



INSTITUTION OF ENGINEERS RWANDA

Remera - Ingenzi House, 2nd Floor

P.o.Box 4386 Kigali Rwanda

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TERMS OF REFERENCE FOR CONSULTANCY SERVICES TO REVIEW THE CURRENT STRATEGIC PLAN (2014 - 2020) OF THE INSTITUTION OF ENGINEERS RWANDA (IER) AND TO DEVELOP A THREE YEAR CAPACITY BUILDING PLAN

1. Background

The Institution of Engineers of Rwanda (IER) started in 2008 as a learned society of engineering profession with an aim to promote and develop engineering services and best practices for sustainable development of our country. This was in line with the government commitment to promote science and technology for the national development, while promoting the engineering profession leading to improved quality and efficiency of services.

In June 2012, the law No.26/2012 of 29/06/2012 governing the profession of Engineering and establishing the Institution of Engineers Rwanda was enacted by the parliament and on 17th April 2013, the Hon. Minister, Ministry of Infrastructure officially launched the Institution.

The IER has a Strategic Plan 2014-2020 which is the initial plan prepared by the Institution at the time when the Institution was aiming to meet its objectives to reach a level of the sister East African Engineering societies.

This Strategic Plan has considered the prevailing situation at the institution, the inadequacies currently being experienced, the strengths, weaknesses of the institution, the opportunities available to the institution and the emerging threats.

However IER acknowledges that there is need to review and update its Strategic Plan to reflect current realities and it is for this reason that it seeks to engage an experienced Individual consultant to undertake this assignment.

2. Objective

The overall objective of this assignment is to provide technical assistance in reviewing and updating the IER Strategic Plan (2014-2020), the Implementation Plan and developing a three year rolling capacity building plan.

3. Specific Objectives

The Specific objectives of this assignment will be to:

- i. Review existing relevant national policies and Strategies, national Laws and regulations to inform the strategic plan. (Relevant documents shall be discussed at inception period);
- ii. Review international and regional documentation to inform IER on good practices;
- iii. Conduct a SWOT analysis for IER and develop a 5 year strategic plan that optimizes results of the analysis;
- iv. Based on IER mandate, define an institutional vision, mission and 5 year strategic objectives and related strategies in consultation with IER management, staff, partners and other stakeholders;
- v. Identify strategic risks likely to be faced by IER during implementation of this strategic plan and propose measures to mitigate these;
- vi. To develop a Monitoring and Evaluation Plan to measure and track IER performance on key objectives;
- vii. Propose concrete recommendations on how to finance the implementation of the IER strategic plan;
- viii. Ensure the final strategic plan is in line with other policies and strategies especially those related to IER's mandate;
- ix. Organize and facilitate meetings with IER management to discuss the progress and contents of the draft plan.

4. Scope of Work

The scope of work for the Individual Consultant will include but not be limited to the following:

- i. Conduct an in-depth assessment and analysis of the IER internal and operating environment in order to update the Chapter of Strengths, Weaknesses, Opportunities and Threats (SWOT);

- ii. Assess and analyze the external environment through broad stakeholder consultation;
- iii. Synthesize the results and identify strategic opportunities;
- iv. Support in designing appropriate theories of Change to best align with identified strategic priorities;
- v. Draft and finalize the revised strategic plan in close collaboration with the management and technical team of IER.
- vi. Develop an updated Result Monitoring Framework with SMART indicators to track implementation of the strategic plan
- vii. Elaborate an updated Action Plan in line with the approved strategic plan
- viii. Develop a three year rolling capacity building plan to develop and utilize capacities built to enable implementation of IER strategic actions

5. Key Outputs and Deliverables

The consultant will deliver the following as per the timeline indicated;

- a) **Inception Report**; This should be submitted **5 days** after signing the Contract, the report should show detailed methodology and approach on how to deliver on the assignment, his or her understanding of the assignment, including a roadmap with key activities and milestones of the assignment;
- b) **Draft Strategic Plan**, that includes a section on the situational analysis of IER is to be delivered within **30 days** after contract signing and with extensive consultations of IER;
- c) **Final Strategic Plan**, incorporating inputs and final comments from IER at least **5 days** after draft strategic plan approval;
- d) An **Implementation Plan** with high level activities.
- e) A **Medium Term Three Year Rolling Capacity Building Plan**

6. Time Span

The Individual Consultant will be contracted for a period of **40 days**. Payments shall be based on approved deliverables.

7. Institutional Arrangements

The Individual Consultant will report directly to the Official designated by the Governing Council of IER.

8. Expertise

The Consultant shall have the following expertise and qualifications:

- a) Demonstrated knowledge of and experience in strategic planning, experience in organizational and change management an advantage;
- b) Demonstrated knowledge in designing project funding proposals to solicit funds from partners;
- c) Demonstrated Knowledge and experience in working with participatory approaches in conducting assessments and facilitating strategic planning processes;
- d) A post-graduate degree in Business Administration, Public policy or closely related field;
- e) At least eight years' experience
- f) Fluency in English

9. Deadline date for submission of offers

Interested Individual consultants must submit the expression of interest indicating that they are qualified to perform the services. An individual consultant with demonstrated experience and good track record in similar assignments will be selected. Fully sealed envelopes containing expression of interest should be delivered to the address below not later than Tuesday 31st January 2017 at 10.00am Local time.

**Institution of Engineers Rwanda
Remera- Ingenzi House 2nd Floor
P.O Box 4386
Kigali-Rwanda**

For further information, interested bidders can contact the following telephone numbers: 0788594136, 0783061343 or visit our website www.engineersrwanda.rw.

Dated, this 9th day of January 2017

**Eng. Dismas Nkubana
Chairman Governing Council**