

ASSOCIATION OF CONSULTING ENGINEERING TANZANIA



FIVE YEARS STRATEGIC PLAN

(2025 - 2029)



JULY, 2025

LIST OF COUNCIL MEMBERS



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PREFACE

I want to begin by thanking Almighty God for granting us the strength to make plans that aim at elevating ACET to new heights. I also extend my gratitude to the Government of the United Republic of Tanzania, whose leadership has fostered peace and stability, creating an enabling environment that allows us to carry out our duties and serve our members effectively.

The preparation of this Strategic Plan would not have been possible without the collaboration of various stakeholders, both internal and external. I sincerely thank everyone who contributed time, expertise, and insights to the development of this plan. Everyone's valuable input has been instrumental in shaping this document. I am especially grateful to the Council Members, the Secretariat, and our members for their dedication throughout this process.

Additionally, I express my appreciation to the external stakeholders who have been responsive to any assistance that we could ask for. These stakeholders will also support the implementation of this plan. They include the Engineers Registration Board (ERB), the Institution of Engineers Tanzania (IET), FIDIC, and various Government Agencies.

Special thanks go to the ACET Secretariat for their exceptional coordination of the entire planning process.

May God bless you



.....

Eng. Farida Mawenya

President

Association of Consulting Engineers Tanzania

INTRODUCTION

ACET launched the first strategic plan in 2009 which covered three years to 2011. The last strategic plan covered a period from 2015 to 2019. Since then, the Association of Consulting Engineers Tanzania (ACET) has carried out its activities guided by various developmental plans formulated by the Governing Council and Management in collaboration with stakeholders in the engineering sector. The current status of ACET is a direct result of those plans. ACET understands that well-planned strategies are essential for achieving its goals and advancing the engineering profession.

The preparation of this **Five-Year Strategic Plan (2025-2029)** provides a clear roadmap for the implementation of ACET's activities over the next five years. This plan will serve as a vital tool to guide the association in fulfilling its mission, optimizing available resources, and providing greater value to its members and the nation at large.

This strategic plan establishes a vision, objectives, and a set of actionable strategies aimed at elevating the service provision of ACET to its members. It also outlines key factors such as the internal and external environment, stakeholders, resources, implementation mechanisms, risks and mitigation strategies, management structure improvements, and monitoring and evaluation plans.

Over the next five years, ACET will focus on the following key strategic pillars to ensure sustainable growth and effective service delivery:

1. Membership and Services

- a. Enhance membership engagement and satisfaction through expanded services, professional development, and networking opportunities.
- b. Enhance professional skills, research, and leadership within the engineering community to meet evolving industry needs.
- c. Strengthen relationships with clients by improving communication, service quality, and ethical practices in consulting engineering.

2. Governance and Human Resources Management

- a. Strengthen leadership and governance structures, ensuring transparency, accountability, and effective decision-making.

- b. Advocate for policies supporting the growth of consulting engineering and national infrastructure development.

3. Marketing, Technology, and Strategic Alliances.

- a. Invest in digital infrastructure and marketing strategies to increase visibility, facilitate member engagement, and promote innovation.
- b. Promote sustainable engineering practices and support innovation within the industry to address emerging challenges and opportunities.
- c. Expand ACET's global reach by building international partnerships and creating opportunities for members to engage in global markets.

4. Finance

Ensure financial sustainability by diversifying revenue sources, improving financial management practices, and building long-term financial reserves.

ACET's management and members strongly believe that this strategic plan will significantly contribute to the association's growth, both in terms of membership and asset base. With the cooperation of internal and external stakeholders, ACET is poised to enter a new era of progress and development, elevating the association's role in Tanzania's engineering sector.



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CPA. Alex Alphonse

Executive Director

Association of Consulting Engineers Tanzania

EXECUTIVE SUMMARY

ACET an abbreviation of Association of Consulting Engineers is a voluntary, non-profit organization founded in 1985. The Association's primary objective is to promote the practice of engineering consultancy in Tanzania, including but not limited to building cooperation with public and private stakeholders, capacity building, and enhancing ethical consulting engineering services towards sustainable delivery of infrastructure projects in Tanzania.

In an endeavor to operate successfully in a dynamic environment and continue meeting the expectations of its members and stakeholders, ACET commissioned a Consultant to facilitate the formulation of its Strategic Plan for the period 2025- 2029. An Internal Scan and a strategic planning workshop were conducted as part of the Strategic Planning process.

The Internal Scan was conducted with a view of evaluating the past performance of the association, measuring the adequacy and appropriateness of systems put in place to achieve the objectives, and identifying the key business drivers.

The five-year Strategic Plan is effective from August 2025 to July 2029. The changing business environment will necessitate periodic reviews.

The Council charted the strategic direction of the Society by defining the Vision and Mission of the Society and defining the core values that would be employed in achieving the Vision and Mission Statements. Four Key Strategic Pillars whose prudent management will ensure ACET's success were identified as follows, Membership and Services, Governance and Human Resources Management, Marketing, Technology and Strategic Alliances, and Finance

In maximizing members' returns during the strategic planning period. ACET's main objectives will be to grow its membership, increase its revenue, streamline and fully computerize its operations, and investment, diversify products and services, provide high-quality customer service, and enhance corporate governance.

The Strategic Plan will be monitored constantly and evaluated periodically to assess the degree to which set objectives are being achieved. This process gives feedback to the management and

highlights potential problems before the situation becomes critical, enabling timely corrective actions.

To ensure this, the management will table the Strategic Plan in its meetings as an agenda, and educate members and staff on its importance to ACET.

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ABBREVIATION

ACET	: Association of Consulting Engineers Tanzania
AGM	: Annual General Meeting
AQRB	: Architecture & Quantity Surveyor Registration Board
ERB	: Engineers Registration Board
IET	: Institution of Engineers Tanzania
TRA	: Tanzania Revenue Authority
TZS	: Tanzania Shillings
TARURA	: Tanzania Rural & Urban Roads Agency
TIArb	: Tanzania Institute of Arbitration
TANROADS	: Tanzania National Roads Agency

INTERPRETATION OF BASIC WORDS

Association	Means the Association of Consulting Engineers Tanzania
System	Means the procedures in place that govern the activities of the Association
Members	This means Individuals and/or Firms admitted by ACET following the prescribed system.
Internal Stakeholders	This means all people in the Association forming main pillars; AGM, Governing Council, and Management
External Stakeholders	This means a person/people/Institution from the private or public sectors who collaborate with the Association in various activities in one way or another.

CHAPTER ONE

INTRODUCTION

1.0 The History of Engineering

1.1 History of Engineering Globally

Engineering as a practice has ancient roots, dating back to early civilizations. It began with the development of tools, simple machines, and structures. Here are key milestones in global engineering history:

1.1.2 Ancient Engineering (before 600 CE)

The Egyptians, Greeks, and Romans are recognized for their contributions to civil engineering. Pyramids of Egypt (circa 2700–2500 BCE) were some of the earliest examples of large-scale engineering.

In ancient Greece, engineers like Archimedes made significant contributions to mechanics and hydraulics.

The Roman Empire built aqueducts, bridges, roads, and public baths using advanced construction techniques.

1.1.3 Middle Ages (500–1500 CE):

During this period, Europe saw limited technological progress, but significant developments were made in Islamic empires and Asia.

China advanced in engineering with innovations like paper, gunpowder, and the compass.

Engineering in the Islamic world included the development of waterwheels, windmills, and advanced architecture.

1.1.4 Renaissance and Early Modern Engineering (1300–1800 CE):

Leonardo da Vinci and others merged art with engineering, contributing designs for flying machines, bridges, and military equipment.

1.1.5 Industrial Revolution (18th–19th centuries):

Major developments in mechanical engineering emerged, including the steam engine by James Watt and mass production techniques.

1.1.6 19th and 20th Centuries:

Engineering disciplines like civil, mechanical, electrical, and chemical engineering are formalized. The 20th century witnessed an explosion in engineering developments, including the rise of telecommunications, automobiles, aviation, and computing.

Iconic achievements include the construction of the Panama Canal, space exploration, and the invention of microprocessors that fueled the digital age.

21st Century:

Today, engineering is critical to global challenges like climate change, clean energy, advanced computing (AI, quantum computing), and biomedicine.

1.2 Regional History of Engineering (Africa)

Africa has a rich yet often underrepresented history of engineering, including contributions to ancient civilizations and modern innovations.

1.2.1 Ancient African Engineering:

Egypt was a hub for early engineering innovations, with the construction of pyramids, irrigation systems, and advances in mathematics and astronomy.

1.2.2 Great Zimbabwe:

The ruins of Great Zimbabwe in southern Africa (11th–15th centuries) are an example of sophisticated stone masonry without mortar.

1.2.3 Colonial Period (19th–20th centuries):

Engineering activities in Africa during the colonial period were largely directed by European colonial powers, who built roads, railways, and infrastructure for resource extraction.

Many African engineers were trained in European institutions or on the job within colonial administrations.

1.2.4 Post-Independence (20th Century):

After independence (1950s–1970s), African countries sought to build local capacity in engineering and industrialization.

African universities started engineering programs to train professionals for nation-building efforts. Projects like the Aswan High Dam (Egypt) and the construction of post-independence railways across Africa demonstrated growing engineering capacities.

1.2.5 21st Century:

Engineering is increasingly seen as a key driver for economic transformation in Africa, with infrastructure projects, renewable energy, and ICT (Information and Communications Technology) playing crucial roles.

Organizations like the African Engineers Forum (AEF) and the Federation of African Engineering Organizations (FAEO) are fostering cross-border collaboration and capacity-building.

1.3 Objectives and Services

1.3.1 Objectives

The objects and purposes of the Association are to consider and act in management, business, and professional matters about consulting engineering, to assist its members in achieving higher professional, business, and economic standards, Thus, enabling them to provide better consulting engineering services in the interest of their Clients. For this purpose, the objects shall include:

- i. Formulating policies and guidelines upon which professional Engineering services shall be performed
- ii. protecting and serving the public welfare and establishing a standard for the Competence and conduct of consulting engineers in Tanzania
- iii. supporting and assisting in the advancement of the profession of consulting Engineers in Tanzania
- iv. promoting the professional interests, rights, powers, privileges, and economic Welfare of consulting engineers
- v. promoting harmony, cooperation, and mutual consultation amongst members of the Association on matters about professional engineering practices
- vi. acting as a clearinghouse and information center among its members and providing Cooperative services for their common purpose and benefit
- vii. cooperating with public bodies and other organizations in matters of common Interest

1.3.2 Services to Members

ACET is committed to providing a comprehensive range of services tailored to meet the needs of consulting engineers and engineering consulting firms in Tanzania. Services range from professional development to networking, advocacy, and representation within the industry.

- i. **Professional Development and Training:** ACET offers a diverse array of training programs, workshops, and capacity-building initiatives designed to enhance the skills and knowledge of consulting engineers. From technical seminars to leadership development courses, our training opportunities cater to professionals at all stages of their careers, equipping them with the tools they need to excel in their field.
- ii. **Networking and Collaboration:** Facilitating networking opportunities for members to connect with fellow professionals, industry stakeholders, and potential clients. Through events such as conferences, seminars, and networking sessions, ACET members can forge valuable relationships, exchange ideas, and explore collaborative opportunities that can benefit their careers and businesses.
- iii. **Advocacy and Representation:** ACET serves as a voice for the consulting engineering industry, advocating for policies and initiatives that promote the interests of our members. We engage with government agencies, regulatory bodies, and other stakeholders to address key issues affecting the profession and ensure that consulting engineers are adequately represented in decision-making processes.
- iv. **Policy Development and Implementation:** ACET actively shapes policies and regulations related to consulting engineering in Tanzania. It works closely with government institutions and industry partners to develop frameworks that support the growth and sustainability of the engineering sector, advocating for standards of excellence, ethical conduct, and professional integrity.
- v. **Capacity Building and Mentorship:** ACET is committed to nurturing the next generation of consulting engineers through mentorship programs and capacity-building initiatives. We provide opportunities for young professionals to gain valuable insights, guidance, and mentorship from experienced industry leaders, helping them to develop their skills and advance their careers.
- vi. **Information and Resource Sharing:** ACET members can access a wealth of information and resources to support their professional development and business growth. From industry reports and publications to online forums and knowledge-sharing platforms, we

provide our members with the tools and insights they need to stay informed, engaged, and competitive in the ever-evolving field of consulting engineering.

- vii. **Representation in Industry Forums:** ACET represents the collective interests of consulting engineers and engineering consulting firms in various industry forums and platforms. We actively participate in discussions, forums, and committees related to engineering, construction, and infrastructure development, ensuring that our members' perspectives are heard and considered in decision-making processes.
- viii. **Access to FIDIC Resources:** ACET members have access to resources and materials provided by the International Federation of Consulting Engineers (FIDIC). These resources include standard contract documents, best practices guides, and training materials, which can enhance the quality and efficiency of your consulting engineering projects.
- ix. **Collaboration with International Partners:** ACET fosters collaboration and partnerships with international organizations, consulting engineering associations, and industry bodies, leveraging global expertise and best practices to enhance the capabilities and competitiveness of our members. Through international exchange programs, joint initiatives, and collaborative projects, we facilitate knowledge sharing and capacity building on a global scale.
- x. **Industry Research and Innovation:** ACET supports research and innovation initiatives to advance the consulting engineering profession and drive technological advancements in the industry. We collaborate with academic institutions, research centers, and industry partners to conduct studies, pilot projects, and innovation challenges that address emerging trends and challenges in engineering and infrastructure development.
- xi. **Legal and Regulatory Support:** ACET provides legal and regulatory support to members, offering guidance on compliance with industry standards, regulations, and contractual requirements. ACET team of legal experts and industry professionals provides advice, assistance, and representation on legal matters, helping members navigate complex legal issues and mitigate risks in their consulting engineering projects.

1.4 Importance of Strategic Plan

This Strategic Plan has been prepared to guide the Association in the implementation of its activities for the next five years. We believe that through this plan, the Association will be able to set developmental goals and plan effective use of the resources for the interest of the members. Through effective implementation of this strategic plan, the Association will achieve the following: -

- i. Strengthening the Association's effectiveness in planning and implementation of the objectives, focusing on the priorities and resources available
- ii. Enabling the Association to carry out its activities using the right strategies
- iii. Enabling the Association to have a system in place that ensures accountability for all organs (Members, Council and the Secretariat)
- iv. Enabling the association to implement its plan in time, to improve its competitive edge
- v. Enabling the Association, to have a system for the evaluation of short and long-term plans

1.5 Stages and Methods Used in the Preparation of Strategic Plan

The preparation of this strategic plan involved different internal and external stakeholders. ACET council and management identified important stakeholders to provide information necessary for the development of the strategic plan. Council members, the secretariat, and some of the members formed the internal stakeholder category. External stakeholders include ERB, IET, AQRB, TI Arb, TANROADS, TARURA, and the Ministry of Works.

In gathering information, various methods were adopted by the consultant. These include questionnaires, focus group discussions, and a desk review guide. Selected internal stakeholders were given a questionnaire that had various questions that aimed at gathering information necessary for the development of the strategic plan. The consultant also had to visit some stakeholders for interviews.

Consultants presented to the council the first draft of the strategic plan for review and comments. Council members and management staff provided their input.

1.6 Key Assumptions

For a successful implementation of the strategic plan, the Association needs to assess all issues that are considered important in the implementation process. Issues include the availability of enough resources, a conducive business environment, political stability, management efficiency, etc. ACET council and management expect that during the implementation of the plan, the following will exist;

- i. Good The relationship among the council members, the secretariat, and the members
- ii. ACET will enhance a good relationship with stakeholders in the private and public sector
- iii. All stakeholders will work tirelessly to ensure the successful implementation of the plan
- iv. The importance of a conducive business environment, political stability, and favorable legal framework and policies
- v. The non-existence of major risk that may lead to difficulties during implementation
- vi. Availability of enough resources, and
- vii. Presence of competent council members and management staff who are ready to sacrifice their resources for ACET

1.7 Arrangement of the Strategic Plan

Various chapters that form this strategic plan explain in detail the different activities that will be carried out by the Association to foster its development. Thus, this plan is structured into nine (9) chapters as follows;

- i. Chapter one is Introduction: This chapter is about the history of Engineering, a brief history of ACET, objectives, and services offered by ACET, the importance of this strategic plan, stages and methods used, and key assumptions.

- ii. Chapter Two is the Structure of the Association: This part is about the structure of the Association, that is, the Annual General Meeting, Council, and Management with their roles
- iii. Chapter Three is about analysis of the Association
- iv. Chapter Four is about Vision, Mission, and Core Values.
- v. Chapter Five is about the Pillars of the strategic plan. This section explains the main pillars of this plan.
- vi. Chapter Six is about Strategic Objectives. This explains the strategic objective of each priority identified and the strategy for implementation
- vii. Chapter Seven is about the implementation matrix: How to implement strategic objectives based on priorities
- viii. Chapter Eight is about Risk identification and mitigation plans
- ix. Chapter Nine is Monitoring and Evaluation

CHAPTER TWO

STRUCTURE OF THE ASSOCIATION

Like any other local voluntary Professional Association, the structure of ACET comprises members (AGM), the council, and management. ACET is currently working under this structure. Where necessary, ACET can improve this structure, including the establishment of various committees to enhance council effectiveness. More management staff can be recruited to facilitate the implementation of the strategic plan. Currently, the council has seven (7) members, including President, Vice President, and Honorary Treasurer. Management staff comprises the Executive Director, Front Desk Officer, and Office Attendant. The members & Clients Coordinator is working temporarily.

Explanation of the current structure is as follows: -

2.1 Annual General Meeting (AGM)

The Annual General Meeting is the highest decision-making organ. At this meeting, all strategic programs are discussed and decided by the members. According to the ACET Constitution, the AGM can be held from 1st May to 31st July. All active members are eligible to attend this meeting. During the implementation of this plan, all strategic programs will be discussed and approved by the AGM. AGM will also ensure the availability of enough resources for the implementation of this plan.

2.2 The Council

ACET council is the organ entrusted by the AGM to oversee daily operations on behalf of the members. The council constitutes not less than seven (7) members but not more than nine (9) members. Currently, the council has four committees, namely, the

- Executive Committee,
- Finance Committee;
- Client-Consultant Relationship Committee, and the
- Seminar, Conference, Social Affairs and Publication Committee, and
- Constitution Affairs, Professional Conduct and Membership Committee

2.3 ACET Management

2.3.1 Executive Director

The Executive Director is the head of daily operations of the Association. The Executive Director, who reports to the council, works closely with the council in executing AGM resolutions. The Executive Director is also responsible for hiring and firing other junior staff. In the implementation of this strategic plan, the Executive Director will oversee the implementation of the programs and activities.

2.3.2 Accountant

An Accountant who is recruited by the council is responsible for all matters relating to finance and accounting. Some of the duties include the preparation of financial reports and supervision of financial resources.

2.3.3 Members & Clients Coordinator

Being one of the most important people in improving customer satisfaction and customer loyalty, the members-clients coordinator is often the first contact with the customers.

He/She assists the Executive Director in providing specialized administrative support in the development, promotion, and implementation of membership sensitization programs, training courses, Young Professional Forums, exhibitions, sports, seminars, and professional courses.

2.3.4 Other supporting staff

ACET has two other supporting staff. In the implementation of this strategic plan, ACET will continue to use these staff.

CHAPTER THREE

ANALYSIS OF THE STATUS OF ACE

This chapter is about an analysis of the status of the Association regarding various strategic issues. Analysis of the status of the Association involved those issues which are considered as best practices and lessons learned. Evaluation of the developmental goals for the past five years, institutions, and external environmental analysis (both local and international) was conducted. This chapter also involved the analysis of stakeholders and the existing relationship between stakeholders and the Association. Details of the analysis are elaborated hereunder:-

3.1 Best Practices

ACET is an advocacy professional Association that has considerable experience in serving its members. From 1985 when it was established, ACET was able to implement various programs beneficial to its members and has gained experience in different challenges. Thus, ACET has managed to do the following:-

- i. ACET has managed to conduct an AGM every year
- ii. There has been a good relationship among the three ACET organs: members, council, and management
- iii. Existence of good relationship with the Government and other public organs
- iv. Motivated council members
- v. Presence of competent employees
- vi. Financial stability
- vii. Capacity building programs regularly conducted

3.2 Lesson learned

ACET has gone through different periods of success and challenges. Experience from its establishment, ACET has learned the following lessons: -

- i. The Association needs to strengthen its internal financial capability
- ii. The existence of a good relationship between members, the council, and management is one of the important components for the successful implementation of various programs.

- iii. Presence of competent council members who embrace good governance
- iv. All three organs must uphold accountability as one of the values to be embraced
- v. The presence of creative and visionary leaders will foster the implementation of development programs
- vi. ACET should continue in increasing its membership base
- vii. ACET should create more products that will bring closer its members
- viii. ACET has to ensure improved services to its stakeholders

3.3 ACET Performance Evaluation for the Past Five Years

ACET performance evaluation for the past five years has been conducted to determine the status of development. In that analysis, several issues have been looked at, including the number of members, the status of subscription payment, member services, the financial status of the Association, and others.

3.3.1 Members' subscription fee payment

In associations like ACET, members are very important in making the Association vibrant. It is therefore prudent to handle them with care. In this strategic plan, ACET intends to increase its membership base from 70 individual members to 200 members in 2029

Table 1: Subscription fee payment

Year	Individual subscription (TZS)	Firm subscription (TZS)
2021	14,250,000	15,000,000
2022	4,750,000	4,200,000
2023	8,000,000	7,500,000
2024	10,650,000	8,500,000

The table above indicates a drop in subscription fee payments from 2021 to 2022. However, there has been some improvement in subsequent years.

3.3.2 Analysis of Financial Position

The purpose of this analysis is to enable ACET to establish objectives and specific strategies for the implementation of the plan. It will also assist in determining risk areas that can affect the implementation of the plan.

Table 2: Financial Analysis

Year	Assets (TZS)	Liabilities	Revenue	Expenses
		(TZS)	TZS	TZS
2021	109,709,070	2,000,000	292,555,857	333,286,599
2022	134,148,933	31,594,329	275,898,176	277,568,647
2023	135,503,943	17,523,270	352,709,195	337,282,677
2024	132,509,113	8,000,000	609,666,288	600,339,945

From the above analysis, expenses have been surpassing income for the years 2021 and 2022. In 2023, income increased, and ACET recorded a surplus.

For the case of assets vs liabilities, for the year 2023, ACET was worth more than 7 times to pay every liability falling due

Table 3: Performance Efficiency

S/N.	Performance Efficiency Ratio	2024	2023	2022	2021
1	Income Asset Ratio	4.6	2.60	2.06	2.67
2	Income Expenses Ratio	1.02	1.05	0.99	0.88

Low income indicates poor performance efficiency. There have been improvements in performance efficiency from 2021 to 2024 as all the activity expenses were financed by the corresponding budgets.

3.4 Environmental Analysis of the Association

This analysis was done to determine issues that can either positively or negatively impact the Association and the implementation of the strategic plan. The tools involved are SWOC and PESTEL.

Together with other issues, the ability of the Association to implement this strategic plan depends on internal capacity, the existing weaknesses, and the ability to determine and capitalize on the opportunities outside the Association.

To analyze the strengths, weaknesses, opportunities, and challenges, the SWOC tool was used. Using this tool, internal analysis involves the strengths and weakness of the Association, and external analysis involves analysis of the opportunities and challenges to the Association. ACET SWOC analysis is shown in table below:

Table 4: Analysis of SWOC

Area of Analysis	Indicator	Impact on the Association (+ or -)	Issues to be done
3.4.1 Strength	Existence of registered Engineers and consulting firms that are not ACET members	Assurance of the Association to continue recruiting new members	To sensitize registered Engineers to become members To improve service delivery
	Good Governance	Assurance of good supervision in the implementation of the objectives and planned activities to bring about innovation and asset management	The Council to continue embracing good governance in its oversight role, and will ensure the council members are trained.
	Ability to provide services to members	Members can realize the importance of the Association and continue to be loyal and use its products.	The Association will strengthen the provision of services, identify areas of improvement, and establish new services.
	A good relationship between the Council, Secretariat, and Members	This helps in ensuring strength and mutual understanding, hence accountability and the achievement of goals	The Association will enhance the existing good relationship

	Existence of competent and experienced employees with integrity in managing the activities of the Association	Ensures the ability to implement effectively the strategic objectives	Employees will work hard to fulfill their obligations. Also, they will be trained in areas that need improvement to increase efficiency.
3.4.2 Weakness	Low participation of women and youth in membership and leadership of the Association	Affects the firm's continuity, governance, and advocacy of women and youth.	Sensitization campaign about the importance of succession planning The council will also motivate women and youth to join ACET
	Absence of a dynamic and interactive website	Hinders members and potential members from accessing relevant information	Establishment of a Dynamic and interactive website
	Lack of strategic plan	This hinders a systematic implementation of the organization's goal based on the monitoring and evaluation model.	Development of a strategic plan
	Absence of Board Charter	Do's and don'ts of the council members	ACET will develop a board charter to guide its operation
	The presence of many defaulters	This affects the ability of the Association to implement its plans	The Association will update the members' register by eliminating

			all debtors with three years and beyond
3.4.3 Opportunities	The country's political stability	The association's programs can be carried out without fear	ACET will capitalize on this to ensure the implementation of its objectives and improve members' service
	The Association's brand to members and the community at large	Helps to build a good image, and the members and the community trust	ACET will continue to strengthen the good relationship with members, the government, and other stakeholders
	Good relationship with the Government and its agencies	It makes it easier for the Association to carry out its activities and to receive any necessary guidance when needed	ACET will continue strengthening existing relationships with the government and its institutions, such as ERB, TARURA, TANROADS, etc
	Growing Infrastructure demand	government's focus on infrastructure development creates a strong demand for Engineering consultancy.	ACET will promote young Engineers to capitalize on the growing demand
	Government support for local expertise	Initiatives for promoting the use of local expertise give ACET opportunities to	ACET will continue to advocate for local content

		advocate for local consultants.	
	Regional Integration and Partnership	Opportunities to collaborate with regional bodies and firms on major projects	ACET will continue to link its members with regional bodies and firms
	Public-Private Partnerships (PPPs)	Government emphasis on PPPs can open up opportunities for ACET members to participate in key national projects.	ACET will continue to encourage members to join hands and participate in PPP projects
	Availability of registered engineers who are not members	Potential ACET members	ACET will work hard to ensure an increased number of members
3.4.4 Challenges	Lack of job opportunities for most of the ACET members	This affects financial capability, hence unable to pay a subscription fee and other membership obligations	ACET will continue to work with the Government to ensure the implementation of the local content policy
	Inadequate funding for professional development	Limited financial resources to continuously train and upskill consultant engineers can reduce competitiveness.	Arranging skill upgrading programs whenever possible The Government can set aside funds for training in projects which will ultimately reduce dependence on foreign key staff

	Competition from International firms	Foreign consultancy firms often have more resources presenting challenges to local firms in bidding for large-scale projects.	Continuously advocating for improving local content phenomenon.
	Regulatory and bureaucratic hurdles	Increasing demand for Environmental and social compliance presents challenges in the timely delivery of projects.	Advocating for streamlining regulations
	Rapid technological advancement	The speed and rate of technological change are likely to affect ACET in terms of skills and resources.	ACET will make the necessary adjustments. Members will also be encouraged to cope with technological changes.

Another tool used in evaluating the operating environment is an analysis that looks at factors beyond the control of ACET, i.e. PESTEL analysis. These factors have a general impact on the way the organization operates in the long run and need to be considered in developing the Strategic Plan.

The PESTEL analysis was used to scan the external macro environment. In this regard, the discussion on the factors that were likely to influence the performance of ACET but which are beyond its direct control. PESTEL analyses the political, economic, socio-cultural, technological, environmental, and legal factors that would affect ACET positively or negatively.

3.5 Political Factors:

The current political stability has provided a favorable environment for business operations nationwide. ACET has benefited from this stability over the years by carrying out its business uninterrupted.

3.6 Economic Factors:

The operations of ACET will be affected by macro-level economic policies and plans, these are:

- i. Global economic trends, e.g, the rising cost of oil, money laundering
- ii. Slow economic growth may reduce the subscription from members
- iii. High interest rates may affect the pricing

All in all, the economic sphere may necessitate changes in strategy when the climate is unfavorable.

3.7 Social Factors:

The following social factors are likely to affect the operations of the ACET:

- i. HIV/AIDS affects the productivity of staff and members and leads to thinning of the financial base
- ii. Mainstreaming of gender and youth issues at the council and general staff levels is key for effective management
- iii. High levels of education, training, and capacity building are key to effective performance
- iv. Demographic population trends will affect the operation, e.g., aging loyal membership, retirement package, voluntary withdrawal
- v. Public social awareness will affect the performance of ACET

3.8 Technological Factors

The speed and rate of technology change are likely to affect ACET for the following reasons.

- i. Lack of skills and high cost of ICT equipment and maintenance could hinder smooth operations and affect performance
- ii. Rapid change in technology could lead to rapid obsolescence of equipment and hence expenses in buying new ones, like a change of computers, printers, etc

3.9 Environmental factors

- ACET would require more resources to meet environmental standards, which may be a challenge due to inadequate funds
- Calamities like floods, fire outbreaks, and drought may affect members

CHAPTER FOUR

VISION, MISSION AND CORE VALUE

4.1 VISION

To be a leading professional business association that promotes excellence and professionalism in consulting engineering services in Africa.

4.2 MISSION

To promote the practice of consultancy engineering services in Tanzania consistent with professional, ethical principles and business integrity.

4.3 CORE VALUES

- i. Professionalism and excellence in engineering practice in Tanzania
- ii. Integrity and ethical conduct
- iii. Public safety
- iv. Customer satisfaction
- v. Accountability

4.4 STAKEHOLDERS ANALYSIS:

These are individuals, groups, organizations, and institutions that have an interest in ACET or are impacted by ACET activities. ACET has done a thorough Stakeholder Analysis, and recognizes the following as its major Stakeholders:

4.4.1 Employees:

The Members of staff are important internal stakeholders as they are key to determining effective performance and delivery of services of the ACET. The main responsibility of staff is ensuring that ACET fulfils its Mandate.

In satisfying the needs of the staff, ACET faces several challenges, which include:

- a. Improved Performance Management
- b. Appropriate Reward and remunerations mechanism
- c. Providing an atmosphere for committee work and synergy

- d. Ensuring that there is ownership in the implementation of various initiatives and member services.

4.4.2 Council Members

The Council liaises with the Government of Tanzania (The ministry) on issues affecting ACET and industry as a whole, oversees the Development of Strategic and Business Plans and their promotion, develops, communicates, and enforces a code of ethics for members and staff, and monitors and evaluates the performance of the ACET at all levels. The Council is therefore an integral Stakeholder because its performance is measured based on the Corporate Performance of ACET. The Challenge for the Council is to ensure the successful implementation of the Strategic Plan so that ACET realizes its mandate and remains a going concern.

4.4.3 The Government of Tanzania:

The Government, through the Ministry and the Registrar's office, is charged with the responsibility of promoting and regulating the engineering consultancy. The policies of the Government have a direct impact on ACET and the entire engineering sector. The Government provides the Regulatory framework and also puts in place statutory requirements that must be met. The Government is therefore a key Stakeholder.

4.4.4 Members:

These are the members of ACET and, therefore, important stakeholders. The operations and activities of ACET must therefore translate to positive results for the individual members. Members of ACET have invested in the form of material and moral. They would therefore wish to see prudent management of their association and also a positive return on investment.

4.4.5 Suppliers:

Suppliers of goods and services would not only require prompt payment for their deliveries but would also want to see a sound policy in place to ensure that the procurement process for the said goods and services is as transparent as possible. ACET, therefore, has to ensure that there is a sound Corporate Governance framework in place to effectively address the same.

4.4.6 The General Public:

ACET serves the members of the general public within the country, where the majority of its members are drawn from different sectors. The general public is therefore a stakeholder in ACET. ACET is therefore responsible for providing effective service delivery and is accountable and transparent to the public.

4.4.7 Development Partners:

Development Partners are important external stakeholders as they play an important role in funding some of ACET programs. They contribute to the growth of ACET and engineering, through the provision of project financing and technical assistance. This funding goes a long way to supplement internal financing. In utilizing funds provided by development partners, ACET will ensure the following:

- Providing services in a transparent manner
- Ensuring that all funds are properly and fully accounted for.

CHAPTER FIVE

PILLARS OF THE STRATEGIC PLAN

5.1 PRIORITIES OF THE STRATEGIC PLAN

Limited resources are one of the challenges to any institution, including ACET. The association is aware that it needs to identify priorities for implementation in the specified period considering available resources. This section will explain various priorities to be implemented in five years (2025-2029). ACET intends to implement five (5) pillars. These pillars include Membership and Services, Governance and Human Resources Management, Marketing, Technology and Strategic Alliances, and Finance.

5.2 DESCRIPTION OF THE PILLARS

5.2.1 Membership and Services

Services and other activities in any association are intended to benefit its members. Members are the main pillar in the success and growth of the association because they are the ones who pay subscriptions and also use the various products of the association. Members also are the ultimate beneficiaries of the activities of the association. The ACET council is aware that to grow the association's economy, there must be responsible members. In this strategic plan, ACET intends to increase the number of individual members from 70 to 200 in 2029. ACET also intends to increase the number of firms from 37 to 80 in 2029. ACET is aware that it is responsible for providing members with excellent and sustainable services. Excellent and reliable services increase members' loyalty and hence their contribution to the development of the association. In this strategic plan, ACET will improve the existing services and introduce new ones.

5.2.2 Governance and Human Resources Management

Any organization that aims to grow to higher heights, has to ensure that principles of good governance are maintained. ACET believes that the existence of good leadership and experienced employees who uphold good governance is vital in achieving organizational objectives. ACET is aware that, to achieve its objectives, it must have appropriate human resources who can

implement all activities with efficiency. In this strategic plan, the council will continue to use existing employees in implementing various strategies and activities. Some of the improvements in human resources will include hiring an ICT expert, building the capacity of the staff, and preparing a human resources policy. The council will also prepare a board charter that will guide its operations, and put in place a system of accountability.

5.2.3 Marketing, Technology, and Strategic Alliances

ACET being a member-based organization, depends on members' subscriptions to finance some of its operations. To attract more members, appropriate marketing strategies have to be developed. In this strategic plan, marketing strategies that will attract more members will be deployed. ACET will also enter into strategic alliances with other stakeholders locally and internationally. ACET needs to improve its ICT usage in the areas of membership, finance, and human resources management

5.2.4 Finance

This pillar determines the ultimate success of ACET and draws its strength from the performance of the other pillars. A large member base will result in a higher capital and assets base for ACET leading to increased surplus and returns to members.

CHAPTER SIX

PILLARS, OBJECTIVES AND IMPLEMENTATION STRATEGIES

6.1 MEMBERSHIP AND SERVICE PILLAR

6.1.1 Objective 1: Increase in membership base; Active Individual membership from 80 to 200; Active Firm membership from 45 to 80

Strategy

- i. Sensitize registered consulting engineer to apply for membership
- ii. Allow Engineers in consulting firms who are not registered as consultants to apply for affiliate membership
- iii. Establish a mentorship program for junior engineers and register them as affiliate members
- iv. Develop and implement a comprehensive marketing campaign
- v. Give 20% of the subscription fee to members who bring new members

6.1.2 Objective 2: To strengthen members' participation in the association's programs and products

Strategy

- i. Developing attractive member-based products
- ii. Keeping members close to the association

6.2 GOVERNANCE AND HUMAN RESOURCES MANAGEMENT

6.2.1 Objective 1: Enhance corporate governance Principles

Strategy

- i. Ensure education and training of the council members
- ii. Benchmarking visits

- iii. Enhance Council efficiency

6.2.2 Objective 2: Continuously improve staff efficiency and effectiveness

Strategy

- i. Streamline operations
- ii. Enhance staff competency in operations
- iii. Implement a staff Management system
- iv. Implement human resource policies and code of conduct
- v. Attract and retain highly skilled and motivated staff

6.2.3 Objective 3: To Review ACET Constitution

Strategy

- i. To review the constitution, policies, and regulations to align them with the current trends

6.3 MARKETING AND STRATEGIC ALLIANCE

6.3.1 Objective 1: To diversify the society's products and services offering by 2026 and onwards

Strategy

- i. Provide products and services that meet the needs of members in an efficient and productive way
- ii. Repackaging, re-branding, and re-launching of the new products and services Involving members in marketing
- iii. Acquiring of the ICT System
- iv. Maintain up-to-date, interactive, and dynamic Website

6.3.2 Objective 2: Relationship between ACET and stakeholders is strengthened

Strategy

- i. Strengthening relationships with the current stakeholders
- ii. To establish a relationship with new stakeholders

6.5 FINANCE

6.5.1 Objective 1: Increase revenue by 25% by 2029

Strategy

- i. Strengthen the internal capacity of the association
- ii. Revise subscription fee rates
- iii. Establish ACET consulting Unit

CHAPTER SEVEN

IMPLEMENTATION PLAN

This Strategic Plan shall be facilitated and implemented within the overall ACET leadership, management, and institutional support framework. All attempts have been made to ensure that the selected areas of focus are prioritized. It is therefore within the framework of this plan to have a yearly review (four times) and a one-half-term review to be done after two and a half years of its implementation. The outcomes of these reviews together with those emerging from the final evaluation will form the basis of the next plan.

Work plans and budgets for this plan shall be drawn on an annual basis to, among others, incorporate new ideas required to strengthen the implementation plan and achievement of the stated goals.

A yearly developed work plan and its budget shall be presented to the Annual General Meeting (AGM) for that particular year for discussion and approval.

Council members will guide and oversee the overall implementation of the plan on behalf of the members. The Council shall also be charged with the responsibility of developing systems for the effective execution of the planned activities.

7.1 THE EXPECTED IMPACT OF THE STRATEGIC PLAN IMPLEMENTATION

The successful Implementation of this Plan during the 2025-2029 period is expected to enhance Corporate Governance in the management of the association, improve financial viability and sustainability, and enhance the corporate image.

7.1.1 Internal Impact

Internally, the Strategic Plan will consolidate the gains already achieved, while focusing on the ACET operational initiatives. The Plan will be used as a Management Tool, Means of Communication, Internal Control, Process of Reflection, and Inspection.

As a Management Tool, the Plan will help ACET to:

- i. Define its orientations, Strategic Objectives, Priorities and Actions to be undertaken in the short to medium term.
- ii. Identify appropriate frameworks for coordinating Policies and Activities.
- iii. Provide a framework of reference for results-based management and allocation of resources to priority areas.

As a means of Communication and Internal Motivation, the Plan will allow ACET to:

- i. Inform Staff of the issues confronting ACET and to make efficient use of human resources.
- ii. Help staff understand, assimilate and accept ACET orientations and strategic objectives.

7.1.2 External Impact.

Externally, the Strategic Plan will enable ACET to build a strong Synergy to mitigate external challenges and exploit the opportunities.

The Plan will help ACET to:

- i. Anticipate Changes in the Operating Environment.
- ii. Identify the Threats and Opportunities that exist around and within the industry and to develop Strategies to take advantage of the Opportunities and avoid the Threats.
- iii. Understand the trends that impact on its environment
- iv. Identify organizations that are driving the Trends in the operational Sector.
- v. Evaluate the Impact of these Trends on ACET Threats and Opportunities, and;
- vi. Determine how best to position ACET in the Sector.

As a tool for dialoguing with various Stakeholders, the Strategic Plan will help ACET to:

- i. Inform Partners and other Stakeholders on the ACET Strategic Choices, Projects, and Priorities.
- ii. Partner with Stakeholders towards Development Perspectives and Priorities.
- iii. Demonstrate to Stakeholders that ACET is playing an active part in the development of the Engineering Consultancy
- iv. Develop, with Stakeholders, Partnerships based on a critical analysis of ACET Strengths and Needs.

7.2 IMPLEMENTATION STRATEGIES

Each department will use the Implementation Matrices to develop detailed annual work plans for the departments, sectional units, and individual employees under them. These annual work plans will, in turn, guide the development of the Annual Budget

CHAPTER EIGHT

IMPLEMENTATION MATRIX

8.1 MEMBERSHIP AND SERVICE PILLAR

Objective 1: Increase in membership base; Individual membership from 70 to 200, Firm membership from 37 to 80 by 2029:

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S1. Sensitize registered engineer to apply for membership	I. Identify registered engineers	A list of engineers						Increased number of members	The Council and Secretariat	10,000,000
	II. Plan and conduct visits	Number of visits								
S2. Allow engineers in consulting firms who are not registered as consultants to apply for affiliate membership	I. Identify unregistered engineers in consulting firms	List of unregistered engineers						Unregistered engineers identified	Executive Director	

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
	II. Determine the fee for affiliate member	Rate of fee payable					Affiliate members recruited	The Council		
	III. Carry out sensitization activities	Number of sensitization activities					Unregistered engineers recruited	The Council and ED	5,000,000	
S3. Establish a mentorship program for junior engineers and register them as affiliate members	I. Identify junior engineers	List of junior engineers					Junior engineers identified	Executive Director	10,000,000	
	II. Carry out sensitization programs	Number of sensitization activities					Junior engineers sensitized and recruited	Executive Director		

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S4. Develop and implement a comprehensive marketing campaign	i. Recruit/Identify a specific staff to deal with members' affairs	- A specific staff- - A list of active social media accounts					2	Specific staff recruited/identified	Executive Director	48,000,000
	ii. Activate social media accounts	ii. A list of active social media accounts					Social media accounts activated			
	iii. Improve ACET website	iii. Interactive website					Interactive website	2,000,000		

Objective 2: To strengthen members' participation in the association's programs and products

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S1. Developing attractive member-based products	Carry out research	A list of new products						Research findings		2,000,000
	Introduce new products	List of products						New products introduced		
S2. Keeping members close to the association	i. Update members' contacts	A list of contacts						Updated contacts		500,000
	ii. Maintain regular communication with members	Regular communication						Informed members		

8.2 GOVERNMENT AND HUMAN RESOURCES MANAGEMENT

Objective 1: Enhance corporate governance Principles

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S1. Ensure education and training of the council members	Carry out TNA	Identified gaps						Gaps filled	Executive Director	500,000
	Develop training schedule	Training schedule developed						Coordinated training program	Council members	300,000
	Carry out training	i. Number of trainings conducted						Improved efficiency	Council/ED	15,000,000
		ii. List of participants								
		iii. Leadership stability								
	Identify facilitators to provide training	List of facilitators						Enhance training relationship	Council/ED	
Induction Programs for new leaders							Timely and effective decision			

Strategies	Action/Activities	Verifiable Indicator	Timeline					Out put	Action by	Budget
			2025	2026	2027	2028	2029			
S2. Benchmarking visits	Identify Institutions for benchmarking	Number of institutions identified					Adopted experience, a new set of milestones	Council/ED		
	To prepare budget	Allocated funds					Enhanced governance	Executive Director		
	Seek AGM Approval	Approval in hand						Council		
	Pay visit to selected institutions	Number of visit reports					New ideas, enhance relationships	Council/ED	20,000,000	
	Develop Council Charter	Developed council Charter					Abide to set guidelines, disciplined council	Council		
S3. Enhance Council efficiency	Hire an independent Consultant to evaluate annual council performance	Contract evaluation report					Improved performance	Council	13,000,000	

Objective 2: Continuously improve staff efficiency and effectiveness

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S1. Streamline operations	Develop organization structure	New organization structure in place						Enhanced reporting system	Council/ED	
	Review job descriptions	Reviewed job descriptions							Executive Director	
	Develop efficiency standards to each task	Improved staff skills and competency							Executive Director	
	Improve skills and competency of staff through the use of ICT	Increased staff productivity							Executive Director	

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
	Develop staff appraisal tools	Appraisal measurement tools available						Executive Director		
	Conduct TNA	TNA Results					Gaps identified	Executive Director		
	Conduct staff induction course	Improved capacity					Improved performance	Executive Director	500,000	
S2. Enhance staff competency in operations	Establish a staff development plan	Staff development program in place						Low staff turnover	Executive Director	5,000,000
								Staff career development		
								Improved staff efficiency and competency		

Objective 3: Aligning the Constitution with current economic, social, and political trends

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S1. Review ACET Constitution	Formation of Constitution Review Committee	CRC formed					Active CRC	Council/ED		
	Prepare standard form for members' view collection	Standard document prepared								
	Circulate the standard form to members	Feedback from members								
	Consolidate and evaluate members' view	List of suggested clauses								

8.3 MARKETING AND STRATEGIC ALLIANCE

Objective 1: To diversify the society's products and services offering by 2026 and onwards

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S1. Provide products and services that meet the needs of members in an efficient and productive way	Develop 3 competitive products	3 products developed						Wide range of products and Improved services		
	Carry out marketing campaigns.	Number of events conducted								
S2. Repackaging, re-branding, and re-launching of the new products and services Involving members in marketing	Conduct market survey and review product competitiveness	Market survey report						Improved customer care		
	Review and improve existing products and services range	Number of reviewed products and services					Good service delivery			

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S3. Acquiring of the ICT expert and System	Hiring ICT personnel	ICT personnel hired						Improved members services	Council/ed	2,500,000
	Carry out an ICT system survey in terms of functionality, price, and quality.	System prices identified						Acquired hardware and Software system	Council/ED	
	Procurement and installation of ICT system	ICT system installed						Improved customer services	Council/ED	5,000,000
	Continuously review and upgrade systems in response to emerging market trends.	Upgraded system in place						System responding to emerging market needs.	Executive Director	
	Maintenance of the acquired ICT system	Maintenance reports						Ensured ICT operations	Executive Director	

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S4. Maintain up-to-date, interactive, and dynamic Website	Update set up of the existing website	Operating website in place	Yellow	Yellow	Yellow	Yellow	Yellow	Enhanced members understanding	Executive Director	3,000,000
		Information disseminated and interacted.	Green	Green	Green	Green	Green			
	Segregate functionalities: Members of the public	White	Green	White	White	White				
	Members' questions were answered online.	Red	Red	Red	Red	Red				
	Create web portal									

Objective 2: The relationship between ACET and stakeholders is strengthened Strategy

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S1. Strengthening relationships with the current stakeholders	Update the list of stakeholders	Updated list						Enhanced relationships with stakeholders	Council/ ED	
	Identify areas of collaboration.	Itemized areas of interest								
	Initiate MoU signing processes.	Correspondences								3,000,000
S2. Establish a relationship with new stakeholders	Identify potential stakeholders	Identified list						Enhanced relationships with stakeholders	Council/ ED	
	Identify areas of collaboration.	Itemized areas of interest								
	Initiate MoU signing processes.	Correspondences								

8.4 FINANCE

8.4.1 Objective 1: Efficiency in financial management Strategy

Strategies	Action/Activities	Verifiable Indicator	Timeline					Output	Action by	Budget
			2025	2026	2027	2028	2029			
S1. Strengthen the internal capacity of the association	Benchmark with neighboring MAs	Benchmark reports						Internal capacity strengthened	Council/ED	
	Revise subscription rates	Revised rates								
	Establish online training									
	Enhance ACET Newsletter									
	Make sensitization campaigns	Number of events								
S2. Expand membership base	Enrol engineers as affiliate members	engineers enrolled						Executive Director	1,000,000	
	Establish a future leader forum.	Vibrant FL								
S3. Establish ACET consulting Unit	Seek AGM Approval	Approval obtained						Council/ED	300,000 2,000,000	
	Pay a benchmarking visit to BICO.	Visit report								
	Establish a consulting unit.	Operating unit								

CHAPTER NINE

MONITORING AND EVALUATION

9.1 INTRODUCTION

Monitoring and evaluation for the strategic plan need to be designed to ensure effective implementation and that sustainable impacts are being attained. The system shall be the basic methodology for the review of the planned actions periodically over the lifetime of the strategic plan.

While monitoring involves tracking down the implementation progress, the evaluation shall be geared towards the purpose of critically appraising the overall strategic plan and the range of achievements and constraints. Both shall also be used as the means of suggesting improvements and decision-making at various levels of the activity's implementation.

In both, the emphasis shall be on applying participatory methods that shall ensure the involvement of all council leaders and staff. This will create ownership and commitment to the achievement of the planned objectives.

9.2 OVERALL RESOURCE REQUIREMENT

Any initiative without committed support from the management may not live to see the light of the day. It is therefore imperative to provide the necessary resources to realize the overall objectives of the planned action. The overall resource requirements will come in the form of human efforts, financial support, and physical facilities. These requirements will provide a solid base for enhancing an effective and efficient implementation process. Monitoring and evaluation of the Strategic Plan will be a continuous process to assess the degree to which set objectives are being achieved. This will highlight issues for management to take corrective measures promptly. Any required amendments or allocation of additional resources will be affected as the need arises. This control mechanism will require the involvement of all members of ACET.

9.3 MONITORING AND EVALUATION MECHANISM

After the implementation of the plan, it will be necessary to install a mechanism that will act as a barometer for the entire plan period. This will be done through monitoring and evaluation. Generally, evaluation will be carried out annually during the operation lifetime of the plan to reveal the overall progress periodically within the implementation period. On the other hand, a summative evaluation process will be carried out at the end of the plan period.

Monitoring and evaluation results will be used to:

- i. Improve the management of the Society through optimal use of resources.
- ii. Learn from experiences to remain relevant and competitive in operations.
- iii. Assess the impact and outcome of the strategic actions.
- iv. Enhance transparency and accountability to members and other stakeholders.
- v. Provide information for improved communication with members and the stakeholders.

9.4 COUNCIL MEMBERS

The Council will be the overseer of the overall Strategic Plan implementation process and should hold reviews during their quarterly meetings. If no progress is recorded, the Council should review the plan and map the way forward to avoid loss of time and other resources.

9.5 EXECUTIVE DIRECTOR

The Executive Director is expected to be a key person in the monitoring and evaluation of the implementation process. He should be concerned with the overall performance, noting and correcting deviations from the plan, ensuring that all the set objectives in the key areas mentioned are achieved in the stipulated time frame, be at the forefront to encourage and support all staff in the monitoring and evaluation processes, be on the lookout for external and internal factors that can inhibit ACET from achieving its objectives such as Regulator or government actions, changes in the economic environment, and inform the Council to take appropriate action. The overall responsibility of the Executive Director shall include but not limited to:

- i. Coordinate review and preparation of annual plans of operation for each department. The plans will have to be in line with strategic objectives, strategic outputs, and activities.
- ii. A joint consultative meeting shall be held to prepare monitoring and reporting guidelines and responsibilities in each department. The guideline should be developed while ensuring the effective participation of the departments
- iii. The responsibilities need to include who will be responsible for the collection and processing of data and progress reports, and when to share the reports so as to make the appropriate suggestions and decisions. Timing is critical.

9.6 CONTENTS OF THE MONITORING REPORT

The contents should include:

- i. Extraction of Strategic Plan relevant for that specific year (2025, 2026, 2027, 2028, 2029)
- ii. An approved operational plan for that year and its relevant budget
- iii. Achievements compared to planned outputs and activities. Achievements need to indicate both qualitative and quantitative attributes
- iv. Constraints over the period whether internal or external
- v. Proposed remedial actions intended and the way forward clearly spelled out and indicating plan of activities to be carried out for the next period such as three months, six months, or a year.

9.7 EXTERNAL CONSULTANT

It is important to have periodic evaluations of the plan implementation process by an external person e.g. on an annual basis, to review the progress. This is important because the evaluation will give an independent objective overview and advice on appropriate action.

9.8 CORRECTIVE ACTION

Where performance is not achieved, corrective action may be needed to modify existing operating strategies.

9.9 EVALUATION FRAMEWORK

The framework should include:

- i. The overall responsibility of designing and operations of the evaluation framework shall be the Executive Director through the council
- ii. Development of clear responsibility sharing at all strategic plan implementation levels
- iii. Development of clear guidelines on the aspects of the evaluation that will include modalities and time.
- iv. Two major evaluation processes are needed; one at the middle (i.e. December 2016) and the last at the end of the Strategic plan (i.e. December 2029).
- v. Executive Director and each department should carry out annual evaluations as part of on- going monitoring and evaluation exercise. The evaluation reports will serve as important inputs to the mid-term and terminal evaluation exercises of the strategic plan.

In both evaluations, the focus should be on:

- i. Assessment of the reasons for the success or failure of specific aspects of the strategic plan
- ii. Assessment of the extent of the attainment of the objectives
- iii. Establishment of the contribution that is being made by the strategic plan towards fulfilment of the vision and mission.
- iv. For both evaluation events, the reports should be discussed at the council level, this shall facilitate chatting out a collective future roadmap to strengthen the position of ACET in the market.

9.10 IMPORTANT ISSUES

The following issues are vital to the successful implementation of the Strategic Plan:

- i. Strategic Plan implementation should be an agenda item for Staff and Council meetings.
- ii. There should be an official handover of the Strategic Plan to a new council once elected. This will ensure continuity in implementation.

Familiarization with the Strategic Plan is key for all Council members and staff, to understand what is expected of them in the achievement of the set strategies and objectives.

9.11 KEY ASSUMPTIONS

The following key assumptions are critical for the successful accomplishment of this strategy.

That:

- a. The activities and operations of the Society during the plan period will be guided by the plan document.
- b. There will be strong support from the Council Members and Management staff for the implementation of the plan.
- c. Internal and external factors will remain constant over the entire implementation Period
- d. The plan will be reviewed from time to time to be in tandem with the dynamism in the business environment.
- e. There shall be sufficient funds to implement the Strategic Plan.
- f. There shall be adherence to Policies and meeting deadlines.
- g. Members will appreciate and approve the activities
- h. There will be a stable economic and fiscal environment.
- i. No major socio-cultural changes are expected
- j. There will be no political instability for the next five years.

CHAPTER TEN

ORGANIZATIONAL STRUCTURE

The Organizational Structure covers the areas of focus as indicated in the Strategic pillars as well as the Key business processes. The structure is supposed to be cost-effective and relevant to the current situation.

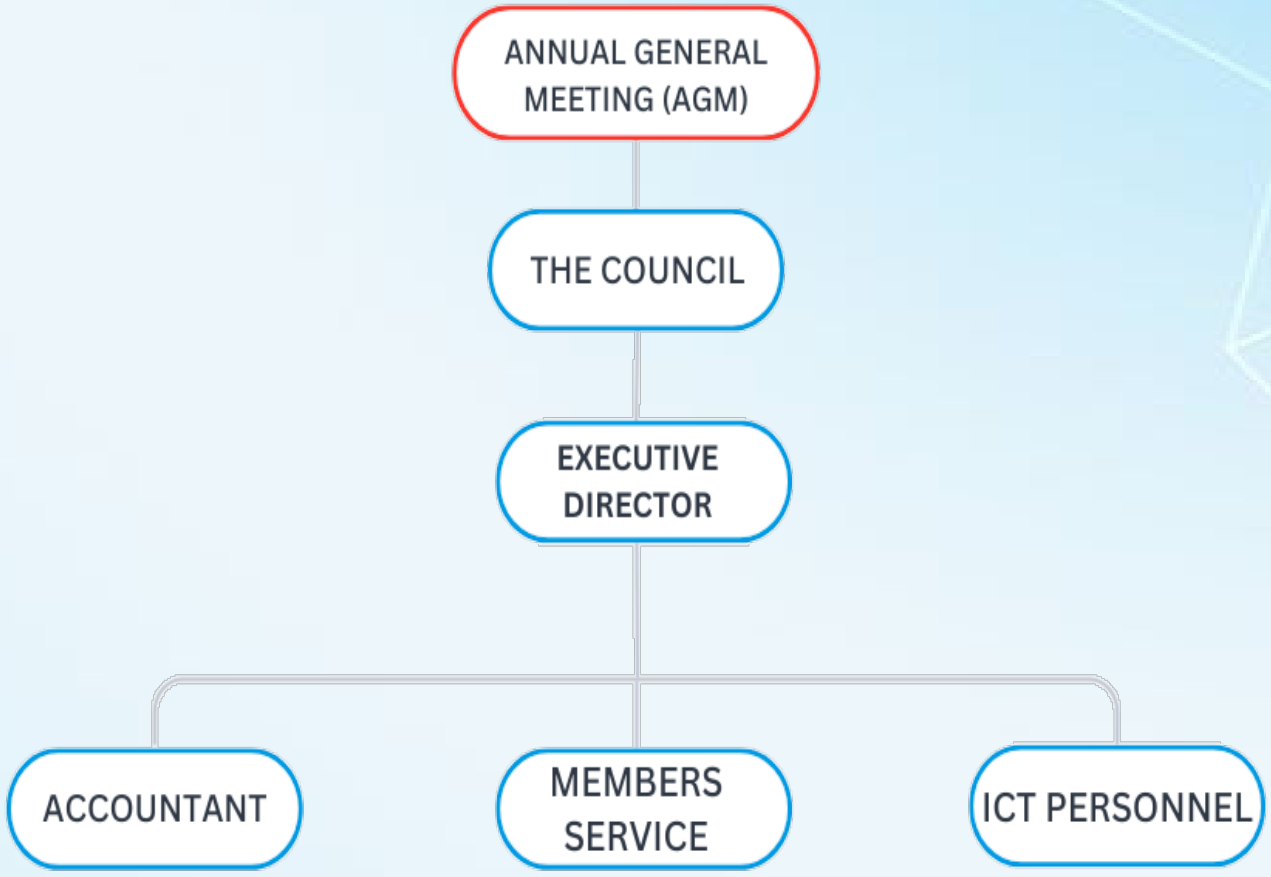
10.1 GUIDING PRINCIPLES OF THE STRUCTURE

The guiding principles for structure are, namely:

- i. Focus on the core business as articulated in the ACET Mandate and strategy.
- ii. Should recognize the key support functions of the Core business
- iii. Should enhance effective delegation and control
- iv. Should facilitate timely and efficient management information for decision-making.
- v. Should allow effective control of the management process

10.2 PURPOSE AND BENEFITS

The purpose of a well-designed structure is to deliver value to the stakeholders efficiently and cost-effectively. For ACET to successfully implement its' Strategic Plan, there must be a strong technical relationship between Strategy and Structure quite independent of the individuals occupying the positions.



LIST OF COUNCIL MEMBERS

- | | |
|------------------------------|--------------------|
| 1. Eng. Farida Mawenya | ACET President |
| 2. Eng. Paul Basondole | Vice President |
| 3. Eng. Martin David | Honorary Treasurer |
| 4. Eng. Dereck Mbanzendole | Member |
| 5. Eng. Dr. Juliana Pallangy | Member |
| 6. Eng. Mustafa Suluo | Member |
| 7. Eng. Florentina Matovu | Member |

SECRETARIAT

- | | |
|----------------------|--------------------|
| 1. CPA Alex Alphonce | Executive Director |
| 2. Elizabeth Muhaza | Front Desk Officer |
| 3. Kassim Bori | Office Attendant |