



AFRICAN INITIATIVE FOR MANKIND PROGRESS ORGANIZATION -AIMPO

HUMAN RESOURCE MANAGEMENT

## A. INTRODUCTION

Established in 2001, the African Initiative for Mankind Progress Organization (AIMPO) is a nationally recognized, non-governmental and non-profit organization dedicated to the advancement of Rwanda's indigenous, Batwa population, legally categorized as 'Historically Marginalized Peoples' (HMP) in Rwanda. The Government of Rwanda (GoR) required our organization to change its name from the African Indigenous Minority People's Organization to its current name in 2007, claiming that the recognition of ethnicity and indigeneity is not relevant to Rwanda.

- **Our vision** is to advance the cause and integration of marginalized people (i.e. the Indigenous Batwa population) into a society in which all citizens should be equal in terms of political decision-making, economic opportunities, and access to education and healthcare. This will contribute to a decrease in the discrimination against the Indigenous Batwa.
- **Our goal** is to deliver high-impact, cost-effective, and culturally competent capacity-building programs to Historically Marginalized People in our target regions in Rwanda.
- **Our missions** are to promote the individual and collective rights of HMP; to facilitate sustainable development in Historically Marginalized Communities; and to accelerate the social, political, and economic integration of these communities into Rwandan society.

## B. HUMAN RESOURCE MANAGEMENT

The human resource management involves a number of processes of AIMPO including recruitment, Staff orientation, remuneration, leave, promotion, demotion, resignation and dismissal which are developed here below:

### 1. Recruitment process

AIMPO Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the stage of official appointment. The key responsible person within the organization for the proper execution of the recruitment process is the Head of Human Resource & Administration section. He/she of course does not have to execute all tasks but is responsible to control all the tasks at all times and ensure that they are properly and timely executed by the

involved persons.

### *Vacancy identification*

- A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post.
- The need for filling such vacancies can be discussed in the management meetings (attended by Head of Sections and Advisors).
- In such a meeting (of which minutes need to be taken) issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs notably from the above-described procedure this has to be approved by the board of trustees of the organization before recruitment starts.

### *Preparation job description*

- All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract.
- Job descriptions should make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively.
- For most cases job descriptions are standard. Standard job descriptions are described in Annex
- For all jobs under management level the job descriptions will be prepared by the involved Section Head together with the Director Human Resource & Administration and will be approved by the Executive Director.
- For all jobs at management level the job descriptions will be made by the Executive Director together with the Director Human Resource & Administration and will be approved by the Board of Trustees.

### *Internal recruitment*

The internal recruitment will be done as follows:

- The organization should undertake to advertise suitable vacancies internally but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective Sections, or that they

lack the required skills for the existing vacancy.

- If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given.
- The employee who wishes to be considered for the position will apply for it Only staff whose last performance evaluation has been above 70% will be allowed for internal promotion.
- All staff qualifying for the vacant position are called for interviews and the one who will get the highest score will be notified and will occupy the new position.

#### *External vacancy announcement*

- If the internal recruitment round has not yielded any positive results or if the organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.
- An external vacancy announcement should be done by cost-effective advertising by using national media with a considerable audience (radio announcements, newspapers etc). Every announcement should clearly indicate the application procedure and closing date.

#### *Application period*

- People who wish to apply for positions advertised externally can do so only by filling in an application form,
- Application forms can be obtained from the office or on the web site of the organization.
- Application forms for an external vacancy can usually be obtained during a period of 1 to 2 weeks.
- The vacancy announcement number for the post, for which the probationer wishes to be considered, should be clearly indicated on the front of the application.
- If a probationer wishes to apply for more than one position he/she should submit a separate application for each vacancy.
- All filled-in application forms come in through the Head of Human Resource & Administration who keeps a record of all incoming applications. He/she notes the name of the probationer, address, date received and vacancy number (in a computerized data

base).

- For any recruitment, a specific panel is appointed by the Executive Director based on the profile and the field of the position;
- For applications below management level the Head of Human Resource & Administration forwards the filled-in application forms to the relevant Section Head of the vacant post, including all incomplete forms.
- The relevant Section Head selects from the application forms candidates who fulfill the criteria within 1 week after receiving the forms.
- The details of the selected candidates are proposed to the Executive Director and Director Human Resource & Administration for comments. If all agree, the selected candidates will be invited to attend an interview. The HR&A Head will send regret letters to all not selected candidates.
- For vacancies at management level the selection of candidates is done by the Executive Director, the Head of Human Resource & Administration and at least one of the members of the Board of Trustees. They will receive all filled-in application forms for the vacant post from the Head of Human Resource & Administration.

### *Interviews*

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications, and experience on the job are part of the issues to be considered. Beside a talk with a candidate also tests (e.g., computer tests, knowledge tests, work on case studies, driving a car) can be part of an interview.

- The interview panel for vacancies below management level shall comprise of Head of Human Resource & Administration, the relevant Section Head and one other relevant staff member.
- The relevant Section Head will chair the interviewing panel and the members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate.
- The panel for management level positions shall comprise of the Executive Director, the Director Human Resource & Administration and at least one of the members of the Board

of Trustees. For positions on management level one or two interview rounds are held.

- If a post is very specialized an expert can be asked to join the interviewing panel.
- During the interview the interview panel fills in an interview form (see Annex 1.2) for each candidate. This will later help to compare the results of the interviews.
- After each round of interviews all candidates are discussed, and the decision is taken by vote among the interview panel members.
- Each candidate is informed about the interview results in writing. If the result is positive the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment (see the paragraph on this issue).
- For staff below management level, they should pass the written test before going for interview.

#### *Appointment procedure and signing of contract*

- After final selection of a candidate, the Executive Director will write and send to the candidate's postal address a job offer letter.
- The job offer letter will clarify the requirements for accepting the job offer and reporting on duty.
- The candidate will have to react to the job offer letter within two weeks.
- If the candidate shows interest in the job offer, an appointment will be made by the Director Human Resource & Administration to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, code of conduct and job description.
- The contract is signed by the Executive Director & the selected candidate.

## Probation period

The goal of a probation period is:

- a) To test the ability of the probationer to perform well on the job
- b) To test the suitability of the probationer's character to fit into the organization
  - Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period and fills in the Probation Monitoring Form on monthly basis.
  - The first month of probation is meant to familiarize the probationer with the organization and to help him/her to settle down and understand the organization's operations. Usually, the supervisor has a training program in mind and instructs relevant colleagues who will help in conducting this training.
  - After three months the supervisor and the probationer assess together whether the work progresses well and where improvements are needed.
  - The supervisor reports about the outcome of this assessment in the Probation Monitoring Form of the probationer and discusses the results with the Director Human Resource & Administration, the relevant Section Head, and if required with the Executive Director.
  - If the first quarter was unsuccessful and there are no positive prospects for performance to be improved, at this stage the probationer can be dismissed after approval by the Director Human Resource & Administration and the Executive Director. Other possibilities are to demote the person to his/her former position (in case of an internal probationer), to transfer the person to another position, or to continue the probation period in the current position for other three months.
  - If it is decided to continue the probation period, a panel will be appointed to evaluate the performance of the probationer after the additional three months.
  - During the evaluation the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, to extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the organization (either his/her former position in case of an internal probationer or to another position).

- After approval by the Executive Director the recommendation becomes a decision of the organization.
- The decision is notified to the probationer during a probation evaluation meeting. During this meeting the probationer will be given a Probation Evaluation Report that contains the decision in writing plus the arguments for the decision.
- During this meeting the probationer is also given oral explanation and he/she is able to ask questions about the decision and will then be given answers.
- In case it concerns a position at management level always a member of the Board of Trustees should be part of the evaluation panel. In such case any recommendation of the panel should be approved by the Board of Trustees to become a decision of the organization.
- Copies of the Probation Monitoring Forms and the Probation Evaluation Reports of the probationer are filed in the personal files of this person (who will be from now on, if the decision about his/her continuation in the position is positive, be called 'employee').
- If a probationer is dissatisfied with the decision of the organization, he/she can appeal to the Executive Director in writing.
- The Executive Director may in such case invite the probationer for a personal meeting. For this meeting the Executive Director may invite other persons as well. After considering the appeal the Executive Director will take a final and binding decision.
- If this decision differs from the decision expressed in the last Probation Evaluation Report, an appendix will be attached to this report explaining the final decision and the reasons for the changes made.
- In case it concerns an appeal by a probationer for a management level position the final decision will be made by the Board of Trustees of the organization who may call a meeting with any persons for coming to its decision.

### Notice of termination of contract or resignation

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows:

- During probation: **7 days in advance**



- Employees up to one year employed: **15 days in advance.**
- Employees longer than 1 year employed: **30 days in advance.**

The organization may revoke these conditions on the basis of:

- Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft. The procedures to be followed in any such case should follow the Rwandan labor code!
- The employee has been imprisoned or convicted of an offense.
- In case the contract of an employee or probationer is terminated, or an employee or probationer resigns, make sure that all required procedures are carried out according to the Rwandan labor laws.

### Re-employment

- Former employees who have left the organization or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed.
- However, the Executive Director may use his/her discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the organization.
- The general exception to this rule will be where an employee has left the organization as a result of redundancy in which case the Executive Director's approval will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures (during recruitment round).

## C. PAYMENT POLICIES AND PROCEDURES

### 1. *Salary and wages*

Salary means payment for work, made to an employee with an employment contract, usually done in the form of monthly cash or cheque payment. Wages means remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service and includes cost of living allowance paid to an employee. The salary/wage is negotiated based on position level and the nature of the work to be performed before signing the contract and should be in Rwandan francs currency amounts (except were stated otherwise between AIMPO and its partner organizations)

## *2. Salary and wages payment*

- The amount of salary is paid according to the employment contract of the employee. This may be cash or by cheque.
- Salaries should be paid not later than the last day of the corresponding month. Staff shall be paid mid-month salary advance if one desires so and the remaining balance will be paid at the end of month. The mid-month salary advance shall not exceed 50% of the salary/wages payable to the employee.
- The organization shall withhold and Pay as You Earn (PAYE) or any other similar wage tax for each employee. The organization will also pay other obligatory contributions and insurances, like for instance social security contributions, and medical insurance if applicable.
- Incomplete months are paid by calculating the number of days actually worked.
- The employee's monthly salary will be broken down as below ( except where stated otherwise in the funding contract):
  - Basic salary (70%)
  - Housing (15%)
  - Transport (15%)
- The salary is fixed based on the position of the employee, the time an employee has worked in the organization, the performance of the employee. However for the project staff, salary is set according to the Memorandum of Understanding signed with the funding development partner.
- No salary shall be payable when an employee has been absent from work except as provided for in the staff regulations. The salaries for staff are set and reviewed by the Board of Directors.

## *3. Salary increase (performance related)*

- After each year of employment, a performance appraisal is done with the employee.
- When the conclusion is that performance has been acceptable this results in an increase on salary equivalent to **5% of the gross salary** if the employees has scored above **70%** and above respectively.
- No salary increases for staff scoring less than 70% in the performance evaluation.
- In case of the salary increment of the Executive Director or Head of sections, this will have to

be approved by the Board of Trustees.

#### 4. *Change to another position*

If an employee takes up another position in the organization his/her salary will be according to the grading level of the new position, starting as if the employee was newly employed (thus starting for the grading system at year 1, unless the position is at the same or a lower grading level).

#### 5. *Acting allowance*

Acting allowance is an additional allowance on top of the salary of an employee who acts on behalf of a higher grading position. Acting allowance may apply:

- If the employee for which one is acting is temporary absent (for instance for a training course or due to illness),
- in anticipation of the employee being promoted into the position he/she is acting for, or
- if the position is vacant and to be filled in the future by another person still to be recruited.
- An employee who is in an acting position for more than sixty (60) days shall be entitled to the salary and other monthly fringe benefits in relation to the acting position.
- The salary and fringe benefits for an acting employee shall be calculated from the sixty first (61<sup>st</sup>) day in the acting position.

## D. STAFF DEVELOPMENT POLICIES

### 1. *Introduction*

The organization has a system of staff development in place for employees at all levels. This consists of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow.

### 2. *Employee performance appraisal*

Performance appraisal is a continuous process of reviewing or discussing one's job and aims at improvement of performance in the current job.

*Objectives of performance appraisal:*

- To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- To strengthen supervisor - employee relationships.

- To get feedback on the level of employee motivation.
- To help the employee to perform better in order to strengthen the organization as a whole to perform better.

### **Performance appraisal process**

- After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs.
- Each employee is evaluated based on targets set, and then other new targets are set for the next year.
- The employee should be appraised over the whole period since it was last appraised. It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.
- The report (a filled in performance appraisal form) is prepared in duplicate and should be endorsed by the employee, supervisor and the Executive Director.
- One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the Executive Director.

### **3. Training**

The organization supports a policy of progressive development of employees.

- Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized at the organization's expense.
- Training wanted and initiated by the employee but not suiting the organization's budget or priorities should be paid by the employee and be done outside working hours.
- Employees who pass courses sponsored by the organization, and whose total cost exceed 3000 USD or Rwf 2 000 000 (including allowances), are obliged to serve the organization for a minimum of 1 or 2 years (depending on the amount) after training before they can resign/retire from the organization. They will have to sign an agreement under this

arrangement.

#### *4. Transfers*

The organization appoints the employee to a specific project location (District Office) and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

- The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
- Transfer may be affected as a result of personal interest/request and this may take place after request by the employee to be transferred to another office.
- An employee wishing to transfer from one location (Branch) office to another usually has to apply for an existing vacancy.
- If the post is advertised externally, he/she would have to equally compete with external applicants.
- Transfers need the approval of the Executive Director. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case but should.
- The minimum transfer fees are **Rwf 200,000** as transport and installation fees.

#### **Communication to staff**

All-important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development should be announced on the notice board in the office or to all staff via e-mail for every employee's information.

## E. LEAVE POLICY

### 1. Introduction

- Employees serving under the organization's Terms and Conditions of Service will be entitled to an annual leave totaling 22 working days for each year of service.
- Employees may opt to take their leave in one single block or sets of blocks.
- Leaves have to be agreed by the Head of Human Resource & Administration and the concerned Section Head. For each agreed leave the Executive Director is informed by the Director Human Resource & Administration.

### 2. Planning of leave

A leave calendar should be drawn at the beginning of the year and agreed upon by each Section Head and by the Executive Director, which is then forwarded to the Head of Human Resource & Administration. Each Section Head is responsible for inquiring with his/her Section about the leave plans of employees working in the Section.

### 3. Requests and authorization procedures

- Amendment to the schedule will be at the discretion of the immediate supervisor in consultation with the HR&A Head .
- For each scheduled leave period, the employee will submit a leave form to the HR&A after agreement by the immediate supervisor (who signs the form for approval). This will be done at least two weeks in advance (except for sick leave and compassionate leave).
- Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee).
- The Director Human Resource & Administration will verify the leave record and sign the leave form for approval and inform the staff.
- For Managers the approved leave is forwarded to the Executive Director for approval.
- The Executive Director who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The Director Human Resource & Administration informs the employee about (non-) approval.
- Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise, the normal disciplinary measures will apply: a formal written warning and

loss of pay for the days the employee was not present at work.

- An employee serving on probation will not be allowed to take leave, only on the discretion of the Executive Director.

#### *4. Paid leave*

Employees who have successfully completed their probation are eligible for paid leave under the following conditions:

- Employee is not on temporary terms of service or on induction/probation.
- Paid leave will accrue from the date of full-time engagement. The employee can never take more than the monthly leave entitlement.
- Employee must apply for annual leave at least two weeks in advance.
- Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year except if not granted by the supervisor in the interests of service.
- In this case, the leave days will be cumulated, and the employee can enjoy them in the following year.
- If the employee's contract is terminated for whatever reason, the cumulated leave days will be compensated in cash on a prorated basis of his salary.

#### *5. Compassionate or incidental leave*

The employee shall enjoy compassionate leave on full pay in case of fortunate or unfortunate events occurring in his/her family within the following limits:

1° Employee's civil marriage : **Two (2) working days.**

2° In case of his wife's delivery : **Four (4) working days.**

3° In case of death of his/her spouse : **six (6) working days.**

4° In case of death of the first-degree ascendant: **Three (3) working days.**

5° In case of death of the employee's child in the direct line in the first degree or adoptive child: **four (4) working days.**

6° in case of death of the employee's brother or sister in the direct line in the first degree: **two (2) working days.**

7° In case of death of the employee's father-in-law or mother-in-law: **two (2) working days**

This Section applies to employees on permanent terms of employment but under discretion of the Executive Director will employee on probation or temporary terms be granted this leave.

If the employee wishes a leave longer than what is stated above, he/she shall propose the use of his/her annual leave entitlement.

#### *6. Maternity leave*

- Every employed woman has the right to a maternity leave of twelve (12) consecutive weeks.
- A female employee shall be entitled a maximum of 6 weeks maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.
- During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken.
- In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.
- However, a mother who resumes service for the last six (6) weeks of her maternity leave shall have the right to a rest period of two (2) hours per day until the time which is specified in the first paragraph (12 weeks) is expired.
- Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she will be allowed time off for her antenatal visits.



## **Remuneration during maternity leave**

The mother in maternity leave shall, during the first six (6) weeks of her maternity leave, have the right to her entire salary. During the last six (6) weeks of her maternity leave, this mother may either resume service and receive her full salary or else, have the right to twenty per cent (20%) of her salary.

### *7. Sick leave*

- Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty.
- Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures.
- Application for sick leave should be evidenced by a doctor's certificate delivered on the second day of sickness latest.
- Always a sick leave should be filled in. The immediate supervisor will make approval of sick leave then forward it to the Director of Human Resource & Administration.
- The sick leave will start from the first day of absence. The management has the right to visit the employee too visit the employee for the purpose of cross checking.
- Employees are entitled to a maximum of 30 days sick leave days in year. This paid sickness benefit may be extended at management's discretion by another 60 days if employee is hospitalized. After the 90 days the case will be reviewed and the management will take a decision about termination of employment. Cases of misused sick leave will be subject to disciplinary action.
- This entitlement applies only if employee is on permanent employment contract and not on probation or on temporary terms of service.

## **Public holidays**

The organization respects the public holidays as defined by the national authorities of the country and consequently the employees has right to enjoy them. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record.

## *8. Leave without pay*

Leave without pay will only be granted in exceptional cases to permanent employees who have been employed with the organization for a minimum of 24 months. The leave should fit into the planning of the organization, and it should be able to (partially) replace the employee. The leave should be requested for two months in advance.

## **F. Disciplinary procedures**

### *1. Introduction*

The organization has developed a Code of Conduct for the employees (see Annex ). Every employee upon acceptance of a position with the organization signs the Code of Conduct at the same day the employment contract is signed. The Code of Conduct comprises the rules to which all employees should comply.

### *2. The disciplinary processes*

The disciplinary process is as follows:

- Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This is to ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level.
- The organization's policy is to ensure that always a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues.
- Further on in this chapter the main offences are mentioned. For offences not listed below, it is at the discretion of the Section Head (for offences by employees below management level) to judge whether an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on.
- Ad hoc disciplinary committees will be instituted to deal with severe disciplinary cases.

### *3. Types of disciplinary measures*

**The following are disciplinary measures applicable in AIMPO:**

- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letter:** Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense. As long as the sum of the issued warning letters to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letters to an employee is 4 or more for a period of two years, the Executive Director can decide to start the procedures for dismissal or suspension of the employee whenever he thinks this is necessary.
- **Suspension.** Suspension means that an employee is sent off the job for a limited time of 2 months maximum without payment of salary. The decision to suspend someone is taken by the Executive Director except for Managers where the decision should be taken by the Board of Trustees.
- **Dismissal.** : Dismissal can be with or without pay, depending on the offense. The decision to dismiss someone is taken by the Executive Director in consultation with the Labor Office and in accordance with the labor laws of the country.

#### **Procedures to be followed**

- The Section Heads and supervisors are primarily responsible for identifying offenses. They communicate each offense to the Executive Director.
- In reaction to an offense the Executive Director provides warning letters to the involved employee in case of small offenses. In case of larger offenses it is advised that the Executive Director and/or the Director Human Resource & Administration coordinate the disciplinary action in line with the labor code;
- All disciplinary measures except verbal warning are provided by the Executive Director and should comply with the provisions of the Rwandan labor code.
- In some cases, the employee can be taken to the court of law based on the nature and magnitude of the offence.

#### *4. Appeals*

- At any stage in the above proceeding, the employee may appeal through the Head of Human Resource & Administration for suspension or change of the disciplinary action.
- The Human Resource & Administration Head may ask advise from others within the organization and produces an advise in writing which is handed to the Executive Director who will make a final decision about the disciplinary action.
- If the staff is not satisfied with the decision, he can refer his/her complaint to the labor Inspector.

### **G. Temporary appointment**

#### *1. Introduction*

Temporary appointments means: employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be done on approval of the Executive Director after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not exceed a total period of one year.

An employee on temporary terms of employment shall observe the following conditions of employment:

- Probation
- Salaries and wages
- Conduct
- Notice of termination/resignation
- Leave

#### *2. Piecework employment*

The organization may occasionally recruit employees on piecework or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants. The piecework employee is strictly entitled to his/her remuneration which may be calculated on daily rate or at the completion of that specified task. Taxes should be paid with regard to piecework employment in accordance with the laws of the country.

#### *3. Consultancy services*

The organization may feel the need to hire some consultancy services in various areas of the organization's activities. This is usually a short-term arrangement and at piecework rate. The need for consultancy services should be reflected in both the plans and budgets of the organization.

#### *4. Part-time employment*

Part-time employment will normally be defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract.

#### *5. EMPLOYEE WELFARE*

##### **Leisure**

The senior management shall arrange a staff party together with other employees once a calendar year (usually as Christmas party). Venue and date will be decided by the management team after consulting the employees.

##### **Allowances / per diem**

The Organization shall meet the following maximum expenses while staff is sent on official duty outside the place where the organization is working. The allowance will be paid the staff who is going for a mission. These allowances are as follows:

##### **- In the country**

##### **For All staff Managers.**

- Accommodation: Rwf 30,000 per night
- Lunch: Rwf 10 000 per day
  - If an employee is sent on a training course the organization will determine the allowances needed.
  - If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance.
  - When a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all.
  - If third parties pay allowances (e.g., organizers of the training course) the employee is allowed to accept these, but the organization will in such case not give an allowance to the

employee

- **Abroad**

- Any staff member who is travelling abroad for work purposes is entitled to an allowance which shall be decided by the Executive Director based on the living cost of the area where the employee is going.
- If the training or seminar is sponsored by a third party, AIMPO shall provide contingency fees if need be.
- In any case contingency fees cannot exceed \$ 50 per day.

## Work facilitation, conditions, and Benefits

### Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's computers, transport, stationary, calculators, field equipment. all while on duty. Usually, these items are not taken home, but left in office unless it is for work purposes.

The Executive Director is entitled to a permanent vehicle for his personal use to serve the image of the organization he is leading. However, all vehicle costs associated with travel outside Kigali for personal reasons are incurred by Executive Director.

The vehicles are driven by designated AIMPO drivers employed and fixed term according to the procedure described in this manual. The vehicles may also be driven by employees of AIMPO in possession of a valid driving license and with authorization.

However, each employee in possession of the license requires the prior approval of the Executive Director to drive the vehicles. Each driver is responsible for the vehicle he is driving.

#### i. Working conditions and Benefits

Working hours for staff of AIMPO are estimated at 40 hours per week (as determined by the Labor Code in force in the country). The stipulated working hours per day are as follows:

- 08:00 to 12:30 before noon

- 12:30 P. M to 1:30 P.M. Lunch break
- 1:30 P. M to 5:00 P.M. Afternoon

In case of the assigned tasks have not been accomplished, the concerned staff can work extra hours to achieve them.