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# ADMINISTRATIVE AND FINANCIAL MANAGEMENT PROCEDURES MANUAL OF TRANSPARENCY INTERNATIONAL RWANDA

Revised following the adoption of the new Strategic Plan 2025–2029 effective since January 2025 which updated effective February 2026.

Approved and Signed by :

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|---|---|
| Apollinaire MUPIGANYI | SAYIONZOGA N. Apollinaire |
| Executive Director | Chairperson of the Board of Directors |

# Table of contents


**LIST OF APPENDICES** ..... 1

**LIST OF ACRONYMS** ..... 2

**FOREWORD** ..... 3

**INTRODUCTION** ..... 4

**CHAPTER1:ORGANIZATIONAL FRAMEWORK OF TRANSPARENCY INTERNATIONAL RWANDA** ..... 6

**1.1 ORGANIZATIONAL STRUCTURE** ..... 6

**1.2 TRANSPARENCY INTERNATIONAL RWANDA BODIES** ..... 6

1.2.1 Decision-Making, Strategic Oversight, and Control Bodies ..... 6
1.2.2 Technical Body: Executive Secretariat ..... 8
12. Accountant ..... 19

**CHAPTER 2: DESCRIPTION OF PROCEDURES** ..... 23

**2.1 ADMINISTRATIVE AND LOGISTICAL PROCEDURES** ..... 23

2.1.1 Recruitment ..... 23
2.1.2 Employee Obligations ..... 25
2.1.3 Prohibitions ..... 25
2.1.4 Working Conditions and Social Benefits ..... 26
2.1.5.Training and Professional Development ..... 31
2.1.6. Disciplinary Offense ..... 33
2.1.7 Staff Annual Performance Appraisal ..... 34
2.1.9 Communication and Public Relations ..... 34
2.1.10 Asset Management, Procurement, and Human Resources Management ..... 38

**2.2. FINANCIAL PROCEDURES** ..... 42

2.2.1. Budget Planning and Forecasting Principles ..... 42
2.2.2. Fund Management and Accounting ..... 43

**2.3. REPORTING SYSTEM** ..... 46

**2.4. CONTROL SYSTEM** ..... 46

**2.5. FINAL AND TRANSITIONAL PROVISIONS** ..... 48

**APPENDIX 1 : ORGANIZATIONAL STRUCTURE** ..... 50

**APPENDIX 2: TEMPLATE FOR AN OPEN-ENDED EMPLOYMENT CONTRACT (INDEFINITE-TERM CONTRACT)** ..... 51

**APPENDIX 3: FIXED-TERM EMPLOYMENT CONTRACT TEMPLATE** ..... 53

**APPENDIX 4: LEAVE AUTHORIZATION FORM** ..... 56

**ANNEX 5: MISSION ORDER** ..... 57

MISSION ORDER ..... 57

**ANNEX 6: TIMESHEET** ..... 58

**ANNEX 7: PURCHASE AND REQUISITION FORM** ..... 59

**APPENDIX 8: PERSONNEL PERFORMANCE EVALUATION FORM** ..... 60

**APPENDIX 9 : FUEL CONSUMPTION MONITORING FORM** ..... 64

**APPENDIX 10: DOCUMENT DUPLICATION AUTHORIZATION FORM** ..... 64

**APPENDIX 11 : NARRATIVE REPORT OUTLINE** ..... 66

**APPENDIX 12 : PETTY CASH CONTROL TEMPLATE** ..... 72
**APPENDIX 13: SALARY SCALE MATRIX (2025-2029)** ..... 73
**ANNEXE 14: ANNUAL LEAVE REQUEST** ..... 73

## List of Appendices


Appendix 1 : Organizational Chart
Appendix 2 : Template for Open-Ended Employment Contract
Appendix 3 : Fixed-Term Employment Contract
Appendix 4 : Leave Authorization Form
Appendix 5 : Mission Order / Travel Authorization
Appendix 6 : Timesheet
Appendix 7 : Purchase Requisition Form
Appendix 8 : Staff Performance Evaluation Form
Appendix 9 : Fuel Consumption Monitoring Form
Appendix 10 : Document Duplication Authorization Form
Appendix 11 : Narrative Report Template
Appendix 12 : Petty Cash Control Sheet
Appendix 13 : Salary Scale Matrix
Appendix 14 : Leave Request Form

## List of Acronyms

**ALAC** : Advocacy and Legal Advice Centre

**CAJAC** : Centre for Legal Assistance and Citizen Action

**BoD** : Board of Directors

**RWF** : Rwandan Francs

**TI-RW** : Transparency International Rwanda

**USD** : United States Dollars

## Foreword

This Procedure Manual has been developed in alignment with the vision and mission of Transparency International Rwanda. Each provision reflects a commitment to integrity, accountability, and high standards of governance in TI-RW operations.

This Procedure Manual is approved by the Board of Directors, which delegates implementation responsibility to the Executive Secretariat, in compliance with the laws of the Republic of Rwanda.

# INTRODUCTION

The Rwandan legal framework governing non-profit organizations, as amended to date, together with the Articles of Association (statutes) of Transparency International Rwanda adopted by the General Assembly on 28/12/2024, establishes TI-RW as an autonomous legal entity with administrative and financial independence.

The governing bodies of Transparency International Rwanda perform the essential functions required to ensure effectiveness, efficiency, transparency, and accountability, aswellas to establish coherent planning, monitoring, and evaluation mechanisms for the organization's activities.

This Administrative and Financial Management Procedures Manual governs the organizational management of Transparency International Rwanda, with particular emphasis on the operationalization of day-to-day activities by the Executive Secretariat. It complements other existing governance and policy instruments, notably the Statutes of Transparency International Rwanda, the Internal Rules, as well as other policy frameworks (Code of Conduct, Communication Strategy, Conflict of Interest Prevention Policies, etc), that guide the organization's day-to-day operations.

This Manual is structured into four main sections:

- Organizational Structure of Transparency International Rwanda
- Human Resources Management
- Administrative Management Procedures
- Financial Management Procedures and Accounting System

The Executive Secretariat will use this manual as a benchmark reference framework for administrative and financial management.

While the availability of an Administrative and Financial Procedures Manual contributes to improving the operational performance of the Executive Secretariat of Transparency International Rwanda, its impact depends primarily on the implementation capacity, competencies, and commitment of Transparency International Rwanda's staff.

Internal memos and operational instructions issued by the Executive Director consistent with the principles set out in this Manual shall serve as complementary management instruments, enabling the Executive Secretariat to effectively handle day-to-day operational matters and capitalize on emerging opportunities.

Any amendment to this manual must be approved by the Board of Directors, subject to the issuance of a formal administrative note.

# CHAPTER 1: ORGANIZATIONAL FRAMEWORK OF TRANSPARENCY INTERNATIONAL RWANDA

## 1.1 ORGANIZATIONAL STRUCTURE[1]

The Administrative and Financial Procedures Manual governs working relationships, including reporting lines, delegation of authority, and communication flows among the various organs of Transparency International Rwanda.

In accordance with the Statutes of Transparency International Rwanda, the bodies involved in its administrative and financial management are as follows:

1) General Assembly (Supreme Organ)
2) Audit Committee
3) Board of Directors
4) Executive Secretariat

Refer to Appendix 1 for the Operational Organizational Structure Chart of Transparency International Rwanda, which describes the relationship of each function.

## 1.2. Transparency International Rwanda Bodies

### 1.2.1 Decision-Making, Strategic Oversight, and Control Bodies

Transparency International Rwanda, as a non-governmental organization, is governed by the law regulating Non-Governmental Organizations in Rwanda. The General Assembly is the supreme organ of Transparency International Rwanda. Its composition, roles, responsibilities, and functioning are defined in the statutes.

The General Assembly is composed of:

- Founding members
- Ordinary members
- Honorary members

The General Assembly meets once a year in an ordinary session and may hold extraordinary sessions when necessary. It is convened and chaired by the Chairperson of the Board of Directors, and in case of absence, by the First Vice-Chairperson, or in their absence, by the Second Vice-Chairperson.

The General Assembly elects a Board of Directors, an Advisory Committee, and a Supervisory (Audit) Committee for a five (5) year term, renewable once per position.

The Board of Directors is composed of:

- The Chairperson
- Two (2) Vice-Chairpersons
- One Secretary
- Five (5) members

The Advisory Committee consists of three (3) elected members, as well as former Board Chairpersons who have successfully completed their mandates and remain active within TI-RW.

The Audit Committee consists of three (3) members elected by the General Assembly for a five (5) year term, renewable once.

Elections are conducted as follows:

The General Assembly appoints a committee composed of five (5) members to organize and oversee the election of members of the Board of Directors, the Advisory Committee, and the Supervisory (Audit) Committee. The appointed committee elects from among its members a Chairperson and a Secretary. Voting is conducted in writing through ballot and must consider gender representation. Any candidate for the positions to be filled is not eligible to serve on the electoral committee.

The Board of Directors meets once every quarter and whenever necessary. It is convened and chaired by the Chairperson of the Board of Directors, and in case of absence, by the First Vice-Chairperson, or in their absence, by the Second Vice-Chairperson.

The roles and responsibilities of the Board of Directors are defined in the statutes and the internal regulations of Transparency International Rwanda.

The Board of Directors, represented by its Chairperson, is primarily responsible for:

- Providing legal and strategic representation of Transparency International Rwanda
- Ensuring the implementation of resolutions adopted by the General Assembly
- Monitoring and evaluating the performance of the Executive Director
- Approving the annual activity and financial reports for submission to the General Assembly

- Approving semi-annual activity reports, planning documents, and budget forecasts prepared and implemented by the Executive Secretariat.

**The Audit Committee is responsible for:**

- Reviewing and verifying the reports submitted by the Executive Director and informing the Board of Directors accordingly;
- Reporting to the General Assembly.

**The Executive Secretariat is responsible for:**

- Executing and managing the day-to-day operations of Transparency International Rwanda;
- Reporting to the Board of Directors, which in turn reports to the General Assembly.

### 1.2.2 Technical Body: Executive Secretariat

The Executive Secretariat is the technical body of Transparency International Rwanda. It comprises all staff recruited in accordance with the procedures defined in this Manual, particularly those outlined in the provisions relating to Staff Management.

The provisions on Staff Management are not applied to expatriate personnel; such staff are subject to specific provisions, notably the contractual arrangements between Transparency International Rwanda and the partner organization providing technical or financial assistance.

Therefore, the provisions of expatriate contracts shall not contradict the general principles of this Manual or the core philosophy of Transparency International Rwanda.

The Executive Secretariat is headed by an Executive Director, who works in close collaboration with the Program Manager, the Administrative and Financial Coordinator, the Head of the Accountable Governance Department, the Head of the Social Development Department, the Head of Environmental Governance, the Policy and Advocacy Coordinator, the Communication and Education Coordinator, the Monitoring and Evaluation Coordinator, as well as Project Coordinators. These senior managers constitute the Management Committee, which is chaired by the Executive Director.

The Executive Director is accountable for the effective day-to-day management of Transparency International Rwanda (programmes and operations) to the Board of Directors.

#### 1.2.2.1 Staff Positions

Key positions of the Executive Secretariat include:

1. Executive Director
2. Programs Manager
3. Thematic Cluster Team Leaders

4. Administrative and Financial Coordinator
5. Policy and Legal Affairs Coordinator
6. Communication and Education Coordinator
7. Monitoring and Evaluation Coordinator
8. Senior Researcher
9. Project Coordinators
10. Grants and Partner Funds Utilization Monitoring Officer
11. Regional Coordinators for the ALAC Project (2)
12. District Coordinators for the ALAC Project
13. Legal Advisor
14. Project Management Assistant
15. Accountant
16. Legal Assistants
17. Contract Management Officer
18. Financial Assistant
19. Monitoring and Evaluation Assistant
20. Drivers
21. Office Attendant / Messenger
22. Interns
23. Volunteers

#### 1.2.2.2 Roles and Responsibilities of Staffs

**1. Executive Director**

Under the direct supervision of the Chairperson of the Board of Directors and in accordance with the strategic orientations of TI-RW's action plan, as well as the decisions of the General Assembly and the Board of Directors, the Executive Director has the following responsibilities:

- Ensure the implementation of the Board of Directors' decisions;
- Plan, coordinate, and ensure the day-to-day operational management of Transparency International Rwanda;
- Be accountable to the Board of Directors for the daily management of Transparency International Rwanda;
- Coordinate the preparation and drafting of documents to be included on the agendas of the Board of Directors and the General Assembly;
- Sign administrative correspondence issued by Transparency International Rwanda to its partners;
- Represent Transparency International Rwanda in technical meetings held at the national or international level and report on such missions to the Chairperson of the Board of Directors;
- Represent Transparency International Rwanda, under the mandate of the Chairperson, in official national or international meetings where the organization is invited;
- Organize the preparation and development of the action plan and ensure that all governing bodies of Transparency International Rwanda are duly involved;

- Submit the action plan to the Board of Directors for approval, ensure its implementation, and monitor its impact on target groups;
- Ensure coordination of Transparency International Rwanda's programmes;
- Monitor national policy developments and develop strategies to align Transparency International Rwanda's plans with national priorities;
- Participate in the development of sectoral policies to advance Transparency International Rwanda's mission and advocate for the implementation of national and international anti-corruption and good-governance instruments;
- Serve as the liaison, advocacy, and engagement focal point for Transparency International Rwanda (both upstream and downstream stakeholders);
- Act as the focal point for key partners engaged with Transparency International Rwanda;
- Ensure institutional and organizational capacity strengthening for Transparency International Rwanda;
- Present activity reports and financial statements of Transparency International Rwanda to the Board of Directors;
- Submit a resource mobilization policy to the Board of Directors and ensure its implementation;
- Prepare all legal documentation and continuously ensure compliance with the laws and regulations governing associations;
- Initiate and train newly elected board members and newly recruited staff on Transparency International Rwanda's mission and policies, and provide them with relevant documentation;
- Identify staffing needs and recruitment requirements;
- Conduct the final annual staff performance evaluation based on reports submitted by coordinators;
- Represent (or delegate representation of) Transparency International Rwanda in all technical meetings related to the implementation of the organization's action plan;
- Represent (or delegate representation of) Transparency International Rwanda in media programs, radio or TV interviews on technical issues related to the implementation of the action plan;
- Develop and maintain strong relationships with key partners of Transparency International Rwanda, including public institutions, private-sector entities, and NGOs involved in anti-corruption efforts;
- Perform any other duties deemed necessary by the Board of Directors for the proper functioning of Transparency International Rwanda.

## 2. Programs Manager

Under the supervision of the Executive Director, the Programs Manager is responsible for the following duties:

- Reviewing and providing technical input on documents requiring the Executive Director's consideration;
- Supporting the Executive Director in the design and development of documents to be submitted to governing bodies and partners;
- Proposing to the Executive Director the planning process and methodology for short-, medium-, and long-term interventions;
- Proposing a monitoring, evaluation, and reporting (M&E) system for the implementation of the action plans of Transparency International Rwanda's programs and projects;
- Developing operational plans;
- Ensuring coordination, implementation, and overall management of program and project activities;
- Monitoring and evaluating the implementation and management of programs and projects;
- Supervising analytical work and necessary research to inform program development and follow-up;
- Participating in sectoral policy development to ensure alignment of anti-corruption and good governance programs;
- Contributing to resource mobilization efforts for program activities;
- Consolidating program and project activity reports;
- Ensuring coordination of interventions related to corruption prevention, anti-corruption efforts, and the promotion of good governance;
- Coordinating the validation of targeted messages related to anti-corruption and good governance initiatives;
- Supporting the Executive Secretariat in the preparation and submission of activity reports and any other documents required by donors and partners;
- Ensuring the monitoring and evaluation of programs and projects;
- Organizing and managing training and capacity-building activities;
- Reporting to the Executive Director on the progress of assigned or supervised projects.
- Conducting biannual performance evaluations of project coordinators under his/her supervision and submitting them to the Executive Director for review;
- Performing any other duties assigned by hierarchical superiors that contribute to the achievement of program objectives.

## 3. Administrative and Finance Coordinator

Under the supervision of the Executive Director, the Administrative and Financial Coordinator has the following responsibilities:

- Planning, coordinating, and ensuring the management of physical, human, and financial resources;
- Ensuring the implementation and compliance with administrative procedures;
- Proposing to the Executive Director an appropriate administrative and financial management policy tailored to the needs of Transparency International Rwanda;
- Jointly consolidating integrated activity and financial reports;
- Coordinating the preparation of financial reports to be submitted by the Executive Secretariat to donors and the Board of Directors;
- Developing operational plans;
- Ensuring the preparation of periodic budget forecasts;
- Performing internal control functions, organizing internal and external financial audits, and ensuring the implementation of audit recommendations;
- Developing management tools adapted to the organization's needs;
- Developing the organization's chart of accounts and ensuring its implementation;
- Establishing key accounting valuation principles;
- Ensuring cash management controls and updates, as well as all financial records;
- Monitoring the organization's bank accounts;
- Preparing monthly bank reconciliation statements;
- Preparing the organization's financial statements;
- Preparing the financial report of the organization;
- Preparing the budget and ensuring budget monitoring;
- Coordinating the preparation of financial reports and ensuring follow-up on the implementation of recommendations;
- Coordinating debt recovery on behalf of the organization and ensuring the settlement of obligations to partners;
- Identifying and submitting to the Executive Director capacity-building needs and proposing appropriate institutional strengthening actions;
- Organizing and managing training and capacity-building activities;
- Serving as the focal point for human resource policies, including staff proposals for improving working conditions;
- Submitting weekly financial reports to the Executive Director on cash position and banking transactions;
- Performing any other duties assigned by the hierarchical supervisor.

## 4. Cluster Team Leaders (Thematic Leads)

The thematic groups are specialized departments focusing on key areas that Transparency International Rwanda has prioritized under the implementation of the 2025–2029 Strategic Plan. These include:

- Accountable Governance
- Social Development
- Environmental Governance

The profiles and responsibilities of the Coordinators/Team Leaders of these thematic groups will be detailed in the job descriptions of staff recruited to these positions. However, within the TI-RW organizational structure, these positions are classified as Level 3 senior management roles, equivalent in rank to the Administrative and Financial Coordinator.

## 5. Policy, Legal and Advocacy Coordinator

Under the supervision of the Programs Officer, the Coordinator of Political, Legal Affairs and Advocacy is responsible for the following duties:

- Reviewing and providing legal and technical opinions on current administrative documents (Statutes, Internal Rules and Regulations, Procedures Manual) and submitting recommendations to the Executive Director for consideration by the Board of Directors;
- Providing legal advisory services to the Executive Director on administrative matters to ensure alignment with internal and external good governance and administrative best practices;
- Coordinating and monitoring all activities implemented by Regional Coordinators related to legal assistance provided in centers and within the Executive Secretariat under the CAJAC (ALAC) project, ensuring that the legal advice delivered meets high-quality professional standards in line with Transparency International requirements;
- Reviewing and providing legal opinions on CAJAC (ALAC) project cases submitted to the Coordinator for appropriate follow-up and advocacy actions;
- Ensuring that case files prepared for partner public institutions for investigation or prosecution under the CAJAC (ALAC) project comply with all required legal and technical standards in order to maintain TI-RW's expected quality standards;
- Based on CAJAC (ALAC) cases and research findings from Transparency International Rwanda, proposing legal reforms to the Executive Director to support advocacy initiatives aimed at influencing policy and legislative reforms in anti-corruption;

- Leading legal research projects and contributing to advocacy actions for the implementation of the resulting recommendations;
- In collaboration with the Executive Director, a Board member, or another senior staff member mandated by the Executive Director, participating in public debates on radio or television on issues related to national anti-corruption policy;
- Providing legal capacity building and technical support to Regional Coordinators, District Coordinators, and Legal Assistants in relation to CAJAC (ALAC) activities;
- Monitoring and evaluating the quality of legal advice provided by District Coordinators and the legal assistance delivered to clients;
- Ensuring proper,up-to-date physical filing and records management of client case files;
- Supervising the administrative management of CAJAC (ALAC) centers;
- Ensuring that CAJAC (ALAC) centers effectively and professionally collect, analyze, and utilize data;
- Organizing public mobilization activities for corruption prevention, anti-corruption efforts, and the promotion of good governance;
- Conducting advocacy engagements with partner institutions on behalf of victims of corruption or related offenses;
- Under the mandate of the Executive Director, participating in national and international meetings where TI-RW is invited and submitting written mission reports upon return;
- Performing any other duties assigned by hierarchical superiors that contribute to the achievement of TI-RW objectives.

## 6. Monitoring and Evaluation (M&E) Coordinator

Under the supervision of the Programs Manager, the Monitoring and Evaluation (M&E) Coordinator is responsible for the following duties:

- Developing monitoring and evaluation tools for projects implemented by Transparency International Rwanda;
- Assessing the results and impact of research activities;
- Contributing to the development of tools for disseminating research findings;
- Collaborating with all departments to ensure effective internal knowledge sharing and dissemination of research outputs;
- Evaluating financial management systems and providing advisory support to ensure compliance with administrative and financial procedures;

- Producing aggregated data and analytics on financial management and human resources to support management in forecasting and strategic decision-making;
- Documenting project performance indicators and contributing to the development of advocacy materials demonstrating project impact;
- Preparing first-level consolidated semi-annual and annual activity reports and submitting them to the line supervisor for review and further action;
- Conducting internal audit activities, including:
    - Performing internal audits of all financial transactions;
    - Verifying that financial transactions are properly recorded, up to date, and supported by adequate documentation;
    - Issuing audit opinions on identified irregularities and submitting reports to the Executive Director;
- Proposing advocacy topics to the Executive Director based on analytical findings;
- Supervising systematic data collection and utilization to support advocacy for structural reforms;
- Initiating and developing resource mobilization activities to support project financing;
- Under the mandate of the Executive Director, participating in national and international meetings and submitting written mission reports;
- Supporting the Executive Director in the preparation of documents for submission to governing bodies and partners;
- Coordinating and ensuring the quality assurance of regular narrative and financial reporting for project funding;
- Performing any other duties assigned by hierarchical superiors.

## 7. Communication Coordinator

Under the supervision of the Programs Manager, the Communication Coordinator is responsible for the following duties:

- Developing the internal and external communication strategy for TI-RW and ensuring its effective implementation;
- Coordinating publications in the Magazine and on the website in line with the editorial policy;
- Defining publication categories and editorial sections;
- Coordinating information gathering for publication in "*Le Transparent* magazine" and ensuring content is processed in accordance with professional communication standards.
- Coordinating and validating translations of the Magazine and website content;
- Ensuring the regular publication of the Magazine and the timely updating of the website;
- Coordinating awareness, education, and public engagement programs through digital platforms;

- Under the supervision of the Executive Director, coordinating all communication activities of TI-RW;
- Developing communication capacity-building tools and delivering training to staff;
- Establishing and strengthening relationships with national and international media;
- Contributing to the preparation of the annual action plan by integrating internal and external communication activities;
- Coordinating communication projects within TI-RW;
- Initiating and implementing advocacy actions, in collaboration with the Legal Department, aimed at promoting good governance and preventing corrupt practices;
- Recording the minutes of internal staff meetings and maintaining proper documentation for future reference;
- Performing any other duties assigned by the line manager that contribute to achieving TI-RW's mission and vision.

## 8. Regional Coordinators (ALAC Project)

Under the supervision of the Coordinator for Political and Legal Affairs, the Regional Coordinator is responsible for the following duties:

- Supervising project activities implemented in districts where TI-RW operates;
- Coordinating the activities of Community Corruption Committees (CCCs) within their area of jurisdiction;
- Supervising the activities of CAJAC (ALAC) centers at the district level;
- Reviewing case files of victims of corruption and related offenses received by CAJAC (ALAC) centers and providing legal input;
- Providing high-quality legal advice to clients whose cases may require litigation before courts and tribunals;
- Preparing and submitting case files to the Coordinator for Political and Legal Affairs for onward transmission to relevant public institutions for appropriate action;
- Preparing weekly reports on cases received by supervised centers that require special follow-up;
- In collaboration with Center Coordinators, proposing cases for closure or for further information gathering;
- Recommending cases for rejection where they do not meet the criteria for further processing or closure;
- Regularly verifying with Center Coordinators that all recorded cases in the database are adequately followed up;
- Ensuring that the national CAJAC (ALAC) case management database is regularly updated;
- Conducting field visits when necessary to collect additional information on cases;
- Preparing monthly reports on successfully closed cases and those requiring special follow-up;

- Under the supervision of the Coordinator for Political and Legal Affairs, preparing draft narrative reports for projects implemented within their assigned regions, ensuring compliance with reporting deadlines stipulated in agreements with partners;
- Contributing to the development of project proposals aimed at sustaining ALAC centers and supporting TI-RW activities more broadly;
- Maintaining strict confidentiality of case files and safeguarding all information obtained in the course of duties;
- With express delegation from the Executive Director, representing TI-RW in national or local meetings and submitting mission reports within ten (10) days;
- Performing any other duties assigned by hierarchical superiors that contribute to achieving the objectives of Transparency International Rwanda.

## 9. District Coordinators

Under the direct supervision of the Regional Coordinator of the ALAC Project, the District Center Coordinator is responsible for the following duties:

- Coordinating the activities of the center;
- Supervising the work of center staff;
- Providing legal advice to victims of corruption and related offenses;
- Reviewing complaints submitted by clients and reporting to the Regional Coordinator for appropriate follow-up;
- Maintaining the client complaints database for individuals seeking legal assistance and advisory services;
- Submitting daily reports on cases received to the Regional Coordinator;
- Ensuring that the database is regularly updated and that physical filing of complaints is conducted in a professional manner;
- Ensuring that all relevant evidence supporting case files has been properly compiled by the Legal Assistant who initially receives the complaints;
- Establishing and managing a legal documentation system (laws and regulations) to support the provision of high-quality legal services;
- Ensuring, in collaboration with the Legal Assistant, that clients are received in accordance with established service delivery standards;
- Ensuring strict compliance with administrative and financial procedures applicable to staff and reporting regularly to the Regional Coordinator;
- Ensuring strict adherence to confidentiality and data protection requirements regarding client information;

- With express delegation from the Executive Director, representing Transparency International Rwanda in district or provincial meetings and submitting mission reports upon return;
- Performing any other duties assigned by hierarchical superiors in support of achieving the objectives of Transparency International Rwanda.

## 10. Legal Assistant

Under the direct supervision of the Center Coordinator, the Legal Assistant is responsible for the following duties:

- Receiving complaints from victims of corruption and related offenses;
- Providing legal advice and assistance to clients;
- Establishing and maintaining a database of client complaints for individuals seeking legal support from the Center;
- Ensuring that physical filing and records management of case files are conducted in a professional manner;
- Maintaining regular communication with clients and updating them on the progress of their cases;
- Ensuring that all relevant supporting evidence is collected from clients and properly documented in case files;
- Reporting regularly to the Center Coordinator on cases recorded in the database that require follow-up;
- Developing and managing a legal documentation system (laws and regulations) to support the provision of high-quality legal services;
- Ensuring that clients receive legal assistance in accordance with established service delivery standards;
- Strictly adhering to confidentiality and data protection requirements regarding client information;
- With express delegation from the Executive Director, participating in district or provincial meetings where TI-RW is represented and submitting mission reports upon return;
- Performing any other duties assigned by hierarchical superiors in support of achieving TI-RW's objectives.

## 11. Administrative and Finance Assistant

Under the supervision of the Administrative and Finance Coordinator, the Administrative and Finance Assistant has the following responsibilities:

- Maintain cashbooks and manage fuel consumption;
- Prepare weekly financial reports on cash and fuel utilization for Transparency International Rwanda and submit them to the Executive Director;
- Ensure proper filing of all administrative documents (incoming and outgoing correspondence, accounting records, etc.);

- Maintain and update the membership register of Transparency International Rwanda and ensure that members are compliant with their annual subscription fees;
- Prepare and ensure timely payments related to the social fund and the Rwanda Revenue Authority (RRA);
- Prepare monthly cash reconciliations and ensure proper filing;
- Prepare petty cash disbursement vouchers and ensure that all supporting documentation is complete;
- Maintain and regularly update the asset register (furniture, office consumables, equipment, etc.);
- Prepare monthly operational budgets for centers and supervise the utilization of petty cash at district-based centers, reporting regularly to the Administrative and Finance Coordinator for monthly reconciliation;
- Supervise the receptionist intern;
- Draft administrative correspondence to partners upon request from supervisors;
- Perform any other duties assigned by hierarchical supervisors.

## 12. Accountant

Under the supervision of the Administrative and Finance Coordinator, the Accountant is responsible for:

- Preparing bank cheques for payments to partners and recording all account transactions in the Sage Pastel accounting system;
- Recording all cash transactions in the Sage Pastel system;
- Ensuring that all accounting records are accurate, complete, and properly maintained to facilitate audits and financial controls at any time;
- Preparing monthly bank reconciliation statements using the Sage Pastel accounting system;
- Filing and archiving all supporting accounting documents recorded in the Sage Pastel system;
- Preparing monthly payroll statements for all TI-RW staff and processing the related payment instruments;
- Performing any other duties assigned by hierarchical superiors.

## 13. Project Assistant

Under the supervision of the Project Coordinator, the Project Assistant is responsible for:

- Preparing initial drafts of narrative reports for assigned projects;
- Taking minutes of meetings attended under delegation from supervisors;
- Preparing participant attendance lists and ensuring proper completion in line with TI-RW standards;
- Participating in data collection related to assigned projects and reporting to the supervisor;

- Performing any other tasks assigned by the supervisor or other authorized personnel, with approval from the Executive Director.

**14. Driver**

Under the supervision of the Administrative and Finance Coordinator, the Driver has the following responsibilities:

- Operate TI-RW vehicles upon request from different departments;
- Ensure daily maintenance and cleanliness (interior and exterior) of the vehicle;
- Refrain from driving under the influence of alcohol;
- Report when the vehicle requires mechanical maintenance;
- Maintain and update the vehicle logbook daily;
- Ensure fuel availability;
- Ensure that all vehicle documentation (insurance, taxes, etc.) is valid and inform administration when renewal is needed;
- Conduct routine mechanical checks (oil, engine condition, etc.) and report any anomalies;
- Deliver and distribute official correspondence and obtain acknowledgment of receipt;
- Perform any other duties assigned by supervisors.

**15. Contracts and Inventory Management Officer**

Under the supervision of the Administrative and Finance Coordinator, the Contracts and Inventory Management Officer is responsible for:

- Updating the annual supplier database for TI-RW;
- Coordinating procurement processes and ensuring that goods and services meet the required standards;
- Managing fuel procurement and usage;
- Ensuring that fuel consumption is properly allocated to the relevant projects;
- Maintaining an up-to-date asset register for all TI-RW property;
- Ensuring collection of membership contributions and updating the membership database;
- Receiving visitors, providing the necessary information, and notifying the relevant staff member;
- Handling telephone communications and relaying messages appropriately;
- Registering incoming and outgoing correspondence;
- Dispatching and collecting daily mail;
- Filing correspondence systematically;
- Producing photocopies of administrative documents upon request;
- Maintaining and updating a database of TI-RW partners (institution name, address, representative, contact details);
- Preparing envelopes for outgoing correspondence;

- Performing any other duties assigned by supervisors.

### 16. Office Assistant / Messenger (Planton/Bailiff)

Under the supervision of the Administrative Assistant, the Office Assistant is responsible for:

- Maintaining cleanliness of TI-RW offices;
- Managing cafeteria services;
- Ensuring cleanliness of the external office environment;
- Maintaining the garden;
- Operating and managing the generator (switching on/off as needed);
- Cleaning TI-RW vehicles;
- Performing any other duties assigned by supervisors.

#### 1.2.2.3 Staff Profile (Qualifications and Requirements)

| Position | Requirements and Job Specifications |
|---|---|
| **Executive Director** | Master's degree; minimum 5 years of senior management experience; at least 35 years old at recruitment; a clean criminal record; a strong national and international reputation; good physical health |
| **Programs affairs ( Manager)** | Master's degree in social sciences; minimum 3 years' experience in a leadership role; a clean criminal record; a strong national reputation; good health |
| **Administrative and Finance Coordinator** | Master's degree in administrative/economic sciences (accounting, finance, audit) with at least 3 years' experience, or a Bachelor's degree with 10 years' experience; a clean criminal record; a strong reputation; and good health. |
| **Cluster Team Leaders** | Master's degree with 3 years' experience or a Bachelor's with 10 years' experience; a strong reputation; a clean record; good health |
| **Policy, Legal and Advocacy Coordinator** | Master's degree in social sciences with a specialization; minimum 3 years' experience; a strong reputation; a clean record; good health |
| **M&E Coordinator** | Master's degree with 3 years' experience or a Bachelor's with 10 years' experience; a strong reputation; a clean record; good health. |
| **Communication Coordinator** | University degree in communication; minimum 3 years' experience; a strong reputation; a clean record; good health |
| **ALAC District Coordinators** | Bachelor's degree in law; minimum 3 years' experience; a strong reputation; a clean record; good health |
| **Legal Assistants** | Bachelor's degree in law; proven legal experience; a strong reputation; a clean record; good health |

| | |
|---|---|
| **Administrative & Finance Assistant** | A degree (Ao) or diploma (A1) in accounting/finance; minimum 5 years' experience; a strong reputation; a clean record; good health |
| **Accountant** | A degree (Ao) in accounting; minimum 3 years' experience; strong reputation; clean record; good health |
| **Drivers** | Category B driving licence; minimum P6 years' proficiency in French or English; clean record; not suspended from driving; good health. |
| **Office Assistant / Messenger** | Minimum 9 years of education; basic French or English; clean record; good reputation; good health. |
| **Gardener** | Minimum 6 years of education; basic French or English; clean record; good reputation; good health. |

# CHAPTER 2: DESCRIPTION OF PROCEDURES

## 2.1 ADMINISTRATIVE AND LOGISTICAL PROCEDURES

### 2.1.1 Recruitment

**Article 1**

The recruitment process for any employee of Transparency International Rwanda includes the following steps:

- Definition of the candidate profile based on the duties of the position. This is prepared by the requesting department and submitted to the Executive Director for approval;
- Publication of the vacancy announcement in a recognized newspaper in Rwanda;
- The announcement must indicate that TI-RW is an equal opportunity employer;
- Screening of applications;
- Recruitment testing (written/oral assessments);
- Notification of the selected candidate;
- Induction/onboarding;
- Commencement of the probation period;
- Completion of the probation period;
- Confirmation of employment.

**Article 2**

Recruitment of senior staff is the responsibility of the Board of Directors, in collaboration with the Executive Director, following the process outlined in Article 1.

Recruitment of support staff falls under the authority of the Executive Director.

The Executive Secretariat may recommend the promotion of an individual currently engaged under a professional contract or internship, provided that the individual:

- has strong knowledge of the organization, and
- has demonstrated relevant experience for the position.

Final approval of employment is granted by the Chairperson of TI-RW based on the Executive Director's recommendation.

**Article 3**

The decision to create a new position must be based on budget availability, either within a specific project framework or as approved by the Board of Directors for positions funded under TI-RW's internal budget line.

**Article 4**

All recruitment assessments are prepared and administered by a Recruitment Committee, whose composition is overseen by the Executive Director in consultation with the Chairperson of the Board of Directors. The composition of the Recruitment Committee ensures representation from the Board of Directors, the Executive Director, and, where necessary, other resource persons.

External resource persons and Board members serving on the Recruitment Committee are remunerated between RWF 25,000 and RWF 50,000, depending on the stages and complexity of the recruitment process required for the position.

Staff members of the Executive Secretariat participating in the recruitment process are entitled to the same allowances only when such activities are conducted during weekends, public holidays, or outside normal working hours (after 17:30).

**Article 5**

Before assuming duties, every recruited employee must sign an employment contract specifying the rights and obligations of the employee as well as those of Transparence International Rwanda. Each employee must formally adhere to this Administrative and Financial Procedures Manual.

**Article 6**

Two types of employment contracts exist:

- **Fixed-term contract**: Duration defined at contract signing
- **Open-ended contract**: No fixed duration; termination requires a notice period.

The applicable notice period is determined in accordance with the Labour Code.

**Article 7**

All contracts include a probation period as follows:

- Six (6) months for senior staff
- Three (3) months for other employees

**Article 8**

At the end of the probation period, each employee undergoes a performance evaluation conducted by their line manager, assessing their performance during the probationary period. The evaluation results are submitted to the Executive Director for a decision on whether to confirm, extend, or terminate the employee's contract.

### 2.1.2 Employee Obligations

## Article 9

Staff of Transparency International Rwanda are expected to consistently work toward the achievement of established organizational objectives. More specifically, employee commitment entails the obligation to:

- Perform assigned duties, tasks, and responsibilities with competence, professionalism, efficiency, dedication, loyalty, integrity, and courtesy;
- Adhere to the Code of Conduct and Ethics of Transparency International Rwanda;
- Comply with this Administrative and Financial Procedures Manual;
- Use all equipment and resources provided in a responsible and efficient manner in the execution of duties;
- Devote their working time to the service of the employer, within the limits of applicable law and internal regulations;
- Maintain professional confidentiality, even after suspension or termination of the employment contract;
- Promote teamwork and mutual support, in line with organizational interests and service delivery requirements.

### 2.1.3 Prohibitions

## Article 10

It is strictly prohibited for employees of Transparency International Rwanda to:

- Engage in activities incompatible with the objectives of Transparency International Rwanda in the course of their duties;
- Use organizational assets or equipment for personal purposes;
- Submit requests, recommendations, or correspondence to their superiors outside established reporting lines;
- Accept, directly or indirectly, any gifts, commissions, allowances, or other benefits of any kind related to services provided by Transparency International Rwanda, whether from beneficiaries or third parties acting on its behalf;
- Personally publish materials produced by Transparency International Rwanda in the course of its work;
- Leave duty without prior authorization;
- Report to work late, under the influence of alcohol, or in a state of evident fatigue impairing performance;
- Conduct commercial or financial transactions using the funds or assets of Transparency International Rwanda;

- For drivers or authorized personnel, operate organizational vehicles while smoking, using a mobile phone, or under the influence of alcohol;
- Disclose confidential information obtained in the course of their duties, whether by nature or by directive of their superiors;
- Use abusive, inappropriate, or violent language;
- Engage in activities that compete with those of Transparency International Rwanda.

In addition, managerial staff are strictly prohibited from legally representing any other institution with objectives similar to those of Transparency International Rwanda.

### 2.1.4 Working Conditions and Social Benefits

### Article 11:

Working hours comply with national labor law:

- **08:30 – 12:30** (Morning)
- **12:30 – 13:30** (Break)
- **13:30 – 17:30** (Afternoon)

Weekends (Saturday and Sunday) are non-working days.

Rest hours may be slightly adjusted upon a justified request by the employee and subject to approval by the Executive Director.

Cleaning staff work from 06:30 to 16:00.

### Article 12:

Salary is remuneration for work performed. No salary shall be payable during an absence, except in cases provided for by applicable law and this policy and procedure manual. Salaries are determined and reviewed by the Board of Directors.

### Article 13:

The salary scale is established based on the job position, the applicable national Labour Code, and the financial capacity of the organization. However, for project-based staff, remuneration is determined in accordance with the financing agreement signed with the donor.

### Article 14:

Subject to budget availability, salary advances may be granted by the Executive Director upon request from the employee. The request must be duly justified. It shall be assessed by the Executive Director, who shall take into account, among other factors, the employee's professional responsibility, repayment capacity, and the organization's cash flow position.

The maximum amount of the salary advance shall not exceed the employee's net monthly salary. It shall be repayable through salary deductions over a maximum period of five (5) monthly instalments.

**Article 15:**

Except for statutory deductions, including employee social security contributions and applicable professional taxes, and subject to voluntary assignment by the employee or a garnishment order issued pursuant to a judicial decision, salary and allowances shall not be subject to any form of deduction in favor of third parties.

**Article 16:**

Support staff (drivers and office attendants/messengers) are entitled to reimbursement of transport expenses incurred during official duties carried out on weekends, public holidays, or for any assignments performed outside normal working hours, subject to approval by the Executive Director. The maximum reimbursement amount is RWF 5,000, and payment must be supported by a duly signed justification document explaining the purpose of the expense, approved by both the Administrative and Financial Coordinator and the Executive Director.

In cases where an organizational vehicle is unavailable, employees of Transparency International Rwanda who use their own vehicles for official duties within Kigali City may be eligible for fuel vouchers. The allocation shall be limited to a maximum of 5 litres of fuel, or up to 10 litres depending on the distance of the trip. Such requests shall be reviewed by the Administrative and Financial Coordinator and subsequently approved by the Executive Director.

**Article 17:**

Transparency International Rwanda vehicles shall be driven exclusively by drivers engaged under either indefinite-term or fixed-term contracts, in accordance with the procedures set out in this Manual. Vehicles may also be driven by any other employee of Transparency International Rwanda holding a valid driving licence of the appropriate category, subject to prior written authorization from the Executive Director.

Each driver shall be responsible for the vehicle under their use and must accurately complete and sign the vehicle logbook for every trip.

**Article 18:**

Where budgetary conditions of Transparency International Rwanda permit, staff may be granted a performance-based incentive bonus.

Such a bonus shall be determined by the Board of Directors upon recommendation of the Executive Director.

## Article 19:

All employees are entitled to paid annual leave. The right to take paid leave is acquired after a minimum of six (6) months of effective service. This right is replaced by a compensatory indemnity where the employment contract is terminated or expires. Each employee of Transparency International Rwanda is entitled to eighteen (18) working days of annual leave per year.

At the beginning of each year, the employer shall establish the annual leave schedule for all staff members. The leave period may not be postponed or brought forward by more than three (3) months by the employer, unless there is mutual agreement between the employee and the employer.

Leave applications are mandatory and must be submitted to the Executive Director, with approval from their direct line Department and the Administrative and Financial Coordinator. The Executive Director submits their own leave request to the Chairperson of the Board of Directors.

Unless the Board of Directors grants an exception for justified reasons related to the inability to take leave, the right to annual leave is forfeited if not expressly requested within a period of two (2) years.

## Article 20:

Employees of Transparency International Rwanda are entitled to sick leave in accordance with the provisions of the Labour Code.

To qualify for sick leave, the employee must provide a medical certificate issued by a licensed physician confirming incapacity to work. Where the duration of sick leave exceeds fifteen (15) days, the employer may require the employee to submit a certificate issued by three (3) licensed physicians.

An employee on sick leave is entitled to full salary for the first three (3) months of absence.

The employer is not obliged to pay sick leave benefits if the employee has been absent for more than two (2) consecutive days without providing a medical certificate issued by a licensed physician.

Beyond three (3) months of paid sick leave, the employee is entitled only to a further suspension of employment for a period of three (3) months without pay.

## Article 21: Special Leave

In addition to annual leave, employees of Transparency International Rwanda are entitled to special leave in accordance with the provisions of the Labour Code. The leave request form is attached as an annex to this document.

It is accepted that TI-RW employees may be temporarily absent due to urgent personal circumstances. In such cases, the employee is required to complete an absence request form (the template of which is annexed to this document) and have it signed by the Executive Director prior to leaving.

Each year, the Administrative and Financial Department records and tracks all hours of absence taken by each employee for personal reasons. The cumulative total of such hours shall be deducted from the employee's annual leave entitlement if it equals or exceeds eight (8) hours.

## Article 22:

In the event of the death of an employee, Transparency International Rwanda shall cover funeral expenses, including the coffin, related accessories, and transportation of the remains. TI-RW shall also pay the legal beneficiaries an amount equivalent to three (3) months of the deceased employee's gross salary following the month in which the death occurred.

In the event of the death of a direct dependent (child), spouse, or first-degree relative (parent, brother, or sister), Transparency International Rwanda shall provide a lump-sum contribution of RWF 300,000 towards additional funeral expenses.

Where an employee dies while on official duty assignment, the same entitlements apply, including repatriation of the remains.

For members of the Board of Directors, Transparency International Rwanda shall contribute RWF 200,000 towards funeral expenses.

## Article 23:

All female employees are entitled to maternity leave in accordance with the Labour Code. They may commence this leave up to two (2) weeks prior to the expected date of delivery.

A woman who gives birth to a stillborn child, or whose child dies before reaching one (1) month of age, is entitled to a four (4) week leave starting from the date of the event.

The statutory breastfeeding breaks granted to nursing mothers are considered part of working time and are fully remunerated.

Any amendment to the Labour Code shall automatically apply to and modify the provisions of this article.

**Article 24**

Employees of Transparency International Rwanda may undertake official missions both within the country and abroad. They are entitled to mission allowances as defined in this staff policy, provided the mission lasts at least five (5) hours and covers a distance exceeding 30 km from the usual workplace.

**Article 25**

Domestic missions are authorized by the Executive Director.
Proposed mission schedules prepared by each program must be submitted to the Executive Director at least one week in advance. These schedules are communicated to staff during the weekly coordination and planning meeting.

Personnel on domestic missions must carry a mission order signed by the Executive Director or, in their absence, by the Administrative and Finance Coordinator.

Each mission must be documented through a written report submitted to the Executive Director no later than ten (10) days after return. For the Executive Director, the report is submitted to the Chairperson of the Board.

Failure to submit the report within the prescribed deadline may result in disciplinary action.

**Article 26**

Mission allowances within Transparency International Rwanda are established as follows:

- Daily allowance (per diem): RWF 15,000 for staff and RWF 10,000 for drivers and interns;
- If lunch is provided by the organization: RWF 10,000 for staff and RWF 6,000 for drivers and interns;
- Where an employee is required to spend the night away from their duty station, overnight accommodation and dinner is set at:

    - RWF 60,000 per night for staff;
    - RWF 40,000 for drivers and interns;
- In addition to the above, the concerned employee is entitled to a breakfast allowance of

    - RWF 10,000 for staff;
    - RWF 6,000 for drivers and interns;

- Maximum mission duration covered: 10 days;
- All missions must be supported by a duly signed mission order.

**Article 27**

International missions are authorized by the Executive Director after consultation with the Program affairs (Manager) and the Finance and Administration Coordinator when the opportunity arises.

Priority is given to individuals directly involved in the relevant project.

Unplanned missions financed by the organization require consultation with the Finance function regarding the availability of unrestricted funds.

Where the mission is fully funded by an external partner without per diem, the organization provides a subsistence allowance of USD 30 per day.

Where fully funded by the organization, staff receive:

- USD 100 per day as per diem;
- USD 120 per night for accommodation (or direct hotel payment).

An additional lump sum of USD 100 is provided to cover incidental expenses.

**Article 28**

All missions must be supported by a mission order signed by the Executive Director.

International missions of the Executive Director must be approved by the Chairperson of the Board or, in their absence, the Vice-Chairperson.

### 2.1.5. Training and Professional Development

**Article 29**

Any employee who has served Transparency International Rwanda for at least six months may benefit from a professional development placement (training), subject to operational needs, for a period not exceeding six months.

Such training programmes of variable duration, organized outside the formal education system, are aimed at enabling the acquisition of technical skills and competencies that enhance the employee's performance within Transparency International Rwanda.

**Article 30**

The Executive Director approves training of up to 30 days.

Training exceeding 30 days must be approved by the Board of Directors.

The staff training plan is prepared by the Administrative and Financial Coordinator, in consultation with the Programs Manager and Project Coordinators. This plan must clearly indicate how the Executive Secretariat activities will be maintained during the employee's absence.

**Article 31**

During the training period, the employee continues to receive their salary. Every trainee must sign a training agreement. This agreement shall include a mandatory commitment by the trainee to return to service at Transparency International Rwanda for a period at least equivalent to three times the duration of the training period.

If the employee voluntarily decides to leave the services of Transparency International Rwanda before the completion of this required period, they shall be obliged to reimburse the full cost incurred by the organization for the training.

**Article 32**

When an internship is fully funded by another donor and no stipend is provided, Transparency International Rwanda shall pay the intern a daily allowance of USD 30, limited to a maximum of ten (10) paid days.

Transparency International Rwanda may also offer professional internships to university graduates or students for a period not exceeding six (6) months. In such cases, the organization may cover transport facilitation for the intern, provided this is included in the approved budget.

Transparency International Rwanda does not provide any remuneration to interns who join on a voluntary basis or upon request from their respective institutions. Such interns remain fully supported by themselves or by the sponsoring institution.

All interns at Transparency International Rwanda are entitled to a lump-sum transport allowance of RWF 60,000. The internship duration shall not exceed six (6) months. Transport facilitation may be increased up to RWF 100,000 in specific justified cases. Such an increase must be motivated by the Executive Director and approved by the Chairperson of the Board of Directors (e.g., for persons with disabilities).

All amounts are exclusive of taxes.

### 2.1.6. Disciplinary Offense

**Article 33**
Any failure by an employee to comply with their obligations constitutes disciplinary misconduct, which may result in only one sanction at a time. A disciplinary sanction shall not preclude subsequent criminal proceedings arising from the same facts.

Sanctions include:

- Warning/ Reprimand
- Written Warning
- Suspension
- Suspension with a deduction of one-quarter (¼) of salary;
- Dismissal (with or without notice).

These sanctions may apply, including but not limited to, the following cases:

- Repeated or unjustified lateness;
- Unjustified absence or abandonment of duty;
- Breach of discipline or non-compliance with the Code of Conduct and Integrity of Transparency International Rwanda, as well as violations of the prohibitions set out in Article 10 of the Administrative and Financial Procedures Manual.

**Article 34**
No disciplinary sanction may be taken unless the employee has first been requested to submit a written explanation and defense within two (2) days from the date of notification of the request for explanation, except in cases of gross misconduct, where dismissal may be applied immediately and without notice.

Gross misconduct shall be notified to the employee within forty-eight (48) hours, and the employee shall be granted forty-eight (48) hours to present their written defense and any objections.

**Article 35**
Warnings, reprimands, and suspensions are imposed by the Executive Director for all staff members. Dismissal of senior management and managerial staff is decided by the Board of Directors upon the recommendation of the Executive Director, while for other employees, dismissal is decided by the Executive Director after consultation with the Administrative and Financial Coordinator, who serves as the direct supervisor of the concerned employee.

In the event of a dispute regarding a disciplinary sanction, the employee has the right to appeal to the Board of Directors.

Disciplinary actions concerning the Executive Director are decided by the Board of Directors.

### 2.1.7 Staff Annual Performance Appraisal

**Article 36**

Staff of Transparency International Rwanda are subject to an annual performance appraisal. However, employees engaged under contracts of less than one (1) year shall be evaluated prior to the end of their assignment within TI-RW. The appraisal template is attached as an annex.

The competent authorities responsible for employee evaluation are the immediate (first-line) and secondary (second-line) supervisors, with final approval by the Executive Director. The Executive Director is appraised exclusively by the Board of Directors.

**Article 37**

The performance appraisal process is conducted in a participatory manner, with the employee encouraged to discuss work-related challenges and constraints with their supervisor. Once the final evaluation score has been validated by the last appraiser, the employee is entitled to receive a copy of the appraisal form, while another copy is filed in the employee's personnel record.

**Article 38**

The retirement age for staff of Transparency International Rwanda is set at sixty-five (65) years. However, in accordance with the Social Security Law, any employee who meets the eligibility criteria may submit a written request to the Executive Secretariat for early retirement from the age of sixty (60). Such requests shall be reviewed and may be approved following due assessment.

Transparency International Rwanda undertakes to pay retirement benefits in accordance with Article 32 of Law No. 66/2018 of 30 August 2018 governing labour in Rwanda.

The maximum amount payable per installment shall not exceed five million Rwandan francs (RWF 5,000,000). Where the total retirement benefit exceeds this amount, the balance shall be settled in multiple installments. However, full payment must be completed within a period not exceeding twelve (12) months from the date of the first disbursement.

### 2.1.9 Communication and Public Relations

**Article 39**

All correspondence addressed to the Executive Director of Transparency International Rwanda is received by the Receptionist / Contracts Management Officer, who records it in an appropriate register and forwards it to the Executive Director for review and decision.

Based on the Executive Director's instructions, the Receptionist / Contracts Management Officer ensures the distribution of correspondence to the relevant departments or its proper filing. Delivery of correspondence is confirmed through the recipient's signature in the register maintained by the Receptionist / Administrative Assistant.

**Article 40**

All correspondence issued by the Executive Director of Transparency International Rwanda, within the framework of program implementation and the execution of decisions taken by the Board of Directors, must be signed by the Executive Director.

**Article 41**

In the absence of the Executive Director, the Programs Manager shall act on behalf of and in the name of the Executive Director. The Executive Director shall issue an internal memorandum addressed to the Chairperson of the Board of Directors, formally notifying the appointment of the Programs Manager as Acting Executive Director during the period of absence.

**Article 42**

Commitments entered into by Transparency International Rwanda with consultants for amounts less than or equal to RWF 20 million, as well as all partnership agreements with partners under jointly funded projects (co-application arrangements), shall be signed by the Executive Director.

Consultancy contracts exceeding RWF 20 million shall be signed by the Chairperson of the Board of Directors or, in their absence, by the First Vice-Chairperson.

**Article 43**

All correspondence received by Transparency International Rwanda that falls under the mandate of the Board of Directors or its Chairperson shall be routed through the Executive Director for information and preparation of appropriate advisory input. The Executive Director shall then forward such correspondence to the Chairperson of the Board of Directors within a maximum of twenty-four (24) hours for action.

**Article 44**

All visits, meetings, and interactions with members of Transparency International Rwanda and other partners shall be subject to a written debriefing submitted to the Executive Director.

The debriefing report template is attached as an annex.

**Article 45**
Except in urgent cases, the Executive Director reviews internal and external correspondence through the signatory process.

**Article 46**
All missions carried out within the framework of Transparency International Rwanda's activities shall be subject to a written mission report submitted either to the Executive Director or, in the case of the Executive Director, to the Chairperson of the Board of Directors. The mission report must be submitted no later than ten (10) days after completion of the mission.

The mission objectives must be approved in advance by the Executive Director. The reporting template is attached as an annex.

**Article 47**
The activities of Transparency International Rwanda are subject to narrative and financial reporting on a monthly, quarterly, and annual basis. Semi-annual reports are submitted to the Board of Directors of Transparency International Rwanda and are disseminated only after their approval by the Board. Annual reports are disseminated following their approval by the General Assembly.

However, project and programme reports are submitted in accordance with the reporting schedule defined in the financing agreement signed with partners, and only after prior approval by the Executive Director.

**Article 48**
All staff of Transparency International Rwanda shall hold an information-sharing meeting with the Executive Director once every six (6) months, or whenever necessary, to discuss matters relating to the life of the organization.

In addition, an annual exchange meeting shall be held between the members of the Board of Directors and all staff of TI-RW.

**Article 49**
Senior and managerial staff of the Executive Secretariat shall hold a weekly coordination and information-sharing meeting to review activities implemented during the previous week and to discuss the work plan for the current week.

Each manager shall prepare a brief report outlining the objectives, achieved results, actions undertaken, and the involvement of other departments or partners.

Staff meetings shall be documented through formal minutes, which must be filed in the relevant records. Following each meeting, all staff shall be informed by their respective supervisors of key decisions taken during the session.

**Article 50**

To facilitate communication and ensure close oversight of operations, the Board of Directors and the Executive Director shall meet at least quarterly.

The Executive Director shall present the monthly work plan, ongoing case files needing Board or Chairperson intervention, and other key information about the organization and its strategic partners to the Board.

The Executive Director shall communicate the Board of Directors' recommendations to senior management, who will then relay them to operational staff.

The Executive Director shall regularly inform the Chairperson of the Board of Directors about all key Transparency International Rwanda files and developments.

**Facilitation of Governance and Operational Meetings**

To support the functioning of Transparency International Rwanda's governance and decision-making bodies (statutory meetings), the following provisions apply:

- Board of Directors meeting attendance allowance: RWF 60,000 in cash per session.
- Other Board transport allowances for daily organizational activities: RWF 20,000.
- Monthly communication and representation allowance for the Chairperson of the Board of Directors: RWF 700,000 net (excluding taxes) for official TI-RW duties.
- Executive Director mobile communication allowance: a dedicated mobile line, financed monthly, for strict professional use within project budgets, with a monthly ceiling of RWF 150,000.
- Executive Director representation allowance: RWF 400,000 net per month.

**Staff Communication Allowances**

Monthly communication allowances for staff are set as follows:

- Programs Manager : RWF 50,000 (prepaid airtime)
- Senior management staff: RWF 40,000 (prepaid airtime)
- Regional Coordinators: RWF 20,000 (prepaid airtime)
- Other staff (Accountant, Finance Assistant, Contract Manager): between RWF 10,000 and RWF 15,000 (prepaid airtime)
- Drivers: RWF 2,500 (prepaid airtime)
- Temporary experts engaged through partnerships (e.g., GIZ): RWF 10,000 to RWF 15,000 depending on hierarchical level (prepaid airtime)

Other staff can access the organization's telephone network. However, they must use it strictly for professional purposes; any misuse will not be tolerated.

**Article 51**
Any organ of Transparency International Rwanda mandated to follow up on a specific case or file within the organization shall liaise with the Executive Director to agree on access to relevant documentation, the availability of transport means, and the deployment of staff required for collaboration under that mandate. Such coordination must take place at least twenty-four (24) hours prior to the scheduled activity.

Any matter involving the engagement of Board members with the Executive Secretariat shall be discussed between the Board Bureau and the Executive Director.

**Article 52**

All planning of the Board of Directors' activities, including meetings, participation, representation of Transparency International Rwanda, and committee engagements, shall be reflected in the operational plan.

### 2.1.10 Asset Management, Procurement, and Human Resources Management

**Article 53**
The Executive Director is responsible for the daily management of Transparency International Rwanda.

**Article 54**
For sound financial and budgetary management, fleet management plays a significant role. In this regard, it is essential to monitor the consumption of fuel, lubricants, tyres, spare parts, and other related vehicle operating costs.

For each trip, a vehicle logbook must be completed by the driver. It shall record all relevant information, including the purpose of the mission, the number of kilometres travelled, and other pertinent trip details.

**Article 55**
Fuel custodians employed for safeguarding fuel cards must, prior to initiating any new fuel allocation, he/she justify previous allocations before receiving new supplies and maintain proper records of all fuel receipts and consumption.

**Article 56**
For official business travel using their own vehicles, Transparency International Rwanda provides staff with fuel reimbursement, the value of which is determined based on the distance travelled within Kigali City and its surrounding areas, and in cases where an organizational vehicle is not available.

**Article 57**

All vehicles belonging to Transparency International Rwanda must be parked at the Executive Secretariat headquarters both day and night.

The driver or authorized operator is responsible for the vehicle assigned to them, as well as for all equipment and accessories provided. In the event of an accident, third-party liability insurance shall cover damages to third parties, while the driver shall be responsible for repairing the vehicle they were operating if their liability is established.

In the event of theft of tools, equipment, or any vehicle component, the driver shall reimburse their value if such items are not covered by insurance and if the theft occurred while the vehicle was under their custody.

Field movements shall be scheduled on a weekly basis, except in cases of emergency, which must be communicated no later than 14:30 on the previous day.

**Article 58**
The rational management of assets, particularly IT equipment and office supplies, is essential. Principles of energy and resource conservation, as well as environmental protection, must be strictly observed by all staff in the use of organizational resources.

Procurement of office supplies shall be carried out on a quarterly basis and preferably in bulk for all routine consumables, except in cases of unforeseen needs. Materials are distributed to departments using a stock requisition form, the template of which is attached as an annex. Each department is responsible for the proper use and safeguarding of the materials allocated to it. The material and funds requisition form used by departments is also included as an annex.

**Article 59**

The procurement and purchasing process for goods and services within Transparency International Rwanda is as follows:

- The Executive Secretariat, in its role of ensuring the smooth day-to-day operations of TI-RW, establishes an independent Procurement Committee composed of five (5) members. This committee performs procurement duties in addition to their regular responsibilities for a renewable term of three (3) consecutive years, after which members must be replaced.
- In the event of a need to procure goods or services, all purchase requisitions are submitted to the Administrative and Financial Coordinator.
- The Administrative and Financial Coordinator is responsible for consolidating procurement requests, identifying common supplies across departments, and carrying out bulk purchases where applicable.
- For purchases exceeding RWF 200,000, a tender process is initiated by the Procurement Committee. The tender may be open or restricted; in the case of restricted bidding, at least three (3) qualified suppliers must be invited.
- Bids submitted in sealed envelopes are opened and evaluated by the Procurement Committee (non-ad hoc), which prepares a detailed evaluation report recommending the selected supplier based on best value for money (quality-price ratio). The Committee is chaired by the Programs Officer, who reports directly to the Executive Director.
- If fewer than three bids are received, the Committee must report this situation and provide justification. The available bid(s) shall still be evaluated, and a formal report submitted accordingly.
- Delivered goods are received at the Executive Secretariat, and the procurement officer is responsible for recording the stock entry in the inventory system after verifying conformity with the pre-approved sample.
- Distribution of materials is carried out based on prior departmental requisitions and requires countersignature of the stock card upon issuance of the items.
- Where a cooperation agreement (funding contract) is signed between Transparency International Rwanda and a donor or external partner, the organization shall apply the procurement procedures stipulated in that agreement (Funding contract).

**Article 60**

The procedure for the receipt, approval, and payment of invoices, whether for goods supplied or services rendered, is as follows:

- Payment of invoices for goods and services must be completed within three (3) working days from the date of receipt. The invoice is first registered at the Secretariat and then forwarded to the Executive Director for review and guidance.

- After review, the invoice is directed to the Administrative and Financial Coordinator for payment processing or any other required action.
- Every invoice submitted for payment must be supported by the following documents:

**a. For purchases below RWF 200,000:**

- The requisition form for goods or services submitted by the requesting department
- The purchase order
- A copy of the approval of the requested goods or services
- The delivery note or service completion report approved by the requesting department

Once all requirements are met, the accountant prepares a payment cheque or the finance assistant completes a cash disbursement voucher. These documents must be signed by the authorized signatories, namely: the Executive Director, together with the Chairperson or Vice-Chairperson (for cheques), and the Administrative and Financial Coordinator, and approved by the Executive Director (for cash vouchers).

Any payment authorization must bear all three required signatures.

Finally, the supplier receives the cheque or payment order upon signing a receipt or acknowledging the cash disbursement document.

**b. For purchases above RWF 200,000:**

- The requisition form for goods or services submitted by the requesting department
- The issued tender invitation
- The received bids
- The bid evaluation report and contract award decision
- The purchase order
- A copy of the approval of the goods or services ordered (authorization to proceed)
- The delivery note or service completion report approved by the requesting department

Once all formalities are completed, the Administrative and Financial Coordinator prepares a payment cheque, which is signed by the authorized signatories: the Executive Director, together with the Chairperson or Vice-Chairperson of the Board of Directors.

Finally, the supplier receives the cheque or payment order upon signature of the receipt or acknowledgment document.

The Procurement Committee may, in consultation with the Administrative and Financial Coordinator and the Executive Director, award long-term contracts in the following areas:

- Office supplies
- Vehicle rental services
- Printing services
- Mail distribution services
- Production of advertisements and documentary films
- Any other services deemed necessary by the Executive Secretariat

**Article 61**

Human resource management is the responsibility of the Administrative and Finance Coordinator.

## 2.2. FINANCIAL PROCEDURES

### 2.2.1. Budget Planning and Forecasting Principles

**Article 62**

Transparency International Rwanda develops a multi-year strategic plan, which is translated into operational plans. Each operational plan is accompanied by the budget required for the implementation of activities.

The preparation of these plans involves both the Board of Directors and the Executive Secretariat.

**Article 63**

Action plans and their corresponding budgets are submitted to the General Assembly of Transparency International Rwanda for approval. Once adopted, these plans and budgets are presented to donors for funding requests.

The Executive Director closely monitors the progress of funding applications and works in close collaboration with the Chairperson of the Board of Directors.

Transparency International Rwanda may also implement research projects on behalf of partners within the framework of its mission and vision, in return for compensation strictly covering its fixed costs.

**Article 64**

Approved annual plans and budgets are implemented under the supervision of the Board of Directors according to the following procedure:

- Activities of the Board of Directors are also planned and integrated into the overall planning and budgeting process;
- Plans and budgets are consolidated, respectively, by the Program Manager and the Administrative and Finance Coordinator under the supervision of the Executive Director;

The annual action plan and corresponding budget document are submitted to the Board of Directors for approval at least one month before the start of the concerned year and are adopted during the subsequent General Assembly.

- The approved annual action plan and budget are executed under the supervision of the Executive Director in the form of quarterly budgets;
- Annual activities and financial reports are presented to the Board of Directors by the Executive Director;
- Each department of the Secretariat produces internal monthly activity reports.

### 2.2.2. Fund Management and Accounting

**Article 65**
Transparency International Rwanda uses effective financial management tools, including maintaining accounting records such as the cash book, bank book, partnership contracts, and others.

**Article 66**
The cash book is an accounting journal used to record daily cash inflows and outflows. Transparency International Rwanda maintains separate cash safes for different projects. Each cash box holds a maximum of RWF 200,000 for routine operational expenses (office supplies, services consumed, etc.).

Before requesting additional cash replenishment, the Accountant must justify the use of previous funds. A cash count is conducted at the end of each month, and a report is duly signed by the Controller (Administrative and Finance Coordinator) and the cashier (Accountant).

**Article 67**
The cash book is maintained by the Finance Assistant, who handles cash and prepares supporting documents for inflows and outflows. Funds are only disbursed after verification of supporting documents by the Administrative and Finance Coordinator and approval by the Executive Director. The transaction is then recorded in the appropriate budget line in the accounting system.

**Article 68**
Cash is kept in a locked safe. The key is held by the Finance Assistant.

**Article 69**
For every receipt, the Finance Assistant issues a pre-numbered receipt. Therefore, the Finance Assistant maintains pre-numbered receipt books or revenue vouchers.

Receipts may originate from bank withdrawals, reimbursements from third parties, other deposits made to Transparency International Rwanda, or returns of unused funds previously withdrawn.

**Article 70**
All cash expenditures must be authorized by the Executive Director. The use of a fund requisition form is mandatory (see appendix). Used receipt books must be retained by the accounting department for at least five (5) years.

**Article 71**
All purchases made on credit (deferred payment) must be supported by a purchase order signed by the Administrative and Finance Coordinator and the Executive Director.

**Article 72**
Any person who receives funds from Transparency International Rwanda must justify their use with proper supporting documents within 48 hours. These documents must be approved by the Administrative and Finance Coordinator before filing.

**Article 73**
All payments exceeding 200,000 RWF must be made by bank cheque or bank transfer and supported by a purchase order.

Cash payments above 200,000 RWF are only permitted in cases involving multiple beneficiaries performing the same task (e.g., survey enumerators).

**Article 74**
Fuel consumption must be made using fuel cards, except in cases of force majeure approved by the Executive Director. A fuel consumption log must be maintained indicating the vehicle and its owner.

**Article 75**
Staff salaries are paid via bank transfer to individual accounts.

**Article 76**
The bank book is an accounting record similar to the cash book, except that it records all bank transactions (deposits and withdrawals). It is regularly updated for monitoring and budget management purposes.

**Article 77**
The bank book (manual or computerized) is maintained by the

Finance Assistant, who tracks all bank transactions of Transparency International Rwanda. These include donor transfers, bank deposits, receivables collections, miscellaneous income, payments to creditors via payment orders or issued cheques, and other disbursements.

**Article 78**
If funding is transferred in foreign currency, proof of the equivalent amount received in local currency must be provided. The applicable exchange rate is determined based on the foreign currency transferred (EURO, USD,….) and the actual amount credited in local currency.

Financial reports must use the exchange rate applied at the time of fund transfer.

**Article 79**
Transparency International Rwanda maintains several bank accounts through which donors transfer funds. Authorized signatories of accounts include the Chairperson of the Board, the First Vice-Chairperson, and the Executive Director.

Each donor-funded project must have a dedicated bank account used exclusively for that project and communicated to the donor. Signatories must remain consistent.

All project accounts are current accounts and do not generate interest.

**Article 80**
Before any bank withdrawals, a funding request, concept note, and logistical note must be prepared by the Project Coordinator at least three days before the activity. These documents are reviewed by the Finance Assistant or Accountant, approved by the Administrative and Finance Coordinator, and authorized by the Executive Director.

All cheques of Transparency International Rwanda must be jointly signed by two authorized signatories.

**Article 81**
In order to ensure the accuracy, regularity, and compliance of actual performance with planned activities, the work of statutory auditors or internal audit must be conducted on an annual basis, as provided for in the TI-RW Internal Rules and Policies.

An amount of RWF 20,000 is allocated per auditor as transport allowance for carrying out audit-related duties.

This payment must be supported by a visit report form completed by the auditors during their visit to the Secretariat in the course of their mandate.

**Article 82**
All supporting documents are filed after being posted and recorded in

the accounting system by the Accounting Assistant, who is responsible for the computerized accounting system.

The retention and archiving period for documents is set at ten (10) years, starting from the closure of the project.

**Article 83**
The accounting system is computerized. Accounting data must be recorded daily in real time.

**Article 84**
The accounting system follows standard general accounting principles.

## 2.3. Reporting System

**Article 85**
Narrative and financial reports are prepared quarterly. However, donor agreements may impose different reporting requirements, which must be complied with.

Reports are prepared by departments under the coordination of the Executive Director. Quarterly reports are accessible to all members of Transparency International Rwanda. The annual report is presented by the Board of Directors to the General Assembly for approval.

**Article 86**
After approval, the annual activity and financial report is shared with donors and partners and published on the Transparency International Rwanda's website.

**Article 87**
Each report must include detailed information on activities carried out and the budget utilized. It must also indicate the responsible department and the date of preparation.

## 2.4. Control System

**Article 88**

Transparency International Rwanda monitors the use of managed resources. Fund management is subject to an appropriate internal and external control system.

**Article 89**
Transparency International Rwanda uses various tools to manage its financial resources. Internal and external controls apply to all accounting records, including the cash book, the bank book, and others.
To ensure effective verification of these records, regular and periodic controls are recommended.

**Article 90**
The cash book is subject to monthly control, which may also be conducted on a surprise basis. This control is performed by the Administrative and Finance Coordinator.

Cash control includes the verification of all supporting documents for cash inflows and outflows. It also ensures that the actual cash on hand (physical balance) at a given date matches the balance recorded in the cash book (theoretical balance).

**Article 91**
The bank ledger is controlled at the first level by the Administrative and Financial Coordinator and at the second level by the Executive Director, and this is done at the end of each month. This control also covers all inflows and outflows of bank funds.

They verify whether the bank ledger balance corresponds to the balance shown on the bank statement as of the same date. A monthly bank reconciliation report is prepared and signed by both the Administrative and Financial Coordinator and the Executive Director.

**Article 92**
After each cash or bank control, a corresponding report or control minutes are prepared using templates provided in the appendix.

The report must include the names and signatures of both the person audited and the auditor.

**Article 93**
Following the internal control of all accounting records, external control is conducted through audits performed by statutory auditors and an external auditor.

The statutory auditors verify that financial resources have been used in accordance with the approved action plans, the organization's mission, and the policies of Transparency International Rwanda.

This audit is conducted annually. At the end of the process, statutory auditors issue observations and recommendations aimed at improving administrative, accounting, and financial management.

**Article 94**
The external auditor performs an independent review to validate previous controls. The auditor examines overall management, with particular focus on the preparation of financial statements (balance sheet, income statement, and related notes), and provides recommendations for improvement.

The external audit report must be available no later than March 31 of the following financial year.

**Note:** Auditor rotation at Transparency International Rwanda is set at a period of three (3) years, after which the external auditor may be renewed or replaced based on organizational needs and performance.

The audit report is presented to the Board of Directors, extended to include executive members, for review prior to its approval by the General Assembly.

## 2.5. Final and Transitional Provisions

**Article 95**

The provisions of this procedures manual become applicable upon its entry into force following approval by the Board of Directors.
This manual shall not result in the termination of ongoing contracts.

**Article 96**

Any matters not addressed in this manual shall be governed by the applicable laws and regulations in force in Rwanda, as well as the Transparency International Code of Ethics.

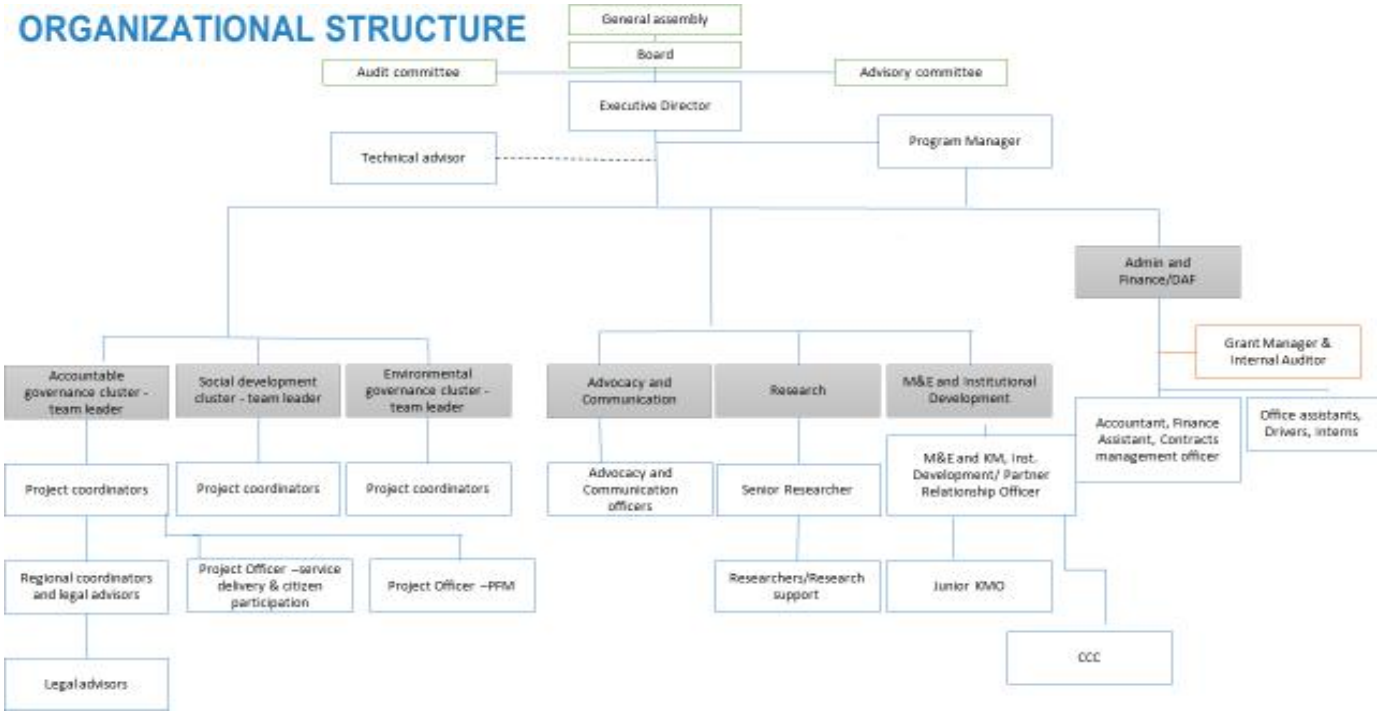
Any provision of this manual that conflicts with existing laws and regulations in Rwanda, particularly the Labour Code, shall be deemed null and void.

**Article 97**

All previous provisions contrary to this manual are hereby repealed.

# APPENDICES

## APPENDIX 1 : ORGANIZATIONAL STRUCTURE



## APPENDIX 2: Template for an Open-Ended Employment Contract (Indefinite-Term Contract)

**EMPLOYMENT CONTRACT**

Between the Association **TRANSPARENCY INTERNATIONAL RWANDA (ASBL)**, represented by the Chairperson of the Board of Directors, hereinafter referred to as the **"EMPLOYER"**, on the one hand,

and

Mr./Ms. ……, hereinafter referred to as the **"EMPLOYEE"**, on the other hand;

Whereas the Employee is free of any prior commitment to provide their services, the parties hereby agree to enter into an employment contract subject to the following provisions:

### ARTICLE 1: Duration of the Contract

This contract is concluded for an indefinite period, effective from …….

### ARTICLE 2: Probation Period

The Employee shall undergo a probationary period of …….. from …….. to ……., at the end of which they shall be notified in writing either:

- the Employer's satisfaction and confirmation of employment, or
- the termination of their services.

Remuneration and benefits during the probation period shall be the same as those specified under Article 3, point 2 of this contract.

### ARTICLE 3: Termination During the Probation Period

In the event of termination of the contract by either party, the Employer shall not be required to provide notice beyond the payment of salary due, and no additional compensation shall be payable.

The Employee shall not be required to give notice provided that they inform the Employer of their intention to terminate employment within seven (7) days by written letter stating the reason for departure.

### ARTICLE 4: Termination After the Probation Period

1. Either party may terminate the contract at any time, subject to a thirty (30) days' notice period.

2. The contract may be terminated without notice in cases of gross misconduct, with notification to the Labor Inspector, in accordance with the Labor Code and subject to the assessment of the competent jurisdiction regarding the seriousness of the misconduct.

## ARTICLE 5: Obligations of the Employee

The Employee undertakes to:

1. Perform their duties in the capacity of ……, as described in the annex;
2. Carry out assigned tasks and responsibilities with diligence, integrity, and loyalty under the supervision of their hierarchical superiors;
3. Ensure proper use and care of all documents, materials, and equipment made available to them;
4. Devote their full working time, within the limits of applicable regulations, to the Employer's service and maintain professional confidentiality;
5. Strictly comply with the laws and regulations of Rwanda applicable to this contract.

## ARTICLE 6: Obligations of the Employer

The Employer undertakes to:

1. Enable the Employee to perform their duties under optimal working conditions, including providing the necessary office equipment and materials;
2. Pay a gross monthly salary of ……. (in words), with the net salary calculated in accordance with applicable salary regulations;
3. Strictly comply with Rwandan laws and regulations applicable to this contract;
4. Grant paid leave in accordance with the labor laws in force;
5. Comply with all applicable labor legislation.

## ARTICLE 7: Ownership of Documents

All documents and reports produced by the Employee in the course of their duties within Transparency International Rwanda shall become the exclusive property of the Employer, who alone has the right to publish or disseminate them.

## ARTICLE 8: Dispute Resolution and Applicable Law

The parties agree to resort to conciliation procedures in the event of any dispute arising from the execution or interpretation of this contract.

Any dispute that cannot be settled amicably shall be submitted to arbitration at the request of either party. Each party shall appoint one arbitrator, and the two arbitrators shall jointly appoint a third arbitrator.

In the event of disagreement, Rwandan law shall apply to interpret and resolve any dispute relating to this contract.

**ARTICLE 9: Transitional and Final Provisions**

This contract constitutes the sole agreement between the two parties defining their respective rights and obligations.

No modification or amendment to this contract shall be valid unless made by mutual agreement of both parties.

For any matters not expressly provided for herein, the parties agree to comply with the laws and regulations in force in Rwanda.

**ARTICLE 10: Entry into Force**

This contract shall enter into force on .....

| The Employee | The Employer |
|---|---|
| ..... | Chairperson |

## APPENDIX 3: Fixed-Term Employment Contract Template

**EMPLOYMENT CONTRACT**

Between the Association **TRANSPARENCY INTERNATIONAL RWANDA asbl**, represented by the Chairperson of the Board of Directors, hereinafter referred to as the **"EMPLOYER"**, on the one hand, and on the other hand, Mr./Ms. ..... hereinafter referred to as the **"EMPLOYEE"**;

Considering that the employee is free of any prior commitment to provide their services, the present employment contract is concluded subject to the following provisions:

**ARTICLE 1: Duration of the Contract**

This contract is concluded for a fixed term starting from .....
until .....

**ARTICLE 2: Probation Period**

The employee shall undergo a probationary period of …… starting from ……. at the end of which they shall be notified in writing either of the employer's satisfaction and confirmation of employment, or termination of their services.

Remuneration and allowances during the probation period shall be the same as those specified under Article 3, paragraph 2 of this contract.

**ARTICLE 3: Termination of Contract During Probation Period**

In case of termination of the contract at the initiative of either party, the employer shall not be required to provide any notice beyond payment of salary, and no compensation shall be due.

The employee shall not be required to give notice if they communicate termination of service within seven (7) days by written letter addressed to the employer stating the reason for departure.

**ARTICLE 4: Termination of Contract After the Probation Period**

1. Either party may terminate the contract at any time subject to thirty (30) days' notice.
2. The contract may be terminated without notice in case of gross misconduct, with notification to the labor inspector, in accordance with the labor code and subject to the assessment of the competent jurisdiction regarding the seriousness of the misconduct.

**ARTICLE 5: Obligations of the Employee**

The Employee undertakes to:

1. Perform duties in the capacity of ……. as described in the annex;
2. Carry out diligently and faithfully the tasks or assignments entrusted by their hierarchical superiors;
3. Exercise due care in the proper use of all documents, materials, and equipment made available to them;
4. Devote their working time, within the limits of applicable regulations, to the service of the employer and maintain professional confidentiality;
5. Strictly comply with the Rwandan laws and regulations applicable to this contract.

**ARTICLE 6: Obligations of the Employer**

The Employer undertakes to:

1. Enable the employee to perform their duties under optimal working conditions, including providing necessary office equipment and materials;
2. Pay, in arrears, a gross monthly salary of ..... (in words), with the net salary calculated in accordance with applicable salary regulations;
3. Strictly comply with the Rwandan laws and regulations applicable to this contract;
4. Grant paid leave in accordance with the labor legislation in force in the country;
5. Comply with the labor legislation in force.

**ARTICLE 7: Ownership of Documents**

All documents and reports produced by the employee in the course of their duties within Transparency International Rwanda shall become the property of the employer, who alone shall have the right to publish or disclose them.

**ARTICLE 8: Settlement of Disputes and Applicable Law**

The parties agree to resort, in case of dispute, to a conciliation procedure for any difficulty arising from the execution or interpretation of this contract.

Any dispute arising between the parties in relation to the contractual provisions and not settled amicably shall be submitted to arbitration by the party initiating the process.

Each party shall appoint one arbitrator, and the two arbitrators shall jointly appoint a third arbitrator. If they fail to agree, Rwandan law shall apply to interpret and resolve the dispute relating to this contract.

**ARTICLE 9: Transitional and Final Provisions**

This contract constitutes the sole and entire agreement between the two parties, defining their rights and obligations.

No amendment or modification of the terms of this contract shall be made except by mutual agreement of both parties.

For matters not expressly provided for in this contract, the parties agree to comply with the laws in force in Rwanda.

**ARTICLE 10: Entry into Force**

This contract shall enter into force as from ……

Done at Kigali, on ……

**The Employee The Employer:**
…… Chairperson of the Board of Directors

## APPENDIX 4: Leave Authorization Form

**LEAVE FORM**

**Name:** ……

**Position:** ……

**Going to:** ……

**Reason:** ……
……
**Date:** ……
**Departure time:** ……
**Return time:** ……

**Employee Signature**
……

**Administrative & Financial Coordinator**
……

**Executive Director**
……

**NOTE:**

In case of illness, the employee must present a medical certificate for treatment and/or rest issued by the attending physician.

For short absences during working hours, another timesheet must be completed. An annual summary of hours of absence is prepared at the end of each year and deducted from annual leave.

## ANNEX 5: MISSION ORDER

### MISSION ORDER

**Full Name:** ……
**Position:** ……
Is authorized to travel to: ……

**Reason:** ……

**Departure date:** ……

**Return date:** ……

**Duration of mission:** ……

Done at Kigali, on ……

**Employer's Signature and Stamp**
……

**Date of arrival** | **Date of return**
Visa and stamp | Visa and stamp
of institution | of institution

## ANNEX 6: TIMESHEET

**Name:** ……

**First name:** ……

**Position:** ……

**Week from:** …… **to:** ……

### Weekly Time Record

| Days of the Week | Morning Arrival | Morning Departure | Afternoon Arrival | Afternoon Departure |
|---|---|---|---|---|
| Monday | | | | |
| Tuesday | | | | |
| Wednesday | | | | |
| Thursday | | | | |
| Friday | | | | |
| Saturday | | | | |
| Sunday | | | | |

### Observations and comments of the line manager

……
……
……
……
……

## ANNEX 7: PURCHASE AND REQUISITION FORM

**To:** .....

**From:** .....

**Date:** .....

| Description | Quantity | Unit Price | Total Price | Comments / Observations |
|---|---|---|---|---|
| | | | | |

**Requester Signature**
.....

**Verified by Administrative & Financial Director (DAF)**
.....

**Approved by:**
**Executive Director**
.....

# APPENDIX 8: PERSONNEL PERFORMANCE EVALUATION FORM

**Personal Information**

| Name: | Date: |
|---|---|

*MISSION:*

CONTRIBUTE TO FIGHTING AGAINST CORRUPTION AND PROMOTING GOOD GOVERNANCE THROUGH ENHANCING INTEGRITY IN THE RWANDAN SOCIETY.

*VISION:*

Zero tolerance to corruption in the Rwandan Society.

*CORE VALUES:*

*Transparency, Integrity, participation, Diversity, Equal Opportunity, Democracy, Accountability, Justice,*

| | | |
|---|---|---|
| Title: | Department: | |
| Review From: | To: | |
| Direct line Supervisor: | Type: | |
| | 1. Probation | 2. Annual |
| **I. Performance of Duties/Responsibilities and Goals:** *(Employee completes, supervisor comments and competent to provide final score). List* duties/responsibilities from the position description and professional goals set for the reviewed period. Comment on the results achieved. (*Attach additional sheets as needed.)* | | |

**Rating Levels:**

| | | |
|---|---|---|
| **5** | **Strongly Excellent** | **Outstanding Performance consistently better than that expected of a fully proficient employee with innovative initiatives (concrete examples)** |
| **4** | **Excellent** | **Very good and consistant performance in specific criteria assessed and supported by concrete examples** |
| **3** | **Proficient** | **Performance meets the expectations of an employee in specific criteria assessed** |
| **2** | **Moderate Proficient** | **Performance is less than that of a proficient employee. Significant improvement is needed.** |
| **1** | **Not working Out** | **Performance does not meet the minimum job requirements. Immediate and substantial improvement is necessary. Performance plan required immediately.** |

| **Duties/Responsibilities** | **Comments on Results achieved** | **Ratings** |
|---|---|---|
| 1. | Employee: | |
| | Supervisor: | |
| | Competent Authority: | |

| | | |
|---|---|---|
| 2. | Employee: | |
| | Supervisor: | |
| | Competent Authority: | |
| 3. | Employee: | |
| | Supervisor: | |
| | Competent Authority: | |
| 4. | Employee: | |
| | Supervisor: | |
| | Competent Authority: | |
| 5. | Employee: | |
| | Supervisor: | |
| | Competent Authority: | |

**II. Methods Used to Achieve Results:**

| Method used | Description | Comment by : | Rating |
|---|---|---|---|
| **1.Job Knowledge** | Does the employee demonstrate technical knowledge and skills, analytical ability, and problem-solving skills? | Employee | |
| | | Supervisor | |
| | | Competent Authority | |
| **2.Communication** | Includes: verbal and written communication, presentation skills, and listening skills. Is communication clear, concise, courteous? | Employee | |
| | | Supervisor | |
| | | Competent Authority | |
| **3. Quality of Work** | Is there accuracy and completeness of work? | Employee | |
| | | Supervisor | |
| | | Competent Authority | |
| **4. Quantity of Work** | Is the work output at a good speed, timely, and effective? | Employee | |
| | | Supervisor: | |
| | | Competent Authority | |
| **5. Dependability** | How reliable is the employee in completing assignments and meeting deadlines? Attendance? Punctuality? | Employee | |
| | | Supervisor | |
| | | Competent Authority | |
| **6. Interpersonal Skills** | Does employee work harmoniously and effectively with subordinates, | Employee | |
| | | Supervisor | |

| | | | |
|---|---|---|---|
| | supervisors and the public? Team player? | Competent Authority | |
| **7.Initiative** | Does employee work independently? Solve problems? Assumes additional responsibility? Looks for more efficient and cost-effective ways? | Employee | |
| | | Supervisor | |
| | | Competent Authority | |
| **8. Adaptability** | Is employee able to adjust to a variety of situations? Flexible? | Employee | |
| | | Supervisor | |
| | | Competent Authority | |
| **9. Decision Making** | Are decisions made with logical and sound judgment? | Employee | |
| | | Supervisor | |
| | | Competent Authority | |

| **III. Other Factors affecting performance (Ethics)** | | | |
|---|---|---|---|
| **1. TI-Rwanda mission, vision & core values** | Is the employee committed to contribute to TI-Rwanda mandate? | Employee | |
| | | Supervisor | |
| | | Competent Authority: | |
| **2. Punctuality** | Is employee always respect time? Is the employee always respect working hours schedule | Employee | |
| | | Supervisor | |
| | | Competent Authority: | |
| **3. No absenteeism** | Is the employee having a habit of absent regularly? | Employee | |
| | | Supervisor | |
| | | Competent Authority: | |
| **4. Team Spirit** | Willingness to work with the colleagues, sociability with others, cooperation with others, | Employee | |
| | | Supervisor | |
| | | Competent Authority: | |

**IV. Supervisor Summary:**
Summary and comments about the employee's overall performance.

| |
|---|
| |

**V. Employee Goals for next year**
List three to five professional goals for the upcoming year.

| **Professional Goals** |
|---|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |

**VI. Capacity building needs by employee**
List the areas in which you need capacity building in the coming year

| **Capacity building needs** |
|---|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |

**VII. Employee Acknowledgment:**

I have read my Position Description, understand the duties/responsibilities and goals for me and my position, and I understand that this is an appraisal based upon my performance in my position.

I acknowledge I have read the appraisal and have discussed its contents with my supervisor. I wish to make the following comments:

_____

_____

**Employee Signature:** _____

**Date**_____

**Supervisor's Signature :** _____

**Date**_____

**Executive Director's signature** _____
**Date**_____

## Appendix 9 : Fuel Consumption Monitoring Form

| | User | Date | Comments | Amount in | Amount out | Balance |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

## APPENDIX 10: Document Duplication Authorization Form

**(Photocopying and Binding Request Form)**

### A. REQUEST DETAILS

**Requesting Department / Service:** ……
.

**Type of document to be photocopied or bound:**
……
……
……
……

**Number of pages to be photocopied:** ……

**Number of copies / sets required:** ……

**Purpose / Reason for duplication:**
……
……
……
……
……
……

……
……

## B. DATE

**Date:** ……

## C. APPROVALS

**Head of Requesting Department**
Name & Surname: ……
Signature: ……

**Administrative & Financial Director (DAF)**
Name & Surname: ……
Signature: ……

**Executive Director**
Name & Surname: ……
Signature: ……

## Appendix 11 : Narrative Report Outline

P.O. Box. 6252 Kigali, Rwanda – Tel : (+250) 0788309583
Toll free: 2641 (to report cases of corruption) – Email: info@tirwanda.org
Website: www.tirwanda.org

# Narrative report

Financed by:

**Table of Contents**

1. Introduction
2. Scope of the Project and Objectives
3. Demand for Improved Governance Based on Persuasive Evidence
4. Engagement of Public Institutions
5. Effective Coalitions Against Corruption
6. Report on Risks and Unexpected Factors, Including Physical Security
7. Project Management Issues
8. Sustainability, Innovation, and Best Practices/Lessons Learned
9. Work Plan for the Next Period

**Annexes**

- Annex 1: Download of Contacts and Cases
- Annex 2 (2a–2c): Excel Monitoring Tool
- Annex 3: Materials Produced
- Annex 4: Pictures
- Annex 5: Stories

## INTRODUCTION

*This report can be in either English or French. Please keep your answers brief and to the point, focusing on the analysis of results and impact to date. Please also use the opportunity to provide any other evidence of clients' success in fighting corruption, systemic change in government policy and practice, and cooperation by the authorities, where indicated. The whole report should not exceed 10 pages.*

*In many cases, you will not be in a position to report on broader impact and results at this point in time. However, if in the process of launching your sub-project or conducting your activities (ex. research) some progress has been made, do report it in the related sections.*

(Please type here a brief summary of this report, underlining its main findings.)

### 1. Scope of the project and objectives

- Analysis of contacts, particularly trends in relation to previous reporting.
- Objectives of the project

### 2. Demand for improved governance based on persuasive evidence

Please describe here:

- progress of advocacy interventions and campaigns

Description and justification of the levels selected in the Advocacy Scale (Annex 2b)

How did the level of given changes evolved as compared to previous reports?

### 3. Engagement of public institutions

Please describe here:

- 3.1 (increased) # and cooperation level of partnerships with public authorities

Description and justification of the levels selected in the Partnership Scale (Annex 2a)

How did the level of given changes evolved as compared to previous reports?

- 3.2 # of MoUs signed with authorities
- 3.3 Any other evidence of government cooperation on specific issues

**4. Effective coalitions against corruption**

Please describe here:

- # and cooperation level of non-state actor partnerships
- Description and justification of the levels selected in the Partnership Scale (Annex 2a)
- How did the level of the changes evolve as compared to previous reports?
- Number of participants at outreach activities, disaggregated by gender and age.
- Number of participants at community engagement activities, disaggregated by gender and age.

**5. Report on risks / Unexpected factors including physical security**

Please describe here:

- Status of risks outlined in the risk matrix and logical framework matrix
- New risks
- Mitigation strategies

**6. Project Management Issues**

Please describe here:

- Main challenges
- Internal management issues
- Staffing
- Infrastructure
- Capacity improvements & concerns (eg. Inclusion of sub-project results in the strategic plan, development of advocacy plans, new research methodologies, new project management skills)

**7. Sustainability, Innovation, Best practice/lessons-learned**

- Sustainability
    - How will the impact of your project be sustained after the end of the funding?

- What are the possible obstacles to such sustainability? – for example, internal capacity, the capacity of partners or institutions, or external events that occurred during the reporting period.

- Innovations: Please mention any innovative approach or tool that you have developed or used.
- Any best practice that may serve others working on similar themes in similar circumstances.
- Lessons learnt: for example, this can include:
  - Key success factors or obstacles to civil society work on anti-corruption.
  - Successful intervention strategies to bring about change.

## 8. Work Plan for the next period

Please describe here the activities planned for the next quarter. Please include an update to your overall Action Plan, if necessary.

Annex 1: Download of contacts & Cases
Annex 2(2a-2c): Excel Monitoring Tool
Annex 3: Materials produced

| Item | Date | Title or description of material | Access web site (if any) |
|---|---|---|---|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |

## Annex 4: Pictures

Please attach pictures related to your project.
They should be in high resolution if possible. Please do not copy the pictures into Word documents; instead, attach them as separate JPEG files (or other picture file formats).
Include here the list of photos attached, with a caption and credits for each of them.

## Annex 5: Stories

**Background:**

We [the people from the project X] are hoping to capture some stories about changes that may have resulted from your work. If you are happy with this, I will ask you 3 or 4 questions and record your answers. I will go over what I have written at the end to make sure you are happy with it.

We hope to use the stories and information collected from your interviews for a number of purposes, including:

- to help us understand what participants think is good and not so good

- to make improvements to our work
- to tell our funders what has been achieved

1. What have been the good and bad changes that you feel have resulted from the project in the last quarter?

1.

2.

3.

4.

2. We have been talking about a number of changes (refer to list above), from your point of view, which do you think was the *MOST* significant change? *Please try to describe this change in the form of a story.*

**Beginning (situation before the change)**

**Middle (what happened?)**

**End (situation after)**

3. Why did you choose this change in particular? Ex. **Why was it significant for you**?

4. What title would you give your story?

## APPENDIX 12 : Petty Cash Control Template

**PETTY CASH CONTROL FORM**

I, ....., have checked the petty cash record managed by ....., ..... in Transparency International Rwanda:

| | | |
|---|---|---|
| ..... | X 5.000 Rwf = | ..... |
| ..... | X 2.000 Rwf = | ..... |
| ..... | X 1.000 Rwf = | ..... |
| ..... | X 500 Rwf = | ..... |
| ..... | X 100 Rwf = | ..... |
| ..... | X 50 Rwf = | ..... |
| ..... | X 20 Rwf = | ..... |
| ..... | X 10 Rwf = | ..... |
| ..... | X 5 Rwf = | ..... |
| ..... | X 1 Rwf = | ..... |

**TOTAL .....**

Amount according to the petty cash record .....
(Annex copy)

Comments on the differences if any:

.....
.....
.....
.....
.....

Kigali, on .....

Signatures

| | |
|---|---|
| ..... | ..... |
| Assisntant (e) Financier (ere) | DAF |

## APPENDIX 13: Salary Scale Matrix (2025-2029)

## ANNEXE 14: Annual Leave Request

Names: .....

Position: .....

Would like to request ..... days of my annual leave.

Date of departure: .....

Date of return: .....

Date: .....

Employee's Signature

Department Coordinator's Signature

Verified by:

DAF

Authorized by:

Executive Director

**NB: Except in case of emergency, this form must be completed 2 days before the scheduled of departure.**