
UGANDA ENGINEERS REGISTRATION BOARD
ERB
For Engineering Excellence
STRATEGIC PLAN
2025/26 – 2029/30
www.erb.go.ug

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ACC	Accounting.
ACCR	Accreditation.
AfDB	African Development Bank.
ARSO	African Organisation for Standardisation.
Asst.	Assistant.
Att.	Attendant.
COMESA	Common Market for Eastern and Southern Africa.
CPD	Continuing Professional Development.
CRO	Client Relations Officer.
CSOs	Civil Society Organizations.
EAC	East African Community.
EACOP	East African Crude Oil Pipeline.
EBK	Engineers Board of Kenya.
EC	Engineering Council.
ECA	Engineering Committee on Accreditation.
EES	Egyptian Engineers Syndicate.
ERA	Engineers Registration Act.
ERB	Engineers Registration Board.
F&A	Finance and Administration.

FEIAP	Federation of Engineering Institutions of Asia and the Pacific.
FIDIC	International Federation of Consulting Engineers.
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit.
HKIE	Hong Kong Institution of Engineers.
ICT	Information Communications Technology.
IER	Institution of Engineers Rwanda.
KPIs	Key Performance Indicators.
M&E	Monitoring and Evaluation.
MDAs	Ministries, Departments and Agencies.
MoUs	Memoranda of Understanding
MOW&T	Ministry of Works and Transport.
MRA	Mutual Recognition Agreement.
NCHE	National Council for Higher Education.
NDP	National Development Plan.
PPPs	Public Private Partnerships.
PWD	Persons with Disabilities.
R&D	Research and Development.
RO	Registration Officer.
SDG	Sustainable Development Goals.
SGR	Standard Gauge Railway.
SO	Strategic Objective.
STEM	Science, Technology, Engineering, and Mathematics.
STEPS	Safety, Transparency, Excellence, Professionalism and Sustainability.
STI	Science, Technology and Innovation Secretariat.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
UACE	Uganda Association of Consulting Engineers.
Ugx	Uganda Shillings.

UIPE	Uganda Institution of Professional Engineers.
UNABSEC	Uganda National Association of Builders, Suppliers and Engineering Contractors.
UNDP	United Nations Development Programme.
UNESCO	United Nations Educational, Scientific and Cultural Organization.
UNOC	Uganda National Oil Company.
UPDF	Uganda People's Defence Forces.
US$	United States Dollars.
WFEO	World Federation of Engineering Organizations.

FOREWORD BY THE MINISTER OF WORKS AND TRANSPORT

It is my honour to provide this foreword to the Engineers Registration Board (ERB) Strategic Plan for the period 2025/26 – 2029/30. As the line Ministry charged with oversight of infrastructure development in Uganda, we fully recognize the pivotal role that engineering professionals play in delivering the aspirations of the Fourth National Development Plan (NDP IV) and Uganda Vision 2040.

This Strategic Plan comes at a critical moment as the country accelerates transformative infrastructure development ranging from the oil and gas pipeline, expressways, and standard-gauge railway corridors to national preparations for hosting the Africa Cup of Nations (AFCON) in 2027. These developments are unfolding alongside ongoing efforts to improve existing infrastructure and progressively resolve the financial constraints that have historically slowed project delivery.

The success of these ambitious initiatives depends heavily on the competence, integrity, and professionalism of our engineering workforce. I commend the ERB for crafting a bold, forward-looking roadmap that aligns regulatory reform, capacity development, innovation, regional mobility, and the Buy Uganda Build Uganda (BUBU) policy with Uganda's national priorities and the broader vision for sustainable development.

As a Ministry, we remain committed to supporting the Board's mandate to strengthen professional standards, foster innovation, and build a resilient and future-ready engineering ecosystem. Notably, the ongoing efforts geared towards amending the Engineers Registration Act Cap 299 demonstrates our dedication to creating a more enabling regulatory environment. Furthermore, Uganda's active participation in the EAC Mutual Recognition Agreement continues to enhance cross-border engineering practice and elevate our standing within the regional professional community.

I call upon all stakeholders; Government Ministries, Departments and Agencies (MDAs), academic institutions, private sector players, and development partners to work hand in hand with the ERB in implementing this Strategic Plan. Together, let us uphold the highest standards of engineering practice, promote sustainable development, public safety and trust. This ensures that Uganda's infrastructure is built on a solid foundation of engineering excellence and integrity.

Gen. Edward Katumba-Wamala
Minister of Works and Transport
Republic of Uganda

BOARD CHAIRPERSON'S MESSAGE

As the Chairman of the Engineers Registration Board of Uganda, it is my pleasure to introduce our strategic plan for the period 2025/26-2029/30. This plan outlines our vision, mission, values, objectives, and provides a roadmap for promoting and regulating the engineering profession in Uganda.

A new Vision has been formulated which is: "To be a leading, reputable and dynamic regulator of engineering excellence in Africa.". A new Mission to guide the Board has been formulated which is: "To regulate and advance engineering practice in Uganda fostering professional excellence and guiding national policy for public safety and sustainable development". To regulate and control the practice of engineering in the country, the engineering fraternity will be guided by values of professionalism, excellency, transparency and sustainability.

The strategic plan aims at:

1. Strengthening the regulatory framework to ensure that engineers and engineering firms comply with professional standards and codes of conduct.
2. Fostering a culture of continuous professional development among engineers, ensuring they stay up-to-date with the latest technologies and trends.
3. Encouraging innovation and entrepreneurship in the engineering sector, supporting the growth of startups and small businesses.
4. Strengthening partnerships with stakeholders, including government agencies, industry partners, and international organizations, to leverage resources and expertise.
5. Enhancing our institutional capacity to effectively regulate and promote the engineering profession.

The key strategies include the following:

a. Review and update our regulatory framework to ensure it is relevant, effective, and enforceable.
b. Develop and implement CPD programs that cater to the needs of engineers, ensuring they stay current and competitive.
c. Establish innovation hubs and incubators to support engineering startups and small businesses.
d. Engage with stakeholders to promote the engineering profession, leverage resources, and build partnerships.
e. Invest in our human resources, infrastructure, and technology to enhance our effectiveness and efficiency.

In order to ensure the successful implementation of this strategic plan, the plan:

i. Outlines specific actions, timelines, and responsibilities for each strategic objective.
ii. Provides for tracking progress, identifying areas for improvement, and adjust as necessary.
iii. Will keep stakeholders informed about the progress and achievements.
iv. In conclusion, this strategic plan provides a roadmap for promoting and regulating the engineering profession in Uganda over the next five years.

We are confident that with the commitment and dedication of our engineers, stakeholders, and partners, we will achieve our vision, mission and objectives.

We look forward to working together to drive engineering excellence in Uganda.

Prof. Eng. Alinaitwe Henry Mwanaki
Chairman, Engineers Registration Board of Uganda

WORD FROM THE REGISTRAR

With over 2,000 engineers now on our Register and still growing, the Engineers Registration Board (ERB) bears the critical responsibility of ensuring that each professional is not only technically competent but also ethically grounded. Uganda's ambitious infrastructure agenda—including major projects such as the EACOP pipeline, AFCON 2027 stadia, National Road Expressways / Transit Corridors, WASH initiatives, the Standard Gauge Railway, and an expanding portfolio of Public-Private Partnerships (PPPs)—requires engineering excellence that safeguards the public and drives economic growth. In fact, the success of National Development Plan IV (NDP IV) heavily depends on the contributions of engineering professionals.

The imminent amendment of the Engineers Registration Act, Cap 299, will introduce a harmonized regulatory framework that reflects the growing size and complexity of our profession, while reinforcing ethical compliance. Additionally, Uganda's accession to the East African Community Mutual Recognition Agreement (EAC MRA) Protocol—alongside Kenya, Tanzania, Rwanda, and South Sudan—opens the door for Ugandan engineers to export their expertise across the region. This cross-border mobility

expands professional horizons and places a greater obligation on us to uphold the highest standards of practice and conduct.

As a key implementer of the ERB Strategic Plan 2025/26 – 2029/30, fully aligned with NDP IV, I am committed to delivering on the following priorities:

1. Modernize Regulation: Finalize the review, digitization, and enforcement of engineering codes and standards by Q4 FY 2025/26.
2. Institutionalize Continuous Professional Development (CPD): Roll out a mandatory, integrated CPD framework with online tracking by Q2 FY 2026/27.
3. Catalyze Innovation and Entrepreneurship: Collaborate with the Science, Technology, and Innovation Secretariat to facilitate the active involvement of engineers in innovation hubs and national incubation centers.
4. Deepen Strategic Partnerships: Secure a minimum of five new Memoranda of Understanding (MoUs) annually with government entities, academia, industry, and development partners to mobilize resources and expertise.
5. Strengthen Institutional Capacity and Digital Transformation: Recruit key ICT personnel, deploy a results-based M&E dashboard by Q3 FY 2025/26, and publish quarterly progress reports to the Board and stakeholders.
6. Facilitate Regional Professional Mobility: Align registration processes with the EAC MRA, fast-track the issuance of regional practice certificates, and provide comprehensive support to engineers seeking opportunities in neighboring countries.

Anchored by the values of Professionalism, Excellence, Transparency, Sustainability, and unwavering Ethics, every ERB staff member and stakeholder must play their part in shaping a safe, resilient built environment. Together, we can accelerate Uganda's socio-economic transformation and deliver on the promise of NDP IV—both at home and across East Africa.

Eng. Ronald Namugera
Registrar, Engineers Registration Board of Uganda

BOARD MEMBERS' PROFILES

Hon. Gen. Edward Katumba-Wamala, the Minister for Works and Transport in exercise of the powers entrusted to him under Section 6 of the Engineers Registration Act of 1969, appointed the 20th Board of the Engineers Registration Board. The following have been duly appointed as Members of the 20th Engineers Registration Board:

Prof. Eng. Henry Mwanaki Alinaitwe - CHAIRMAN

Prof. Eng. Henry Mwanaki Alinaitwe is the Chairman of the 20th Engineers Registration Board. He is a Professor of Engineering at Makerere University where he has been serving as Deputy Vice Chancellor in charge of Finance and Administration. He previously served as Principal, Deputy Principal, Dean, at the College of Engineering Design Art and Technology and Deputy Dean, at the former Faculty of Technology, Makerere University.

Henry is a Fellow of Uganda Institution of Professional Engineers; Fellow of the Institution of Civil Engineers (UK); and a Fellow of the Uganda National Academy of Sciences. Henry was awarded a Golden Jubilee Medal in 2017. He was awarded an honorary doctorate in civil and construction engineering. He was a state scholar from senior one class to the end of his university education.

Henry has a PhD in Engineering (Lund, Sweden), Licentiate degree in Engineering (Lund, Sweden), an MSc in Construction Management (Loughborough University, UK), Masters in Business Administartion (University of East London, UK), a Master of Engineering Studies in Civil Engineering Structures (The University of Sydney, Australia), a Bachelor of Science in Engineering (Civil option) (Makerere University, Uganda). Henry has wide experience in the design and supervision of civil engineering infrastructure including buildings, roads, railways, energy and water works. Henry has supervised research for many MSc and PhD candidates. He has dozens of publications in international journals and conference proceedings.

Henry has served on several Councils, Boards and Management Committees notably Makerere University Council, Kiira Motors Corporation, National Council for Science and Technology, Mulago National Referral Hospital, Kyogo Senior Secondary School and others.

Eng. Patricia Achola Ocan – VICE CHAIRPERSON

Eng. Patricia is the current Vice Chairperson of the 20th Board and currently employed by UEDCL as a Manager Planning. An electrical engineer who has grown through the ranks in power systems planning and design, she boasts of a vast experience of over 25 years in medium and low-voltage networks, 17 of which have been at management level. Over this period, she has obtained experience in the preparation of feasibility studies, planning, and design, as well as financial and technical appraisal of distribution power line and substation projects. She was formerly employed by Umeme Limited as the Network Assets Investment Planning Manager.
Patricia holds a Bachelor of Science degree in Electrical Engineering from Makerere University, and an MBA - Oil, Gas and Energy Management from Unicaf University.

She was a member of the board of the Association of Women Engineers, Technicians, and Scientists in Uganda. She is currently a member of the Board of Trustees of the Umeme Limited Retirement Benefits Scheme, the Uganda Institution of Professional Engineers (UIPE), the Institute of Electrical and Electronic Engineers (IEEE), the Institute of Asset Management (IAM), the Institute of Corporate Governance of Uganda (ICGU) and the Energy Efficiency Association of Uganda (EEAU).

Eng. Dr. Harrison E. Mutikanga – MEMBER

Dr. Harrison E. Mutikanga is a distinguished Civil Engineer with 30 years of experience in the water and electricity utility industries. He currently serves as the CEO of UEGCL, where he has played a pivotal in growing the company over the past decade and advancing Uganda's electricity sub-sector.
Dr. Mutikanga holds a Bachelor's degree in Civil Engineering from Makerere University (1993), a Master's in Sanitary Engineering from UNESCO-IHE Delft, Netherlands (1999), and a PhD in Water Distribution Efficiency from Delft University of Technology (2012). He began his career at the National Water and Sewerage Corporation (NWSC) where he rose to General Manager for Kampala Water over a 20-year tenure (1994-2014).

He has also contributed to academia as a Senior Lecturer at Uganda Christian University from 2014 to 2019. Dr. Mutikanga has authored over 15 papers in peer-reviewed journals and international conference proceedings. His research interests are construction management and engineering, water loss management, multi-criteria decision analysis, and leadership.

A Registered Engineer, Dr. Mutikanga is an active member of the Uganda Institution of Professional Engineers (UIPE), having served as Chairperson of the UIPE Kampala Branch (2014 to 2015). He is also a Vice President of both the Uganda Committee on Large Dams (UCOLD) and the International Commission on Large Dams (ICOLD) representing Africa.

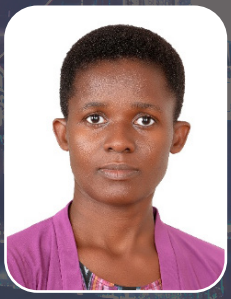
Beyond his professional achievements, Dr. Mutikanga is dedicated to community service. A Rotarian since 1996, he has held various leadership roles, including Rotary Club President. He also serves as a Board Member of Malaria Free Uganda (MFU), supporting efforts to eliminate malaria nationwide.

Brig Gen Eng Besigye Bekunda Cyrus – MEMBER

Eng. Besigye Bekunda Cyrus is a serving UPDF Officer at the Rank of Brig Gen; Army No. RO/05625. He was born on 27 May 1959. He was enlisted into the UPDF on 30 Sept 1985 and last commissioned on 30 Mar 2020 and is currently serving as the Joint Staff Engineering, UPDF Engineers Brigade. Gen. Bekunda holds a Bachelor of Science degree in Bachelor of Science in Civil Engineering, Makerere University; 1979 – 1983, and a Master of Science in Civil Engineering Makerere University; 1999 – 2000. Military courses attended include the Junior Command Staff Course (grade III) at JSC, Jinja; 2008 and Senior Command and Staff Course (Grade II) at SCSC Kimaka; 2009.

He is a Corporate Member of Uganda Institution of Professional Engineers (PE 260) and a Registered Engineer with Engineers Registration Board (Reg No 403). He served as a member of the 19th Engineers Registration Board.

Eng. Kayanga Joan Dhamutudha Mutiibwa – MEMBER



Eng. Kayanga Joan Dhamutudha Mutiibwa is an electrical engineer with over 20 years' experience in the energy sector particularly construction of medium and low voltage power networks, projects management and policy matters. She is currently serving as an Assistant Commissioner at the Ministry of Energy and Mineral Development in

charge of implementation of rural electrification initiatives. Previously, Eng. Kayanga served at the Rural Electrification Agency rising through the ranks from Project Engineer to Principal Project Engineer then Acting Chief Executive Officer/Head of Rural Electrification Program.
She is a registered Engineer with the Engineers Registration Board and a corporate member of the Uganda Institution of Professional Engineers.
She holds a BSc (Hons) in Electrical Engineering from Makerere University and an MSc in Electrical Engineering from the University of Nottingham, UK.

Eng. Tutu Cara Tibaleka – MEMBER

Eng. Tutu Cara Tibaleka is a Mechanical Engineer with 13 years of experience in the construction, water and project management fields, 5 of which have been at management level. She has experience in the preparation of feasibility studies, design, supervision as well as financial and technical appraisals of mechanical installations on construction and water projects. She is currently employed by TYSULT Engineers Co. Ltd as the Managing Director.

Eng. Tibaleka holds a Bachelor of Science degree in Mechanical Engineering from Makerere University, and a Master of Science degree in Construction Engineering and Management from Malaysia University of Science and Technology.

She is a member of the Governing Council of the Nakawa Vocational Training College (NVTC), member of the Uganda Institution of Professional Engineers (UIPE) and is also a PECB certified ISO 31000 Lead Risk Manager.

Eng. Magembe Kenneth – MEMBER

Kenneth Magembe is a Practicing Engineering Consultant workingng with Armstrong Consulting Engineers Limited, a reputable Infrastructural Consultancy firm. He is a registered civil engineer who is practicing as a professional structural engineer and project manager.
Kenneth holds a master's degree in business administration from Makerere University Business School (MUBS). He also holds bachelor's degree in civil engineering from Makerere University.

He served in the public service sector as Senior Structural Engineer / Planner in the Ministry of Works and Transport. However, he has 19 years of private practice as a consultant. Kenneth is a student of leadership, and he holds a certificate in governance leadership under the Oakseed Leadership Training Institute. He is an Alumni of the Oakseed Association. He is now a student advisor as well as and a moderator at the Institute. Kenneth has just concluded an Executive Leadership course at the Institute of National Transformation where he is the President of cohort-33.

Kenneth Serves on the Executive Committee of the Uganda Institution of Professional Engineers Kampala Branch as a member. He is also a member on the Membership, Education and Training Committee of UIPE. He is the founder and managing director of Armstrong Consulting Engineers.

Eng Namugera Ronald – REGISTRAR/ CHIEF EXECUTIVE OFFICER

Eng. Namugera Ronald is the Registrar of the Engineers Registration Board (ERB) and a registered Civil Engineer with extensive experience in roads, bridges, and geotechnical engineering. He has further developed expertise in public road infrastructure procurement, road maintenance management, and financing. He currently serves as the Assistant Commissioner for Programming in the Road Fund Management Department of the Ministry of Works and Transport (MoWT).

Ronald began his career at the MoWT, where he served for seven years (2004–2010), rising from Pupil Engineer to Senior Engineer. In May 2010, he joined the Uganda Road Fund as Road Maintenance Engineer and advanced to the position of Manager for Policy & Strategy before assuming his present leadership roles.
He holds a BSc (Hons) in Civil Engineering from Makerere University (First Class), an MSc in Civil Engineering from the University of Nottingham, UK (Distinction), and an MBA from Edinburgh Business School, Heriot-Watt University, UK (Distinction). He is also a Chevening Alumnus (2008/09).

Ronald is a past Chairman of the Uganda Institution of Professional Engineers (UIPE) – Kampala Branch, past Chairman of the UIPE Membership, Training and Education Committee (MET), and past Chairman of the East African Community Mutual Recognition Agreement Coordination Committee of Registrars (2019–October 2021). He is a Member of the Uganda Institution of Professional Engineers (PE/871), a Member of the Chartered Institution of Highways and Transportation (MCIHT – 00069205), and a certified Risk Management Professional with the Global Institute for Risk Management Standards (C1700812).

EXECUTIVE SUMMARY

The Engineers Registration Board (ERB) of Uganda, established by the Engineers Registration Act of 1969 and recently revised to Cap 299 in April 2024, is mandated to regulate and control engineering professionals and advise the government on engineering matters. The 2025/26 – 2029/30 Strategic Plan aims to reposition ERB to respond effectively to evolving national priorities, sector dynamics, and regulatory expectations, while also contributing meaningfully to Uganda Vision 2040, National Development Plan IV, and global engineering standards.

Strategic Rationale

The Plan is necessitated by a rapidly growing engineering landscape in Uganda, characterized by expanding infrastructure, increased industrialization, and the need for ethical, competent, and innovative engineers. Key institutional challenges include low registration, limited technological adoption, gaps in standards enforcement, and inadequate public awareness. The amended Act presents a renewed opportunity to enhance ERB's relevance, strengthen its governance, and modernize operations.

Proposed Vision, Mission and Values

Vision: To be a leading, reputable and dynamic regulator of engineering excellence in Africa.

Mission: To regulate and advance engineering practice in Uganda fostering professional excellence and guiding national policy for public safety and sustainable development.

These are anchored in new institutional values namely, Safety, Transparency, Excellence, Professionalism and Sustainability (STEPS).

Situation Analysis

ERB currently operates under a Board and Secretariat, which is understaffed and under-resourced relative to Uganda's engineering demands. A SWOT analysis highlighted strengths such as a supportive legal mandate and regional influence, while weaknesses include budget constraints and outdated ICT systems. The engineering workforce in Uganda is estimated at over 33,000, yet less than 2,000 are actively registered with ERB. The Board aims to address this through a new Engineering Professionals Bill (2024) that expands regulation to technologists and technicians and strengthens enforcement of professional standards.

Strategic Goals and Objectives

ERB's strategy for the next five years is built around four transformative goals:

1. Enhance the Engineering Profession – Increase membership by 20% annually by 2030 and ensure all registered engineers demonstrate attainment of the minimum required CPD credit units.
2. Improve Operational Efficiency – Improve operational efficiency for example reducing license processing time by 50%, digitize 90% of the processes, train 100% of secretariat and sensitize 70% of registered engineering professionals on

digital tools, and attain 100% of the resourced set targets by government.

3. Strengthen Stakeholder Engagement and Partnerships – Establish at least 10 strategic partnerships and engage at least 20 key stakeholders (government, private sector, academia, and international organizations) to enhance ERB's influence and support for engineering initiatives in Uganda.
4. Achieve Revenue Growth and Sustainability – Double ERB's internally generated revenue by 2030 through diversified income streams and improved financial management, ensuring long-term financial sustainability to support regulatory and professional development activities.

Each goal is underpinned by specific strategic objectives, such as enhancing CPD, building regulatory capacity, expanding regional collaboration, and creating a sustainable financing model.
Implementation and Financing

A clear implementation framework, aligned with Uganda Vision 2040 and the SDGs, ensures accountability, effective governance, and coordinated action. Institutional arrangements leverage the existing ERB structures, with defined roles, timelines, and costed activities across the five-year period, with projected total revenue of Ugx.18,752,610,000 boosted by government subvention until Financial Year 2027/28 and total expenditure of Ugx.15,452,086,927 across the strategic period Quarterly activity-based budgeting and performance tracking are central to execution.

Monitoring, Evaluation, and Risk Management

The Monitoring and Evaluation (M&E) framework provides for annual, mid-term, and final reviews using a performance scorecard to track progress. Risk assessment and mitigation strategies are integrated to address potential disruptions across all strategic objectives.
Communication and Feedback Strategy

An inclusive communication strategy ensures transparency, stakeholder buy-in, and continuous learning. It enables ERB to inform, engage, and adapt based on feedback from government, industry, academia, and the public.

THE FIVE-YEAR PERIOD, WITH PROJECTED TOTAL **REVENUE OF UGX.18,752,610,000** BOOSTED BY GOVERNMENT SUBVENTION UNTIL FINANCIAL YEAR 2027/28 AND TOTAL EXPENDITURE OF UGX.15,452,086,927 ACROSS THE STRATEGIC PERIOD

1. INTRODUCTION

Established by the Engineers Registration Act of 1969 as a statutory body, the Engineers Registration Board of Uganda (ERB) is mandated to regulate and control engineering professionals and their activities within Uganda, ensuring adherence to established standards and advising the government on engineering matters. The Act was amended from Cap 271 to Cap 299 in April 2024.

Since its inception, ERB has been steered by Boards with the first formed in January 1970 which was chaired by Eng. James. Mbuzi Nyonyintono Zikusooka to the current sitting Board being the 20th and chaired by Prof. Eng. Alinaitwe Henry Mwanaki.
The operations of the Board have been implemented through committees together with the Secretariat. Currently, the Board has 7 (seven) Committees, namely:

a. Finance and Administration Committee
b. Technical Committee
c. Disciplinary Committee
d. Joint Editorial Committee
e. World Engineering Day Committee
f. Engineering Committee on Accreditation
g. Audit and Risk Management Committee

In the 56 years of its operations, ERB has facilitated the improvement of ethics and professionalism in engineering in Uganda, encouraged engineers to get registered, raised awareness of the benefits of being a registered engineer and advised government on many matters.

1.1 Rationale of the Strategic Plan

The formulation of this strategic plan is driven by the need for the Engineers Registration Board (ERB) to realign its mandate, operations, and governance structures with the dynamic changes in Uganda's engineering landscape, the evolving regulatory environment, and national development priorities. As Uganda advances in infrastructure development, industrialization, and regional integration, the demand for competent, ethical, and innovative engineering professionals is increasing.

Despite significant milestones over the past 56 years, ERB continues to face challenges including low registration rates among engineering graduates, limited public awareness, masqueraders, gaps in enforcement of professional standards, and inadequate technological integration. The proposed amendment of the Engineers Registration Act through the Engineering Professionals Bill 2024 presents a timely opportunity to strengthen the institution's capacity to respond to these challenges, reinforce its regulatory authority, and enhance its role as a catalyst for engineering excellence and national development.

This strategic plan is, therefore, essential to:

a. Provide a clear vision and direction for the Board over the next strategic period, ensuring alignment with Uganda Vision 2040, the National Development Plan (NDP) IV, and global engineering standards.
b. Institutionalize reforms that address current gaps in professionalism, accountability, and innovation within the engineering fraternity.
c. Strengthen ERB's operational efficiency and sustainability, especially in committee work, secretariat performance, and stakeholder engagement.
d. Leverage data and evidence-based planning to enable the Board to adapt to changing regulatory needs and sector dynamics.
e. Promote engineering registration and ethics, ensuring that engineering work in Uganda is conducted by qualified and accountable professionals.

2. SITUATION ANALYSIS

This section assesses the current state of organizational structure and capacity of ERB, the internal and external environment it presently operates in, engineering in Uganda and comparison with its counterparts in the region, continent and globally.

2.1 Organizational Analysis

This section provides a comprehensive evaluation of the Engineers Registration Board of Uganda (ERB-U), focusing on its mandate, organizational structure, capacity, strengths, weaknesses, current initiatives, and key stakeholder relationships.

It assesses the organization's strategic positioning and potential areas for growth, drawing from existing documentation, public records, and preliminary insights into the regulatory and professional engineering environment in Uganda. This analysis sets the foundation for the strategic plan by identifying areas for improvement, opportunities for growth, and the challenges ERB must address to remain effective in its regulatory role.

2.1.1 Organizational Structure and Capacity

a) Organizational Structure

ERB Uganda operates under a governing Board supported by a Secretariat headed by a Registrar. The Board reports to the Minister and the Ministry of Works and Trasport, which ensures alignment with national development goals and the Ministry set key performance indicators.

i. Governance structure

As ERB Uganda is established under the Ministry of Works and Transport, its Board directly reports to the Permanent Secretary and provides oversight to the secretariat which is headed by the Registrar. The Board executes its roles through committees and Panels composed of Board Members, supported by the Secretariat as illustrated below;

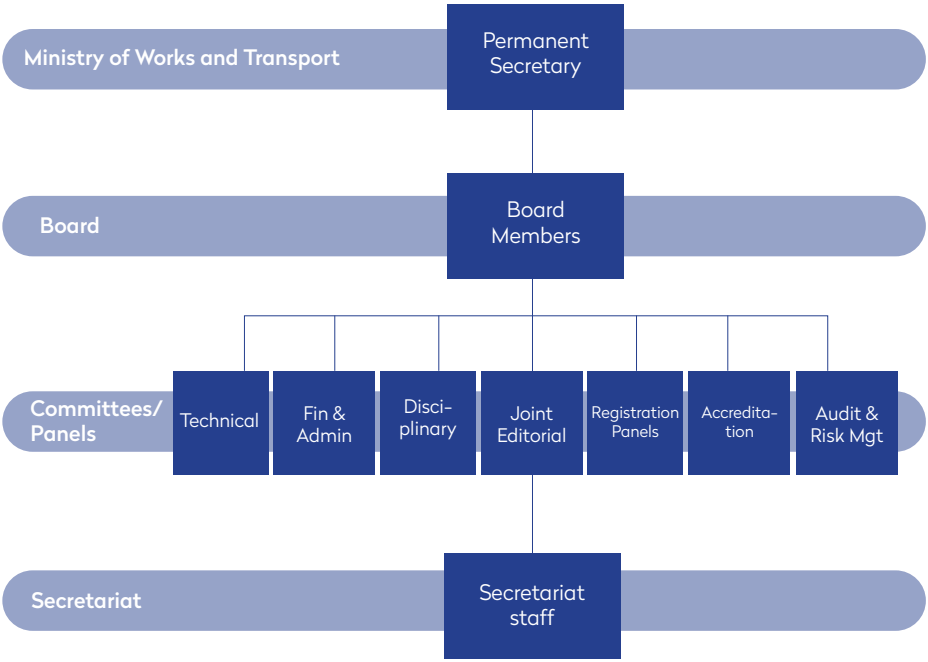


Figure 1: Governance Structure

ii. ERB Secretariat Organogram

ERB's current organizational structure was developed in September 2023 as shown below;

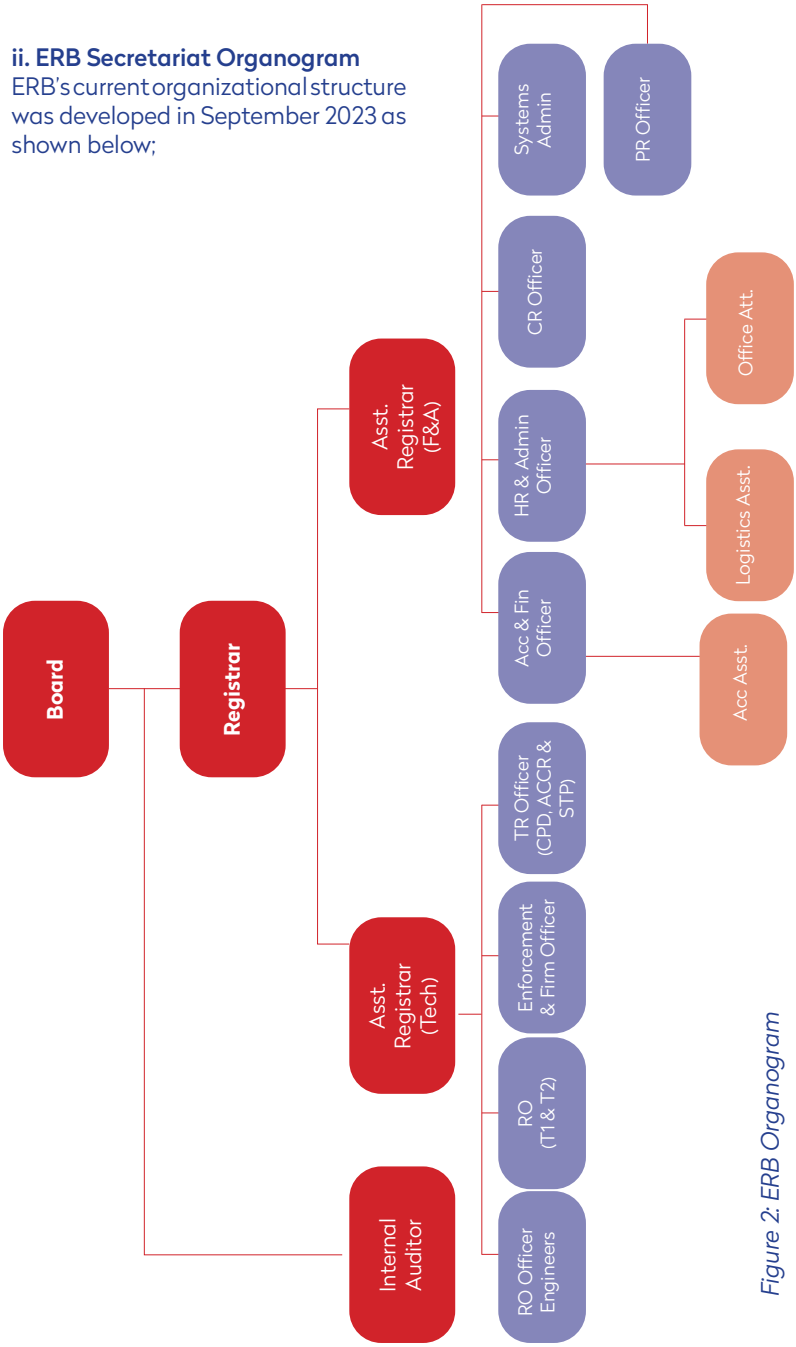


Figure 2: ERB Organogram

The Secretariat is currently understaffed according to the growing engineering activities and the corresponding need for increased regulatory presence, the bill once it is enacted, and the proposed revised organization structure as shown below;

No.	Job Title	Status
Technical Section		
1	Registrar	Filled
2	Assistant Registrar (Technical Services)	Filled
3	Registration Officer (Engineers)	Filled
4	Registration Officer (T1 & T2)	Not filled
5	Enforcement & Firms Officer	Not filled
6	Training Officer (CPDs, Accreditation & STP)	Not filled
Administrative Section		
7	Assistant Registrar (F&A)	Not filled
8	Accounts & Finance Officer	Filled
9	Accounts Assistant	Not filled
10	HR & Administration Officer	Filled
11	Logistics Assistant	Filled
12	Office Attendant	Filled
13	Client Relations Officer (CRO)	Filled
14	Systems Administrator	Filled
15	Procurement Officer	Not filled
16	Internal Auditor	Not filled

The current organogram has 16 positions with the staffing level at about 50%; considering that the Position of the Registrar is not a full-time position. The unfilled positions to be filled in priority include:

- Assistant Registrar (F&A)
- Procurement Officer
- Internal Auditor
- Training Officer (CPD, ACCR & STP)
- Accounts Assistant

b) Organizational Capacity

ERB's capacity is contingent upon the qualifications and expertise of its staff, the resources allocated to its operations, and the support from government and stakeholders. While ERB has made strides in its previous strategic period, capacity gaps exist in terms of specialized staff, financial resources, and technological infrastructure. Capacity-building efforts and resource mobilization are key areas to focus on in the new strategic plan.

ERB has shown improvements in operations and regulatory effectiveness. However, it continues to face challenges related to:

- Limited staffing in technical and compliance roles.
- Outdated ICT infrastructure.
- Budget constraints impacting outreach, enforcement, and stakeholder engagement.
- Limited digitization of records and services, though recent moves toward automation show promise.

c) Current Programs and Initiatives

ERB has several programs and initiatives aimed at strengthening the engineering profession in Uganda. ERB is actively implementing a range of initiatives including:

No.	Initiative	Description
1.	National Engineer Registration Drive	Increasing compliance through campaigns targeting private and public sectors.
2.	CPD Programs	Regular training in emerging engineering trends, ethics, and compliance.
3.	Engineering Day Celebrations & Public Outreach	Promotes public engagement and awareness of engineering standards.
4.	Licensing & Accreditation Reviews	Periodic assessment of engineering education institutions and programs.
5.	Policy Advocacy & Collaboration	Inputs into national development plans and sector-specific policies.
6	Digital Transformation	Automation of processes
7	Strengthening institutional capacity of ERB	Structure, leadership development processes, partnerships and collaborations, policy and advocacy.

d) SWOT Analysis

ERB has made recognizable strides in executing its mandate better given the strengths it has, and opportunities presented in its environment. However, it is not where it wants to be yet due to weaknesses and threats highlighted in the table below;

STRENGTH

- Progressive improvements in registration and licensing processes.
- Increased capacity building initiatives.
- Established legal and institutional mandate.
- Expanding professional network locally and internationally.
- Positive reputation in technical regulatory roles.
- Ongoing collaboration with international organizations (e.g., WFEO, FEIAP).
- Demonstrated commitment to professional development and ethical regulation.

WEAKNESSES

- Lack of public awareness about ERB and its mandate.
- Limited resources and funding for operations.
- Inability of ERB in increasing the number of registered engineers.
- Limited automation and digitization.
- Inadequate regional integration mechanisms.
- Inconsistent stakeholder engagement mechanisms.
- Gaps in aligning domestic regulations with international best practices.
- Unlicensed local and foreign practicing engineers.

OPPORTUNITIES

- Increased demand for engineering services due to infrastructure development under NDP IV.
- Partnerships with private sector firms and international organisations for innovation and capacity building.
- Adoption of emerging technologies and modernization of regulatory frameworks.
- Alignment with Vision 2040 and NDP IV infrastructure projects.
- Growing demand for ESG and climate-resilient engineering.
- Strengthened partnerships with African regional bodies (e.g., ARSO, EAC).
- The Mutual Recognition Agreement that enables Ugandan engineers practice in other countries.
- Government emphasis and promotion of science and technology.
- Infrastructure growth.

THREATS

- Negative perception towards registration by engineers
- Rapid technological advancements that outpace regulatory frameworks.
- External factors like political instability or economic downturns that could affect ERB's funding or operations.
- Increased competition and challenges from global engineering firms.
- The practice is invaded by engineers from other countries who illegally practice.
- Global skill mobility attracting top Ugandan talent abroad.
- Weak enforcement leading to engineering malpractice risks.
- The Mutual Recognition Agreement currently provides more opportunities for foreign than national engineers.

2.2 Industry Overview

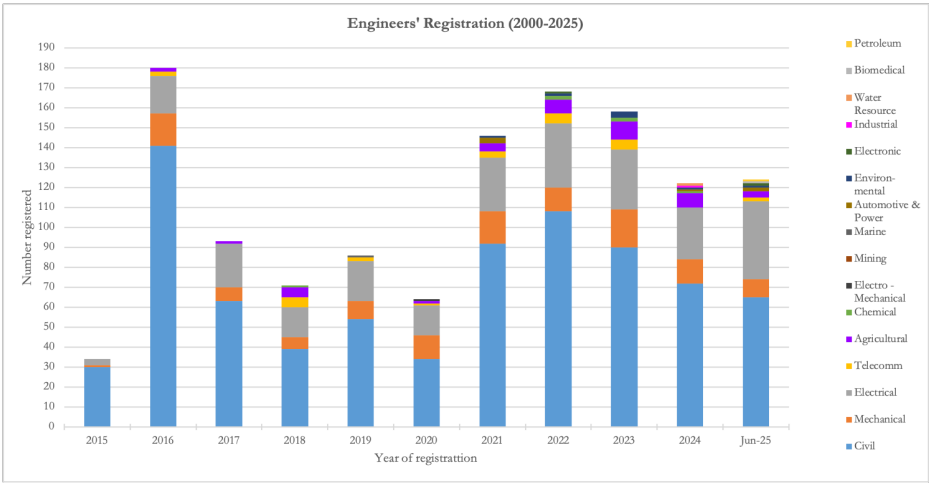
2.2.1 Current State of the Engineering Sector in Uganda

From its introduction in Uganda as a formal profession in the colonial times, the term "engineering" in Uganda was synonymous with Mechanical, Civil and Electrical Engineering as the main areas of engineering.

The engineering sector has made very significant contributions in providing solutions and improvements in various areas leading to the transformation of Uganda. Some of the notable areas include:

I. Economic growth and industrialization through manufacturing (automotive industry, construction materials), Oil and Gas (exploration & production, EACOP), and job creation,
II. Infrastructure development in the power & energy sector, transportation, water & sanitation, and housing,
III. Technology and innovation through Technological transformation, Research and Development with the government's emphasis on a science-driven economy, and skilled workforce.
IV. Supporting national goals with engineering being a very key player in achieving NDP goals over the years through planning and implementation.

In the recent past, the knowledge and practice of engineering in Uganda and among Ugandans has evolved and now covers a broader spectrum of engineering such as telecommunications, petroleum, mechatronics, power systems, bio systems, electronics, cybersecurity, software, and computer engineering among others.



According to the ERB Engineers Census Report of 2023, it was established that the total engineering workforce size in Uganda was about 33,021 engineers. By 30th June 2025, the ERB registered over 2,009 national engineers, 235 foreign engineers, 11 MRA engineers, 9 technologists and 15 technicians. With 405 deceased national engineers, 1,604 national engineers remain active as registered by ERB Uganda as detailed in the graph below spanning 10 years;

The Secretariat is currently understaffed according to the growing engineering activities and the corresponding need for increased regulatory presence, the bill once it is enacted, and the proposed revised organization structure as shown below;

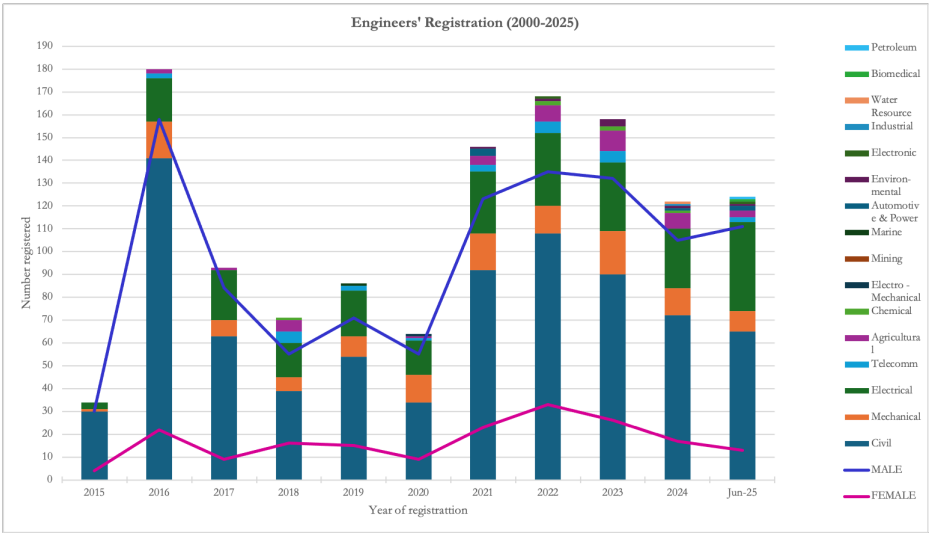


Figure 3: Engineers' registration trend analysis

Registration analysis

I. According to registration data across the past 10 years, engineers in Civil, Mechanical and Electrical engineering have annually been the highest registered respectively.
II. To date, engineers from 16 fields of engineering have been registered.
III. The number of combined registered engineers has gradually increased from 2015 to 2022 with surge in 2016 due to enhancement programs at UIPE and increased awareness of the importance of registration.
IV. The line graphs in the analysis graph above indicates that more male engineers are registered annually compare to the female engineers.
V. After 2022, ERB registered a reduction in registration between 2023 to the end of 2024 due to queries about the UIPE Presidential election process which stalled the operations of the Institution.
VI. ERB registered significantly more engineers in the first half of 2025 than the whole of 2024.

ERB has a great opportunity to register more professionals in the engineering sector. This will yield great benefits to the country and the Board such as sustainability, growth, economies of scale, greater lobbying power and funding from the Government of Uganda and/or development partners.

In a bid to execute its mandate better, the ERB has developed the Engineering Professionals Bill 2024 which seeks to:

i. Regulate and control all cadres of engineering professionals aside from engineers i.e. technologists, technicians, artisans;
ii. Provide for the licensing of all engineering professionals; and
iii. Provide for mechanism for inquiry into the conduct of an engineering professional who contravenes the code of ethics.

2.2.2 Emerging Trends and Developments in Engineering in Uganda

According to the Engineering Index for Uganda 2022 developed by ERB, the assessment of the engineering sector in Uganda evaluated performance across various indicators, including knowledge, engineering industry, digital infrastructure, labour force, infrastructure and safety standards.

Uganda's Engineering Index (EI) ranks 95th out of 99 countries globally for knowledge, 93rd for engineering industry, 86th for digital infrastructure, and 89th for safety standards.

Within the sub-Saharan African region, out of 11 countries with developed indices, Uganda ranks 11th for knowledge, 8th for engineering industry, and 5th for digital infrastructure. Uganda has experienced a growth in infrastructure development such as

digital infrastructure that has led to a boost in automation of processes and embrace of cyber security awareness; increased works in roads bridges, energy related projects, the Standard Gauge Railway (SGR) project.

The indicators that the Engineering index focused on were done in alignment with the National Development Plan (NDP) III and Uganda's Vision 2040. It is hoped that Uganda will perform much better at the next evaluation of the EI.

With growth in new innovations and funding towards innovation in Uganda and globally, research and development has not only facilitated the advancement of existing trends and technologies in engineering but also led to new areas of engineering such as:

a. Renewable energy which focuses on designing, developing and implementing systems that harness energy rom sustainable resources like solar, wind, hydro, and geothermal power.
b. Sustainable engineering which encourages engineers to focus on developing sustainable materials and processes to reduce environmental impact.
c. Artificial Intelligence and Machine Learning are currently instrumental in automation of tasks, designing or data analytics which consequently aid decision making based on data analysis.
d. Internet of Things (IOT) that connects devices enabling data exchange and process automation; creates smart industries, cities, and homes by connecting sensors, devices and applications; and real-time data collection used for analysis, optimization and predictive analysis.
e. Robotics and automation applied in industrial robotics for manufacturing and logistics; collaborative robots (cobots) that work alongside humans on various tasks; and in autonomous vehicles.
f. Digital twins where virtual replicas or simulations and analysis that improve decision making about designs, operations and maintenance.
g. AR and VR are increasingly being used for designing, training and visualization, thereby reducing operational and long-term costs associated with operating laboratories or other facilities for the same purpose.
h. Cybersecurity and its awareness have become highly sought out with increase in interconnected systems to ensure protection of data and infrastructure.

2.3 Benchmarking with Other Countries

In a bid to foster collaboration with other countries, ERB is continually developing collaboration frameworks like the Mutual Recognition Agreements (MRA) with counterpart organizations in East Africa to allow the recognition of engineering qualifications, licenses and certificates.

Metric / Practice	ERB Uganda	ERB Kenya	ECSA South Africa
Digital Licensing Platform	Partial (In Progress)	Yes	Yes
CPD Enforcement	Not mandatory	Mandatory	Mandatory
Regional/ International Engagement	Mostly regional partnerships	Both regional and international (EAC, WFEO)	Both regional and international (Washington Accord, FEIAP)
Engineering Mobility Recognition	Lower than regional counterparts	High	High
ICT Infrastructure	Obsolete	Modern	Modern

Table 4: Comparative Table of Regional Peer Practices

2.3.1 Within East Africa,

The Engineers Board of Kenya (EBK) has a licensing system that is more elaborate, consisting of licensing graduate engineers, professional engineers, and consulting engineers. It also has a range of enforcement machinery in place to curb the practice of engineering by those who are not registered. It uses CPD as a one-way enforcement of continued competency in the form of courses where engineers are required to accumulate minimum number of points.

The Engineers Registration Board of Tanzania has CPD and engineering specialization as a major point of focus. There is a strong collaboration between the board and universities in ensuring that engineering training does not fall short of the needs of the industry. The ERB of Tanzania has disciplinary measures that address the unethical conduct of engineers.

The Institution of Engineers Rwanda (IER) integrates the engineering education with the requirements of the industry to give graduates the advantage of being market competitive.

2.3.2 At a continental level,

ERB Uganda can strive to emulate its counterparts in South Africa and Egypt who have achieved the following, among others:

The Engineering Council of South Africa (ECSA) is known internationally and is a

signatory to agreements such as the Washington Accord, through which engineering qualifications can assume global recognition. It periodically monitors accreditation criteria and processes to maintain the standards.
The Egyptian Engineers Syndicate (EES) supports engineers in Egypt through representation and advocacy, professional development, networking and collaboration, advisory body to the state. It also supports members in promoting innovation through provision of practical resources, fostering a learning environment and recognizing achievements of its members.

2.3.3 At the international level,

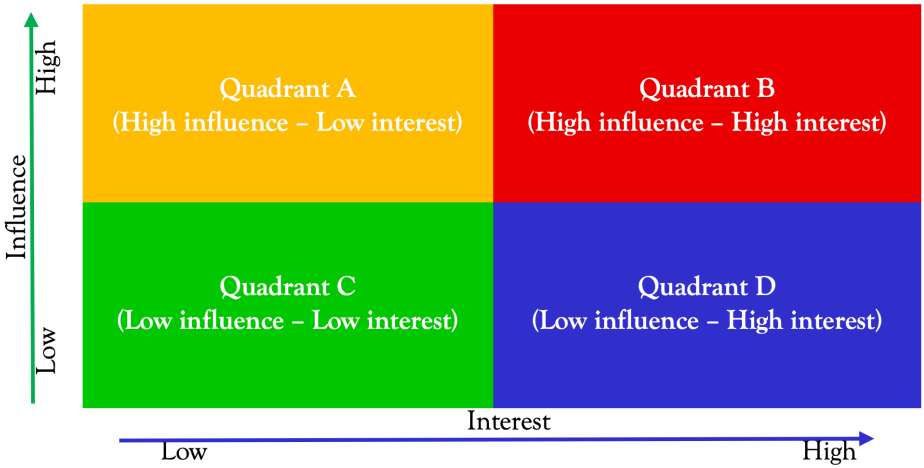
Uganda can benchmark with countries like the Asian Tigers that are very advanced in engineering practices and technologies in comparison to the Ugandan context as shown in the table below;

Table 5: Benchmarking with the Asian Tigers

Aspect	Uganda	Asian Tigers (Hong Kong, Singapore, South Korea, Taiwan)
Licensing and Registration	i. Fairly rigorous licensing processes, requiring certified academic qualifications and work experience. ii. Registration is not mandatory to practice. iii. CPD is not mandatory iv. Registration is tied to membership in UIPE.	i. Rigorous licensing processes, requiring accredited academic qualifications, work experience, and passing professional examinations. ii. Mandatory registration to practice. iii. Mandatory CPD ensures ongoing competence. iv. Registration is often tied to membership in recognized professional bodies (e.g., HKIE).
Standards and Quality Assurance	i. Limited enforcement capacity ii. Quality assurance mechanisms are not regularly implemented	i. Strong regulatory enforcement, with strict adherence to international standards. ii. Quality assurance mechanisms in place such as regular audits, mandatory CPD, and peer review.
Legal and Ethical Framework	i. The legal framework exists but not strictly enforced.	i. Strict adherence to codes of ethics.

2.4 Key Stakeholder Analysis

The key stakeholders that are critical to the success of ERB's strategic initiatives are categorized in an Influence – Interest Matrix as shown below and detailed in appendix A;



Quadrant B are stakeholders that require regular, detailed communication and involvement in decision-making. They need to "Managed Closely" –
Quadrant A are stakeholders that need to be informed and have their concerns addressed but may not require frequent communication. They need to be "Kept Satisfied".
Quadrant D are stakeholders that need to be kept up-to-date and may need to be consulted on specific issues.
Quadrant C are stakeholders that should be monitored but may not require significant engagement.

3. STRATEGIC DIRECTION

For the Strategic Period 2025/26 to 2029/30, ERB's major focus will be centred around enhancing improvements in quality of engineers and professionalism, creating an environment of operational efficiency internally at the Secretariat and externally as it interacts with all stakeholders, strengthening engagements with the stakeholders, and posting revenue growth and sustainability.

These focus areas have been moulded into goals that ERB will attain through respective Strategic Objectives that will be subjected to continuous monitoring and evaluation to assess performance.

3.1 Vison, Mission and Values.

To aim for the future, we needed to reset and rethink our fundamental purpose by asking key questions: who are we? Why do we exist? Whom do we serve? What benefits do we intend to provide? What values define us? What should we prioritize? With diagnosis and assessment of the previous Strategic Plan, we realized the need to align and redefine our overall Vision, Mission and Values, as illustrated below:

Vision
To be a leading, reputable and dynamic regulator of engineering excellence in Africa.

Mission
"To regulate and control engineering professionals and their activities within Uganda and to advise Government on engineering matters".

Figure 5: ERB Values

3.2 Opportunities for growth

As the government continues to invest in large-scale projects across sectors such as transport, energy, water, oil and gas, and urban development, ERB will enhance its oversight mechanisms and ensure that only qualified professionals are entrusted with these critical tasks. This provides an avenue for the Board to increase its visibility and relevance by contributing to national development through the enforcement of engineering standards, promotion of ethical practices, and assurance of public safety. One of the most compelling opportunities arises from the country's sustained investment in large-scale infrastructure projects. Ongoing initiatives in transport networks, energy generation and distribution, oil and gas development, urbanization, and water and sanitation systems create a heightened demand for skilled and ethically grounded engineering professionals. This surge in activity presents a clear opening for ERB to assert a stronger regulatory presence. By enforcing rigorous registration, licensing, and compliance standards, ERB will play a critical role in ensuring the safety, quality, and sustainability of infrastructure projects across the country. At the same time, increased visibility and engagement in these sectors will enhance the Board's credibility and institutional relevance.

Key opportunities that ERB will seize in this strategic period include;

a. Policy Recommendations

ERB shall work to strengthen collaboration with academic institutions, industry, government agencies, and development partners. It will establish formal mechanisms for regular dialogue and joint planning, including stakeholder advisory committees, memoranda of understanding (MoUs), and co-created initiatives.

b) Compliance enforcement and visibility

The Board shall improve its public accountability and ethics promotion to reinforce professional integrity, transparency, and public confidence in engineering practice, develop strategies for raising public awareness about the role of engineers and the importance of regulation in safeguarding public safety and welfare. The Board will also promote ethical standards through public reporting mechanisms, awareness campaigns, and collaboration with other regulatory bodies. A strong culture of accountability will not only protect the public but also elevate the professional standing of engineers in Uganda.

c) Partnerships and Collaborations

ERB will actively engage with a broad spectrum of partners to leverage shared resources, exchange knowledge, and drive collective progress in the engineering sector. Strengthening both domestic and international partnerships will allow the Board to expand its reach, improve the quality of engineering practice, and contribute more effectively to Uganda's national development priorities. Some of the key collaboration will include:

i. **Academia** – Industry Collaboration to ensure that engineering education aligns with the evolving needs of the labour market and regulatory standards by working closely with universities, technical institutes, and polytechnics, thereby influencing curriculum development, promoting research and innovation, and creating a more seamless transition from education to professional practice.
ii. **Industry Stakeholders** to establish strong working relationships with private sector companies, engineering firms, and professional associations to support knowledge exchange, foster mentorship, and promote ethical standards in engineering practice. These partnerships will facilitate the implementation of structured internship and apprenticeship programs, support continuing professional development (CPD), and provide valuable insights into emerging trends and skill demands.
iii. **Development Partners and Donors.** ERB shall proactively pursue partnerships with organizations such as the World Bank, African Development Bank, GIZ, UNESCO, and UNDP to support institutional strengthening, digital transformation, gender inclusion in STEM fields, and research on engineering and sustainable development. These collaborations will also help advance national priorities such as climate resilience, renewable energy, and inclusive urbanization through engineering solutions. Civil society organizations, community groups, and the media also play a key role in public awareness and accountability.

d) Infrastructure and Digital Transformation.

ERB will fully automate its regulatory and administrative processes. Transitioning to a fully digitized registration and licensing system will allow engineers and engineering firms to apply, update, and track their status online, reducing turnaround time and enhancing user satisfaction.

3.3 Strategic Goals

The ERB goals set for the next five years were developed with desired outcomes as detailed below;

Goal 1: Enhance The Engineering Profession: Increase membership by 20% annually by 2030 and ensure all registered engineers demonstrate attainment of the minimum required CPD credit units.

Goal 2: Improve Operational Efficiency: Improve operational efficiency for example reducing license processing time by 50%, digitize 90% of the processes, train 100% of secretariat and sensitize 70% of registered engineering professionals on digital tools, and attain 100% of the resourced set targets by government.

Goal 3: Strengthen Stakeholder Engagement and Partnerships: Establish at least 10

strategic partnerships and engage at least 20 key stakeholders (government, private sector, academia, and international organizations) to enhance ERB's influence and support for engineering initiatives in Uganda.

Goal 4: Achieve Revenue Growth and Sustainability: Double ERB's internally generated revenue by 2030 through diversified income streams and improved financial management, ensuring long-term financial sustainability to support regulatory and professional development activities.

3.4 Strategic Objectives

For the goals to be achieved, ERB will pursue the following Strategic Objectives;

Goal 1: Enhance The Engineering Profession

Objectives:

1.1 To build a high-performing and future-ready engineering profession through relevant CPD programs that will improve the quality of engineering professionals in Uganda

1.2 To increase the number of registered engineering professionals from 2,000 to 5,000 by 2030.

1.3 To improve and maintain engineering ethical standards through enforcement and disciplinary measures.

Goal 2: Improve Operational Efficiency

Objectives:

2.1 To strengthen ERB's internal structures and regulatory frameworks.

2.2 To re-engineer ERB's internal and external processes in regulation, licensing and registration.

Goal 3: Strengthen Stakeholder Engagement and Partnerships

Objectives:

3.1 To grow and strengthen regional and international engineering collaborations that create opportunities for Ugandan engineers in and beyond Uganda.

3.2 To promote at least twenty structured partnerships between industry and academic institutions by 2030, aimed at aligning engineering education with industry needs, enhancing graduate employability, and fostering innovation for national development

3.3 To increase public awareness and understanding of ERB's functions by conducting nationwide outreaches and media campaigns, resulting in increase of stakeholder engagement and public inquiries.

Goal 4: Achieve Revenue Growth and Sustainability

Objectives:

4.1 To develop new sources of revenue, a revenue diversification strategy and enhance the current sources for growth and sustainability.

3.5 Strategy Map.

The map is a visual representation of ERB's strategic direction, illustrating the cascading contribution the goals, their respective objectives and a summary of intended outcomes by 2030

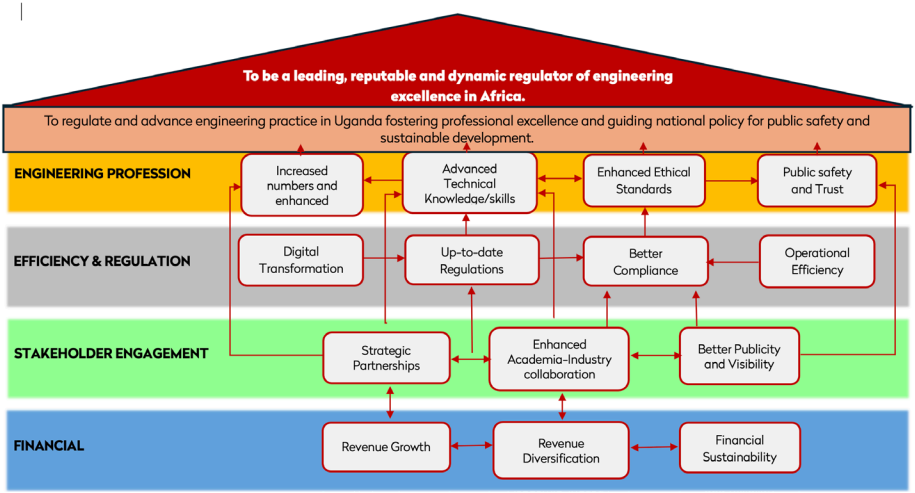


Figure 6: Strategy Map

4. IMPLEMENTATION PLAN

4.1 Oversight and Implementation of the Plan

The successful execution of the Plan requires robust oversight and implementation mechanisms to ensure alignment with the board's mandate to regulate and supervise the engineering profession in Uganda, as established under the Engineers Registration Act (ERA), Cap 299.

This section outlines the governance structures, processes, and strategies to monitor, evaluate, and drive the plan's objectives, ensuring they contribute to Uganda's Vision 2040, the Fourth National Development Plan (NDP) IV, and global commitments such as the Sustainable Development Goals (SDGs). The oversight and implementation framework is designed to address implementation gaps, foster stakeholder collaboration, and promote accountability, innovation, and excellence in the engineering sector.

4.1.1 Oversight Framework

The oversight and implementation framework is designed to ensure accountability, efficiency, and impact. By leveraging robust governance structures, stakeholder collaboration, and digital tools, the ERB will strengthen its regulatory mandate, empower engineers, and contribute to Uganda's socio-economic transformation. Regular monitoring, risk management, and adaptive strategies will address challenges and ensure the plan's objectives are met, positioning the engineering sector as a cornerstone of national development. The ERB will establish a multi-layered oversight structure to guide, monitor, and evaluate progress.

4.1.2 Governance Structure

- **ERB Board:** The ERB Board, appointed by the Minister of Works and Transport in consultation with the Uganda Institution of Professional Engineers (UIPE), will provide strategic leadership and oversight. The Board will approve annual work plans, review progress reports, and ensure alignment with the strategic objectives.
- **Technical Committee:** Headed by the Chairperson, this committee will oversee the implementation of this Strategic Plan. The Committee will meet quarterly to assess progress, address challenges, and recommend corrective actions.
- **Audit and Risk Management Committee:** This committee will conduct regular audits to ensure financial and operational compliance, identify risks (e.g., resource constraints, regulatory non-compliance), and recommend mitigation measures.

4.1.3 Roles and Responsibilities

- **ERB Board:** Set strategic and policy direction, approve the strategic plan, allocate resources, and provide policy direction.
- **Technical Committee:** Monitor implementation, review performance metrices, and coordinate stakeholder engagement.
- **ERB Management:** Develop annual work plans, implement activities, and report progress to the Technical Committee and Board.
- **Audit and Risk Management Committee:** Ensure financial transparency, assess risks, and recommend internal controls.
- **UIPE:** Supports professional development, facilitates stakeholder engagement, and promotes ethical standards.
- **Ministry of Works and Transport:** Provides guidance and direction, aligns ERB activities with national policies and secures government funding.
- **NCHE and Academia:** Enhance engineering education quality and relevance through accreditation and curriculum development.
- **Private Sector:** Provides resources, expertise, and project opportunities to support plan objectives.

- **External Partners:** Collaborate on regulatory capacity building with EC – United Kingdom or South Africa, and establish funding collaborations with Development Partners (World Bank, UNDP, AfDB, Royal Norwegian Embassy, UNESCO IHE Delft etc.)

4.1.4 Performance Management

- **Performance Monitoring Dashboard:** A digital dashboard will track key performance indicators (KPIs) in real-time, including engineer registration rates, compliance levels, training programs delivered, and stakeholder engagement activities.
- **Quarterly Progress Reviews:** The Technical Committee will conduct quarterly reviews to assess progress against targets, identify bottlenecks, and recommend adjustments.
- **Annual Performance Reports:** Comprehensive reports will be submitted to the ERB Board and the Ministry of Works and Transport, detailing achievements, challenges, and lessons learned.
- **Stakeholder Feedback Mechanisms:** Regular surveys and forums with engineers, UIPE, and industry stakeholders will ensure continuous feedback to refine implementation strategies.

4.1.5 Implementation Strategy

The implementation strategy focuses on operationalizing the strategic plan through structured processes, resource mobilization, stakeholder collaboration, and adaptive management to address Uganda's unique socio-economic and engineering landscape.

a) Strategic Pillars for Implementation

- The implementation will be anchored on the following pillars, aligned with NDP IV's focus on infrastructure, human capital development, and innovation:
- **Regulatory Excellence:** Streamline registration, licensing, and disciplinary processes to ensure only qualified engineers practice, enhancing public safety and professional standards.
- **Capacity Building:** Expand continuous professional development (CPD) programs and partnerships with universities and training institutions to address skills gaps.
- **Stakeholder Collaboration:** Strengthen partnerships with UIPE, government agencies, and regional bodies to align with national and EAC priorities.
- **Innovation and Technology:** Leverage digital tools (e.g., online registration platforms, e-complaint desks) to improve efficiency and transparency.
- **Sustainability and Ethics:** Promote sustainable engineering practices and ethical standards to support Uganda's climate commitments and SDG targets.
-

b) Key Implementation Activities

- **Annual Work Plans:** Develop detailed annual work plans with clear timelines, budgets, and responsible parties, approved by the ERB Board.
- **Resource Mobilization:** Secure funding through government allocations, partnerships with development partners (e.g., World Bank, UNDP), and membership fees. Explore innovative financing models, such as public-private partnerships (PPPs), to support infrastructure projects.
- **Capacity Development:** Partner with the Engineering Committee on Accreditation (ECA) and NCHE to enhance engineering education and training programs, ensuring relevance to NDP IV priorities like infrastructure and energy.
- **Digital Transformation:** Implement an online registration and complaint management system to improve accessibility and transparency, as initiated with the ERB's complaints help desk.
- **Public Awareness Campaigns:** Launch campaigns to educate engineers and the public on ERB's role, registration requirements, and ethical standards, leveraging events like the Annual Engineers Conference (March 2025).
- **Regional Integration:** Collaborate with EAC engineering boards to harmonize standards and facilitate cross-border recognition of credentials, supporting the mobility of Uganda's registered engineers, technicians and technologists.

4.1.6 Alignment with National and Global Priorities

The implementation strategy aligns with:

- **Uganda Vision 2040:** Supporting infrastructure development and science, technology, engineering, and innovation (STEI) to achieve middle-income status.
- **NDP IV (2025/26-2029/30):** Addressing implementation gaps and prioritizing infrastructure and human capital development.
- **SDGs:** Contributing to SDG 9 (Industry, Innovation, and Infrastructure) and SDG 4 (Quality Education) through capacity building and sustainable engineering practices.
- **EAC Vision 2050:** Facilitating regional integration through harmonized engineering standards.
- International Federation of Consulting Engineers (FIDIC): Working with UACE, ERB will establish FIDIC-recommended practices for consulting engineers.

4.2 Institutional Arrangements

The successful implementation of the Plan requires well-defined institutional arrangements to ensure coordinated action, resource allocation, and stakeholder collaboration. These arrangements leverage the ERB's existing structures, partnerships, and regulatory framework to operationalize the plan's objectives, addressing Uganda's engineering sector needs while aligning with national and regional development goals, including infrastructure development and professional standardization.

4.2.1 Institutional Framework

The institutional arrangements outline the roles, responsibilities, and coordination mechanisms of internal and external entities involved in implementing the strategic plan as in sections 4.1.2 and 4.1.3 above.

4.2.2 Coordination Mechanisms

- **ERB Management:** The secretariat, led by the Registrar, serves as the central coordination hub.
- **Regular Stakeholder Meetings:** Bi-annual forums with UIPE, government, academia, and private sector stakeholders to align priorities and share updates.
- **Digital Collaboration Platform:** A centralized online system to facilitate communication, document sharing, and progress tracking among stakeholders.
- **Annual Engineers Conference:** Leverage events like the ERB/UIPE Annual Engineers Conference to share knowledge, review progress, engage stakeholders, and promote the strategic activities.

4.2.3 Resource Mobilization and Sustainability.

- **Registration and Licensing Fees:** Increase the number of annually registered & licensed engineers and enhance collection of arrears to fund operational costs.
- **Investments:** Developing a robust investment strategy to multiply revenue and increase the asset base of ERB like buildings, equipment, as well as intangible assets like patents, trademarks, and brand value.
- **Applications for Grants:** With funding for projects, ERB will solely and jointly with other partners engage in R&D, engineering initiatives and better execute its mandate.
- **Partnerships:** Collaborate and write proposals for development partner funding (e.g., World Bank, UNDP etc) for grants and technical support, particularly for capacity building and digitalization.
- **PPPs:** Engage private sector firms in infrastructure projects to supplement resources and enhance implementation capacity.

4.3 Key Timeline and Milestones

This section highlights some of the key milestones that ERB will achieve across the years of the strategic period 2025/26 – 2029/30 as illustrated below;

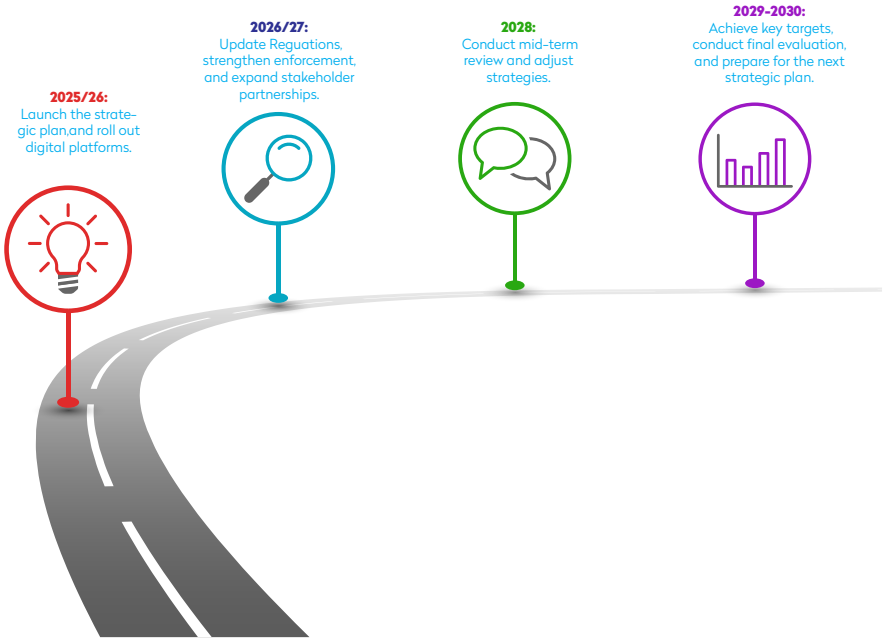


Figure 7: Implementation timelines and milestones.

4.4 Key Initiatives to be implemented.

Table 6:Strategic Objectives, intended results and respective activities

#	Strategic Objective (SO)	Intended Result	Initiatives/Activities
		Goal 1: Enhance The Engineering Profession	
1.1	To build a high-performing and future-ready engineering profession through relevant CPD programs that will improve the quality of engineering professionals in Uganda	• Advanced technical knowledge, skills, and ethical standards aligned with global best practices	1.1.1 Develop a CPD credit units System linking involvement in engineering activities to ease annual licensing. 1.1.2 Review CPD programs 1.1.3 Create benchmarking programs with sub-Saharan engineering giants, the Asian Tigers and others focused on manufacturing, Infrastructure Development, Skilled Workforce, Innovation and Technology. 1.1.4 Conduct studies to assess and enhance the Engineering Profession.

1.2	To increase the number of registered engineering professionals from 2,000 to 5,000 by 2030.	• Professional Recognition • Strengthened Regulatory Compliance • Increase in numbers of young engineering professionals.	1.2.1 Engage registered female and PWD engineering professionals to inspire and encourage unregistered female or PWD professionals 1.2.2 Develop an online registration portal for efficiency and accessibility. 1.2.3 Organise annual virtual and physical nationwide sensitization and registration drives in Engineering institutions, academic institutions, UPDF Engineering Brigade, and MDAs.
1.3	To improve and maintain engineering ethical standards through enforcement and disciplinary measures.	• High ethical compliance by engineers in Uganda • Active Disciplinary Framework • Enhanced professional reputation and recognition for upholding high ethical standards • Reduced malpractice and incidents of unethical practices are significantly minimized. • Public trust enhanced • Brand enhancement.	1.3.1 Conduct annual Awareness Campaigns on engineering ethical standards and disciplinary measures. 1.3.2 Conduct sole (ERB) or joint inspections to enforce compliance and ethical discipline.
Goal 2: Improve Operational Efficiency			
2.1	To strengthen ERB's internal structures and regulatory frameworks.	• Improved regulatory compliance by engineers to professional standards and ethical guidelines. • Reduced delays in registration, licensing, and certification processes. • Elevated quality of engineering services in Uganda. • Strengthened accountability and reduced malpractice in the engineering sector. • ERB empowered enough to effectively regulate and support the engineering profession. • Outstanding organizational culture. • Improved staff productivity. • Optimised costs.	2.1.1 Lobby for ERB to have a fulltime Registrar 2.1.2 Institution of a fulltime Registrar 2.1.3 Fast track the ERA Cap 299 Regulations 2.1.4 Recommend prompt update of Regulation of the ERA Cap 299 and ethics framework to align with modern engineering practices and international standards. 2.1.5 Lobby for ERB to regulate Engineering firms/Companies. 2.1.6 Develop annual Board and Secretariat development programs and conduct capacity development for engineering Professionals and ERB Secretariat staff to enhance compliance and professional standards. 2.1.7 Establish a Compliance unit of Inspectors to monitor engineering practices and enforce regulatory and ethical standards. 2.1.8 Identification of specialized engineering experts to support the Board. 2.1.9 Conduct trainings on organizational culture emphasizing ERB values. 2.1.10 Enhance ERB's operational facilities to support efficient service delivery.

2.2	To re-engineer ERB's internal and external processes in regulation, licensing and registration.	• Reduced delays and improved turnaround times for engineers seeking certification. • Strengthened accountability and minimized bureaucratic inefficiencies. • Better adherence to updated regulatory standards. • ERB services made more user-friendly and accessible to engineers across Uganda. • Reduced administrative costs and improving operational effectiveness. • Increased revenue.	2.2.1 Implement an online registration and licensing system and a Management Information system (MIS) for Board and Secretariat operations. 2.2.2 Develop an efficient Communication and Branding Strategy incorporating online communication guidelines 2.2.3 Train ERB staff and engineering professionals on new digital tools to enhance compliance and efficiency
Goal 3: Strengthen Stakeholder Engagement and Partnerships			
3.1	To grow and strengthen regional and international engineering collaborations that create opportunities for Ugandan engineers in and beyond Uganda.	• At least 12 new regional and international partnerships formed by 2030. • Increased cross-border engineering projects involving Ugandan engineers. • Recognition of Ugandan engineering credentials in multiple countries. • Enhanced mobility of Ugandan engineers within regional and international job markets. • Increased knowledge transfer through international collaborations. • Improved adoption of international best practices within Uganda's engineering profession.	3.1.1 Develop and implement a partnership engagement strategy. 3.1.2 Facilitate areas of collaboration and development of MoUs with partners. 3.1.3 Attend regional engineering conferences and summits. 3.1.4 Engage in benchmarking activities to align with regional standards/practice. 3.1.5 Promote cross-border project partnerships through grant support mechanisms.
3.2	To promote at least twenty structured partnerships between industry and academic institutions by 2030, aimed at aligning engineering education with industry needs, enhancing graduate employability, and fostering innovation for national development	• Industry-driven curricula and skill development initiatives adopted. • Increased innovation and commercialization of academic research. • Formalized feedback mechanisms between academia and industry on talent needs. • Strengthened university-industry consortiums for applied engineering research.	3.2.1 Promote formal academia-industry fora. 3.2.2 Collaborate with partners on joint innovation labs and applied R&D projects.

3.3	To increase public awareness and understanding of ERB's functions by conducting nationwide outreaches and media campaigns, resulting in increase of stakeholder engagement and public inquiries.	• Greater public awareness of ERB's mandate and activities. • Stronger community engagement and public advocacy on engineering standards. • Increased engagement on digital platforms and media visibility. • Improved stakeholder perception and trust in ERB. • Higher public participation in ERB initiatives and feedback mechanisms. • Enhanced visibility and recognition of Ugandan engineers and projects. • Increased support from policymakers and influencers for ERB-led initiatives.	3.3.1 Launch an integrated communications and branding strategy. 3.3.2 Roll out a stakeholder education and engagement campaign. 3.3.3 Regularly publish reports, newsletters, magazine and journals highlighting ERB activities. 3.3.4 Organize public exhibitions, webinars, and forums. 3.3.5 Partner with media houses to run engineering-focused programs. 3.3.6 Strengthen ERB's social media presence with targeted content campaigns.
Goal 4: Achieve Revenue Growth and Sustainability			
4.1	To develop new sources of revenue, a revenue diversification strategy and enhance the current sources for growth and sustainability.	• Enhanced current sources of revenue boosted by new sources of revenue. • ERB human resource needs met. • Operational sustainability and independence. • Expansion or construction of the ERB premises with regional offices when required.	4.1.1 Increase number of registered engineers, technologists and technicians to boost revenue from registration and licensing fees. 4.1.2 Develop proposals for funding/ grants for initiatives on STEM, emerging trends, and Gender and equity. 4.1.3 Develop and sign partnerships with Development Agencies to enhance revenue from grants. 4.1.4 Develop a revenue diversification strategy. 4.1.5 Prepare annual investment plans. 4.1.6 Prepare quarterly investment reports. 4.1.7 Arrears collection 4.1.8 Enhance brand visibility (Shirts, T-shirts, Lapels, Caps). 4.1.9 Get sponsors for Engineering recognition activities (World Engineers Day).

4.5 Implementation Plan by Goal and Objectives

This sub-section presents the timelines for the implementation of activities under each objective as they contribute to the attainment of respective Goals across the 5-year strategic period.

Table 7: Implementation plan for Goal 1: Enhance the Engineering Profession

#	Initiatives/Activities	Target Timeline																			
	Year	**2025/26**				**2026/27**				**2027/28**				**2028/29**				**2029/30**			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
SO 1.1: To build a high-performing and future-ready engineering profession through relevant CPD programs that will improve the quality of engineering professionals in Uganda.																					
1.1.1	Develop a CPD credit units System linking involvement in engineering activities to ease annual licensing.																				
1.1.2	Review CPD programs																				
1.1.3	Create benchmarking programs with sub-Saharan engineering giants, the Asian Tigers and others focused on manufacturing, Infrastructure Development, Skilled Workforce, Innovation and Technology.																				
1.1.4	Conduct studies to assess and enhance the Engineering Profession.																				
SO 1.2: To increase the number of registered engineering professionals from 2,000 to 5,000 by 2030.																					
1.2.1	Engage registered female and PWD engineering professionals to inspire and encourage unregistered female or PWD professionals																				
1.2.2	Develop an online registration portal for efficiency and accessibility.																				
1.2.3	Organise annual virtual and physical nationwide sensitization and registration drives in Engineering institutions, academic institutions, UPDF Engineering Brigade, and MDAs.																				
SO 1.3: To improve and maintain engineering ethical standards through enforcement and disciplinary measures.																					
1.3.1	Conduct annual Awareness Campaigns on engineering ethical standards and disciplinary measures.																				
1.3.2	Conduct sole (ERB) or joint inspections to enforce compliance and ethical discipline.																				

Table 8: Implementation plan for Goal 2: Improve Operational Efficiency

#	Initiatives/Activities	Target Timeline																			
	Year	2025/26				2026/27				2027/28				2028/29				2029/30			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
SO 2.1: To strengthen ERB's internal structures and regulatory frameworks.																					
2.1.1	Lobby for ERB to have a fulltime Registrar																				
2.1.2	Institution of a fulltime Registrar																				
2.1.3	Fast track the ERA Cap 299 Regulations																				
2.1.4	Recommend prompt update of Regulation of the ERA Cap 299 and ethics framework to align with modern engineering practices and international standards.																				
2.1.5	Lobby for ERB to regulate Engineering firms/Companies.																				
2.1.6	Develop annual Board and Secretariat development programs and conduct capacity development for engineering Professionals and ERB Secretariat staff to enhance compliance and professional standards.																				
2.1.7	Establish a Compliance unit of Inspectors to monitor engineering practices and enforce regulatory and ethical standards.																				
2.1.8	Identification of specialized engineering experts to support the Board.																				
2.1.9	Conduct trainings on organizational culture emphasizing ERB values.																				
2.1.10	Enhance ERB's operational facilities to support efficient service delivery.																				
SO 2.2: To re-engineer ERB's internal and external processes in regulation, licensing and registration.																					
2.2.1	Implement an online registration and licensing system and a Management Information system (MIS) for Board and Secretariat operations.																				
2.2.2	Develop an efficient Communication and Branding Strategy incorporating online communication guidelines																				
2.2.3	Train ERB staff and engineering professionals on new digital tools to enhance compliance and efficiency.																				

Table 9: Implementation plan for Goal 3: Strengthen Stakeholder Engagement and Partnerships

#	Initiatives/Activities	Target Timeline																			
	Year	2025/26				2026/27				2027/28				2028/29				2029/30			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
SO 3.1: To grow and strengthen regional and international engineering collaborations that create opportunities for Ugandan engineers in and beyond Uganda.																					
3.1.1	Develop and implement a partnership engagement strategy.																				
3.1.2	Facilitate areas of collaboration and development of MoUs with partners.																				
3.1.3	Attend regional engineering conferences and summits.																				
3.1.4	Engage in benchmarking activities to align with regional standards/practice.																				
3.1.5	Promote cross-border project partnerships through grant support mechanisms.																				
SO 3.2: To promote at least twenty structured partnerships between industry and academic institutions by 2030, aimed at aligning engineering education with industry needs, enhancing graduate employability, and fostering innovation for national development																					
3.2.1	Promote formal academia-industry fora.																				
3.2.2	Collaborate with partners on joint innovation labs and applied R&D projects.																				
SO 3.3: To increase public awareness and understanding of ERB's functions by conducting nationwide outreaches and media campaigns, resulting in increase of stakeholder engagement and public inquiries.																					
3.3.1	Launch an integrated communications and branding strategy.																				
3.3.2	Roll out a stakeholder education and engagement campaign.																				
3.3.3	Regularly publish reports, newsletters, magazine and journals highlighting ERB activities.																				
3.3.4	Organize public exhibitions, webinars, and forums.																				
3.3.5	Partner with media houses to run engineering-focused programs.																				
3.3.6	Strengthen ERB's social media presence with targeted content campaigns.																				

Table 10: Implementation plan for Goal 4: Achieve Revenue Growth and Sustainability

#	Initiatives/Activities	Target Timeline																			
	Year	**2025/26**				**2026/27**				**2027/28**				**2028/29**				**2029/30**			
	Quarter	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**
SO 4.1: To develop new sources of revenue, a revenue diversification strategy and enhance the current sources for growth and sustainability.																					
4.1.1	Increase number of registered engineers, technologists and technicians to boost revenue from registration and licensing fees.																				
4.1.2	Develop proposals for funding/grants for initiatives on STEM, emerging trends, and Gender and equity.																				
4.1.3	Develop and sign partnerships with Development Agencies to enhance revenue from grants.																				
4.1.4	Develop a revenue diversification strategy.																				
4.1.5	Prepare annual investment plans.																				
4.1.6	Prepare quarterly investment reports.																				
4.1.7	Arrears collection																				
4.1.8	Enhance brand visibility (Shirts, T-shirts, Lapels, Caps).																				
4.1.9	Get sponsors for Engineering recognition activities (World Engineers Day).																				
	Sub – total																				
	Total																				

5. FINANCING AND SUSTAINABILITY PLAN

The implementation of this Strategic plan will be funded to a tune of at least Ugx18,752,610,000 (Eighteen billion seven hundred fifty-two million six hundred and ten thousand shillings).

Item	Financial Year					
	2025/26	2026/27	2027/28	2028/29	2029/30	Strategic Period Total
Revenue	3,027,850,000	3,541,810,000	4,102,360,000	3,656,830,000	4,423,760,000	18,752,610,000
Expen diture	3,022,540,000	3,071,665,927	3,250,240,000	2,895,701,000	3,211,940,000	15,452,086,927
Surplus/ Deficit	5,310,000	470,144,073	852,120,000	761,129,000	1,211,820,000	3,300,523,073

5.1 Financing Plan Assumptions

I. The main sources of revenue will be registration and licensing fees.
II. ERB will receive Government subvention until the financial year 2027/28.
III. Other sources of revenue will include; expected grants from funders, branding merchandise, sponsorships, among others.
IV. The annual internally generated revenue will grow by over 12%, doubling the revenue amount by 2030.
V. The expected revenue is likely to grow more than forecasted in table 11 above due to resource mobilization activities aimed at the construction of new ERB premises.
VI. The expenditures are categorised under Board expenses and operational expenditure.
VII. The surplus is expected to gradually grow due to digitization, better enforcement and compliance mechanisms, and growth in registered engineering professionals.

5.2 Sustainability Plan

In order to remain self-sustaining and grow, ERB grow its revenue through;

i. Increasing the number of registered engineering professionals.
ii. Annual licensing fees from the already registered engineering professionals.
iii. Possible regulation of engineering firms/companies/MDAs.
iv. Sourcing funding from funders and development partners
v. Making the right diversification decisions, guided by a Revenue Diversification strategy.
vi. Performance tracking and management to ensure efficiency and effectiveness.

6. MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation is critical for the successful implementation of this Strategic Plan. This ensures a bird's eye view and visibility of the progress being made in the attainment of the plan targets. It also supports real-time informed decision making by all stakeholders.

ERB will conduct annual review to assess progress against annual targets and determine if there are specific corrective actions that need to be taken early enough. A detailed mid-term evaluation shall be conducted to assess progress made and highlight any challenges being experienced or emerging developments that may affect the attainment of set targets.

A final review of the Plan shall be conducted at the end of the planning period, with a focus on outcomes, the extent to which the set targets have been achieved and lessons learnt during the implementation of this Plan. The final review shall also inform the development of the next Strategic Plan beyond 2030. The table below shows an excerpt of the developed monitoring framework that will closely monitor over the strategic plan period.

Strategic Objective	Initiatives/Activities	Performance Measure	Target					Responsibility
			2025/26	2026/27	2027/28	2028/29	2029/30	
Goal 1: Enhance The Engineering Profession								
1.1 To build a high-performing and future-ready engineering profession through relevant CPD programs that will improve	1.1.1 Develop a CPD credit units System linking involvement in engineering activities to ease annual licensing.	Awareness, consultation and sensitization	Points CPD credit units System implemented					Registrar
	1.1.2 Review CPD programs	Review feedback	Needs basis	Needs basis	Needs basis	Needs basis	Needs basis	Registrar
	1.1.3 Create benchmarking programs with sub-Saharan engineering giants, the Asian Tigers and others focused on manufacturing, Infrastructure Development, Skilled Workforce, Innovation and Technology.	Number of benchmarking trips/programs	1	1	2	2	2	Registrar

	1.1.4 Conduct studies to assess and enhance the Engineering Profession.	Engineering Index Study done		1		1		
		Engineering Census study conducted			1			
1.2 To increase the number of registered engineering professionals from 2,000 to 5,000 by 2030.	1.2.1 Engage registered female and PWD engineering professionals to inspire and encourage unregistered female or PWD professionals.	Newly registered female and PWD engineering professionals.	10	15	20	25	30	Registrar
	1.2.2 Develop an online registration portal for efficiency and accessibility.	Registration & e-licensing system.	Launching and commissioning	Operational	Operational & Upgrades	Operational	Operational	Registrar
		MIS implemented (Mgt processes, archiving, e-invoicing, etc.)	Needs analysis & requirements	Procurement	Operational	Operational	Operational	Registrar
	1.2.3 Organise annual virtual and physical nationwide sensitization and registration drives in Engineering institutions, academic institutions, UPDF Engineering Brigade, and MDAs.	Number of registration drives done by sector or targeted outreaches.	4	4	4	4	4	Registrar
		Number of engineering professionals registered	400	480	580	700	840	Registrar
1.3 To improve and maintain engineering ethical standards through enforcement and disciplinary measures	1.3.1 Conduct annual Awareness Campaigns on engineering ethical standards and disciplinary measures.	Number of Awareness Campaigns done	4	4	4	4	4	Registrar
	1.3.2 Conduct sole (ERB) or joint inspections to enforce compliance and ethical discipline.	Number of inspections carried out	4	4	4	4	4	Registrar

Goal 2: Improve Operational Efficiency								
Strategic Objective	Initiatives/Activities	Performance Measure	Target					Responsibility
			2025/26	2026/27	2027/28	2028/29	2029/30	
2.1 To strengthen ERB's internal structures and regulatory frameworks.	2.1.1 Lobby for ERB to have a fulltime Registrar	Fulltime Registrar seconded	January 2026					Board
	2.1.2 Institution of a fulltime Registrar	Fulltime Registrar attained		Fulltime Registrar appointed.				Minister
	2.1.3 Fast track the ERA Cap 299 Regulations	Finalized Regulations	Regulations adopted					Board
	2.1.4 Recommend prompt update of Regulation of the ERA Cap 299 and ethics framework to align with modern engineering practices and international standards.	Regulatory and ethics framework Recommendations	Needs basis	Needs basis	Needs basis	Needs basis	Needs basis	Registrar
	2.1.5 Lobby for ERB to regulate Engineering firms/Companies.	Inclusion of regulation of Engineering Firms/Companies in the proposed Engineering Professionals Act		Amended Act				

Strategic Objective	Initiatives/Activities	Performance Measure	Target					Responsibility
			2025/26	2026/27	2027/28	2028/29	2029/30	
	2.1.6 Develop annual Board and Secretariat development programs and conduct capacity development for engineering Professionals and ERB Secretariat staff to enhance compliance and professional standards.	Number of Board and Secretariat development programs implemented	4	4	4	4	4	Registrar
	2.1.7 Establish a Compliance unit of Inspectors to monitor engineering practices and enforce regulatory and ethical standards.	Compliance Unit established		1				Registrar
		Number of Inspectors recruited.		2	2	0	0	Registrar
	2.1.8 Identification of specialized engineering experts to support the Board.	Number of experts identified	Needs basis	Needs basis	Needs basis	Needs basis	Needs basis	Registrar
	2.1.9 Conduct trainings on organizational culture emphasizing ERB values.	Number of trainings conducted	4	4	4	4	4	Registrar
	2.1.10 Enhance ERB's operational facilities to support efficient service delivery.	Building an Engineering Professionals House	Resource mobilization	Acquisition of land Resource mobilization	Design development Resource mobilization	Resource mobilization	Resource mobilization	Registrar

Strategic Objective	Initiatives/Activities	Performance Measure	Target					Responsibility
			2025/26	2026/27	2027/28	2028/29	2029/30	
2.2 To re-engineer ERB's internal and external processes in regulation, licensing and registration	2.2.1 Implement an online registration and licensing system and a Management Information system (MIS) for Board and Secretariat operations.	Registration & e-licensing system implemented	Launching and commissioning	Operational	Operational & Upgrades	Operational	Operational	Registrar
		MIS implemented	Needs analysis & requirements	Procurement	Operational	Operational	Operational	Registrar
	2.2.2 Develop an efficient Communication and Branding Strategy incorporating online communication guidelines	Communication and Branding strategy guidelines for online correspondence developed	Developed and commissioned	Operational		Operational	Operational	Registrar
	2.2.3 Train ERB staff and engineering professionals on new digital tools to enhance compliance and efficiency.	Number of Engineers trained	All	All	All	All	All	Registrar
		Number of Technologists trained	All	All	All	All	All	Registrar
		Number of Technicians trained	All	All	All	All	All	Registrar
		Number of Secretariat staff trained	All	All	All	All	All	Registrar
Goal 3: Strengthen Stakeholder Engagement and Partnerships								
3.1 To grow and strengthen regional and international engineering collaborations that create opportunities for Ugandan	3.1.1 Develop and implement a partnership engagement strategy.	Partnership Strategy developed and approved	Approved Partnership Strategy					Registrar
	3.1.2 Facilitate areas of collaboration and development of MoUs with partners.	Number of MoUs signed	1	2	3	3	3	Board

Strategic Objective	Initiatives/Activities	Performance Measure	Target					Responsibility
			2025/26	2026/27	2027/28	2028/29	2029/30	
engineering professionals in and beyond Uganda.	3.1.3 Attend regional engineering conferences and summits.	Number of conferences attended/hosted	2	2	2	2	2	Registrar
	3.1.4 Engage in benchmarking activities to align with regional standards/practice.	Number of benchmarking visits/reports	2	2	2	2	3	Registrar
	3.1.5 Promote cross-border project partnerships through grant support mechanisms.	Number of partnership projects	1	1	2	2	2	Board
3.2 To promote at least twenty structured partnerships between industry and academic institutions by 2030, aimed at aligning engineering education with industry needs, enhancing graduate employability, and fostering innovation for national development	3.2.1 Promote formal academia-industry fora.	Academia-industry Fora meetings frequency	4	4	4	4	4	Registrar
	3.2.2 Collaborate with partners on joint innovation labs and applied R&D projects.	Number of projects collaborated on.	1	1	2	2	2	Registrar
3.3 To increase public awareness	3.3.1 Launch an	Strategy launched and brand recall	Launch	Growth	Growth	Growth	Growth	Registrar

Strategic Objective	Initiatives/Activities	Performance Measure	Target					Responsibility
			2025/26	2026/27	2027/28	2028/29	2029/30	
and understanding of ERB's functions by conducting nationwide outreaches and media campaigns, resulting in increase of stakeholder engagement and public inquiries.	integrated communications and branding strategy.	rating						
	3.3.2 Roll out a stakeholder education and engagement campaign.	Campaigns conducted per year	1	1	1	1	1	Registrar
	3.3.3 Regularly publish reports, newsletters, magazine and journals highlighting ERB activities.	Number of publications	4 newsletters 2 Magazines	4 newsletters 2 Magazines 1 Journal	4 newsletters 2 Magazines 1 Journal	4 newsletters 2 Magazines 1 Journal	4 newsletters 2 Magazines 1 Journal	JEC
	3.3.4 Organize public exhibitions, webinars, and forums.	Number of events hosted	3	3	3	3	3	Registrar
	3.3.5 Partner with media houses to run engineering-focused programs.	Number of Media House partnerships	3	3	3	3	3	Registrar
	3.3.6 Strengthen ERB's social media presence with targeted content campaigns.	Engagement rate and followers' growth	100%	100%	100%	100%	100%	Secretariat
Goal 4: Achieve Revenue Growth and Sustainability								
4.1 To develop new sources of revenue, a revenue diversification strategy and enhance the current sources	4.1.1 Increase number of registered engineers, technologists and technicians to boost revenue from registration and licensing fees.	Number of newly registered National Engineers.	310	355	410	460	530	Registrar
		Number of foreign registered Engineers.	50	55	60	80	100	Registrar
		Number of newly registered	20	35	60	80	120	Registrar

Strategic Objective	Initiatives/Activities	Performance Measure	Target					Responsibility
			2025/26	2026/27	2027/28	2028/29	2029/30	
for growth and sustainability.		Technologists						
		Number of newly registered Technicians	20	35	50	60	90	Registrar
	4.1.2 Develop proposals for funding/grants for initiatives on STEM, emerging trends, and Gender and equity.	Number of proposals submitted.	4	4	4	4	4	Registrar
	4.1.3 Develop and sign partnerships with Development Agencies to enhance revenue from grants.	Number of grants partnerships signed	1	2	3	3	5	Registrar
		Value of grants received. (US$)	50,000	80,000	120,000	150,000	200,000	Registrar
	4.1.4 Develop a Revenue Diversification strategy.	Approved Revenue Diversification Strategy	Approved Revenue Diversification strategy					Registrar
	4.1.5 Prepare annual revenue diversification plans.	Approved annual Revenue Diversification Plans	1	1	1	1	1	Registrar
	4.1.6 Prepare quarterly revenue diversification reports.	Approved revenue diversification Reports	4	4	4	4	4	Registrar
	4.1.7 Arrears collection	% of arrears collected.	80	80	90	95	95	Registrar
	4.1.8 Enhance brand visibility (Shirts, T-shirts, Lapels, Caps).	Value of profits generated from branded items. (Ugx '000)	2,090	2,530	3,025	3,520	3,960	Registrar
	4.1.9 Get sponsors for Engineering	Value of sponsorship	50,000	50,000	50,000	50,000	50,000	Registrar

The Monitoring and Evaluation framework of the Strategic Plan will address the following:

i. Check whether the defined objectives are being achieved in a timely manner.

ii. Level of resourcing of the implementation teams within ERB to achieve the specified results.

iii. Required corrections needed to realign the strategic focus towards effective achievement of the results.

iv. The extent to which goals and objectives will be achieved at existing implementation pace.

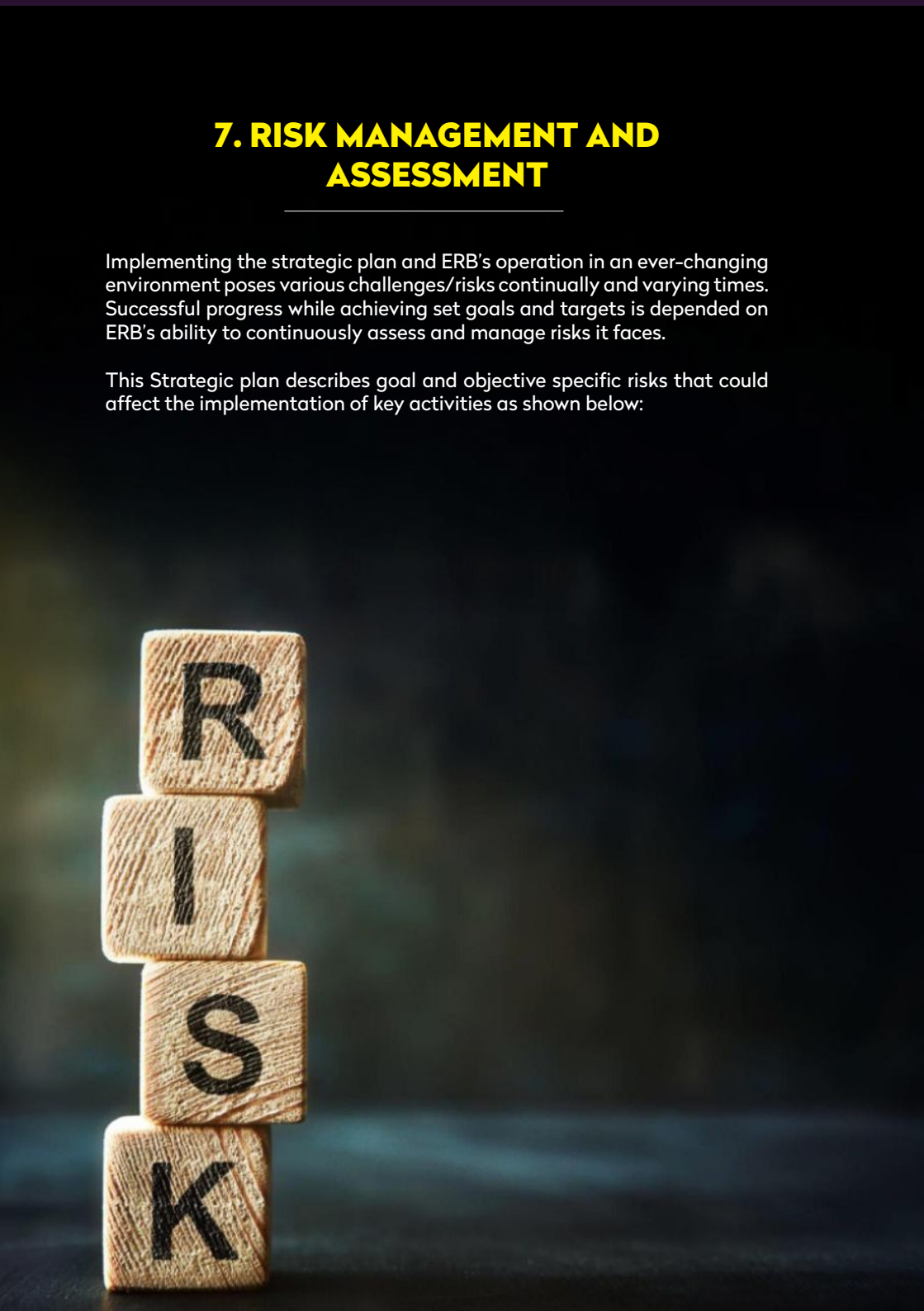
v. Lessons learned for future quality improvement.

vi. Recommendations for better implementation to achieve the desired results including specific responsibility centers for effective implementation and ownership.

7. RISK MANAGEMENT AND ASSESSMENT

Implementing the strategic plan and ERB's operation in an ever-changing environment poses various challenges/risks continually and varying times. Successful progress while achieving set goals and targets is depended on ERB's ability to continuously assess and manage risks it faces.

This Strategic plan describes goal and objective specific risks that could affect the implementation of key activities as shown below:



STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/ CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
Resistance to change among Engineering professionals	Reluctance to adopt new skills, regulations and policy changes	Neutral (3/5)	Moderate (3/5)	• Sensitization of engineering professionals • Change agents/ Champions • Highlight benefits of adoption of modern practices	**Moderate (9/25)**	Sensitization of engineering professionals	**Low 3/25**
Low awareness of registration benefits	Low application rates and lack of interest among engineers	Likely (4/5)	High (4/5)	Reduced registration numbers	**High (16/25)**	• Sensitization on the benefits or registration and relevance of ERB • Enforcement • Engage Employers to prioritize employment of registered engineering professionals	**Low (4/25)**
Resistance from unregistered engineering professionals to register	Reluctance to register due to cost	Neutral (3/5)	Moderate (3/5)	Slow registration growth	**Moderate (9/25)**	• Enforcement of mandatory registration • Promote career benefits through success stories	**Low (4/25)**

Low awareness of ethical standards	Limited Knowledge of ERB code of ethics and conduct.	Likely (4/5)	High (4/5)	Persistent unethical practices undermining professional credibility and public trust	High (16/25)	• Launch awareness campaigns • Integrate mandatory ethics training in CPD	Low (4/25)
Regulatory Gaps	Outdated policies, weak enforcement mechanisms	Likely (4/5)	High (4/5)	Lack of regulation may lead to malpractice, non-compliance, substandard engineering projects, and weakened public trust in ERB's ability to uphold industry standards.	High (16/25)	Regularly review and revise regulations to align with best practices policy reviews	Moderate (8/25)
Slow Implementation	Bureaucratic delays in policy adoption	Extremely likely (5/5)	High (4/5)	Extended delays in rolling out reforms weaken momentum for institutional transformation and limit ERB's regulatory effectiveness	High (20/25)	Implementation permanent registrar and a well-resourced Secretariat. Issue statements through the minister on politically sensitive engineering matters.	Moderate (8/25)
Data Security Concerns	Cyber threats affecting sensitive engineer records	Likely (4/5)	Very high (5/5)	Security vulnerabilities can damage ERB's reputation, compromise sensitive information, and result in legal complications	High (20/25)	Implement strong data protection protocols, conduct regular system audits, train Staff on cyber security hygiene.	Low (3/25)
Operational Disruptions	Temporary inefficiencies during process reengineering	Likely (4/5)	Very high (5/5)	Inefficiencies during transitions can frustrate stakeholders, leading to complaints and reputational risks for ERB	High (20/25)	Change management strategies: Develop contingency plans to minimize disruptions	Moderate (6/25)

Difference in views on various engineering matters between ERB's position compared to other engineering organizations	Varying stance and opinions on engineering events or mishaps	Likely (4/5)	Very high (5/5)	Difference in technical and advisory views may affect ERB's credibility and relevance.	High (20/25)	Agreeing on a uniform view internally and with sister organisations	Moderate (6/25)
Inadequate engagement on social media and PR platforms	Engagement analytics	Likely (4/5)	Moderate (3/25)	The information published on social media and PR platforms may not reach the intended audiences and target volume of the audiences.	Moderate (12/25)	Develop a PR and communications strategy	Low (4/25)
Inadequate resources for operations.	inadequate internally generated revenue	Extremely likely (5/5)	High (4/5)	ERB will not be able to fund daily operational needs and fail to promptly pay Secretariat staff salaries.	High (20 /25)	Diversify sources of revenue.	Moderated (8/25)

8. COMMUNICATION AND FEEDBACK STRATEGY

A robust Communication and Feedback Strategy is essential to ensure the strategic plan is understood, supported, and effectively implemented across all levels of the ERB and among its diverse stakeholders. It fosters transparency, two-way communication, accountability, and adaptive management.

8.1 Purpose of the strategy

The primary purpose of this Communication and Feedback Strategy is to:

1. **Inform:** Ensure all relevant stakeholders (internal and external) are aware of the ERB's strategic plan, its goals, objectives, and the expected participation.
2. **Engage and gain buy-in:** Foster understanding, solicit support, and encourage active participation from stakeholders in the implementation of the strategic plan.
3. **Facilitate implementation:** Provide clear guidance and motivation for ERB staff and board members regarding their roles in achieving strategic goals.
4. **Monitor and adapt:** Establish mechanisms for collecting feedback to assess the strategic plan's progress, identify challenges, celebrate successes, and enable timely adjustments.
5. **Build trust and transparency:** Enhance the ERB's credibility and public image by demonstrating openness and responsiveness.

This communication and feedback strategy ensures that the Strategic Plan is effectively shared with all stakeholders, fostering awareness, support, and accountability. By using diverse channels and a robust feedback system, ERB will drive engagement, address stakeholder needs, and continuously refine its efforts to achieve a high-performing, ethical, and future-ready engineering profession in Uganda.

8.2 Communication target audiences

Table 14: Internal Audiences

Audience	Purpose of Communication	Type of Information Shared	Communication Channels & Tools
ERB Board Members	Strategic oversight and high-level decision-making	• Strategic plans • Policy updates • Performance reports	• Internal workshops • Board meetings • Emails • Memos
ERB Management	Operational planning and execution	• Implementation strategies • KPIs • Progress tracking	• Workshops • Executive briefings • Internal newsletters • Memos • Meeting minutes • Emails
ERB Secretariat Staff (Departments/ Units)	Day-to-day implementation and task execution	• Work plans • Internal guidelines • Departmental targets	Work plans • Departmental meetings • Internal updates • Newsletters • Performance management system • Memos • Emails • Meeting minutes

Table 15: External Audiences

Audience	Purpose of Communication	Type of Information Shared	Communication Channels & Tools
Registered Engineers (Members)	Engage, inform, and ensure compliance	• CPD updates Regulatory changes	• Official website • Newsletters • Magazines • Journals • Social media • Direct emails • Forums

Engineering Students and aspiring Engineers	Attract and prepare future members of the profession	• Internship opportunities •Registration process and benefits	• Social media • Newsletters • Awareness campaigns • Stakeholder events • University engagements
Government Ministries, Departments and Agencies	Policy alignment, collaboration, and support	• Technical briefs • Strategy updates • Regulatory input	• Stakeholder forums • Formal reports • Press briefings • Emails • Direct mail (Prepaid letters) • Memos
Higher Education Institutions	Curriculum alignment and professional development	• Accreditation standards • Collaboration proposals	• Stakeholder workshops • Conferences • Presentations • Direct mail (Prepaid letters) • Professional newsletters • Emails
Professional Engineering Associations (e.g., UIPE)	Advocacy and collaboration	• Joint initiatives • Profession-wide updates	• Co-branded campaigns • Joint stakeholder events • Emails • Newsletters • Magazines • Journals • Forums

Industry & Private Sector	Ensure quality of engineering practice and compliance	• Licensing requirements • Partnership opportunities • Updates	• Industry conferences • Direct outreach • Strategic briefings • Emails • Direct mail (Prepaid letters)
Media	Public awareness and dissemination of key messages	• Public safety notices • ERB milestones • Project success stories	• Press releases • Media briefings • Interviews • Radio/TV campaigns
General Public	Awareness of ERB's role and benefits of regulated engineering	• Public interest messaging • Safety campaigns	• Public awareness campaigns (radio, TV, print) • Social media • Community events
International Engineering Bodies	Benchmarking, global networking, collaboration	• Best practices • ERB strategies and achievements	• Formal reports • International conference presentations • Emails • Webinars

8.3 Feedback Mechanisms

Feedback Type	Mechanism	Purpose / Details
Internal	Regular management meetings	Discuss progress, identify bottlenecks, and make operational adjustments.
	Staff surveys/pulse checks	Anonymous feedback on implementation challenges, resource needs, and morale.
	Suggestion box/online portal	For staff to submit ideas or concerns related to the strategic plan.
	Performance reviews	Integrate strategic plan objectives into individual and team performance assessments.
External	Stakeholder surveys	Regular (e.g., annual) surveys to gauge satisfaction, understanding, and perceived impact of ERB initiatives.
	Dedicated feedback email/ online form	A clear, accessible channel on the ERB website for submitting comments, suggestions, or complaints.
	Stakeholder forums and consultative meetings	Structured sessions for direct feedback and discussion.
	Public comments on draft policies/regulations	Open periods for input on new or revised regulatory frameworks.
	Grievance and appeals mechanisms	Formal processes for addressing concerns from registered engineers or the public.
	Social media monitoring	Tracking public sentiment and direct messages related to the ERB and the profession.

9. APPENDIX A

9.1 Detailed Stakeholder Analysis

No.	Quadrant	Stakeholders
1	B (High influence – High interest)	• Ministry of Works and Transport • Uganda Institution of Professional Engineers (UIPE) • Uganda Industrial Research Institute • National Council for Higher Education • National Agricultural Research Organisation • Public and Private Universities offering engineering programmes. • Technical Colleges and Vocational Institutes • Development Partners
2.	A (High influence – Low interest)	• MoWT (Policy Department) • Parliamentary Committee on Physical Infrastructure. • Ministry of Finance, Planning and Economic Development • The Public • National Planning Authority (NPA) • National Environment Management Authority • Uganda Communications Commission • Ministry of Health • Ministry of Justice and Constitutional Affairs • Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) • Uganda Association of Consulting Engineers (UACE) • Construction and Engineering firms

3.	D (Low influence – High interest)	• Ministry of Agriculture, Animal Industry and Fisheries • Ministry of Lands, Housing & Urban Development • Ministry of Energy and Mineral Development • Office of the Prime Minister (Disaster Preparedness) • National Water and Sewerage Corporation (NWSC) • Uganda Civil Aviation Authority (UCAA) • National Housing and Construction Company (NHCC) • Uganda National Bureau of Standards (UNBS) • Uganda Electricity Distribution Company Limited • Uganda Electricity Transmission Company Limited • Uganda Electricity Generation Company Limited • Uganda Railways Corporation • Ministry of Water and Environment • Ministry of Local Government • Ministry of Defense and Veteran affairs •Ministry of Science and Technology • Ministry of Information Communication Technology and National Guidance • Eastern Africa Federation of Engineering Organisations • Institution of Engineers of Kenya (IEK) • Women's Engineering Network (WEN) • Institution of Engineers Rwanda (IER) • Architects Registration Board (ARB) • Surveyors Registration Board (SRB) • National Building Review Board (NBRB),

		• Engineers Board of Kenya • Engineers Registration Board Tanzania • Engineering Council of South Africa (ECSA) • African Union • COMESA • European Union • EastAfrican Community (EAC) • Egyptian Engineering Agency (EEA) • Media houses • CSOs
	C (Low influence – Low interest)	• Telecommunications Companies • Oil and Gas firms e.g. UNOC, TotalEnergies, Shell Vivo, EACOP

9.2 Risk specific to each Strategic Goal and objective.

STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
SO 1.1: To build a high-performing and future-ready engineering profession through relevant CPD programs that will improve the quality of engineering professionals in Uganda.							
Low Participation in CPD Programs	Low attendance numbers	Neutral (3/5)	Likely (4/5)	Failure to upskill Engineers and reduced competitiveness	High 12/25)	• Launch Awareness campaigns • Offer Subsidized or free CPD courses	Low (4/25)
Inadequate Funding for CPD Programs	Inadequate MOW&T Releases Limited Donor Support	Likely (4/5)	Likely (4/5)	Inability to deliver quality CPD Programs	High (16/25)	• Secure Assurance from Government for releases and subsides • Diversifying sources of revenue	Moderate 8/25
SO 1.2: To increase the number of registered engineering professionals from 2,000 to 5,000 by 2030.							
Low awareness of registration benefits	Low application rates and lack of interest among engineers	Likely (4/5)	High (4/5)	Reduced registration numbers	High (16/25)	• Engage Employers to prioritize registered engineers and push employed engineers to register.	Low (4/25)
Complex Registration Process	High application abandonment rates	Neutral (3/5)	High (4/5)	Discourages engineers from registering	High (12/25)	• Simplify ERB Registration procedures and provide clear guidelines	Low (4/25)
Resistance from unregistered engineers	Reluctance to register due to cost	Neutral (3/5)	Moderate (3/5)	Slow registration growth	Moderate (9/25)	• Promote career benefits through success stories	Low (3/25)
SO 1.3: To improve and maintain engineering ethical standards through enforcement and disciplinary measures.							
Low awareness of ethical standards	Limited Knowledge of ERB code of ethics	Likely (4/5)	High (4/5)	Persistent unethical practices undermining professional credibility and public trust	High (16/25)	• Launch awareness campaigns • Integrate mandatory ethics training in CPD	Low (4/25)
Weak Enforcement Mechanisms	Inconsistent disciplinary actions Delays in addressing	Neutral (3/5)	High (4/5)	Unchecked ethical breaches Reduced accountability	High (12/25)	• Develop clear and transparent disciplinary procedures	Low (4/25)

STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
	violations						
Resistance to disciplinary Measures	Pushback from Engineers against sanctions or reporting systems	Neutral (3/5)	Moderate (3/5)	Undermines enforcement efforts allowing unethical behaviour to persist	Moderate (9/25)	• Promote benefits of ethical compliance through success stories • Ensure anonymous reporting to reduce fear of retaliation	Low (6/25)

Table 19: Risks of Goal 2: Improve Operational Efficiency

STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
SO 2.1: To strengthen ERB's internal structures and regulatory frameworks.							
Regulatory Gaps	Outdated policies, weak enforcement mechanisms	Likely (4/5)	High (4/5)	Poor regulation may lead to malpractice, non-compliance, substandard engineering projects, and weakened public trust in ERB's ability to uphold industry standards.	High (16/25)	Regularly review and revise regulations to align with best practices policy reviews	Moderate (8/25)
Limited Funding	Insufficient resources for institutional reforms	Likely (4/5)	High (4/5)	Lack of financial support can stall crucial initiatives, preventing ERB from modernizing its framework and improving service delivery	High (16/25)	Advocate for Government, donor funding, budget optimization and adopting revenue-generating streams for institutional strengthening	Moderate (8/25)
Resistance to Change	Opposition from engineers and industry players	Likely (4/5)	Very high (5/5)	Opposition to new regulations can slow policy adoption and hinder effective governance, delaying improvements in operational efficiency	High (20/25)	Conduct consultations to ensure buy-in from engineers and industry players	Moderate (8/25)
Compliance Challenges	Engineers struggling to meet updated standards	Likely (4/5)	Moderate (3/5)	Low compliance rates reduce professionalism in engineering, increasing risks associated with faulty construction and poor service quality	Moderate (12/25)	Train engineers and Secretariat staff on new compliance requirements	Low (6/25)
Slow Implementation	Bureaucratic delays in policy adoption	Extremely likely (5/5)	High (4/5)	Extended delays in rolling out reforms weaken momentum for institutional transformation and limit ERB's regulatory effectiveness	High (20/25)	Streamline approval mechanisms to accelerate implementation	Moderate (8/25)
SO 2.2: To re-engineer ERB's internal and external processes in regulation, licensing and registration.							

STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
Technological Barriers	Challenges in adopting digital registration systems	Likely (4/5)	High (4/5)	Delays in adopting technology may lead to inefficiencies, prolong registration and licensing approvals, and create frustration among stakeholders	High (16/25)	Invest in robust IT for digital transformation, conduct IT trainings	Low (4/25)
Data Security Concerns	Cyber threats affecting sensitive engineer records	Likely (4/5)	Very high (5/5)	Security vulnerabilities can damage ERB's reputation, compromise sensitive information, and result in legal complications	High (20/25)	Implement strong data protection protocols, conduct regular system audits, train Staff on cyber security hygiene.	Moderate (3/25)
Integration Issues	Difficulty in aligning new systems with existing frameworks	Likely (4/5)	High (4/5)	System failures or inefficiencies slow down registration and licensing processes, affecting operational efficiency	High (16/25)	Conduct system compatibility checks, carryout out pilot tests before full-scale implementation	Low (4/25)
User Adoption Resistance	Engineers struggling to transition to digital platforms	Likely (4/5)	Moderate (3/5)	Resistance to change reduces digital transformation benefits, making it harder to streamline operations and improve efficiency	Moderate (12/25)	Conduct user trainings on digital registration and licensing	Low (4/25)
Operational Disruptions	Temporary inefficiencies during process reengineering	Likely (4/5)	Very high (5/5)	Inefficiencies during transitions can frustrate stakeholders, leading to complaints and reputational risks for ERB	High (20/25)	Change management strategies: Develop contingency plans to minimize disruptions	Low (6/25)

Table 20: Risks of Goal 3: Strengthen Stakeholder Engagement and Partnerships

STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
SO 3.1: To grow and strengthen regional and international engineering collaborations that create opportunities for Ugandan engineers in and beyond Uganda.							
Inadequate partnership development	Number of failed or inactive partnerships	Likely (4/5)	High (4/5)	Lost opportunities to partner can affect benefits to engineers and reduced influence regionally or internationally.	High (16/25)	Identify the right partners for each collaboration need.	Low (6/25)
Insufficient grant funding for cross-border projects	Number of rejections or unsuccessful applications	Likely (4/5)	High (4/5)	Lost opportunity to innovate, contribute, deliver of scale projects beyond Uganda.	High (16/25)	Build a dedicated grant acquisition team; partner with funding institutions	Moderate (8/25)
Poor alignment with regional engineering agendas	Discrepancies in partnership deliverables	Likely (4/5)	Moderate (3/5)	ERB can possibly miss out on benefits of synergies formed in the E. African or Sub-Saharan region.	Moderate (12/25)	Active participation in regional engagements.	Low (2/25)
Regulatory misalignment with potential partners	Number of legal or procedural incompatibilities	Neutral (3/5)	High (4/5)	Mismatch in regulatory requirements and priorities may lead to lost opportunity for funding, capacity building or collaboration.	Moderate (12/25)	Legal review of all proposed collaborations	Low (4/25)
SO 3.2 To promote at least twenty structured partnerships between industry and academic institutions by 2030, aimed at aligning engineering education with industry needs, enhancing graduate employability, and fostering innovation for national development							
Weak buy-in from academic institutions	MoUs not signed	Likely (4/5)	Moderate (3/5)	The mismatch between the industry needs and the curriculum or skills development will grow further.	Moderate (12/25)	Host academia-industry forums, offer incentives	Low (4/25)
Low participation from private sector	Attendance at roundtables, level of engagement	Likely (4/5)	High (4/5)	The academia will not be able to get firsthand feedback on the private sector needs on the market.	High (16/25)	Conduct awareness campaigns and tailor engagement messages	Moderate (8/25)

STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
Limited capacity to operationalize graduate placement programs	Number of placements vs target	Likely (4/5)	High (4/5)	Disillusionment among graduates and employers. It can further cause graduate or student engineers to choose a different career path away from engineering.	High (16/25)	Partner with institutions with proven internship models	Moderate (8/25)
Inadequate funding for innovation labs and R&D projects	Budget allocated vs needed	Extremely likely (5/5)	High (4/5)	Continued focus on theoretical training and skills developments rather than the practical and innovation based approach.	High (20/25)	Seek joint venture funding; phased implementation	Moderate (12/25)
SO 3.3 To increase public awareness and understanding of ERB's functions by conducting nationwide outreaches and media campaigns, resulting in increase of stakeholder engagement and public inquiries.							
Low media engagement	Media partnerships not yielding desired coverage	Likely (4/5)	High (4/5)	The credibility and relevance of ERB will remain low in the eyes of the public, engineers, technologists, technicians, and government.	High (16/25)	Create long-term media collaborations	Moderate (8/25)
Difference in views between ERB's position compared to other engineering organizations	Varying stance and opinions on engineering events or mishaps	Likely (4/5)	Very high (5/5)	Difference in technical and advisory views may affect ERB's credibility and relevance.	High (20/25)	Agreeing on a uniform view internally and with sister organisations	Moderate (6/25)
Inconsistent brand messaging	Variability in stakeholder awareness or perception	Likely (4/5)	Moderate (3/25)	Confusion about ERB's role and programs may lead to perception of a bad image to stakeholders.	Moderate (12/25)	Communicate and disseminate approved unified branding strategy.	Low (4/25)
Low engagement on social media and PR	Engagement analytics	Likely (4/5)	Moderate (3/25)	The information published on social media and PR platforms may not reach the intended audiences	Moderate (12/25)	Hire skilled digital media personnel and develop content calendar	Low (4/25)

Table 21: Risks of Goal 4: Achieve Revenue Growth and Sustainability

STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
SO 4.1: To develop new sources of revenue, a revenue diversification strategy and enhance the current sources for growth and sustainability.							
Low registration turnup	Less than the target number of members registered.	Likely (4/5)	Moderate (3/5)	Lower than expected registration means low revenue collected.	Moderate (12/25)	Conducting national registration drives and outreaches.	Low (6/25)
Inadequate resources for registration outreaches.	Inability to fund outreaches.	Likely (4/5)	High (4/5)	Low percentage of registered Engineers, Technologists and Technicians against the total number countrywide.	High (16/25)	Developing new source of revenue.	Low (4/25)
Failure to meet target of number of proposals to be submitted.	Less than target number of proposals prepared.	Likely (4/5)	High (4/5)	Few or no proposals submitted results into little or no funding from Development Partners, which would otherwise boost ERB's revenue.	High (16/25)	Frequent search for funding opportunities online and in newspapers.	Moderated (8/25)
Submitted proposals turning out unsuccessful.	None or less than planned proposals being awarded funding.	Likely (4/5)	High (4/5)	Little or no funding from Development Partners, therefore limiting ERB's ability to run projects and initiatives.	High (16/25)	Capacity building of staff in proposal preparation.	Moderated (8/25)
Little or no grants.	Low value of grants received from Development Partners.	Likely (4/5)	High (4/5)	With little resources, ERB's activities and plans will be delayed or not be implemented at all.	High (16/25)	Engage several Development Partners.	Low (6/25)
Inadequate resources for operations.	Inconsistent subvention from Government	Extremely likely (5/5)	High (4/5)	ERB will not be able to fund daily operational needs and fail to promptly pay Secretariat staff salaries.	High (20 /25)	Diversify sources of revenue.	Moderated (8/25)
Development of an inadequate revenue	Bad revenue diversification decisions	Likely (4/5)	Very high (5/5)	A poorly developed revenue diversification Strategy can lead to	High (20/25)	Ensure the development of a good quality and future	Moderated (8/25)

STRATEGIC RISKS	RISK INDICATOR(S)	LIKELIHOOD (LIKERT SCALE)	IMPACT	IMPACT/CONSEQUENCE (NARRATIVE)	INHERENT RISK RATING	MITIGATION MEASURES	RESIDUAL RISK RATING
diversification strategy.				poor decisions that in turn yield losses or low returns.		proof revenue diversification Strategy.	
Low returns from diversification	Losses or low returns.	Likely (4/5)	Very high (5/5)	Low returns lead to loss of financial resources, consequently affecting budgeting, operations and other financial needs of ERB	High (20/25)	Identification of a well-qualified portfolio manager.	Moderated (8/25)

10. APPENDIX B

10.1 Stakeholder Met

i. ERB Board Members
ii. ERB Secretariat
iii. Ministry of Works and Transport (Engineer-in-Chief, Commissioners, Asst. Commissioners)
iv. National Planning Authority
v. Ministry of Water and Environment
vi. Senior Engineers (Eng. Dr. Isaac Mutenyo)
vii. Uganda National Association of Builders, Suppliers and Engineering Contractors (UNABSEC)

10.2 Documents reviewed.

i. ERB Board Manual
ii. ERB Human Resources Manual
iii. ERB Strategic Plan FY 2020/2021-2024/25
iv. Engineers Registration Act (ERA) Cap 299
v. ERB Organizational structure and organograms
vi. ERB-Clients Charter
vii. Mutual Recognition Agreement
viii. National Development Plan IV (NDP IV)
ix. Uganda Vision 2040
x. Report on the ERB Mid-term review on the ERB Strategic Plan 2020/21 – 2024/25
xi. Engineering Index 2022
xii. Engineers Census Report 2023
xiii. Engineers Structured Training Policy
xiv. ERB Performance Evaluation by Institute of Corporate Governance of Uganda

The Engineers Registration Board is a statutory body established by the Engineers Registration Act (ERA), 1969.

The functions of the Board are to regulate and control engineers and their activities within Uganda, and to advising the Government in relation to those functions.

The Act defines the powers and functions of the Board including the registration of engineers and advising Government on all engineering matters.

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