

INSTITUTION OF ENGINEERS RWANDA



ACTIVITY REPORT FOR THE YEAR 2018

Activity Report for the Year 2018

The Governing Council of the Institution of Engineers Rwanda is pleased to submit to this 7th Annual General Assembly, the Activity Report for the year 2018. This report is comprised of two parts;

- Part 1 is comprised of the Activity Report indicating Strategic Objectives, Priority Interventions, Planned Activities, Targeted Outputs and Level of Performance.
- Part 2 is comprised of the challenges that were experienced while implementing the planned activities

The 2018 Action Plan had 6 Strategic Objectives derived from the IER Strategic Plan, 29 Priority Interventions and 69 Planned Activities.

Part 1: Activity Report indicating Strategic Objectives, Priority Interventions, Planned Activities, Targeted Outputs and the Level of Performance

Strategic Objective 1: To 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

No.	Priority Interventions	Planned Activities	Targeted Output	Level of Performance
1	Organize talk shows on radio and T.V and publish news items aimed at raising awareness about the engineering profession and its importance	Development of a Concept Paper to guide the talk shows, to identify and to contact key media houses to	i. Concept Paper to guide talk shows ii. List of radio and TV Stations to host the talk shows (2 on TV	a. A one-hour live talk show famously known as “Imboni” on RTV was conducted where IER was represented by the President and the Executive

	in society.	host the talk shows	and 2 on Radio) and newspapers for publication of articles.	<p>Secretary. During the talk show, emphasis was put on raising awareness about the engineering profession, its importance in the social economic development process, adherence to the law that governs engineering profession and professional compliance to all those practicing engineering profession in the Country.</p> <p>b. IER President participated in a live Property Talk Show on RTV where the role of engineering service providers and compliance with established Engineering Standards of service delivery and best practices were emphasized as a key pillar in Real Estate Development in the Country.</p> <p>c. IER President participated in a live talk show on Isango Radio Station. The main theme of the talk show was adherence to the law that governs engineering</p>
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				profession d. Events that were organized in the course of the year such as the 2018 National Conference were well covered and news items were published in Igihe Ltd and The New Times newspaper.
2.	Create accounts on various social media (Facebook, twitter, YouTube, blogs and other social media) and post articles and stories about the importance of the engineering profession.	Social media accounts (Facebook, Twitter, Instagram and blogs) on which articles and exciting stories on the importance of engineering profession are created	At least 12 articles/stories on engineering profession are posted on social media	Social Media accounts i.e. Twitter and YouTube were created. However, only coverage of events such as conferences and workshops are posted and uploaded on the created social media platforms. Interesting and relevant articles and stories about the importance of the engineering profession are yet to be developed and posted on the created social media houses.
3.	Organize meetings and seminars in form of career guidance talks in education and training institutions(primary, secondary, universities and other tertiary institutions) to create interest amongst	Develop a concept note to guide career guidance talks in schools.	Guidelines for career guidance in schools were developed as part of the 2018 Engineering Week Concept Paper.	Career guidance talks were organized as part of the Engineering Week activities where mainly young girls were inspired to take Engineering Courses in Higher Institutions of Learning. Talks were conducted in the following

	students to pursue engineering courses			<p>Schools/Tertiary Institutions;</p> <ul style="list-style-type: none"> • Groupe Scolaire Saint Aloys Rwamagana where career guidance talks were led by a team of Eminent Engineers from Ghana and Uganda. • Ecole des Sciences Byimana where career guidance talks were led by a team of Women Engineers. • IPRC-Kigali where career guidance talks were led by Members of the Governing Council.
4.	Sponsor student debates and essay writing on engineering profession topical issues through interschool annual competition at district, provincial and national level	Write concept paper to guide interschool competition debates on topics related to engineering profession	Concept Paper to guide inter-school competition debates on topics related to engineering profession.	This priority intervention and all the planned activities were not implemented due to budget constraints. IER engaged relevant authorities in the Ministry of Education and Rwanda Examination Board but the engagements did not yield positive results.

5.	Initiate a program to showcase Eng services and products by way of organizing “Engineering week and National Conference.	i. Develop ToRs/Concept note for the Engineering Week and Conference	i. The Concept Note for the Engineering Week and National Conference was developed.	<p>a. The 2018 Engineering Week activities were well organized and carried out from 19th to 25th August where career guidance talks were held in selected schools and Tertiary Institutions. It was a good opportunity to inspire students and most especially girls to study Engineering Professions in their Higher Education Programs.</p> <p>b. As part of the Engineering Week activities, Engineers participated in the end of Month National Umuganda Activities where they worked on Wetland restoration at Nyacyonga Swamp.</p> <p>c. A two-day National Conference whose main theme was “Engineering in the Economic Transformation of Rwanda “was successfully held at Intare Conference Arena. The Conference attracted around 480 participants who were</p>
		ii. Develop guidelines for identifying and selecting individuals and organizations that will participate in Engineering week and Exhibition.	ii. Guidelines to identify individuals and Organizations to participate were developed and Invitations were sent out.	
		iii. Organize Engineering week and National Conference.	iii. The 2018 Engineering Week and National Conference were organized.	

				mainly IER Members, some Delegates from Public and Private Institutions in the Country and Delegations from Sister Institutions in Africa and beyond. It was a great opportunity of bringing together the role players in the Engineering Profession to share experiences and best practices and also to discuss the available opportunities and the existing challenges and to recommend applicable solutions to those challenges.
6.	Putting in place an annual Engineering Magazine to inform society on developments and innovations in the engineering profession	<ul style="list-style-type: none"> i. Setting up an editorial board ii. Developing ToRs to hire a Marketing and PR firm to develop content of the magazine. iii. Contracting the firm and ensuring the magazine is developed 	Annual Engineering Magazine produced	This intervention and the key planned activities were not implemented due to budget constraints and lack of initiatives to set up an editorial board to oversee the whole process of putting in place an Annual Engineering Magazine. The Annual Engineering Magazine will be a priority intervention in the 2019-2020 Action Plan
7.	Establish working modalities	MoUs with HEC, WDA,	Organize consultative	a. IER initiated talks with Higher

	with institutions responsible for curriculum development and accreditation of engineering related disciplines to ensure active involvement and effective participation of IER in the process.	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	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.	Education Council (HEC) that will lead to IER's full participation in curriculum review and accreditation of Engineering Programs in Higher Institutions of Learning in the Country. An MoU to this effect is to be signed between the two Institutions. b. IER participated in the accreditation of Engineering Programs at INES-Ruhengeri. c. IER participated twice in the curriculum review of Engineering Programs at the University of Rwanda.
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Strategic Objective 2: To 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

No.	Priority Interventions	Planned Activities	Targeted Output	Level of Performance
1	Establish MOUs to enhance collaboration with Regulatory and other Agencies to ensure that engineering service delivery standards are complied with by all engineering practitioners.	1.1 Establish contacts and hold consultations with regulatory agencies to establish collaboration arrangements in enforcing compliance of engineering service	At least 7 MOUs between IER and Regulatory agencies signed.	a. Contacts were established and consultative meetings were held between IER (GC Members and Members of Professional Compliance and Inspection Committee) and Regulatory Agencies aimed at enhancing

		<p>delivery standards in their various specific mandates.</p>		<p>collaboration to ensure that engineering service delivery standards are complied with by all engineering practitioners. IER Representatives held meetings with officials from the following Institutions;</p> <ul style="list-style-type: none"> • Rwanda Housing Authority (RHA) • Rwanda Standards Board (RSB) • Rwanda Transport Development Agency (RTDA) • Rwanda Utilities Regulatory Authority (RURA) • Rwanda Energy Group (REG) <p>b. Initiatives were made to review the existing MoUs between IER and other Regulatory Agencies that include RHA, RSB and RURA in the course of the year.</p> <p>c. An MoU template to define roles in the proposed collaborative arrangements and</p>
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				<p>customizing them to the specific needs of each Agency was developed.</p> <p>d. By the end of the year only one MoU between IER and RHA was reviewed and signed. Other MoUs to be signed will be considered in the 2019-2020 Action Plan.</p>
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.	Develop ToRs for engaging a consultant to design catalogues of engineering Service delivery standards for each of the regulatory agencies (In-house).	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 with IER.	The priority intervention with planned activities were not implemented in the course of the year. They will be considered in the 2019-2020 Action Plan.
3.	Setting-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.	i. Hold technical consultative meetings with each of the regulatory agencies to define ToRs for the teams, agree on the composition and identify officers to be on the teams.	One joint expanded inspection team that includes all regulatory agencies	A joint consultative meeting was only held with Rwanda Housing Authority (RHA) and ToRs for Inspection Teams, composition and identity of Officers to be on the teams were defined. Consultative meetings with other regulatory Institutions will be considered in 2019-2020 Activity Plan.
		ii. Develop guidelines to	A set of guidelines that	A set of guidelines to define work

		define work processes and procedures to be followed by the joint expanded inspection teams during inspections.	define the work processes and procedures to be used by each of the joint inspection teams while discharging their enforcement responsibilities.	processes and procedures to be followed by the joint inspection teams from IER and RHA during inspections were developed. Activities to develop guidelines to define work processes and procedures with other Regulatory Institutions will be considered in the 2019-2020 Action Plan.
		iii. Conduct technical training sessions for the inspection teams	One Technical training session for each of the Regulatory Institutions and Agencies	Only one technical training session between IER and RHA was conducted in the last quarter of 2018. Technical training sessions with other Regulatory Institutions and Agencies shall be considered in 2019-2020 Activity Plans.
4.	Work with regulatory agencies to review the existing 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.	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.(IER to follow up this activity at	Updated engineering service delivery standards for each of the regulatory agencies that signed an MOU with IER.	The priority intervention with planned activities were not implemented in the course of the year. They will be considered in the 2019-2020 Action Plan.

		the level of each Regulatory agency)		
5	Enforcement of professional compliance, engineering standards and best practices	Ensuring that practicing Engineers are compliant to the law, standards and regulations		<ul style="list-style-type: none"> a. In the framework of the existing MoU between IER and RURA, a total of 52 Electrical Engineers, Technologists and Technicians were examined by IER to get permits that authorize them to carry out Electrical Installations and to issue occupation permits. b. Updating the register of IER. <ul style="list-style-type: none"> i. Total number of applications received 367 ii. Number of assessment meetings held by Membership Committee 16 iii. Number of Interviews conducted 7 iv. Number of Graduate Engineers admitted 162 v. Number of Professional Engineers admitted (Corporate Class) 105 Note: Out of the 105 Engineers admitted only 88 paid membership fees, took oath

				<p>and were fully registered</p> <p>vi. Total number of Consulting Firms that applied 27</p> <p>vii. Number of Consulting firms admitted 14</p> <p>By end of the year, the register of Engineers indicated a total of 891 Professional Engineers (Corporate and Fellow Classes of Membership) in different disciplines registered.</p>
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Strategic Objective 3: To support Members of IER to enhance their Technical and Professional Capacity to enable them to be competitive and effective in delivering professional engineering services at the National, Regional and International level

No.	Priority Interventions	Planned Activities	Targeted Output	Level of Performance
1	Conduct annual Training Needs Assessments (TNAs) to inform the process of design and implementation of CPD programs for members of IER	TNAs to inform the process of designing and implementing the CPD programs for the year 2018	Annual Training Needs Assessment Report	Training Needs Assessment to inform the process of designing and implementing the CPD Programs for the year was conducted by the CPD Committee. Proposed Modules were submitted, reviewed and accredited by the Governing Council and a CPD Training Calendar was developed. Due to budget constraints however, none of the 10 planned

				trainings was conducted. CPD trainings will be a priority in the 2019-2020 Action Plan.
2	Develop a CPD policy and Training manuals to address identified Training Needs (TN)	Develop ToRs to hire consultancy services to develop a CPD policy and training manuals based on the approved CPD policy	A Revised CPD policy and a set of CPD Training manuals tailored to identified Training Needs	<ul style="list-style-type: none"> a. The CPD Policy was designed and developed by the Committee in charge of Professional Development and Research and was validated and adopted by the Governing Council and Standing Committee Members. b. The process of selecting an external Consultant to develop IER Operational Manuals that will as well include CPD Manuals was finalized in the last quarter of the year and other engagements will be finalized and captured in the 2019-2020 Action Plan.
		Conduct targeted CPD trainings	8 Training sessions	The planned training sessions as per the CPD Calendar were not conducted due to budget constraints and lack of potential CPD Service Providers. However, 2 CPD Accredited programs were conducted;

				<p>a. The Technical sessions during the 2018 National Engineering Conference. The main theme of the Conference was “Engineering in the Economic Transformation of Rwanda.” Technical sessions were organized and 10 Technical Papers were presented on the selected sub-themes. Registered Engineers who attended the Technical sessions for 2-days were awarded 2 CPD credits.</p> <p>b. IER accredited a 1-day CPD Course/Workshop that was organized by ACE Event Management Ltd as part of the 2018 Water Africa & East Africa Building and Construction Exhibition and Seminar. The workshop was facilitated by Prof. Bob Andoh from the US and 31 Registered Engineers who attended the CPD Workshop that was held in the last quarter of the year were</p>
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				awarded 2 CPD Credits.
		Conducting Internship Programs for young graduates in different engineering disciplines	Mentoring young Graduates	<p>a. In the framework of the existing MoU between Egyptian Syndicate of Engineers (ESE) and IER, 9 Young Engineers were sponsored by ESE to attend a 1-month Training Program in Egypt.</p> <p>b. With support from the Royal Academy of Engineering, UK, a total of 60 Graduate Engineers in different Engineering Disciplines were selected and mentored for a period of 6 months. Some Graduate Engineers were retained on contract basis upon completion of their internship.</p>

Strategic Objective 4: To 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

No.	Priority Interventions	Planned Activities	Targeted Output	Level of Performance
1.	Establish and organize annual round table meetings between the leadership of IER and policy makers to articulate issues that foster professional interests of their members.	Initiate consultative meetings with relevant policy makers with a view to setting up a platform (round table	Holding annual round table meetings.	The priority intervention and planned activities to be considered in the 2019-2020 Activity Plan.

		meetings) on which IER and policy makers shall be articulating issues of interest to its members		
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.	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.	Approved policy and legal instruments that define minimum wage for an engineer in service and standard rates for engineer's professional fees	<p>The Association of Consulting Engineers Rwanda (ACER) was established Mid 2018 with the main objective of representing Member interests and advocacy at commercial, community, industry and policy levels. The Leadership of the Association;</p> <p>Chairman: Eng. Dismas Nkubana, <i>FIER</i></p> <p>Vice Chairman: Eng. Aimable Rutagarama, <i>CIER</i></p> <p>Secretary: Eng. Peterson Mutabazi, <i>CIER</i></p> <p>Chairpersons of Committees</p> <p>Advocacy Committee: Eng. William Ruhanga Binego, <i>CIER</i></p> <p>Best Practices & Standards: Eng. Alain Rubayiza, <i>CIER</i></p> <p>Legal and Ethics: Eng. Aime S. Kabandana, <i>FIER</i></p> <p>Membership: Eng. Innocent Mushumba, <i>CIER</i></p>

				<p>Young Professionals: Eng. Dr. Augustin Bizimana, <i>FIER</i></p> <p>Advocacy to establish a minimum wage for Practicing Engineers is a priority intervention of IER & ACER in the 2019-2020 Action Plan.</p>
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 organizations like hotels and airlines to provide incentives for its members.	Establish contacts with financial institutions and other service delivery organizations to negotiate favorable rates for members of IER		A medical insurance scheme was negotiated and a contract was signed with Radiant Insurance Company to provide Medical Insurance to IER Members. A total of 18 Members with their families were insured in 2018. However, due to some setbacks in contract management, the Insurer suspended the contract 4 months before its expiration. The issue of Medical Insurance to IER Members will be a key priority in the 2019-2020 Action Plan.
4.	Discipline and conflict resolution	Handling discipline issues and settling disputes and conflicts among IER Members		The Discipline and Conflict Resolution Committee was involved in mediating IER Members to resolve conflicts related to non-payments of one party to the other. 2 cases were resolved and 3

				more cases are still pending and mediation talks are still ongoing.
5	Building Local Capacity in the Engineering Industry	Ensuring that there is local participation by IER Members in all Engineering Project in the Country	Increased levels of participating in local Engineering Projects by IER Members.	Talks were initiated with the line Ministry (MININFRA) and still ongoing to advocate for local content in the implementation of key Infrastructure Projects in the Country. Key priority intervention for IER & ACER in the 2019-2020 Action Plan.
		Publish Job opportunities in IER Publications	Updating IER Members on available job	Using IER Website, established Google Group Email and created social media platforms i.e. Twitter, available jobs and other opportunities were communicated to IER Members during the year.

Strategic Objective 5: To develop short, medium and long term financing projects to ensure sustainability in the implementation of planned activities envisaged in the 5-year (2018-2023) strategic plan.

No.	Priority Interventions	Planned Activities	Targeted Output	Level of Performance
1	Develop a comprehensive resource mobilization strategy detailing short, medium and long term actions to be undertaken in order to raise funds needed for implementation of the 2018-	Establish ToRs to develop a comprehensive resource mobilization strategy detailing short, medium and long-term actions to be undertaken in order	An approved resource mobilization strategy for raising funds needed to implement activities in the 2018-2023 strategic plan for IER.	In a bid to develop a comprehensive resource mobilization strategy to support implementation of the 2018-2023 IER Strategic Plan, a one-day retreat for Governing Council and

	2023 strategic plan	to raise funds needed for implementation of 2018-2023 strategic plan.(In-house)		Standing Committee Members was held at Palast Rock Hotel on 18 th March 2018. One of the key retreat recommendations was that IER should align the implementation of its Strategic Plan to the ongoing process of developing Sector Strategic Plans at National level and thereby strategically positioning IER planned activities into the relevant Sector Strategic Plans as a way of mobilizing the required resources for Strategic Plan implementation. This is yet to be done and will be a priority intervention in the 2019-2020 Action Plan.
2.	Develop and implement an innovative (On-line, Mobile money. POS, credit/debit card etc) membership recruitment drive program and ensure that membership fees and all other dues from members are collected.	Develop ToRs to hire a consultant to develop an innovative (On-line, Mobile money. POS, credit/debit card etc) membership recruitment drive program aimed at enhancing collection of membership fees and all other dues from members.	An approved membership recruitment drive program	Terms of Reference were developed and an IT Company i.e. Africa Informatics Africa Ltd (IAR) was selected to provide the Online services in a bid to develop an innovative membership recruitment drive and to eventually ease collection of membership fees and other dues from members. The Digital monitoring system aimed at increasing transparency and

				<p>enforcement of regulations and standards in Engineering Sectors code named “INKINGI ENGINEERING PLATFORM” was launched during the 2018 Annual General Assembly. Some of the services to be provided on the Digital Platform i.e. the activation of Membership Accounts to update Member Profiles, acquisition of e-cards and e-certificates are being accessed by Members. Other services to be accessed on the Platform are still being developed.</p>
3	<p>Identify potential sources of funding and establish contacts with partners that indicate willingness to support activities envisaged in the 2018-2022 strategic plan.</p>	<p>Identify potential financing partners for the IER strategic plan (2018-2022) from government, DPs and CSOs (National, Regional and International level) (In-house)</p>	<p>A list of partners(national, regional & international) willing to support implementation of the IER strategic plan (2018-2022)</p>	<p>Initiatives were made to engage Rwanda Housing Authority (RHA) as a key Strategic Partner in negotiations aimed at reviewing and revising the MoU that existed between the two Institutions to be able to capture key strategic interventions of IER Strategic Plan in the revised MoU. The revised MoU was finally negotiated and signed in the last quarter of 2018.</p> <p>This strategic intervention will still</p>

				be a key priority in the 2019-2020 Action Plan to be able to identify and to sign MoUs with other key potential partners.
Strategic Objective 6: To strengthen the Institutional, Organizational and Human Resource capacity of IER to support implementation of activities envisaged in the 5-year (2018-2022) Strategic Plan				
No.	Priority Interventions	Planned Activities	Targeted Output	Level of Performance
1	Review and update policy and legal instruments that support IER to implement activities envisaged in the 5 year (2018-2022) strategic plan.	Assessing adequacy of existing policies and legal instruments that support IER to accomplish its mandate.	Updated policy and legal instruments that support IER to accomplish its mandate.	a. The process of amending the existing law that governs engineering profession was still ongoing. The line Ministry (MININFRA) proposed a draft law that would govern Professional Bodies in the Built Environment. The proposed draft law was tabled to the GC and Standing Committee Members for discussion. IER observed that there were several contentious issues in the draft law that would affect the steady progress of the Institution and the profession of engineering in general, if the draft was enacted as law. The Governing Council is still

				<p>engaged in talks with the line Ministry and other stakeholders in the process of amending the law to agree on the best approach.</p> <p>b. The CPD Policy was reviewed and validated by the Governing Council and IER Standing Committee Members.</p> <p>c. The IER Policy on Equality, Diversity and Inclusion was conceptualized, developed, validated and finally adopted in the first quarter of 2018.</p>
2	<p>Review and update the current IER organizational structure, tools, management systems, procedures and processes to support implementation of planned interventions envisaged in the 5 year (2018-2022) strategic plan.</p>	<p>Develop ToRs to engage services of a consultant to review and update IER Organizational Structure, tools, management systems, procedures and processes to support implementation of planned interventions in the 5-year strategic plan.</p>	<p>Revised organizational 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.</p>	<p>a. The process of engaging an external Consultant to review and to revise the Strategic Plan was finalized and a contract was signed. The revised Strategic Plan with a 3-year rolling capacity building plan and a results monitoring framework were adopted by the Extra-Ordinary General Assembly in the 1st Quarter of 2018.</p> <p>b. Terms of Reference to engage</p>

				<p>services of a Consultant to review and to revise IER organizational structure, produces and processes was finalized and the activity to select a Consultant to undertake the assignment was finalized in the last quarter of 2018. Currently, the assignment is ongoing.</p>
3.	Recruit personnel to fill up vacant positions and remunerate staff.	Establish and maintain a staff register	A comprehensive staff list and a salary structure with a comprehensive staff incentive scheme	<p>a. In line with the recommendations of the 2018 AGA, a Part-time Accountant was hired to manage the accounting system of the Institution.</p> <p>b. Other recruitment of personnel to fill up vacant positions was still pending due to delays in developing Organizational structure and Procedures Manuals that would clearly define job profiles and specifications of the required personnel.</p> <p>Personnel recruitment will be considered in the 2019-2020</p>

				<p>Action Plan upon approval and adoption of the IER Organization Structure that is in line with the approved Strategic Plan.</p>
4	<p>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>Develop ToRs to engage services of a consultant to conduct a comprehensive capacity needs assessment for the staff of IER and functional Council committees. (In-house)</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 realize intended objectives in the 5 year strategic plan.</p>	<p>This priority intervention and planned activities were not implemented due to budget constraints.</p> <p>Mobilizing the required resources to support Strategic Plan implementation will be a priority intervention in the 2019-2020 Action Plan.</p>
		<p>Conduct Orientation Training for the staff and standing committee members to kick start implementation of the Action Plan</p>		<p>A one-day retreat for Governing Council and Standing Committee Members was held in the first quarter of 2018 and the retreat had the following objectives;</p> <p>i. To have a shared understanding of Strategic Objectives, implementation arrangements and Results monitoring framework for the IER's 5-year Strategic Plan.</p>

				<p>ii. To think of innovative approaches that would support implementation of the Strategic Plan</p> <p>iii. To define and understand key stakeholders in the Strategic Plan Implementation process. Retreat participants observed that mobilizing and securing resources required to support implementation of planned activities in the Strategic Plan requires tact and innovative approaches. It was recommended therefore, that the Leadership of IER should get engaged in creative thinking and intensify lobbying to be able to solicit support from Partners and Stakeholders.</p>
		Conduct short-term targeted training for IER Staff, Council and Standing Committee Members to address the identified gaps in Strategic Plan implementation		A 2-day Training on monitoring and evaluation was organized for Council and Standing Committee Members for them to get acquainted with results monitoring framework in the Strategic Plan implementation process.
5	Identify new office space to	Identify suitable place	Office rent, one vehicle	New office space was identified

	relocate IER Offices and to procure necessary logistics (office rent, one vehicle for the Office, laptops, desk tops, related accessories, office supplies and office furniture.	and rent office	for the Office, laptops, desk tops, related accessories, office supplies and office furniture.	and IER Offices were relocated. Procurement of necessary logistics was not done due to budget constraints.
6	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.	Establish contacts with potential Institutions and individuals at the national, regional and international level with whom IER can develop working relationships.	At least 10 meetings attended International /regional level conferences and workshops, lobby/net-working meetings during the year.	a. The Institution of Engineers Rwanda successfully organized and hosted the 2018 Engineering Week and National Conference. The two-day National Conference whose main theme was “Engineering in the Economic Transformation of Rwanda” was successfully held at Intare Conference Arena. The Conference attracted around 480 participants and in attendance were high level delegations from sister Institutions of Kenya, Uganda, Nigeria and Ghana. Also in attendance was Prof. Datto Lee, a Prominent Academician from Malaysia and a Senior FEIAP Member. It was a great opportunity of bringing

				<p>together the role players in the Engineering Profession to share experiences and best practices and also to discuss the available opportunities and the existing challenges and to recommend applicable solutions to those challenges.</p> <p>b. IER sent two delegates to attend the 50th Anniversary of Ghana Institution of Engineering. (GhIE). Talks are underway to strength the existing relationship between the two Sister Institutions and to sign a protocol of joint cooperation.</p> <p>c. IER sent a delegate to attend the National Technology Conference organized by the Uganda Institution of Professional Engineers (UIPE)</p> <p>d. IER was officially admitted as an Economy Member of the Federation of Engineering Institutions of Asia and Pacific (FEIAP) in July 2018. The main</p>
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				<p>objective of joining FEIAP was to establish and to enhance collaboration between IER and FEIAP in promoting Engineering Profession in the areas of Engineering Education, Accreditation of Tertiary Engineering Education Programs and Professional Capacity Building. It is in this regard that that the Institution of Engineers Rwanda in collaboration with FEIAP have organized a Two-day Workshop on Outcome-based Engineering Education to be held in Kigali-Rwanda from 25th – 26th April 2019. The workshop Facilitator will be Prof. Chuah Hean Teik, the Chairman of the Engineering Education Committee in FEIAP.</p> <p>e. IER sent a delegation led by the President to attend the 3rd Africa Engineering Conference and 5th UNESCO - Africa Engineering Week, an</p>
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				<p>event that was held in September 2018 in Mombasa, Kenya.</p> <p>f. IER sent 2 Delegates to attend the World Engineering Congress (WEC), an event that held in October 2018 in London and was jointly organized and hosted by WFEO and the Institution of Civil Engineers(ICE), UK. It was the climax of a series of events that were organized in the course of the year to commemorate the 50th Anniversary of WFEO.IER was able to organize and to put up an exhibition stand at the event to showcase the Institution’s preparedness to host the 2020 WFEO Executive Council Meeting together with FAEO Annual Conference that will be held in Kigali from 26th - 30th October 2020.</p> <p>g. IER negotiated and signed a Memorandum of Understanding with China</p>
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				<p>Association for Science and Technology (CAST) aimed at initiating exchange and networking programs between the Engineers in China and Rwanda. The signed MoU also aims at sharing of information and experiences in Research and Development Programs that support the retention and career development which encourage and assist Young Engineers in China and Rwanda to successfully study, qualify and pursue Engineering Careers.</p> <p>h. IER fully participated in all events that were organized by the Eastern Africa Federation of Engineering Organizations (EAFEO).</p>
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Part 2: Challenges experienced in the 2017 Action Plan Implementation Process

1. Inadequate organizational structure where staffing levels are much less than what is required to implement IER Planned Activities.
2. Lack of trained staff to effectively manage secretariat affairs

3. Lack of basic organizational management systems and procedures to support the GC, Standing Committees and the Secretariat to accomplish their respective responsibilities.
4. Lack of effective mechanisms to raise resources needed for IER to implement its programs. The Annual Subscription fees paid by the members remain the only source of income for the Institution and a big number of Members don't pay their Annual Subscription Fees (Refer to the 2018 Financial Report).
5. Inadequate arrangements to link IER with industry and academia
6. Lack of clear demarcation of roles and responsibilities among the key functional structures of IER (GC, SC and ES) with a potential for overlaps.
7. Inadequate equipment and logistics (Vehicle)