

RWANDA MEN'S RESOURCE CENTER (RWAMREC)

Human Resource Policy



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A WORD FROM THE CHAIRMAN OF THE BOARD

Founded in October 2006, Rwanda Men's Resource Centre has sought to realize its vision of "a peaceful society where women and men share roles/responsibilities in raising families and governing society through equality and respect". In order to achieve this, RWAMREC has focussed specifically on engaging men in the struggle to promote gender equality, with specific interest in ending gender-based violence (GBV), engaging men in the promotion of gender-responsive development programs, and promoting positive masculine behaviours in Rwanda. Indeed, RWAMREC is unique in its strategy of positively engaging men as partners in the fight against GBV, and in its creation of role models for the promotion of positive masculine behaviours.

Initially, RWAMREC was comprised entirely of men, as it was believed that a male orientated approach was required in order to encourage men to be positive change agents in the struggle to achieve gender equality. However, as the organisation has developed, it has become increasingly evident that gender promotion and gender-based violence prevention work requires the input of both sexes in order to be truly effective. Indeed, objectives that focus on changing the gender perceptions and stereotypes that hinder positive gender relations in families and communities cannot be fully and effectively realized without the collaboration and participation of both men and women. Male and female employees contribute equally indispensable knowledge, understanding and experience to initiatives that seek to engage men in GBV prevention and the promotion of gender equality. Thus, increasing female membership and employment with RWAMREC is a priority. Only by working together can positive change be achieved in Rwanda.

RWAMREC is absolutely dedicated to advancing gender equality in Rwanda through development programs that are in line with country priorities and are in accordance with our vision and mission. In particular, RWAMREC is concerned with the promotion of gender sensitivity and equality among young people. The success of RWAMREC lies in building sustainable partnerships and alliances with other stakeholders nationwide, and we thank everybody for their support and collaboration.

Venant NZABONIMANA

Chairman



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Abbreviations

CLADHO: Collectif des Ligues et Associations de Defense des Droits de l'Homme

CNF: National Women's Council

EACSO: East Africa Civil Society Organizations Forum

EIGE: European Institute of Gender Equality

FFRP: RwandaForum for Women Parliamentarians

GBV: Gender Based Violence

GEF: Global Environment Facility

GMO: Gender Monitoring Office

HIV: Human Immunodeficiency Virus

ICRW: International Center for Research on Women

MIGEPROFE: Ministry of Gender and Family Promotion

M&E: Monitoring and Evaluation

NGP: National Gender Policy

NGOs: Non Governmental Organizations

PTCs: Parents and Teachers' Committees

RBC: Rwanda Biomedical Center

RWAMREC: Rwanda Men' Resource Center

UN: United Nations

UNDP: United Nations Development Program

VSL: Voluntary Savings and Loans

I. Introduction

1.1 About This HR Policy

We welcome you to the Rwanda Men's Resource Centre (RWAMREC) and hope your employment experience will be fulfilling and successful.

This HR Policy has been prepared to answer questions you may have about Rwanda Men's Resource Centre (RWAMREC); its policies, procedures and benefits. It is designed to give you an overview of the project and to provide guidelines to follow.

Because of the nature Rwanda Men's Resource Centre (RWAMREC) mission and its anticipated growth, the need for policy and procedures will constantly be evolving to respond to the changes. The Rwanda Men's Resource Centre (RWAMREC) Executive Director (ED) retains the right to make such changes and to update this policy to reflect such changes for the approval of the Board of Directors (BoDs). In the event that any policy or benefit is subject to interpretation, the General Assembly will determine such an interpretation at its sole discretion.

The present regulations take effect on 19th March 2022 The advantages and procedures stipulated below take effect immediately.

The intention of the Internal Employment Regulations is to establish rules and procedures by which Rwanda Men's Resource Centre (RWAMREC) manages its human resources to ensure an efficient and effective way in handling and utilizing resources at her disposal.

Although this policy is the basis of RWAMREC policies and procedures, it is incomplete in and of itself. Staff will be notified from time to time by way of official memorandum from the BD as policies and procedures change or as new policies are added. These memorandums will then become part of the official RWAMREC

Internal Employment Regulations. In the event of any future conflict or confusion in the change of policy, the policy detailed in the most recent memorandum will take precedence.

The conditions contained in this document comply with all laws, decrees and decisions linked to employment and effective in Rwanda. Thus, the labor laws will be employed to settle any disputes and conflict and in all manner's superior to the contents in this document.

All employee files are considered confidential and kept by the BoD through the RWAMREC ED or someone in charge of HR. Any employee wishing to consult their personnel file may do so with the permission of the BoD. Although no files may be removed, all employees have the right to photocopy any documents contained in their personnel files.

1.2 About RWAMREC

The Government of Rwanda has been addressing gender-based violence (GBV) through policy initiative, government commitment, legal frame work and awareness raising among others; however, this strategy has its own limits given statistics which indicate continued growing numbers of violence cases in our society. Many campaigns were directed at men as perpetrators of violence but not much has been done to engage them as partners in the fight against Gender Based Violence (GBV).

It is the above realization that resulted in the formation of the Rwanda Men's Resource Centre in April 2007 whose task is to work toward involving men and boys in the fight against GBV. RWAMREC believes that engaging men to influence or prevent their peers from committing the offence is an effective prescriptive strategy rather than punitive mechanisms. Rwanda Men's Resource Centre promotes the idea of "bringing all men on board" in the fight against gender-based violence in order to challenge in an effective way stereotypes related to gender inequalities and negative masculinity in our social structures and individual male behaviors.

RWAMREC was created by nine like-minded men of different experiences in gender and other social disciplines with an aim of involving as many males as possible in the national effort of mitigating gender-based violence in Rwanda, following the shocking caseload of rape and other gender-based violence acts, as well as gross women and children's rights abuse being experienced in our country, as reported by the national police and other actors involved in this area.

The membership of RWAMREC is growing fast, and we are proud to have been associated with other international men's networks in addition to local women organizations involved in the fight against gender-based violence. Nonetheless, RWAMREC will require assistance from all positive-minded men countrywide and other sister organizations that subscribe to its noble cause in order to get the support needed to carry out the work it is set out to do.

1.3 Vision, Mission, and Core Values

RWAMREC is guided by the following principles as set in the organizations vision, mission and core values which are:

1.3.1 Vision

A peaceful society where women and men share roles/responsibilities in raising families and governing society through equality and respect.

1.3.2 Mission

To promote gender equality through reconstruction of a non-violent identity of a man, promoting adoption of non-violent masculine behaviors in order to become positive and supportive partners of women in ending sexual and gender based violence, supporting men to become role models for peer men and change agents in promoting healthy families, engaging men to support and partner with women for women's empowerment, and engaging men to act as positive fathers and parents who display non-risky behaviors that are harmful to themselves and others.

1.3.3 Core Values

- 1. Equality and respect:** RWAMREC is committed to the promotion of equality and respect of both males and females.
- 2. Non-violent identity of man:** Continuous mobilization and education for mindset change is key for men to acquire or/and improve their non-violent identity and positive masculine behaviors in order to become supportive partners of women in ending sexual and gender based violence.
- 3. Men's engagement:** RWAMREC believes that engaging men to influence or prevent their peers from committing the offence is an effective prescriptive strategy rather than punitive mechanisms.
- 4. Partnership:** Due to the crucial importance of its mission, RWAMREC is highly committed to partnership creation with relevant organizations in the same line of objectives to aim at unified effort.
- 5. Contribution to social well being:** RWAMREC's endeavors ensure that men are to become role models for their peer men and change agents in promoting healthy families, engaging men to support and partner with women for women's empowerment, and engaging men to act as positive fathers and parents who display non-risky behaviors that are not harmful to themselves and others.

1.4 Short Description of the Board of Directors

The Board of Directors is comprised of founder members of RWAMREC. The Board is made up of the President, the Vice-President, the Treasurer, the Secretary General, and three (3) Advisors.

1.5 Beneficiaries

The main beneficiaries of RWAMREC are men, women, boys and girls, who need a safe environment in which they lead a life free of violence. Individual men, government institutions and other partner civil society and private sector organizations are the main actors in the efforts of fighting gender-based violence and hereby constitute secondary beneficiaries at country level.

1.6 Implementation of RWAMREC Activities

All activities of RWAMREC will be implemented by the Executive Secretariat under direct supervision of the BD. The Executive Director shall be responsible for the management of the daily activities of RWAMREC.

1.7 Operational Strategy

The Executive Secretariat shall be established and will operate under direct supervision of the BD. The Executive Secretariat shall have other departments and various posts according to its growing capacity and needs with time. The BD reports to the General Assembly (GA) of the organization.

II. Administrative Procedures



2.1 Introduction

The conditions contained in this manual comply with laws, decrees and decisions of employment in Rwanda. In case of conflict, the labor laws of Rwanda shall take precedence.

2.2 Management of RWAMREC (Organization)

To ensure transparency and efficiency, the management of the organization is divided into four interrelated levels, each level with defined roles and responsibilities that complement each other. These levels by hierarchy are; (i) The General Assembly (GA), (ii) The Board Directors (BD), (iii) the Conflict Resolution Committee (CRC) and (iv) The Executive Secretariat (ES).

2.3 The General Assembly (GA)

General Assembly (GA) is composed by all founding members, associate members and honorary members. The Board is made up of the President, the Vice-President, the Treasurer, the Executive Director and three (3) Advisors.

- The **General Assembly (GA)** will approve the Annual Work plan and budget submitted by the Board of Directors;
- The **General assembly (GA) will meet once a year in its ordinary session and at any time in its extraordinary session when approved by the Board of Directors** or by request of 1/3 of members to approve and monitor the implementation of RWAMREC work plans.
- The **General assembly (GA)** will commission and approve all technical and financial reports that would have been presented by the Board of Directors having received them from the ED.
- The **General Assembly** shall elect a permanent committee among its members to exercise the GA control and verification powers on the Board of Directors and the ED for all activities and financial operations commissioned by the Board of Directors and implemented by the Executive Secretariat. Verification or control activities may arise from issues arising from the Board of Directors quarterly or annual reports or upon recommendation by the Board of Directors. The Verification and control committee shall be free and independent to exercise its powers as entrusted to it by the GA.

2.4 Board of Directors (BoD)

Members of the Board of Directors are elected by the GA for a term of four (4) years renewable only once.

Major obligations of the Board of Directors (BoD):

- To provide policy guidance and orientations to RWAMREC Executive Secretariat, to ensure coherence with RWAMREC vision, mission and objectives in accordance with the decisions and recommendations of the General Assembly;
- Approve internal rules and regulations, Organization structure and RWAMREC policies and procedures and ensure their sound implementation.

- To assess RWAMREC implementation progress of its activities.
- Ensure strategic partnership between the ES, the donor community, Government and other partners;
- Ensure sound management and performance of the ES. This will include Approve the annual work plan and Budget and evaluation of performances based on activities implementation and budget execution and submit them to the General Assembly for final approval
- Suggest to the General Assembly modification of statutes and internal rules and Regulations.
- Review and approve the recruitment, appointment and revoking process of RWAMREC staff

2.5 Conflict Resolution Committee (CRC)

The **Conflict Resolution Committee** is comprised of three ordinary members that are elected by the General Assembly. It is accountable to the GA though it may also offer advice and recommendations to the Board of Directors where appropriate.

Major Responsibilities of the Conflict Resolution Committee (CRC)

- It is the duty of the CRC to receive and handle conflict cases from individual members, staff and organs of the organization. In this way, the CRC shall play an arbitration role between organs and between members, in order to prevent and resolve conflicts amicably.
- The CRC is also required to proactively identify areas of actual and potential conflict within the organization and advise the Board of Directors accordingly.
- The CRC shall periodically review proposed and existing partnership in order to detect any potential conflicts that might arise. Should a potential conflict be recognized, the CRC shall notify the Board of Directors immediately.
- The CRC shall meet once every quarter in its ordinary session to discuss current organizational issues relating to existing or potential conflicts.
- The CRC can also meet at any time in its extraordinary session should an urgent conflict arise.
- The CRC has a mandate of three years that can be renewed once.
- The CRC is required to submit a conflict management report to the General Assembly.

2.6 Executive Secretariat (ES)

Responsible for the day-to-day management of RWAMREC activities, the ES is led by an Executive Director with ten members of staff namely: one Gender Promotion Officer, one Human rights Promotion Officer, one Gender Based Violence Prevention Officer, 2 Behavior change Education Officers, one Human and Financial Resource Officer, Planning, Monitoring-Evaluation and Learning Officer, Assistant administration Officer, Office Assistant and Receptionist, and one driver. The Executive Director reports to BD.

The Responsibilities of the ED are:

- Prepare Annual work plan and budget;
- Ensure sound implementation of RWAMREC daily activities in accordance with the action plans reviewed by the BD and approved by the GA;
- Carry out extensive consultations and put in place appropriate measures in order to guarantee a high level of mass mobilization and advocacy on Gender based violence issues;
- Ensure sound administration and financial management;
- Have overall responsibility to commission and oversee the procurement process for any services tendered including the appointment of appropriate external independent evaluation team to assess the process.
- Produce narrative activity and financial reports and propose necessary adjustments for BD review and approval;
- Report to donors and members on a regular basis as required concerning the allocation of funds both in aggregate format and for individual activity. Likewise, the ED shall report all financial disbursement and reconciliation to the BoD. Mobilize funds and other resources from donors in conjunction with the BD;
- Establish financial accounts and a balance sheet at the end of every financial year and avail any other accounting documents related to financial operations as and when shall be required by the BD and other specific donors;
- Recruit needed staff, in accordance with agreed procedures and in conjunction with the BD;

- Ensure sound management of Human Resource , including capacity building;
- Ensure information flow between the ES and the BD;
- Device appropriate measures for sound management of RWAMREC membership;
- Ensure sound management of partnership with all stakeholders;
- Implement any other instructions or decisions taken by the BoD.

III. Equal Opportunity Policy

3.1 Equal Opportunities Policy Statement

RWAMREC shall strive to be an equal opportunities organization promoting equality of opportunity in service provision as well as employment and managerial practices.

RWAMREC shall ensure equal treatment of all staff. There will be no discrimination on the grounds of age, gender, ethnic background, disability, marital status, number of dependents, nationality, religion, and state of health, or any conditions or requirements that cannot be shown as justifiable.

RWAMREC shall take positive steps to encourage and co-operate with local and statutory authorities and other stakeholders in the promotion of equal opportunities. It shall also monitor and review the effectiveness of this equal opportunities policy.

3.2 Equal Payment

RWAMREC will comply with the Rwanda Employment laws and ensure that male and female employees, engaged in like or similar work are offered equal terms and conditions of employment and rates of pay.

3.3 Racial Discrimination

RWAMREC will comply with the Rwanda Employment laws and will not treat an employee, volunteer or beneficiary less favorably than another in similar circumstances on the grounds of their, race and nationality, ethnic or national origins or because of these attributes in someone they are connected to.

RWAMREC recognizes that ethnic and racial discrimination is an offence and may lead to complaints brought under the aforementioned Rwanda labor laws.

3.4 Provision of Services

RWAMREC shall maintain a firm commitment to identifying the priorities and needs of beneficiaries and deliver services accordingly. Selection criteria and procedure shall regularly be reviewed to ensure that all employees and applicants are treated according to their relevant merits and abilities.

IV. Recruitment



4.1 Recruitment Policy

RWAMREC is an Equal Opportunity Employer, which is to say that the recruitment policy employed to fill vacancies, is open, competitive and non-discriminatory. Recruitment efforts shall be oriented toward the employment of competent employees who will bring knowledge and experience to their positions.

Each employment vacancy shall be publicly advertised by written notice. This notice shall contain a brief description of the position and its functions, as well as the minimum qualifications required. Each advertised position shall contain the minimum and maximum potential remuneration with a provision to fix the remuneration during the contract negotiation whereby the determination of final

pay will base on the years of experience on the given position. Each posting shall contain a closing date for receiving applications. RWAMREC reserves the right to extend this period when deemed necessary.

In consultation with the Board of Directors, the Executive Director shall approve all new personnel recruited in writing (through a written contract and an appointment letter).

4.1.1 Disability Inclusion

People with disability (PWDs) who qualify are highly encouraged to apply once RWAMREC announces vacancies. A PWD applicant who happens to succeed the recruitment tests equally with a non-PWD one, in this case, the PWD candidate is given the first priority.

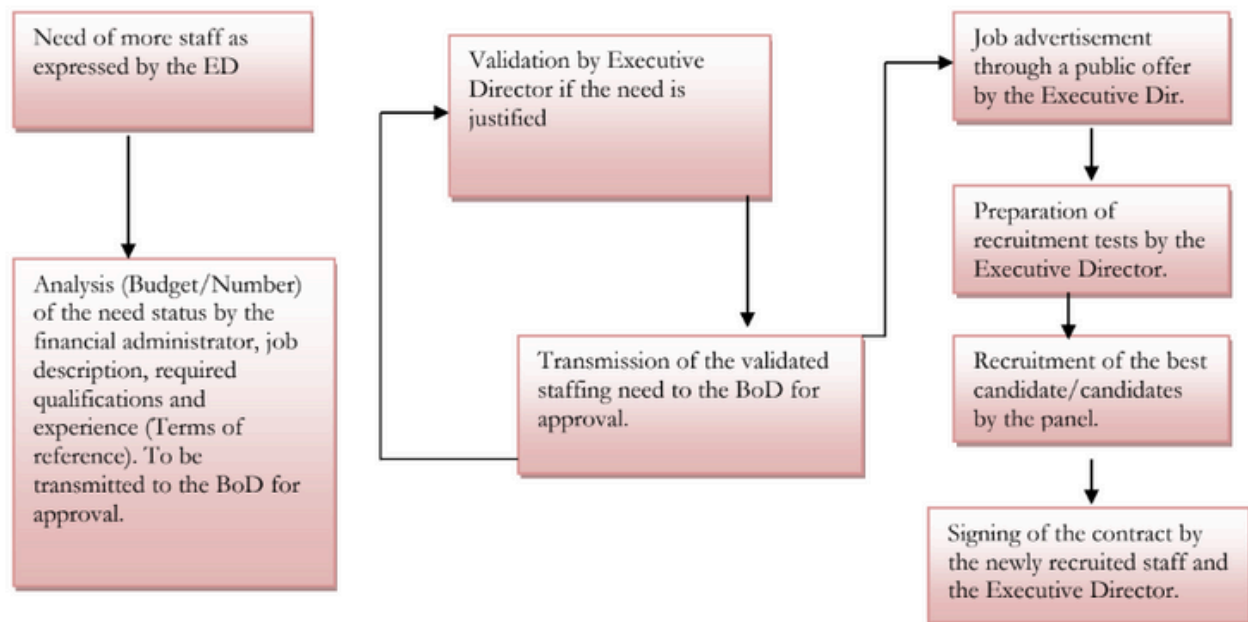
4.2 Criteria and Basis for Selection

The recruitment of personnel shall be open to all persons who fill the conditions of work in Rwanda and in accordance with the Rwanda employment regulations, in particular the Presidential decree N°37/01 of 30/08/2004 establishing the recruitment modalities and head-hunting process when needed.

However, the entire recruitment process as detailed in the Decree may be respected depending on the requirement of the organization. Interview panel recommend or composed of some BD members will examine all of the criteria necessary for the post and will pre-select, if possible, the most qualified candidates. The panel will make the pre-selection of candidates.

The pre-selected candidates shall be invited to participate in a written exam and interview. The candidate shall be interviewed to test knowledge and experience relevant to the vacant position. After evaluation and recommendations from the interview panel, the BoD and the Executive Director or his/her designee shall take the final decision to choose the appropriate candidate.

The recruitment procedures are represented in the following chart:



Before engagement of any employee, ED shall ask the candidate for written references from three people, which will be used to evaluate the candidate's previous employment and performance of job-related tasks, conduct, etc.

ED reserves the right to ask all candidates to submit to a pre-exam to test their qualifications and their knowledge of employment-related tasks.

The successful candidate shall be informed and invited to sign an employment contract. This contract shall include a description of duties and responsibilities, the nature and duration of the contract, description of the trial period, the salary, advantages, as well as other conditions of employment.

4.3 Headhunting Strategy

Headhunting is one of the most effective recruitment strategies as it allows recruiters and hiring managers to target high potential candidates. As such, headhunting is the preferred method of recruitment for recruiting executives and important professionals who are mostly wanted to ensure organizational growth.

But, despite how effective the technique is, few recruiters adopt it and even less successfully implement it. Headhunting often results in failure and awkwardness because of the inability of hiring managers to sound appealing and credible at the same time.

In this respect, whenever deemed necessary during recruitment process, RWAMREC will use the following headhunting strategies to find the right candidate for a relevant and crucial vacant position.

1. Research on potential target

Headhunting is one of the methods that RWAMREC will use during its recruitment process. Expectations of this method are high, so the person in charge of HR needs to be able to deliver a list of impressive candidates to the employer. He/she need to identify professionals who are not just good at what they do; they need to be exceptional.

He/she needs to talk with other people in his/her network, use social media and Google to research their background and ensure that every single person on the list has the makings of a star before he/she hands in their names.

2. Increase the company's visibility

Candidates are much more willing to switch jobs when they are going to a company that they know. To win them over, RWAMREC needs to increase its visibility so that when contacting potential candidates, they've already heard of the organization and will be more willing to listen to its pitch.

RWAMREC makes sure that it invests in employer brand strategy which targets many mediums, but even if this fails, connect with each candidate on LinkedIn and spend some time sharing and posting things from the company's website.

3. Establish an initial rapport

From the candidate's perspective, headhunting is odd when it's not done in a swift manner. RWAMREC admits that having someone approach you with a 'wonderful'

job opportunity sounds a bit spammy or strange, so RWAMREC considers a more tactful approach. The person in charge of HR starts by introducing him/herself and RWAMREC. He/she talks about why he/she has chosen to represent this organization and what it has recently achieved. This will generate some interest from the person being targeted and will make them more positive and open to the pitch.

4. Follow up

Getting rejected by a candidate during the headhunting process is more common than people think. One will be surprised at the amount of people who would rather stay in out in a job they hate than take on a new challenge. Nevertheless, it's important to cultivate a relationship and always follow up with these people as they might change their mind. When a candidate turns RWAMREC's headhunting efforts down the person in charge of HR makes sure that he/she takes the time to express his/her regrets and ask for permission to contact the candidate when another opportunity arises. Headhunting this way can be quite time-consuming, but it will pay dividends to RWAMREC in the future.

5. Find a balance between eager and respectful

It stands to reason that when you approach someone with an opportunity you are going to be a little pushy. How pushy you want to be depends on how much you want to get the candidate onboard. In fact, there are times when you're going to have to come up with creative recruitment strategies to even approach some candidates. Although enthusiasm is essential, there's also a bar to how pushy you can be. Respecting a candidate and giving them room to reject the offer is as important. Remember that each time you approach a candidate you're representing RWAMREC culture, and if you are too pushy, they are going to think that the organization is a high-pressure environment which might make them think twice before applying.

6. Learn as much as you can about the specific role

The HR should make sure that he/she knows as much as possible about the role he/she is recruiting for. Many recruiters go in blind not knowing anything except the requirements about the role, but when one is headhunting, he/she needs to

be able to identify high potential candidates so you need to understand about how they excel at their jobs. The HR will make sure that he/she speaks with the department's manager each time and find out more about what the winning candidate will be expected to know and do and incorporate that information into your screening process.

7. Don't be patronizing

As it is well known, headhunters tend to be very patronizing with candidates. Although this is generally true only for lower-ranking professionals that does not mean that one can assume that he/she knows what the candidate should do. The HR should be enthusiastic about the opportunity, but still, he/she should allow space for the professional to process the offer. Tight deadlines should be avoided as they won't work in organization's favor and one should make sure that he/she listens to what the candidate has to say and offer assistance for him/her to overcome any obstacles.

8. Give feedback to both sides

It's important to keep the communication lines open with both parties throughout the recruitment process. If RWAMREC has extremely high expectations, it's the HR job to manage them. It's also important that HR provides detailed information about the candidate and that he/she helps to address any issue that matters. Similarly, the HR needs to be in a position to help the candidate manage their expectations. Providing meaningful assistance during the interview preparation, for example, is essential.

9. Don't hesitate to cold-call

You'll find that most people you come into contact with will be interested in what you have to say and how it can benefit them. Picking up the phone and cold-calling is always a good plan. To maximize its impact the HR tries to establish some sort of relationship with each professional before he/she cold-calls them. Connecting on LinkedIn is always a great place to start.

10. Verify everything on a candidate's CV

Another great headhunting strategy that RWAMREC will use to save the HR a lot of headache is ensuring that everything on a candidate's CV is correct. Although not everyone, many people in the workforce will lie about how long they've been in a position or about other details on their CV. To avoid having to confront the candidate about such issues, the HR makes sure that he/she verifies everything on a professional's CV and that he/she talks with their references ahead of the interview. Being thorough with each person can help one provide better quality candidates and make the HR more reliable in the future.

Headhunting can be a successful recruitment strategy as long as it's done with consideration to the candidate. Making each candidate feel that it's a truly wonderful opportunity for their career can increase chances of success and allow one to find high potential candidates more easily.

V. Employment Contract

5.1 Contract's contents

The contract to be signed shall state the following:

- Designation of the workplace;
- Contractual Period;
- Probation Period;
- Job description;
- Entitlements (Rights and privileges)
- Remuneration and benefits details;
- Provisions related to annual leave, Professional tax, Rwanda Social Security Board (TPR, RSSB);
- Provisions related to other additional contributions;
- Employees' obligations, internal rules and regulations, conflict resolution modalities.

5.2 Types of Employees

- 1. Personnel with fixed term contact:** All RWAMREC staff who shall have successfully completed the probationary period will sign one year or less renewable contracts upon performance appraisal results in accordance with the duration of projects.
- 2. Probationary Personnel:** An employee who shall have been placed in a fixed term contract but who has not yet completed the probationary period.
- 3. Intermittent Personnel:** A temporary employee whose tasks are based on established plans of work of less than 40 hours per week.
- 4. Temporary:** An employee who shall have been hired for a period of less than one year.
- 5. Casual Employees:** An employee hired for occasional work for some hours or days of work, which are not based on a pre-established plan.
- 6. Consultant:** This shall be a person engaged to execute specific activities and shall not have other responsibilities at ES. This category shall apply to technicians, consultants for special training sessions, or researchers. Consultants shall be paid based on a stipulated contract and shall receive no benefits or other advantages from RWAMREC, as these are considered included in their contract pay. However, skilled RWAMREC members, member of Board of Directors who has conducted consultancy service for and on behalf of RWAMREC is entitled to 70% as incentive and 30% contribution to RWAMREC. While RWAMREC staff who has conducted consultancy service for and on behalf of RWAMREC is entitled to 10% as incentive and 90% contribution to RWAMREC. For effective organization members and board members, selection is done through competition and availability. For the staff, upon specific responsibilities.

7. **Volunteering:** is the practice of people working on behalf of others or a particular cause without payment for their time and services. Volunteering is generally considered an altruistic activity, intended to promote good or improve human quality of life or for their own skill development.

5.3 Induction and Probation Period

All new employees hired shall serve a probationary period of three months. During this period, employees must demonstrate a general competence and aptitude of their assigned tasks in order to prolong employment. During the very first month, the Executive Director assigns the direct supervisor to provide induction to the new employee for the later one to be familiar and conversant with the working environment as well as internal rules and regulations. Those employees who shall not successfully complete the trial period will be let go. In exceptional circumstances, management can prolong the trial period up to six months.

During the probation period, the employee receives all the advantages and benefits bestowed on his/her level. During the course of the trial period, the candidate can be let go with or without notice.

Duties of the Employer

RWAMREC is committed to:

- Establishing an environment conducive to employees doing their jobs well and discussing freely any business-related matters of interest or concern with their immediate supervisors;
- Providing salaries and employee benefits which bear a fair, reasonable relationship to the work performed;
- Permitting each employee as much discretion and responsibility as is consistent with a well-coordinated and effective operation;
- Welcoming constructive suggestions that relate to methods, procedures, working conditions and the nature of the work performed.
- Conducting employee evaluations on semi-annual and annual basis;

- Paying employee salaries on time (at end of every month) and following all rules in this matter;
- Giving necessary instructions, direction and supervision of the work to be accomplished;
- Giving all advantages stipulated in the organization's Internal Employment Regulations manual;
- Respecting all laws and rules regarding work in Rwanda.

The GA through the ED retains the right to the following management functions, including but not limited to:

- Assign, supervise, utilize corrective action, and effect the separation (termination) of an employee;
- Determine and change starting and ending times and shifts where necessary;
- Determine and change the size and qualifications of the work force;
- Establish and change its policies, practices, rules and regulations;
- Determine and change methods by which its operations are to be conducted, and assign duties to employees in accordance with ES needs and requirements;
- Carry out all ordinary administrative functions.

BoDs expects each employee to:

- Perform with zeal and fidelity the work and mission which has been confided in them in all places where RWAMREC shall need their services;
- Use responsibly all project materials, which are in the employee's care. Each employee will be held responsible to repair or replace, at the discretion of the Executive Director, any property of the organization which is lost or damaged due to negligence;
- Guard all professional secrets and agree not to divulge any information of a confidential nature;
- Concentrate all time, within the rules, to the service of the ES;
- Accept all of the laws and rules regarding employment in Rwanda;
- Fulfill responsibilities as outlined in position descriptions and contribute to ES effectiveness by performing additional duties not specifically outlined therein.
- Give a productive day's work to the best of his or her abilities and skills;

- Demonstrate a considerate, cordial, and constructive attitude toward fellow employees and visitors;
- Adhere to the policies and procedures adopted by GA.

5.4 Courtesy to Others

All RWAMREC employees shall work as a team within the ES aiming at creating an effective team spirit environment. Because of the nature of the work and the importance of supporting field operations, a service-oriented approach is essential at ES. Courtesy and respect for fellow staff, including temporary employees and others in the ES office, visitors or otherwise, shall be of utmost importance to ensure an environment that is productive and professional.

5.4 Confidentiality

The materials, products, plans, concepts, ideas, and data of RWAMREC are solely the property of and should never be given to an outside firm or individual except through normal channels and with prior appropriate authorization.

Any improper transfer of materials or disclosure of information, even though it may not be apparent that the employee has personally gained from such an action, constitutes unacceptable conduct. Participation in such a practice will result into disciplinary action, including termination of employment contract and legal action.

All employee files are considered confidential and kept by the Executive Director. Any employee shall have the right to consult her/his personnel file. However, for purposes of adherence to order in the file management system, files shall be accessed upon written request by the employee and express permission from the Executive Director.

5.6 Policy on Privacy

Every employee shall have the right to privacy. However, RWAMREC management reserves the right to inspect any employee's assigned workspace and desk when it is deemed BoD has a legitimate business interest to do so under exceptional circumstances.

VI. Terms of Service

6.1 Attendance

The hours of service at ES office in Kigali and sub offices start from 7:00 a.m. to 5:00 p.m, Monday through Friday with a one-hour lunch break from 12:30 p.m. to 1:30 p.m.

The Executive Director shall authorize all absences during the hours of service beforehand. All absences of a half-day or more shall be requested in writing, and approved by the human resource management and authorized by the Executive Director. The BoD president shall receive and approve such requests from the Executive Director.

6.2 Payment and Salary Scale

All salaries are paid monthly on the last working day of the month. The payment is made by bank transfer deposited on respective accounts. The following are grades in which RWAMREC employees shall be categorized:

Grade and Salary Scale

Grade	Position	Gross Salary	Net Salary	Qualifications
1	Executive Director	3,029,874	1,970,000	Masters at least
2	Program Manager & DAF	2,884,053	1,876,921	Masters or Bachelor degree
3	Head of Administration & Human Resources, Head of Finance, Project Coordinator	1,706,067	1,125,000	Masters or Bachelor degree
4	Advocacy & Communication Officer, Planning, Monitoring-Evaluation & Learning Officer, Internal Auditor	1,493,004	989,000	Bachelor degree
5	Field Coordinator & Accountant	1,289,341	859,000	Bachelor degree
6	Field Officer, Procurement Officer, & IT Officer, Administrative Assistant & Logistic Officer	1,085,679	729,000	Bachelor degree
7	Receptionist, Cashier & Drivers	382,259	280,000	Secondary at least
8	Cleaners & Guards (Office support)	288,261	220,000	Primary at least

The following table contains gross salaries across all RWAMREC employees' categories and differences that are brought by years of experience for each category.

- Annual step row shows annual increase amount for each monthly remuneration of each category.
- The number of years of experience shows the salary amount for each category or grade.
- Year 0 depicts the salary for a beginner in a given career/grade/category.

SALARY SCALE (GROSS)									
Annual Step (E.g: 5%)	127,869								
Positions	Executive Director	Program Manager & DAF	*Head of Administration & Human Resources, *Head of Finance, *Project Coordinator	*Advocacy & Communication Officer, *Planning, Monitoring-Evaluation & Learning Officer, *Internal Auditor	Field Coordinator & Accountant	Field Officer, Procurement Officer, & IT Officer	Administrative Assistant & Logistic Officer	Receptionist, Cashier & Drivers	Cleaners & Guards (Office support)
Category/Grade	1	2	3	4	5	6	7	8	9
Year 0	2,557,377	2,212,717	1,437,232	1,264,902	1,092,572	920,242	661,747	317,087	230,922
Year 1	2,685,246								
Year 2									
Year 3									
Year 4									
Year 5									
Year 6									
Year 7									
Year etc...									

Example: If the annual increase for the monthly salary of the Executive Director is 5% of the gross salary, the monthly increase will be:

$(2,557,377/100) \times 5 = 127,869$, Hence, during the 2nd Year of his/her service as Executive Director, or if RWAMREC hires an ED who has a one year of experience as an ED, his/her monthly salary will be equal to $2,557,377+127,869 = 2,685,246$ Rwf and so on and so forth.

6.3 Payroll Deductions

All permanent employees are obliged to pay professional taxes and contribute to Social Security Fund and other statutory contributions in accordance with the Laws of Rwanda. ES will take care of deducting these taxes and social security, maternity leave and Mutuelle de Santé contributions monthly and remitting them to the appropriate departments of Rwanda revenue Authority (RRA) and Rwanda Social Security Board (RSSB) respectively.

6.4 Overtime / Supplementary Hours

Overtime is defined as a period of time during which urgent work is performed beyond normal working hours, at the request of the ED or BoD. Overtime hours without prior authorization will not be reimbursed or compensated.

All RWAMREC Employees will not be entitled to any overtime payment in cash at all times. However, all supplementary hours shall be paid in terms of extra leave compensation and shall not be carried forward for a period of more than two (2) months from the time the overtime was approved, failure you forfeit the overtime.

Employees authorized to take overtime must declare overtime hours worked no later than two (2) days such work is performed.

6.5 Acting

In a circumstance of any prolonged absence or unavailability of an employee, the ED appoints someone to work in that position on the basis of acting terms. Acting should not go beyond three months. If the employee cannot come back any longer, the recruitment process is ensured in the mentioned above period. If there is a special situation that requires a prolongation of this acting period, the employee on the next and direct lower category and in the same department, will continue to work under acting basis but he/she becomes entitled to all advantages, benefits and remuneration of the position category in which he/she is acting.

6.6 Staff Retention

Staff experimented	New Position	Same position or under the previous position in another project
A staff who have worked at least 2 years within Rwamrec	<ul style="list-style-type: none"> - Internal promotional is allowed - Test is recommended 	Test is not applicable only when he/she does not spent more than 6 months away the organization due to the closure of the previous project
A staff who have worked for Rwamrec less than 1 year	Test is recommended	Test is recommended

6.7 Management of Interns

Would a person need internship opportunity from RWAMREC Executive Secretariat, the one will have to go through application process. He/she submits an application letter mentioning his/her qualification level and preferred relevant career department. The head of department is in charge of induction and supervision of interns sent in his department.

He/she is supposed to task and guide them to ensure they learn properly from their given duties and from the experience of workplace's environment in which they are placed.

All interns, though not entitled to any advantages, benefits and remuneration of normal employees, they are to be punctual with RWAMREC working hours and comply with internal rules and regulations with regard to ethical conduct.

6.8 Per Diem and Hotel Allowances

The employees of RWAMREC shall generally receive a per diem allowance when required to perform work 30 Km outside the workstation. Procedures related to work missions shall comprise the following operations:

Mission order within the country has to comprise:

- The names and surnames as well as the title of the concerned person;
- Destination;
- Departure and return dates;
- Justification of the Mission;
- Matriculation number of the vehicle plates or transport allowances received;
- Names of the driver if applicable.

The mission fares within the country shall be paid in the following manner:

- Payment of fees after signing the expenditure sheet;
- Posting the operation in the cash/bank ledger;
- Filing the copy of the mission order while waiting for the original one to be brought back after returning from the mission;
- Hand in to the concerned person his mission order.

In case the trip requires a vehicle of the project, the logistic officer shall advance fuel according to the distance and fuel consumption level of the vehicle.

Perdiem and Accomodation (in Rwanda)

Item	Amount	Remarks
One day field mission without overnight	5,000 Rwf	It will be given to employees traveling out of their work station in a distance of over 30 km and over six-hour transport not included. The destination should be established to be known to Rwamrec administration before the implementation
Day field mission	5,000 Rwf	If the Institution hire the accommodation for its staff(incidentals)
Field mission with overnight	40,000 Rwf	This include lunch, accommodation, dinner and breakfast, transport to and from work place not included
	45,000 Rwf	This include lunch, accommodation, dinner and breakfast for touristic zones of Karongi, Rusizi, Nyamasheke, Musanze and Rubavu; transport to and from work place not included
Daily field mission without overnight for Board members	20,000 Rwf	It will be given to Board members who participate in the organization's activities

Daily field mission with overnight for Board members and Executive Director	20,000 Rwf	It will be given the Board members and Executive Director who spend the night away from their work place whether accommodated by the organization or not.
Field mission with overnight for Board members and Executive Director	45,000 Rwf	This includes accommodation and breakfast, transport to and from work place not included

Sitting Allowances, Airtime, and Fuel for Board of Directors

No	Position	Sitting Allowances	Airtime	Fuel
1	Chairperson	142,857	25,000	150,000
2	Vice-Chairperson	142,857	15,000	100,000
3	Treasurer	142,857	15,000	100,000
4	Secretary	142,857		
5	Advisors (3)	142,857		
6	Executive Director	142,857	100,000	300,000

6.9 Expenses Incurred for Business outside Rwanda

The amount of travel expenses for all staff members traveling outside of Rwanda for work reasons shall be determined based on the cost of living in the country/city of destination, the budget of RWAMREC and the advice of relevant donors or any donor sponsoring such travel or in line with the maximum limits allowed or estimated per Country or City. Transportation, telephone/fax (official) expenses, airport taxes and visas shall be fully reimbursed by RWAMREC on presentation of receipts.

The funding of such travels will be covered exclusively by development partners and donors on request by RWAMREC management (ED).

RWAMREC staff receives 50 USD incidental fares when donors support an amount less than 100 USD.

6.9.1 RWAMREC Staff Development

Training and Scope

It is a policy of RWAMREC to avail an opportunity of training or short courses to its employees. Short courses shall not exceed (1) month. This training need shall be limited to a short course/seminar/workshop.

Scholarship for staff's career development

RWAMREC is committed to working with international organizations to seek and obtain scholarships for career development of its staff. Any employee who qualifies for a scholarship, he/she signs a commitment form, which includes terms and conditions with number of years he/she will work for RWAMREC after graduation. The following should be years of work commitment respectively. Five (5) years after graduation from an undergraduate scholarship program and three (3) years after graduation from a master's scholarship program

Study trips/tours

RWAMREC in partnership with other national and international organizations will seek and organize national and international study trip to benefit the learning of its staff.

Procedure

On different instances, an employee may want to attend a short course, a seminar or even a workshop to improve or gain a specific skill relevant to his/her job area (for example, new software, a short management course, etc). RWAMREC management shall, whenever possible, identify suitable courses for needy employees; such courses shall be approved and run for them under close supervision of the person in charge of human resources and the Executive Director.

With this approval, RWAMREC shall fund the short courses, seminars and workshops in line with the employee's job and responsibilities wherever possible and according to the available resources.

6.10 Conditions for short-courses, seminars or workshops

- Approval of the short course, seminar or workshop shall depend on availability of funds within RWAMREC or donor funded.
- The proposed short course, seminar or workshop must be relevant to the applicant's field of work.
- The short course, seminar or workshop shall be funded for employees who have successfully completed their probationary period.
- Application to attend a short-course, seminar or workshop may be declined to those employees who still have unresolved issues within the organization.
- The applicant's head of department must approve the application and indicate in all instances how the short course, seminar or workshop is going to benefit the employee and the organization.

- The Coordinator shall ensure that the short course, seminar or workshop does not interfere with the employee's duties.
- The short course, seminar or workshop must be run by a reputable organization (i.e., existing training, seminar or college provider.)
- At the completion of the short course, seminar or workshop, the employee shall be required to present a report of the course, seminar or workshop attended so that he/she can share the benefit with others.
- All available opportunities for training; short course, seminar or workshop shall be made public. The Executive Director, in consultation with BoD will make decision as to who should benefit.

VII. Leaves

7.1 Official Holidays

RWAMREC respects all official holidays declared by the Government of Rwanda. A list of official holidays shall be decided on each year as per the Government instructions. This list may be modified with the authorization of the Executive Director or the Government.

7.2 General Leave Rules

All RWAMREC employees are entitled to a paid leave after twelve (12) months of continuous service with RWAMREC. Vacation time will be calculated in accordance with the Rwanda government policies in this area and will be prorated according to length of service and according to the scale of appointment at that material time.

All leave requests must be submitted in writing to the Executive Director through the person in charge of human resource management, allowing sufficient advance

notice (one week in advance), specifying a specific period of time, which is convenient to both the employee and the employer.

It shall be important to establish a leave calendar for all employees to ensure the program operations continue without interruption. All official holidays, which fall during an employee's approved leave period, shall not be charged to leave days.

7.3 Annual Leave

All RWAMREC employees shall be entitled and have a vacation leave each year. The minimum application of vacation leave is one-half (½) workday. For example: An employee requesting an afternoon off during the work week to take care of personal business will receive authorization for one-half day of annual leave.

All vacation leave shall be taken within twelve 12 months from the time it is credited to the employee, otherwise it will be forfeited. The exception to this rule occurs when RWAMREC requests an employee to defer taking leave. All such vacation leave, which has been approved for carry-over to the next year, must be used in the new leave year or forfeited.

Vacation leave not yet taken by a departing employee is reimbursable, with a maximum of 18 days in total. Other types of paid leaves (forfeited, sick leave, etc.) are not reimbursable to a departing employee.

7.4 Incidental Leave

In accordance with laws and regulations, employees will be entitled to personal emergency leave during workdays on the following basis only:

S/N	Type of Incidental leave	Number of days	Working day/Calendar day
1	Marriage of an employee	04 days	WD
2	Paternity leave	15 days	CD
3	Death of a spouse/child	10 days	CD
4	Death of a sibling or parent	5 days	WD
5	Death of any -in-law	02 days	WD

Employees desiring emergency personal leave for any other purposes than those listed above or for longer than specified periods above will be required to request annual vacation leave or unpaid leave, and where appropriate due notice should be made in accordance to the stipulated time.

The Office's annual leave plus the Public and Privilege year is from January 1st to December 31st, annual leave allowance will be calculated at the rate described above. Public and Privilege holiday entitlement will be those announced and approved by the Government of Rwanda or as amended by the BoD. All Staff, especially the human resource manager are required and must keep a record of all leave taken. Line manager must approve all leaves at least a month in advance. The Board of Directors or its agents reserves the right to inspect leave and attendance records to ensure that they are being maintained.

Other forms of leave such as Compassionate will be in accordance with the provisions of the Minimum Employment Standards in the overall office Procedures Manual and the laws of Rwanda.

7.5 Sick Leave

All staff are entitled to paid sick absence on full pay for up to three months and thereafter on half pay for up to three (3) months, subject to a maximum total of six (6) months sick absence.

In case a staff attendance is unsatisfactory because of frequent or continuous sick absence, the suitability for continued employment may have to be reviewed.

Sick absence shall be monitored in line with the Maximizing Attendance Policy. Unsatisfactory sick absence records may result in disciplinary action in line with the disciplinary procedures.

Sick absence of (1) day must be reported on the same day to the Head of Administration and Human Resources and on return to the office and the staff

shall present a justification from the medical Doctor that certifies that the staff was sick. Sick absences up to two (2) days will need to be supported by a medical certificate. Failure to provide documents from Doctors or medical certificates may result in disciplinary measure.

Saturdays, Sundays and public holidays occurring within a period of sick absence are not included as part of the sick absence. However, absence from Friday to Monday, both days inclusive, counts as four days sick leave.

The employer will provide a medical cover scheme for its staff according to the national mutual health policy (Mutuelle de santé). Individual staffs are free to make his/her own arrangements, like Health Insurance, with private companies but this will not be covered by the employer if it is not in line with this HR Policy.

7.6 Maternity Leave

Eligible, full-time female employees are entitled to a maximum of sixteen (16) consecutive weeks of maternity leave with full pay, any time of their choice, before and after birth of the child, including at least ten (14) weeks after childbirth. Women breast-feeding their babies will be entitled to two (2) breaks of 30 minutes each day for twelve (12) months from the date of birth of the child. The hours of rest given for breast-feeding not taken will not be recoverable through pay or days of recuperation.

7.7 Unpaid Leave

Leave without pay, incase not exceeding five (5) days per year, may be granted if an employee requests such leave under special circumstances and when he/she has no other leave days available. Such leave must be requested in writing for approval of the Executive Director who shall immediately inform the BoD. This leave must be applied for like any other leave. In case this request is made by the Executive Director, it is the BoD which will approve it.

VIII. Benefits

8.1 Transport Allowance

An indemnity for transport equal to an amount of ten (10) % of the gross salary will be regularly included in the monthly pay of full-time employees. The indemnity for transport is not part of the base salary.

8.2 Housing Allowance

An indemnity for housing equal to an amount of twenty (20) % of the gross salary will be regularly included in the monthly pay of full time employees. The indemnity for housing is not part of the base salary.

8.3 Death & Marriage Benefits

In case of death of a permanent employee, RWAMREC will pay a beneficiary designated by the employee the equivalent of three (3) months of monthly net salary if such death occurs before the expire of the contract. All employees should designate a beneficiary and give the name of the person to the Executive Director, for the married employees unless otherwise stated by the employee the spouse shall be assumed the designated beneficiary.

8.4. Severance Pay

For any employee who leaves RWAMREC due to resignation, end of activities of the organization, closing of position or retirement, RWAMREC will pay each employee who has satisfactorily fulfilled his/her job a sum equal to his/her savings. RWAMREC has a plan to deduct a certain amount from every employee's salary in a form of savings. Severance pay will be calculated on the employee's net salary and will be paid as long as he /she goes for whatever reason.

IX. Rules of Conduct

9.1 Conduct

RWAMREC expects all employees to conduct themselves in such a manner as to enhance its professional image and effectiveness. It also expects all employees to follow rules of conduct that will protect the interests and safety of all employees and the organization to assure orderly operations and provide the best possible work environment. All employees are expected to accept certain responsibilities, adhere to acceptable business principles in matters of personal conduct and acceptable dress code, and exhibit a high degree of person integrity.

This involves not only sincere respect for the rights of others, but also demands that employees refrain from any behavior and conduct which might be viewed unfavorable or interfere with management and fellow employees, and jeopardize funding and the public perception of RWAMREC as a non-profit organization.

RWAMREC promotes a productive work environment and does not condone or tolerate verbal or physical conduct by any employee who harasses, abuses, disrupts, or interferes with another's work performance or which creates an intimidating, offensive, or hostile environment.

9.2 Indisciplinary Issues at work

The following actions/behaviors may lead to the following disciplinary measures but not limited to the following:

9.2.1 Late coming to work

Any late coming to work has to be justified to the Executive Director. For a repeated late coming, the Coordinator may determine whether or not to apply a

sanction. The office shall manage an attendance records. Staff attendance shall be monitored by the administrative officer and reports shall be made to the human resource Manager for onward transmission to the Executive Director. In accordance with the maximum attendance policy, the Executive Director may refer such staff that falls short of the requirements to the BoD for appropriate corrective measures.

9.2.2 Absence

Any absence needs prior authorization of the Executive Director. A request form for permission has to be filled and approved for this end.

9.3 Conduct, Access to Buildings, and Ethics

The employee shall avoid any behavior that may lead to disorganization of work in the organization premises, as well as in places where he/she is sent for organization's related work. Access to the ES offices is only authorized for service related needs. All in all, the whole staff has the duty of being of good conduct, impartial, disciplined and keeping the organization information.

9.4 Sanctions

Sanctions for offense of any professional discipline can be applied in the ascending order as described below:

- i. Oral warning;
- ii. First written warning;
- iii. Last warning;
- iv. Suspension
- v. Dismissal.

Except the verbal observation without any mention in the personal file, other sanctions are documented in employee's personal file. Sanctions are applied by writing except the verbal observation without any written document filed in the employee's personal file. A discussion is required before application of any

sanction, and the employee can chose to be accompanied/assisted by any other employee of his/her choice.

9.5 Communicating the Sanction

From the top of the sanctions' ladder down to the written warning, the sanctions are given by the Executive Director, whereas the suspension of salary and the dismissal of the employee are in the powers of the BoD.

9.6 Demands and Claims

Demands and claims have to be written and submitted in the first instance to the Executive Director. If no response in a period on only one (1) month or if the response does not meet his/her expectations, the employee has the opportunity to resubmit his/her case to the BoD. Demands and claims have always to be submitted in writing.

X. Separation



10.1 General Rule

There are three (3) forms of separation,

- i. Resignation,
- ii. End of organization, and
- iii. Outright termination.

In case of resignation of an employee, he/she ought to give a written notice equal to the labour laws requirements. The employee would have a right only to his salary and benefits during the period of notice. End of organization is clearly explained in this manual. Outright termination will be applied in serious cases as mentioned above of this manual.

An employee may be terminated without notice if he/she is found guilty of a serious infraction or misconduct. While it is impossible to compile a complete list of all the possible actions that might result in disciplinary action, examples of misconduct that may subject an employee to disciplinary action up to and including termination include, but are not limited to, the following:

- i. Incompetence in the accomplishment of assigned tasks,
- ii. Violation of rules and conduct established by RWAMREC,
- iii. Insubordination or argumentation of a repugnant or insolent nature

10.2 Disobedience of Lawful Orders or Established Rules

10.2.1 Dishonesty

- *Drunkenness or drinking during the hour of service, including RWAMREC sponsored events;*
- *Drinking or being under the influence of alcohol while driving a RWAMREC vehicle;*
- *Desertion of service;*
- *Sexual harassment at the place of work;*
- *Proven Fraud within or outside the organization;*
- *Giving or accepting bribes of whatsoever reason within or outside the organization;*
- *Frightening, intimidating or the use of violence against another employee at work or outside the place of work;*
- *Falsification or altering of official documents within or outside the organization;*
- *Divulging confidential information;*
- *Betrayal of RWAMREC values and principles, like involvement of gender-based violence acts;*
- *Using, being under the influence of, selling or possessing intoxicating beverages, marijuana; hallucinogens or other illegal drugs or narcotics on RWAMREC premises or while conducting business.*

10.2.2 Disciplinary Sanctions

In case of breach of one or another disposition in the present internal regulations, the management may take, according to the gravity of the infraction, the following dispositions, after demanding a verbal or written explanation from the employee:

10.2.3 Oral Warning

It is the obligation of the Executive Director to tell workers under his/her supervision about their negative or poor behaviors.

10.2.4 Written Warning

When the effectiveness of an employee is found to be insufficient or an incident happens which does not necessitate immediate termination. The Executive Director may give the employee a warning letter with a copy of the letter to be put in the employee's personnel file and sent directly to the president of the BoD.

The sanctions mentioned below may be employed by BoD on recommendation of the Executive Director in case of outright termination:

- a. Suspension of post and/or salary for a determined period of up to five (5) working days;
- b. Termination with or without notice.

An employee who is terminated for a serious infraction or gross misconduct will receive salary and benefits corresponding with the last day of work, but will not receive the benefits related to an advance notice of ten (10) working days, or other compensation. In the event that the decision to terminate is not brought on by a serious infraction or misconduct as shall be determined by the BoD, the employee has a right only to:

- a. Advance notice of five (5) working days;
- b. Or a paid advance notice if one is not able to execute the advance notice, and the base salary, including all the advantages.

Two (2) warning letters or unacceptable explanations in the course of a twelve (12) month period automatically eliminate the employee's chances of receiving a salary increase and may involve other more serious sanctions.

At the discretion of the BoD in conjunction with the Executive Director, a third warning letter, which indicates unacceptable behavior, will involve severe sanctions of an unpaid suspension of up to twenty-five (25) days or immediate dismissal.

10.3 Sexual Harassment

An employee, male or female, who sexually harasses another employee, who grants favored treatment or who is characterized by a sexual favoritism at the employment level or who creates an impression of illicit conduct, acts in violation of the principles established by RWAMREC. All managers and the Executive Director must ensure that all decisions taken regarding an employee are based strictly on professional factors and the contributions made by the employee to RWAMREC.

Sexual harassment is defined as follows:

- i. Implicit or explicit demands by a direct supervisor to force his/her subordinate to engage in sexual relations in exchange for employment security, salary increases, promotion or other employment conditions and otherwise.
- ii. Creating a sexually hostile environment, i.e., creating a working environment where comments, conduct, jokes, or photographs are characterized by sex or inciting to create a depraved work environment.

The present regulations seek to discourage managers or Executive secretaries from directly or indirectly supervising any employee with whom they have a personal relationship. All employees should demonstrate discretion, professionalism, and good judgment in their personal relationships.

Appropriate disciplinary actions will be taken against any employee who is guilty of sexual harassment. Depending on the seriousness of the infraction, disciplinary action may range from a suspension to termination.

10.4 Political Activity

As RWAMREC is a non-political organization, All Employees should avoid engaging in any political activity at work or during the hours of service. Employees should concentrate on the work at hand and in maintaining good working relationships with the Government authorities and community members.

10.5 Disciplinary Misconducts and Their Corresponding Sanctions

The disciplinary misconducts are subdivided in three categories:

- i. Minor misconducts;
- ii. Serious misconducts;
- iii. Gross misconducts.

Note that any attempt to commit misconduct will be punished in the same way as misconduct effectively committed.

10.5.1 Minor misconducts: These lead to the oral warning

Minor misconducts include the following:

- a. Attendance at work with delay without permission or valid reason.
- b. Leave the service early without permission or valid reason.
- c. Unauthorized absence from the work place during working hours
- d. Sleeping at work during working hours.
- e. Serious misconduct with mitigating circumstances

10.5.2 Serious misconducts: These lead to first written warning

Serious misconducts include:

- a. An unjustified absence from work during a period from 1 to 5 working days.
- b. A threatening or aggressive behavior towards his/her colleagues, his/her superior, and other stakeholders.
- c. Failure to obey lawful and reasonable instructions given by the superiors.
- d. Drinking alcohol during working hours.
- e. To smoke in the RWAMREC offices.
- f. Insult colleagues or RWAMREC partners or beneficiaries while on duty.
- g. Unauthorized use or abuse of the RWAMREC's facilities or equipment including computer system.
- h. Failure to respect procedures and instructions set by the Administration.
- i. Failure to take action against an officer under your supervision who has committed an offence.
- j. Failure to provide information intended to the public when required by the RWAMREC beneficiaries.

- k. Minor misconduct still valid followed by other minor misconduct
- l. Minor misconduct with aggravating circumstances
- m. Gross misconduct with mitigating circumstances
- n. Deliberately submit wrong and misleading report to supervisors

10.5.3 Gross misconducts: These may lead to dismissal or last warning

Gross misconducts include the following:

- a. Theft of an asset from RWAMREC.
- b. Embezzlement of RWAMREC's revenues.
- c. Any deliberate loss of RWAMREC funds.
- d. Being guilty of fraud.
- e. To demand explicitly or implicitly, to receive indirectly or directly gifts or any other illicit profit for oneself or others or to accept it as a promise in order to render a service within his or her function, mission, mandate.
- f. To demand explicitly or implicitly, to receive indirectly or directly gifts or any other illicit profit for oneself or others or to accept it as a promise in order to accomplish an illegal act or refrain from carrying out his or her duties.
- g. To demand explicitly or implicitly, to benefit from or to carry out sexual acts of unconsented nature or to accept it as a promise in order to accomplish, or refrain from carrying out his or her duties.
- h. Accomplices in corruption acts
 - i. Giving or receiving or attempting to give or receive bribe or incite a person to make an act related to corruption.
 - j. Using or attempting to use his/her position to have personal advantage.
 - k. Falsifying documents and using them for his/her personal interests.
 - l. Deliberate refusal to respect procedures and instructions set by the Administration.
- m. Award tender regardless of tender procedures.
- n. Violation of recruitment procedures.
- o. Aggressing a person while on duty.
- p. Deliberately causing damage to asset of RWAMREC.
- q. Incapacity with work due to alcohol or being under the influence of illegal drugs.
- r. Racist, sexual harassment, discrimination and GBV
- s. Insubordination

- t. Serious misconduct associated with aggravating circumstances
- u. Serious misconduct still valid associated with any other misconduct
- v. Refusal to carry out duties in relation with individual job description.
- w. Being guilty of criminal acts at or outside of the RWAMREC.
- z. To perform any incitement related to politics, deliver any speech or bear distinct signs of political parties while conducting RWAMREC assignment.
- y. Taking alcohol or any other toxic substance during working hours
- z. Behaving unprofessionally under influence of alcohol
- aa. Insult, abuse, physically attacking workmates, supervisors or other RWAMREC's stakeholders.
- bb. Nepotism

10.5.4 Suspension from duties as sanction

It applies in the event of:

- A last written warning followed by a minor or serious misconduct.
- Gross misconduct with mitigating circumstances

Suspension period must not exceed three months.

10.5.5. Authority to take sanctions

- Oral warning: Direct Supervisor
- Written Warning: Executive Director on head of department proposal
- Suspension and Dismissal: Board of Directors on ES proposal.

XI. Performance Contract and Evaluation

At the beginning of every year, after annual action plan is approved, each employee has to sign a performance contract which shows clearly what is expected of him/her. This contract contains objectives, targets, expected outputs and outcome as well as indicators that are means of verification of achievement. As the annual action plan is to be reviewed on semestrial basis, likewise the performance contract should be revised right after that review.

A six (6) month and an annual evaluation of all permanent employees shall be carried out. The direct supervisor is responsible for conducting the evaluations of employees under his/her supervision. The Executive Director shall be responsible for the overall evaluation of the staff and keep the results for end-use by the BoD and the GA.

The employee should sign a completed paper evaluation after discussions with his/her supervisor and the Executive Director. The criteria for the evaluation will include such things as:

- Comprehension of work,
- Performance of tasks,
- Productivity,
- Communication,
- Cooperation,
- Conduct,
- Initiative taking,
- Teamwork spirit,
- Time management spirit (On set deadlines),
- Creativity and innovation,
- Honesty
- Integrity
- External relations (with stakeholders)
- Technical skills
- Attendance and punctuality etc...

A professional performance evaluation will be conducted at the end of the trial period for new employees. A satisfactory report, at the minimum, is necessary in order for the employee to be retained.

The performance evaluation system is approved by the BoD and refers to the terms of reference of each employee. The performance evaluation modalities are established in a service memo by the Executive Director at periods mentioned above. To ensure motivation among its staff, at the end of every year's

performance evaluation, RWAMREC announces and rewards the best employee of the year.

PERFORMANCE EVALUATION AND REWARD SCORE CRITERIA TABLE

EMPLOYEE NAME			DEPARTMENT			
EMPLOYEE ID			REVIWER NAME			
POSITION			REVIEWER TITLE			
LAST REVIEW DATE			TODAY'S DATE			
CHARACTERISTICS						
Quality	Score Max	Failure (49% and below)	Unsatisfactory (Between 50% and 60%)	Satisfactory (Between 61% and 69%)	Good (Between 70% and 79%)	Excellent (Between 80% and 100%)
Comprehension of work	5%					
Performance of tasks	25%					
Productivity	5%					
Communication	10%					
Cooperation	5%					
Conduct	5%					
Initiative taking	5%					
Teamwork spirit	5%					
Time management	5%					
spirit						
Creativity and Innovation	5%					
Honesty	5%					
Integrity	5%					
External Relations	5%					
Technical Skills	5%					
Attendance and Punctuality	5%					
TOTAL SCORE	100%					
GOALS						
Achieved Goals Set in the Previous Evaluation						
Goals for Next Evaluation Period						
COMMENT AND APPROVAL						
Comment						
Employee Signature			Reviewer Signature			

Notes: The following are the rewards attached to each score

1. **Failure**

At the end of every year's evaluation, any employee who scores "Failure", and who didn't encounter special circumstances or force majeure that interfered to be the root cause of failure, is supposed to resign from his/her position immediately.

2. **Unsatisfactory**

Once an employee score is unsatisfactory for the case as above, he/she is given the last warning and chance, and if the same results occurs during the next evaluation period, he /she lays down the position.

3. **Satisfactory**

For the satisfactory score, one is shown his/her areas of improvement for future better performance and he she needs to take it into seriousness.

4. **Good**

Under this score, an employee is entitled to a 3% increment of his/her monthly salary.

5. **Excellent**

Under this score, an employee is entitled to a 5% increment of his/her monthly salary.

NB:

- During the selection process of the best employee, a ceremony to be organized by the institution, his/her fellow employees are to be involved and to avoid favoritism, their evaluation part value takes 70% and the employer representative evaluation score takes 30% of the total score for the best employee.
- To promote courage, positive conduct, cooperation, productivity, creativity and innovation, the best employee is entitled to a 13th-Month Salary on top of her corresponding salary increment.

XII. Management of the Correspondence

There two (2) different types of correspondence: internal and external correspondence.

12.1 Internal Correspondence

Internal correspondence is established by the staff and is meant for internal matters. There are many types of internal correspondence.

- a. Internal memoranda
- b. Memoranda
- c. Internal reports, and others documents

12.1.1 Internal memoranda

Internal memoranda are issued by the staff and are exchanged between different departments, and the Executive Director, in respect of hierarchy order.

Internal memo has to be numbered by sequence order from number one within each unit.

12.1.2 Memoranda

Memoranda are jointly signed by department members and the Executive Director. They are numbered and sent to concerned people. The administrative and financial department is in charge of filing and numbering chronologically all memoranda

The Executive Director has to ensure the implementation of instructions stipulated in the various memoranda.

12.1.3 Internal Reports

There exist several types of internal reports to be produced namely; weekly and monthly work plans, monthly report (flash report), quarterly reports and the annual reports. Incoming and outgoing correspondence:

12.2 Incoming External Correspondence

The external correspondence comprises all sorts of mails, invoices and newspapers, pro-forma invoices and others. The external correspondence is received by the receptionist who enters it in the appropriate correspondence register by indicating; the reception date, the sender, references and the subject of the correspondence. The incoming correspondence document is stamped with incoming stamp. Then the correspondence is sent on the same day to the Executive Director (ED).

The correspondence thus transmitted to the ES is forwarded to other various ES departments for appropriate response/action. The correspondence document sent to department is entered in a computer by the Assistant Administrator who follows it up for quick action. The Assistant Administrator monitors the various assignments given to various departments by the ES in relation to the incoming correspondence.

12.3 The Outgoing Correspondence:

Every outgoing mail has to be signed and stamped by the ES or the BoD president depending on the importance of that correspondence. The outgoing mail has to bear the date and the sequential number as a reference.

All outgoing mails have to bear the following reference format:

Nr. letter/level/year/ Initials of the author

The outgoing mail has to be entered in an appropriate register. The Secretary has to ensure the transmission of the outgoing mail and take care of filing all copies of acknowledged mails.

Sending of mails is an exclusive responsibility of the Assistant Administrator/ receptionist after she/he has given the sequential number to the letter and entered it in the appropriate register.

A copy of the sent mail is signed for acknowledgement and sent back for filing by the Assistant Administrator.

XIII. Reporting Procedures

13.1 Overview

Reporting is a key activity for the whole organization. It allows various actors and beneficiaries to follow the implementation process of the work plans. Moreover, it gives an essential documentation on the project, its achievements, constraints and implementing strategies.

13.2 Types of the Required Reports

Periodical reports (quarterly and annual)

- a. A narrative activity report,
- b. A financial report,
- c. An evaluation report

The narrative activity report

The ES has responsibility of producing narrative report that describes in details the achievements of the organization implementation process. In the report, constraints and opportunities as well as the best practices that can serve as a lesson for other actors in the area are discussed in length. It also explains the gap between the planned activities and actual achievements for comparison purposes.

In addition, the ES produces a summary performance report which tries to compare planned activities to activities effectively carried out. It is presented in a form of tables which gives the activities carried out in figures according to implementation dates and places. It is this report that allows tracking the planned indicators for each activity.

13.2.1 The financial report

The financial report shows all transactions undertaken with the funds allocated to the work plan and various project activities. It gives all the expenditures engaged, the balance in cash and in bank. The report has to mention the opening balance and the closing balance as well as other funds movements from the beginning to the end of the reporting period. The Financial Administrator develops a reporting format that has to be approved by the ES and the BoD.

13.2.2 Reporting map

The departments submit their reports to the ES. The ES compiles and reviews and submits the consolidated reports to the BoD and the latter submits the reports to the GA in plenary sessions.

The quarterly reports have to reach the ED not later than 15th of the month following the reporting quarter. The Financial Administrator and M&E Departments jointly submit narrative and financial reports every month to the ED

13.3 The Evaluation Report

A midi-term evaluation [six (6) months] and an annual evaluation will be conducted periodically. The results of the mid-term evaluation enable to measure the level of performance and to review applied strategies when they encounter difficulties. As opposed to supervision, the evaluation mentioned above is a punctual analysis of change in expected results due to the work plan implementation. In other words, the evaluation tries to directly establish a link between a specific result and its corresponding intervention after a certain period of evolution. The evaluation allows concerned officers to determine the value of a specific program basing on measurable indicators.

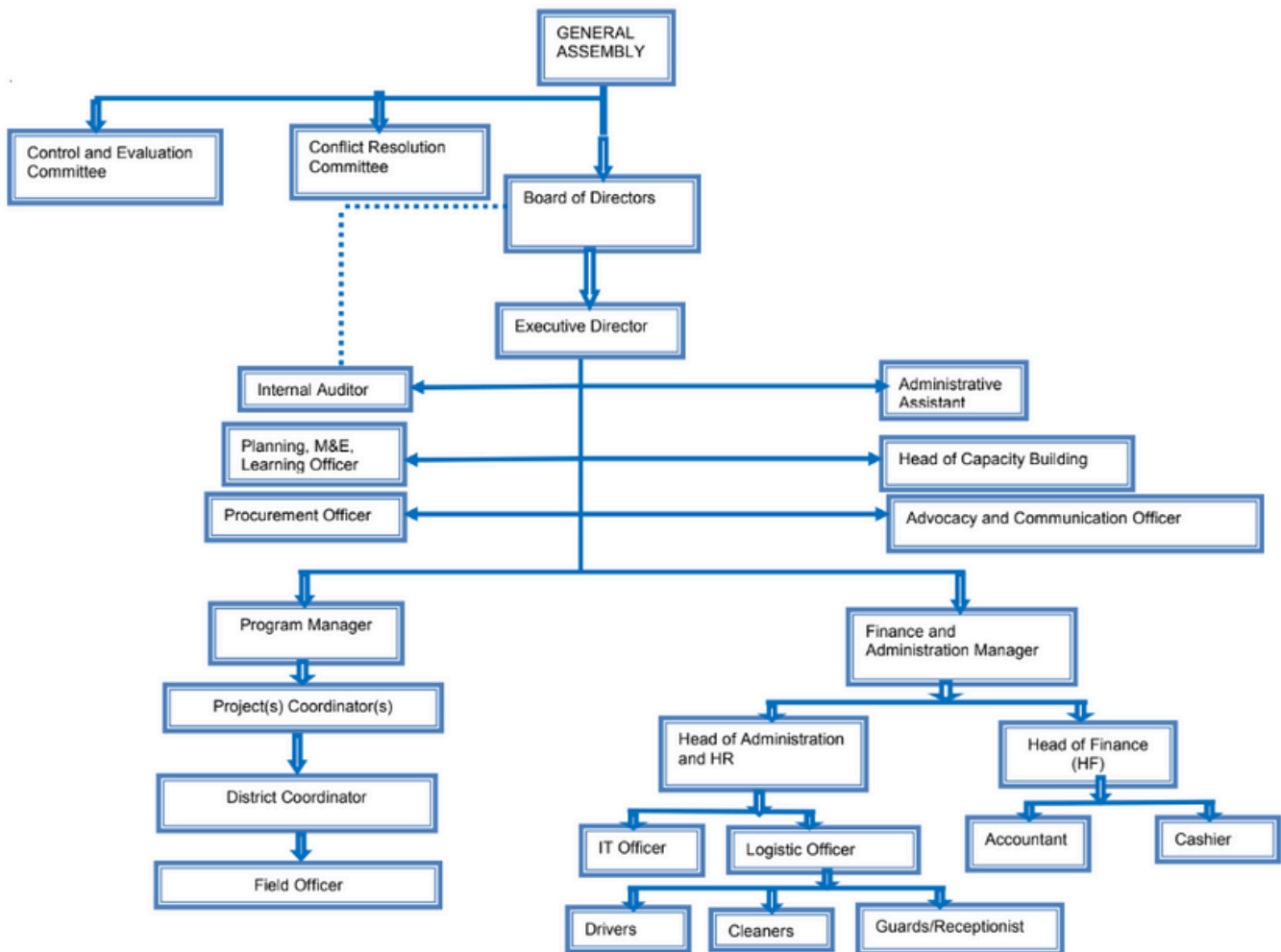
XIV. Indicators



An indicator is a measure which allows quantifying or measuring the quality in an objectively verifiable manner a result of an action, an activity or an intervention and thus enabling program/project managers to measure their achievement in objective manner. The objective achievement indicators are determined before the implementation of the project but can be adapted and reviewed progressively. Performance indicators will be developed for the overall work plan, and specific programs that will be implemented by RWAMREC.

XV. Organizational Structure

15.1 Organizational Chart



XVI. Job Description and Job Requirement

It is the responsibility of the Head of Administration and HR to develop the job description and Job requirement before any recruitment in collaboration with the recruiting department.

16.1 The Executive Director

Location: Kigali

Hours: Full-time

Accountability: Reports to the Executive Board.

To coordinate all Executive Secretariat activities and provide leadership to the Staff to ensure efficient implementation of RWAMREC mission, and build the capacity of the organization to realize its vision.

Key Tasks:

- Coordinate all the activities of the ES.
- Take a lead in development of RWAMREC action plans.
- Liaison with the Board of Directors and the staff to implement work plans.
- Represent RWAMREC in all relevant events, locally and internationally.
- Ensure management of resources
- Approve the periodical action plans of the staff;
- Monitor the implementation of staff individual action plans
- Produce relevant reports and submit them to the BD
- Mobilize needed funding from donors for the functioning of the office and implementation of work plans,
- Enhance the image of RWAMREC with and outside the country
- Promote good working relationships and networking with government institutions, civil society organizations and private sector actors to share experience in the area of gender-based violence prevention.
- Develop advocacy strategies for mass mobilization and decision making to end gender-based violence,

- Organizational change management to adapt to the changing realities of the country,
- Providing technical managerial and organizational development advice to the BD,

Corporate Responsibilities

- Establish good and considerate working relationships with all Staff and stakeholders
- Contribute to the national efforts to fight against GBV in Rwanda though
- Any other tasks and responsibilities as agreed with the Board of Directors.

This job description may be reviewed at any time according to the needs of RWAMREC.

16.2 Program Officers

Location: Kigali/Other

Hours: Full-time

Accountability: Reports to the Executive Director

It's role is to coordinate and implement all program activities and promote team-building spirit amongst the staff to ensure efficient implementation of RWAMREC work plans, and build the capacity of the organization to realize its mission.

Key tasks:

- Coordinate and implement all the activities of the program.
- Take a lead in development of RWAMREC action plans in relation to relevant programs.
- Liaison with the ED and the staff to implement work plans of RWAMREC.
- Ensure management of resources pertaining to relevant programs,
- Produce periodical weekly, monthly and quarterly action plans of and submit them to the ES,
- Produce relevant reports and submit them to the ED,

- Participate in the efforts of mobilizing needed funding from donors for the implementation of work plans,
- Enhance the image of RWAMREC with and outside the country,
- Promote good working relationships and networking with government institutions, civil society organizations and private sector actors to share experience in the area of gender-based violence prevention,
- Advise the ED on advocacy strategies for mass mobilization and decision making to end gender-based violence,
- Participate and facilitate evaluation works for projects/program,
- Provide technical project managerial advice to the ED,
- Respect of internal rules and regulations as well as the procedure manuals in implementing projects.

Corporate Responsibilities:

- Establish good and considerate working relationships with all Staff and stakeholders
- Contribute to the national efforts to fight against GBV in Rwanda though
- Any other tasks and responsibilities as agreed with the Executive Board.

This job description may be reviewed at any time according to the needs of RWAMREC.

16.3 Planning, Monitoring-Evaluation and Learning Officer

Location: Kigali

Hours: Full-time

Accountability: Reports to the ED

Its role is to coordinate RWAMREC Monitoring and Evaluation activities and provide leadership to other program staff to ensure efficient and practical M&E work, and produce user-friendly reports.

Key tasks:

- Conduct regular follow up of the progress of the RWAMREC activities,

- Ensure follow up of the indicators contained in the M&E plans of workplans,
- Ensure data collection and processing as well as their accuracy and their reliability,
- Analyze and compare the data with the expected results and objectives of the workplans,
- Produce monthly updates, quarterly and annual reports for the ED and BD and with practical recommendation for appropriate follow up,
- Ensure transmission of M&E reports to the donor and different partners of the organization on request of ED,
- Execute all other tasks in his/her domain as directed by the ED.

Corporate Responsibilities:

- Establish good and considerate working relationships with all Staff and partners organizations/institutions.
- Contribute to the general work of RWAMREC within the ES as a whole.

This job description may be reviewed at any time according to the needs of RWAMREC.

16.4 Head of Finance

Location: Kigali

Hours: Full-time

Accountability: Reports to the ED

Its role is to coordinate all finance and administration activities, and provide financial and administration guidance and skills transfer to ES Staff and Staff.

Key tasks:

- Prepare the annual budget of the organization and ensure its implementation and its timely disbursement,
- Design technical administrative and financial monitoring system for the ED to support facilitate the staff management and implementation of the procedure manuals,

- Provide financial inputs in the design and implementation of the monitoring system of the different components of the action plans in order to ensure timely realization,
- Manage financial data collection and prepare reports on individual program/project, and on aggregated data for overall project financial performance,
- Prepare technical financial reports for members of the BD and for GA through ED,
- Propose policies and implementation decision in relation to finance matters,
- Put in place a technical and administrative monitoring system that allows identification and resolution of problems;
- Ensure a sound management of the human and financial resources,
- Develop policies on training and perfection of the personnel (capacity building of the organizations,
- Ensure the application of the procedure manual;
- Coordinate and supervise short term consultants,
- Assist the ED in designing performance appraisal system for the Staff.
- Put in place a performance supervision system for the personnel;

Corporate Responsibilities

- Establish good and considerate working relationships with all Staff
- Contribute to the general work of the RWAMREC as a whole
- Any other tasks and responsibilities as agreed with the ED.

This job description may be reviewed at any time according to the needs of RWAMREC

16.5 Head of Capacity Building

Location: Kigali

Hours: Full-time

Accountability: Reports to the ED

Key tasks:

- Reviews and designs appropriate tools and strategies that engage men and boys in ending SGBV and promoting gender equitable norms
- Designs and delivers varied and innovative education and training materials
- Assesses the capacity needs of RWAMREC in terms of male engagement strategies and assesses the quality of the services provided RWAMREC
- Compiles partner profiles in engaging men in different domains
- Monitors and evaluates influence/ impact of training materials and courses, and use data to update materials and approaches.
- Works closely with the Planning, Monitoring-Evaluation and Learning Officer in areas of programme development and reporting.
- Works within an agreed work plan, meeting project requirements and priorities.

16.6 Accountant

Location: Kigali

Hours: Full-time

Accountability: Reports to the Head of Finance

Key tasks:

- Ensure a sound accounting of RWAMREC project finances
- Be responsible for the management of the project petty cash RWAMREC,
- Follow up the implementation of the project budget,
- Develop monthly financial reports of the project expenses
- Prepare every payment of the project activities
- Be responsible of all bank statements and bank reconciliation of the project
- Execute any other task assigned by the supervisor

16.7 Driver/Messenger

Location: Kigali

Hours: Full-time

Accountability: Reports to the Head of Finance

Carries out the driving of Staff and ensures accurate and safe mobility of Staff. H/she also delivers documents, messages and other written information materials from the ES.

Key tasks:

- Maintains the RWAMREC car in accordance with safety guidelines and in a roadworthy condition
- Drives RWAMREC Staff from the Office to other works places
- Ensures timely and confidential delivery of information from the ES as directed by HRM.

Corporate Responsibilities

- Establish good and considerate working relationships with all Staff and demonstrates respect for their particular roles, responsibilities, and transportation needs.
- Contribute to the general work of RWAMREC as a whole
- Any other tasks and responsibilities as agreed with the HRM or the ES.

This job description may be reviewed at any time according to the needs of RWAMREC.

**XVII. Amendment**

This policy will be amended as and when necessary.

These regulations are perpetual but keep evolving as time, condition and environment change, they are not final. The RWAMREC team in consultation with the ES and with approval of the Board of Directors reserves the right to amend these regulations with or without the consultation of the staff of RWAMREC. In any case, if any amendments are made irrespective of the employee's interpretation of such amendments, such amendments shall take immediate effect. The guiding

principle here shall be that the Board of Directors members shall have made such alterations in favor of the organization. Any alteration made shall only take effect only after they are made available to all staff after approval by the BoDs and such amendments shall not be retrospective.

Approved by the Board of Directors

Signed by

Venant NZABONIMANA
Chairman Board of Directors

