



I M R O Rwanda

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IMRO RWANDA ADMINISTRATIVE PROCEDURE MANUAL

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1. Background of Ihorere Munyarwanda Organization (IMRO Rwanda)

Ihorere Munyarwanda Organization (IMRO Rwanda) is a Non-Governmental Organization that was founded in 1999 and legally operating in Rwanda. It was granted legal personality No 03/11 and have fulfilled all requirements for compliance with the new Law number 04/2012 of 17th February 2012 governing the Organization and Functioning of National Non-Governmental Organizations/RGB-Rwandan Law. IMRO has 23 years' experience implementing interventions in the context of Poverty Alleviation, Gender Equality, Nutrition, GBV, HIV, Education, Environment, Peace Building, Health Promotion, accountability, Advocacy and Networking in order to improve lives of IMRO Rwanda's beneficiaries at individual, family and, community levels for sustainable social economic development. This is achieved through broad consultation, partnership and transparent management with different Stakeholders. The organization works towards the vision of IMRO Rwanda as a national organization of excellence in harmonization and synergy for a healthy society, targeting Women Adolescents, Youth, Key Populations, Women with Low income and other vulnerable populations to have Access to services with Human Right based approach.

1.1 IMRO Rwanda Vision

IMRO Rwanda works towards the vision as a National Organization of excellence in harmonization and synergy for a healthy society by targeting General Population, Women, Youth, Children, Key Populations and vulnerable groups with Human Rights based approach in Rwanda and beyond.

1.2 IMRO Rwanda Mission

IMRO Rwanda's ultimate mission is to serve the general population by implementing socio-economic interventions, advocacy, and

networking and by promoting sustainable socio-economic development.

1.3 Core Values

IMRO Rwanda's core values are:

- Gender Sensitive
- Good Governance
- Creativity and innovation
- Human rights based
- Self-confident and team work
- Integrity and commitment
- Time consciousness and management
- Equal opportunities and equity
- Equal opportunities and equity
- Ready to work together with interested partners
- Transparency, accountability and responsibility.

2. Introduction

The Administrative Procedural Manual of IMRO Rwanda embodies the organization's commitment to efficient and effective administrative practices. It serves as a comprehensive guide outlining essential procedures and guidelines for the daily operations of IMRO Rwanda, ensuring uniformity and adherence to established protocols. With a focus on transparency, accountability, and integrity, this manual is a testament to IMRO Rwanda's dedication to fostering a culture of excellence in administration.

By adhering to the procedures outlined, the organization seeks to create a harmonious and efficient administrative environment, empowering its workforce to perform competently and align with the organization's goals. This manual is designed to be a valuable resource for all personnel, offering clear, standardized processes to enhance service delivery to clients, stakeholders, and the broader

community. In doing so, IMRO Rwanda reaffirms its commitment to good governance and the pursuit of administrative excellence.

3. Purpose

The purpose of this manual is to establish controls to ensure compliance with all applicable regulations, and to ensure that the Company's business is conducted in a socially responsible manner.

4. Definition

An administrative procedure manual, also known as an administrative procedures handbook or administrative policy manual, is a document that provides comprehensive guidelines and instructions for performing various administrative tasks and processes within an organization. It serves as a reference guide for employees and staff members involved in administrative roles.

5.1 Human Resource Management

5.1.1. Personnel Management

5.1.1.1. General Information On Personnel Management

The provisions in this chapter complement those contained in the current Labor Code of Rwanda and other laws and regulations related to labor legislation, as well as IMRO Rwanda's internal regulations.

Personnel management is structured as follows:

- Recruitment of personnel;
- Ongoing personnel management;
- Termination of employment contracts;
- Personnel Salary Scale.

5.1.1.2 Recruitment of personnel

The recruitment process within IMRO Rwanda complies with the procedures established by the Law n° 66/2018 of 30/08/2018 Regulating Labour in Rwanda.

For the recruitment of IMRO Rwanda's executive staff, the Board of Directors occasionally forms a recruitment committee to make recommendations after conducting relevant analyses.

1.1. The Recruitment Committee consists of:

- a) Three members of the Board of Directors;
- b) A member from the College of Auditors;
- c) An external resource person chosen for their expertise in the relevant field of the position to be filled.

Note: When the position of Executive Director is not involved in the recruitment, they are part of the recruitment committee, replacing the second Board member.

All positions will be defined by specific terms of reference, and no personnel can be recruited if their curriculum vitae does not match the terms of reference.

A publication is made describing the criteria for candidacy for the vacant position.

The terms of reference will specify, among other things:

- The job title;
- Contract duration and place of work;
- Job description;
- Required education levels and degrees;

- Required experience;
- Position-related constraints.

The call for applications leads to an objective selection process. The selection method will be described by the internal recruitment committee before the recruitment process begins.

Every selected candidate, before taking up their position, must sign an employment contract that includes the following information and obligations:

- Job designation;
- Duration of the contractual commitment;
- Duration of the probationary or training period;
- Job functions or task descriptions;
- Compensation elements;
- Provisions related to annual leave;
- Provisions related to social security;
- Worker's obligations and conflict resolution procedures.

5.1.1.2.1 Candidate Selection

It is carried out in accordance with the schedule and follows the following steps:

- The job vacancy is publicly announced through an advertisement signed by the Executive director of IMRO Rwanda.
- Review of candidate applications.
- Organization of written and/or practical tests.
- Interviewing of candidates.
- Final selection.

The contract is signed after the employee has reviewed its contents.

The contract should be signed in at least two (2) copies:

- One copy is provided to the employee.
- One copy is filed in the personnel file.

5.1.1.2.2. The creation of the individual file and its updating

The documents collected from the employee include:

- Job application letter
- Recruitment test results
- Birth certificate extract
- Criminal record extract, if applicable
- Marriage certificate
- Family status
- Notarized copies of academic diplomas
- Work certificates issued by previous employers
- Internship certificates
- One copy of the signed employment contract
- Curriculum vitae
- Disciplinary actions (warnings, suspensions, etc.)
- All correspondence between IMRO Rwanda and the employee
- One (1) employee's passport-sized photo.

A folder is opened to gather all these documents.

5.1.1.2.3. The opening of the individual worker's record

The personnel record sheet compiles all information related to the worker, such as:

- The last name and first name(s)
- Date and place of birth
- Mention of nationality
- Marital status
- Level of education
- Professional experience
- Date and place of recruitment
- Employment contract references
- Address
- Assigned department
- Date of entry
- Required qualifications
- Detailed salary components and fringe benefits
- Payment methods
- And so on...

Opening individual record sheets does not duplicate individual files. The usefulness of these sheets is justified by the quick access to data about a worker, as opposed to individual files.

Practically, the individual sheet may be in the form of a pre-printed folder for organizing the documents related to the worker.

Taken together, these form the individual personnel file.

5.1.2 Current Personnel Management

Personnel administration includes the following tasks: (Law n° 66/2018 of 30/08/2018 Regulating Labour in Rwanda)/ Labor code and Ministerial Order No. 01/MIFOTRA/22 of 30/8/2022 on

public servants governed by an employment contract and weekly working hours for public servants.

5.1.2.1 Working Hours (Article 43, Paragraph 1 of the Labor Code)

- The weekly working hours, set at forty (45) hours, are spread over five (5) working days, from Monday to Friday.
- The daily working hours are set at eight (9) hours per day.
- The work schedules and any possible changes are determined by the Executive Director of IMRO Rwanda.

5.1.2.2 Overtime (Article 12, Ministerial Order No. 01/MIFOTRA/22 of 30/8/2022 on public servants governed by an employment contract and weekly working hours for public servant)

Any hour worked beyond the legal daily duration constitutes overtime and may entitle the employee to compensation and/or compensatory rest, calculated according to applicable regulations.

Overtime does not apply to IMRO Rwanda personnel and can only be performed with the prior agreement of the Executive director (Employer) and the employee.

5.1.2.3 Leaves (Articles 45 to 62 of the Labor Code)

After Six (6) months of effective service with IMRO Rwanda, employees have the right to an annual leave of 15 calendar days. However, taking the leave is subject to the prior authorization of the Executive Director.

Subject to the above authorization, employees are required to utilize their leave entitlement, which cannot be accumulated for two consecutive years.

The leave request, addressed to the immediate supervisor, is prepared by the interested party, and the actual leave is subject to a written note from the relevant authority.

Holidays follow the procedures established by the laws and regulations in force in Rwanda.

An employee whose contract expires before they have taken their leave is entitled to the equivalent value of the leave.

The Executive Director's leave must be authorized by IMRO Rwanda's legal representative.

The leave request procedure is as follows:

- The interested party submits a leave request on an appropriate form in three copies and forwards it to the Executive Director.
- Their immediate supervisor approves it, indicating the number of days granted.
- The request is forwarded to the Executive Director for signature.
- After signing, the request is returned to the Assistant Executive Director, who assigns a reference number to the note, gives the original to the interested party, retains a copy for filing, and provides another copy to the accounting department.

5.1.2.4 Sick Leave (Article 45 To 62 of the Labor Code)

The Executive Director must be promptly informed of any absence of personnel under their responsibility.

Absences due to illness must be substantiated with a medical certificate issued by a doctor.

This document must be submitted to the office of the Executive Director within forty-eight (48) hours at the latest.

5.1.2.5 Worker's Leave

The worker is entitled to various leaves regulated by the Rwandan Labor Code.

5.1.2.6 Annual Leave (Articles 45 to 62 of the Labor Code)

Every locally recruited worker is entitled to an annual paid leave of two and a half days per month for twelve (12) months of work, equivalent to 30 calendar days.

For the calculation of accrued leave duration, the following should not be deducted:

- Absences due to accidents;
- Absences due to occupational illnesses;
- Statutory maternity rest periods for women;
- Absences due to illness duly certified by a medical certificate;
- Leaves for family events.

The departure date is determined in agreement between the worker and the Executive Director.

In practice, the organization of annual leave is based on a leave departure schedule for all staff, which is updated as departures or postponements occur.

5.1.2.7 Maternity Leave (Articles 45 to 62 of the Labor Code)

Maternity leave is a period during which any pregnant female worker can suspend her employment contract.

The normal duration of maternity leave is set at 12 weeks, but it can be modified in the following cases, duly confirmed by the attending physician:

Premature birth,

Late birth.

The woman must inform the Executive Director in writing

5.1.2.8 Request for Permission to Leave and Absence

To take leave, the employee must first request permission from the Executive Director by filling out a form. Two (02) cases may arise:

Absence for less than one day

In this case, a request for permission to leave is obtained by the individual from the Assistant Executive Director and duly completed. The request is submitted to the Executive Director for signature.

If the Executive Director does not approve the request, they will mark "Refus" (Refused) in the appropriate box, and as a result, the employee will not be allowed to leave.

Absence for one day or more

For the employee who wishes to be absent for one day or more, they must take leave, which is deductible from their annual leave.

5.1.2.10. Salary Payment (Article 66 to 76 of the Labor Code)

Salary payments are made on the 25th day of the month via bank transfer. Each salary payment must include the obligatory issuance of a pay slip to the employee. Pay slips that have not yet been issued remain the responsibility of the Accounting Manager.

Inquiries or claims regarding salaries should be addressed to the Accounting Manager and, if necessary, to the Executive Director.

The process of personnel payroll establishment includes the following steps:

- Preparation of pay slips
- Payment of calculated salaries
- Declaration and payment of social security contributions (both employer and employee portions)
- Declaration and payment of income tax (IR - Income Tax)

- Transfer of any other deductions made on behalf of third parties
- Annual declaration of salary income.

5.2.1.11. Administrative and Accounting Payroll Management

Payroll is processed electronically. Any changes in the personal information of a staff member should result in the creation of a note signed by the Executive Director.

Any new recruitment should immediately lead to the submission by the Assistant Executive Director of an individual form containing all the necessary information for payroll processing (with a copy to the accounting department), including:

- Name and first name(s);
- Date and place of birth;
- Mention of nationality;
- Marital status;
- Educational level;
- Professional experiences;
- Date and place of recruitment;
- Position;
- Contract of employment references;
- Address;
- Assigned department;
- Entry date;
- Probation period;
- Qualification;

- Detailed salary and benefits in kind;
- Payment methods (cash, transfers, or checks).

5.1.2.12 Change of Workplace

If the contract allows for the possibility of worker transfers, the worker cannot refuse a change of workplace.

It is often necessary to consider, on a case-by-case basis, whether the workplace was a determining factor for the worker at the time of contract conclusion or if the transfer worsens their working conditions due to a significant increase in commute distance.

5.1.2.13. Temporary or Interim Replacement of another Worker

When a worker temporarily or on an interim basis holds a position with a higher classification, this status does not automatically grant them the right to the financial or other benefits associated with that position, unless there are legal provisions or contrary customs.

6.1 Termination of Employment Contract (Articles 18 to 30 of the Labor Code)

The end of the employment contract can be observed in the following situations:

- Either by the expiration of a fixed-term contract;
- Or by the completion of a project, the subject of the contract;
- Or by the resignation of the worker;
- Or by dismissal for gross misconduct;
- Or by the death of the employee.

In all cases, the termination of the contract can be:

- Either by the employer (termination);
- Or by the worker (resignation);
- Or due to the death of the employee.

A legal notice period must be observed unless there is serious or gross misconduct. Failure to comply with the regulatory provisions regarding the notice period constitutes an unjustified termination of the employment contract and entitles the affected party to compensation for the damage caused through payments of damages and interests.

6.1.1. Resignation

The following procedure must be followed in case of resignation:

The worker expresses their desire in a letter addressed to the Executive Director in which they specify the departure date and the notice period;

This letter serves as notice; the Executive Director must acknowledge receipt of the resignation letter;

The duration of the notice period is set by law and is specified in the employment contract.

The payroll department must:

- Issue the final settlement receipt for the resigning employee;
- Settle the rights acquired by the resigning employee;
- Provide a certificate of employment to the concerned party;
- Update the records, as well as the employer's register.

6.1.2. Termination

Serious or gross misconduct results in the immediate departure of the worker without compensation for the notice period. However, regular or unjustified termination entails the payment of:

- Compensation for the notice period,
- Compensation for paid leave,

-Statutory minimum termination compensation.

The other procedures remain the same as those provided for resignations:

-Issuance and delivery of the final settlement receipt;

-Settlement of acquired rights;

-Provision of the certificate of services rendered;

-Notification to the labor inspection;

-Update of the personal file.

6.1.3 Internship

Upon request from schools or training institutions, or directly, IMRO Rwanda may host one or more interns for a short-term period.

The acceptance of intern(s) is done by establishing an internship agreement between IMRO Rwanda and the prospective intern, signed by the Executive Director or their authorized representative.

The internship agreement must specify:

-The duration of the internship;

-The start and end dates of the internship;

-The full name of the intern;

-The department in which the intern is doing their internship;

-The internship supervisor.

7.1 Staff Capacity Building

With the aim of enhancing professionalism in their work, IMRO Rwanda personnel will receive training and undertake learning

visits at the local, regional, and international levels, depending on their department (tasks and responsibilities). Training will be provided either by IMRO Rwanda itself or upon request from the funding agency.

Staff members will receive training according to the following departments:

- Executive (Director)
- Finance and Administration Officer
- Program Officer.

7.1.2 Training Period

Training will be organized twice a year with the following objectives:

- Evaluate the activities carried out during the six-month period (semester).
- Plan the activities to be executed for the remaining six months.

Upon the request of the funding agency, staff members will also be trained on a new project or program to be implemented.

8.1 Management of Material Resources

8.1.1. Asset Management

8.1.1.1. General Principles

Assets include, in particular:

- Vehicles
- Computer equipment
- Office equipment
- Training materials
- Office furniture
- And others.

The responsibility for these assets is entrusted to the finance department. All assets are inventoried and recorded in an Asset Register. The inclusion of an asset in this file is based on an asset record prepared by the logistics officer.

The information to be recorded on the record includes:

- Nature of the asset;
- Description;
- Allocation;
- Reception date;
- Acquisition value;
- Supplier;
- Disposal date;
- Amortization period;
- Amortization rate.

Each asset is identified in the file by a unique registration number. The registration number and the word "IMRO" are permanently inscribed on the asset (any alteration of this number will leave a visible mark on the asset).

8.1.1.2 Codification and Marking of Assets

The codification of assets is carried out according to the following scheme:

- ❖ 1st position: the word "IMRO"
- ❖ 2nd position: Source
- ❖ 3rd position: category code (1=Furniture, 2=Office Equipment, 3=Transportation Equipment)
- ❖ 4th position: chronological and sequential order number
- ❖ 5th position: year of acquisition

- ❖ 6th position: location following alphabetical order (A, B, C ...).

After acquisition, every asset must be immediately marked. The code assigned to the asset is directly inscribed on it using any non-erasable means that will not damage the asset.

8.1.1.3 Asset Tracking

8.1.1.3.1 Recording of Acquisitions

Upon receiving the invoice and the receipt report, an asset possession record is opened for each asset.

The asset is recorded in the accounting system on the date it enters IMRO Rwanda, which is documented in the receipt report. The Assistant Executive Director maintains a record for each piece of equipment that traces the stages in the life of the equipment during its tenure at IMRO Rwanda.

In addition to the information mentioned above, the record includes the following details:

- Maintenance performed on the equipment;
- Repairs or modifications undergone by the equipment.

8.1.1.3.2 Allocation and Possession

The following procedure must be followed:

- ❖ The allocation of assets is the responsibility of the Executive Director.
- ❖ Any allocation is carried out based on a written note from the Executive Director.
- ❖ Each asset must have an individualized possessor.
- ❖ The possessor of each asset is the primary responsible party for its proper management.
- ❖ Assets used collectively are considered to be possessed by the Executive Director.

The initial allocation of an asset, a change in allocation, or the allocation of a newly acquired asset must be recorded and signed by the beneficiary on the asset's record.

The record can take the form of a card or a register and serves to:

- ❖ Trace the successive allocations of each asset.
- ❖ Clearly identify the possessor of an asset at a given time for determining responsibility.

Asset records are maintained by the accountant. They are updated only based on a written allocation note or in the case of re-allocation. The new possessor signs on the asset's record and becomes responsible for the asset.

8.1.1.4 Physical Inventories

At the end of each fiscal year, the accountant arranges for the physical inventory of IMRO Rwanda's assets. This inventory is documented in a report duly signed by all members of the team responsible for conducting the inventories.

The Accountant compares the inventories with the possession records. In the event of any discrepancies, the Accountant checks the most recent updates of the possession records based on allocation notes. If the discrepancy persists, the Accountant informs the concerned parties of the observed discrepancies to request necessary explanations.

The inventory reports, along with the Accountant's comments, are forwarded to the Executive Director for information and, if necessary, to take appropriate actions.

8.1.1.5 Disposal of Assets

The decision to dispose of or withdraw an asset is solely the responsibility of the Representative, upon the Director's proposal. This decision may come as a result of a request from the concerned users.

8.1.1.6. Maintenance and Repair of Assets

Each possessor is primarily responsible for the maintenance of the assets provided to them. The accountant must ensure that all equipment is kept in good working condition, which involves proper maintenance and upkeep.

Each piece of equipment should undergo periodic maintenance based on conditions and time intervals of use specified and recorded in a monitoring register.

The accountant sets the maintenance intervals while ensuring compliance with the requirements specified by the supplier or, in the absence of such specifications, by seeking advice from a specialist.

Equipment maintenance is carried out using one of the following methods:

- Signing a maintenance contract with the supplier or a recognized specialist.
- Consulting (three) 3 service providers for occasional maintenance, which is subject to a contract.

If necessary, a request for consumables required for maintenance can be made following the usual procurement procedures.

Each maintenance operation on a piece of equipment must be recorded on the asset's record.

The accounting department must:

- Continuously verify the accuracy of the asset records.
- Verify the proper execution of maintenance requirements.
- Take necessary measures to ensure that maintenance operations are carried out appropriately.

Any user who observes a breakdown or malfunction of equipment must report it to the accountant.

Any accidents resulting from the use of equipment must be reported to the accountant and accompanied by an explanatory note.

Each reported breakdown or accident is recorded on the relevant asset record.

Breakdowns should always be repaired by either:

- The technicians from the equipment supplier, especially if the equipment is under warranty.

- A recognized specialist.

The satisfactory completion of repairs, documented by a service report, is carried out by the accountant and the asset user.

Management of Office Supplies and Other Consumables

The physical management of stocks of office supplies and commonly used consumables is done by the Manager on stock records.

The physical storage of supplies is carried out in a suitable and locked room.

The management of these supplies and consumables is done in an extra counter manner, based on supporting documents of movements, including receipts and deliveries, purchase invoices, and supply requests.

To streamline administrative procedures, items are distributed on a periodic basis (monthly or quarterly) based on consumption estimates.

Recording of Movements

All stock movements are recorded on stock records kept in a binder and continuously updated by the accountant.

Each stock withdrawal entry must be signed by the department head and the requester.

At the end of each month, the accountant prepares a statement of office supply consumption for the month, both in terms of quantity and value. This is done for the purpose of managing procurement and to serve as a basis for adjusting the budget related to this category.

Inventory

A physical inventory of consumables, materials, and stored supplies must be systematically conducted at the end of each quarter.

This inventory is conducted by the accountant under the supervision of the Executive Director or their representative.

An annual inventory is carried out in the month of December each year. This inventory is conducted to reconcile the physical situation determined by the accountant with the stock records. This reconciliation is documented on the inventory record and on the stock records through the signatures of the Executive Director and the accountant.

Any discrepancies between the physical stock and the stock record must be noted and explained on the inventory record.

9.1 Mission Management

9.1.1 Missions within the Country

9.1.1.1 General Principles

This procedure applies to missions carried out as part of IMRO Rwanda's activities. All mission orders for agents are signed by the Executive Director of IMRO Rwanda.

The mission order for the Executive Director and other officials is signed by the Legal Representative of IMRO Rwanda.

Mission expenses include:

- Per diems.
- Fuel expenses or vouchers necessary to carry out the mission.
- Hotel expenses.
- Authorized and reimbursable miscellaneous expenses.

Daily rates are subject to a scale as follows but Their can change According the Project:

Categories of Staff		Day	Communication	Transport
Senior executives	50,000	15,000	2,500	IMRO Rwanda
Managers	50,000	6,000	2,500	IMRO Rwanda
Technicians	38,000	6,000	2,500	IMRO Rwanda

Senior Executives: Members of the Board of Directors and the Executive Director.

Managers: Department Managers.

Technicians: The accountant, etc. (These are the people working in different departments except for support staff).

Support Staff: Drivers, security personnel, temporary employees, interns.

No later than eight days after the return from the mission, a report

Must be prepared. If the mission involves multiple members, the Executive Director appoints the mission leader who will be responsible for the proper conduct of the mission and the preparation of the mission report.

Within two days of returning from the mission, the receipts for miscellaneous expenses and hotel expenses must be submitted to the accountant.

If the mission includes other members of IMRO Rwanda's bodies, the mission leader is appointed by the Legal Representative of IMRO Rwanda.

The procedure includes the following steps:

- Preparation of the mission order.
- Signing of the mission order by the Executive Director and/or the Representative.
- Provision of fuel / Payment of mission expenses.
- Execution of the mission.
- Submission of supporting documents to the accounting department for accounting.
- Preparation of the mission report.

9.1.1.2 Preparation of the Mission Order

The Executive Director, who is familiar with the missions to be carried out under IMRO Rwanda, requests the Assistant Executive Director to prepare the mission order, specifying the following:

-Mission order number.

-Name, first name, and position of the individual concerned.

-Destination.

-Departure and return dates.

-Purpose of the mission.

-Vehicle license plate number.

The mission order is presented to the Accounting Department for approval after confirming the budget line. The mission order is then

sent to the Executive Director or the Representative for their signature.

The mission order is prepared in three copies, one for each of the following:

- The individual concerned.
- The Executive Director.
- The Accounting Department.

9.1.1.3 Payment of Mission Expenses

The three (3) copies of the mission order are sent to the Accountant who:

- Process the payment for the amount indicated on the mission order.
- Hand over the original mission order to the individual concerned.
- Provide a copy to the hierarchical supervisor.
- Temporarily file the copy signed by the beneficiary of the mission order as a supporting document.

9.1.1.4 Drafting the Mission Report

Upon return from the mission:

- The mission leader drafts the mission report and signs it.
- Deposits the original mission orders with the Executive Director for review and analysis.

For the Executive Director and members of IMRO Rwanda's bodies, their mission orders are approved and signed by the Legal Representative of IMRO Rwanda.

9.1.1.5 Missions Abroad

The procedures related to the request for mission orders and the preparation of reports is the same as those for missions within the country.

The daily flat rates paid (Excluding hotel expenses) are \$100 per day for anyone supported by IMRO Rwanda.

10.1 Information Management

10.1.1 Mail Management

It is based on the following points:

Codification and Transmission of Documents

The codification and circulation of documents among various stakeholders within IMRO Rwanda should be done according to the following system to facilitate correspondence and other information that needs to trace the initiators and recipients:

- a. Executive Director: ED
- b. Assistant Executive Director: AEC
- c. Finance Director: FD
- d. MONITORING AND Evaluation: M&E
- e. Field Officer: FO
- f. Accountant: ACC
- h. PROJECT MANAGER: PM
- i. SENTINELLE: SENT

10.1.2 Correspondence

Outgoing Correspondence

Outgoing correspondence is that which originates from IMRO Rwanda and is directed externally. All outgoing correspondence is created on IMRO Rwanda letterhead. Subsequent pages or continuation sheets are on plain paper. Every correspondence should be referenced in the same manner.

The reference will be composed as follows:

- The initials of the initiator of the mail, the order number taken from the outgoing mail register, and the year.

The subject of the letter will be indicated along with the date.

All outgoing correspondence is signed by the Executive Director or their delegate. For email correspondence, each department head has their own email address. Additionally, IMRO Rwanda has an email address designated to receive incoming correspondence. The Assistant Executive Director should distribute email correspondence after receiving approval from the Executive Director. For emails from the staff, all outgoing correspondence must receive prior approval from the Executive Director before sending.

Internal Correspondence

Internal correspondence is created within IMRO Rwanda's coordination and circulates within (memos, reports, minutes, notes, etc.). This internal correspondence will follow the same coding style as outgoing correspondence. Internal correspondence will include the following information: sender, document type (memo, minutes, etc.), title, recipient, and subject.

Transmission of Documents

Any transmission of confidential documents must be done in a sealed envelope addressed to the recipient and marked as "CONFIDENTIAL." Any envelope with this marking is delivered to the concerned individual unopened. The same applies to confidential correspondence addressed to the Executive Director or the Representative.

All documents related to personnel (contracts, pay stubs, individual files, etc.) should be transmitted in envelopes marked as "CONFIDENTIAL" or, if not available, should be given directly to the employee.

Handling of Incoming Mail

Incoming mail refers to correspondence received from outside (regular and electronic mail). This mail follows the following procedure:

The Assistant Executive Director records it in the "incoming" register, affixes the "incoming mail" stamp, and forwards it to the Executive Director.

The Executive Director reviews it, makes notes, and returns it to the Assistant Executive Director.

Regular and Electronic Mail

The Assistant Executive Director makes a copy of the annotated mail, files mail not meant for distribution, records mail intended for staff or other recipients in the appropriate register, forwards the copy to the relevant department head, and archives the original. The department head processes the mail, returns it to the Assistant Executive Director for transmission to the Executive Director, who

reviews and signs it. The subsequent steps are handled as outgoing mail.

Invoice

After leaving the Executive Director's office, it is sent to the Accountant for verification, payment, and filing.

Transmission of Reports

Internal Reports

Reports are directly transmitted to the Executive Director, who, in turn, forwards them to the relevant technical departments for implementation.

Document Filing

Filing Location

All original documents are filed in the office of the Executive Director, with the exception of documents involving IMRO Rwanda's resources and financial documents such as bid bonds, advance payment guarantees for work commencement, and performance bonds, which are kept in a safe within the IMRO Rwanda's accounting department.

Documents and supporting papers (invoices, purchase orders, delivery notes, etc.) are stored in the accounting department.

Filing Method

Documents are filed chronologically for outgoing and incoming mail, or by document type as needed.

Each department may also have its own filing system that adheres to the same criteria. This will ensure uniform document filing across different departments.

Hierarchical Route

Any mail addressed to IMRO Rwanda must enter through the office of the Executive Director Assistant and be presented to the Executive Director.

The hierarchical route of decision-making is organized to simplify decision-making channels according to authority levels.

The superior within the hierarchy will provide input on matters that require this route.

Archiving

The location of department archives is determined by available space within each department and the document's current relevance. Documents that are no longer in common use are archived in a secure storage area under the responsibility of the Assistant Executive Director.

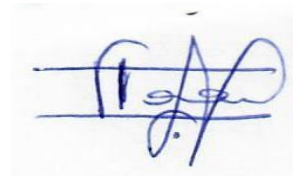
Approved by;

Aimable MWANANAWE

IMRO Rwanda Executive Director

Flavienne NDAYISHIMIYE

IMRO Rwanda Legal Representative.

A handwritten signature in blue ink, appearing to be 'Flavienne NDAYISHIMIYE', written over two horizontal lines.