

INSTITUTION OF ENGINEERS RWANDA



ANNUAL ACTION PLAN AND BUDGET

2019

The Annual Action Plan for the Year 2019 is hinged on six key Strategic Objectives as envisaged in the 5-year (2018-2022) IER Strategic Plan

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 Intervention	Activities	Targeted outputs	Time-frame	Responsibility	Budget
1.	Organise talk shows on radio and T.V aimed at raising awareness about the engineering profession and its importance in society.	Develop a Concept Paper to guide talk shows and related documentaries	The developed Concept Paper and documentaries	3 rd Quarter	ES/Boneza Umurimo Project	
		Identify and contact radios and T.V stations to host the shows and quizzes	List of radio and T.V stations contacted to host the shows and quizzes	3 rd Quarter	ES/Boneza Umurimo Project	
		Follow up and guide the Conduct of talk shows and documentaries on various media houses.	2 Radio and 2 TV talk shows/airtime for developed documentaries	3 rd Quarter 4 th Quarter	ES/GC/Boneza Umurimo Project	3,500,000
2.	Create accounts on various social media (Facebook, twitter, YouTube, blogs and other social media) and post articles and stories about the importance	2.1 Social media accounts (Twitter, YouTube and blogs) on which articles and exciting stories on the importance of engineering profession are created and posted.	At least 12 Articles/stories/documentaries on engineering profession are posted on social media.	3rd Quarter 4thQuarter	ES	500,000

	of the engineering profession.					
3.	Organise 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 students and most especially girls to pursue engineering courses.	Develop a concept note to guide career guidance talks in schools.	Concept note to guide career guidance talks in schools (In-house)	3 rd Quarter	ES/Women in Engineering Chapter (WIE).	
			Career guidance topics in the engineering profession that will inspire young girls to pursue Engineering Courses at Higher Institutions of Learning			
		Identify and continuously update career guidance topics in the engineering profession that will be discussed.(ES to take on this responsibility- need for external technical support from Women Engineering Desk)	Profiles of speakers at the seminar List of suitable venues, logistics and materials needed during seminars Two career guidance meetings/seminars per quarter in selected Education and Training Institution.	3 rd Quarter 4 th Quarter	ES/WIE	1,500,000
4	Organise profession talks at workplaces in selected companies and organisations in public,	Concept paper to guide professional talks on topics of innovations in the engineering profession.	3 Professional talks in selected workplaces.	3 rd Quarter	ES/GC/Boneza Umurimo Project	

	private sector and civil society organisations.	Contact various companies of interest to host such talks		3 rd Quarter 4 th Quarter	ES/SC/Boneza Umurimo Project	
		Identify and contact speakers on selected Topics and confirm acceptance.		3 rd Quarter 4 th Quarter	ES/SC	500,000
		Follow up and facilitate conduct of professional talks		3 rd Quarter 4 th Quarter	ES/SC	900,000
5	Initiate a program to showcase engineering services and products by way of organising Engineering week Exhibition	Develop ToRs/Concept note for the Engineering week Exhibition program. (In-house)	Engineering week Exhibition organised	3 rd Quarter	ES and selected ad hoc committee/GC	
		Identifying and selecting individuals and organisations that will participate in the Engineering Week Exhibition.		3 rd Quarter	ES and selected ad hoc committee/GC	500,000
		Organise Engineering week Exhibition for the first year.		4 th Quarter	ES and selected ad hoc Committee/GC/Boneza Umurimo Project	10,400,000
6	Put in place a monthly Online Engineering Magazine to inform Society on	Develop ToRs to hire a Marketing and Designing Consultant to design the monthly Online Engineering Magazine.	Monthly Online Engineering Magazine designed.	3 rd Quarter	ES/IT Team/Editorial Board	

	developments and innovations in the engineering profession	(In-house)				
		Design and develop the Layout of the monthly Online Engineering Magazine		3 rd Quarter	ES/IT Team/Editorial Board	500,000
		Set up and facilitate the Editorial Board to function and to check the content of the articles to be published in the Online Magazine.		2 nd Quarter 3 rd Quarter 4 th Quarter	ES and Editorial Board	540,000
7	Updating the IER Website	Develop ToRs to hire a Web Developer (In house)		2 nd Quarter	ES /IT Team	
		Develop and construct the website		2 nd Quarter	ES/IT Team	1,200,000

SUB-TOTAL 1

20,040,000

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 Intervention	Activities	Targeted outputs	Time-frame	Responsibility	Budget
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.	i. Establish contacts and hold consultations with Regulatory Agencies to establish collaboration arrangements in enforcing compliance to the law and engineering service delivery standards in their various specific mandates. (In-house)	a) Review and revise the existing MoU between IER and RSB b) Review and revise the existing MoU between IER and RURA	2 nd Quarter 3 rd Quarter 4 th Quarter	ES/GC	

		<p>ii. Develop an MoU template to define roles in the proposed collaborative arrangements and customise it to the specific needs of each regulatory agency (Technical Support - In-house).</p>	<p>c) Establish an MoU to enhance collaboration between IER and RTDA</p> <p>d) Establish an MoU to enhance collaboration between IER and REG</p> <p>e) Establish an MoU to enhance collaboration between IER and REMA</p> <p>f) Establish an MoU to enhance collaboration between IER and WASAC</p>			
2	<p>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.</p>	<p>i. To follow up with Regulatory Agencies to design catalogues of Engineering Service delivery standards for each of the Regulatory Agencies (IER in partnership with Regulatory Agencies. Regulatory Agencies to provide Budget for this component).</p>	<p>a. Catalogues of existing engineering service delivery standards that must be complied with, in line with mandates of each of the Regulatory Agencies that</p>	<p>3rd Quarter 4th Quarter</p>	<p>ES/GC/Regulatory Agencies</p>	

			signed MoU with IER.			
		ii. Organise workshops/seminars to disseminate information on engineering service delivery standards to members of IER. (Each Regulatory Agency to provide budget for the workshop and this shall be well captured within the framework of the signed MoUs.)	b. Workshop/Seminar on dissemination of engineering service delivery standards organised by IER in collaboration with the Regulatory Agencies (1 workshop/Seminar for each Regulatory Agency)	2 nd Quarter 3 rd Quarter 4 th Quarter	ES/GC/Regulatory Agencies	
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.	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. (Communications expenses and Transport for 5 SC Officials at an average of 30,000 Frw per person to attend a total of 6 consultative meetings)	One joint expanded inspection team that includes all regulatory agencies	3 rd Quarter	ES/SC/GC	900,000
		ii. Develop guidelines to define work processes and procedures to be followed by the joint expanded inspection teams during inspections. (In-house)	A set of guidelines that define the work processes and procedures to be used by each of the joint Inspection Teams	2 nd Quarter 3 rd Quarter	ES and technical teams established at the level of each Regulatory Agency.	

		iii. Conduct technical training sessions for the inspection teams.(2 days training session)	One Technical training session with each of the Regulatory Agencies	3 rd Quarter	IER/Regulatory Agencies	1,500,000
		Conduct inspection on identified engineering projects. About 60 projects to be inspected	At least 3 Inspections conducted (Before commencement of project, in the middle of the project and towards the end) on ongoing engineering projects.	2 nd Quarter 3 rd Quarter 4 th Quarter	Joint Inspection teams	13,800,000
4	Updating the Register of the Institution of Engineers Rwanda	Sensitized Engineers are registered	Projected number of Engineers to be registered in 2019; 425 both Graduate and Professional Engineers.	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	ES/Membership Committee/GC	
SUB-TOTAL 2						16,200,000

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 National, Regional and International level.

No	Priority Intervention	Activities	Targeted outputs	Time-frame	Responsibility	Budget
1	Conduct annual Training Needs Assessments (TNAs) to inform the process of design and implementation of CPD programs for members of IER	i. Assess the Training Needs of IER Members to inform the process of designing and implementing an Annual CPD program.	Submission of proposed Training Modules (In-house)	1 st Quarter 2 nd Quarter	ES/CPD Committee	

		ii. Develop training programs	Review of proposed Training Modules and develop a CPD Calendar (In-house)	1 st Quarter 2 nd Quarter	ES/CPD Committee	
		iii. Identify, training resources, venue and conduct targeted CPD trainings	10 Training Sessions as per the 2019 CPD Calendar	3 rd Quarter 4 th Quarter	ES/CPD Committee	40,000,000
2	Conduct Internship Program for Graduate Engineers in different engineering disciplines	i. Initiate a process of selecting Graduate Engineers to be supported in undertaking Internship Program.	a. Announcing Internship Program and receiving Applications b. Conducting Pre-selection exercise and setting assessment examinations c. Mark the exams and make the final list of Graduate Engineers to be supported	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	ES / Project Coordinator ACP & Steering Committee	78,000,000
		ii. Deployment of Graduate Engineers to undertake Internship	a. Identify potential Companies and Institutions with ongoing projects where the Interns can be deployed			

			<ul style="list-style-type: none"> b. Finalize with the required logistics to deploy the interns c. Deploying and mentoring Graduates Engineers for a period of 6 months (60 Graduate Engineers in different Discipline to be deployed) 			
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SUB-TOTAL 3 **118,000,000**

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 Intervention	Activities	Targeted outputs	Time-frame	Responsibility	Budget
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.	Initiate consultative meetings with relevant policy makers with a view to setting up a platform (round table meetings) on which IER and policy makers shall be articulating issues of interest to its members	1 Annual round table meetings held.	2 nd Quarter 3 rd Quarter 4 th Quarter	ES/GC	

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	2 nd Quarter 3 rd Quarter 4 th Quarter	ES/GC/Association of Consulting Engineers	900,000
3	Support members of IER to have easy access to finance and medical insurance services from financial Institutions.	1. Establish contacts with Insurance Institutions and other service delivery organisations to negotiate favourable rates of Medical Insurance Cover for Members of IER		1 st Quarter	ES/Medical Insurance Steering Committee	
		2. Sign a Contracts for Medical Insurance Cover with the selected Insurance Company		2 nd Quarter	ES	
		3. Initiate talks and discussions with Rwanda Cooperative Agency (RCA) and the Central Bank of Rwanda (BNR) to discuss on how Engineers' Sacco can be established. (In-house)		2 nd Quarter 3 rd Quarter	ES/Investment & Welfare Committee	

		4. Finalize on the roadmap for the establishment and launching of Engineers Sacco		4 th Quarter	ES/Investment & Welfare Committee	
4	Initiate talks with relevant authorities and other stakeholders to discuss on how Engineers' House and the Centre of Excellency can be constructed	1. Initiate talks with key partners; RHA, CoK on how Engineers can acquire land for the envisaged investment. (In-house)		2 nd Quarter 3 rd Quarter	ES/Investment & Welfare Committee	
		2. Finalize on the roadmap for the proposed project of constructing Engineers' House and Engineers' Centre of Excellency. (In-house)		3 rd Quarter	ES/Investment & Welfare Committee	

SUB-TOTAL 4 **900,000**

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.

No	Priority Intervention	Activities	Targeted output	Time-line	Responsibility	Budget
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	1. 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)	An approved resource mobilisation strategy for raising funds needed to implement activities in the 2018-2023 strategic plan for IER.	3 rd Quarter	ES and Resource Mobilisation Officer	

		2. Hire a firm/consultant to develop a resource mobilisation strategy for raising funds needed to implement strategy.(30 days consultancy at \$400 per day)		4 th Quarter	ES	10,800,000
		3. 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.		4 th Quarter	Hired consultant	
		4. Subject fund mobilisation strategy to approval by relevant authority.		4 th Quarter	ES/GC	
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.	1. 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. <i>(In-house)</i>	An approved membership recruitment drive program	3 rd Quarter 4 th Quarter	ES/RM officer	
		2. Engage services of a consultant to develop an innovative (On-line, Mobile money. POS, credit/debit card etc) membership recruitment drive program aimed at enhancing		3 rd Quarter	ES	2,250,000

		collection of membership fees and all other dues from members. (5 consultancy days)				
		3. Follow-up and monitor Implementation of activities envisaged in the innovative membership recruitment drive program	Monthly reports on membership fees and other dues collected	3 rd Quarter 4 th Quarter	ES/RM officer	
3	Identify potential sources of funding and establish contacts with partners that indicate willingness to support activities envisaged in the 2018-2022 strategic plan.	1. Identify potential financing partners for the IER strategic plan (2018-2022) from government, DPs and CSOs (National, Regional and International level) (<i>In-house</i>)	A list of partners(national, regional & international) willing to support implementation of the IER strategic plan (2018-2022)	3 rd Quarter 4 th Quarter	ES/RM officer	
		2. Sign MOU with willing financing partners at the National Level	MOUs at National Level signed	3 rd Quarter 4 th Quarter	ES/GC	1,500,000
4	Develop resource mobilisation projects aligned to the funding priorities of the development partners.	Develop ToRs to develop resource mobilisation projects aligned with funding priorities of the development partners (In-house)	ToRs to develop resource mobilisation projects aligned with funding priorities of the development partners (In-house)	4 th Quarter	RM officer	
SUB-TOTAL 5						13,050,000

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.

No	Priority Intervention	Activities	Targeted outputs	Time-frame	Responsibility	Budget
1	Review and update policy and legal instruments that support IER to implement activities envisaged in the 5 year (2018-2022) strategic plan.	1. Conduct a study to review and assess adequacy of the existing policy and legal instruments required to enable IER accomplish its mandate.	Revised and updated Policy and Legal Instruments required to enable IER to implement its 5-year Strategic Plan and accomplish its mandate	1 st Quarter 2 nd Quarter 3 rd Quarter	ES/Legal Advisor/GC	
		2. Prepare draft of the updated version of the policy and legal instruments required to enable IER to accomplish its mandate.		2 nd Quarter	ES/Legal Advisor/GC	
		3. Seek approval of the draft Instruments from the relevant authorities (Leadership of IER to consult Parent Ministry)		2 nd Quarter 3 rd Quarter 4 th Quarter	ES/IER Legal Advisor/GC	
2	Review and revise the current IER Organisational Structure, Tools, Management Systems, Procedures and Processes to support implementation of planned interventions envisaged in the 5 year	1. Develop ToRs to engage services of a consultant to review and to revise the existing Organisational Structure, Tools, Management Systems, Procedures and Processes to support implementation of Planned interventions in the 5-year Strategic Plan. (<i>In-house</i>)	Revised Organizational Structure of IER and updated Tools, Management Systems, Procedures and Processes to support implementation of planned interventions envisaged in the 5 year	1 st Quarter	ES	

	(2018-2022) Strategic Plan.		(2018-2022) Strategic Plan.			
		2. 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.(2 months consultancy)		1 st Quarter 2 nd Quarter	ES/Procurement Committee	8,850,000
3	Recruit personnel to fill up vacant positions and remunerate staff.	1. Establish and maintain a staff register and payroll	A comprehensive staff list and a salary structure with a comprehensive staff Incentive Scheme	3 rd Quarter	ES/GC	
		2. Establish a competitive salary structure and a comprehensive staff Incentive Scheme			ES/GC	
		3. Pay salary and allowances (Assuming a staff size of 8 key staff with a total monthly salary of 5,700,000 per month)			ES/Finance Unit	47,677,568
4	Pay Council and Standing Committee allowances	1. Pay monthly Council Sitting Allowances			ES/Finance Unit	6,000,000
		2. Pay monthly Council Facilitation Allowances and Fuel			ES/Finance Unit	20,678,574

		3. Pay Standing Committee Allowances			ES/Finance Unit	13,552,941
5	Pay Annual Subscription fees to Engineering Federations	1. Pay Annual Subscription to EAFEO				920,000
		2. Pay Annual Subscription to FAEO				920,000
		3. Pay Annual Subscription to WFEO				910,000
		4. Pay Annual Subscription to FEIAP				736,000
6	Conduct a comprehensive capacity needs assessment for the staff of IER, Council & Standing 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.	1. 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>(In-house)</i>	A report detailing short, medium, and long-term capacity needs of IER staff and functional Council & Standing Committee members to enable them implement planned interventions and realise intended objectives in the 5 year strategic plan.		ES	
		2. Hire a consultant to conduct a comprehensive capacity needs assessment for the staff of IER, Council & Standing Committees. (10 days Consultancy work)		3 rd Quarter	ES	3,600,000
		3. Conduct a short-term targeted training for IER Staff and Council members to address the gaps		4 th Quarter		1,700,000

		identified by Training needs assessment				
7	Provide for Office space and logistics (office rent, one vehicle for the Office, laptops, desk tops, related accessories, office supplies and office furniture.	1. Pay monthly office rent	Office rent	Office rent for the year	ES/Finance Unit	19,980,000
		2. Partition the existing office space to create an enabling working environment	The existing office space partitioned	2 nd Quarter 3 rd Quarter	ES/Procurement	5,500,000
		3. Procure the required office equipment; laptops, desktops and related accessories.		2 nd Quarter 3 rd Quarter	ES/Procurement	1,280,000
		4. Procure office furniture		3 rd Quarter 4 th Quarter	ES/Procurement	3,460,000
		5. Office supplies		1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	ES/Procurement	4,380,000
8	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.	1. Establish contacts with potential Institutions and individuals at the national, regional and international level with whom IER can develop working relationships. <i>(In-house)</i>	At least 10 meetings attended International /regional level conferences and workshops, lobby/net-working meetings during the year.	1 st Quarter 2 nd Quarter 3 rd Quarter 4 th Quarter	GC/ES	24,446,665

SUB-TOTAL 6						164,591,748
TOTAL Projected Budget for 2019						332,781,748
Income Projections						
Annual Membership fees corporate members (750 × Rwf 100,000)						75,000,000
Annual Practicing fees Consulting firms (115× Rwf200,000)						23,000,000
Application fees for Consulting firms (40 × Rwf 20,000)						800,000
Application fees for new Applicants (450 × Rwf 10,000)						4,500,000
Registration fees for Graduate Members(320 × Rwf 10,000)						3,200,000
Other sources (Conducting RURA Examinations)						6,605,000
Support from the Royal Academy of Engineering (UK)						78,000,000
Support from Boneza Umurimo Project (ILO/MIFOTRA)						32,420,000
Total Income Projections						223,525,000
Support from RDB-Capacity Building, Partners through negotiated and signed MoUs and Fundraising Activities during the “engineering week expo”						109,256,748
Total Income Projections						332,781,748