



Republic of Rwanda

Ministry of Gender and
Family Promotion

Manual of administrative Procedures

Kigali, 2025.

FOREWORD

The Ministry of Gender and Family Promotion (MIGEPROF) is the central government institution entrusted with the strategic coordination of national policies, strategies, and programs related to family promotion, gender equality, and the protection of children's rights. Its role is to ensure these efforts are effectively integrated into Rwanda's socio-economic and political context. To fulfill its mission and ensure efficient administrative processes, MIGEPROF has developed this Manual of Administrative Procedures. This manual provides a comprehensive framework for organizing the Ministry's written procedures and serves as a key resource for guiding administrative actions.

This manual outlines the procedures for implementing policies, laws, regulations, and practices while assessing any effect of uncertainty in decision-making within the Ministry. It clearly and concisely details the steps, responsibilities, and processes required to effectively carry out the Ministry's functions.

Unlike other types of manuals, this document is not intended for marketing purposes or creative writing. Its primary goal is to provide clear, practical guidance on executing specific tasks with minimal complications, while ensuring compliance and reducing risk. The Ministry and its staff cannot accomplish its mission—"Creating a conducive environment for family stability, gender equality, and child protection towards sustainable development"—without adherence to the principles and procedures outlined in this Manual. Every staff member is expected to follow these guidelines to contribute effectively to the Ministry's objectives.

UWIMANA Consolée

Minister of Gender and Family Promotion

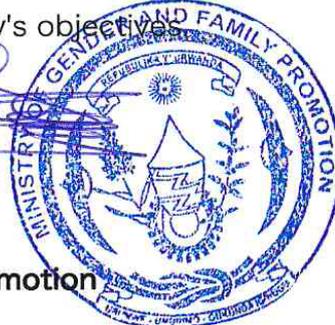


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MANUAL OF ADMINISTRATIVE PROCEDURES

CHAPTER I : INTRODUCTION

SECTION ONE: BACKGROUND

The Ministry of Gender and Family Promotion (MIGEPROF) is the Central Government institution mandated to ensure strategic coordination of the implementation of national policies, strategies and programs regarding the promotion of the family, gender and children's rights' protection to facilitate their integration in the socio-economic and political context of Rwanda.

The MIGEPROF envisions to create a conducive environment for the family stability, gender equality and child protection towards sustainable development. The Moto is "Stable Family, Gender equality and complementarity."

SECTION 2: VISION AND MISSION OF MIGEPROF

The Ministry envisions to create a conducive environment for the family stability, gender equality and child protection towards sustainable development.

The Ministry of Gender and Family Promotion has the following mission:

- Guarantee secure environment for all family members
- Empower women and girls
- Promote non-discrimination, complementarity and gender equality
- Design and implement positive masculinity
- Eradicate gender-based violence
- Reinforce family unity and positive parenting

SECTION 3: STRUCTURE OF MIGEPROF

The Ministry is led by the Minister. It has the Office of the Minister, the Office of the Permanent Secretary, the Directorate of Gender Promotion and Women Empowerment, the Directorate of Family Promotion and Child Protection, the Unit of Planning, Monitoring and Evaluation, the Unit of Administration and Finance, the Business Analyst Office and the Single Projects Implementation Unit.

MIGEPROF has two affiliated institutions: the National Child Development Agency and the National Women Council Secretariat. A detailed organizational structure is attached on Annex I.

SECTION 4 : STRATEGIC DOCUMENTS

To achieve its mandate, the Ministry has developed different policies and refer to other strategic documents/guidelines in Family Promotion, Gender Equality promotion, Women empowerment and children's rights. These tools include the:

- 1) National Strategy for Transformation (NST),
- 2) Strategic Plans ;
- 3) Presidential Pledges,
- 4) National Umushyikirano Resolutions
- 5) National Leadership Retreat Resolutions ;
- 6) Revised Gender Policy,
- 7) National Family and Nutrition Policy,
- 8) WEM-TECH Strategy,
- 9) National Integrated Child Rights Policy,
- 10) Justice for Children Policy,
- 11) Etc.

CHAPTER II: MANUAL OF ADMINISTRATIVE PROCEDURES

SECTION ONE: INTRODUCTION

A manual of administrative procedures for a public institution serves to help the institution organize its written procedures documentation that will act as a resource for administrative direction

This Procedures Manual describes how policies, laws, regulations, and practices should be implemented. It clearly and accurately describes the process/steps and responsibilities for accomplishing actions under the Ministry

Unlike other Manuals, the manual of administrative procedure is neither a marketing document nor a creative writing piece. The goal of the manual of administrative procedure is to clearly explain how to accomplish a specific process with minimal problems, aggravation or risk of non-compliance.

SECTION 2: RATIONALE FOR ADMINISTRATIVE PROCEDURES MANUAL

Institutionalizing the process for documenting procedures to implement policies, laws and regulations as well as their daily management and administrative practices will increase efficiency in public service management by addressing a number of issues:

2.1 Cost Effectiveness

Availability of a well written manual of administrative procedures will result in the following benefits:

- 1 ° Less time spent seeking guidance;
- 2 ° Errors prevention; and
- 3 ° Consistent and reliable solutions.

2.2 Facilitated Induction and Change Management

Efforts to make procedures information widely accessible will provide institutional staff with the tools needed to effectively move to action and learn quickly how they have to proceed to perform their tasks. The manual of administrative procedures will help streamline administrative processes and provide a basis for individual and departmental accountability.

Also, the ability to quickly update and disseminate procedures enables the concerned institution to meet and change management strategies and to adapt to new environments.

2.3 Accountability

Further, the availability of a well-written manual of administrative procedures is one of the fundamental elements of any system in which individuals and various units are held accountable for adherence to institutional policies, laws, regulations and procedures.

SECTION 3: SCOPE OF PROCEDURES IN ADMINISTRATION

There are four areas covered by management procedures in Rwanda Public Administration:

- 1) Administrative procedures.
- 2) Procurement procedures;
- 3) Financial management procedures;
- 4) Human resources management procedures;

SECTION 4: SCOPE OF THE MANUAL OF ADMINISTRATIVE PROCEDURES

This manual of administrative procedures describes how actions related to the following are carried out to effectively implement policies, laws and regulations:

- 1) Internal mailing management procedure;
- 2) Internal procedures for acquisition of goods and services;
- 3) Internal documentation, archive management and communication procedures;
- 4) Internal logistics management procedures;
- 5) Internal planning, implementation and reporting procedures.

CHAPTER III : ADMINISTRATIVE PROCEDURES

SECTION ONE: DOCUMENT AND MAILING MANAGEMENT

1.1: Creation of document

The Ministry's Documents are created in various ways:

- Receipt of incoming mail by the Front Desk Operation Office;
- Responding to mails received through the Front Desk Operation Office which serves as Central Secretariat Office or through the Administrative Assistant to Permanent Secretary or the Minister
- Initiating/responding to internal and external e-mails and letters.
- Compiling various documents such as memos, reports, minutes of meetings, policy documents, etc.
- Providing administrative services in fulfilling institutional mandate and functions and delivering services to the public (receiving job applications, conducting written examinations, interviewing candidates, financial transactions, applying for leave, etc.).
- Ensuring proper classification and indexing of documents for efficient retrieval and compliance with institutional guidelines.
- Conducting regular reviews and updates of standard templates for documents to maintain consistency and reflect current institutional practices

1.2. Incoming mails processing

Incoming mails/letters received by the Front Desk Operations Office are dated, filed and registered in computers. The registration details are as follows:

- File reference number
- Date received
- Sender details
- Date of letter/communication
- Reference number of letter/ communication
- Subject of letter/ communication
- Date and venue for the invitations
- Addressee
- Action required or response deadline

The received electronic and/or hard copies documents are oriented to the Office of the Permanent Secretary or Minister's office, who are responsible to send/assign the document/communication to next recipient, if any. This process is repeated as many times as necessary in daily activities.

The copy of the incoming communication is filed electronically by the Front Desk Operation Office as per the File Plan.

1.3 Outgoing mails processing

The originator of the mail triggers the outgoing work-flow, edits the document and, as may be necessary, sends it through the work-flow for approval by the authorized person/s.

Outgoing documents are sent electronically to the Administrative Assistant to the PS or the Minister where the following details are registered: (i) file reference number; (ii) addressee, (iii) subject; (iv) date of dispatch. The file reference number, as per Administrative Assistant to the PS or Minister's file Plan, plus the institution identifier, are endorsed on the outgoing mail/communication. The Administrative Assistant to the PS or Minister's office makes copies and fills the outgoing sheet indicating the reference number, the date of sending, the destination of mail. If the documents are sent in hard copies, copies of outgoing documents are classified by the Administrative Assistant to the PS or Minister.

The outgoing sheets are filed by sender in chronological order of sending. As the paper copies are filed, sequential folio numbers are entered for document control purposes (i.e each filed item is given a folio number in a running sequence starting at 1 (one) with the first item filed). If the communication is being sent out electronically by the concerned office, the user has an obligation to file the paper copy (if any) in the appropriate subject file as per the office's file plan.

1.4 Internal correspondences

Internal communications at MIGEPROF, whether through www.smartadmin.gov.rw or other electronic methods, are intended to facilitate collaboration among units and staff. For administrative purposes, no document can be transferred from one employee to another without an accompanying memo or note. When an employee communicates with a colleague in a different unit regarding work-related issues, a copy of that correspondence must be sent to the directors of both units. Similarly, if a director or director general corresponds with a peer about work-related matters, a copy must be provided to the Permanent Secretary. The same process is required from the Advisor when communicating with Directors or Director generals.

The Business Analyst Office is responsible of digitalizing the sector. One of their task is to design electronically of all official forms (mission report, requisition, routing slip, travel clearance, receipt form, annual leave form, incidental leave, one day permission etc...). They must have the MIGEPROF's heading and be approved by the Management Meeting before any use by the MIGEPROF's employees.

The transmission of internal hard mails shall always be done through the Front Desk Operation Officer who recognises to have received it by recording it in the internal mails register. The Front Desk Operation Office shall then submit the mail to the addressee. After reception of the mail, the addressee shall sign for reception in the internal mails register, and shall transmit the feedback after treatment through the same channel. Such a centralisation of internal mails circulation facilitate the tracking the whole process in treatment of internal records.

MIGEPROF employees at all levels shall also use service e-mails and other approved electronic means of communication (QT Connect, Smartadmin) to facilitate the communication in work related matters both internally and externally.

1.5 Confidential correspondences

Confidential correspondences are incoming, outgoing or internal correspondences which convey confidential information. Information is deemed confidential when it is designed to be accessed by a specific and very restricted number of target people in the MIGEPROF. If confidential information stems from the outside and is officially destined to the MIGEPROF, it has to be first accessed by the PERMANENT SECRETARY who then decides on its orientation if necessary. The confidential characteristic comes to an end when the information is released and announced by the PERMANENT SECRETARY. An accordance with provisions related to Ethics and Disciplinary sanctions. employee who will be found guilty of leaking confidential information shall be sanctioned in

1.6 Use of MIGEPROF stamp, logo and headed paper

The stamp, logo, and heading of the MIGEPROF are its official symbols. The stamp of the MIGEPROF is safely kept by the Administrative Assistant to PS. A letter or any other hard or soft copy medium on which all or one of these symbols are used shall be considered official. Consequently, their use shall always be reserved to the Minister, Permanent Secretary or their delegates and always go with the signature for validity. No employee shall write to a third party in whatsoever circumstance and use MIGEPROF's headed paper, logo, and/or stamp. No third party (company or individual) shall be allowed to possess and/or use MIGEPROF's heading, logo, and/or stamp unless he/she has a written valid contract or memorandum of understanding with the MIGEPROF. In that case, a provision shall be reserved for the use and limitation of those symbols.

1.7 Filing

All MIGEPROF correspondences, be it internal, outgoing or incoming, must be kept in a file by relevant personnel (the Front Desk Operation Office, Administrative assistant to PS and/or Minister) for reference. However, financial documents shall be kept and filed by the Finance Unit. Ideally, correspondences related to closed matters and older

than ten (10) years will be moved and filed in accordance with procedures set up by the Rwanda National Archives.

The relevant personnel (the Front Desk Operation Office, Administrative assistant to PS and Minister) Front Desk Operation Office /Central Secretariat declares correspondences that have more than 10 years, makes an inventory that is approved by the Director of Administration and Finance.

The MIGEPROF shall also ensure the use of e-filing through www.docs.migeprof.gov.rw to promote internal tracking of mails and documents. This will speed up the communication between employees and minimise the cost.

1.8 Archives and documents disposal

The MIGEPROF shall assign an employee to take responsibilities of archives. The employee will ensure that:

- All archived documents are safely controlled and tracked when needed;
- A system is in place to preserve MIGEPROF archives.

The MIGEPROF archives are collected from all units and are kept and professionally preserved. When a concerned unit decides to send documents to archive service:

- The Director of the unit/directorate establishes and signs on the list of all documents to be archived;
- Listed documents are sent to archives;
- The archivist receives the documents and acknowledges the reception by signing on the list of received documents;
- The archivist registers and files received documents as well as the list.
- The archivist ensures proper classification and indexing of documents to facilitate easy retrieval when needed.

If the documents to be archived come from the Front Desk Operation Office /Central Secretariat, their list will be established by the Officer.

In the archive service, documents of the same category are selected and put together to facilitate filing system. Therefore:

- Financial documents are filed together;
- Staff training documents are filed together;
- Staff files are compiled together;
- Administrative documents are filed together;
- Correspondences are filed together;
- Research documents are filed together;
- Newspapers are filed together following the titles and issue numbers;
- Etc.

1.9 MIGEPROF website and social media accounts

Alongside other communication channels, the MIGEPROF will also use its website to communicate with the public and its stakeholders. MIGEPROF website must be regularly updated with current information, data and events. The Public Relations and Communication Specialist shall be responsible of maintaining and uploading new contents on MIGEPROF website after consultation with the Business Analyst and the Advisor to the Minister.

1.10 Telephone

Toll-free is used to smooth MGEPROF daily communication with our Clients/Citizens. The Ministry provides all employees with communication facilities as provided by law.

1.11 Document naming

Document naming provides a set of rules which assist in naming a document at the time of creation and make it easier for people other than the creator to retrieve information.

Document names should be brief, descriptive and as unique as possible. Document names should also be consistent, simple and meaningful. Understandable and meaningful document titles simplify the task of finding an individual document and of linking related documents together.

In using document naming, the following rules should be followed:

- Give a unique name to each document
- Give a meaningful title which closely reflects the document contents
- Express elements of the document name in a structured and predictable order
- Give similarly structured and worded names to documents which are linked
- Avoid the use of generic names which are only meaningful in a personal context
- Avoid the use of non-standard abbreviations and words that add no value.

1.12 Control of Document circulation

Documents for internal communication on electronic form shall be circulated within the Ministry directorates /units and Services only.

For purposes of circulation, there shall be three categories of documents: Confidential, Internal and Public.

- Confidential documents shall be circulated only to targeted recipients.
- Internal documents shall be restricted to directorates/units and Services within the institution, whichever applies.
- Public documents shall be open for use to all potential users including the general public. These may be posted on website for public consultation.

SECTION 2: MEETINGS

The Ministry organizes and participates in various meetings, both internal and external as well as international. Preparation, invitations, and meeting reports must be meticulously managed to ensure optimal performance.

Minutes from the meetings are to be submitted within five days, accompanied by an implementation plan in the annex. The timeline for implementation should be strictly adhered to, with progress reports provided regularly by the relevant institutions, directorates, and/or units. On the case of international meetings, the Ministry will adhere to adhoc approach in line with the co-organize or guidance from the Government of Rwanda.

The following paragraphs provide an insight on different meetings.

2.1. Senior Management Meeting (SMM)

The SMM serves as a key platform for high-level decision-making and the review of strategic initiatives within the ministry and its partners. It is a crucial part of the governance framework that ensures alignment of activities with the broader national development goals, particularly those related to gender equality, family welfare, and social inclusion.

2.1.1. Structure and attendance

The SMM is chaired by the Minister or the Permanent Secretary in case of absence. The meeting occurs on a quarterly basis and is convened whenever necessary, often triggered by pressing needs or the review of critical projects.

Invitations are issued at least 10 days prior to the scheduled meeting, along with a detailed agenda outlining the items to be discussed.

The SMM is attended by delegates from MIGEPROF, the National Child Development Agency (NCDA), the Gender Monitoring Office (GMO), and the National Women's Council (NWC), all of whom play pivotal roles in advancing gender equality, child development and women empowerment in Rwanda.

2.1.2. Responsibilities of the SMM

The SMM carries out several critical functions, including:

- (1) Approval of Sector and Institutional Strategic Plans: The meeting serves as a platform to review, approve or reajust the sectoral and institutional strategic plans developed by MIGEPROF or affiliate agencies. These plans are integral to guiding the implementation of national policies and strategies in gender and family promotion

- (2) Approval of Projects and Programs: The SMM reviews and approves specific projects and programs proposed by the various departments within MIGEPROF and related institutions. This ensures that all initiatives are aligned with strategic priorities and have the necessary backing for implementation.
- (3) Review of Implementation Status: The SMM closely monitors the progress of ongoing projects and programs. It evaluates the implementation status, identifying areas where adjustments may be needed and ensuring that goals are met within the established timelines.
- (4) Budget Execution Review: A critical function of the SMM is the review of budget execution related to the approved strategic plans and programs. The meeting assesses whether financial resources are being allocated and utilized effectively in line with the approved budgets and whether the expected outcomes are being achieved.
- (5) Decision-Making and Policy Adjustments: The SMM also plays a role in making necessary policy adjustments based on the progress reports and implementation reviews. This allows for a dynamic and responsive approach to gender and family promotion policies and initiatives.

2.1.3. Outcomes of the SMM

Meetings of the SMM have the following outcomes:

- (1) Enhanced Accountability: The SMM provides a high-level platform to ensure accountability across various gender and family-related programs.
- (2) Strategic Alignment: It guarantees that the ministry's activities are strategically aligned with national goals and gender mainstreaming objectives.
- (3) Resource Allocation Efficiency: Through regular reviews of budget execution, the SMM ensures the efficient use of resources in implementing gender-related projects and programs.

2.1.4. Implementation of resolutions

Resolutions of the SMM are implemented by concerned directorate, Unit or person and the timeline must be respected.

2.2. General Staff Meeting

The General Staff meeting serves as a vital platform for senior staff and all employees. It aims to provide guidance for enhancing activities, fostering a harmonious working environment, and evaluating the implementation of performance contracts. The meeting is held at least once every quarter and is chaired by the Minister.

2.3. Internal Brief Meeting

The Internal Brief Meeting is a technical meeting chaired weekly by the Permanent Secretary. It assesses the progress of planned activities across Directorates and Units, and serves as a forum for addressing key issues and coordinating efforts.

2.4. Courtesy Meetings

Requests for meetings with the Minister or the Permanent Secretary should be communicated at least two weeks in advance. The Office of the Minister and the Communications team will coordinate with the media to manage any requests for interviews or meetings with the Minister.

2.5. Cluster and Sub-clusters

The Ministry cannot achieve its mandate without the collaboration with different Stakeholders implementing different programs/projects aiming at promoting gender equality, family promotion, and child rights protection.

For a smooth working, there is a National Gender and Family Cluster (NGFC) chaired by MIGEPROF and co-chaired by development partner on a rotational basis. The NGFC has 3 sub-clusters mainly:

- a) Family Promotion and GBV Prevention Sub-cluster
- b) Gender Equality and Women Empowerment Sub-cluster, and
- c) Child Development Sub-cluster.

The sub-clusters meetings are held on quarterly basis to assess progress of activities and different interventions being implemented by the Ministry and different Stakeholders. The functioning of the National Gender and Family Cluster (NGFC) and Sub-clusters are governed by its Guidelines.

2.6. External Meetings

2.6.1. The Coordination meeting

The Coordination meeting is a quarterly gathering between the Ministry and different Government and private structures working at Provincial level.

The Coordination meeting is attended by decentralized entities from the Province to the Cell with participation of civil society, private sector and other stakeholders implementing different programs/projects aiming at promoting gender equality, family promotion and child rights protection.

2.6.2. Other meetings

Other meetings organized by external sectors, requiring the Minister's presence, should be communicated at least two weeks in advance. Meetings arranged by other Ministries, public institutions, private sector entities, or implementing partners will be managed by the Office of the Minister as appropriate.

SECTION 3: SHARING INFORMATION

The Ministry of Gender and Family Promotion (MIGEPROF) and its affiliated institutions regularly share updates on planned and ongoing activities. Through the SMM or any other means of communication, the Permanent Secretary and the Heads of affiliated institutions — namely, the National Child Development Agency (NCDA) and the National Women's Council (NWC) — briefed the Minister on the budget allocated, planned activities, status of ongoing projects, strategic partnerships, and key initiatives being implemented. These updates are part of the Ministry's efforts to ensure collaboration, alignment, and transparency across all sectors working to promote family and child welfare.

Keeping the Minister informed on the progress of activities within the Ministry and/or Affiliated institutions must be done on time and accordingly. The Minister may, where necessary provide advice or cause corrective measures to be taken on the use of the budget to implement different programs.

There must be constant consultation and sharing of information between the Minister, the Permanent Secretary and Heads of Affiliated Institutions to ensure coherency and **cohesion in the leadership of the Ministry and affiliated institutions.**

SECTION 4: LOGISTICS MANAGEMENT

4.1. Purchase of Office Furniture and Equipment

At the beginning of a fiscal year, every Unit, Directorate and Services submit to Finance Unit their office furniture and equipment's needs with a detailed technical specification. The Logistic Officer shall receive a copy.

The logistics officer consolidates all furniture and equipment needs forms and produces a combined request form for all Directorates and Units. The Finance Unit presents a consolidated form to the Senior Management Meeting for approval, and the procurement officer checks the corresponding purchasing cost indicated in the procurement plan and the availability of funds in the budget.

The procurement officer authorizes the purchasing request and launches the tender process.

4.2. Delivery and reception of Goods

Before the reception of goods, the Logistics Officer together with the Reception Team (Procurement Office and user unit) shall check the accuracy of the delivery note alongside with the specifications, conditions and quantities of the goods as specified in the Tender and/or Purchase Order.

When goods are damaged or when delivered service is below the agreed specifications, the goods or services are rejected and the supplier is immediately informed. All the rejected goods are sent back to the supplier in the same reception condition.

When goods correspond to the technical specifications the Reception Team sign the delivery note for the quantity received with a reservation note for any possible anomalies in terms of quality. Any damage discovered is addressed to the Reception Team and the Head of the Finance Unit who takes appropriate measures. The logistics officer carries out the monitoring with the supplier for rectification.

4.3. Recording

The logistics officer will record the received goods in the stock card, indicating the date, goods received note number, supplier names, the quantity received and their costs.

The logistics officer signs the goods issued note for rectification and updates the stock taking.

4.4. Stock Management

The logistics officer is in charge of day-to-day management of the store.

The store will be used for the safekeeping of the organization of goods and materials. A stock card will be kept for each material on the stock. A digital stock card shall be kept by the logistic officer.

The stock releases are by means of electronic release voucher issued by the Logician approving the stock requisition signed by the Director of the Finance Unit, and the logistics will use the stock release voucher for updating the stock balance. The release of stock is done in consideration of the manufacturing and expiry date (first-in, first out)

A monthly inventory report shall be prepared by the logistics officer at the end of each month and submitted to the Director of Finance for verification before submission to Chief Budget Manager for approval.

4.5. Requisition of Goods in the Stock

The electronic requisition form from an Employee shall be received and responded once a week, unless there is an emergency case.

The recipient employee fills up a requisition form signed by him and sends it to the logistics officer.

The logistics officer checks and certifies the requisition form, and sends it to the Director of Finance for verification and approval for delivery of requested items.

The logistics officer delivers the requested items to recipient staff who acknowledges reception.

The logistics officer fills the stock control form.

The recipient employee acknowledges electronically the receipt of the requested items on the respective requisition forms.

The logistics officer fills the combined requisition form and stock control forms and updates the stock balance.

4.6. Stock inventory/Stock count

The Logistics Officer shall update MIGEPROF 's stock inventory on a quarterly basis to ensure:

- Avoidance of stock-outs to prevent disruption of operational activities;
- Optimal inventories - to minimize funds tied-up;
- Sound internal controls to prevent loss through damage, deterioration, unauthorized use, etc.

For each type of stock, an inventory card shall be maintained electronically. The card should contain information such as the supplier, quantity purchased, quantity issued to Recipients (quoting the reference number of the related stock requisition), and at hand – stating the dates of occurrence and associated historical cost. In addition, the card should show the quantity levels at which replenishment should be prompted as well as the maximum quantity beyond which further procurement would be unduly tying funds.

Stocks at hand should be independently counted and valued at least once in each quarter, in regular intervals by a group of persons not involved in the daily management of stock. The results of the count should be reconciled with the corresponding records in the inventory cards. Physical stock balances should be reconciled with book balances per stock records and variances investigated and adjusted for.

A quarterly stock inventory report is submitted to DAF with a copy to Chief Budget Manager not later than 10th of the first month of the following quarter.

4.7. Summary of stock management procedures

- The Logistics Officer shall maintain stock cards in order to track acquisitions, stock issues and balances;
- The Logistics Officer shall indicate the stock balance on the stock cards;

- The stock requisitions shall be referenced to enable the Logistics Officer to quote the reference number of the related stock requisition and associated historical cost;
- Stock cards should be regularly filled in and updated upon acquisitions and issues;
- The physical stock count results should be reconciled to the quantities in the stock records.

SECTION 5: PLANNING, MONITORING, EVALUATION AND REPORTING PROCEDURES

The Ministry's planning monitoring, evaluation and reporting process and procedures aim at ensuring that government projects, programs, and initiatives are executed effectively and efficiently, aligning with strategic goals and public expectations.

This guides effective resource allocation, monitoring progress and evaluation of the Ministry's performance, ensuring accountability and transparency, improving decision-making, identifying potential risks and put in place strategies to mitigate those risks, aligning the Ministry's work with broader national and sectoral priorities, sustainability and long-term impact, engagement of and participation, continuous improvement and learning and compliance with legal and regulatory framework.

The Planning, Monitoring and evaluation Unit is responsible for facilitating the Ministry to plan, implement, monitor, evaluate and report on the projects, programs and initiative/activities of the Ministry. Its main responsibilities are:

- (1) To coordinate the preparation of the Ministry's annual action plan and its Strategic plan;
- (2) To monitor, evaluate and report the progress of implementation, and
- (3) To produce the quarterly and annual performance reports.

5.1. The Ministry planning activity

The Ministry's annual activities are planned based on national planning documents, including the National Strategy for Transformation (NST), strategic plans, Presidential pledges, National Umushyikirano Resolutions, National Leadership Retreat Resolutions, national strategies, and tested/documentated best practices requiring scale-up.

Each staff member prepares their operational plan, which is consolidated by the Director of their respective Directorate or Unit and submitted to the Director of the Planning, Monitoring and Evaluation Unit for further consolidation and presentation during the Internal Senior Management Meeting (ISMM).

After ISMM approval, each staff member develops their individual weekly plan, discusses it with their supervisor, and submits a status report on execution every Friday through the system to facilitate activity monitoring.

5.2. Monitoring, Evaluation and reporting of activities

The reports of activities in the Ministry are prepared in each Directorate and unit, then compiled by the Planning, Monitoring and Evaluation Unit on weekly, monthly, quarterly and annual basis. Each Staff submits his or her report on activities carried out through the portal www.reports.migeprof.gov.rw to the Planning unit which consolidate the report. A consolidated report is submitted to the Permanent Secretary for an assessment in the Internal senior management meeting.

Quarterly monitoring and evaluation report based on the quarterly and annual implementation plan is prepared by the Unit of Planning, Monitoring and Evaluation shared to the Permanent secretary's Office, which shall report to the Office of Minister on the status of implementation of activities in the Ministry.

The Planning, Monitoring, and Evaluation Unit conducts regular monitoring (on a quarterly or biannual basis) of the implementation of Memoranda of Understanding entered into with the Ministry.

The Planning, Monitoring and Evaluation Unit shall also conduct regular monitoring of how the Manual is applied and may suggest changes in accordance to the developments in the Ministry.

SECTION 6: INTERNAL AND EXTERNAL AUDIT

The MIGEPROF and its affiliated institutions in order to run its operations, shall establish an internal audit system to ensure effectiveness, efficiency, transparency in carrying out its daily activities in compliance with laws and regulations. The following are the main responsibilities of Internal Audit function:

- Appraise progressively the soundness, adequacy and application of the internal control systems;
- Ascertain the extent to which the system of internal control ensures compliance with the MIGEPROF 's policies and procedures and State laws and regulations;
- Ascertain that the system of internal control promotes the efficient and effective use of resources;
- Ascertain that the system of internal control operates to ensure that the assets of MIGEPROF are properly controlled and safeguarded from losses arising from fraud, irregularity or corruption;
- Ascertain that there are adequate controls to ensure reliability of accounting and other information as a basis for producing accounts and for financial, statistical and other returns;
- Ascertain that there is an adequate internal control system to ensure the integrity and reliability of financial and other information provided to the Governing Authority;
- Confirm compliance with laws, regulations and Government Guidelines.

6.1. Types of Audits

The internal auditor is required to prepare different types of audits depending on the objectives of the audit and the nature of evidence required within the Ministry and its affiliated institutions. The following are the types of audit:

6.1.1. Financial audit

The financial audit entails verification of the correctness, and completeness of the financial statements, transactions and account balances of revenue, expenditure, assets and liabilities, including physical verification of tangible fixed assets. As part of the procedures for financial audit, the internal auditor carries out an evaluation of strengths and weaknesses in internal financial controls; assesses the extent of risk and verifies the integrity of accounting books and records.

6.1.2. Compliance audit

Compliance audit involves verification of adherence to laws, regulations, policies, standards and prescribed procedures in planning, organization, coordination, budgeting, accounting, financial management and reporting, and thus closely related to financial audit.

6.1.3. Performance audit

The primary objective of this audit is the assessment of the degree of economy, efficiency and effectiveness of MIGEPROF and its affiliated institutions' human, financial and other resources.

6.1.4. Systems audit

Systems audit involve evaluation of the appropriateness, integrity and reliability of MIGEPROF and its affiliated institutions' systems including internal control system, management information system, IT/ computer systems etc.

6.1.5. Risk assessment audit

This type of audit will involve identification of the different types and sources of risk to MIGEPROF and its affiliated institutions, an assessment of risk likelihood and its impact.

6.1.6. Forensic audit

This audit is usually directed at specific cases of suspected or actual irregularities such as fraud, theft, embezzlement, mismanagement of funds. Because of its nature, this type of audit shall be conducted whenever necessary and not depending on MIGEPROF or its affiliated institutions audit plan.

6.2. Audit Plan

The Internal Auditor shall develop and submit an adequate audit plan which emphasizes to MIGEPROF or its affiliated institutions' priorities and goals. He/she must take into account the risk rating and the specific programs of MIGEPROF or its affiliated institutions. The audit strategy shall prioritize assignments in line with assessed risk rating. In general, the audit plan shall make sure that:

- Its objectives, scope and methodology are clear and define the purpose of the assignment;
- Its plan adequately addresses the relevant risks and the auditor understands the risk analysis put in place by the management;
- The planned audit samples will provide sufficient audit evidence;
- The time frame for performing the audit tasks is appropriate.

6.3. Approval of the annual audit plan/Schedule

MIGEPROF's Internal Auditor shall prepare a three (3) year rolling action plan and annual action plan which are discussed with management to obtain its inputs, reviewed by internal auditor and then approved by the audit committee or any other relevant body not later than 31st March of each fiscal year to facilitate budgeting.

MIGEPROF Senior Management may decide to review audit plan and make some changes to meet audit expectations of the Ministry.

Priority shall be given to higher risk areas in the earlier years of the work plan; and ensuring that there is an appropriate mix of audits of focus areas scheduled in a particular year.

6.4. Audit evidence

Internal audit report shall be based on sufficient written audit evidence gathered by the auditor. The audit evidence shall be contained in appropriate audit working papers which shall be securely maintained in a specific audit file for each audit assignment for a period of at least ten (10) years following the issuance of the audit report.

The manner in which the audit file is prepared and maintained is prescribed by the guidelines issued by the Office of the Chief Internal Auditor in MINECOFIN. The internal auditor has the right to unrestricted access to information he/she deems necessary for the audit as well as the right to be accorded interviews with any persons with necessary information for the purpose of the audit.

6.5. Communicating audit findings

The following procedure must be followed in communicating audit finds:

- Towards the end of each audit assignment, the internal auditor shall summarize key audit findings and discusses them with MIGEPROF Management in a debriefing meeting. This meeting is necessary to confirm the findings and to give an opportunity to Senior Management to agree with the auditor about findings;
- Not later than three (3) working days after the debriefing meeting, the internal auditor submits the draft report to the Chief Budget Manager to obtain management comments. The Senior Management must respond within five (5) working days after the receipt of the draft report;
- The auditor finalises audit report and submits it together with the supporting audit file to the Audit committee for review and amendment as necessary. The review may also necessitate gathering additional audit evidence;
- After review and verification of the audit report by Audit Committee, the audit report shall be submitted to the Senior Management Meeting for discussion and approval;
- Within three (3) working days after approval by the Senior Management Meeting, the Internal Auditor shall issue and submit the final internal audit report to the Minister with a copy to the CBM. The final report shall incorporate the comments from CBM Management;

6.6. Contents of internal audit report

Internal audit reports are issued in a standard format prescribed by Government Chief Internal Auditor in MINECOFIN. The report must show the following information:

- The date of the report;
- The person to whom the report is addressed;
- The type of audit carried out (financial, compliance, performance...);
- The scope of the report (aspects covered);
- The period covered by the audit and the dates during which the audit was carried out;
- A statement of management's responsibility for the internal control system and the auditor's responsibility which is limited to the appraisal of the system. An overall audit opinion on the effectiveness of the internal control system in relation with objectives.

6.7. MIGEPROF Audit Committee

MIGEPROF Audit Committee is composed of at least three (3) members but not more than five (5) members from outside the Ministry supports in the Audit procedures. They are appointed in accordance with financial regulations and meet once a quarter

and whenever it is necessary. Their report is submitted to the Minister's office with a copy to MINECOFIN.

6.8. External Audit

The Ministry may hire an external auditor to conduct an audit in the Ministry. The Office of the Auditor General may also conduct an audit within the Ministry.

SECTION 7: COMMUNICATION PROCEDURES

This sub-section aims at determining the communication process and procedures for regular information sharing by way of internal and external communication through different channels in the Ministry.

7.1. Communication pillars

The MIGEPROF communication includes internal and external communication based on a communication framework that has as pillars: re-design internal and external communication processes, brand creation, media relations, advocacy and dialogue, behavioral and social change as well as any other communication tools provided for by the Ministry communication strategy.

MIGEPROF's communication framework encompasses both internal and external communication, structured around key pillars in a bid to align with the Ministry's goals and priorities:

1. Redesigning Internal and External Communication Processes – Streamlining and improving communication workflows within and outside the Ministry.
2. Brand Creation – Establishing a strong and consistent identity for the Ministry.
3. Media Relations – Building and maintaining effective partnerships with media outlets to amplify key messages.
4. Advocacy and Dialogue – Promoting critical issues and fostering meaningful engagement with stakeholders.
5. Behavioral and Social Change – Driving transformation through targeted communication that influences attitudes and behaviors.
6. Strategic Communication Tools – Utilizing tools outlined in the Ministry's communication strategy to ensure effective messaging.

7.2. Communication and institutional relations

Internal and external communication at MIGEPROF is done as follows:

- (1) Establishment of channels for specific messages;
- (2) Use of vertical and horizontal communication channels;
- (3) Regular meetings;
- (4) Use of e-communications tools including social media;
- (5) Enhancing customer care at MIGEPROF front desk;

- (6) Receiving MIGEPROF Guests.
- (7) Implementation of a centralized digital communication platform for document sharing and collaboration.
- (8) Adoption of analytics tools to monitor and evaluate communication effectiveness, including audience engagement and feedback.

7.2.1. Internal communication

All messages and/or communication that the Senior Management considers important are communicated to the Staff by e-mail, approved channel of communication, Smart-admin, etc. The communication Strategy may provide other means of official communication.

Any employee who wishes to pass any duty related information to fellow staff, passes through his or her direct supervisor.

7.2.2. External communication

For effective delivery and strategic communication, the unit in need of use of any communication tool draws up talking points that are submitted to the in charge of communication for review and ongoing transmission to Senior Managers for approval.

SECTION 8: LEGAL AND REGULATORY AFFAIRS PROCEDURES

The main objective of the Legal and Regulatory Affairs sub-section is to ensure that all proceedings of MIGEPROF are in conformity with laws and regulations into force in Rwanda by providing legal advices & recommendations to decision makers within the Ministry.

The manual clearly addresses the issue concerning the orientation of files to the employees in charge of Legal and Regulatory affairs at MIGEPROF which require legal opinion, documents accompanying the contract for review, drafting of legal instruments, etc.

8.1. Role of the Legal Affairs Office

The Legal Affairs Office has the following roles and responsibilities:

- (a) to advise the Ministry and Affiliated Institutions on matters related to the application of international legal instruments related to family, women and children;
- (b) to assess all international treaties related to family, women and children that Rwanda must ratify;
- (c) follow up all cases involving MIGEPROF, NCD and NWC with their clients or citizen;

- (d) to provide legal opinion or advise on dispute arising from the implementation of a contract, memorandum of understanding, a commitment from MIGEPRIOF, NCDA or NCDA;
- (e) to respond to the need of claim or defense before the court, the Office in charge of legal affairs prepares a request to be forwarded to the State Attorney Office for representation before the court and avails all documents and materials needed accordingly;
- (f) to follow up the case and advice on the action to be taken wherever the Ministry or affiliated institutions is taken into Court;
- (g) Where during its business the Ministry or affiliated institutions are obliged to take into competent court its contractor, partner or any offender, the Office in charge of legal affairs is given the whole file and make a deep analysis and proposes the way forward.
- (h) At the end of the court proceedings in which the Ministry or Affiliated institution is involved, the Office in charge of legal affairs draws written report and submits it to the Senior Management for information and due decision.

8.2. Orientation of files to the Legal Affairs Office

Documents that need legal review or advice are submitted to the Permanent Secretary for orientation to legal affairs office.

8.3. Documents which require legal opinion or advise:

1. The following document will be provided with a legal opinion or advise:
 - (a) All MoUs to be signed by MIGEPROF, NCDA or NWC;
 - (b) Instructions, memos with legal force;
 - (c) Contracts resulting from public procurement process;
 - (d) Contracts which engage the Ministry or affiliated institution in any manner;
 - (e) Letters which are initiated from litigious situation;
 - (f) Letters intervening in contractual matters and those engaging the Ministry or Affiliated institution's responsibility; and
 - (g) Letters dealing with employees' discipline.
2. The Unit that requests legal opinion or review submits to the legal office all necessary support documents to facilitate the review or the issuance of legal opinion or legal advice.

8.4. Request and drafting instructions

The requesting Directorate or Unit submits its request along with the drafting instructions to Senior Management for approval. Once approved, the request and instructions are forwarded to the Legal Affairs Office for action. The request must

include all required data that is mandated to appear in the legal instrument, as specified in the drafting instructions

SECTION 9: INTERNAL ICT PROCEDURES

This section aims at harmonizing and optimizing IT operations in a bid to efficiently and effectively support MIGEPROF mission and activities on daily basis. It intends to guide all staff on how to use responsibly ICT resources in an ethical, legal and secured environment.

These procedures also serve as an internal Standard Operating Procedure for IT team for timely and coordinated support to the rest of MIGEPROF staff.

Specifically, the ICT procedures focus on:

- Ensuring that IT staff have a reference Standard Operating Procedure.
- Improving the effective utilization of IT resources.
- Ensuring institution's data privacy and protection.
- Ensuring that all staff are fully aware of their roles, responsibilities and obligations regarding the use of IT equipment and services.
- Communicating to end users the acceptable usage of computing devices and other peripheral devices.
- Communicating to all staff the requirements regarding the acquisition and disposal of IT equipment.

The complete and detailed ICT procedure document is provided at the end as annex for reference.

CHAPTER IV: PROCUREMENT PROCEDURES

This chapter contains detailed procurement procedures guiding the systematic transparent and uniform approach to procurement decision making in MIGEPROF. It provides essential information and step by step procedures of the procurement of goods, works and services. The tender process in all its steps shall be done through the e-procurement system and out of the e-procurement system upon authorization from RPPA. The following policy framework & legal instruments related to procurement procedures are in use in the Ministry:

- (1) Law N° 031/2022 of 21/11/2022 governing public procurement;
- (2) Ministerial Order N° 001/23/10/TC of 10/10/2023 establishing regulations governing public procurement;
- (3) Ministerial Instructions No 612/08.11 of 16/04/2014 setting up modalities for drafting, negotiating, requesting for opinions, signing and managing contracts;
- (4) Ministerial Instructions N° 001/INSTR/MOJ/AG/20 of 0/05/2020 amending Ministerial Instructions n° 612/08.11 of 16/04/2014 setting up modalities for drafting, negotiating, requesting for opinions, signing and managing contracts; and
- (5) Other instructions and guidelines published by the RPPA.

SECTION ONE: RESPONSIBILITIES OF THE PROCUREMENT OFFICE

Functional responsibilities of the procurement office include:

- (1) Prepare the annual procurement plan of the Ministry and submit it to the Permanent Secretary for approval;
- (2) Prepare tender documents in line with the Terms of Reference or Technical specifications from the Units/Directorate generals;
- (3) Publish and distribute invitations to bid or tender notice;
- (4) Carry out all secretary activities of MIGEPROF Internal Public Tender Committee;
- (5) Prepare notification of contract awards upon the Tender Committee's approval;
- (6) Monitor contract execution in collaboration with the beneficiary department to ensure adequate contract execution;
- (7) Provide quarterly and annual procurement performance reports;
- (8) Document and file each procurement activity;
- (9) Provide procurement advice to MIGEPROF Internal Public Tender Committee and to the Senior Management.

SECTION 2: PARTIES INVOLVED IN PROCUREMENT ACTIVITIES

Parties involved in the Procurement process are the following:

- The Chief Budget Manager
- The Internal Public Tender Committee;
- The Finance unit;
- Directorates, Units (End-users) and/or the Contract Management Team.

The role of each of the parties in the execution of the procurement function is elaborated in the Ministerial Order N° 001/23/10/TC of 10/10/2023 establishing regulations governing public procurement as well as in the Ministerial Instructions No 612/08.11 of 16/04/2014 setting up modalities for drafting, negotiating, requesting for opinions, signing and managing contracts, as modified up to date.

2.1. MIGEPROF Internal Public Tender Committee

The CBM establishes an Internal Public Tender Committee composed of 5 or 7 members including the Chairperson, Vice-chairperson and the Procurement Officer as the Secretary of the Committee. The Tender Committee shall have the following responsibilities:

- (1) to evaluate bids;
- (2) to recommend tender award;
- (3) to provide recommendations on all issues relating to public procurement;
- (4) to provide advice on tender document before its publication;
- (5) to recommend tenders to be awarded through other method than the open tender;
- (6) to provide recommendations on any change to be carried out on the procurement contract;
- (7) to open bids in case they have not been submitted through e-procurement.

The CBM of the Ministry, on request of the Internal Tender Committee may seek for a consultant to provide support in public procurement award. In that case the consultant shall not participate in decision making. The consultant shall not directly or indirectly have any interest in the tender concerned or have any relationship with bidders if his/her services are sought after the opening of bids.

The following officials and staff members are prohibited from serving as members of the Internal Tender Committee:

- 1) The Chief Budget Manager;
- 2) Staff in charge of financial matters;
- 3) The Internal Auditor;
- 4) Staff from the legal and regulatory affairs division;
- 5) The logistics officer;

6) Administrative Assistant to the Chief Budget Manager.

SECTION 3: STAGES IN THE PROCUREMENT PROCESS

The following are the methodological stages followed by MIGEPROF in the procurement process:

- Identification of need;
- Procurement planning;
- Preparation of tender document;
- Preparation of tender document/Development of evaluation criteria;
- Distribute and advert
- Issuance of tender document;
- Receipt and opening of bids;
- Evaluation;
- Provisional notification
- Contract award;
- Contract negotiation
- Contract finalization and issuance;
- Contract management.

3.1. Procurement planning

Early and accurate planning is essential to avoid last minute, emergency or ill-planned procurement, which is contrary to open, efficient and effective and consequently transparent – procurement.

Below are the following are the procedures / steps that the Ministry follows in procurement planning:

- The Procurement Office initiates procurement planning;
- The User units identify needs and submit their needs to Procurement Office;
- The Procurement Office and Users undertake market survey (availability, market prices etc);
- The Procurement Office reviews needs and submits them to the Internal Tender Committee;
- The Internal Tender Committee reviews the procurement plan, approves and submits it to CBM;
- The CBM receives procurement needs and discusses them with Internal Senior Management Meeting Team, for review and approval;
- The Procurement plan is integrated into the Budget and submitted to Senior Management for final approval and ongoing transmission to RPPA.
- The final stage is the Procurement plan implementation and review.

NB: Not later than the 31st July of every year MIGEPROF shall submit to the Rwanda Public Procurement Authority (RPPA) an annual procurement plan. Planning for the execution schedules of the contract.

The overall procurement planning process shall constitute three months starting 1st March and completed Mid July. The following paragraphs present the procurement planning period for MIGEPROF:

- Submission of procurement planning templates to user departments not later than 15 March;
- User departments shall identify the needs and submit them to the Procurement Office not later than 15 April with a Market survey;
- Developing a market survey plan; Market visits;
- Procurement Office reviews needs and submits to Tender Committee not later than April;
- Tender Committee reviews procurement plan and submits to CBM not later than May;
- Review and final approval by CBM after consultation with Directors of Units not later than June 30th;
- Publication of approved procurement plan in E-procurement system and on MIGEPROF 's website not later than July 15th;
- Communication of approved procurement plan to stakeholders including RPPA not later than July 31st;
- Monitoring and review of the ongoing procurement plan implementation for adjustment where necessary;

Submission of reviewed procurement plan for the financial year (applicable if procurement requirements vary) to RPPA not later than 7 working days after the approval of the reviewed procurement plan.

3.2. Requirement definition

The MIGEPROF shall define procurement requirements aiming at opening up competition. The User departments should identify the exact needs (technical specifications, quality, quantity and timeline). The user departments should avoid over-specifications (as this may increase the cost) or under-specifications (where needs will not be met). They should also determine the exact quantity needed in a specific period to avoid progress delays or losses due to extra storage and handling charges if delivered earlier than required.

3.3. Sourcing

Sourcing shall be undertaken with the purpose of identifying existing suitable products and services on the market and qualified suppliers available to provide those products and services. Sourcing shall also aim at collecting and analysing information about

capabilities within the market to satisfy MIGEPROF requirements, such as obtaining updated cost information, determining the appropriate technology and alternative products, as well as identifying appropriate supplier qualification criteria.

3.4. Selection of procurement strategy

The MIGEPROF shall identify appropriate procurement strategy to find the best way of obtaining what is needed by obtaining the most advantageous pricing and contractual conditions through a competitive process which will deliver what is required in a timely manner. This involves:

- Choice of type of contract to be concluded;
- Choice of the procurement method;
- Bidding period to achieve maximum competition for the required goods/services/works.

3.4.1. Types of contracts to be used

The Ministry shall select the contract type which is most appropriate to the procurement requirement, most advantageous to it and which offers an equitable contract to the provider.

The Ministry shall consider the routine nature and frequency of the procurement in selection of which contract type for goods and services. Routine and frequently procured goods and services shall be acquired through framework contracts. A framework contract is a schedule of rates or indefinite delivery contract type and shall be used:

- Where the goods are needed frequently over a period of time, but where the quantity and timing cannot be defined in advance;
- In order to reduce procurement operation costs or lead times for a requirement which is needed repeatedly or continuously over a period of time.

The framework agreement shall be concluded for a period not exceeding three (3) years prior to a new competition.

The framework agreement may include fixed prices or price adjustment in accordance with procurement regulations.

In particular, the following goods and services shall be procured through framework contracts:

- Stationery;
- Catering services;
- Transport services;
- Printing services.

The procurement office shall take into account the following factors in taking decision on the contract type to take on:

- The nature of the procurement requirement;
- The need to minimize risk for MIGEPROF;
- The need to maximize value for money for MIGEPROF;
- The likelihood of any delays or unforeseen circumstances requiring contract extensions, or variations or change of orders;
- Need for effective contract management and cost control.

3.4.2. Procurement methods

In selecting the method to be used, the Ministry's Internal Public Tender Committee shall refer to the Law N° 031/2022 of 21/11/2022 governing Public Procurement and the Ministerial order N° 001/23/10/TC of 10/10/2023 establishing regulations governing public procurement. Apart from the Opening competition, other methods include the following:

1. prequalification;
2. restricted tendering;
3. request for quotations;
4. single-source procurement or direct contracting;
5. simplified methods;
6. force account,
7. community participation,
8. two-stage tendering,
9. reverse auctioning,
10. design contest;
11. turnkey;
12. competitive dialogue;
13. competitive dialogue;
14. design-and build;
15. pre-financing.

3.5. Preparation of tender document

The work of preparing bidding documents shall be done by the procurement Office. It is important that technical specification, Terms of reference and bills of quantities are sent to the requisitioning directorates or units for review before being advertised. This ensures that possible errors are highlighted and any necessary correction is made.

To support local industry, preference schemes may be set up to source from local or domestic suppliers. During financial evaluation phase, local preference not exceeding 15% may be granted to locally manufactured goods of supplies. Such local preference shall be included in the bidding document.

3.6. Issuance of solicitation/bidding documents

Depending on the method of procurement, the Procurement Office will advertise the available tender to the public through E-procurement system. Optionally, adverts may be directly issued to potential bidders if it is restricted tendering.

An invitation to tender shall be drafted and forwarded to the Chief Budget Manager for signature and stamp before uploading it in the system. A copy of that invitation must be forwarded to the central secretariat and Procurement office for filing.

The Procurement Office shall record the issue or sale of all the bidding documents. The information recorded in all prospective bidders shall include:

- Name of the firm;
- Physical Address;
- Telephone number(s);
- E-mail;
- Name of contact person(s).

The Bidding documents may be sold at a fee to recover related costs.

A bid shall be rejected during preliminary examination of bids if the bidder didn't comply with the above-mentioned process.

The Ministry may provide clarification and/or amendments to a published bidding document. In this case MIGEPROF:

- May extend the closing date to enable bidders to incorporate the addendum information while preparing their bids.
- The Procurement Office shall communicate in writing to all bidders who in turn shall acknowledge the communication in writing.

Before the deadline for submitting bids, a bidder may change or withdraw upon a written request thereof in accordance with the procedures for submitting bids. After the deadline for submitting bid, the bidder shall not change it, or make any addendum thereon.

The procurement Office may hold pre-bid/tender briefing conference to allow potential bidders to seek clarification. This is especially important for complex assignments where the terms of reference are not clear

A pre-bid meeting shall allow sufficient time before the deadline for bidding to enable bidders to take any additional information into account in preparing the bid. A pre-bid meeting shall be arranged and managed by the Procurement Office in the presence of at least one member of the Public tender committee to witness the briefing.

3.6.1. Modification of bidding documents

The Ministry may amend the bidding document at any time before the deadline for submitting bids by issuing an addendum. Such an amendment may be made on the Board's initiative or in response to the bidders' concerns.

Procurement Office shall promptly avail a copy of the addendum to bidders using the channel through which the tender was advertised. The addendum shall be deemed to be part of the bidding documents. The bidding period shall be extended, whether the modification of bidding documents was initiated by the procurement Office or by the Internal Public tender committee.

3.6.2. Withdrawal, replacement and modification of bids

A bidder may withdraw, substitute or modify his/her bid after it has been submitted by sending a written notice, duly signed by an authorized representative before the deadline for bids submission.

However, Ministry shall specify the procedure for withdrawal, replacement or modification of a bid in the bid document. It shall state that the deadline for withdrawal, replacement or modification shall be the same as the deadline for submission of bids.

3.7. Reception and opening of offers

All bidders submit their offers through the E-procurement system. The opening report is automatically generated by E-procurement system upon the submission deadline. Interested bidders are notified of the outcome through the system.

The E-procurement system automatically closes the bid submission upon the submission deadline.

3.8. Bid evaluation

Bid evaluation is made by the Internal Public tender committee within the E-procurement system. It refers to the process by which the best evaluated bid is selected for award of contract from among all bids received. Evaluation of bids shall be conducted in accordance with the methodology and criteria stated in the bidding document and a written evaluation report shall be produced. No other methodology or criteria shall be used except those stipulated in the bidding document.

The recommendation made by the Internal Public tender committee shall be submitted to the CBM in the system for approval.

The CBM may request in writing the Committee to make corrections or adjustments to the evaluation report if any, and he/she shall take a final decision on the report before signing the contract.

3.8.1. Decision making by the tender committee

Sessions of the tender committee shall be valid when at least three fifths (3/5) of members of the committee are present and resolutions shall be valid if voted by 3/5 of the members present.

Present Internal Tender Committee members shall produce in the system a report on the bid evaluation comprising the evaluation process and comparison of bids and sign it.

Members of the tender committee taking decisions in relation to the evaluation of bids shall be jointly liable for the consequences that may arise from the decisions taken by the committee. However, in case any of members of the Committee does not vote for the decision taken, his/her opinion shall be clarified in the report which he/she shall also sign.

The evaluation of bids shall be done within a period not exceeding twenty- one (21) calendar days from the date of the opening of bids except when there are clear reasons raised by MIGEPROF's management. Bidders shall be notified of those reasons within three (3) days to be counted from the twenty-first (21) day specified in this Paragraph.

In case the Ministry decides to cancel the procurement proceedings or to reject all bids/proposals, it shall immediately inform all bidders of the decision with reasons of cancellation or rejection. If the Ministry re-advertises the tender, it may give the bidding document, free of charge, to bidders who had paid for it before. The Ministry may also not require the second site visit to those who had visited before unless there are reasons for the second site visit.

During the Tender Committee meetings, the following guidelines shall apply:

- When a member was absent from a meeting, he/she shall be informed of the proceedings and decisions of the meeting. The decision of the tender committee shall be binding;
- In case absent member has a pertinent issue that he/she finds important and would affect the outcome of the evaluation, he/she will be allowed to bring it to attention of the tender committee. The chairperson shall call a further meeting to resolve the raised issues;
- The minutes of all meetings shall be signed by present members of the Tender Committee;

- The minutes shall be kept as part of the procurement record and shall form an annex to the evaluation report.

3.8.2. Bidder clarifications during the evaluation process

The Tender Committee may request the bidders for clarification of information or the submission of documentation from the bidder. However, a clarification should not seek and the bidder should not be permitted to:

- Alter or amend the bid price;
- Change the substance of the terms and conditions;
- Substantially alter anything which forms a crucial or deciding factor in the evaluation of the bid.

All requests for clarification shall be noted in the final evaluation report. A bidder shall be requested to respond to the request for clarification within a specified period of time agreed by members of the tender committee.

In the event of failure by the bidder to respond to a request for clarification within the specified time, this shall result in the rejection of the bid. This shall be stated in a letter sent to the respective bidder.

3.8.3. Correction of non-conformities and omissions

The Tender Committee may correct any non-conformity or omission in the bid that does not constitute a material deviation. The non-conformity or omission shall be quantified and expressed in monetary terms and the bid price shall be adjusted, for evaluation purposes only to reflect the price of the missing or non-conforming item or component.

3.8.4. Evaluation stages

The Public tender committee shall adopt the following 4 evaluation stages:

- Preliminary
- Administrative
- Technical
- Financial

a. Preliminary evaluation stage

The Public Tender Committee shall consider the following as Preliminary requirements:

- Not being insolvent, under liquidation, bankrupt or liable to legal Prosecution;
- Not having been debarred from tendering operations;
- Not be from countries under economic sanctions

b. Administrative review

The Public Tender Committee shall consider the following as the minimum eligibility requirements:

- Legal capacity (Certificate of Incorporation);
- Tax Clearance Certificate;
- Trading license;
- RSSB Certificate;
- Submission of a bid security, if required in a correct form and amount;
- Submission of correct bids;
- Signature of authorization of bids in accordance with the instructions in the bidding document;
- Signature of curriculum vitae if required;
- Correct bid validity;
- Any other information required by the Ministry as it might have been specified in the bidding documents.

NB: The Tender Committee shall determine the compliance on a pass or fail basis and a bid which shall be found not to be eligible shall be rejected.

c. Technical evaluation

Technical evaluation is done to assess commercial and technical responsiveness. The bid must have passed the preliminary (administration) examination. Method used to undertake technical evaluation will depend on evaluation criteria specified in the bidding document. Bids that meet the technical specifications shall be considered compliant and thus will be taken on the financial evaluation stage.

d. Financial evaluation

During Financial evaluation, the following shall be undertaken:

- Correct arithmetic errors before the bids are compared;
- Costing missing items (using the highest price from other bids);
- Apply non-conditional discounts;
- Convert to single evaluation currency using National Bank of Rwanda rates or a fixed exchange rate communicated in the bid document.
- Determine total evaluated price;
- Compute the financial score using a merit score system if used;
- Rank bids.

3.8.5. Evaluation report

On completion of the evaluation exercise the Public tender committee shall produce a report on the evaluation process. It shall summarize the entire evaluation process

exercise and contain clear recommendations for the best evaluated bidder for contract award. The evaluation report produced by the tender committee shall be comprised of the following:

- Introduction;
- Details of the invitation notice and procurement method used;
- Pre-bid meetings if applicable;
- Details of the Public tender committee;
- Tables of scores;
- Recommendations;
- Signatures of evaluators;
- Date;
- Any disagreements, including the reasons and the discussion held.

3.8.6. Evaluation procedures for services

In order to select a successful proposal for services, the Ministry shall use one of the following procedures which must have been notified to bidders in a request for proposals:

- Quality and cost-based selection (QCBS) shall be the preferred method;
- Quality based selection (QBS); applicable where quality is the paramount factor;
- Selection under a fixed budget may be applied when the assignment is simple and can be precisely defined and when the budget is fixed;
- Least cost selection (LCS) may be applied when selecting consultants for assignments of a standard and routine nature, where well established practices and standards exist and in which the contract amount is small;
- Selection based on consultant's specific qualifications.

a. Evaluation of technical proposals

The Tender Committee shall evaluate each technical proposal on the basis of criteria disclosed in the request for proposals (RFP) including the following:

- The consultant's relevant experience for the assignment;
- The quality of the methodology presented;
- Qualifications of key personnel proposed for the assignment;
- Transfer of knowledge, if required in the terms of reference;
- The extent of participation by nationals among key staff in case of international tendering;
- Indicative weights to be attached to the above criteria shall be included in Request For Proposal.

b. Evaluation of financial proposals

The financial proposals shall be accessed and evaluated only after completion of the evaluation of technical proposal. When the quality and cost-based selection procedure is used, only financial proposals of bidders who attained the minimum technical score shall be selected. The total score shall be obtained by adding the importance of quality and cost scores. The quality and cost shall be established based on the complexity and the nature of the assignment.

Under the fixed budget method, proposals whose cost is above the budget ceiling shall be rejected and the bidder whose proposal attained the highest technical score shall be selected.

Under the least cost method, the bidder whose proposal attained the minimum technical score and proposed the lowest cost shall be selected.

Under quality-based selection, only the financial proposal of the bidder whose technical proposal attained the highest score shall be selected.

3.8.7. Evaluation procedures for supplies

After administrative evaluation of the bids received, the technical compliance selection methodology shall be used. In addition, the best-evaluated bid shall be the one offering the best value for money over the anticipated lifetime of the item of procurement.

a. Technical evaluation

Technical evaluation shall be based on specification of goods as indicated in the RFP and will be scored as 'RESPONSIVE' OR 'NON-RESPONSIVE'. Bidders who are responsive i.e. they meet all the technical specifications specified in the bidding documents shall be recommended to the financial evaluation stage.

b. Financial evaluation

After the Technical evaluation, the winning bidder shall be the lowest most advantageous bid between bidders. Provision should be given to taxes; some firms may quote with or without taxes. Adjustment should be made such that evaluation is made with taxes added.

3.8.8. Evaluation procedures for works

Only responsive bids as a result of preliminary examination shall be examined in detail. Correction for Errors: Any computational error in read out prices should be corrected and noted. The corrections are considered binding.

If pre-qualification was conducted, the bidder whose bid is the lowest evaluated should receive the award, unless the bidder's qualifications have since materially deteriorated.

The amount of the proposed award shall be the bid price as submitted by the bidder and adjusted after corrections and any other discounts. Adjustments to the final price and scope of the contract to correct for acceptable omissions in the bid may be clarified and finalized with the lowest evaluated bidder. The MIGEPROF may reject all the bids if:

- None of the bids are found to be responsive;
- Bids are unreasonably high in price compared with earlier estimates,
- None of the bidders are qualified.

Bid securities of unsuccessful bidders should be returned promptly after award has been made and contract signed with the selected bidder after satisfactory submission of a performance security and fulfilment of other conditions.

3.9. Contract award

The Tender Committee will, upon evaluation, recommend to the Chief Budget Manager the bidder to award the contract to. If the Chief Budget Manager agrees with the recommendation of the Tender Committee, he/she shall in writing notify the winning bidder about the evaluation results. She/He shall also inform the unsuccessful bidders the results of the Evaluation. If no complaint is received within 7 days about the evaluation process, he/she will send a second letter of notification awarding the contract to the successful bidder and the date of negotiation, if any, will be communicated.

3.10. Contract negotiations

The negotiations are an interactive process of discussions between the Ministry and the successful bidder regarding the terms and conditions of a contract. When negotiations take place, it should be ensured that the requirements (specifications, TORs, etc.) and quantities are not changed substantially as this would require cancellation of the tender process and initiation of a new one.

Negotiations for service with the selected consultant shall cover the terms of reference, deliverables, progress reports, facilities to be provided by the Ministry, and the successful bidder's financial proposal. The latter shall be subject to the following:

- Whenever price has been a factor such as in the QCBS, fixed budget or least cost selection procedures, consultant fees shall not be subject to negotiation. Only reimbursable expenses may be negotiated;

- If the negotiations fail to result in a procurement contract, the Ministry shall proceed to the next ranked bidder and so on. Negotiations shall not be simultaneously engaged with several consultants.

3.11. Contract finalization and issuance

For supplies and works, the winning bidder shall provide the Ministry with a performance security for supplies and works. The Performance security shall not be more than 10% and not less than 5% of the contract price. The performance security shall be issued by a bank or Insurance company as provided by the law.

The Procurement Office shall then prepare a contract document using the contract standard format. All crucial elements shall be included in the contract which serves to protect the interests of the Ministry and reflects the offer made by the supplier in response to the requirement presented.

The contract shall include the following:

- Identification of parties to the contract;
- The subject matter;
- Contract documents depending on their priority;
- Price and the pricing method used;
- Delivery or completion period and penalties for delays, if any;
- Contract progress monitoring mechanism;
- Conditions for partial or total acceptance of supplies, works or services;
- Payment modalities;
- Insurance, securities required, and compensation related matters;
- Provisions regarding contract amendment or termination;
- The type of budget from which payment shall be made;
- The case of force majeure;
- The name of the bank and account number for effective payment;
- Modalities for dispute settlement and applicable regulations;
- Any other useful provision.

The procurement Office submits the draft contract to Legal Advisor for legal opinion before contract signing. The draft of the contract document shall be sent to the winning bidder for review and signing. Within five (5) working days of receipt of the contract, the successful bidder shall sign, date and submit it to the Ministry.

On receipt of the signed document, the Chief Budget Manager shall also sign the contract as a sign of conclusion of contract award. A contract signatory shall initial all pages of a contract. At least two originals of the contract shall be produced. The Ministry and the bidder (provider) shall each get an original signed by both parties.

Note that the process is done through the e-procurement system or physically if the contract was processed outside the system.

3.12. Contract management

The work of monitoring and managing the contract falls on both the Procurement Office and User Department. This means that the User department should be kept informed of the contract implementation dates and reminded of the specifications and terms of reference.

The stages of contract management are intended to ensure that the parties work together to achieve the objectives of the contract. Contract management is based on the idea that the contract is an agreement, a partnership with rights and obligations that must be met by both sides to achieve the goal. Contract management is aimed not at finding faults, but rather at identifying problems and finding solutions together with all contracting parties involved.

Contract management involves:

- Setting key result areas;
- Performance reviews;
- Management of deliveries;
- Setting performance evaluation criteria;
- Management of the contractual relationship.

3.12.1. Contract management plan

The Ministry shall develop a contract management plan to support its execution. This shall constitute the following:

- A summary by date of milestones and deliverables, including contract review and lead time for any re-tender or renewal;
- Key individuals and their responsibilities (both the Ministry and the successful bidder);
- A schedule of risks that have been identified and are being monitored;
- Reporting: for example, the frequency and distribution of any internal reporting;
- Meeting schedules and any standard agenda items;
- Processes indicating how some of the contractual obligations are to be achieved;
- Procedures for management of any specific activity in the contract;
- Contract variations: details of approval processes and approval authorities for each party;
- Details of ordering processes;
- Payment procedures.
- Etc.

3.12.2. Contract amendment

During the implementation of the contract, variations or changes to order quantities, prices, completion date and or a change in specifications may occur. Therefore, the Ministry shall insert a clause into the contract that shall accommodate any contract variation during the contract implementation.

For any variation, the following is necessary:

- All variations must be not prohibited by the law;
- All instructions must be in writing;
- All amendments shall be approved by the Public tender committee;
- All price variations beyond 20% of the contract sum shall require tendering for a new contract.

3.12.3. Contract review report

A contract review report shall be prepared by the Procurement Office with the following contents:

- Summary of findings confirming general status of project and identifying key issues;
- Report on progress against schedule;
- Report on performance against budget;
- Report on quality issues;
- Report on any other issue that may be relevant such as safety and environmental issues;
- Appendices giving supporting detail to the main section.

3.12.4. Termination of contract

The Tender Committee in consultation with various stakeholders especially the user department shall advise on the termination of a contract.

In some instances, termination may be reached upon, after discussion between the Ministry and the successful bidder. In this case details of such meetings shall be recorded and both parties shall sign. If there is no agreement, the clause related to conflict resolution within the contract shall apply. Where a contract is terminated, MIGEPROF shall, where appropriate, inform RPPA and indicate the reasons for termination.

3.12.5. Final certificate/ Good completion certificate

A final certificate/good completion certificate shall be issued on the supplier's request within 30 days after work completion and defects or damages have been rectified. Any responsibility of the contractor beyond this period must be stated in the certificate. The performance security shall be released after the final statement of account has

been signed. Where a supplier requires recommendation on good performance/completion, this will be provided to him/her if his/her performance was satisfactory.

SECTION 4: KEEPING THE PROCUREMENT DOCUMENTATION

The MIGEPROF 's Procurement Office shall keep documentation of the procurement proceedings for a minimum period of 10 years starting from the end of the procurement contract. Kept documentation shall contain the following information:

- Bidding documents;
- Bids;
- Bids opening and evaluation reports;
- Tender award notification;
- A copy of the contract;
- A copy of the certification of completion,
- Any correspondence between MIGEPROF and a bidder;
- Performance security certificate (where necessary);
- Any other useful information, instructions and reports related to the tender.

CHAPTER V: FINANCIAL AND ASSETS MANAGEMENT PROCESS AND PROCEDURES

SECTION ONE: BUDGETING AND ACCOUNTING PROCESS AND PROCEDURES

This Section establishes principles and modalities for sound management of State finance and property in MIGEPROF. It implies with related laws, rules and regulations operating in Rwanda. The following process and procedure concern the public financial management of the Ministry.

1.1. Budget instructions and Guidelines

The preparation and approval of the budget in MIGEPROF shall follow the budget cycle on the basis of the calendar included in the instructions issued by the Minister of Finance and Economic Planning. The Directorate of Planning shall collaborate with the Finance Unit and the Chief Budget Manager at each stage of Budget planning.

1.2. Source of Finances

Money allocated to MIGEPROF budget shall come from MINECOFIN and grants from partners.

Revenue from external donors, negotiations for grants from development partners or any other source to MIGEPROF shall require involvement and prior approval of the from development partners or any other source to MIGEPROF shall require involvement and prior approval of the Minister of Finance and Economic Planning. Any agreement and other instruments relating to grants from development partners shall require a signature of the Minister of Finance and Economic Planning. Copies of agreements and any other instruments relating to grants to MIGEPROF shall be submitted to the Ministry Finance and Economic Planning as soon as they are executed and not later than one (1) month.

Grants to MIGEPROF, unless otherwise authorized by the Minister of Finance and Economic Planning, shall be deposited into MIGEPROF account. The Chief Budget Manager shall ensure that grants and any other donor funds are spent wholly and exclusively for the objectives and activities specified in the agreements.

1.3. Composition of the Ministry expenditures

The expenditures of MIGEPROF shall consist of current expenditure, including employee compensation costs, payments of goods and services and any transfers and payments relating to servicing of debt as well as expenditures relating to development projects.

1.4. Determination of expenditure budget appropriation

The expenditure estimates of MIGEPROF shall be based on the existing policies according to MIGEPROF's priorities indicated in the action plan during that period.

1.5. Budget commitments

In accordance with the authorization issued by the Minister in Charge of Finance, MIGEPROF shall make commitments based on the approved expenditure plans for the quarter or the month as the case may be.

1.6. Reallocation of appropriated budget

During budget execution, the Chief budget manager of MIGEPROF shall be allowed to make reallocation of funds between programs subject to the following conditions and limits:

- (a) The Chief Budget Manager can reallocate funds between different chapters within the same program, up to a cumulative maximum of twenty percent (20%) of the total budget of that program;
- (b) The Minister may carry out reallocation of appropriations between different programs up to a cumulative maximum of ten percent (10%) of the total budget of MIGEPROF and reallocation of appropriations involving development budget on request of MIGEPROF;
- (c) Reallocation of appropriations between compensation of employees and other expenditure categories shall be effected upon approval by the Chamber of Deputies through budget revision.

1.7. Commitment to payments

A commitment to pay must be established before any payments are made. The Finance Unit shall be required to ensure the timely receipt of all invoices by the Ministry and their recoding in a specific period, and submission of payment in National or Local mode before the due date for payment (i.e. before 45 days after reception of invoices).

All invoices and other documents to be paid shall be received by Secretary to Director of Finance and stamp them (RECEIVED BY MIGEPROF FINANCE).

The secretary to DOF shall ensure completeness of relevant supporting documents to the invoice other documents and submit the invoice to DOF for who approve it for payment preparation by accountant.

The accountant shall make commitments for the purchase of goods and services and request for payment once those goods and services have been received or satisfactorily rendered.

1.8. Cessation of budget commitments

Expenditure commitment shall end on 30 May of the same year, unless otherwise authorized by the Minister of Finance. The Director of Finance shall ensure that all payments in respect of committed funds are done before 30 June of the year.

1.9. Preparation of revised budget estimates

The Chief Budget Manager, based on the circular and guidelines issued by MINECOFIN, shall prepare revised budget estimates taking into account their execution and performance of the previous six (6) months. The Chief Budget Manager shall justify the revised budget estimates. The revised budget estimates shall be submitted to MINECOFIN before the deadline communicated.

1.10. Preparation and submission of financial statements

MIGEPROF shall prepare and submit monthly financial statements to the MINECOFIN not later than twentieth (20th) day following the end of the month. The process shall be led by the Chief Budget Manager

The Ministry shall also prepare and submit to the MINECOFIN and to the OAG annual financial statements in a period not later than 15/08/2023 from the end of the fiscal year. The annual financial statements shall be submitted to the supervising entity not later than 30th September of the following fiscal year.

1.11. Periodic financial reporting standards

The Finance Unit shall utilize the detailed list of financial, accounting, and related reports to be prepared and released, including but not limited to those outlined in the table below:

Table: List of accounting and related reports at MIGEPROF

S/N	Name of Report	Frequency	Responsible person
01.	Funds and Disbursement Reports	Per Donor Agreement or Donor request	Accountant, Revenue Collection Specialist and Planning, Monitoring and Evaluation Specialist
02.	Actual Expenditure vs. monthly budget execution	Monthly	Accountant
03.	Cash flow projections	Quarterly	Accountant
04.	Bank Reconciliation for bank account (s)	Monthly	Accountant
05.	List of payable	Annually	Accountant

S/N	Name of Report	Frequency	Responsible person
06.	Inventories listing with related book values	Quarterly	Logistics Officer
07.	Fixed assets register	Quarterly	Logistics Officer
08.	Financial Statements	Monthly	Accountant and Direct of Finance

SECTION 2: ASSETS MANAGEMENT

The Logistics Officer shall keep a register to record details of immovable and movable assets at their acquisition. The register shall include: cost of acquisition, the quantities and location of the assets, details about change of location, estimated useful life, estimated time for replacement and asset identification details.

The MIGEPROF shall ensure that a physical inspection of the assets is conducted regularly say in six months' intervals. This is done to ascertain the existence and condition of the assets and reconciliation carried out between the results of the physical count and book records. This task shall include matching the recorded assets with physical existence and conditions. Any abnormality in the physical count report should promptly be reported in writing.

All additions shall be promptly added to the register. Management should track the location of assets that are not in the right place, relocate them in the right place and restrict unauthorized movement. Authorized movements of assets shall be appropriately recorded in the asset register to enhance proper monitoring of MIGEPROF 's assets.

CHAPTER VI: HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) plays a pivotal role in the functioning of any institution, including the Ministry of Gender and Family Promotion and its affiliated institutions. Effective HRM ensures that the right people are in the right positions to carry out the institution's mission, as well as managing talent, fostering development, and maintaining a positive work environment.

SECTION ONE: THE ROLE OF HRM

The role of HRM in the Ministry of Gender and Family Promotion is underscored by several key factors:

- a) Strategic Talent Acquisition and Retention
- b) Alignment of Performance with the Ministry Goals
- c) Continuous Learning and Development
- d) Fostering Employee Engagement and Well-being
- e) Legal and Ethical Compliance

SECTION 2: RECRUITMENT

Recruitment of the MIGEPROF Staff or Staff for affiliated institutions is the foundational process that determines the quality of the ministry's workforce. A transparent, fair, and effective recruitment process is necessary to ensure that the Ministry attracts the best candidates. The process typically involves the following steps:

- a) Job Analysis and Planning: The first step involves identifying the staffing needs of the Ministry based on its strategic goals. A thorough job analysis is carried out to determine the skills, qualifications, and experience required for the role.
- b) Advertising the Vacancy: Once the job description and person specification are developed, the vacancy is advertised through appropriate channels such as the ministry's website, public service announcements, and social media platforms.
- c) Shortlisting Candidates: HR officer reviews applications and shortlists candidates based on their qualifications, experience, and alignment with the ministry's mission and values.
- d) Examining Candidates: Shortlisted candidates are invited for a written exam and after the interviews. The interview process typically includes competency-based questions to assess the candidates' skills, knowledge, and fit within the ministry's culture. However, the Ministry can proceed with one exam only.

- e) Selection and Offer: The best candidate is selected based on their performance in the interview and other assessments, and an official job offer is extended.
- f) On-boarding and Induction: Once hired, employees undergo an induction process where they are introduced to the ministry's structure, policies, and culture. This helps them adjust quickly and begin contributing effectively.

Note that the above process is conducted in accordance with Provisions of the Presidential Order determining modalities for recruitment, appointment and nomination of public servants and the Ministerial order governing recruitment of contractual Staff.

SECTION 3: RESPONSABILITIES OF THE HUMAN RESOURCE OFFICE

The Human Resource Office is responsible for overseeing HR activities and ensuring that the Ministry's human resources are managed efficiently. Key responsibilities include:

- 1) Performance Management: Developing and implementing performance appraisal systems, providing employee feedback, and ensuring that performance targets align with ministry goals.
- 2) Training and Development: Identifying skills gaps, organizing training programs, and ensuring that employees are provided with opportunities for professional growth.
- 3) Policy Implementation and Compliance: Ensuring that HR policies, including those related to health and safety, leave entitlements, and disciplinary matters, are enforced.
- 4) Record Keeping and Reporting: Maintaining accurate records of employee information, performance evaluations, and disciplinary actions. Additionally, preparing HR-related reports for management.
- 5) Employee Benefits and Welfare: Managing compensation packages, employee benefits, and ensuring that employees' welfare needs are met.

SECTION 4: RESPONSABILITIES OF DIRECTORS& DIRECTOR GENERAL

Directors in MIGEPROF are responsible for managing both the strategic and operational aspects of their Directorate and Units. The responsibilities of a director with a team under supervision include:

- 1. Strategic Leadership: The director sets the vision and strategic direction for the Directorate or Unit. They ensure that the work aligns with the Ministry's overall goals of gender equality and family promotion.

2. **Team Management:** The director oversees the work of their team, ensuring tasks are completed on time, objectives are met, and resources are used efficiently. This involves delegating responsibilities and ensuring a collaborative environment.
3. **Performance Monitoring and Evaluation:** Directors are responsible for monitoring the performance of their team members and ensuring that performance expectations are clear. They conduct regular evaluations and provide constructive feedback to improve team output.
4. **Resource Management:** Directors ensure that their teams have the necessary resources to carry out their tasks. This includes overseeing budgets, procuring supplies, and ensuring the overall smooth running of operations.
5. **Staff Development:** Directors are tasked with identifying training needs within their team and ensuring that professional development is encouraged. This helps in building a skilled and motivated team that can respond to changing demands.
6. **Conflict Resolution:** Directors address conflicts and resolve any issues that may arise within the team, ensuring that a positive and respectful working environment is maintained.
7. **Reporting:** Directors are responsible for reporting to Senior MIGEPROF leadership about the progress of their team's activities and projects.

SECTION 5: CONTINUITY OF SERVICES

An employee ordered or intending to be out of office for leave, mission, training, suspension, termination of employment or any other reason shall before his/her departure, transfer any pending matter to another employee as may be approved by his/her supervisor, to ensure that the Ministry 's service is continuously delivered without loss or interruption caused by his/her absence.

An employee taking over new responsibilities must ensure good performance of functions taken over and deliver related services as usual.

SECTION 6: SHARED SERVICE

A shared service refers to an arrangement in which two or more institutions utilize the same service to enhance efficiency and reduce duplication. These services may be shared based on geographic location or by sector-specific needs.

In our context, several services are shared either with the NWC or the NCD, including:

- IT Help Desk
- Sector Planning and Monitoring & Evaluation (M&E)
- Human Resource Management

- Legal Affairs
- Internal Audit
- Logistics and Procurement

SECTION 7: PROFESSIONAL ETHICS

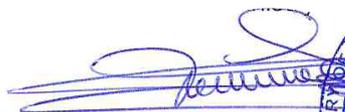
The conduct of MIGEPROF's employees plays a vital role in shaping the work culture within the Ministry. Healthy interpersonal relationships contribute to achieving the ministry's goals effectively.

Without prejudice to the Provisions of the Presidential order determining professional ethics for public servants, the Ministry's employees are expected to maintain high standards of conduct, including:

1. **Professionalism:** Employees should act with integrity and professionalism in all their interactions with colleagues, supervisors, and external stakeholders. This includes punctuality, respect, and maintaining a high level of ethics in performing their duties.
2. **Teamwork and Collaboration:** Gender equality and family promotion are collective endeavors that require teamwork. Employees should collaborate with their colleagues, share ideas, and support one another to achieve shared goals.
3. **Respect for Diversity:** The Ministry of Gender and Family Promotion values diversity and inclusivity. Employees are expected to respect and embrace cultural, gender, and social differences in their colleagues and clients.
4. **Effective Communication:** Open and clear communication is critical. Employees should actively listen, provide constructive feedback, and address issues professionally and respectfully.
5. **Conflict Resolution:** Conflicts may arise in any workplace, but employees are expected to address issues amicably and seek solutions that promote cooperation and a positive working environment. Where necessary, HR officers can mediate conflicts to prevent escalation.
6. **Adherence to Ethical Standards:** Employees are expected to adhere to the ethical standards set by the ministry. This includes maintaining confidentiality, avoiding favoritism, and preventing any form of harassment or discrimination in the workplace.

SECTION 8: DISCIPLINARY FAULTS, SANCTIONS AND DISCIPLINARY PROCEEDINGS

For matters related to breaches of professional ethics, disciplinary fault and sanctions, provisions of the Presidential Order N° 021/01 of 24/02/2021 determining professional ethics for public servants shall apply.



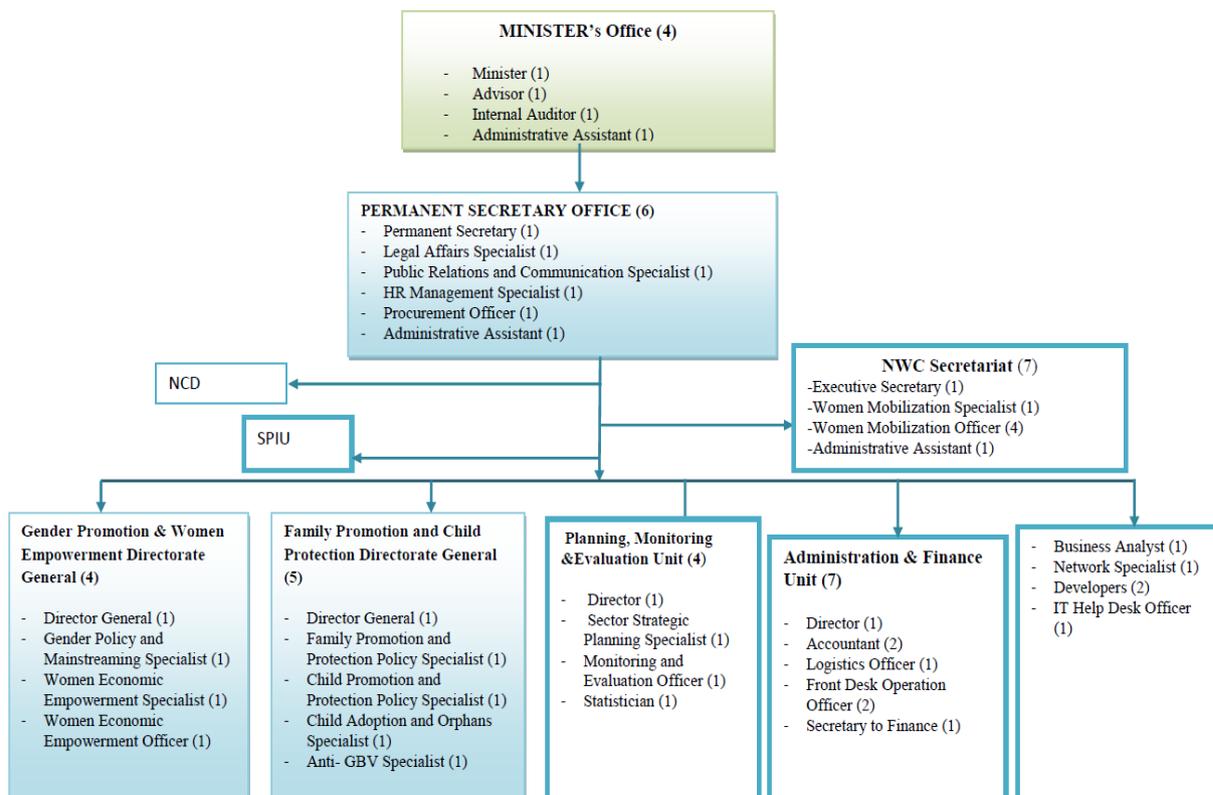
UWIMANA Consolée

Minister of Gender and Family Promotion

DATE:**15/09/2025**.....

ANNEXES:

MIGEPROF ORGANISATIONAL STRUCTURE





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RwandaGender



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