

# INSTITUTION OF ENGINEERS RWANDA



## STRATEGIC PLAN 2018-2022

February, 2018

## Executive Summary

The Institution of Engineers Rwanda(IER) started in 2008 as a learned society of engineering profession, whose aim was to promote engineering profession values and best practices in Rwanda. IER in essence sought to contribute to the on-going efforts of transforming the country from a predominantly agrarian to a knowledge based, service driven, and private sector-led economy. IER therefore has to ensure that activities of its members are professionally regulated and effectively guided to deliver quality engineering services to the market. Furthermore IER sought to enhance technical and professional capacity of Rwandan engineers to ensure that they are competent and competitive in the national, regional and international engineering job markets and business opportunities.

The initiative undertaken by IER 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 engineering services delivered.

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

In the context of its mandate, IER was established to achieve the following goals: (i) Ensure that the engineering profession in Rwanda is appreciated and embraced at all levels of the Rwandan society (**community, educational and training institutions, work places in the Public sector, private sector and CSOs**); (ii) Guide and regulate activities of engineers operating in Rwanda to ensure that engineering services delivered conform to and are in compliance with established engineering standards of service delivery and best practices ; (iii) Enhance technical capacities and professional competences of Rwandan engineers (**its members**) in order to enable them become more competent and competitive in the national, regional and international engineering job markets and business opportunities.

Although IER developed its first strategic plan covering the period 2014-20, which is the initial plan prepared at the time when the Institution was aiming to fulfil its mandate and focusing on reaching a level of organizational capacity comparable to that of other similar sister professional engineering associations in the East African region , the leadership of IER deemed it imperative to review and update the current IER strategic plan and ensure that the revised strategic plan is fully aligned to its

mandate and provides a clear framework for implementing all strategic and operational activities that seek to promote values and best practices of the engineering profession in Rwanda.

The 2018-2022 Strategic Plan for IER was therefore developed taking into consideration the imperatives to fulfil its mandate as highlighted above, and addressing the current institutional, organisational and Human resource capacity gaps that are likely to constrain implementation of planned activities and slow down the process of achieving development outcomes envisaged in this strategic plan.

The leadership of IER have therefore clearly articulated the vision, mission, core values and key strategic objectives to guide IER achieve its mandate in the next five year are articulated as reflected here-under:

**Vision:**

In the next 5-years, the Institution of Engineers Rwanda (IER), strives to become a centre of excellence and best practices in advancing and promoting Engineering profession in Rwanda.

**Mission:**

The overall mission of IER is to advance, promote and develop engineering profession in Rwanda, through: **enhanced awareness of the engineering profession**, regulation and Capacity Building of its members to ensure that they are competent and competitive in the national, regional and international professional engineering job markets.

**Core Values:**

In order for IER to achieve its mission, the following core values shall be embraced:

- Integrity
- Professionalism
- Innovation
- Accountability
- Passion
- Social Responsibility

### **Strategic objectives, priority interventions and key activities:**

In the course of the next 5 years (2018-2022) IER shall conduct activities under each of the priority interventions guided by each of the following strategic objectives:

- i. Raise awareness on the Engineering Profession in Rwanda to ensure that its importance and value in the country's socio-economic development process is well understood and appreciated at all levels of society (community, educational and training institutions, work places and professional associations).
- ii. Establish clear working modalities with regulatory and other agencies and, ensure that practitioners in the engineering profession in Rwanda comply with established engineering service delivery standards.
- iii. Support members of IER to enhance their technical and professional capacity to enable them become competitive and effective in delivering professional engineering services at the national, regional and international level.
- iv. Establish a platform to facilitate promotion of Engineers' professional interest and put in place effective modalities to protect the Status, rights and welfare of Engineers in Rwanda.
- v. Develop short, medium and long term financing projects to ensure sustainability in the implementation of planned actions envisaged in the 5-year (2018-2023) strategic plan,  
and,
- vi. Strengthen the institutional, organisational and Human Resource capacity of IER to support implementation of activities envisaged in this 5-year (2018-2022) strategic plan.

**Estimated budget:**

The total estimated budget needed to finance activities envisaged in the 5-year (2018-2022) IER strategic is Four billion, five hundred sixty one million one hundred twenty five thousand francs (**4,561,125, 000 Frw**)

## Table of Contents

Executive Summary .....	2
1.0 Introduction .....	7
2.0 Mandate of IER .....	8
3.0 Organisation and functioning of IER .....	9
4.0 Sources of funding for IER operations .....	10
5.0 SWOT ANALYSIS.....	10
6.0 SETTING THE STRATEGIC DIRECTION FOR IER .....	13
6.1 VISION.....	14
6.2 MISSION.....	14
6.3 Core Values.....	14
7.0 STRATEGIC OBJECTIVES AND PRIORITY INTERVENTIONS .....	15
8.0 IMPLEMENTATION ARRANGEMENTS .....	57
9.0 Annexes.....	58

## 1.0 Introduction

The Institution of Engineers Rwanda (IER) started in 2008 as a learned society of engineering profession whose aim was to promote engineering profession values and best practices in Rwanda. IER in essence sought to contribute to the on-going efforts of transforming our country from a predominantly agrarian to a knowledge based, service driven economy, by ensuring that activities of its members are professionally regulated and effectively guided to deliver quality engineering services to the market. Furthermore IER sought to enhance technical and professional capacity of Rwandan engineers to ensure that they are competent and competitive in the national, regional and international engineering job markets and business opportunities.

The initiative undertaken by IER 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 engineering services delivered.

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

The initial idea of establishing IER was triggered by concerns from professionals in the engineering fraternity, who did not want to see their profession being abused by non-professionals, who often masquerade as professional engineers thus taking on responsibilities for providing engineering services and ending up providing sub-standard services. Government also seized the opportunity to address the teething issues of quality and safety which were persistently being reported on and were causing concern in the delivery of engineering services across the country.

In that respect government supported the initiative that came from the engineers to set up an institution to promote the values and best practices of the engineering profession in Rwanda and ensure that the profession is appreciated and embraced at all levels of the Rwandan society (**community, educational and training institutions, work places in the Public sector, private sector and CSOs**) in the country. Government also allowed the engineers to take on the responsibility of regulating themselves, a role that in most cases is played by Government.

The move by Government to entrust the regulation role to IER, is not only a demonstration of confidence the Government has in the engineering professionals,

but also provided an opportunity for IER to mobilise their members and entrench in them values and best practices of the engineering profession as well as hold them accountable.

The mandate of IER was therefore defined bearing in mind two main perspectives: One, the need for members of the engineering profession fraternity to promote values and best practices in their profession; two, the need by Government to ensure that practicing engineers deliver engineering services in accordance with approved engineering service delivery standards.

## 2.0 Mandate of IER

In light of the above, the mandate of IER was defined bearing in mind the two perspectives. The mandate of IER therefore revolves around three strategic pillars: (i) Ensuring that the engineering profession in Rwanda is appreciated and embraced at all levels of the Rwandan society (**community, educational and training institutions, organisational entities that consume engineering services and products and professional associations**); (ii) Ensuring that the practice of providing engineering services in Rwanda conforms to established standards of service delivery and best practices in the engineering profession; and (iii) Ensuring that technical capacities and professional competences of the Rwandan engineers (**Members of IER**) are enhanced to enable them deliver quality engineering services.

Services to be rendered by IER in the context of the above strategic pillars around which the mandate of IER is defined, shall focus among others on: (i) Conducting activities to raise awareness on the Engineering Profession to ensure that its importance and value in the country's socio-economic development process is well understood and appreciated at all levels of society (**community, educational and training institutions, work places and professional associations**), (ii) Providing Continuous Professional Development (CPDs) to practicing engineers (Members of IER) to ensure that they are competent and competitive in the job markets as well as winning contracts for engineering related project opportunities available at the national regional and international level, (iii) Working with regulatory agencies to conduct regular inspections on engineering projects being implemented across the country to ensure compliance with established standards of engineering service delivery, (iv) Establishing a platform for enabling continuous consultations with key stakeholders on matters that directly or indirectly impact on the welfare of engineers (**Members of IER**) in Rwanda, (v) Developing projects to mobilise funds needed to implement activities envisaged in the IER strategic and operational plans, (vi) Assessing adequacy of the institutional, organisational and Human Resource set up and closing identified gaps to ensure that IER effectively delivers on its mandate.



### 3.0 Organisation and functioning of IER

The organisational set up of IER comprises: the General Assembly(GA) composed of all members of IER; the Governing Council(GC) composed of officials elected by members in the General assembly; and the Executive secretariat (ES), composed of officers appointed by the Governing Council.

The General Assembly is the supreme organ of IER. Its roles and responsibilities include: approving all policies of IER, examine and adopt the internal rules and regulations of IER and code of ethics, elects members of the Governing Council, approve activity plans and budget for the institution, appoints external auditors and approves audit reports.

The Governing Council is the policy making arm of the General Assembly. Its main roles and responsibilities include: Putting in place internal policies programs and guidelines for promoting engineering profession and best practices, *including active participation in curriculum development and accreditation of engineering training programs in tertiary and TVET institutions*, examine applications for admission and admits new members, determine standard rates of professional fees payable to engineers, ensure compliance with engineering code of ethics, oversee, monitor and ensure that delivery of engineering services conforms to approved stds of service delivery, monitor the practice and professional conduct of its members and supports them to enhance their professional development. Ensure that IER has the necessary institutional, organisational and Human resource capacity to support the process of delivering on its mandate.

The Governing Council functions through 6 Standing Committees(SC) (**Finance and Resource Mobilisation, Membership Committee, professional development and research, professional compliance and inspection, conflict resolution**, Audit committee) composed of members of IER elected by the General assembly. Each SC has at least one member from the GC. With technical support from the Executive Secretariat, each committee is expected to develop its annual work plan and budget to accomplish its responsibilities. The SCs meet regularly to deliberate on issues and submit their proposals to the GC for approval to guide implementation..

The Executive Secretariat is responsible for the day to day administration of IER affairs. In this respect, it is responsible for preparation of all technical documents needed by the GC, including policy documents, strategic and operational plans and budgets as well as activity reports. The ES is responsible for implementation of all policies, programs and projects that have been approved by the GC and undertaken by IER. It is also responsible for budget execution and financial reporting.

## 4.0 Sources of funding for IER operations

The main sources of funds for IER include:

- Membership entrance fees and annual subscriptions
- Inspection fees paid to enable IER and regulatory Agencies conduct inspection on projects that have been approved for implementation (**Potential**)
- Contributions from members and other key stake holders to host conferences and/or conduct training aimed at enhancing professional development of members of IER.
- Fund raising projects initiated by IER for specific programs/projects aligned to the national priority skills (**Rare skills**)
- Grants and sponsorships
- Earnings such as interest and or dividends on investments made by IER in financial institutions.
- Earnings from annual engineering EXPOs that will be hosted to showcase engineering products offered in the markets in Rwanda, the region and internationally.

## 5.0 SWOT ANALYSIS

The results of a SWOT analysis that was undertaken to assess IER's internal and external environment, indicated that there are a lot of opportunities that need to be exploited by IER in order to be able to effectively deliver on its mandate. There also potential threats that must be countered at the earliest to ensure that IER, does not fall prey to forces that may frustrate its efforts to effectively serve its members and the country at large. In term of its internal strengths and weaknesses, the assessment indicated that the leadership of IER has put in a lot of efforts to ensure that IER is operational. A few staff have been recruited; a modest office has been rented and accommodates the current activities of IER. The leadership of IER together with the Executive Secretariat staff have covered immense ground to make the importance of IER known through establishment of networks with key stakeholders at the national, regional and international levels. IER has hosted an international conference bringing together professional engineers from across Africa and beyond. A great number of members have been

registered and there have been initiatives to conduct CPDs as well enforce compliance of engineering standards on a number of engineering projects sites. The leadership of IER is striving hard to ensure that the institution lives up to the expectation of its members and the Government.

However, IER still exhibits a lot of weaknesses especially in its organisational set up and functional processes. There is need to review the current organisational structure to include actual staffing needs for implementing activities envisaged in the 5-year (2018-2022) strategic plan. A clear line of demarcation between the roles and responsibilities of the members of the Governing Council and those of the Executive Secretariat need to be made and details of functional processes and procedures laid down and strictly adhered to in order to ensure smoothness in the strategic plan implementation arrangements. A more detailed account of the results of the SWOT analysis is presented in form of a matrix as seen in table 1 below.

**Table 1: SWOT ANALYSIS**

OPPORTUNITIES	THREAT
<ol style="list-style-type: none"> <li>1. Government of Rwanda support to promote Science and Technology</li> <li>2. Trust from Government to allow IER take responsible for self regulation</li> <li>3. Support by Government Institutions responsible for regulation, development standards and delivery of engineering training programs</li> <li>4. National policies and programs that focus on transforming Rwanda into a Knowledge based economy</li> <li>5. Large membership potential</li> <li>6. Growing needs for training of young engineers</li> <li>7. Availability and rapid growth of ICT Rwanda.</li> <li>8. Steady increase in the number schools and training institutions in the country that have a bias towards engineering profession.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequacies in the Law governing the professional of engineering and establishing the Institution of Engineers Rwanda</li> <li>2. Narrow definition of what constitutes engineering services to be regulated by IER (<b>TVET services are not included in the law</b>)</li> <li>3. Reluctance of some government institutions to enforce the law.</li> <li>4. Lack of trust and confidence of the local engineers by the public and over reliance on the foreign engineering expertise</li> </ol>
STRENGTH	WEAKNESS
<ol style="list-style-type: none"> <li>1. Demonstrated commitment on the part of the leadership and staff of to ensure that IER delivers on its mandate.</li> <li>2. Good will already established among key stakeholders, resulting from initiatives already accomplished by IER.</li> <li>3. Stead membership growth</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate organisational structure(<b>Staffing levels much lower than what is required to implement IER programs</b>)</li> <li>2. Lack of trained staff to effectively manage secretariat affairs</li> <li>3. Inadequate office space, equipment and logistics(<b>Vehicle</b>)</li> </ol>

<ol style="list-style-type: none"> <li>4. Cooperation with other engineering bodies and institutions.</li> <li>5. Availability of large and diverse pool of engineering and technology</li> <li>6. Good collaboration with the regulatory Council</li> </ol>	<ol style="list-style-type: none"> <li>4. Lack of basic organisational tools and management systems to support the GC SC and ES to accomplish their respective responsibilities</li> <li>5. Lack of clear demarcation of roles among the key functional structures of IER (GC, SC and ES) with a potential for overlaps.</li> <li>6. Lack of an effective mechanism to raise resources needed for IER to implement its programs .</li> <li>7. Inadequate arrangements to link IER with industry and academia</li> <li>8. Slow response to emerging opportunities</li> <li>9. Inadequate professional training schemes for newly qualified engineers</li> <li>10. Limited scope of Continuous Professional Engineering Training programmes</li> </ol>
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## 60 SETTING THE STRATEGIC DIRECTION FOR IER

The vision of the leadership of IER in the next 5-years is to have in place, an institution that exhibits qualities of a centre of excellence and best practices in advancing and promoting Engineering profession in Rwanda. In that context, all activities of IER shall be focused on advancing, promoting and developing engineering profession, through: enhanced awareness of the engineering profession, regulation of the engineering practices, Capacity Building of its members to ensure that they are competent and competitive in the national, regional and international professional engineering job markets, ensuring that their rights are protected, mobilising required financial resources and strengthening the institutional, organisational and Human resource Capacity for IER to ensure effective implementation of activities envisaged in the 5-year (2018-2022) strategic plan .

The design of this 5-year (2018-2022) strategic plan is mainly informed by the imperatives to accomplish the mandate given to IER, as stipulated in law No.26/2012 of 29/06/2012 governing the profession of Engineering and establishing the Institution of Engineers Rwanda. It builds on the lessons learnt in the implementation of the previous strategic plan (2014-2020), taking into

consideration, challenges encountered and stakeholder expectations. It also recognizes and underlines the need and importance of strengthening the institutional, organizational and Human Resource Capacity of IER to ensure that it effectively delivers on its mandate.

## 6.1 VISION

In the next 5-years, the Institution of Engineers Rwanda (IER), strives to become a centre of excellence and best practices in advancing and promoting Engineering profession in Rwanda.

## 6.2 MISSION

The overall mission of IER is to advance, promote and develop engineering profession in Rwanda, through: enhanced awareness of the engineering profession, regulation and Capacity Building of its members to ensure that they are competent and competitive in the national, regional and international professional engineering job markets.

## 6.3 Core Values

In implementing the Strategic Plan, IER will be guided by the following core values.

- **Integrity**– embracing professionalism and honesty in discharging our responsibilities
- **Professionalism**– the institution will uphold professionalism in all its activities.
- **Innovation**– encouraging and rewarding creativity and positive risk taking;
- **Accountability**– being transparent and accountable in the use of institutional resources;
- **Passion**– A strong team work is required for the institution to realise its objectives.
- **Social Responsibility**– being sensitive to the needs of the stakeholders and pro-actively addressing their needs;
- **Stewardship** – for ownership and sustainable development.

## 7.0 STRATEGIC OBJECTIVES AND PRIORITY INTERVENTIONS

In the context of its mission, vision and mandate as articulated in the preceding sections, and taking into consideration stakeholder expectations as well as its external and internal environment, IER shall, in the course of the next 5 years focus on implementation of activities aligned to priority interventions defined under each of the following strategic objectives:

- i. Raise awareness on the Engineering Profession in Rwanda to ensure that its importance and value in the country's socio-economic development process is well understood and appreciated at all levels of society (community, educational and training institutions, work places and professional associations).
- ii. Establish clear working modalities with regulatory and other agencies and, ensure that practitioners in the engineering profession in Rwanda comply with established engineering service delivery standards.
- iii. Support members of IER to enhance their technical and professional capacity to enable them become competitive and effective in delivering professional engineering services at the national, regional and international level.
- iv. Establish a platform to facilitate promotion of Engineers' professional interest and put in place effective modalities to protect the Status, rights and welfare of Engineers in Rwanda.
- v. Develop short, medium and long term financing projects to ensure sustainability in the implementation of planned actions envisaged in the 5-year (2018-2023) strategic plan, and
- vi Strengthen the institutional, organisational and Human Resource capacity of IER to support implementation of activities envisaged in this 5-year (2018-2022) strategic plan.

Details of priority interventions to be implemented under each of the strategic objectives highlighted above, as well as expected outputs and planned activities are presented in the matrix shown in table 2 below:

**Table 2:PROPOSED IMPLEMENTATION PLAN AND BUDGET**

STRATEGIC OBJECTIVE 1. Raise awareness on the Engineering Profession in Rwanda to ensure that its importance and value in the country's socio-economic development process is well understood and appreciated at all levels of society.									
PRIORITY INTERVENTION	EXPECTED OUTPUTS	Key ACTIVITIES	TIMELINE					BUDGET (000)	
			Y1	Y2	Y3	Y4	Y5		
1.1 Conduct of talk shows on radio and T.V aimed at raising awareness about the engineering profession and its importance in society	1.1.1 16 talk shows on various media(12 Radio and 4 T.V shows per year	- <i>Develop concept paper to guide talk shows.</i>	1 <sup>st</sup> Quarter					180,000	
		- <i>Identify and contract radios and T.V stations to host the shows and quizzes.</i>	1 <sup>st</sup> Quarter						
	1.1.2 12 quizzes(8 on radio and 4 on TV) on eng.subjects per year	- <i>Follow up and guide the Conduct of talk shows and quizzes on various media.</i>	2 <sup>nd</sup> , 3 <sup>rd</sup> & 4 <sup>th</sup> Quarter	1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> & 4 <sup>th</sup> Quarter	1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> & 4 <sup>th</sup> Quarter	1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> & 4 <sup>th</sup> Quarter	1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> & 4 <sup>th</sup> Quarter		
1.2 Create accounts on varioussocial media (face book, twitter, YouTube, blogs and other social media) and post articles and stories about the	1.2.1 Social media accounts (face book, twitter, Instagram and blogs) on which articles and exciting		Y1	Y2	Y3	Y4	Y5		



importance of the engineering profession.	stories on the importance of engineering profession created.	- <i>Open social media accounts on facebook, twitter, Instagram, and blogs.</i>	1 <sup>st</sup> Qter						
	1.2.2 At least 12 Articles/stories on engineering profession are posted on social media every year.	- <i>Identify and continuously update a list of topics of interest in the engineering profession that will be posted on the social media accounts to inform and educate people. (Set up a 3-person technical committee to search and consult on the relevant engineering topics and establish an updated list)</i>	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1st Qter 4th Qter	1st Qter 4th Qter	1st Qter 4th Qter	1st Qter 4th Qter		26,000 (Allowancews)
		- <i>Search and post articles/stories on sites and relevant topics/ articles relating to engineering profession  (Employ an IEC officer to take on this role)</i>	1st Qter 2nd Qter 3 <sup>rd</sup> Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter		30,000, (Salary for IEC officer)
			Y1	Y2	Y3	Y4	Y5		

1.3 Organise meetings and seminars inform of career guidance talks in education and training institutions(primary, secondary, universities and other tertiary institutions) to create interest among students to pursue engineering courses	1.3.1 Two career guidance meetings/seminars per quarter in selected education and training institution during the first three years and one career guidance meeting per quarter in the remaining two years(40 career guidance meetings during the 5 years)	- Develop a concept note to guide career guidancetalks in schools. (Engage services of a consultant-5 work days)	1 <sup>st</sup> Qter					900
		- Identify and continuously update career guidance topics in the eng. profession that will be discussed at seminars. (IEC to take on this responsibility- need for support from a 3-person technical committee)	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	13,000 (Allowances)
		- Identify and continuously update the profiles of speakers at the seminars based on the category of school/institution and inform them to ensure early preparations. (IEC take on the role )	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	500 (Communicati on allowance)
		- Work with hosting schools/institutions to Identify suitable venues, logistics and materials needed during seminars.	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	
		Follow up implementation and compile report.	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	

<p>1.4 Establish working modalities with institutions responsible for curriculum development and accreditation of engineering related disciplines to ensure active involvement and effective participation of IER in the process.</p>	<p>1.4.1 MoUs with HEC, WDA, REB, UR and Private universities(INES,ULK) are established to ensure that IER gets actively involved and effectively participates in curriculum development and accreditation of engineering related disciplines</p>	<p>-Organise consultative meetings with HEC, WDA, REB, UR and Private universities (INES, ULK) to agree on arrangements to get IER on Board in the process of curriculum development and accreditation.</p> <p>-Draft MoUs and seek approval from HEC, WDA, REB, UR and Private universities (INES, ULK0)</p>						Rwf 1000
	<p>1.4.2 Joint committees for Curriculum dev't and accreditation established.</p>	<p>-Set up Joint committees to include IER in the process of curriculum development and accreditation of engineering related disciplines</p>						
	<p>1.4.3 Existing guidelines and procedures for curriculum dev't and accreditation revised to accommodate the role of IER.</p>	<p>-Review the existing guidelines and procedures for curriculum dev't and accreditation to accommodate the role of IER.</p>						Rwf 9,000
	<p>1.4.4 At least 5 Comprehensive and 20 mini reviews for curricula of engineering related disciplines in Rwanda are conducted with active involvement and participation of IER. <b>(Comprehensive reviews done after 5 years while mini-reviews are done annually).</b></p>	<p>-Conduct Comprehensive and mini reviews for curricula of engineering related disciplines in Rwanda with active involvement and participation of IER</p> <p>- Restructure accreditation committees at HEC, WDA and REB to ensure that IER is involved in the assessment of applications to deliver engineering related disciplines.</p>						Rwf 130,000
	<p>1.4.5 Guidelines and</p>							

	<p>procedures used for accreditation by HEC, WDA are revised to incorporate the role of IER in the process.</p> <p>1.4.6 Accreditation committees are restructured to accommodate IER representatives.</p> <p>1.4.7 Applications for accreditation to deliver Engineering related disciplines are reviewed and approved or rejected.</p> <p>1.4.8 Inspections are conducted in education and training institutions to assess compliance with approved standards in delivery of Engineering disciplines.</p>		<p>- Review applications for accreditation to deliver Engineering related disciplines for approval or rejection.</p> <p>-Conduct inspections in education and training institutions to assess compliance with approved standards in delivery of Engineering related disciplines.</p>						<p>Rwf 3000</p> <p>Rwf 50,000</p>
1.5 Sponsor student debates and essay writing on engineering profession topical issues through interschool annual competition at district, provincial and national level.	3 interschool competition debates per year.(one at district , one at province and one at national level and one essay competition per year on selected engineering profession topical issues.			Y1	Y2	Y3	Y4	Y5	900
			- <i>Write concept paper to guide interschool competition debates on topics related to the eng. profession(5-days consultancy services)</i>	1 <sup>st</sup> Qter					
			- <i>Make preliminary contacts with schools that have been identified to participate in the competition to secure their buy-</i>	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	

			<i>in, (IEC to take on the role)</i>							
			- <i>Work with schools that will host the competitions and identify required logistics including branding materials to enhance IER visibility. (66 locations @ at 2,000,000)</i>	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter		660,000
			- <i>Follow-up implementation of the interschool competition program and compile reports.  (Transport and allowances of facilitators and adjudicators- 3 adjudicators for 2 days per district @ 100,000 frw per day)</i>	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter		90,000
				Y1	Y2	Y3	Y4	Y5		900
1.6 Organise profession talks at workplaces in selected companies and organisations in public, private sector and civil society organisations.	12 Professional talks in selected workplaces per year(60 professional talks in 5 years)		- <i>Concept paper to guide professional talks on topics of innovations in the engineering profession.</i>	1 <sup>st</sup> Qter						
			- <i>Contact various companies of interest to host such talks (IEC to take on the role)</i>	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter		
			- <i>Identify andcontact speakers onselected Topics and confirm acceptance. (IEC to take on the role)</i>	1st Qter	1st Qter	1st Qter	1st Qter	1st Qter		

			- Follow up and facilitate conduct of professional talks( <b>honorarium for speakers - 4 speakers per year at 200,000 frw each )</b>	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	4,000
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1.7 Initiate a program to showcase eng services and products by way of organising “Engineering week” EXPOs and Conferences.	5 “Engineering week” EXPOs organised			Y1	Y2	Y3	Y4	Y5		
		- <i>Develop ToRs/Concept note for the “Engineering week” EXPO program.</i>	1st Qter							
		- <i>Develop guidelines for identifying and selecting individuals and organisations that will participate in “Engineering week” EXPOs.</i>	1st Qter							900
		- <i>Organise “Engineering week” EXPOS. (Each Expo est @ 30M)</i>	4th Qter	4th Qter	4th Qter	4th Qter	4th Qter	4th Qter	150,000	

1.8 Put in place an annual Eng. Magazine to inform society on developments and innovations in the eng.profession.	5 annual eng.magazines produced.	- <i>Set up an editorial board. (Allowances for 3 persons @</i>	1st Qter	1st Qter	1st Qter	1st Qter	1st Qter	13,000
		- <i>Develop ToRs to hire a marketing and PR firm to develop content of the magazine</i>	1st Qter					900
		- <i>Contract the firm and ensure the magazine is developed.</i>	4th Qter	4th Qter	4th Qter	4th Qter	4th Qter	25.000

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**STRATEGIC OBJECTIVE 2: Establish clear working modalities with regulatory and other agencies and, ensure that practitioners in the engineering profession in Rwanda comply with established engineering service delivery standards.**

PLANNED INTERVENTION	EXPECTED OUTPUT	ACTIVITIES TO BE IMPLEMENTED	TIMELINE					BUDGET
			Y1	Y2	Y3	Y4	Y5	
2.1 Establish MOUs to enhance collaboration with Regulatory and other agencies (RURA, RSB, REMA, RHA, RDB, MINIRENA, local government authorities) to ensure that engineering service delivery standards are complied with by all engineering practitioners.	2.1.1 At least 7 MOUs between IER and Regulatory agencies signed.		Y1	Y2	Y3	Y4	Y5	6,000
		- <i>Establish contacts and hold consultations with regulatory agencies to establish collaboration arrangements in enforcing compliance of engineering service delivery standards in their various specific mandates.</i> <b>(Communications expenses and transport for IER officials)</b>	1st Qter 2nd Qter 3rd Qter 4th Qter					



			- <i>Develop an MOU template to define roles in the proposed collaborative arrangements and customise it to the specific needs of each regulatory agency. (in- house)</i>	1st Qter					
			- <i>Sign MOUs with identified regulatory agencies</i>	3rd Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	
				Y1	Y2	Y3	Y4	Y5	
2.2 Work with the regulatory agencies with whom IER has signed MOUs to take stock of existing engineering service delivery standards and ensure that practicing engineers are aware of what they are expected to comply with.	Catalogues of existing engineering service delivery standards that must be complied with, in line with mandates of each of the regulatory agencies that signed MOUs		- <i>Develop ToRs for engaging a consultant to design catalogues of eng. Service delivery standards for each of the regulatory agencies. (In-house)</i>	1st Qter					
			- <i>Engage services of a consultant to design</i>	2nd Qter					

	with IER.  2 workshops/seminars per year on dissemination of engineering service delivery standards organised by IER in collaboration with the regulatory agencies.		<i>catalogues of eng. Service delivery standards for each of the regulatory agencies. (Consultancy services)</i>						13,000
			- Organise workshops/seminars to disseminate information on engineering service delivery standards to members of IER.  <b>(2 workshops/Seminars per year at 1m Frw each)</b>	3rd Qter 4th Qte	2nd Qter 4th Qter	2nd Qter 4th Qter	2nd Qter 4th Qter	2nd Qter 4th Qter	10,000
2.3 Set-up joint inspection teams comprising of officials from IER and those from each of the regulatory agencies that signed MOU with IER and enforce compliance at all engineering service delivery projects.	At least one joint inspection team for each of the regulatory agencies.		- Hold technical consultative meetings with each of the regulatory agencies to define ToRs for the teams, agree on the composition and	Y1	Y2	Y3	Y4	Y5	
				1st Qter					

<p>A set of guidelines that define the work processes and procedures to be used by each of the joint inspection teams while discharging their enforcement responsibilities.</p> <p>One Technical training session for each of the 30 District inspection teams per year (<b>30 training sessions in a year</b>)</p>	<p>identify officers to be on the teams. <b>(Communications expenses and Transport for 3 IER officials at an average of 50,000 Frw per person to attend a total of 80 consultative meetings )</b></p>							12,000
	<p>- Develop guidelines to define work processes and procedures to be followed by each of the teams during inspections.  <b>(5-day consultancy services)</b></p>	2nd Qter						900
	<p>- Conduct technical training sessions for the inspection teams. <b>(150 training sessions each at 1m Frw)</b></p>	3rd Qter	1st Qter	1st Qter	1st Qter	1st Qter		150,000

	<p>Atleast 3 Inspections conducted (<i>Before commencement of project, in the middle of the project and towards the end</i>) on all ongoing engineering projects in Rwanda.</p>		<p>- Conduct inspection on all engineering projects.</p> <p><b>(Allowances for members of inspection teams- An average of 10 inspectors per team each receiving an allowance of 50, 000 Frw per inspection)</b> Assume 200 new projects per year.</p>	4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	1,500,000
2.4 Work with regulatory agencies to review the existing				Y1	Y2	Y3	Y4	Y5	

<p>engineering service delivery standards to incorporate changes that may occur due to technological advancement and possible gaps that might have featured at the design stage.</p>	<p>Updated engineering service delivery standards for each of the regulatory agencies that signed an MOU with IER.</p>	<ul style="list-style-type: none"> <li>- <i>Develop ToRs for engaging consultants to review existing engineering service delivery standards in order to incorporate new changes in technology and gaps that might have been experienced at the design stage.</i> <b>(IER to follow up this activity at the level of each Regulatory agency)</b></li> </ul>	<p>4th Qter</p>					
		<ul style="list-style-type: none"> <li>- <i>Engage services of the consultants to review existing engineering service delivery standards with a view to incorporating changes in technology and gaps that might have experienced at the design stage.</i> <b>((IER to follow up this activity at the level of each Regulatory</b></li> </ul>		<p>2<sup>nd</sup> Qter</p>				

			agency)						
			<ul style="list-style-type: none"> <li>- <i>Conduct a study to review existing engineering service delivery standards with a view to incorporate changes in technology and gaps that might have been experienced at the design stage.</i></li> </ul> <p><i>(IER to follow up this activity at the level of each Regulatory agency)</i></p>		<p>3<sup>rd</sup> Qter 4<sup>th</sup> Qter</p>			<p>3<sup>rd</sup> Qter 4<sup>th</sup> Qter</p>	

**STRATEGIC OBJECTIVE 3: Support members of IER to enhance their technical and professional capacity to enable them competitive and effective in delivering professional engineering services at the national, regional and international level.**

PLANNED INTERVENTION	EXPECTED OUTPUT	ACTIVITIES TO BE IMPLEMENTED	TIMING					BUDGET
3.1 Conduct annual Training Needs Assessments (TNAs) to inform the process of design and implementation of CPD programs for members of IER.	5 Annual Training Needs Assessment reports.  • An approved CPD policy.		Y1	Y2	Y3	Y4	Y5	13,000
		- <i>Develop ToRs to hire consultant who will develop TNAs to inform the process of design and implementation of CPD programs. (in house)</i>	1st Qter					
		- <i>Hire firm/ consultant who will develop TNAs to inform the process of design and implementation of CPD programs. ( 1 month's consultancy at \$500 per day)</i>	2 <sup>nd</sup> Qter					
		- <i>Produce a TNA report to inform the process of design and implementation of CPD programs for</i>	3 <sup>rd</sup> Qte 4 <sup>th</sup> Qter					

			<i>members of IER</i>						
			.						
3.2 Develop a CPD policy and Training manuals to address identified Training Needs (TN)	<ul style="list-style-type: none"> <li>• A Revised CPD policy and a set of CPD Training manuals tailored to identified Training Needs (TNA)</li> </ul>		- <i>Develop ToRs to hire consultancy services to develop a CPD policy and training manuals based on the approved CPD policy. (in-house)</i>		1st Qter				
			- <i>Hire firm/consultant to support the process of developing a CPD policy and training manuals to address identified training needs. ( 3 month consultancy at \$500 per day)</i>		2nd Qter				
									39,000



			- <i>Prepare draft policy and training manuals tailored to identified training needs</i>		3rd Qter 4th Qter					
			- <i>Seek approval of draft policy and training manuals from relevant authorities.</i>		4th Qter					
3.3 Conduct CPDs	<ul style="list-style-type: none"> <li>At least 8 CPDs conducted per year(40 CPDs in 5 years)</li> <li>Training reports</li> </ul>		- <i>Develop annual training plans based on the TNAs</i>							
			- <i>Identify and contract CPD training providers</i>  <i>( Each training provider to be paid a fee of \$5000 per training session of 10 days)</i>	2 <sup>nd</sup> Qter	1st Qter	1st Qter	1st Qter	1st Qter	1st Qter	
			- <i>Develop training programs and identify, training resources, and venue. (In-house)</i>	3 <sup>rd</sup> Qter						
										170,000

			- <i>Conduct CPD trainings ( Each training session is estimated to cost Frw 1M)</i>	4 <sup>th</sup> Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	40,000
3.4 Develop a system to guide the process of awarding credits to members of IER who successfully complete CPDs.	• A credit awarding system for CPDs is in place.		- <i>Develop ToRs to hire a consultant to design a credit awarding system for CPDs (In -house)</i>	1st Qter					900
			- <i>Hire consultant to design a credit awarding system for members who successfully complete CPDs (5 day consultancy)</i>	2nd Qter					
			- <i>Develop the CPD credit award system and link it to the national qualification framework and international best practices.</i>	3rd Qter					

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**STRATEGIC OBJECTIVE 4: Establish a platform to facilitate promotion of Engineers’ professional interest and put in place effective modalities to protect the Status, rights and welfare of Engineers in Rwanda.**

<b>PLANNED INTERVENTION</b>	<b>EXPECTED OUTPUT</b>		<b>ACTIVITIES TO BE IMPLEMENTED</b>	<b>TIMING</b>	<b>BUDGET</b>
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				Y1	Y2	Y3	Y4	Y5	
4.1 Establish and organise annual round table meetings between the leadership of IER and policy makers to articulate issues that foster professional interests of their members.	5 annual round table meetings held.								250
		- Initiate consultative meetings with relevant policy makers with a view to setting up a platform ( <i>round table meetings</i> ) on which IER and policy makers shall be articulating issues of interest to its members. <b>(Transport&amp;communication expense for 5 people @ 50,000 each)</b>	1 <sup>st</sup> Qter						10,000

									500
			- Organise annual round table meetings between IER & Policy makers (Each at a cost of 2M Frw).	4th Qter	4th Qter	4th Qter	4th Qter	4th Qter	
4.2 Work with relevant policy level institutions to establish minimum wages paid to an engineer in service and standard rates of professional fees payable to an engineer offering engineering consultancy services.	Approved policy and legal instruments that define minimum wage for an engineer in service and std rates for engineers professional fees		- Initiate consultative meetings with policy makers to agree on appropriate policy & legal instruments for minimum wages payable to engineers in service and standard rates for engineers offering consultancy services. <b>(Transport&amp;communication expense for 5</b>	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter					1,250

			<b>people @ 50,000 each, approx. 10 meetings)</b>						
			- <i>Prepare and seek approval for draft policy &amp; legal instruments for minimum wages and standard professional fees for emgineers.</i>		1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter				
4.3 Support members of IER to have easy access to finance and medical insurance services from financial institutions as well negotiated rates for services offered by organisations like hotels and airlines to provide incentives for its members.	7 MOUs(2 with <b>Bank institutions, 2 with insurance companies and 2 with hotels and one with Rwandair)</b>		- <i>Establish contacts with financial institutions and other service delivery organisations to negotiate favourable rates for members of IER. (Transport&amp;communication expense for 5 people @ 50,000 each, approx. 5 meetings)</i>	2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	
			- <i>Sign MOU with service</i>	3rd Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	

			<i>providers (Banks, insurance companies and Hotels) aimed at enabling members of IER to have access to services on terms of negotiated rates.]</i>	4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	2nd Qter 3rd Qter 4th Qter	
4.4 Work with relevant policy level institutions to establish incentive packages (e.g Tax holiday) for new innovative eng.products.	An approved policy instrument defining incentive packages e.g Tax holiday for innovative engineering product.			Y1	Y2	Y3	Y4	Y5	500
			- <i>Initiate consultative meetings between IER &amp; relevant policy making institutions to agree on incentive packages (e.g Tax holiday) for new innovative engineering products. (Transport&amp;communication expense for 5 people @ 50,000 each, approx. 10 meetings)</i>	2nd Qter 3rd Qter 4th Qter					
			<i>Prepare draft policy instruments for incentives on innovative engineering products and seek approval. (In-house)</i>		1 <sup>st</sup> Qter 2nd Qter				

**STRATEGIC OBJECTIVE 5: Develop short, medium and long term financing projects to ensure sustainability in the implementation of planned actions envisaged in the 5-year (2018-2023) strategic plan.**

PLANNED INTERVENTION	EXPECTED OUTPUT		ACTIVITIES TO BE IMPLEMENTED	TIMING					BUDGET
				Y1	Y2	Y3	Y4	Y5	
5.1 Develop a comprehensive resource mobilisation strategy detailing short, medium and long term actions to be undertaken in order to raise funds needed for implementation of the 2018-2023 strategic plan.	An approved resource mobilisation strategy for raising funds needed to implement activities in the 2018-2023 strategic plan for IER.								30,000
			- <i>Establish ToRs to develop a comprehensive resource mobilisation strategy detailing short, medium and long-term actions to be undertaken in order to raise funds needed for implementation of 2018-2023 strategic plan. (In-house)</i>	2nd Qter					
			- <i>Hire a firm/consultant to develop a resource mobilisation strategy for raising funds needed to implement strategy. (2 months consultancy at \$500 per day)</i>	3 <sup>rd</sup> Qter					



			- <i>Develop the fund mobilisation strategy detailing short, medium and long-term actions to be undertaken in order to raise funds needed for implementation of 2018-2023 strategic plan.</i>	4 <sup>th</sup> Qter					
			- <i>Subject fund mobilisation strategy to approval by relevant authority.</i>	4th Qter					
5.2 Develop and implement an	• An approved			Y1	Y2	Y3	Y4	Y5	

<p>innovative (<b>On-line,Mobile money. POS, credit/debit card etc</b>) membership recruitment drive program and ensure that membership fees and all other dues from members are collected.</p>	<p>membership recruitment drive program</p> <ul style="list-style-type: none"> <li>• 60 monthly reports on membership fees and other dues collected</li> </ul>		<ul style="list-style-type: none"> <li>- <i>Develop ToRs to hire a consultant to develop an innovative (<b>On-line,Mobile money. POS, credit/debit card etc</b>) membership recruitment drive program aimed at enhancing collection of membership fees and all other dues from members.</i></li> </ul> <p><b>(In-house)</b></p>	<p>2nd Qter</p>					<p>900</p>
			<ul style="list-style-type: none"> <li>- <i>Engage services of a consultant to develop an innovative (<b>On-line, Mobile money. POS, credit/debit card etc</b>) membership recruitment drive program aimed at enhancing collection of membership fees and all other dues from members. (5 consultancy days)</i></li> </ul>	<p>3rd Qter</p>					

			<ul style="list-style-type: none"> <li>- <i>Follow-up and monitor Implementation of activities envisaged in the innovative membership recruitment drive program. (Communications and transport allowances for 2 officers and officials involved on the program each to be paid 100,000 Frw per month)</i></li> </ul>	4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	10,200
5.3 Identify potential sources of funding and establish contacts with partners that indicate willingness to support activities envisaged in the 2018-2022 strategic plan.	<ul style="list-style-type: none"> <li>• A list of partners (<i>national, regional &amp; international</i>) willing to</li> </ul>			Y1	Y2	Y3	Y4	Y5	
			<ul style="list-style-type: none"> <li>- <i>Identify potential financing partners for the IER strategic plan (2018-2022) from government, DPs and CSOs</i></li> </ul>	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	1st Qter 2nd Qter 3rd Qter 4th Qter	

	<p>support implementation of the IER strategic plan (2018-2022)</p>		<p><i>(National, Regional and International level)</i></p> <p><b>(In-house)</b></p>						<p>41,000</p>
	<ul style="list-style-type: none"> <li>At least 20 MOUs ( <b>15 from national sources, 2 from regional sources and 3 from international sources</b>)</li> </ul>		<ul style="list-style-type: none"> <li>- <i>Sign MOU with willing financing partners (2regional level return air tickets each (@ 1000 \$ and 3 international level return air tickets each (@ 2000 \$ and per diem for 2 officials for an average of 4000\$ per person per trip)</i></li> </ul>	<p>3rd Qter 4th Qter</p>	<p>1<sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter</p>	<p>1<sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter</p>	<p>1<sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter</p>	<p>1<sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter</p>	<p>41,000</p>

				Y1	Y2	Y3	Y4	Y5	
5.4 Develop resource mobilisation projects aligned to the funding priorities of the development partners.	20 approved funding projects. (15 from national sources, 2 from regional and 3 from international)	- Develop ToRs to develop resource mobilisation projects aligned with funding priorities of the development partners (In-house)	2nd Qter						
		- Hire firm/consultant to develop resource mobilisation projects aligned with funding priorities of the development partners (An average of 10 M Frw for developing each of the 20 resource mobilisation projects- each project to bring in a minimum of 100 M Frw)	3rd Qter						200,000

			- <i>Develop resource mobilisation projects aligned to funding priorities</i>	4th Qter	1 <sup>st</sup> Qter				
			- <i>Present project proposals to development partners to win their interest and approval for financing the projects.</i>		2nd Qter 3 <sup>rd</sup> Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	
<b>5.5 Implement approved funding projects.</b>	At least 20 funded projects ( <i>With a minimum value of 2 B''N Frw</i> ) approved and implemented.  60 monthly reports on implementation			Y1	Y2	Y3	Y4	Y5	
			- <i>Implement funded projects to support activities of IER (2018-2022) strategic plan. (Assume a 10% cost on the implementation of the projects valued at a minimum of 2 B'N Frw)</i>		3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	200,000

	progress for approved funding projects.		- <i>Prepare reports on implemented projects</i>		3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	1 <sup>st</sup> Qter 2nd Qter 3rd Qter 4th Qter	
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**STRATEGIC OBJECTIVE 6: Strengthen the institutional, organisational and Human Resource capacity of IER to support implementation of activities envisaged in this 5-year (2018-2022) strategic plan.**

PLANNED INTERVENTION	EXPECTED OUTPUT	ACTIVITIES TO BE IMPLEMENTED	TIMING					BUDGET
			Y1	Y2	Y3	Y4	Y5	
6.1 Review and update policy and legal instruments that support IER to implement activities envisaged in the 5 year (2018-2022) strategic plan.	Updated policy and legal instruments that support IER to accomplish its mandate.	- <i>Develop ToRs to engage services of a consultant to review and assess adequacy of existing policy and legal instruments that support IER to accomplish its mandate.</i> <b>(In-house)</b>	1 <sup>st</sup> Qter					6,375
		- <i>Hire a consultant to review and assess adequacy of existing policy and legal instruments of IER</i> <b>(15 days Consultancy at a rate 500 \$ per day)</b>	1 <sup>st</sup> Qter					

			<ul style="list-style-type: none"> <li>- <i>Conduct a study to review and assess adequacy of the existing policy and legal instruments required to enable IER accomplish its mandate.</i></li> </ul>	2nd Qter					
			<ul style="list-style-type: none"> <li>- <i>Prepare draft of the updated version of the policy and legal instruments required to enable IER to accomplish its mandate.</i></li> </ul>	2nd Qter					
			<ul style="list-style-type: none"> <li>- <i>Seek approval of the draft instruments from the relevant authorities</i></li> </ul> <p><b>(Leadership of IER to consult parent Ministry)</b></p>	3rd Qter 4 <sup>th</sup> Qter					
6.2 Review and update the current IER organisational	Revised organizational								



structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year (2018-2022) strategic plan.	structure of IER and updated tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year (2018-2022) strategic plan.		Y1	Y2	Y3	Y4	Y5		
		<ul style="list-style-type: none"> <li>- <i>Develop ToRs to engage services of a consultant to review and update IER the existing organisational structure, tools, management systems, procedures and processes to support implementation of planned interventions in the 5 year strategic plan.</i></li> </ul> <p><b>(In-house)</b></p>	1st Qter						
		<ul style="list-style-type: none"> <li>- <i>Hire a consultant to review and update the existing organisational structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year strategic plan.</i></li> </ul> <p><b>(10 days Consultancy at a rate of 500 \$ per day)</b></p>	1st Qter						4,250

			<ul style="list-style-type: none"> <li>- <i>Conduct a study to review and assess adequacy of the existing IER organisational structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year (2018-2022) strategic plan.</i></li> </ul>	1st Qter					
			<ul style="list-style-type: none"> <li>- <i>Prepare a draft of the updated version of the organisational structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year.</i></li> </ul>	2 <sup>nd</sup> Qter					

			<ul style="list-style-type: none"> <li>- Seek approval of the draft IER organisational structure, tools, management systems, procedures and processes from the relevant authorities.</li> </ul>	2 <sup>nd</sup> Qter					
6.3 Recruit personnel to fill up vacant positions and remunerate staff	A comprehensive staff list and a salary structure with a comprehensive staff incentive scheme			Y1	Y2	Y3	Y4	Y5	
			<ul style="list-style-type: none"> <li>-Establish and maintain a staff register</li> <li>-Establish a competitive salary structure and a comprehensive staff incentive Scheme</li> </ul>						

<p>6.4 Conduct a comprehensive capacity needs assessment for the staff of IER and functional council committees to assess adequacy of their knowledge, skills and attitudes in relation to the requirements for implementation of planned interventions to achieve the 5 year (2018-2022) strategic plan objectives.</p>	<p>A report detailing short, medium, and long-term capacity needs of IER staff and functional council committee members to enable them implement planned interventions and realise intended objectives in the 5 year strategic plan.</p>	<ul style="list-style-type: none"> <li>- <i>Pay salary and allowances</i></li> </ul> <p><i>(Assuming a staff size of 10 key staff with a total monthly salary of 9.6 M Frw per month)</i></p>							576,000	
		<ul style="list-style-type: none"> <li>- <i>Develop ToRs to engage services of a consultant to conduct a comprehensive capacity needs assessment for the staff of IER and functional council committees.</i></li> </ul> <p><b>(In-house)</b></p>	3 <sup>rd</sup> Qter							
		<ul style="list-style-type: none"> <li>- <i>Hire a consultant to conduct a comprehensive capacity needs assessment for the staff of IER and functional council committees.</i></li> </ul> <p><b>(10 days Consultancy @ 500 per day)</b></p>	4 <sup>th</sup> Qter							4,250

			Y1	Y2	Y3	Y4	Y5	
<p>6.5 Develop and implement activities to close identified capacity gaps among the staff of IER and functional council committee members to enable them implement planned interventions and realise intended objectives in the 5 year (2018-2022) strategic plan.</p>		<p><i>-Develop annual training plans including coaching and mentoring the staff of IER and council functional committee members to enable them carry out their roles and responsibilities.</i></p>		1 <sup>st</sup> Qter				
		<p><i>-Hire services of short and long term TAs to train, coach and mentor staff of IER and council functional committee members in the course of implementing activities envisaged in the 5 year (2018-2022) strategic plan.</i></p>		1st Qter				
		<p><i>Conduct training, coaching and mentoring the staff of IER and council functional committee member.</i></p>		2 <sup>nd</sup> Qter 3 <sup>rd</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 4 <sup>th</sup> Qter	4 <sup>th</sup> Qter		

			(200 days of TA input at a rate of 500 \$ per day)						85,000
6.6 Procure office space and necessary logistics ( <b>one vehicle for the ES, laptops, desk tops, and related accessories, office furniture as well as internet facility and other necessary soft ware infrastructure</b> ).	Office space, Vehicle laptops, office furniture, internet facility and other soft ware accessories			Y1	Y2	Y3	Y4	Y5	39,400
			-Identify suitable place and rent office.	1 <sup>st</sup> Qter					

			<p>-Obtain specifications and acquire required equipment (Vehicle, laptops desktops etc)  <b>(An estimated block amount of 100 M Frws shall be required to finance these items)</b></p>			1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	1 <sup>st</sup> Qter	200,000
6.7 Establish a framework to guide and facilitate lobbying and networking to enable the leadership of IER promote and market the agenda of the Institution at the national, regional and International level..	At least 15 lobby/net-working meetings per year initiated by IER leadership <b>(10 national, 3 regional and 2 international)</b>		<p>- Establish contacts with potential institutions and individuals at the national, regional and international level with whom IER can develop working relationships.  <b>(In-house)</b></p>	1 <sup>st</sup> Qter 2 <sup>nd</sup> Qter 3 <sup>rd</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 2 <sup>nd</sup> Qter 3 <sup>rd</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 2 <sup>nd</sup> Qter 3 <sup>rd</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 2 <sup>nd</sup> Qter 3 <sup>rd</sup> Qter 4 <sup>th</sup> Qter	1 <sup>st</sup> Qter 2 <sup>nd</sup> Qter 3 <sup>rd</sup> Qter 4 <sup>th</sup> Qter	65,000





## 8.0 IMPLEMENTATION ARRANGEMENTS

The 5-year (2018-2022) strategic plan for IER shall be implemented through a series of annual work plans which will be prepared by the ES and submitted for approval by the GC at the end of the 4<sup>th</sup> Qter of every year. The preparation of each annual work plan shall take into consideration, the activities that were not accomplished during the previous year, activities for the current year drawn from the approved 5-year (2018-2022) strategic plan and emerging priorities. A budget estimate for each of the activities envisaged in the annual work plan and a procurement plan shall be submitted as annexes to the annual work plan for approval by the GC before embarking on implementation. Monthly and quarterly reports shall be prepared and submitted to the GC for their information and approval.

A results monitoring framework shall be developed to guide the process of tracking implementation progress. A mid-term review for the strategic plan shall be conducted in the 3<sup>rd</sup> year of the strategic plan to assess implementation progress and validity of assumptions made. Recommendations for any adjustments to the strategic plan shall be tabled for approval by the GC. During the 4<sup>th</sup> Qter of the last year of the strategic plan, a strategic plan final evaluation report and submitted to the GC for approval. The recommendations will inform the process of developing the next strategic plan (2022-2027).

The annual work plan and budget for the first year (2018) and the results monitoring is here-with attached in annex (i)

The Results Monitoring Framework (RMF) and Capacity Building Plan (CBP) shall be derived from approved strategic plan. They will therefore be developed upon approval of this proposed strategic plan.

9.0 Annex 1 (See proposed IER annual action plan for 2018-separate document)