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# **RNGOF on HIV/AIDS & HP: HUMAN RESOURCES MANAGEMENT POLICY**

**2016**

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## **SECTION 1 RECRUITMENT PROCESS**

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### **1.1 Introduction**

Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the

stage of official appointment. **The finally responsible person within RNGOF on HIV/AIDS and HP for the proper execution of the recruitment process is the Executive Secretary.** He/she of course does not have to execute all tasks but is responsible to control all the time that all tasks are properly and timely executed by the involved persons. The recruitment procedure is divided into the following phases:

Phase	Maximum duration	By
<b>Vacancy identification</b>	-	Executive Secretary
<b>Preparation job description</b>	1 week	Executive Secretary
<b>Internal recruitment (if applicable)</b>		
<b>Preparation application form (external)</b>	1 weeks	Executive Secretary
<b>Vacancy announcement</b>		Executive Secretary
<b>Application period</b>	2 weeks	Executive Secretary
<b>Selection for written test</b>	1 week	Executive Secretary
<b>Interviews</b>	1 weeks	Executive Secretary
<b>Second round interviews (if applicable)</b>	1-2 weeks after first round	Executive Secretary with Board of Trustees (Audit and Conflict Resolution Organ Members)
<b>Selection of successful candidate(s)</b>	Immediately	Executive Secretary
<b>Appointment procedure and signing of contract</b>	Depends on planning	Executive Secretary

## 1.2 Vacancy identification

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the RNGOF ON HIV/AIDS & HP arise which require a new job opening. The need for filling such vacancies can be discussed in the quarterly management meetings (attended by the Board Chairperson and the BOD members and the Executive Secretary). In such a meeting (of which minutes are 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 RNGOF ON HIV/AIDS & HP before recruitment starts.

### **1.3 Preparation of job description**

All employees to be recruited by the RNGOF ON HIV/AIDS & HP 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 5**. For all jobs at management level the job descriptions will be made by the president together with the Executive Secretary and will be approved by the Board of Trustees.

### **1.4 Internal recruitment**

The RNGOF ON HIV/AIDS & HP 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 RNGOF ON HIV/AIDS & HP decides to advertise internally, it is done by an announcement on office notice board to the employees or by emails to email list of the staff. 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 contact the Executive Secretary to obtain an application form (see **Annex 1.1** for an example of such a form). This form is to inform the RNGOF ON HIV/AIDS & HP about the applicant. At the same time it will be used as an official application for the job.

### **1.5 External vacancy announcement**

If the internal recruitment round has not yielded any positive results or if the RNGOF ON HIV/AIDS & HP 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, for instance by using local announcement notice boards, local radio announcements etc. Sometimes the post is of such nature that the vacancy needs to be advertised nationally in the national newspaper(s) or on national radio. Every announcement should clearly indicate the application procedure and closing date and time.

### **1.6 Application period**

People who wish to apply for positions advertised externally can do so only by filling in an application form (the information put down by candidates in their application letters is usually insufficient to obtain a good idea about the candidate's working experience; therefore it is required that the candidate fills in the application form). An example of an application form is presented in **Annex 1.1**.

Application forms can be obtained from the office of the RNGOF ON HIV/AIDS & HP. 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. The Executive Secretary is responsible for the distribution of the application forms. 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 Administrative assistant who keeps a record of all incoming applications. He/she notes the name of the Applicant, address, date received and vacancy number (in a computerized data base). The Administrative Assistant forwards the probationers records to the Executive Secretary.

### **1.7 Written test**

The function of a written test 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.

## **1.8 Interview**

The interview panel for vacancies below management level shall comprise of the President of Audit and Conflict resolution organ of the Board of Trustees, Executive Secretary, the relevant staff member and any specialists or key persons who may be important for reaching a more balanced and better decision for a suitable candidate. The extra panel members out of persons of RNGOF ON HIV/AIDS & HP must be an even number. The president of the conflict resolution organ in the board of trustees will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate after 1 or 2 rounds. During the second interview usually more in depth questions are asked.

If no suitable candidate is found after two interview rounds the recruitment process starts again.

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

After final selection of a candidate, the Executive Secretary, 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 one week. If the candidate shows interest in the job offer, an appointment will be made by the Executive Secretary 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.

## SECTION 2 STARTING ON THE JOB

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### 2.1 First working day

On the first working day the targets for the probation period are discussed with the probationer<sup>1</sup> by the Executive Secretary. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the RNGOF ON HIV/AIDS & HP. He/she will receive from the Executive Secretary the employee handbook.

#### 2.1.1 Tasks of the Executive Secretary

- Ensure that the probationer is taken up in the liability and accident insurance packages of the RNGOF ON HIV/AIDS & HP. Contact the involved insurance companies if needed and fulfill all required procedures.
- Ensure proper handing over of the probationer to his/her supervisor.
- Introduce the probationer to the other employees.
- He describes and shows the RNGOF ON HIV/AIDS & HP premises including departments or important places.

### 2.2 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 RNGOF ON HIV/AIDS & HP

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 (**see A. 2. Annex**) on a monthly basis. This information written in this Form is not accessible to the probationer.

The first month of probation is meant to familiarize the probationer with the RNGOF ON HIV/AIDS & HP and also to help him/her to settle down and understand the RNGOF ON HIV/AIDS & HP's operations. Usually, the supervisor has a training program in mind and also instructs relevant colleagues who will help in conducting this training.

After one month, 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 Executive Secretary. If the first month 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 Executive Secretary and the President.

### 2.3 Notice of termination of contract or resignation

Written notice to terminate employment, by the RNGOF ON HIV/AIDS & HP to the employee or by employee to the RNGOF ON HIV/AIDS & HP must be done as follows:

- During probation: 7 days in advance

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<sup>1</sup> The new employee is called 'probationer' until the decision has been taken to fully employ the person which usually is at the end of the probation period or at the end of the extended probation period. A probationer can be someone coming new into the organization but in it can also be someone who changed from a position in the organization to a new position and who is therefore subject again to a probation period for the new function. In this last case a general introduction to the organization is not required as the probationer is already familiar with the organization.

- Employees up to one year employed: 30 days in advance.
- Employees longer than 1 year employed: 60 days in advance.

The RNGOF ON HIV/AIDS & HP may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, and lack of performance, lack of co-operation and cut of funds. Nevertheless, in case of theft, there are no prior days of notice to the employee. **The procedures to be followed in any such case should follow the labor laws in force in Rwanda**
2. The employee has been certified permanently unable to work by a medical practitioner (here, we consult the Labor Law of Rwanda).
3. The employee has been imprisoned or convicted of an offense.

### **2.3.1 Tasks of the Executive Secretary**

- In case the contract of an employee or probationer is terminated or an employee or probationer resigns, the Executive Secretary makes sure that all required procedures are carried out according to the labor laws of the Rwanda.
- In such case, he also stops the insurances and taxes the RNGOF ON HIV/AIDS & HP is paying for this person from the date the person has stopped working.

## **2.4 Re-employment**

Former employees who have left the RNGOF ON HIV/AIDS & HP (whether being under casual/temporary or permanent employment) by resignation (of their own accord) 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 Secretary** 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 RNGOF ON HIV/AIDS & HP. The general exception to this rule will be where an employee has left the RNGOF ON HIV/AIDS & HP as a result of redundancy in which case the Executive Secretary'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).



## SECTION 3 PAYMENT POLICIES AND PROCEDURES

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### 3.1 Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of monthly cheque payment or payment Order. 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 system of the RNGOF ON HIV/AIDS & HP is bound to centrally agreed hard currency amounts (between RNGOF ON HIV/AIDS & HP and its partner organizations) and is to be followed by the RNGOF ON HIV/AIDS & HP. The salary/wage system is evaluated once a year by RNGOF ON HIV/AIDS & HP and its partner organizations (if possible). An overview of the salary system is provided in **Annex B. 1**.

### 3.2 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. If the month-end falls on a Saturday or Sunday then payment shall be made on a Friday before the weekend. Staff shall be paid mid month salary advance if one desires so and the remaining balance will be paid at the end of month. For this purpose, the employee has to fill in a mid-month salary advance request (see **Annex 1.5**), a maximum of one working day in advance. The mid-month salary advance shall not exceed 50% of the salary/wages payable to the employee.

If not contrary to partnership agreement, the RNGOF ON HIV/AIDS & HP shall pay PAY As You Earn (PAYE) or any other similar wage tax for each employee. The RNGOF ON HIV/AIDS & HP will also pay other obligatory taxes and insurances, like for instance RSSB.

**All obligatory tax and insurance payments by the RNGOF ON HIV/AIDS & HP shall follow exactly the rules of payment as set by the involved authorities in Rwanda**

Employees will be expected to pay their government graduated tax to the concerned Authorities or any other tax they are obliged to pay, according to the law of Rwanda. It is not the responsibility of the employer to pay this tax or to remind the employee to pay.

Incomplete months are paid by calculating the number of days actually worked. The employee's monthly salary will be broken down as below:

- Basic salary (40%)
- Housing (30%)
- Transport (10%)
- Lunch (20%)
- Deductions: PAYE is paid by the RNGOF ON HIV/AIDS & HP for the employees.

Each employee on the payroll (on permanent contract) signs a pay slip (in duplicate) at the end of the month stating the above. One signed pay slip will remain with the employee and the other with the RNGOF ON HIV/AIDS & HP.

For each position in the RNGOF ON HIV/AIDS & HP (for an overview of the positions see **Annex 2**) it has been defined what the salary should be in RWF. The salaries depend on:

1. The position of the employee (see **Annex 2**),
2. The time an employee has worked in the RNGOF ON HIV/AIDS & HP,
3. The performance of the employee.

The system and the salaries are presented in **Annex 3**. The salaries presented comprise the total of basic salary, housing, transport and lunch payments that an employee should receive.

### **3.3 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 a promotion to a next step in the salary grading system of the RNGOF ON HIV/AIDS & HP (see **Annex B. 1.1.**). This means that the employee from then on will receive the hard currency salary in the new step.

Each step increase will be confirmed in writing after the President has obtained the approval of the Executive Secretary for the increase. The Executive Secretary is responsible to inform the Finance Manager about the new salary after having received the approval. Management level salary increments have to be approved by the board of Directors. In case of the salary increment of the Executive Secretary, this will have to be approved by the Board of Directors.

### **3.4 Change to another position**

If an employee takes up another position in the RNGOF ON HIV/AIDS & HP 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).

### **3.5 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) for a period of more than 1 month,
- 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.

The granting of an acting allowance to an employee shall be decided on by the BOD<sup>2</sup>. The amount will be based on the grade the position the employee will act on behalf of. Acting allowance is not regarded as a merit increase. After acting is finalized and if the employee takes the full position, he/she will receive the payment suiting the post (entering the first step).

## **SECTION 4 STAFF DEVELOPMENT POLICIES**

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### **4.1 Introduction**

The RNGOF ON HIV/AIDS & HP 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 depending on the available financial capacity.

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<sup>2</sup> BOD: Board of Directors

## **4.2 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.

### **4.2.1 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 RNGOF ON HIV/AIDS & HP as a whole to perform better.

### **4.2.2 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; see **Annex 1.8**) is prepared in duplicate and should be endorsed by the employee, supervisor. 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.

## **4.3 Training**

The RNGOF ON HIV/AIDS & HP 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 RNGOF ON HIV/AIDS & HP's expense. Training wanted and initiated by the employee but not suiting the RNGOF ON HIV/AIDS & HP's budget or priorities should be paid by the employee and be done outside working hours.

Employees who pursue courses sponsored by the RNGOF ON HIV/AIDS & HP, and whose total cost exceed 300 USD (including allowances), are obliged to serve the RNGOF ON HIV/AIDS & HP for a minimum of 1 or 2 years (depending on the amount) after training before they can resign/retire from the RNGOF ON HIV/AIDS & HP. They will have to sign an agreement under this arrangement.

## **4.4 Transfers**

The RNGOF ON HIV/AIDS & HP appoints the employee to a specific project location and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

1. The RNGOF ON HIV/AIDS & HP may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
2. Transfer may be effected 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 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.

## **4.5 Use of notice board and emails**

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 for every employee's information.

**SECTION 5 LEAVE POLICY**

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## 5.1 Introduction

Employees serving under the RNGOF ON HIV/AIDS & HP's Terms and Conditions of Service will be entitled to an annual leave totaling 20 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 Executive Secretary.

### 5.1.1 Planning of leave

A leave calendar should be drawn at the beginning of the year and agreed upon by each supervisor, which is then forwarded to the Program Manager and Executive Secretary. Each supervisor is responsible for inquiring with his/her section about the leave plans of employees working in the Section.(Annex: Vacation Application Form)

### 5.1.2 Requests and authorization procedures

Amendment to the schedule will be at the discretion of the immediate supervisor in consultation with the Finance Admin Officers. For each scheduled leave period, the employee will submit a leave form (see **Annex 1.7**) to the Finance Admin Officers 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 Executive Secretary will verify the leave record (see **Annex 1.9**) and sign the leave form for approval. The Executive Secretary 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 penalties 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.

## 5.2 Paid leave

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

- 1 Employee is not on temporary terms of service or on induction/probation.
- 2 Paid leave will accrue from the date of full-time engagement (at a monthly rate of 25 working days). The employee can never take more than the monthly leave entitlement. For example, a full-time service of 8 months will give the employee an entitlement of 16 leave days maximum.
- 3 Employee must apply for leave at least two weeks in advance.
- 4 The employee can get an advance to his/her salary for the leave covering two consecutive months until a maximum of 30%. For example if 10 days of leave fall in the last 5 days of August and in the first five days of September, the employee can get an advance for these days. The advance for September in this example can be a maximum of 30% of the total monthly salary.

Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year. Nor can paid leave days be cashed in.

## 5.3 Compassionate leave

In the event of death of real mother/father, first degree sister/brother, father/mother in-law, spouse and children, shall follow the labor law in Rwanda.

## 5.4 Maternity and paternity leave

By following the current labor law in Rwanda,

#### Article 64: Maternity leave duration

Every employed woman has the right to a maternity leave of twelve (12) consecutive Weeks. This woman may decide to start benefiting from this leave two (2) weeks before the tentative date of delivery .A woman who delivers a still-born or whose infant of less than one month of age is dead Shall benefit from a leave of four (4) weeks as of the day the event occurred.

#### Article 65: Breastfeeding period

For a twelve month period starting from the day on which an infant is born, every employed Woman is entitled to a rest period of one (1) hour per day, to allow her to breastfeed the Child. 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 of article 64, is expired. The legal rest granted to mothers who breastfeed shall be deducted from the work time and shall be paid.

#### Article 66: Remuneration during maternity Leave

The mother with no maternity insurance coverage 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 .She shall also keep enjoying the right to other Types of benefits.

#### Article 67: Resuming work after maternity leave

The employer shall not give to employed woman a notice of contract termination which is included in her maternity leave .At the end of maternity leave, the woman shall Resume her work or be given another post with the same position and salary as she used to Have before she was on maternity leave.

#### Article 68: Medical certificate

The salaried woman shall provide to her employer a medical certificate signed by a Doctor confirming:

1. The expected date of delivery before starting of the maternity leave;
2. The exact date of delivery after delivery.

#### Article 69: Additional leave in case of complications

Complications Should there be any complications due to delivery and which are ascertained by a recognized doctor, the employer shall grant to the woman a paid prolonged maternity leave in addition up to a maximum of one month in accordance with the provisions of Article 66 of this Law. Likewise, in case of complications bound to delivery or congenital state and which are certified by a recognized doctor, the employer allows the woman to take a paid prolonged Maternity leave of one month maximum, in order to protect the child's health in conformity with Article 66 of this Law.

### **5.5 Sick leave**

By following labor law in Rwanda,

## Article 61: Modalities for granting sick leave

For the worker to benefit from the sick leave, he/she shall forward to employer a written certificate signed by a recognized medical doctor justifying the worker's inability to work. Where the sick leave goes beyond fifteen (15) days, the employer may require the worker to bring him/her a certificate signed by three recognized medical doctors. The worker has the right to his/her salaries for the three (3) first months. After 3months, if the sickness persists the Board of Directors shall examine the case based on the interests of RNGOF ON HIV/AIDS & HP and working experience of the employee.

### **5.6 Public holidays**

The RNGOF ON HIV/AIDS & HP respects the public holidays as defined by the national authorities of Rwanda. In the event of obligating employees to work on such holidays and other declared holidays, the RNGOF ON HIV/AIDS & HP will compensate these days in time.

### **5.7 Leave without pay**

Leave without pay will only be granted in exceptional cases to permanent employees who have been employed with the RNGOF ON HIV/AIDS & HP for a minimum of 18 months. The leave should fit into the planning of the RNGOF ON HIV/AIDS & HP and it should be able to (partially) replace the employee. The leave should be requested for three months in advance.

## SECTION 6 DISCIPLINARY PROCEDURES

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### 6.1 Introduction

The RNGOF ON HIV/AIDS & HP has developed a Code of Conduct for the employees (**see B. 2 Annex**). Every employee upon acceptance of a position with the RNGOF ON HIV/AIDS & HP 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.

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 RNGOF ON HIV/AIDS & HP's policies, standard of performance and behavior are maintained at an appropriate high level. The RNGOF ON HIV/AIDS & HP'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 RNGOF ON HIV/AIDS & HP and/or colleagues.

#### **Important:**

**Ensure that disciplinary actions comply fully with the Labor laws of Rwanda and with the procedures and protocols of the Labor Office in the area. Especially for the more serious disciplinary actions (suspension and dismissal) it is important that these follow exactly the Labor Laws and are fully coordinated with the Labor Office in the area before imposing them on the involved employee(s).**

The disciplinary actions described further in this chapter are examples of different types of disciplinary actions that can be used. As said each office should describe its own disciplinary actions in detail. Examples of the disciplinary tools your RNGOF ON HIV/AIDS & HP can use are:

- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letters (level 1-3)**. 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 letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the Executive Secretary of the RNGOF ON HIV/AIDS & HP 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 weeks maximum without payment of salary
- **Dismissal**. Dismissal can be with or without pay, depending on the offense and the Labor Laws of Rwanda. The decision to dismiss someone is taken by the Executive Secretary in consultation BOD and in accordance with the labor laws of Rwanda.

### 6.2 Procedures to be followed

The Executive Secretary is primarily responsible for identifying offenses. She/he communicates each offense to the Chairperson. In reaction to an offense the Executive Secretary provides a verbal warning to the involved employee in case of small offenses. In case of larger offenses it is advised that the Executive Secretary coordinates the disciplinary action first with the Labor Office. After the approval of



the Labor Office the agreed disciplinary action can then be imposed on the involved employee.

The following authorization levels can be distinguished with regards to disciplinary action:

Verbal warning	Supervisors
Warning letters	The Executive Secretary (and inform the Board of Trustees Chairperson)
Suspension	The Executive Secretary (and inform the Board of Trustees Chairperson)
Dismissal	The Chairperson and the Executive Secretary

The table below shows a guideline for how to handle offenses (important: this is an example only; your office should develop its own procedures together with the Labor Office and in accordance with the Labor Laws of Rwanda).

Type of offence	Minor	Major
Willful failure to obey legitimate instruction	Warning letter (level 2)	Warning letter (level 3)
Willful loss, misuse, damage, theft, unauthorized use of RNGOF ON HIV/AIDS & HP's property	Warning letter (2)	Warning letter (3), suspension or dismissal
Improper publicity of RNGOF ON HIV/AIDS & HP's image	Warning letter (3)	Warning letter (3)
Absenteeism	Verbal warning / Warning letter (1)	Warning letter (2,3), dismissal
Lateness or leaving work without permission	Verbal warning / Warning letter (1)	Warning letter (2)
Failure to co-operate with other employees	Verbal warning / Warning letter (1)	Warning letter (2,3)
Gossip among and about colleagues within/outside the RNGOF ON HIV/AIDS & HP	Verbal warning	Warning letter (1,2)
Reporting on duty under the influence of alcohol/narcotics	Suspension	Dismissal
Breach of safety rules	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Careless or neglect of work	Warning letter (1)	Warning letter (2)
Fighting at workplace	Dismissal	Dismissal
Threatening behavior towards another worker	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Having private business with suppliers of the RNGOF ON HIV/AIDS & HP on RNGOF ON HIV/AIDS & HP's deals	Warning letter (3)	Suspension, dismissal
Claiming expenses from the RNGOF ON HIV/AIDS & HP which are higher than the actual expenditure or which do not exist	Warning letter (2,3)	Suspension, dismissal
Harassment (Sexual Exploitation, sexual misconduct or any other kind of harassment) by an employee of the ANSP + or Board members.	Suspension	Dismissal

### **6.3 Appeals**

At any stage in the above proceeding, the employee may appeal through the Executive Secretary for suspension or change of the disciplinary action. The Executive Secretary may ask advice from others within the RNGOF ON HIV/AIDS & HP and produces an advice in writing which is handed to the Supervisor will make a final decision about the disciplinary action. No further appeals will be permitted.

### **6.4 Grievance handling procedures**

An employee may have a legitimate grievance against a colleague, a supervisor or the RNGOF ON HIV/AIDS & HP. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. In such case the employee is, however, obliged to follow the procedure mentioned below. Always shall the person against whom the grievance is held be heard too?

### **6.5 Grievances against employees**

The employee will approach the Executive Secretary. In case the grievance is against the Executive Secretary the employee approaches the Chairperson. The Executive Secretary investigates the matter and if possible solves the issue to the employee's satisfaction. Grievance complaints are always taken very seriously and should be given full attention immediately! A good way to try and resolve the grievance is to invite the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the Executive Secretary (or Supervisor) acts as a facilitator. Important is to lay down agreements made in such a conversation in writing and have both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system.

## **SECTION 7 TEMPORARY APPOINTMENTS**

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### **7.1 Introduction**

Temporary appointments means: employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants.

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

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

### **7.2 Piecework employment**

The RNGOF ON HIV/AIDS & HP 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 Rwanda.

### **7.3 Consultancy services**

The RNGOF ON HIV/AIDS & HP may feel the need to hire some consultancy services in various areas of the RNGOF ON HIV/AIDS & HP'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 RNGOF ON HIV/AIDS & HP.

### **7.4 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.

## **SECTION 8 EMPLOYEE WELFARE**

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## **8.1 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 upon by vote or discussion.

## **8.2 Break time tea and coffee**

Tea or coffee is served to staff during half an hour in the morning and half an hour in the afternoon five days in a week. The exact times are defined by the RNGOF ON HIV/AIDS & HP. Tea and coffee items are provided by the RNGOF ON HIV/AIDS & HP. Snacks, meals and extra drinks have to be paid for by the employees themselves.

## **8.3 Work facilitation**

Depending on the position and tasks of the employee the RNGOF ON HIV/AIDS & HP will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the RNGOF ON HIV/AIDS & HP's computers, transport (if stated in the job description), stationary, calculators, field equipment. Usually these items are not taken home, but left in office.

## **8.4 Insurances**

RNGOF ON HIV/AIDS & HP will cover medical insurance for its employees.

## **SECTION 9 GENERAL POLICY GUIDELINES**

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### **9.1 Identity cards**

All employees are provided with identity cards (see **Annex 6** for a lay-out of such a card). Permanent appointment will acquire sealed identity cards. These remain the property of the RNGOF ON HIV/AIDS & HP and must be returned on termination of appointment before terminal benefits are paid.

### **9.2 Personal files**

For each employee (temporary or permanent) a personal file is prepared. The Executive Secretary is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Administrative Assistant to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files). The following persons can access the personal files:

- RNGOF ON HIV/AIDS & HP Chairperson (without permission)
- Executive Secretary (without permission)
- Other members of the board (with permission).

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the Program Manager after permission of Executive Secretary. If necessary parts of the file can be kept secret for the employee.

### **9.3 Politics and religion**

The RNGOF ON HIV/AIDS & HP is a local non-governmental organization which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, religion or political color), in order that they may access opportunities for sustained improvement in their lives. Therefore, the RNGOF ON HIV/AIDS & HP has no political/religious affiliation. The properties and facilities of the RNGOF ON HIV/AIDS & HP shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the RNGOF ON HIV/AIDS & HP directly or indirectly. If the RNGOF ON HIV/AIDS & HP feels that religious or political involvement is conflicting the interests of the RNGOF ON HIV/AIDS & HP, the employee can be disciplined.

### **9.4 Loss or damage of RNGOF ON HIV/AIDS & HP property**

Employee on permanent or temporary terms and conditions of service will be personally responsible for the RNGOF ON HIV/AIDS & HP's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee loses RNGOF ON HIV/AIDS & HP's tools or equipment which are in the employee's possession he/she will have to pay the costs for replacement.

### **9.5 Working hours or days**

The employee will be expected to work a 40-hour week (unless stated otherwise in the contract).

All employees will be expected to report on duty as follows:

#### **Monday-Friday**

Morning hours	7.30 a.m. - 12.30 p.m.
Afternoon	2.00 p.m. - 5.00 p.m.

There is **no** overtime allowance for additional hours worked unless if employee is requested by the management to work on a weekend or after normal working hours. The rates used for overtime allowance will comply with the labor laws of Rwanda. No field allowances are given for normal duty assigned or any travel expenses are reimbursed/paid other than approved of.

#### **9.6 Expense claim policy and procedure**

Expenses incurred by employees in the course of duties on the behalf of the RNGOF ON HIV/AIDS & HP will be reimbursed only if the Executive Secretary has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by supervisor prior to submission to the Executive Secretary.

As a general rule all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the RNGOF ON HIV/AIDS & HP cannot be sent directly to the RNGOF ON HIV/AIDS & HP for payments and cannot be claimed afterwards.

## **SECTION 10 ANNEXES**

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## A. 1. ANNEX: PROBATION MONITORING FORM

### **Probation Monitoring Form**

*(to be filled in by the supervisor of the probationer<sup>1</sup>)*

Name of probationer:

Function:

Date start probation period:

Month<sup>2</sup>:

Name of supervisor:

Training and supervision activities undertaken:

Performance of probationer<sup>3</sup>:

Conduct of probationer:

Recommendations for additional training/support:

Other recommendations<sup>4</sup>

<sup>1</sup> *If there is not enough space on the form, continue on the back of the form or add separate papers.*

<sup>2</sup> *Fill in the month number (1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> month).*

<sup>3</sup> *At all places where you are asked to comment on the performance of the probationer distinguish between strong and weak points!*

<sup>4</sup> *You may want to include comments on how suitable you feel the person is for the function, whether and how to continue with this person, etc.*

## A. 2. ANNEX: PROBATION EVALUATION REPORT

### Probation Evaluation Report

Name of probationer:

Function:

Date:

Date start probation period:

Name of supervisor:

Names panel members:

#### **Recommendation**

*(tick the possibility the panel finds most appropriate)*

Employment in current position

Dismissal

Transfer to other position, namely:

Extension of probation period (only applicable after 4 months)

#### **Arguments for the recommendation chosen**

#### **Signatures for approval by the panel members**

#### **Signature for approval by the Executive Secretary/Executive Secretary**



**A. 3. ANNEX: MID-MONTH SALARY ADVANCE REQUEST FORM**

**Request for a mid-month salary payment**

Date:

Name:

Employee number:

Request for a mid-month salary payment for the month of:

Requested amount:

cash/cheque Sign:

**Administration**

Authorization signature:

**A. 4. ANNEX: LEAVE REQUEST FORM**

## LEAVE REQUEST FORM

### PART 1 (Employee)

Name of employee	
No. of working days requested for	
Dates of requested leave period	From                      till
Type of leave requested	
Reason for requesting leave (provide proof where possible, plus as many details as possible if required)	

\_\_\_\_\_  
**Employee signature**

\_\_\_\_\_  
**Date**

### PART 2 (Administrative Assistant)

The following details have been confirmed from employer records and the following days are his/her leave entitlement:

Leave entitlement for the year	
Leave days already taken	
Leave days applied for	
Balance days for year	

\_\_\_\_\_  
**Signature of Administrative Assistant**

\_\_\_\_\_  
**Date**

### PART 3 (Program Manager and Executive Secretary)

Leave is approved/Not approved

\_\_\_\_\_  
**Signature of Program Manager**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature of Executive Secretary**

\_\_\_\_\_  
**Date**

**A. 5. ANNEX: PERFORMANCE APPRAISAL FORM**

**PERFORMANCE APPRAISAL FORM**

For Senior / Managers/ Administrative Assistants / Officers/ Accounts Officers /  
Financial Assistants/ Officers and Junior Executive Officers / Senior  
Executive Officers (Non - Secretariat Service)

**PART - I**

**APPRAISAL OF**

Department:

Name:

Date of birth:

Post:

Date of entry in Service:

Date of appointment to the present post:

Pay and Scale of pay:

List of subjects dealt with according to the Office order distributing work:

<b>EDUCATIONAL AND OTHER QUALIFICATIONS</b>
---

1.....

2.....

3.....

<b>EXPERIENCE</b>			
Department	Category of work	Period	
		From	To

Category of work may be any of the following items: Establishment, Accounts & Budgeting, Cash, Stores, Records, and Planning.

**SELF ASSESSMENT**

(To be obtained from the reported in a separate sheet and filed as part of the facing sheet of the form)

**Instructions to Reporting Officers**

1. Consider only one factor at a time
2. Study each factor and the specification for each grade
3. Review upon completion to see that the rating of each factor applies exclusively to the individual's actual performance on his present job.
4. Comment fully at the bottom of the page and on reverse side upon any matter which in your opinion needs explanation.
5. Put a tick ( S) mark in the appropriate boxes provided hereunder-

INTELLIGENCE	EXTRAORDINARILY PROFICIENT AND RESOURCEFUL AND UNDERSTANDS NEW AND DIFFICULT MATTERS  <input data-bbox="427 215 651 246" type="text"/>	QUITE ABLE TO HANDLE NEW AND DIFFICULT MATTERS  <input data-bbox="764 271 987 302" type="text"/>	NORMALLY UNDERSTANDS A NEW SITUATION AFTER PROPER EXPLANATION AND HANDLES IT IF GIVEN ALL DIRECTIONS  <input data-bbox="1048 215 1272 246" type="text"/>	POOR COMPREHENSION / USUALLY, FAILS TO PERFORM A FUNCTION DESPITE PRIOR INSTRUCTIONS  <input data-bbox="1358 271 1560 302" type="text"/>
INITIATIVE AND RESOURCEFULNESS	RESOURCEFUL & ORIGINAL IN GIVING SUGGESTIONS AND PURSUES THEM CONSTRUCTIVELY  <input data-bbox="427 703 651 734" type="text"/>	SHOWS REASONABLE DEGREE OF INITIATIVE AND RESOURCEFULNESS  <input data-bbox="764 678 987 710" type="text"/>	TENDS TO WAIT FOR DIRECTION  <input data-bbox="1048 757 1272 788" type="text"/>	CANNOT PERFORM WITHOUT CLOSE SUPERVISION AND GUIDANCE. LIMITED DESIRE TO ACHIEVE TASK  <input data-bbox="1358 732 1560 763" type="text"/>
RESPONSIBILITY AND DEPENDABILITY SINCERITY OF RESPONSIBILITY AND CONSCIENTIOUSNESS TOWARDS DUTY	VERY CONSCIENTIOUS AND DEPENDABLE IN THE PERFORMANCE OF HIS / HER JOB. ALWAYS READY TO TAKE RESPONSIBILITY  <input data-bbox="427 1131 651 1162" type="text"/>	A STEADY WORKER WITH A GOOD RECORD OF DEPENDABILITY  <input data-bbox="764 1160 987 1191" type="text"/>	REASONABLY CONSCIENTIOUSNESS AND DOES HIS / HER JOB IN A ROUTINE MANNER  <input data-bbox="1048 1137 1272 1169" type="text"/>	OFTEN FAILS TO PERFORM HIS/ HER DUTY  <input data-bbox="1358 1167 1560 1198" type="text"/>
CO-OPERATION AND PERSONAL RELATIONS CO-OPERATION WITH SUPERIORS AND COLLEAGUES AND PERSONAL RELATIONS WITH PUBLIC WHERE RELEVANT	EXTREMELY COOPERATIVE, MAINTAINS OUTSTANDING GOOD RELATIONS, AROUND EARNING RESPECT FROM HIS / HER COLLEAGUES  <input data-bbox="427 1547 651 1579" type="text"/>	ALWAYS COOPERATIVE AND GENERALLY MAINTAINS WITH EFFORT REASONABLY GOOD RELATIONS  <input data-bbox="764 1541 987 1572" type="text"/>	CO-OPERATIVE MAINTAINS WITH EFFORT REASONABLY GOOD RELATIONS  <input data-bbox="1048 1630 1272 1662" type="text"/>	DOES NOT GET ALONG WELL  <input data-bbox="1358 1659 1560 1691" type="text"/>
JOB KNOWLEDGE TECHNICAL AND GENERAL KNOWLEDGE ABOUT THE JOB. HE/SHE IS DOING (A) GENERAL (OF THIS AND RELATED SUBJECTS OR VERSATILITY) (B) OF WORK (C) UP - TO - DARKNESS	HAS AN UNUSUALLY THOROUGH AND COMPREHENSIVE MASTERY OF HIS / HER FIELD OF WORK. STRIVES TO EXPAND HIS / HER FRONTIER OF KNOWLEDGE  <input data-bbox="427 2016 651 2047" type="text"/>	KNOWS HIS / HER JOB THOROUGHLY  <input data-bbox="764 2152 987 2184" type="text"/>	POSSESSES JUST ADEQUATE KNOWLEDGE REQUIRED OF THE JOB  <input data-bbox="1048 2128 1272 2159" type="text"/>	KNOWLEDGE INADEQUATE. HAS NOT YET GAINED COMPETENCE  <input data-bbox="1358 2152 1560 2184" type="text"/>

1. Do you know of any physical disability of health problem which Prevent this Officer from working to full capacity? Yes ( ) No ( )  
If yes, please explain the nature of this problem

2. General grading for RNGOF ON HIV/AIDS & HP staff members:

(5) No. of items in Grade A

(6) No. of items in Grade B

(7) No. of items in Grade C

(8) No. of items in Grade D

*Comment with special reference to:*

1. The adverse remarks passed against the employee within the course of his / her performance or the disciplinary action taken against him / her during the period under report.

2. The efforts made to improve the functioning of the employee where his / her performance with reference to the factors enumerated in this report is considered not up to the mark of poor.

3. The important requirements or factors which affect the effectiveness of the work of the Officer such as special difficulties or handicaps, amount of direct or indirect supervision, the Emergency demands, if any, etc., and

4. Specific instances of any work worth of being mentioned in support of the assessment in the graphic section. (Add separate sheets if necessary)

Signature of Reporting Officer

Name:

Date of submission to Reviewing Officer Designation:

#### **REMARKS OF THE REVIEWING OFFICER / AUTHORITY**

Signature of the

Reviewing Officer / Authority

Name:

Designation:

#### **REMARKS OF THE NEXT HIGHER AUTHORITY**

Signature

Date: Name:

I have read the report

Date: Signature of Officer reported upon

#### **PART – II CONFIDENTIAL**

(Not to be shown to the Officer reported upon) (This part will not be the basis for promotion in the normal course)

**2. Loyalty (so as to judge his/her suitability for assignment to sensitive posts)**

Has anything come to your knowledge which reflects adversely? on the officers loyalty. Yes ( ) No ( )

If „Yes“ please give details (Add separate sheets if necessary)

**1. Integrity and General Reputation:**

a). Has anything come to your knowledge either as oral or written complaint or otherwise which reflects adversely

2) On the Officers ability to honestly execute his duties Yes ( ) No ( )

ii) Showing favoritism in discharging his duties Yes ( ) No ( )

(iii) If 'Yes' please give details of particulars Yes ( ) No ( )

b) (i) Is there been any preliminary finding regarding the corrupt Practices of the Officer

(ii) Has any case of corruption on the Officer been referred to Vigilance Department after preliminary enquiries Yes ( ) No ( ) If 'Yes' give details

3. Whether the officer requires any training for the purpose of his present job or for any higher responsibilities Yes ( ) No ( )

4. Whether the officer should be posted to some other section/office for better work or for other reasons (to be specified) Yes ( ) No ( )

Date: Signature of the Reporting Officer

Name:

Designation

Date/ of submission to the Reviewing Officer

**REMARKS OF THE REVIEWING OFFICER /AUTHORITY**

Do you agree with the assessment made by the Reporting Officer Yes ( ) No ( ) If you wish to modify anything or add, please elaborate

Signature of the Reviewing Officer/Authority

Name

Designation



**A. 6. ANNEX: EMPLOYEE LEAVE RECORD**

**RWANDA NGOs FORUM ON HIV/AIDS AND HEALTH PROMOTION (RNGOF ON HIV/AIDS & HP)**

**Kigali, ...../ ...../ 20 .....**

Employee Name		
Starting date	Return date	Number(#) of days

Employee's signature

Supervisor's signature

Executive Secretary's signature