the country. According to the Act, the Board has powers to delete or suspend from the register any engineer. The tenure of the Board is 2 years.

1.2 Rationale of the Strategic Plan

It is Government's policy that any Ministry, Department and Agency (MDAs) which draws money from the Consolidated Fund must be in possession of a Strategic Plan and prepare Annual Work Plans. Furthermore, the current Government development framework requires all Strategic Plans to align with the National

Development Plan 2020/21-2024/25 (NDP III). In view of this, in July 2019 the Board resolved to prepare a Strategic Plan for the period 2020/21 – 2024/25.

The Plan is intended to give a strategic direction to the Board over a 5-year period and to build capacity to contribute effectively towards the country's infrastructure development targets in the National Development Plan (NDP III) as well as the Government's efforts to realize its Vision 2040. It will enable the Board to assess and monitor its performance effectively.

1.3 Process of developing the Strategic Plan

A Consultant was engaged to guide the development of the Strategic Plan and it entailed:

- i. Reviewing the ERA and other documents;
- ii. Interviewing stakeholders;
- iii. Reviewing Strategic Plans of similar organizations in the region; and
- iv. Studying NDP II, NDP III, Vision 2040 and the UN Sustainable Development Goals.

1.4 Structure of the Plan

The Plan has seven chapters.

1. Chapter 1 is the Introduction. Chapter
2. 2 is the Situation Analysis while
3. Chapter 3 is the SWOT Analysis. Chapter
4. 4 outlines the Strategic Direction.
5. Chapter 5 covers the Institutional arrangement and communication strategy, then
6. Chapter 6 sets out the Implementation and Financing the Plan and Chapter
7. provides the Monitoring and Results Framework.

2.0 SITUATION ANALYSIS



2.1 Prevailing issues informing the Strategic Plan

- i. Since its establishment in 1969, the Engineers Registration Board has registered a cumulative number of 1,247 engineers as at July 2020. Currently, the register has 923 registered engineers and 68 temporarily registered engineers. This is a small number of engineers for a country with a population of 41.5 million (2020 estimate). Tunisia with a population of 11.8 million has over 70,000 engineers on its register. Much closer here in East Africa, Rwanda with a population of 12.9 million has 991 registered engineers while Kenya with a population of 53.7 million has 2,329 and Tanzania with a population of 59.6 million has on its register 5,909 engineers.
- ii. It is estimated that there are 8,000 unregistered engineering graduates in the country, who are practising engineering. This is a potential risk to the public since the quality of the services offered by these unregistered Engineers cannot be guaranteed. Furthermore, it means that the few registered engineers are overstretched as the demand for their services are far beyond the supply. It is therefore important that strategies of how to get them registered are put in place.
- iii. Government or public sector remains the major employer of the country's engineers accounting for over 70% of the registered engineers. Key employers of engineers are: Ministries of Works and Transport (MoWT); Water and Environment (MoWE); Energy and Mineral Development (MoEMD); Lands, Housing and Urban Development (MoLHUD); Education and Sports (MoES); Agriculture, Animal Industry and Fisheries (MAAIF); Defence (UPDF) and the many Government Agencies. Government Agencies that provide employment for many engineers include Uganda National Roads Authority (UNRA); Uganda Railway Corporation (URC); National Water and Sewerage Corporation (NWSC); Uganda Electricity Generation Company Limited (UEGCL); Uganda Electricity Transmission Company (UETCL); Kampala Capital City Authority (KCCA); Uganda Road Fund (URF) and Local Governments. However, many vacancies in the ministries, agencies and Local Governments remain unfilled due to unavailability of qualified registered engineers on the market. The few cannot suffice for the entire requirements of public service. In the private sector, the major employers of engineers are the manufacturing industry, consultancy firms, civil and building works contractors, ICT, NGOs and the universities. Lately engineers are also being employed by banks, accounting firms and financial institutions. Many of these are unregistered.
- iv. There are many engineers in Public Service who are able to rise through the ranks from Pupil Engineer/ Engineer-on-Probation to Senior Engineer without registration, only being held back from reaching the level of Principal Engineer. Consequently, there is a large pool of senior engineers in Government with 10-15 years of service who, not anticipating to be promoted soon, have not bothered to get registered. This needs to be reviewed to require

- registration before Senior Engineer level. This should apply to the private sector as well.
- v. The policy of decentralization adopted by Government in mid 1990s created many job opportunities for engineers at Local Governments. Currently there are 134 districts, 10 cities and 31 municipal authorities. District Engineers are at Assistant Commissioner level while Municipal Engineers are at Principal Engineer level. The posts are all supposed to be occupied by registered engineers but out of the 175 districts, municipal councils and cities, only 10% are filled with substantive registered engineers.
 - vi. Projects advertised by MDAs (through public procurement procedures) demand that the bidders submit along with their bids technical staff, among them, registered engineers. Contractors, both local and foreign, cannot find registered engineers on the market let alone afford to maintain them on their pay roll permanently. Foreign contractors and consulting firms use this as an excuse to import foreign experts, many of them much less qualified than the local unregistered engineers. The highest number of unregistered engineers are found in the manufacturing (industry) sub-sector, consulting firms and the universities.
 - vii. The construction industry in the country provides plenty of employment opportunities for local engineers, but it is poorly regulated. The Uganda Construction Industry Commission (UCICO) Bill which had reached advanced stages towards becoming a law that would have streamlined activities in the industry has been lying on the shelf since 2018. Since the construction industry is a major employer of engineers, ERB needs an appropriate legal provision to support the regulation of the industry.
 - viii. Even after registering, many of the engineers just melt away. They do not stick to the profession or keep active in UIPE or ERB activities. For example; of the first group of 200 engineers that got registered between 1971 and 1977, only 13 engineers are still on the register. With the exception of the few who have died, the rest are either no longer in the engineering practice or no longer pay annual fees. Even then, they no longer attend UIPE or ERB functions. The next 100 engineers who were registered between 1980 and 1990, only 38 are still on the register. Out of the next group from Registration No. 301 to No. 400, only 62 are still on the register. The Board needs to devise means of keeping the engineers engaged full time in professional practice and in its own activities especially mentoring young engineers.

2.2 Challenges

- i. The first Board was appointed in January 1970. It had three British citizens. They had been drawn from the consulting field. In 1971, a year later, General Idi Amin overthrew the elected Milton Obote government. Gen. Idi Amin ushered in a reign of terror which lasted until 1979.

- Following the expulsion of Asians in 1972, the economy collapsed along with the construction industry. Foreign technical expertise fled either due to loss of business or to security of their lives or both. Local expertise followed suit soon after. By the end of 1977, there were 201 engineers on the ERB register but some 60% of them had already fled or been killed. The 4th, 5th and 6th Boards managed to register only 6 engineers from 1977-1980. A state of instability and further economic decline persisted to mid-1990s. By 1993 when the economy picked up again, there was not much engineering business to talk about.
- ii. The position of the Registrar on the Board has always been occupied by a very senior engineer. Both Eng. Owaraga and Eng. G.N. Karugonjo when they were registrars were Engineers-in-Chief. Eng. P.M.O Onen was City Engineer and Surveyor. Eng. P. Ssebbowa was Chief Electrical Engineer etc. The registrars did not have a secretariat but instead relied on one or two of their junior staff to carry out the secretariat work. They therefore could not have been effective. The first secretariat administrator was recruited by the 9th Board in 1991. The 5th and 6th Boards from 1979-1982 did not even have a Registrar.
 - iii. At the time the Engineers Registration Act was established in 1969, save for the works mandated to the East African Common Services (East African Railways & Harbours, (EAR&H), East African Posts and Telecommunications (EAP&T) and East African Civil Aviation (EACA)), Uganda Electricity Board (UEB), Kampala City Council and the Local Governments, all public works were mandated to the Ministry of Works. This is the reason why the Engineer-in-Chief; Chief Architect; Chief Structural Engineer, Chief Mechanical Engineer, Chief Electrical Engineer and the Chief Quantity Surveyor were located in the Ministry. Currently, engineering practice is dispersed in many government ministries, specialized agencies and in the private sector. It is not easy to identify where the ultimate authority in the very many engineering fields currently lies. With the engineering practice expanding beyond Transport Infrastructure there is an emergence of other disciplines such as Information and Communication Technology (ICT). There should, therefore, be provisions that allow the Board to link up with all other sectors to regulate and control the practice of their engineers.
 - iv. Financing. The Government has not been giving Engineers Registration Board adequate resources. Its activities are run on contributions from registered engineers and subventions from the Ministry of Works and Transport. In the last five years, the ERB's income is as shown in Table 1 below.

Table 1: Revenue of the ERB for Years 2013–2019

FINANCIAL YEAR	BUDGETED (UGX)	RECEIVED (UGX)	PORTION FROM GoU/MoWT
2013/14	260,017,051	94,686,175	-
2014/15	561,257,275	111,591,649	-
2015/16	586,025,350	399,757,913	50,000,000
2016/17	604,082,500	491,516,178	30,150,000
2017/18	806,029,000	790,843,733	70,000,000
2018/19	1,430,300,000	932,451,753	130,000,000

- v. Office Accommodation. The Engineers Registration Board is currently housed in the UNRA office premises at Kyambogo. The space is too small to accommodate its small secretarial staff and the Board. Efforts to secure space at the Ministry of Works and Transport have not yielded any results.
- vi. Staffing. The mandate of the Board includes overseeing and controlling engineers' practice across the whole country. Its total secretarial staff is only 5. The current Organization Structure of the Board is as shown as in Fig. 1. The current structure of the ERB is as shown in Figure 1 below. With such few staff, the limited funds and no transport facilities, the Board finds it very difficult to carry out much of its mandate.
- vii. Emerging Disciplines in the Profession. There are many disciplines of engineering that have emerged recently such as: environmental engineering, petroleum engineering, computer engineering, aeronautics, mechatronics engineering, biomedical engineering, robotics engineering, geology and several others. ERB needs to development criteria for assessing applications from these disciplines for registration.

3.0 SWOT ANALYSIS



For ERB to be able to realise its strength and opportunities, internal weaknesses and threats, it was necessary to do a SWOT analysis.

The SWOT analysis for the organization is as shown below.



3.1 STRENGTHS

- i. The ERB is established by law, the Engineers Registration Act of 1969;
- ii. As a Government Agency, ERB can benefit from direct Government financing;
- iii. Engineers now appreciate the importance and relevance to register for engineering practice, hence ERB has over the last 5 years registered a steady increase in applications for registration;
- iv. ERB has very close collaboration with UIPE especially in assessment of applications;
- v. Existing networks with regulatory bodies in the region.



3.2 WEAKNESSES

- i) The lack of regulations to operationalize the ERA;
- ii) Poorly regulated and monitored foreign engineers practicing in the country;
- iii) There is ignorance amongst the general public on the role and importance of ERB;
- iv) Limited data on the numbers, and places of employment, of engineers in the country;
- v) Inadequate human, financial and logistical resources to enable the institution implement activities pertaining to its mandate;

SWOT



3.3 OPPORTUNITIES

- i) Increasing demand of professional engineers in public and private sectors;
- ii) Growing diversity of engineering fields in the economy;
- iii) Government reservation scheme for public infrastructure projects development which will provide more employment opportunities for local professional engineers;
- iv) Increasing number of universities offering engineering programs;
- v) Increasing number of university engineering graduates;
- vi) Increased focus of government in national engineering programs;
- vii) A vibrant economy and growing engineering industry.



3.4 THREATS

- i) Delay in issuance of regulations;
- ii) Non-accredited programs for engineering undergraduates being offered by universities;
- iii) A weak and poorly regulated local construction industry;
- iv) Overlapping mandates with other regulators.

4.0 THE STRATEGIC DIRECTION



4.1 Introduction

The theme of this 5 Year Strategic Plan is: improved and well-regulated engineering services for national development. The Plan will run from FY 2020/21 to FY 2024/25.



4.2 Values

The values of ERB are:

Professionalism: Espouse the highest moral ethical behavior and be at the forefront of integrity; and

Responsibility: Treat all individuals with dignity and respect, judge impartially, critique fairly and encourage without reservation;

Integrity: Value differences and recognize that multiple perspectives enhance creativity;

Teamwork: Support team members in performance of their roles;

Innovation: Innovate, demonstrate a willingness to risk and persist in the face of challenges to achieve the seemingly impossible;

Excellency: Have continuous desire and persistence to seek new knowledge and push professional frontiers towards excellence.

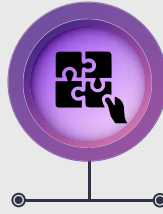
4.3 Strategic Objectives

In order to realize its vision and mission, and effectively address its current challenges, the ERB will pursue five (5) strategic objectives outlined below:



Strategic Objective No.1

is to ensure a conducive legal framework that supports engineering practice. To support preparation of regulations to operationalize the Engineers Registration Act, Chapter 271 of 1969 and align the Act to other related laws. To make provision for regulation of companies and firms engaged in engineering practice.



Strategic Objective No.2

is to increase the rate of registration of engineering professionals and firms. To increase the rate of registration to match the engineers on the market, the turnout from education institutions, and foreign engineers practicing in Uganda.



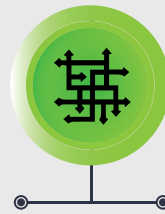
Strategic Objective No.3

is to enhance the institutional, financial and logistical capacity of the Board and its Secretariat. The Board's Secretariat is understaffed, to improve Human Resource at the Secretariat, improve funding and secure office accommodation.



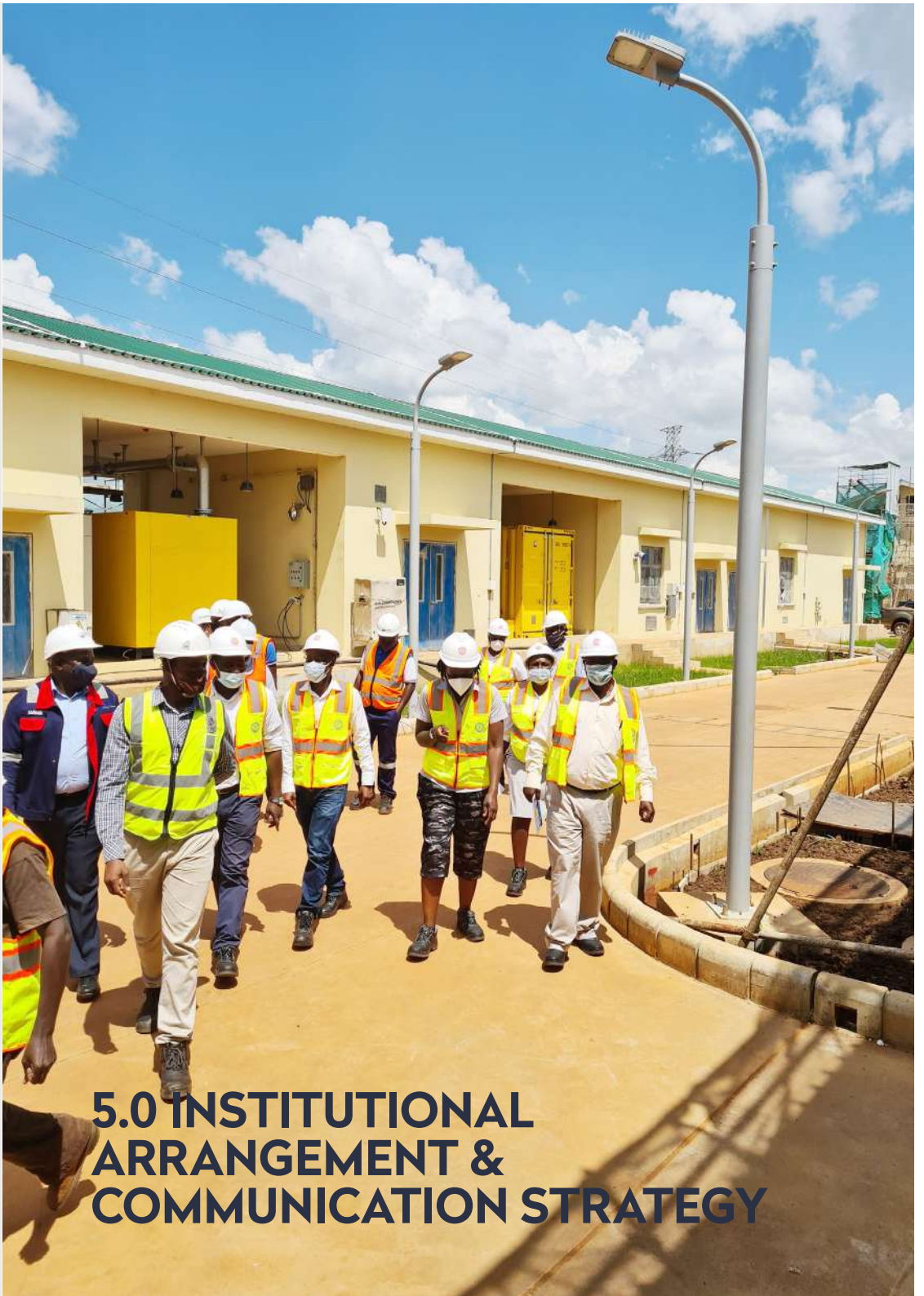
Strategic Objective No.4

is to promote the use of affordable technologies and locally available resources and expertise through research and innovation. The country should prioritize use of locally produced materials and maximise use of local expertise.



Strategic Objective No.5

is to enhance partnerships and collaboration with key stakeholders. ERB will continue working closely with key stakeholders particularly other regulatory bodies, government ministries, agencies and training institutions at national, regional and international levels.



5.0 INSTITUTIONAL ARRANGEMENT & COMMUNICATION STRATEGY

5.1 Institutional Arrangement

The Engineers Registration Board is a 7-member Board of Directors with 4 members drawn from the Government and the other 3 from the private sector. The Registrar serves as the 8th member and Secretary to the Board. The Board oversees the activities of the lean secretariat which is headed by the Registrar, although there are proposals to expand the structure.

The proposed Strategic Plan brings along with it more activities that had hitherto been shelved. It is clear that the current structure is not adequate for the institution to implement the proposed Strategic Plan.

It is proposed that the structure be reviewed and revised to realign it with the responsibilities envisaged in the Strategic Plan.

5.2 Governance structure

The Board makes decisions which are implemented by the secretariat. The Board operates through Committees and Panels.

- The current arrangement is that we have the Board and the Secretariat headed by the Registrar, the Board is engaged in some duties of the Secretariat due to the lean structure.
- The desire is to separate the Board from the Executive and have it headed by a Registrar appointed by the Board.
- Some activities are implemented through Consultancies (outsourcing).
- Co-opting on Committees and Panels
- The Board functions through Committees and Panels

5.3 Communication Strategy

The Communication from Board to its stakeholders is done by either the Chairman or the Registrar.

The Chairman communicates politically as and when need arises.

The Registrar does the day to day routine communications and all the Technical communications on behalf of the Board and Secretariat.



6.0 IMPLEMENTATION AND FINANCING PLAN

6.1 Key Activities to be implemented

It is envisaged that the Strategic Plan will be implemented in collaboration with key relevant ministries, agencies, local governments, academic institutions, business and professional associations, development partners and the private sector.

The Plan has many activities which will be undertaken to achieve the strategic objectives as indicated here below.

Table 2: Key Activities to be implemented

Strategic Objective No. 1	Key Activities
<p>To ensure a conducive legal framework that supports engineering practice.</p>	<ol style="list-style-type: none"> 1.1 Hold meetings with the sector towards amendment of the ERB Act. 1.2 Draft Regulations to the Engineers Registration Act, (1969); including Registration of <ul style="list-style-type: none"> • Engineers • Incorporated Engineers • Technicians, • Technologist, and • Engineering Firms. 1.3 Identify areas of collaboration, inconsistency or overlapping mandates with other laws. (NBRB, National Physical Planning Board, UCCICO, URSB, etc.). 1.4 Identify and include regulatory areas that were intended to be under the UCCICO Bill. 1.5 Review, update and gazette the Engineers Scale of Fees. 1.6 Prepare a guideline for credit point system for renewal of annual practicing licences. 1.7 Roll out and Implement Credit Point system for renewal of PLs 1.8 Annually gazette the list of Engineers eligible to practice Engineering. 1.9 Annually Publish the list of Engineers Eligible to practice Engineering in the Local Daily papers. 1.10 Develop the Engineers Smart Identification System and Cards

Strategic Objective No. 2	Key Activities
<p>To increase the rate of registration of engineering professionals and firms.</p>	<ul style="list-style-type: none"> 2.1 Engage engineering Educational institutions to include a Course material for Professional Development in engineering. 2.2 Develop Course materials for Professional Development in engineering for Entry and Exit classes for Educational institutions. 2.3 Deliver the Course materials under 2.1 by Engineers Registration Board. 2.4 Carry out Engineers' Census. (Public Service, ICT, Engineering Consultancy Firms, Contractors). 2.5 Develop and implement an action plan for registration of the engineers identified. Draw up a program for fast-tracking their registration. 2.6 Carry out a Census of Foreign Engineers practicing in Uganda. 2.7 Register foreign engineers who are registrable and inform Immigration to take action on those who are not registrable. Advise Government on foreign engineers whose competencies are available locally. 2.8 Carry out an inventory of firms engaged in engineering services. 2.9 Develop an action plan to register those firms that are registrable and advise Government on Firms that are not registrable. 2.10 Develop the ERB Accreditation for all courses and the trainers for CPD trainings. 2.11 Developing guidelines for conducting Structured Graduate engineering training program. 2.12 To conduct outreaches to different engineering entities. 2.13 Institute an annual Engineers Enhancement Program with a tracking system with their employers. 2.14 Collaborate with NCHE to accredit, monitor and evaluate engineering programmes for training institutions in the country. 2.15 Assess, accredit, monitor and recognize Assessors. 2.16 Review the registration process to improve its efficiency. 2.17 Regular Media Publicity on ERB's regulation function (TVs, Radio, Print Media)

Strategic Objective No. 3	Key Activities
<p>To enhance institutional, financial and logistical capacity of the Board and its Secretariat.</p>	<ul style="list-style-type: none"> 3.1 Request for increased budget allocation from Ministry of Works and Transport. 3.2 Enhance fees collection by instituting an accounting and revenue collection software. 3.3 Diversify resource base. Preparation of proposals to Development partners. Structured engineers training 3.4 Solicit for financial support from other ministries and agencies. 3.5 Review the Human Resource manual and structure every 2 years to keep it up to date. 3.6 Review Human Resource Competency annually. 3.7 Review the performance of the Board annually. 3.8 Develop ERB property at Namanve Industrial Park. (Laboratory, Training Centre, Exhibition Hall, Innovation Centre). 3.9 Acquire medium term adequate office accommodation (through renting) for ERB Secretariat. 3.10 Acquire logistics for ERB Secretariat (furniture, Computers, laptops) 3.11 Acquire Transport Vehicle for the Board 3.12 Acquire document management system

Strategic Objective No. 4	Key Activities
<p>To promote the use of affordable technologies and locally available resources and expertise through research and innovation.</p>	<ul style="list-style-type: none"> 4.1 Develop a data base of engineers and their areas of competence for special assignments. 4.2 Annual publication of the Engineers' Journal. 4.3 Hold Annual World Engineering Day (4th March) for sustainable development to recognize the contribution of engineers to society, showcase new innovations and technologies. 4.4 Recognize and award engineers for their outstanding contributions. 4.5 Collaborate with relevant institutions on promotion of local technologies such as labor based technology (LBT) in construction.

Strategic Objective No. 5	Key Activities
To enhance partnerships and collaboration with key stakeholders.	<ul style="list-style-type: none">5.1 Collaboration and benchmarking good practices with the Boards of the East African sister states as provided by the Mutual Recognition Agreement (MRA) which ERB has accented to.5.2 Establish/consolidate structured relationships with key local/regional and international stakeholders.5.3 Participate in activities organized by other national, regional and international regulatory bodies.5.4 Build synergies with other Regulatory bodies and Government ministries.5.5 Maintain membership in regional and international engineering bodies.5.6 Maintain collaboration with other engineering institutions like UACE, UNABSEC).5.7 Enter MoUs to operationalize 2.1.

6.2 Implementation Schedule and Estimated Costs

The Plan will be implemented over a period of 5 years and the estimated cost is UGX 32,875,000,000 (Shillings Thirty-two billion eight hundred seventy five million).

The Development expenditure accounts for 76% of the resource equivalent to UGX 25,000,000,000 (Shillings Twenty Five billion) and this shall be channeled towards the development of the Engineers Tower and associated facilities at Namanve Site.

The operations of the Board in implementation of its regulation function over the 5 year period account for 24% of the resources which is equivalent to 7,875,000,000 (Shillings Seven Billion Eight hundred seventy five million) which shall be approximately UGX 1,575,000,000 (Shillings One billion five hundred seventy five million) per year over the 5 – year period.

S/N	KEY ACTIVITIES	Target Date (Quarter during Financial Year)												COST (UGX Million)																
		2020/21				2021/22				2022/23					2023/24				2024/25											
		1	2	3	4	1	2	3	4	1	2	3	4		1	2	3	4	1	2	3	4								
2.7	Register foreign engineers who are registrable and inform Immigration to take action on those who are not registrable. Advise Government on foreign engineers whose competencies are available locally.																													10.0
2.8	Carry out an inventory of firms engaged in engineering services.																													50.0
2.9	Develop an action plan to register those firms that are registrable and advise Government on Firms that are not registrable.																													5.0
2.10	Develop the ERB Accreditation for all courses and the trainers for CPD trainings.																													100.0
2.11	Developing policy & guidelines for conducting Structured Graduate engineering training program.																													10.0
2.12	To conduct outreaches to different engineering entities.																													180.0
2.13	Institute an annual Engineers Enhancement Program with a tracking system with their employers.																													100.0



Summary of Costs of Strategic Objectives

The summary of costs of Strategic Objectives is shown in Table 4 below.

Table 4: Summary of Costs of Strategic Objectives

Strategic Objective	Cost (UGX Million)
1	1,750
2	1,695
3	27,830
4	600
5	1,000
GRAND TOTAL	32,875

6.3 Assumptions for successful implementation of the Strategic plan

- i. Continued Government funding
- ii. Political stability
- iii. Political goodwill and buy in
- iv. Adequate resources; human and financial
- v. Effective communication strategy
- vi. Strategic collaboration with other regulatory bodies and stakeholders
- vii. Improved systems and processes
- viii. Adoption of ways of doing business in light of COVID-19 and its long-term after effects

6.4 Risks and Risk Mitigation Measures

During implementation of the Plan, some risks are envisaged. Major risks include:

- i. Delays in gazetting the Regulations to the Engineers Registration Act;
- ii. Overlapping mandates with other statutory bodies or government agencies;
- iii. Failure to mobilise enough resources from Government and other stakeholders;
- iv. Challenges posed by unforeseen circumstance or pandemics that curtail organization of physical meetings, visits and exhibitions; and
- v. Delays by the Minister to appoint members of the Board.

Table 5: Risks and Mitigation Measures Matrix

S/N	Risk	Rank	Mitigation Measure
i	Delays in gazetting the Regulations to the Engineers Registration Act;	High	<ul style="list-style-type: none"> i. Board to expedite preparation of the draft regulations; ii. Continuous engagement with the Minister after submitting the draft
ii	Overlapping mandate with other statutory bodies or government agencies;	Low	<ul style="list-style-type: none"> i. Carry out a regulatory impact assessment; ii. Engage Solicitor General to initiate remedial measures in case of identified overlaps
iii	Failure to mobilise enough resources from Government and other stakeholders;	High	<ul style="list-style-type: none"> i. ERB to lobby Parliament (Infrastructure committee) and MoWT for more funding; ii. ERB to approach development partners to fund some of its activities
iv	Challenges posed by unforeseen circumstance or pandemics (e.g COVID-19) that curtail organization of physical meetings, visits and exhibitions; and	High	<ul style="list-style-type: none"> i. Foster use of information and communication technologies in sharing ideas and information ii. Enforce Standard Operating Procedures (SOPs) of Ministry of Health at ERB Secretariat
v	Delays by the Minister to appoint Board	Low	<ul style="list-style-type: none"> i. Insert a clause in the Regulations to allow an extension of tenure of the Board in case of a delay by the Minister to appoint a new Board. ii. Have staggered Board appointments



7.0 MONITORING AND RESULTS FRAMEWORK

The Board will have the overall responsibility of monitoring and evaluation of the implementation of the Strategic Plan. This will be accomplished through use of monitoring tools and an evaluation framework. Monitoring tools and evaluation framework are described in the following sections.

7.1 Monitoring Tools

Monitoring of implementation of the Strategic Plan will largely be based on information generated during the implementation of the Plan. Tools to support generation and capture of data will include:

- i. Annual work plans and budgets;
- ii. Performance Targets;
- iii. Performance Reports; and
- iv. Performance Appraisal forms for Board members and staff.

7.2 Evaluation Framework

Implementation of the Strategic Plan will be evaluated using data generated from the monitoring tools. Evaluation will be carried out at different levels to provide for ample time for corrective actions. Performance evaluation will be done as follows:

- i. Programmes will be evaluated by a responsible Board Committee on a quarterly basis and within 45 days after completion. Programme reports will be submitted to the Board for review.

- ii. The Registrar will be evaluated by the Board.
- iii. All staff performance will be evaluated by their respective supervisors on a bi-annual basis and evaluation reports will be submitted to the Registrar for review within 45 days.
- iv. Performance of the Secretariat will be evaluated by the Registrar on a bi-annual basis and evaluation reports will be submitted to the Board for review at Board meetings of the subsequent month.
- v. Board performance will be evaluated by the Minister on an annual basis.
- vi. Annual Board Reports will be submitted by the Registrar at the Annual Sector Performance Review Conference.
- vii. The Strategic Plan performance will be reviewed by the Board at Mid-Term and Full-Term and the review reports including recommendations integrated in subsequent Strategic Plan.

The Monitoring and Results Framework is summarized in Table 6 below.

Table 6: Monitoring and Results Framework

Strategic Objective	Key Activities	Performance Indicator	Frequency of Monitoring	Responsibility
SO1 To ensure a conducive legal framework that supports engineering practice.	1.1 Hold meetings with the sector towards amendment of the ERB Act.	Number of meetings held	Quarterly	Chairman
	1.2 Draft Regulations to the Engineers Registration Act, (1969).	Draft regulation document	Quarterly	C/TC
	1.3 Identify areas of collaboration, inconsistency or overlapping mandates with other laws.	RIA Report	Quarterly	C/TC
	1.4 Identify and include regulatory areas that were intended to be under the UCCICO Bill.	Report	Mar 2021	C/TC
	1.5 Review, update and gazette the Engineers Scale of Fees.	Statutory Instrument	July 2021	Chairman
SO2 To increase the rate of registration of engineering professionals and firms.	2.1 Engage engineering Educational institutions to include a Course material for Professional Development in engineering.	Number of meetings held	Twice a year	Registrar
	2.2 Develop and review Course materials for Professional Development in engineering for Entry and Exit classes for Educational institutions.	Course material	Once a year	C/Panels
	2.3 Deliver the Course materials under 2.1 by Engineers Registration Board.	Number of Lectures	Once a year	Registrar

Strategic Objective	Key Activities	Performance Indicator	Frequency of Monitoring	Responsibility
SO2 To increase the rate of registration of engineering professionals and firms.	2.4 Carry out Engineers' Census.	Census Report	Quarterly	Registrar
	2.5 Develop and implement an action plan for registration of the engineers identified. Draw up a program for fast-tracking their registration	Action plan, Number of engineers registered	Quarterly	Registrar
	2.6 Carry out a Census of Foreign Engineers practicing in Uganda.	Census Report	Quarterly	Registrar
	2.7 Register foreign engineers who are registrable and inform Immigration to take action on those who are not registrable. Advise Government on foreign engineers whose competencies are available locally.	Number of foreign engineers registered	Quarterly	Registrar
	2.8 Carry out an inventory of firms engaged in engineering services.	Inventory report	Quarterly	Registrar
	2.9 Develop an action plan to register those firms that are registrable and advise Government on Firms that are not registrable.	Number of registered firms	Quarterly	Registrar
	2.10 Develop the ERB Accreditation Guidelines for Professional Development Courses and for trainers.	Guidelines	Quarterly	C/TC

Strategic Objective	Key Activities	Performance Indicator	Frequency of Monitoring	Responsibility
SO2 To increase the rate of registration of engineering professionals and firms.	2.11 Develop policy & guidelines for conducting Structured Graduate engineering training program.	Guidelines	Quarterly	C/TC
	2.12 To conduct outreaches to different engineering entities.	Number of outreaches	Quarterly	Chairman
	2.13 Institute an annual Engineers Enhancement Program with a tracking system with their employers.	Report	Once a year	C/TC
	2.14 Collaborate with NCHE to accredit, monitor and evaluate engineering programmes for training institutions in the country.	Reports	Quarterly	C/Panels
	2.15 Assess, accredit, monitor and recognize Assessors.	Reports	Quarterly	C/TC
	2.16 Review the registration process to improve its efficiency.	Report	Quarterly	V/Chairman
	2.17 Regular Media Publicity on ERB's regulation function (TVs, Radio, Print Media)	Report	Quarterly	Registrar

Strategic Objective	Key Activities	Performance Indicator	Frequency of Monitoring	Responsibility
SO3 To enhance institutional, financial and logistical capacity of the Board and its Secretariat.	3.1 Request for increased budget allocation from Ministry of Works and Transport.	Budget Allocation	Quarterly	Chairman
	3.2 Enhance fees collection by instituting an accounting and revenue collection software.	Fees collected	Monthly	Registrar
	3.3 Diversity resource base. i. Preparation of proposals to Development partners ii. Structured engineers training	Number of Proposals Number of Structured trainings	Quarterly	C/TC
	3.4 Solicit for financial support from other ministries and agencies.	Support received	Quarterly	Chairman
	3.5 Review the Human Resource manual and structure every 2 years to keep it up to date.	HR manual updated	Two years	Registrar
	3.6 Review Human Resource Competency annually.	Performance report	Annually	Registrar
	3.7 Review the performance of the Board annually.	Performance report	Annually	Minister
	3.8 Develop ERB property at Namanve Industrial Park. (Laboratory, Training Centre, Exhibition Hall, Innovation Centre).	Resources received	Quarterly	Chairman

Strategic Objective	Key Activities	Performance Indicator	Frequency of Monitoring	Responsibility
SO3 To enhance institutional, financial and logistical capacity of the Board and its Secretariat.	3.9 Acquire medium term adequate office accommodation (through renting) for ERB Secretariat.	Office accommodation	Quarterly	C/FA
	3.10 Acquire logistics for ERB Secretariat (furniture, Computers, laptops)	Document management system	Quarterly	C/FA
	3.11 Acquire Transport Vehicle for the Board			
	3.12 Acquire document management system			
SO4 To promote the use of affordable technologies and locally available resources and expertise through research and innovation.	4.1 Develop a data base of engineers and their areas of competence for special assignments.	Data base	Quarterly	Registrar
	4.2 Annual publication of the Engineers' Journal.	Engineers Journal	Annually	C/Editorial Committee
	4.3 Hold Annual World Engineering Day (4th March) for sustainable development to recognize the contribution of engineers to society, showcase new innovations and technologies.	Conference	Annually	C/Forum Committee
	4.4 Recognize and award engineers for their outstanding contributions.	Number of Awards	Annually	C/TC

Strategic Objective	Key Activities	Performance Indicator	Frequency of Monitoring	Responsibility
SO5 To enhance partnerships and collaboration with key stakeholders.	4.5 Collaborate with relevant institutions on promotion of local technologies such as labor based technology (LBT) in construction.	Number of institutions	Quarterly	Registrar
	5.1 Collaboration and benchmarking good practices with the Boards of the East African sister states as provided by the Mutual Recognition Agreement (MRA) which ERB has accented to.	Reports	Quarterly	Registrar
	5.2 Establish/consolidate structured relationships with key local/regional and international stakeholders.	MoUs	Quarterly	Chairman
	5.3 Participate in activities organized by other national, regional and international regulatory bodies.	Reports	Annually	Registrar
	5.4 Build synergies with other Regulatory bodies and Government ministries.	Reports	Quarterly	Registrar
5.5 Maintain membership in regional and international engineering bodies.	Membership	Annually	Registrar	



ERB And Kiira Motors Corporation Information And Stakeholder Engagement Visit To The Kiira Vehicle Plant Site, At The Jinja Industrial And Business Park On Saturday 17th October 2020.



The Engineers Registration Board Inauguration And Swearing In Ceremony Of The 18th Board Plus Official Handover By The 17th Board At Ministry Of Works And Transport On Thursday 23rd July 2020.



Training Of Ministry Of Local Government Unregistered Engineers Employed In The District And Municipalities

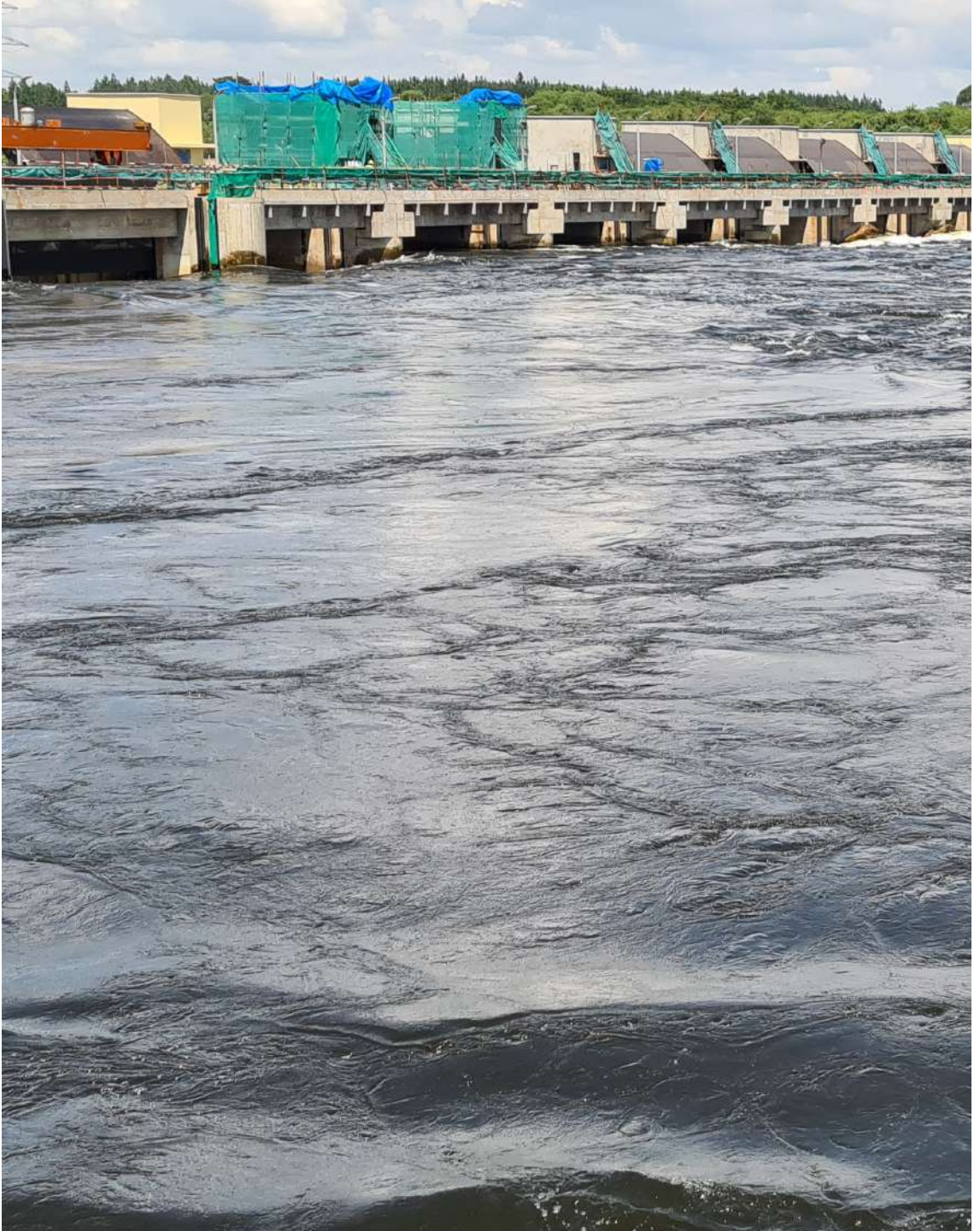


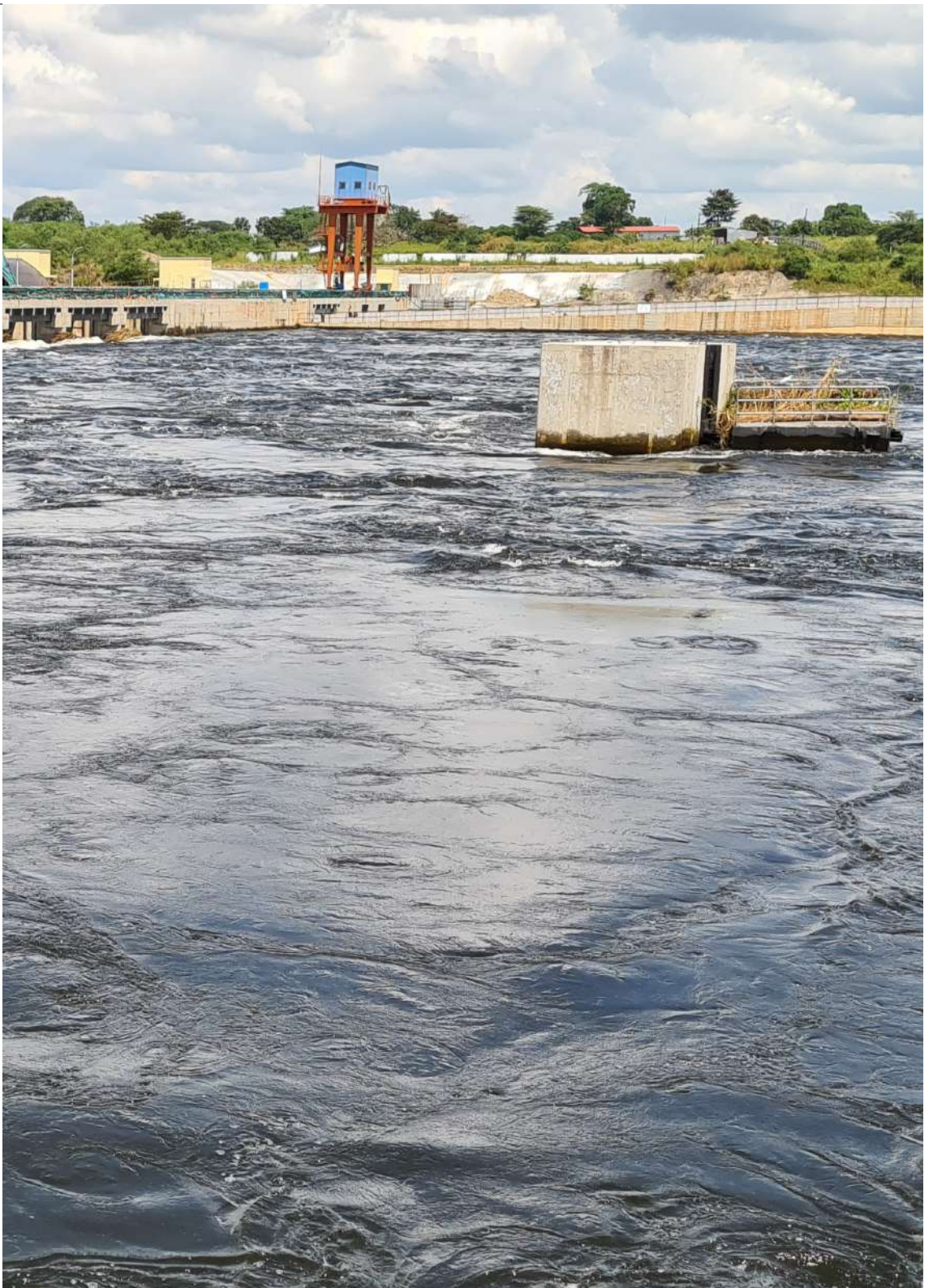
Training Of Ministry Of Local Government Unregistered Engineers Employed In The District And Municipalities



ERB And Kiira Motors Corporation Information And Stakeholder Engagement Visit To The Kiira Vehicle Plant Site

Karuma Hydro Power Plant (intake)

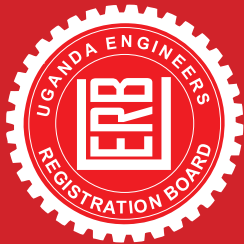




Karuma Hydro Power Plant - inspection of switch yard by ERB







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