

REPUBLIC OF RWANDA



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Second Emergency Demobilization and Reintegration Project (SEDRP)

Revised Project Implementation Manual

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REVIEWING AND APPROVAL

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AWPB	Annual Work Plan and Budget
BNK	Basic Needs Kit
BNR	Banque Nationale du Rwanda
CDC	Community Development Committee
CPA	Politico-Administrative Committee
CRDP	Community Reintegration and Development Project
DCA	Development Credit Agreement
DRC	Democratic Republic of Congo
GDP	Gross Domestic Product
GOR	Government of Rwanda
HIV	Human Immune Deficiency Virus
ICB	International Competitive Bidding
IDA	International Development Association
IGA	Income Generating Activity
MIDMAR	Ministry of Disaster Management and Refugees
IRPWs	Integrated Rehabilitation and Production Workshops
MDRP	Multi-Country Demobilization and Reintegration Program
MDTF	Multi-Donor Trust Fund
MINALOC	Ministry of Local Government and Social Affairs
MINECOFIN	Ministry of Finance and Economic Planning
MIS	Management Information System
MONUSCO	United Nations Organizations Stabilisation Mission to Congo
NCB	National Competitive Bidding
NURC	National Unity and Reconciliation Commission
PDA	Permanent Disability Assessment
PDOP	Pre-Demobilization Orientation Program
PIM	Program Implementation Manual
PRO	Provincial Reintegration Office(r)
REMA	Rwanda Environmental Management Authority
MINISANTE	Ministry of Health
NCC	National Council for Children
MIGEPROF	Ministry of Gender and Family Promotion
RDF	Rwanda Defense Forces
RK	Reinsertion Kit
RDRC	Rwanda Demobilization and Reintegration Commission
RDRP	Rwanda Demobilization and Reintegration Programme
RG	Reintegration Grant
RPA	Rwanda Patriotic Army
RPF	Rwanda Patriotic Front
RSA	Recognition of Service Allowance
RSSB	Rwanda Social Security Board
SEDRP	Second Emergency Demobilization and Reintegration Project

TDRP	Transitional Demobilization and Reintegration Programme
THK	Take Home Kit
TS	Technical Secretariat
UN	United Nations
UNDP	United Nations Development Program
UNICEF	United Nations Infant Children's Education Fund
VCT	Voluntary Counselling and Testing
VSW	Vulnerability Support Window
XC	Ex-Combatants

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INTRODUCTION

1.1 Scope

This document provides a step-by-step approach to project implementation of the Second Emergency Demobilization and Reintegration Project (SEDRP), under Rwanda Demobilization and Reintegration Programme (RDRP) stage III, and outlines the flow of activities of each of the program components. As an operational procedures manual, it gives guidelines in carrying out demobilization, reinsertion, reintegration, mainstreaming, monitoring and evaluation, and program management.

1.2 Programme Mission

The programme's mission is to support successful demobilization, social and economic reintegration of ex-combatants in their respective communities so as to realize national security, reconciliation, and development. This will be achieved through demobilizing ex-combatants and supporting their social and economic reintegration into communities of their own choice for a fresh start.

1.3 Goal and Objectives

The overarching goal of the RDRP Stage III is to contribute to consolidating peace and stability in the Great Lakes Region (especially in Rwanda and DRC) through the completion of the DDR process for the remaining Rwandan Armed Groups (AG) and the further reduction in size of the Rwanda Defence Forces (RDF).

1.4 Project Development Objective

The objective of the project is to:

- Demobilise members of armed groups of Rwandan origin as they repatriate, and members of Rwanda Defence Forces; and
- Provide socioeconomic reintegration support to said members following demobilization, with a particular focus on the provision of such support to female, child and disabled ex-combatants.

In order to achieve its objective, the project shall:

- Maintain capacity required for repatriation, demobilization, reinsertion and reintegration of returning members of Armed Groups and their dependents.
- Maintain capacity required for demobilization, reinsertion and reintegration of up to 4,000 members of the RDF.
- Maintain capacity required for completion of reintegration activities for ex-combatants demobilized in late 2008.

- Ensure that ex-combatants (XCs) access mainstream services at the national and local level.

To ensure effectiveness and efficiency in attainment of the above objectives, the management and implementation mechanisms for the programme may be reviewed from time to time to match the remaining workload, while allowing for a process of systematic integration into mainstream planning and support within the Economic Development and Poverty Reduction Strategy (EDPRS) framework.

1.5. Guiding Principles of the SEDRP

The Government of Rwanda adopted the following guiding principles for the SEDRP:

- In the interest of national security and reconciliation, the Program targets all ex-combatants irrespective of previous military affiliation;
- The RDRP allows ex-combatants to choose their community of settlement and path to economic reintegration;
- To ensure consistency and fairness, all assistance to ex-combatants will be provided through the RDRP and supervised by the Rwanda Demobilization and Reintegration Commission (RDRC);
- Reintegration assistance will seek to foster community participation;
- The RDRC relies on existing Government structures to the extent possible in order to build sustainable capacities beyond the program's duration;
- Pension and social security issues for ex-RDF are addressed outside the RDRP, in accordance with their respective terms and conditions of service.

INSTITUTIONAL ARRANGEMENTS AND IMPLEMENTATION

The RDRC was created in 1997 by a Cabinet decision in order to support the design, implementation and administration of the RDRP. It is assisted by a Technical Secretariat (TS) in charge of execution of program activities. On 11/01/2002, a Cabinet Decision approved a Presidential Decree establishing the Commission.

Based on the activities under RDRP Stage III, the institutional arrangements are as follows:

Central Level: The Commission advises the Government on policy issues regarding demobilization and reintegration. The composition and responsibility of the Commission are contained in the Presidential decree No.37/01 of 09/04/2002 instituting the Commission.

The Technical Secretariat of the RDRC is headed by a Programme Coordinator. The coordinator's office will comprise Programme Coordinator, supported by a Programme Administrative Advisor, a Communications Officer, Mainstreaming Unit and Medical Rehabilitation Unit. The TS organisational design is intended to effectively perform its functions as the Programme's implementation unit. It will comprise four departments: (i) Finance and Administration; (ii) Operations; (iii) Monitoring and Evaluation; and (iv) Procurement. The TS organisational structure and staffing are given in annex A1, 2&3.

The Ministry of Local Government (MINALOC) is the line Ministry responsible for the project. The RDRC continues partnerships with Ministry of Local Government in mainstreaming support interventions to ex-combatants; Ministry of Health on medical rehabilitation, psychosocial and HIV/AIDS issues; Ministry of Gender and Family Promotion on gender and child protection issues; and National Unity and Reconciliation Commission on guidance in fostering reconciliation.

Provincial level: The RDRC keeps a small decentralised presence in each province. Six Field Offices (FOs) will be required, three of which would cover the Western Province (Rubavu & Rusizi as ex-AG entry points and Karongi at provincial headquarters) one in Musanze (Northern province), one in Nyanza (southern province, and one in Kigali City. The PROs work hand in hand with provincial, district and sector administration in administering reinsertion and reintegration assistance to ex-combatants in the communities. The programme activities in the Eastern province will continue to be coordinated and monitored from the TS head office as ongoing piloting of the exit strategy. One of the technical staff at the head office will be charged with overseeing the Eastern province.

The PROs will report to both the Provincial Governor and RDRC. This arrangement furthers mainstreaming of activities supporting ex-combatants into national social protection and development programs, allowing for a systematic exit by the end of the

SEDRP.

The FOs provide knowledge based support to local authorities and provide advocacy towards integration of support to ex-combatants into regular planning and interventions systems at the local levels. They also orient ex-combatants to local authorities and community based organizations on available socio-economic opportunities as part of the mainstreaming process.

Community Level: Effective reintegration for ex-combatants will be realized at the community level. Therefore, community-based reintegration is deemed critical for the long-term success of the Programme. Local authorities will be responsible for: (i) recommending ex-combatants to access reintegration and specialized target-group support; (ii) appraising project proposals submitted by ex-combatants and recommendation of proposals to the TS according to established RDRC procedures; (iii) helping in the provision of land where applicable to ex-combatants following established procedures; (iv) orient ex-combatants to community based organizations on available socio-economic opportunities; and (v) identifying the most vulnerable ex-combatants who would be eligible to receive special targeted groups reintegration support.

Technical Assistance: Local and/or expatriate technical assistance may be required for medium-term and short term assignments. These consultancies would be required for outreach activities (information and counselling), staff development and training and reintegration of ex-combatants.

Summary of responsibilities

Level/Organ	Responsibilities
<p>Central Level:</p> <p>1. Commission</p>	<ul style="list-style-type: none"> ➤ Advising the Government on matters concerning the demobilization and reintegration of ex-combatants; ➤ Identifying and resolving substantive policy problems related to the reintegration of ex-combatants into civilian life; ➤ Monitoring and guiding the work of the Technical Secretariat and other Government and non-governmental institutions and agencies involved in program implementation; and ➤ Carrying out other activities as necessary to ensure the achievement of program objectives.
<p>2. Technical Secretariat</p>	<ul style="list-style-type: none"> ➤ The preparation and costing of detailed annual implementation plans; ➤ The implementation and coordination of the individual RDRP components (demobilization, reinsertion, reintegration, special target groups, HIV/ AIDS measures). To this end, the TS would establish close links with relevant Government departments, local organizations and cooperatives, the private sector, Donor and UN Agencies; ➤ The transparent and accountable administration of program resources (including procurement and financial management); and

Level/Organ	Responsibilities
<p data-bbox="185 268 435 296">Provincial Level:</p> <p data-bbox="185 527 402 554">3. Field Offices</p>	<ul style="list-style-type: none"> <li data-bbox="477 233 927 260">➤ Monitoring and evaluation. <li data-bbox="477 268 1421 373">➤ Ensure systematic mainstreaming of assistance to ex-combatants within local government, non government and private sector support frameworks. <li data-bbox="477 382 1421 487">➤ Maintain operational synergies and partnerships with other Government and non-governmental institutions, and local authorities. <li data-bbox="477 495 1421 600">➤ Provide supportive follow-up on ex-combatants' social and economic reintegration at the community level and advise the RDRC accordingly; <li data-bbox="477 609 1421 672">➤ Ensure monitoring of the social and environmental impact of ex-combatants' projects under implementation; <li data-bbox="477 680 1421 743">➤ Maintain a valid and accessible inventory of projects, training and employment opportunities for ex-combatants; <li data-bbox="477 751 1421 814">➤ Conduct outreach activities, including counselling and referral as well as business development support; <li data-bbox="477 823 1421 886">➤ Provide field support to RDRC commissioned evaluations and other studies.
<p data-bbox="185 932 350 989">Community Level:</p> <p data-bbox="185 1066 342 1123">4. Local authorities:</p>	<ul style="list-style-type: none"> <li data-bbox="477 932 1421 995">➤ Register all arriving ex-combatants and dependants of ex-AGs. <li data-bbox="477 1003 1421 1150">➤ Issue national ID cards, using information collected at the Mutobo Demobilisation Centre and registered by the National ID Agency (NIDA); Oversee the IGA sub-component according to procedures established by MINALOC and RDRC; <li data-bbox="477 1159 1247 1186">➤ Help identify the most vulnerable ex-combatants; <li data-bbox="477 1194 1421 1257">➤ Help in the provision of support to ex-combatants following established procedures; <li data-bbox="477 1266 1219 1293">➤ Help resolve disputes involving ex-combatants; <li data-bbox="477 1302 1421 1438">➤ With respect to the IGA sub-component in the VSW, local authorities would focus mainly on counselling and assisting in the identification, preparation, appraisal, and monitoring of ex-combatants projects. <li data-bbox="477 1446 505 1474">➤
<p data-bbox="185 1577 378 1682">5. NGOs, Cooperatives and CBOs.</p>	<ul style="list-style-type: none"> <li data-bbox="477 1545 1421 1650">➤ The TS may contract NGOs, CBOs and cooperatives to provide technical assistance to ex-combatants in project preparation and implementation.

2.1 Liaison with partners

The Commission will liaise with its Program partners through quarterly Partners Meetings. The Partners Meeting established a Technical Coordinating Committee (TCC) that is expected to meet once every two months. The membership of the TCC is drawn in such a way as to be representative of all partners, and the committee is to assist in Program monitoring and to advise RDRC on technical issues and reporting to partners meeting. The TCC is chaired by the RDRC. The TCC has also established sub-committees to act as working groups reporting to the TCC. These are selected according to the issues at hand and there are 5 sub committees, namely; social reintegration, economic reintegration, sensitisation, child ex-combatants and ad-hoc dependants' sub-committees. The responsibilities of the TCC are as follows:

- Information dissemination/exchange between partners, with TCC acting as a conduit to the larger group of stakeholders.
- Technical advice to RDRC on planned activities (strategies for implementing programs).
- Monitoring of Program implementation.

The responsibilities of the sub-committees will be as follows:

- To critically examine the nature of the problem relevant theme;
- To exhaustively assess the magnitude of problems faced by the program; and
- To propose realistic approaches to solving the identified problems including:
 - Strategy formulation;
 - Resources availability (human, financial and material); and
 - Implementation plan.
- Follow-up/support implementation.

2.2. Staff Development and Training

At the central and provincial levels, staff development and training will be essential for effective Program implementation. Staff at all levels therefore, will be trained and the training objective will be to ensure that all personnel involved in the Program have the same understanding of the Program objectives, procedures, and specific responsibilities. A staff development plan is prepared every year.

Special capacity building efforts and training may be required at the community level, especially for those Local Authorities (LA) that are not benefiting from development

projects. After an assessment of their implementation needs, and using the PIM and the training manual developed by MINALOC, key members of Local Authorities especially the Executive Secretary, the Directors of Social and Economic Affairs may be familiarized with the updated Program procedures and receive required training if and where necessary.

PROGRAMME COMPONENTS AND OPERATIONAL PROCEDURES

The third stage of RDRP is composed of the following five components:

- Demobilization, including HIV/AIDS prevention and mitigation measures;
- Reinsertion (including dependants of ex-AGs);
- Reintegration (including tailored support to women, children and disabled)
- Mainstreaming;
- Programme Management.

3.1 Demobilization

The objective of the demobilization component is to reduce the number of RDF military personnel by 4,000 in various phases as determined by Government. The Program would also demobilise all returning members of ex-armed groups on an ongoing basis as and when they return to Rwanda. The demobilization of armed groups requires about three months per phase, as they receive more extensive sensitisation on Government Programs, including poverty reduction, regional peace, national unity and reconciliation, as well as training in basic entrepreneurship. The RDRC has established one demobilization centre for armed groups (Mutobo in Musanze district). More centres for members of armed groups could be set up depending on need. Mutobo Demobilization Centre has become famous for its contribution to consolidation of peace in the great lakes region. In order to preserve this legacy, the centre will be maintained as a permanent DDR Resource Centre for research and training.

3.1.1 Overall Demobilization Strategy

The following provides a background to the overall demobilization strategy, the objective of which is to provide sufficient understanding of the demobilization process.

I. Rwanda Defense Force

a. Logistics

The demobilization will be undertaken in three major steps as follows:

- Soldiers would return their military equipment (weapons, ammunition, clothes, etc.) at their respective units.
- Ex-combatants would then be transported to discharge centres where they would be formally demobilized and discharged.

- After they are discharged, the ex-combatants would then travel to their communities of settlement.

In collaboration with the Ministry of Defense (MoD), the RDRC would prepare a logistics plan to ensure the smooth processing of the caseload. This would involve submission of the list of RDF soldiers to be demobilized indicating the number to be transported by the Commission from each unit. Special provisions will be made for severely disabled soldiers who may be demobilized directly from the medical facilities.

b. Demobilization Criteria

The definition of demobilization criteria is the critical first step in the planning process. The RDF soldiers are demobilized on the basis of the following broad criteria (for details see annex A4):

- Voluntary termination;
- Service requirement;
- Age, and;
- Medical reasons (disability, chronic illness).

c. Advance information

Soldiers are informed in advance of their pending demobilization to help them make the necessary personal arrangements both at the duty station and in the community of planned settlement. This information includes the approximate date and planned procedures of discharge, a basic overview of the Demobilization and Reintegration Program (DRP), and an initial preparation for the return to civilian life. Every effort would be made to avoid unrealistic expectations regarding the Program.

d. Discharge from the Army

Prior to their arrival in the demobilization centre, the Ministry of Defense officially discharges the RDF soldiers from the army. The RDF would disarm discharged soldiers prior to their transport to the demobilization centre. The MoD furnishes the RDRC with an official demobilization list containing names and other personal information of all officers and men to be demobilized at least two weeks prior to their arrival in the demobilization centre.

II. Armed Groups

a. Disarmament

MONUSCO disarms the armed group members in DRC and hand them over to RDRC at various entry points. The RDRC transports the members of ex-armed groups to demobilization center(s). An initial screening is undertaken immediately upon arrival to pre-identify combatants. They are required to sign a form acknowledging and renouncing combatant status. Child ex-combatants are separated from adult members

of armed groups after the initial screening and be transported to the child ex-combatants rehabilitation centre.

The Commission verifies the eligibility of armed group members on the basis of the following general criteria:

- Rwandan nationality;
- Self-identification of combatant status;
- Proven affiliation with known and organised armed group that engaged in military fighting against the RDF in Rwanda or the territory of the DRC; and
- Proof of military knowledge (e.g. weapons handling, espionage, etc).

Detailed eligibility criteria for ex-AGs are contained in annex A5.

b. Harmonisation of data

After confirmation of eligibility for demobilization and reintegration benefits by RDRC, the data will be shared with MONUSCO for harmonization and reconciliation on incoming ex-combatants (or claim-to-be) vis-à-vis final demobilization numbers. This will be realized through monthly data harmonization meetings with MONUSCO.

c. The Demobilization Process

In order to cover all aspects of the demobilization, demobilization implementation teams will be maintained comprising mainly civilian members. Discharge will be carried out in the established demobilization centres. The demobilization centres are prepared to process a large caseload within a short-time period. The demobilization office of RDRC assesses the needs of ex-combatants in terms of accommodation, catering services, health services, security, sanitation, etc. Separate facilities (accommodation, sanitation, health services) would be spared for female ex-combatants and dependants. In addition, special facilities may be required for disabled ex-combatants, especially regarding accessibility.

The demobilization process comprises several steps, whose sequence is determined before the preparation of the demobilization centres. The following steps are envisaged (not necessarily in sequence):

Provision of essential items: Upon arrival in the demobilization centres, ex-combatants are provided with basic items (soap, blanket, sleeping mat, etc.) for their short stay in the centre.

Identification: The eligibility of each arriving candidate is verified. The identity of RDF ex-combatants is determined using their military ID card/or discharge letter. The ID number is compared with a list of soldiers to be demobilized provided by the MoD. The identification of members of the armed groups by RDRC is based on the eligibility criteria mentioned above including the use of a structured questionnaire.

Socio-economic profile: Each candidate to be supported under RDRP stage III has his/her social economic profile recorded by the Technical Secretariat (TS) in order to inform the design of targeted reintegration assistance measures. The information includes demographic characteristics (age, sex, marital status, number of children etc), duration of military activity, wealth, education level, health status, needs and aspirations. The profile will also bear the demobilization number and National ID number once these are issued. All data would be integrated in the MIS of the program using a standard form for this purpose (see annex A6).

Identification of Return area/district/community of resettlement: Every ex-combatant demobilized is free to choose a community they wish to return to within Rwanda. Upon discharge from the Demobilization Centre, every demobilized ex-combatant shall inform the programme of their selected communities' location, including district, Sector, Cell and Village where possible.

Demobilization and National ID cards: Ex-combatants to be supported under Stage III of the RDRP are provided with non-transferrable RDRP identification cards (IDs). To ensure security, these are individually numbered, signed, stamped, laminated, and bear a photograph. ID cards would be identical irrespective of former military affiliation. ID cards for child ex-combatants note their special status. The provision of a demobilization ID card and discharge certificate to an ex-combatant symbolises the official termination of relationship with Armed Groups. The National IDs for ex-AGs and eligible dependants will be processed during PDOP, and their serial numbers will be recorded in the MIS. The XCs and their dependents are registered, at Mutobo, by the National ID authority, and provided with an national ID number before they leave the center, with a national ID to be picked up in their community of resettlement upon discharge

Pre-Discharge Orientation Program (PDOP): The PDOP counselling is conducted in the DC and provides ex-combatants with critical information about program benefits, implementation arrangements (including opening a bank account through which they will receive their payments), socio-economic opportunities in their communities of return, civic rights/duties, national programs, basic entrepreneurship skills, adult literacy, orientation to cooperatives and reconciliation associations, sensitisation on HIV/AIDS and provision of voluntary counselling and testing services.

The TS is responsible for organizing modules, materials, logistics, and staff to ensure effective PDOP, which would seek to minimize the generation of unrealistic expectations about program benefits. The PDOP modules would also cover a separate session exclusively for female ex-combatants to discuss issues only relevant to women. Such sessions are conducted by resident female staff, with regular supportive supervision by a visiting female gender expert from the Ministry of Gender. Specifically for ex-AGs, the modules includes adult literacy and numeracy teaching, and basic entrepreneurship training.

Medical Screening: The Medical Rehabilitation Unit of the RDRP supported by the

Medical Committee appointed by Government would screen the ex-combatants in the demobilization centres to identify serious diseases or impairments that may affect their ability for economic and social reintegration.

Mental health: The RDRC provides mental health services at Mutobo demobilisation centre and Muhoza child rehabilitation centre. The services include systematic screening, counselling, treatment and/or referrals for the ex-combatants. At Mutobo, similar services are also extended to the accompanying dependants of ex-AGs.

Discharge ceremony: On the discharge day Senior Government personalities, Program partners, and members of the diplomatic corps are invited to attend the discharge ceremonies.

Travel to the Community of Settlement: As part of the Basic Needs Kit, the TS provides transport allowances in cash to enable ex-combatants to travel from the demobilization centres to their chosen areas of return. Ex-combatants are encouraged to report to their respective Local Authorities within fifteen days of their departure from demobilization centre.

3.2 Reinsertion

Reinsertion support services are designed for ex-combatants and dependants of ex-AGs.

3.2.1. Ex-Combatants

Arriving members of armed groups and demobilized soldiers have no source of income and are normally in a critical financial situation until they can generate income as employees or through self-employment. During this period (the reinsertion phase), ex-combatants are in need of special assistance. Such assistance is provided in form of a Basic Needs Kit to cover their personal or family's basic material needs.

The Reinsertion Component of the Rwanda Demobilization and Reintegration Program deals with the payment of Basic Needs Kits to ex-AGs and reinsertion kit for their respective dependants.

The Basic Needs Kit (BNK)

The Basic Needs Kit is the cash equivalent of a defined basket of basic goods and services enabling the beneficiary family unit to re-establish a civilian household. The BNK provides the following assistance to facilitate the initial transition to civilian life of ex-combatants: food for a period of about 3 months; seeds and tools; basic household items; and transport to the community of settlement. The total value of BNK amounts to Frw 60,000 per beneficiary. The ex-combatants from RDF and members of armed groups receive their BNK in cash prior to their departure from the demobilization centres.

3.2.2. Dependents of Ex-AGs members

The target groups of the Rwanda Demobilization and Reintegration Program (RDRP) stage III are ex-combatants from RDF, AG and dependents of members of ex-AGs. A dependent is any family member of an ex-AG combatant to include spouse, children (biological or adopted) and up to 3 other dependents.

To implement this new sub-component, a memorandum of understanding (MOU) between the RDRC and the Ministry of Local Government (MINALOC) was approved by the World Bank and signed by the two parties (RDRC and MINALOC) in March 2006. The MOU (including a definition of “dependents”) spells out key obligations and responsibilities of both parties.

a. Reception of dependents at the Rwanda entry points

Members of ex-armed groups and their dependents repatriated from neighbouring countries (mainly the DRC) fall under the responsibility of RDRC upon arrival in Rwanda. An initial screening is undertaken at entry points to pre-identify combatants and their dependants. After the initial screening, dependants are transported to Mutobo Demobilization Centre for those arriving through Gisenyi Boarder and Nyagatare Transit Centre for those arriving through Rusizi Boarder for a two weeks mini PDOP. Other dependents coming by air (through Kigali International Airport) or any other entry point designated by the Government of Rwanda are transported by RDRC upon arrival to Mutobo Centre.

b. Reception of dependents in the Demobilization and Transit Centres

In the Demobilization and Transit Centres, screening will be done using a designed structured questionnaire (see annex A6.1), and in order to create a gender sensitive atmosphere, at least one of the screening committee members assigned to screen female dependents will be a female. The proposed definition for dependants of members of ex-AGs will act as a guiding tool in the screening for eligibility.

c. Mini PDOP for dependants

The Reinsertion support will continue to be provided under the Additional Financing, with an added focus on the reinsertion of arriving dependents of ex-combatants through the implementation of a mini-PDOP at the Demobilization Center. Taking into account lessons learnt from a first pilot mini-PDOP for dependents, the focus of the program will be on mental health and social orientation, including:

- Visit to community of resettlement with ex-combatant before the start of the mini-PDOP. This will provide a cool-off period for dependents and introduce them to their future social environment.

- Systematic physical and mental health screening, counseling and treatment for dependents. As ex-combatants, dependents will receive medical attention, and specialized mental health screening, treatment, counseling and referrals during their stay at the demobilization center.
- Organized nursery for children. During the mini-PDOP and to facilitate the concentration of participants on the sessions, a nursery system will be organized, including through a rotating system with dependents taking turns watching children in small groups.
- Two week mini-PDOP with focus on small group discussion and social orientation. In contrast to the PDOP for ex-combatant that includes a wide range of modules and topics around, among others, the Rwandan context (history, legislation, and environmental regulations), the mini PDOP for dependents will be much shorter and designed as a cool-off period, with a focus on mental health and social orientation.
- Registration of a national ID and provision of a national ID number to all dependents before they leave the demobilization center

d. Reinsertion Kit for dependants of ex-AGs

Eligible dependents will stay in the Demobilization or Transit Centre for a period of about 21 days from the time of arrival. During this period, the dependants will undergo a two weeks orientation program (mini PDOP). After completing the orientation program, the dependants will receive a Reinsertion Kit (RK) consisting of: food stuffs for 3 months and basic non-food household items comprising: maize (37.8 kg per person), beans (10.8 kg/person), Sosoma (Sorghum, Soy & Maize flour-3.6 kg/person), Cooking Oil (1.8 kg/person), Salt 0.45 kg/person), Hoes (3 persons: 1 hoe/family- > 3 persons: 2 hoes/family), Blankets (1 pc/person), Soap (1 bar of 6 pcs- 1/person), Saucepans (2 pcs/family), Plastic Cups (2 pcs/family), Spoons (5 pcs/family), Plastic Plates (5 pcs/family), Jerry can (2 pcs of 10lts/family), Plastic sheeting of 4m x 5 m-1 pc/family), Sleeping Mat (1 pc/person), Sanitation Towels (1packet/woman).

N.B. Average family size: 5 persons

These goods will be purchased by the Technical Secretariat according to standard procurement procedures and handed over to the Centre managers for distribution.

The sick will be provided with medical care at Mutobo and at health centres located nearest to the Transit Centres. Those who are found to be seriously ill will be transferred to district hospitals and their bills, not exceeding the next 3 months, covered by RDRC. Over the period of three months, beneficiaries will have acquired Government Medical Insurances available to all citizens.

e. Transport to communities of return

The RDRC will provide all dependents of ex-AGs with money to transport them to their communities of return. In this regard, prevailing public transport fares will apply, plus 20% for refreshments and eventualities on the way.

3.3. Reintegration

3.3.1. Introduction

The Reintegration component is aimed at the social and economic reintegration of ex-combatants into the Rwandan social and economic fabric. As such, it occurs over time rather than through a quick process. Building on experiences with demobilization and reintegration Programs in Rwanda and elsewhere and on lessons learnt from community-based development projects in the country, the third stage of the RDRP provides significant economic and social reintegration assistance to help ex-combatants establish sustainable livelihoods. The following guiding principles apply for reintegration assistance:

- Ex-combatants receive a similar amount of assistance irrespective of their previous rank or military affiliation;
- Ex-combatants receive reintegration assistance in relation to their degree of vulnerability;
- Ex-combatants are allowed to choose their reintegration destination freely;
- Assistance seeks to minimize market distortions and maximize beneficiary choice; and
- The Program seeks to involve and benefit communities of settlement.

In order to enhance the pace of the reintegration process, the RDRC contracts specialised community based organisations to avail deserving ex-combatants with relevant counselling services and advice. This would in effect gradually help to shrink the social gap between the ex-combatants and the recipient community, while facilitating the former to access services locally.

I. Economic reintegration

1.3.2. Reintegration Grant (RG)

Ex-combatants demobilized in stage III of the RDRP receive a reintegration grant (RG) of FRw120,000 up to three months after their demobilization. The RG would be provided after ex-combatants have received extensive counselling and guidance (including on business development) to help ensure that the choice of reintegration option corresponds to individual circumstances and the local economic opportunity structure. The three month delay in the provision of this support would allow ex-combatants to gain an appreciation of civilian life and their local economic environment and thus enable them to make informed decisions.

Ex-combatants are required to demonstrate that they intend to use the RG for meaningful economic or social reintegration purposes (sub-projects) in order to receive the RG. Sub-projects may include agricultural and non-farm income-generating

activities (IGAs), vocational and apprenticeship training, housing, employment, tools, and education and scholarships as well as children's education. The RG is paid through the banking system. This arrangement empowers ex-combatants to choose the reintegration option that best meets their needs. To lower the likelihood of abuse, the Sector Leadership would confirm the feasibility of the sub-project in the local context and screen the proposed activity for environmental and social impact. The ex-combatants complete a form to access this grant (Annex A7).

1.3.3. Vulnerability Support Window (VSW)

The Program provides additional support to socio-economically vulnerable ex-combatants through a Vulnerability Support Window (VSW). VSW assistance are offered mainly through skills training and tool kits, or formal education. VSW for IGAs would be limited to special cases including disabled, female ex-combatants. All adult ex-combatants are equally eligible irrespective of rank or former military affiliation. The vulnerability of individual ex-combatants is determined on the basis of their ability to establish a sustainable livelihood, including access to shelter and land, health status, employment situation, and household characteristics. At the sector level, the Sector leadership, persons of integrity and ex-combatants representatives compose a screening committee to identify those ex-combatants who qualify for this additional support, as illustrated in the table below.

a. Composition of the Screening Committee (at Sector level)

S/N	Actors	Representation
1	Sector Leader	1
2	Secretary for Social Affairs	1
3	Ex-combatants	2
4	Person of integrity	1
	Total	5

The RDRC and District officials supervise the screening process.

b. Accessibility criteria for VSW

The following criteria will be used to determine ex-combatants who are vulnerable and hence eligible for Vulnerability Support Window:

i. Lack of shelter

Lack of shelter would be judged by not owning a personal house, leading to either renting (but unsustainably), living with parents, or having to rely on others for accommodation. The highest score for lack of shelter alone would be 10/10

ii. Landless:

This would imply lack of access to arable land, or having access only to land incapable

of sufficient harvest to sustain his/her family. Landlessness as criteria would carry a maximum score of 6/6

iii. Lack of marketable skills, steady income or valuable assets, and having more than five dependants

This criterion would carry a maximum score of 19/19.

iv. Permanent Disability/Chronic Illness (including HIV/AIDS)

This would carry a maximum score of 15/15, to be rated against the degree of permanent disability as indicated on Permanent Disability Certificates issued by the RDRC Medical Rehabilitation Unit. Where applicable, medical vulnerability would be identified during the medical screening in the demobilization centres.

In addition to the above criteria, the ex-combatant in question must be seen as a responsible person whom the society considers to be able to properly invest the money. Otherwise the support would be extended to the next of kin whom the community could entrust with responsibility over the primary beneficiary.

N.B: One criterion may not be sufficient to make one eligible for VSW support. The screening committee would consider a combination of criteria whose totality would imply that one is vulnerable. The following table would be used to score the vulnerability levels. See template on next page.

S/N	Criteria	Score	Total
1	Lack of shelter; (a) No capacity to rent, (b) Accommodated by parents (c) Depends on someone else for shelter.	6 8 10	.../10
2	Landless; (a) No access to arable land (b) Too small for satisfactory harvest.	6 4	.../6
3	Employment & HH characteristics (a) Lack of marketable skills (b) No steady income from any source or valuable assets, (c) More than 5 dependants	7 7 5	.../19
4	Disability Permanent disability and/or chronic illness (including HIV/Aids)	90-100% = 15 80-89% =14 70-79% =10 60-69% =8 50-59% =5 40-49% =4 30-39% =3	.../15
5	Total	 /50

c. VSW screening Procedures

The selection of vulnerable ex-combatants for VSW support is carried out as follows:

i. Preliminary arrangements

- Pre-screening sensitization would involve field sensitization visits by Commissioners and field staff, as well as running messages in print and electronic media. A Radio phone-in conference would be hosted to explain to the potential beneficiaries and the entire public the rationale and objectives of VSW screening.
- Beneficiaries are particularly sensitized to consider Education, Vocational

Training and Apprenticeship in preference to IGAs and social expenditure.

- Detailed screening procedures and eligibility criteria re circulated in advance.
- The involvement of Local Governments in VSW screening is treated as an opportunity to sensitize them and harness partnership in the process of reintegration of ex-combatants.

ii. Screening

- Screening is conducted at the Sector level by Sector Screening Committees. Each committee would be composed of the Sector Executive Secretary and the Official responsible for Social Affairs, two representatives of ex-combatants, and one person of integrity.
- The committee adds up the scores, and announces them publicly, and files a report to the RDRC via the PRO.
- The RDRC deploys a supervision team composed of Commissioners and TS staff to ensure screening goes according to accepted procedures. Supervision is effected in collaboration with District Authorities
- Immediately after the screening exercise, the RDRC supervision teams convenes in a one-day internal debriefing workshop and share lessons learnt.
- The screening form (VSW Form 1) is returned to the RDRC H/Qs for final verification and data processing. After verification and data entry, a final list of beneficiaries is communicated back to the Sectors for concerned actors to view.
- Beneficiaries who are unable to undertake skills training and opt for income generating projects undergo basic training in project planning and entrepreneurship together with their spouses, which would be preceded by training of trainers. Such training would be fully funded by the RDRP. After training, the beneficiaries would prepare project proposal with assistance from their trainers.

A maximum of 45% of the incoming caseload can be selected and provided with VSW support.

iii. Target Groups and Beneficiary Selection Procedures

The targeted caseload for this scheme are the Stage III ex-combatants and stage II ex-combatants demobilized after April 2008, who have not received any support towards education/ vocational/ apprenticeship training.

- Screening of beneficiaries is done at the sector level by the local authorities

- and using the VSW screening criteria;
- Selected ex-combatants are given the choice to undertake vocational training, apprenticeship, formal education, or Income Generating Activity (including fast training and a small grant);
- Female, and disabled ex-combatants are automatically be selected to receive VSW support, and their special needs will be addressed during the training;
- Ex-combatants who are too disabled to undertake training or apprenticeship and do not wish to pursue formal education, will receive IGA support;
- All eligible but illiterate ex-combatants selected to receive VSW support who wish to receive training or apprenticeship will be oriented towards the type of training and trade that best fit their literacy level. ,Ex-combatants can be oriented to literacy and numeric training before joining vocational skills training. The required literacy levels for vocational training will be decided in collaboration with the training institutions.

The screening committee will be chaired by Sector leader or his/her representative, and the screening exercise would use the following procedures:

- Save for female and disabled ex-combatants who may have to be screened from their homes owing to their special needs, the screening would be conducted at the sector offices to ease the distance burden on ex-combatants and also to capture deeper involvement of the sector administration.
- The screening committee would meet at least one hour before the screening starts, to ensure common understanding and interpretation of the procedures and criteria.
- After the committee meeting, the chairperson of the committee would publicly announce the screening exercise open.
- One by one, applicant ex-combatants would present their applications to the committee.
- The committee would review the application against the criteria used in VSW screening.
- Successful selected applicants would be invited for a counselling meeting at the District, before they make a final selection of the training course.

iv. VSW Sub-projects

- The TS Head Office would compile a general list of all eligible VSW beneficiaries, and thereafter, basing on the budget and funds available would, through the PROs and local leaders, inform the beneficiaries the amount of support given.
- The VSW assistance is provided in the form of skills training or formal education. Special cases are given funding for IGAs. However, as vulnerable beneficiaries face greater obstacles to reintegration, they would receive more extensive assistance. Procedures for the development and appraisal of VSW

sub-projects would be more robust¹. Two mechanisms are used to implement VSW sub-projects, depending on the type of sub-project selected. For IGAs, a decentralized and community-based structure, consistent with the Government's policy on community development is utilized. Procedures established by the MINALOC for any IDA financed Community and other donor-financed projects would apply while also building on the experience and activities of other interventions and implementers.

The following sub-project cycle for IGAs would be followed: (i) an ex-combatant prepares a sub-project proposal, on a pre-designed form (Annex A8), (ii) the respective Sector leadership appraises the proposal per and RDRC criteria (including an assessment of social and environmental impact); and (iii) if approved by the Sector leadership, funds are transferred to the bank account of the ex-combatant by the TS Head office. Provincial Reintegration Officers would supervise sub-project implementation.

- For all other VSW sub-projects (e.g., vocational training, formal education, apprenticeships), the Technical Secretariat enters into a contract with implementing partners and pays the required fees. This contract stipulates the responsibilities of the implementers regarding the provision of economic reintegration assistance to ex-combatants, including the expected result of the sub-project, its duration and cost. The Program Monitoring and Evaluation Officers undertake regular monitoring on a representative basis to verify service delivery to Program beneficiaries.
- Under the Additional Financing, ex-combatants selected to benefit from VSW support have the option to defer their benefit to their spouse. Definition of "spouse" will be "legally married".
- Deferring option will only be provided to spouses, excluding offspring.
- The name to appear on the certificate at the end of the training will be the person who received the training. One or two new columns will be added to the MIS to identify whether XCs' spouses have received the deferred VSW package together with their name and/or national ID.
- Sensitization on the deferring option will be applied to all XCs that are eligible for VSW screening.

Education, Vocational Training and Apprenticeship

The Formal Education, Vocational and Apprenticeship skills training sub component aims at enhancing chances for stage III ex-combatants to access economic opportunities for sustainable livelihoods.

¹ The beneficiaries of grants for VSW projects receive basic training in basic entrepreneurship. The training involves hands-on coaching in sub-project preparation and formulation, followed by completing a sub-project form. The form is reviewed by the trainer and forwarded to the local authorities for social and environmental screening. After that the form is sent back to RDRC for financing through the VSW.

Delivery of the scheme

This training scheme would be executed in line with the normal procedures of school curricula. This will be done by taking note of existing training programs and maintaining the existing teaching harmony and following the orders/norms of the contracted training institutions. For example, the new training of candidates (XCs) shall not cause any cancellation or suspension of the existing training programs.

Benefits and Beneficiaries

This scheme of education and Vocational training and apprenticeship is meant to benefit ex-combatants of stage III who have not benefited from the VSW and have not received any such training support from the Program or different partners.

This Education, Vocational training and Apprenticeship scheme may not be combined with the VSW cash grant. An ex-combatant cannot have both. However, after successful screening, an ex-combatant would have the option to either get the VSW grant (at an average rate of USD 333) in cash, or the education/vocational training/ apprenticeship at an average rate of up to USD650. No ex-combatant would access the education/ vocational training/ apprenticeship support in cash, instead the support funds would be transferred straight to the service providers.

Specific Implementation modalities

Formal education

- Formal education under this scheme would include lower secondary, upper secondary, tertiary and University education (Baccalaureate or 1st degree) for two years.
- After screening the eligible ex-combatants, the successful ones would be required to present proof of admission for the program to pay their fees to the respective schools. The support for formal education, just like for vocational training and apprenticeship, would only be paid once. The scholarship for formal education shall cover not more than two academic years. The commission would revise the procedure if found necessary through on-going monitoring and evaluation. Thereafter, the beneficiaries would be expected to find alternative sources of funding for their education, via mainstream education and skills development support systems, just like the rest of the Rwandan citizens. The Rwandan academic year starts in January and ends in November. For the purpose of ensuring that eligible beneficiaries do not miss out, the RDRP will continuously register eligible ex-combatants and post their due fees to the respective institutions of admission.

Vocational Training

In the process of implementing Vocational training, the following modalities are followed:

- All vocational training offered would be delivered through existing vocational training institutions in a maximum period of six months;
- The RDRC in collaboration with the Ministry of Education would identify potential vocational training institutions that would provide training to the beneficiary ex-combatants and select them,
- With each selected vocational training institution, the Commission would enter into a separate working arrangement to be formalized in form of a Memorandum of Understanding.
- The selected training institutions are contracted on a training cycle basis (maximum of six months).

Apprenticeship

The following procedures will be followed under skills training through apprenticeship:

- The RDRC shall identify and contract the apprenticeship masters depending on the choices of the eligible ex-combatants.
- All payments shall be directed to the masters through bank accounts.
- Beneficiaries will be given certificates and tool kits on completion of the training.
- The training shall not be less than 4 months.

Beneficiaries

Once selected under the VSW scheme, selected XCs who choose to undertake vocational training or apprenticeship are given counselling services so as to help them make informed decisions in selecting courses to pursue especially regarding personal abilities, market demand and personal ambitions, The RDRC Provincial Reintegration Officers conduct the counselling sessions in collaboration with local practicing specialists in the vocational trades.

Ex-combatants are encouraged to enrol in training institutions nearest to their homes, as long as their chosen courses are available in the respective institution. If not, they are facilitated to enrol anywhere else in the country where their chosen course is available.

Transfer of benefits

In the case where the vocational training, apprenticeship or formal education support is transferred to the spouse of ex-combatant based on family decision, the benefit would still appear on the names of the ex-combatant in the MIS, with a column indicating that it was differed, and registering the name of the spouse who received VSW support. However the certificate or diploma will bear the name of the person who undertook the training.

Timing

The skills training delivery for each intake would be accomplished within a maximum time of 180 calendar days. The training modules used by different training institutions have been standardized and successfully used during Stage III.

Fees

A detailed fees structure is agreed upon between the Commission and the training institutions to cover all aspects of training costs including tuition, accommodation, transport, scholastic materials, medical insurance, meals, other training necessities and tool kits. The tool kits for each trade are of standard quality and content throughout the training institutions. This requires coordinated procurement.

Rights and Obligations

A detailed specification of rights and obligations is specified in the memorandum of understanding that will be signed by each training institute.

Post training arrangements

Vocational training

- Depending on the individual trade completed, all trainees are given personal tool kits either during or at the end of the training, which they use during and/or after the training;
- Trainees are given certificates of completion at the end of the training, endorsed by the training institution and their mother Ministry.
- Through its weekly radio Program and periodic radio spots, the RDRC will advocate for employment of the beneficiary ex-combatants especially targeting the growing private sector, and particularly in the service industry.

Apprenticeship

- A list of ex-combatants and their respective apprentice training interests is generated by the PROs from beneficiaries' applications.
- The RDRC, in collaboration with local actors (local governments, civic leaders and the private sector) identify and hire local specialists in different trades and skills, with the capacity to provide apprenticeship training to the ex-combatants.
- The RDRC, again in collaboration with local actors, organizes meetings with the local apprentice specialists and the beneficiaries, for purposes of counselling the beneficiaries on the pros and cons of each skill/ trade, to help them make informed final decisions on what skills to take on.
- The RDRC enters agreement with the apprentice specialists and signs memorandums of understanding before the training starts.
- Trades to be considered for apprenticeship would include (but not limited to) farming, handcraft, shoe repair, bicycle repair, and food processing.

- The training is closely supervised by the PRO in collaboration with M&E office of the RDRP, making regular reviews and progress reports.
- The RDRP provides each trainee with a tool kit during/ on completion of the training.
- The training is expected to last up to four months, at an average of 40 hours a week.

Procurement of services and goods

- The training services would be provided by training institutions selected based on a combination of faculty, carrying and managerial capacity to train ex-combatants without affecting their existing training programs. The contracted institutions would do their own procurement as they do for their existing programs.
- However, the procurement of tool kits for the ex-combatants would originate from and be effected by the RDRC according to courses offered and the number of ex-combatants on each course. The RDRC and training institutions would agree on a standard tool kit for individual trades.

II. Social Reintegration

The objective of social reintegration assistance is to promote reconciliation between ex-combatants and civilians in communities of settlement. Social reintegration may be especially difficult in the context of Rwanda, as many ex-combatants lost their families during the genocide and/or came from neighbouring countries and have no 'home' to which they can return, while others have committed acts of violence in their communities. The participation of communities in the RDRP is therefore considered critical for successful reintegration.

Specific activities to be carried out under this component include:

- Assessments of community perceptions of ex-combatants and ex-combatants' perceptions of communities;
- Expansion of current national and community reconciliation activities;
- Information and sensitisation of ex-combatants and communities through outreach activities, including training of counsellors and sensitisation efforts (national awareness campaign, presentation of the RDRP, discussion of ex-combatants and community rights and obligations, regular field visits by Program staff for sensitisation and problem solving, etc.); and
- Specialized counselling (e.g., family, HIV/AIDS, and women).
- Advocacy and support in addressing needs of socially vulnerable ex-combatants in health, shelter, gender, formal education, adult literacy, etc.
- Sensitisation seminars for ex-combatants and their spouses together with

community leaders.

1.3.4. Mental Health Support

Trauma is defined by a specific pattern of core symptoms: re-experiencing intrusions through nightmares and flashbacks — Moments of recollection so intense that the victims believe themselves to be back amid the atrocities; an exaggerated startle response and sustained preparedness for an instant alarm response. Difficulty in calming down or falling sleep (describing a readiness for flight or fight, rather than a permanently enhanced autonomic activation); and active avoidance of places where danger was previously experienced, and/or passive avoidance marked by an avoidance of thoughts or feelings related to the traumatizing event. In severe cases, the symptoms may also include dissociation, de-realization, depersonalization or persecutory delusions.

From the lessons learnt during implementation of RDRP, it emerged that after exposure to various harsh conditions, ex-combatants and their dependants are faced with Post Trauma Stress Disorder (PTSD) and it affects their socio-economic reintegration. RDRP will provide mental health support to ex-combatants and dependants through provision of counselling during PDOP and utilization of already existing structures community based support to assist the ex-combatants during their reintegration phase.

Mental health support will include:

- Screening, counselling treatment, or referral during PDOP at Mutobo Demobilization center, as well as at Muhoza children rehabilitation center. Each centre will have a full time clinical psychologist who will be responsible for systematic mental health screening, counselling treatment, and referrals. This support shall be available to both ex-combatants and dependants during PDOP. Continued support after demobilization is followed up by the psychologist at the MRU.
- Continued collaboration with MINISANTE to further strengthen psychosocial support capacity at the grassroots through training, seminars and workshops.
- A sensitization campaign aimed at informing ex-combatants of the availability of psychosocial services and encouraging those in need to utilize these services.
- Identification of relevant Service Providers and agreement on a referral system for different target groups, during: demobilization, the rehabilitation of all ex-combatants and their reintegration process.
- Orientation to existing support structures- counsellors and faith based networks around the country depending on their availability and willingness to participate.
- Designing of appropriate interventions and refresher training for existing

support structures.

- Improving the quality and increase access of ex-combatants and dependants to mental health services based on a strategy and action plan.
- Facilitating the availability of services in those parts of Rwanda currently lacking mental health services through trainings of health animators in collaboration with MINISANTE.

III. Additional Support to Reintegration

3.3.5. Adult literacy and numeric teaching for ex-combatants

In consistency with previous stages, the project continues to support literacy and numeric teaching. This support is conceived with an understanding that literate and numerate people have wider choices and chances in life. All ex-combatants who are not literate and numerate would be eligible to apply for this support. The adult literacy and numeric teaching for ex-combatants is targeting a section of society that is active in socio-economic life, many of them with families to provide for on a day-to-day basis. The teaching Program would therefore be flexible to run in harmony with the beneficiaries' established socio-economic lives. The RDRC will ensure active involvement of the Ministry of Education throughout this scheme, through close collaboration. All this is conceived within the framework of the Government policy of adult literacy as a vehicle for improved welfare and socio-economic participation.

i. Beneficiary selection

All ex-combatants would be eligible to apply for literacy teaching. Selection would be on a first-come first-served basis. However, priority would be given to ex-combatants screened for Vocational training, female ex-combatants and ex-child soldiers. The selection would be jointly conducted at the sector level by the Provincial Reintegration Officer and Director of Social Services at the Sector, on a day to be communicated through public announcements and targeted sensitisation.

ii. Implementation

The scheme would be community based, to allow beneficiaries attend classes without jeopardizing their day-to-day activities, and to avoid long travels to school. The beneficiaries would study 3 hours a day twice a week for a period of 6 months. This would allow them time to concentrate on their daily activities the rest of the day. Although the targeted teachers have been doing a similar job before, the RDRP envisages need for them to undergo a one day orientation course during which they would receive guidelines specific to the psychological characteristics of ex-combatants and condensing the usually 12 months adult literacy teaching plan to six months.

The teaching of beneficiaries is envisaged to be conducted by up to 180 teachers spread over 200 classes.

Monthly monitoring and evaluation reports will be compiled and analysed for purposes of drawing lessons for further improvement of the scheme. These reports would be particularly useful to incorporate lessons from the first intake into planning for the second intake.

iii. Gender and disability

The special circumstances and needs of female and disabled ex-combatants would be provided for at all stages of implementing this scheme. Pre-screening sensitisation arrangements will therefore ensure that information reaches out to the female and disabled ex-combatants whose mobility may be limited by their individual circumstances. This will involve sending messages through the radio Program of RDRC, radio spots and announcements, and community outreach down to home visits.

During eligibility screening all female ex-combatant shall be selected to receive VSW support. Participating training institutions would be seen to provide for the special needs regarding sanitation facilities, provisions for breast-feeding mothers, and other security and safety precautions to ensure equal opportunities for the otherwise disadvantaged persons.

It is assumed that appropriateness of given courses for female and/ or disabled ex-combatants would entirely depend on individual circumstances and ambitions. The RDRC will as much as possible avoid influencing ex-combatants of any gender to take this or that course, but only ensure that sufficient counselling and guidance is availed to the beneficiary before making their individual final decisions.

3.3.6. Support to Cooperatives and Project Competitions

The objective of mainstreaming support to cooperatives is to harness their role as a vehicle taking ex-combatants further into unity and reconciliation as well as mainstream poverty reduction and community development programs.

i. Specific objectives

Specifically, the scheme is intended to:

- Consolidate the capacity of beneficiary cooperatives to accelerate and further the reintegration process.
- To harness partnership with beneficiary cooperatives for amplification of the RDRP exit arrangements.
- To promote peaceful and participatory co-existence through assistance to integrated cooperatives including ex-combatants, their spouses and other community members.

ii. Approach

The RDRP works to strengthen the cooperatives of ex-combatants through support towards:

- Training in entrepreneurship, resource mobilization, project preparation and project management;
- Organizing and conducting learning tours;
- Securing technical assistance/ consultancy;
- Sponsoring project competitions; and
- Advocacy for integration in wider poverty reduction and development Programs, and access to the market.

iii. Mode of administration

The RDRP administers support to cooperatives of ex-combatants and the community in general through contracting service providers, consultants, resource persons and suppliers of goods/ equipment where applicable. Normal procurement/ recruitment procedures apply.

iv. Eligibility

For a cooperative to qualify for support under this scheme, it would go through screening according to a set of eligibility criteria. The eligibility criteria include:

- At least one year of active existence (registered with the District Authorities and operational);
- Evidence of an ongoing economic or social reintegration project;
- A clear indication of how the support would benefit the association and the community in general, with particular focus on socio-economic reintegration goals.
- Both economic and social reintegration oriented cooperatives will have equal opportunities for eligibility to support.
- An association may be eligible to one form of support (technical assistance, learning tour or Economic Capacity building through training in entrepreneurship/competences – *Competance Economiques par la Formation à l'esprit Entrepreneuriale* (CEFE) training. However, the RDRC reserves the right to give more than one form of support to selected cooperatives that would be envisaged to gain the best out of such additional support.

v. Specific criteria

Capacity building

Each form of support is accompanied by separate eligibility criteria:

- **Training in basic entrepreneurship** (CEFE): any association of ex-combatants, that has not previously received such support from the RDRC or its partners, would be eligible to apply for this kind of support at an average cost of US\$1,900.
- **Learning tours:** Any association comprised of a good number of ex-combatants would be eligible to apply for a learning tour within the country, at an average cost of US\$500.
- **Securing Advisory/ consultancy services:** this would depend on quality of application for the support, but each successful association would be limited to an amount of support not exceeding US\$2,500.

These are the averages cost of technical support requested in applications received so far but may change depending on specific needs.

vi. Procedures

The following procedures guide the management of support to cooperatives:

- The RDRC (Provincial Reintegration Offices and TS H/Q) inform and sensitize ex-combatants on available support to cooperatives and encourage them to apply for it.
- The RDRC receives the applications and assess eligibility of applicants.
- In collaboration with local authorities, the RDRC assess the relevancy of the support applied for by the association and if necessary determine the value of the support to be given.
- The RDRC reserves the right and discretionary powers to judge the relevancy of each application against value of sponsorship.
- Any payments towards support to cooperatives would be made to service providers or suppliers.

Project competitions

The RDRP rewards cooperatives whose projects emerge winners of the competitions in each province. The competitions focus on both economic and social development/ protection initiatives of the competing cooperatives. Cooperatives engaged in economic reintegration projects are assessed separately from cooperatives engaged in social development/ protection initiatives. Cooperatives with both economic and social orientations have the option to be assessed on either of the two, and not both. Either way, each competing association is assessed off a maximum score of 100%. To determine the winner in each district, the following procedures are followed:

- Each association/ cooperative with an Income Generating Activity (IGA) or Social reintegration initiative under implementation is eligible to participate in the competition.
- All stakeholders (XCs, community based actors, local government authorities) are sensitized about the competition before it kicks off and the cooperatives informed of the criteria.
- District offices of the RDRC, in collaboration with the Provincial Monitoring and Evaluation office generate lists of all projects belonging to cooperatives in the district, specifying the details of each of the proprietor association (date of registration, Office bearers, bank details, official address).
- The RDRC commissions a team of assessors who visit the projects and award them points according to the proposed criteria. Assessors include officials from RDRC, Rwanda Cooperative Agency (RCA) and Local Authorities, and the PRO (who would be secretary to this committee). The committee choose its own Chairperson.
- In collaboration with district authorities, the RDRC reviews the assessment

reports and approve the final points scored by each project, and send feedback to the stakeholders. The assessment reports are jointly endorsed by the respective Districts, RCA and RDRC.

- In collaboration with District Authorities, the RDRP sets a date and make relevant arrangements for presentation of awards which include a trophy and award equivalent to the tune of US\$2000 (first prize), US\$1500 (second prize) and US\$1200 (third prize) for winners, runners-up and third place respectively.

Assessment Criteria

The assessment criteria for projects of cooperatives include the following:

Cooperatives engaged in Economic Reintegration Projects

- Duration of project implementation (months)
- Annual rate of Change in equity (financial + non financial)
- Value of annual net profits (Frw) per member.
- Size and structure of membership (including gender and disability)
- Number of jobs created/ socio-economic intervention to community and members
- Challenges/ constraints experienced by the project, and how these were (or are being) addressed.
- Book keeping/ Records available.
- The level of social inclusion/integration

The competitions would be on a points basis to a maximum score of 100% as indicated in the table below:

Project competitions criteria and respective scores (Economic Reintegration Projects).

s/n	Criteria	Score	Maximum score (%)
1	Duration of project in months		../10
	12 – 15	3	
	16 – 19	5	
	20 – 23	7	
	24+	10	
2	Annual Change in value of equity (%) from operations, not grants		../20
	0 – 4	3	
	5 – 10	5	
	11 – 15	7	

s/n	Criteria	Score	Maximum score (%)
	16 – 20	10	
	21 – 24	15	
	25+	20	
3	Annual net profit per member (Frw)		
	200,000 – 249,999	4	../15
	250,000 – 299,999	8	
	300,000 – 349,999	10	
	350,000 - 400,000	12	
	400,000+	15	
4	Number of jobs created		
	1 – 5	3	../10
	6 – 10	5	
	11 – 15	7	
	16 – 19	8	
	20 – 24	9	
	25+	10	
5	Structure of membership		
	Ex-RDF	1	../11
	Ex-FAR	1	
	Ex-AGs	1	
	Non Ex-Cs (civilians)	2	
	Women (XC or not)	3	
	Disabled (XC or not)	3	
6	Size of membership		
	7 -10	3	../5
	11- 15	3	
	16 -20	4	
	20+	5	
7	Measures against challenges/ constraints; judged as:		
	Excellent	13-15	

s/n	Criteria	Score	Maximum score (%)
	V. Good	9-12	../15
	Good	6-8	
	Fair	4-5	
	Poor	0-3	
8	Records and book keeping		
	Membership records	2	../14
	Financial reports	4	
	Books of Accounts	4	
	Progress reports	4	
9	Total score		.../100

Cooperatives engaged in social reintegration (protection/ development) initiatives:

- Duration of project implementation (months)
- Number of beneficiaries per year
- Average Value of annual inputs (Frw) per member.
- Size and structure of membership (including women and disabled)
- Sustainability of intervention to community and members
- Challenges/ constraints experienced by the association, and how these were (or are being) addressed.
- Records available.

The competitions would be on a points basis to a maximum score of 100% as indicated in the table below:

Project competitions criteria and respective scores (Social Reintegration).

s/n	Criteria	Score	Maximum score (%)
1	Duration of project in months		../10
	12 – 15	3	
	16 – 19	5	
	20 – 23	7	
	24+	10	
2	Average Number of beneficiaries per month		
	1- 4	3	

s/n	Criteria	Score	Maximum score (%)
	5 – 10	5	../20
	11 – 15	7	
	16 – 20	10	
	21 – 24	15	
	25+	20	
3	Average value of annual inputs (Frw) per member		
	200,000 – 249,999	4	../15
	250,000 – 299,999	8	
	300,000 – 349,999	10	
	350,000 - 400,000	12	
	400,000+	15	
4	Sustainability²		
	50%-54%	3	../10
	55%-59%	5	
	60%-69%	7	
	70%-79%	8	
	80% - 89%	9	
	90%+	10	
5	Structure of membership		
	Ex-RDF	1	../11
	Ex-FAR	1	
	Ex-AGs	1	
	Non Ex-Cs (civilians)	2	
	Women (XC or not)	3	
	Disabled (XC or not)	3	
6	Size of membership		
	7 -10	3	../5
	11- 15	3	
	16 -20	4	

² Detailed guidelines to be developed separately.

s/n	Criteria	Score	Maximum score (%)
	20+	5	
7	Measures against challenges/ constraints; judged as:		
	Excellent	13-15	../15
	V. Good	9-12	
	Good	6-8	
	Fair	4-5	
	Poor	0-3	
8	Records and book keeping		
	Membership records	2	../14
	Activity plans	4	
	Activity reports	4	
	Records of networking and partnership	4	
9	Total score		.../100

Ethical considerations

For purposes of safeguarding against possible risks, the following safeguards shall be observed in the process of the entire scheme:

- Members of participating Cooperatives or their relatives shall not be nominated to the Assessment Committees.
- Prizes awarded to winning cooperatives shall be publicly presented to the winner, and officially registered against the official name and address of the cooperative/ association.

3.4. Special Target Groups

The special target groups include female, disabled and child ex-combatants.

3.4.1. Female ex-combatants

The RDRP would provide targeted support for the social and economic reintegration of female ex-combatants. Specific measures would include the following:

- Ensuring that the special needs (e.g., accommodation, sanitation) of female ex-combatants are taken into account in the demobilization centres;

- Ensuring that all benefits for ex-combatants are equal for and equally accessible to men and women;
- Encouraging implementing partners to ensure that their reintegration support activities within the VSW facilitate the participation of female ex-combatants;
- Encouraging female ex-combatants to participate in existing women's cooperatives;
- Including partners of ex-combatants and women in communities of return in community-level counselling activities;
- Provide a family upkeep allowance equivalent to USD500 to female ex-combatants undertaking skills training or formal education. This support is tailored for female ex-combatants only in consideration of their extra domestic engagements compared to the male ex-combatants.
- Strengthening the gender awareness and capacity of RDRC staff and local communities (especially the LAs) to which a significant number of female ex-combatants would return; and
- Monitoring the impact of the Program on female ex-combatants, partners of ex-combatants and women in communities of return and bringing emerging problems to the attention of the relevant authorities.

3.4.2. Disabled ex-combatants

Disabled ex-combatants are supported within the framework of law number 02/2007 as published in the Official Gazette of the Republic of Rwanda. The medical rehabilitation sub-component coordinates services of medical screening, treatment, hospitalisation, surgery, prosthetics, orthotics, and mental health support. In addition, integrated rehabilitation and production workshops that have been constructed will be fully equipped to enhance the social and economic reintegration of the disabled ex-combatants. The RDRC will provide houses for disabled ex-combatants in category 1 with monthly subsistence allowances, *Mutuelle de santé* and other medical costs as stated in the law.

The RDRC has constructed Integrated Rehabilitation and Production Workshops (IRPWs) for disabled ex-combatants. Once they are fully equipped, they will provide social services, entertainment, and occupation to the beneficiaries and their resident family members, as well as the neighboring communities.

The spouses or immediate caretaker would access 'on-the-job' training which would be based in the Integrated Rehabilitation and Production Workshops together with the ex-combatants. The recently published Baseline study on Impact of IRPWs for disabled ex-combatants has identified appropriated possible marketable activities for each of the seven workshops countrywide. The RDRC would outsource skills and entrepreneurship training services from existing service providers (VTCs, consultants), who would dispatch instructors to guide training and supervise production at the same time. This would allow the disabled ex-combatants and their spouses or caretakers to afford the training without much constraint on the domestic routines. Depending on individual circumstances and aspirations, the training may be conducted in groups or one-on-one

basis. Beneficiaries will learn vocational skills as well as basic entrepreneurship to harness their productivity. This scheme will be mainly on-job training. All beneficiaries of the Shelter scheme will be de-facto beneficiaries. Other persons with disabilities will be allowed in depending on available space.

It is envisaged that skills training at the IRPWs will be demand driven based on the findings and recommendations of the baseline study. This implies that trainees would be targeting employment at the IRPW within a cooperative arrangement, and therefore automatically becoming members of the same cooperative.

3.4.3. Child ex-combatants

a. Rehabilitation and reunification

Child ex-combatants are identified during the verification screening in the demobilization centre and separated from adult ex-combatants as soon as possible. They undergo rehabilitation, family tracing, family reunification and reintegration support.

Rehabilitation: this involves a recovery process including specialized counselling, mental health support, civic education, literacy and numeric teaching, medical screening and profiling, games, sports and drama, sensitisation on program benefits, and HIV/AIDS. They are each to be issued with demobilization IDs, national ID registration, and receive life skills training at the child ex-combatants' rehabilitation centre. . Socialising activities are also an integral part of the rehabilitation program, aimed at enhancing post war trauma healing and social reintegration.

All child ex-combatants who are 16 years old and above will get their National ID cards processed during the rehabilitation program. The rest will follow normal procedures back in the community after reintegration as they make the minimum age (16 years) required to obtain the NID card.

Family tracing: this starts from the day the child is registered at the centre. The RDRC does family tracing in collaboration with the ICRC and local authorities. Once the respective child's family has been traced and located, the RDRC in collaboration with local authorities starts pre-reunification mediation between the child and the family.

Family reunification and self reintegration: this applies to children whose families have been located. Reunification follows completion of the rehabilitation process and family mediation.

Children with inconclusive family tracing processes can be discharged only after turning 18 and having completed vocational or apprenticeship training. They are referred to as self-reintegrated. The self reintegrated beneficiaries will receive seed money equivalent to Frw60,000 in addition to the tool kits and take home kit. The seed money will help them in starting a new livelihood back in the community.

Family visits: family reunification and self-reintegration shall be followed by visits by

RDRC social workers in collaboration with the National Council for Children (NCC) and local authorities. The first visits shall be not later than 3 months after leaving the centre, and the second visit would take place with 6 months after leaving the center.

b. Reintegration support for child ex-combatants

All child ex-combatants are eligible for reintegration support in form of formal education, vocational training, apprenticeship.

Formal education; all child ex-combatants freely choose their reintegration option. Before making the decision, the children receive counselling from the project towards making informed decisions. Children who opt for formal education receive two years full scholarship plus a grant to the host family to start an IGA. The IGA is meant to generate resources to help the family afford continued support to the child after the two-year scholarship from the project. Children unable to pursue formal education may opt for vocational training or apprenticeship.

Vocational training; the children who opt for vocational training receive a full scholarship for a six-months intensive course, accompanied by tool kits.

Apprenticeship; children who are unable to pursue formal education or vocational training are free to join apprenticeship skills training. This involves a fully paid four months training accompanied by a tool kit.

Mentorship support; after completion of vocational training and apprenticeship, vulnerable children will receive mentoring support for at least three months. The mentoring support is meant to help the children to become familiar with the working environment and the social fabric. The RDRC will pay for the mentoring services. Mentors will be selected from among the apprenticeship masters. The mentoring services will include coaching on occupational, financial and social stability. This support will be given to the children reunified with families as well as the self-reintegrated.

Alternative living, e.g. foster families, group homes, independent living or institutionalisation would be sought for child ex-combatants unable to find their families.

c. Partnerships in child rehabilitation and reintegration

Effective rehabilitation and reintegration of child ex-combatants require multiple interventions and synergies with different actors. Key roles of partners is here bellow summarised:

MIGEPROF	<i>Overall policy guidance and follow up</i>
NCC	<i>Joint planning, reunification and family visits.</i>

RDRC	<i>Overall implementation of the child soldier component;</i> <ul style="list-style-type: none"> • <i>Rehabilitation, Reinsertion, Reunification, Reintegration and follow up</i> • <i>Partnership coordination</i> • <i>Financial management and procurement</i>
UNICEF	<i>Guidance on international standards on the rights of the child and support to war affected children</i>
MONUSCO	<i>Implementation and financing of necessary activities in DRC in accordance with it's security council mandate</i>
ICRC	<i>Family tracing (funded by ICRC)</i>
SC.UK	<i>Provision of technical assistance geared towards capacity building on specific assignments as per RDRC work plans whenever necessary.</i>
GOR and Development partners	<i>Funding</i>

The program remains open to new partnerships whenever they are identified.

Activities, roles, and responsibilities of stake holders, indicators

Activity	Responsible	Key performance indicators
<i>Child care, protection & transportation to Rwanda</i>	MONUSCO	<i>Children repatriated to Rwanda</i>
<i>Transportation from the boarder to rehabilitation center</i>	RDRC	<i>All Children transferred to rehabilitation center</i>
<i>Combatant screening, separation from adults, registration, documentation, issue of computerized IDs.</i>	RDRC	<i>All Children screened, separated from adults, documented and issued with computerized IDs</i>
<i>Family tracing</i>	ICRC	<i>Location of families identified.</i>
<i>Provision of clothes, blankets, hygiene, kits, recreation</i>	RDRC	<i>Children have received basic materials for the life in the rehabilitation center.</i>

Activity	Responsible	Key performance indicators
<i>materials</i>		
<i>Medical screening and care</i>	<i>RDRC Medical team</i>	<i>Health check completed and treatment plan established</i>
<i>Medical follow up</i>	<i>RDRC</i>	<i>Treatment provided</i>
<i>Situation assessment (socio-economic profile)</i>	<i>RDRC/MIGEPROF</i>	<i>Complete case files</i>
<i>Mental health support</i>	<i>RDRC Psychologist and social workers</i>	<i>Individual interviews conducted in a one to one counseling</i>
<i>Literacy and numeric teaching</i>	<i>RDRC, MIGEPROF, NCC</i>	<i>Children have improved numeric and literacy levels</i>
<i>Life skills training, civic education, National programs & HIV AIDS sensitisation, prevention, reproductive health</i>	<i>RDRC, MIFOTRA, NURC, & other specialized agencies</i>	<i>Children aware of HIV AIDS, its dangers, knowledge of reproductive health, awareness of National programs</i>
<i>Family contacts and evaluation of willingness and social economic situation of the family</i>	<i>RDRC/MIGEPROF Social workers</i>	<i>Families contacted and evaluated</i>
<i>Reunification/transfer to the community</i>	<i>RDRC, MIGEPROF, NCC, Local authorities, social workers, children own families.</i>	<i>Proportion of children/reunified</i>
<i>Identify strategies for cases without family support and arrange for the implementation of the strategy</i>	<i>RDRC/MIGEPROF/NCC Social workers, Local authorities, specialized agencies</i>	<i>Number of children without family support cared for.</i>

d. Supervision and monitoring

On activities carried out by service providers, an MOU between RDRC and the service provider would include a provision for performance appraisal reports to be submitted to the TS. These reports would be utilized by the TS and the Commission when carrying out supervisory missions and updates to the MIS. Other activities performed by RDRC would be subjected to the routine Program reviews. The review process would include a beneficiary impact assessment.

3.5. Mainstreaming

From its inception in 1997, RDRC's mandate was designed to expire once its demobilization component concluded, with the longer-term reintegration activities mainstreamed into permanent government structures. Additionally, RDRC understands that the mainstreaming process is in itself an important component of the reintegration process. That is, an important part of an ex-combatant's reintegration includes his or her accessing government assistance through the same channels as Rwandan civilians. The mainstreaming process was further motivated by a government-wide decentralization effort to devolve the provision of services from central ministries and commissions, such as RDRC, to local authorities.

RDRC began mainstreaming its reintegration activities in 2008 by reducing its local presence from 30 district offices to five provincial ones. With the downsizing to five provincial offices, local authorities became responsible for the provision of recurrent reintegration services to ex-combatants. Additionally, ex-combatants now had to contact their local authorities for assistance, rather than interacting directly with RDRC. The provincial reintegration officers (PROs) have since performed a more managerial role, overseeing the local authorities and assisting them in the provision of services to ex-combatants. Furthermore, the PROs continue to organize trainings for ex-combatants and handle more complicated problems that the local authorities are not yet fully prepared to address. They also collaborate with local organizations, including private businesses, to identify possible employment opportunities for ex-combatants.

The programme will continue to work with local authorities, as and when challenges in supporting ex-combatants arise. The previous Mainstreaming Survey report revealed that local authorities have gradually gained capacity to assist and provide services to ex-combatants without support from the PROs. Consequently the RDRC will continue to provide knowledge based and technical support in capacity building for the local authorities. The RDRC will also continue consultations and seminar workshops on mainstreaming at National level. This is expected to streamline participation of ex-combatants in mainstream EDPRS based programmes for continuity of the reintegration process outside the RDRP.

FINANCE AND ADMINISTRATION

4.1. Financial Procedures and Accounting Guidelines

These comprise financial guidelines, accounting policies and internal controls which have been established in order to effectively manage and safeguard the Rwanda Demobilization and Reintegration Program funds. They must be correctly applied to all day-to-day activities involving financial transactions. This shall be effected by a team composed of:

- Chief Finance Officer (CFO); this is the overall head of the finance department and responsible to the Programme Coordinator. The CFO is responsible for implementation of the procedures manual (administrative, financial and accounting procedures, including review and advice the financial and accounting reports).
- Budget Officer (BO); the BO is responsible for budget preparation, budget execution monitoring, preparation of statements of expenditure and withdraw applications. The BO reports to the CFO.
- Chief Accountant (CA); reporting to the CFO, the CA is responsible for preparation of financial operations as well as financial reports. The CA ensures proper operation of accounting and finance (banking and withdraw of funds for the program operations) and proper recording of the transactions in the books of accounts.
- Accountant; the accountant supports the CA with routine financial operations including payments, cash book monitoring, tax declarations, etc. the Accountant reports to the CA. The accountant prepares payment vouchers and follows up authorized payments for their filing, as well as reconciliation of the project's accounts and ensures any discrepancy is investigated and cleared.

4.1.1. Bank Accounts

The RDRP will keep the following bank accounts

- Designated Account - (US \$ account)
- Operations Account, for non-IDA payments

- Other bank accounts may be opened if and when direct support to RDRP is secured from different donors.

4.1.2. Funding and disbursement arrangements

The RDRC activities will be funded through the following mechanisms:

- World Bank /IDA funding,
- TDRP trust fund,
- Counterpart financing,
- Direct Budget Support,
- Other donors that may come on board during implementation.

4.1.3. Preparation of Statement of Expenditures and Withdrawal Applications

The chief accountant in liaison with the budget officer will, at least once a month, prepare a statement of expenditure including/showing all eligible expenditure on a monthly basis or given period in relation to the approved budget, using the template provided by IDA.

The amounts are paid in Rwandan Francs and BNR charges the transaction to the USD Designated account, at the prevailing exchange rate.

The statement of expenditure is then reconciled with the bank statement to ensure accuracy and completeness of financial information. This statement is verified by the CFO and approved by project coordinator. Online Withdrawal application shall be prepared on the basis of the SOE to request for additional funding and or to document expenditure.

4.1.4. World Bank/IDA Funding

World Bank funding will be channelled through a straight through mechanism for Categories 1 to 4. The categories, as per EPP, are;

1. Beneficiary services and Grants,
2. Consultancies, Goods and Services
3. Operating Costs,
4. Unallocated.

a. Flow of Funds Arrangements

The SEDRP will maintain a pooled designated account held at the BNR in US\$. As per the Disbursement Letter, the designated account ceiling will be equivalent to the annual work plan and budget. Upon grant effectiveness, an initial advance will be disbursed from the proceeds of the IDA grant and will be deposited into a project operated pooled DA to expedite project implementation.

It has an authorized advance under the financing agreement and it is used for financing categories (1) to (3). Unallocated funds can only be utilized through a reallocation cleared or authorized by IDA.

The TS would retain the supporting documents for each SOEs under the above categories for Bank inspection.

i. Cash and cheque payments

RDRP funds will be maintained in US dollars on the accounts specified above in the National Bank of Rwanda (BNR).

ii. Imprest Fund

General guidelines

The TS Head Office shall maintain a Petty cash fund based on an Imprest System; the envisaged amount for the Imprest will be Frw 500,000 which is the sealing determined by the national law, and to be replenished as and when necessary. This amount may be varied upon a written decision of the Minister of Finance and Economic Planning in the interest of better program implementation.

The amount of replenishment is always the total of Petty Cash expenses, the summary of which must be prepared by the Assistant Accountant, checked by the chief Accountant and approved by the CFO.

Field Offices (Demobilization centres namely Rusizi, Mutobo and Muhoza) shall maintain an Imprest Fund of Frw 100,000.

Mutobo Demobilization centre shall also maintain an operation fund for transport of dependants as per the authorisation letter from the Ministry of Finance and Economic Planning.

Payments out of Petty Cash shall only be limited to petty program expenses, not exceeding in each instance more than Rwf 50,000.

Spot checks on cash balances

must be carried out from time to time by the Internal Auditor. Provided that each cash payment does not exceed the limit allowed by the law, expenses payable out of petty cash are listed below.

s/n	Item
1	Per diem, Allowance & Other Travel Expenses
2	Allowances for Casual Workers
3	Telephone/Internet/Fax
4	Radio Announcement
5	Postage
6	Transport in (Ex-AG and Dependants)
7	Office Stationery
8	Printing, Binding & Photocopying Expenses
9	Motor Vehicle & Motor Cycle Repairs and Maintenance
10	Other Operating Costs

At peak times, such as during demobilization, when demobilization expenses have to be paid for in cash, a one-time large sum of money may be withdrawn by the Accountant or Chief Accountant, supported by an approved request/budget by the Project Coordinator or Chairman and clearly accounted for at the end of the exercise, listing in a summary all expenses paid and attaching the supporting receipts.

This summary must be prepared by the person responsible for the actual payment and will be checked by the CFO and approved by the Project Coordinator. Any unpaid funds must be re-banked and the deposit slip attached to the Original Payment order. A copy of the deposit slip shall be filed in a dedicated Bank Deposits file and contra-referenced to the Payment Order, for easier access.

iii. Petty cash payment vouchers

With the use IFMIS software fully functional, petty Cash vouchers will be system generated and used for payments from the imprest account. Petty Cash vouchers will be filled in the system (IFMIS) and supporting documents must be attached to each voucher.

When replenishment of Petty Cash is required, all petty cash vouchers must be summarized, coded to account, component and category codes and attached to the Payment Order for the replenishment of the Petty Cash.

The Petty Cash will be maintained by an Assistant Accountant, who will keep the petty cash box locked at all times and will deposit the key overnight in the safe, for retrieval the next working day.

iv. Payments by Cheque / Payment Orders (PO)

All unused Cheque books, and Payment Orders shall be kept in a safe. They shall be under the direct control of the CFO. A new Chequebook shall only be issued upon presentation of a completed Chequebook. Chequebooks shall be issued in serial number order of cheques and shall be signed for in Chequebook /Payment Order – Register maintained by the CFO. The Cheque / PO in use shall be kept by the Accountant who shall have a till box for this purpose. The till box shall be kept overnight in the safe, and retrieved in the following morning.

v. Payment vouchers

Payment vouchers are generated by the IFMIS system. The Accounts unit records the transaction and file together with supporting documentation. The voucher shall serve the dual purpose of approval of the requisition and authorization of the payment. The Assistant Accountant or the Accountant shall prepare payment vouchers. Payment shall be checked by the CFO, and be approved by the Coordinator for amounts not payable in petty cash.

The vouchers shall have appropriate spaces for signatories, *viz*, “Prepared by”, “Checked by”, “Authorized by” as well as the space for the appropriate account code & recipient’s signature.

All payments shall be signed against accompanying supporting documents.

After the signing, the documents shall be stamped “processed / paid”. A special stamp shall be designed for this purpose and maintained by the CFO.

With the use of IFMIS, the TS adopted a computer system-generated payment voucher.

The system-generated vouchers automate and combine the capturing and posting of accounting transactions thereby streamlining the timeliness of the financial management function and the MIS process.

After the verification and authorization of the payment voucher, and the signing of the Cheque, the Accountant shall immediately post the transaction, and file the authorized

“processed / paid” vouchers. Cheque payment vouchers shall be filed based on the funding bank account.

Two authorized signatures are required for all cheques issued. Cheques shall never be made out to Bearer or Cash. Cheque stubs shall be completed with date, name of payee, amount, and voucher number and brief description of reason for the payment.

When an error occurs in the preparation, the Cheque shall be written CANCELLED / or stamped diagonally across its face. The cancelled Cheque shall be retained in the Chequebook. No blank cheques shall be left signed by the authorized signatories.

vi. Strong Room / Safe

The TS shall maintain a strong room with a safe where all sensitive documents shall be kept under tight security (unused Cheque books, payment orders (PO), contracts, stamps etc):

- The safe shall be under the control of the CFO.
- The safe shall have a dual control mechanism i.e. key + secret lock mechanism
- The secret code shall be set by the custodian and kept secret.
- The spare keys shall be kept off site e.g. in a Safe Deposit box with BNR.
- In case of leave / or sickness the new custodian shall reset the secret code to his own number.
- The secret code can only be overridden with official authorisation from the RDRC Chairman in case of emergency whereby the CFO is suddenly unavailable.

vii. Bank Signatories

There shall be at least four authorized signatories to the bank accounts of the RDRC, two from group A and two from group B. Group A signatories will be the Chairman and the Commissioner/Secretary to the Commission. Group B signatories will be the Project Coordinator and the CFO.

Cheques are only valid when signed by one of Group A signatories together with one of Group B signatories.

viii. Bank Reconciliation

The system generated Bank Reconciliation Statement shall be analysed by the Chief Accountant and any un-reconciled amounts must be investigated and noted in the reconciliation statement. Then the CFO must approve the reconciliation and follow-up any unreconciled items.

ix. Expenditure Authority Category

Only eligible expenditure up to an amount not exceeding the approved limit for each budget category will be authorized.

- The CFO will authorize routine expenditures of Imprest Expenses;
- The Coordinator will authorize routine expenditures more than Imprest Expenses,
- The Commission will be consulted by the Project Coordinator on non-routine expenditures,
- The Project Coordinator will approve all contracts on behalf of RDRC.

b. Disbursement arrangements

Disbursement arrangements are detailed in the Disbursement letter (DL). The following procedures shall be adopted before any disbursements:

- Activities to be funded indicating budgeted expenditure, shall be prepared by the operations department of RDRC.
- The activities shall be approved by the Program Coordinator.
- Expenditures above thresholds requiring non-objection from the World Bank shall be submitted to the Bank for the non-objection by the Program Coordinator
- Disbursements shall be supported by approved budget, IDA non-objection if applicable and procurement/payment documents.

c. Accounting Procedures

All transactions and events of a financial nature or which are expressed in monetary terms shall be promptly recorded in the IFMIS system by the accounting staff at the TS. All accounting transactions must be supported by relevant and valid documents.

The recording of accounting data shall be done by kind of cost (chart of accounts) expenditure, by component/activity and by category/cost centre; RDRC will conform to

the chart of accounts established by the Ministry of Finance and Economic Planning requirements.

i. Basic Accounting Documents

The following basic documents and forms shall be used to initiate accounting transactions:

- Petty Cash requisition
- System generated Purchase Order (LPO)/Contract
- Travel Request and Approval Form
- Delivery Note
- Invoice
- List of ex-combatant beneficiaries
- Goods Received Note/Certificate of Completion
- Duly completed Cheque/Petty Voucher/Payment Voucher
- Banking Slips/Advices

The CFO must have a copy of the contracts for procurement of works, goods and services, the Chief Finance Officer shall control the printing or reproduction and utilization of these documents and forms.

The payment vouchers generated by the IFMIS must be scrutinised for eligibility and accuracy by the CFO, before approval.

ii. Financial procedures related to the Payroll

The following are the financial procedures related to payroll preparation:

- Payroll Procedures;
- Payment of salaries and wages
- Accounting for salaries and wages
- General Ledger (G/L) input Document
- Accounting for payroll statutory deductions

- Approval/Mandate

Payroll Procedures

The Human Resource and Administration Unit at TS will be responsible for the preparation of the monthly payroll in a format comprising name and position of the employee, basic salary, accommodation allowance, transport allowance, medical allowance, payment of arrears, total salary and deductions such as: P.A.Y.E, Medical Insurance deductions, contributions to RSSB, other deductions, and net salary.

The Ministry of Labour payroll system (IPPS) is used in the preparation of payrolls.

An attendance register shall be maintained by the Administration Officer and checked for absenteeism, to be deductible from the monthly payroll for the affected employee.

The human resources and administration officer will compile and submit updates to the project coordinator for approval; the changes will be incorporated in the next period. Such changes may include new recruitments, resignations, transfers or promotions. The human resources and administration officer shall prepare payrolls which shall be authorized by the Program Coordinator.

Payment of salaries and wages

The following payment procedures for salaries and wages apply:

- All employees will be instructed to open accounts in local banks where their net salaries will be remitted to.
- A payment order shall be prepared in favour of the payee bank, for the sum of the net amounts off the payroll, for listed employees whose accounts are with the payee bank.
- Payment of salaries shall be effected by remittance of the PO, together with the list of affected employees, to the local bank for transfer to the individual employee accounts. This shall be done by the 25th of each month.
- Each employee will receive, at the end of the month, an itemized pay slip, indicating the breakdown of the components making up his/her pay package
- P.A.Y.E shall be paid to the Rwanda Revenue Authority within 15 days after deduction as per the governing law in Rwanda.
- Contributions to RSSB shall be remitted on a quarterly basis to the credit of employee accounts with RSSB not later than the date stipulated in the law.

General Ledger (GL) journal input document

Where the payroll process is manual (Excel/Word spread sheet format), the posting to the relevant GL cost centers will be done by raising the appropriate GL input document supported by the payroll. The GL input shall be prepared by the chief accountant, reviewed for correctness and authorized by the Chief Finance Officer.

The GL journal input would be by debits to the various salaries cost centers (basic salary, accommodation allowance, transport allowance, medical allowance, employer's contribution to RSSB, telephone allowance, employer's contribution to medical insurance scheme, other allowances and credits to: Bank (net amount), RSSB payable, PAYE payable.

d. Accounting Policies

This manual has been prepared to promote understanding underlying the preparation of the Financial Statements in general and of the significant accounting policies adopted by the RDRC in preparation and presentation of its financial statements.

Accounting policies are the specific principles, rules, methods, procedures, conventions and bases that the Project will adopt international accounting standards (IAS) as the most appropriate to the circumstances, in preparing the financial statements. Below are the significant accounting policies.

i. Accounting Convention

Receipts are accounted for when received. Expenditure is accounted for on modified accrual basis i.e. expenditure is recognized when it is incurred, if it is not paid simultaneously.

ii. Revenue and Expenditure Recognition

Disbursements are either in cash or direct payment by Donor to suppliers and can be made in different currencies. These disbursements will be recorded in the books in Rwanda Francs, but converted to US\$ in the BNR statements of account and the respective exchange rate applied in the SOEs.

iii. Fixed Assets

Fixed Assets will be valued at cost and recorded in the accounts. Depreciation, in terms of Government policy on management of government assets will be at a rate of 100% in the year of acquisition. For control purposes a Fixed Assets Register will be maintained by HRA, in collaboration with Finance Department. In addition, periodic physical counts will be carried out and all assets must be properly referenced, both on the surface of the asset and in the Assets Register.

iv. Stocks

Stocks will also be considered expended in the financial year of acquisition in accordance to government regulations. For control purposes, stock cards will be maintained to show the movement of stocks in quantity (stock in and stock out) and the balances. In addition, physical stocktaking will be carried out periodically and at the end of every year to ensure existence and accuracy of the stock card balances.

v. Foreign Currency Transactions

The reporting currency shall be Rwandan Francs (FRW). Transactions in currencies other than the reporting currency shall be translated at exchange rates ruling on the date of the transaction. At the end of the financial period (i.e. month, quarter or year), assets denoted in foreign currency shall be translated into Rwandan Francs at the National Bank of Rwanda (BNR) mean closing rate at the end of the period. Any resulting exchange differences will be reflected in the Statement of Receipts and Expenditure Account as a gain or a loss as per government financial regulations.

e. Chart of Accounts

i. Accounting

The TS shall maintain records and accounts to reflect, in accordance with sound accounting practices, the operations, resources, and expenditures of the RDRP.

Towards this end, the TS conforms to the financial management system (FMS) set up by The Ministry of Finance and Economic Planning to provide complete, accurate, timely and relevant information regarding RDRP activities, the utilization of resources, and the validity, accuracy and completeness of all transactions.

The chart of accounts recommended by the Ministry of Finance and Economic Planning is in use and incorporated in the IFMIS, the end users shall be in position to exploit it for the recording and reporting requirements. The chart of accounts was adopted to facilitate the preparation of government consolidated financial statements at the end every fiscal year.

ii. RDRC Budget

Budget management involves three successive levels:

- Budget preparation

- Budget execution
- Budget monitoring

Budget preparation

The annual budget shall be prepared by a Budget Committee headed by the Program Coordinator (PC) of the Technical Secretariat and will comprise all the Heads of Departments, Budget Officer (B.O), and any other official whom the PC may invite. The proposed budget will be submitted to the Commission for approval and forwarded to the Ministry of Finance and Economic Planning, and a copy sent to the World Bank.

The annual budget shall be based on the annual work plan. This annual work plan and its related budget will be referred to as the “Annual Work Plan and Budget (AWPB)”. The AWPB for the activities to be planned shall require a non-objection from the World Bank and expenditure shall be detailed both by Project Category and by project Component.

Preparation of Annual Work Plan and Budget (AWPB)

The AWPB shall be prepared based on the evaluation report, recommendation of supervisory missions and guidelines from the Commission as well as the Program Coordinator of the Technical Secretariat. The preparation of the AWPB for the financial year in Rwanda shall start at the beginning of March and shall have been finally approved by April 30th.

The preparatory procedures shall follow the following guidelines:

- Preparation and distribution of instructions memo from the Coordinator of Technical Secretariat regarding the preparation of the AWPB.
- The Coordinator of Technical Secretariat shall convene a meeting for the preparation of the AWPB, with the heads of departments and any other relevant staff.
- Collection and consolidation of cost information relating to the budget by heads of departments.
- The Budget Committee shall hold discussions and agree on the budget proposal.
- The Technical Secretariat will submit a draft of the AWPB to the Commission, for discussion.
- Before the draft is forwarded to the Ministry of Finance and Economic Planning, consultations will be held with the World Bank for comments.

- Approval of the AWPB by the Minister of Finance and Economic Planning and non-objection from the World Bank.

The preparatory activities for the AWPB shall be carried out from March 1st to April 30th.

The budget shall be prepared reflective of programme implementation assumptions and work plan. The budget template has been automated and stands alone.

Budget Execution

The Program Coordinator of the Technical Secretariat shall be responsible for the management and control of the approved budget. The day to day execution of the budget shall be the responsibility of the Budget officer, under the direct supervision of the CFO.

Apart from cash payments to program beneficiaries through their accounts and payments to implementing partners, budgeted line items will comprise of goods, civil works, consultants' services and administrative overheads of the TS.

Any requisition by user department for budget line items shall be checked by the Budget Officer and forwarded to the Chief Finance Officer for verification and will finally be forwarded to the Program Coordinator for approval subject to expense ceiling.

In the course of budget execution, any deviations from planned budget shall seek the approval of the Commission, Ministry in charge of finance and The World Bank respectively.

Before any expenditure, the Chief Finance Officer shall scrutinize expenditure items, expenditure codes as they relate to the chart of accounts and the existence of sufficient funds before forwarding the request to the Program Coordinator for approval.

Monitoring of budget execution

Reporting to the CFO, the Budget Officer shall be responsible for the day-to-day monitoring of the budget. He/she will utilize the MIS to monitor the budget and to generate monthly, quarterly, and annual budget execution reports. Monthly reports shall be produced within 15 days after the end of the reporting month. Quarterly reports shall be produced within 30 days after the end of the reporting quarter. Annual reports shall be produced within 45 days after the end of the year. The Budget officer will also prepare monthly budgetary control statements, showing the comparison between budgeted and actual expenditure for the period, both by category and by component, and calculate & explain variances from budget if any. The monthly budgetary control statements and budget execution reports shall inform on expenditure trends to avoid

over expenditure and under expenditure. From the budget execution reports and budget control statements, the CFO shall prepare cash flow and forecast for the project coordinator. The annual budget will be submitted to IDA for approval. Any budget re-allocations will be proposed to IDA for approval.

f. Payment Procedures & Controls to the Ex-combatants

This refers to payment of basic needs kit, reintegration grants and vulnerability support window grants.

i. Basic Needs Kit (BNK)

The Commission has ceased the payment of BNK in kind. The BNK equivalent to Frw60,000 shall be disbursed to each beneficiary irrespective of rank or military affiliation. The requirement for access to BNK is successful completion of the pre-discharge orientation program and possession of a demobilisation ID card issued by the RDRC.

A reconciliation of all bank transfers to beneficiaries' individual accounts shall be performed to establish benefits not claimed by use of the vouchers and will be returned to RDRP bank account in BNR. This condition will apply to all other future benefits payable through the bank.

ii. Reintegration Grant (RG)

Each AG Ex-combatant demobilized shall receive RG of Rwf.120.000 Rwf three months after demobilization.

Reintegration Grant (RG) –Disbursement Process

Period <i>(Effective after date of demobilization)</i>	Activity	Responsibility
Month 1	Ex-combatants will receive counselling on business development and preparation of project proposals	PROs , Ex-combatants, BDCs, Ex-combatants Cooperatives and NGOs
Month 2	Ex-combatants will obtain endorsement of their individual projects by grass root leaders Sensitisation of ex-combatants on how to use RG	PROs, ex-combatants, BDCs Veterans and NGOs Commission, BDCs.
Month 3	TS instructs BNR to transfer funds to beneficiaries' banks (with beneficiary list and their individual bank accounts) Forward RG vouchers to the ex-combatants via the PFOs Beneficiaries will present IDs and RG Vouchers to Participating banks The TS will up date the MIS	T S T S and PFOs T S and BNR PROs, Ex-combatants and pParticipating banks T S
Month 4	Monitoring the performance of projects	BDCs, PFOs.

iii. Vulnerability Support Window (VSW) for IGAs

Eligible ex-combatants will have access to this vulnerability window from the day they are entered in the MIS of the TS.

Vulnerable Support Window (VSW) –Disbursement Process

Period <i>(Effective after date of screening)</i>	Activity	Responsibility
Week 3-4	<p>Vulnerable Ex-combatants and their spouses will receive training and counselling on business development, preparation and management of projects.</p> <p>Vulnerable ex-combatants will prepare project proposals.</p>	<p>PROs, Ex-combatants, CDCs, NGOs , Local consultants and Ex-combatants Cooperatives</p> <p>Ex –combatants</p>
Week 4-6	<p>Forwarding project proposals to CDCs for screening and approval</p> <p>Forwarding project proposals by ex-combatants to PROs for comments.</p> <p>Preparation of beneficiaries' list per district with individual beneficiaries' bank accounts and submit the lists to the TS.</p>	<p>CDCs, NGOs, PROs and ex – combatants</p> <p>PROs</p> <p>CDCs</p>
Week 4-8	<p>Capturing of data in the MIS</p> <p>Approval by TS</p> <p>Forwarding of information and vouchers to Beneficiaries</p> <p>Transfer of funds to beneficiaries accounts</p> <p>Beneficiaries present IDs & vouchers to participating Banks.</p> <p>TS updates the MIS</p>	<p>TS</p> <p>TS</p> <p>BNR, Banks</p> <p>TS</p>

g. Interim Financial Reports (IFRs)

Interim Financial Reports (IFRs) that suitably summarize and classify all financial transactions relating to all expenditures under the program will be prepared on a quarterly basis for submission to the World Bank, through the Country Office FMS and Ministry of Finance and Economic Planning (MINECOFIN).

For IDA, the report shall follow the established and approved template. The reports emphasize the linkages between expenditures and physical progress as an important aspect of overall program monitoring. The IFR shall be submitted to IDA within 45 days after the end of the reporting quarter.

h. Auditing & Supervision

All the records, accounts and financial statements for expenditures, including all categories of the IDA Grant (Designated account), MDTF, Bilateral Donor and GoR accounts, will be audited in accordance with international auditing standards.

External audits

Audits of expenditures under categories 1 to 3 of the IDA Grant will be undertaken on the basis of documentation retained at the TS (SOEs & supporting documents).

The GoR and the World Bank will carry out joint supervision missions semi-annually or at such a time deemed necessary. These missions will make spot checks on a small random sample of beneficiaries at their place of residence to verify the use of funds disbursed.

The audits shall be carried out for every fiscal year by the Auditor General. The RDRC Annual financial statements shall be submitted to the office of Auditor General of state finances for their audit planning purposes as it is a requirement in the current organic budget law. The financial statements shall be accompanied by a letter requesting the OAG to conduct the audit. If the Auditor General is unable to perform the audit, private audit firms acceptable to IDA would be hired. ToRs for audit assignments and the audit planning schedule must always be agreed with the World Bank.

Internal audits

The RDRC shall have a full time internal auditor at all times as required by government laws. Reporting to the RDRC board of commissioners, the internal auditor shall conduct quarterly audits of finances, assets and procedures to ascertain that safeguards, rules

and regulations are adhered to. The internal auditor shall also monitor and report on implementation of recommendations from external audits on a quarterly basis. The internal auditor shall communicate to RDRC management any opportunities for improving internal controls and performance identified during audits for prompt action. To achieve this, the internal auditor shall perform the following types of audits:

Financial Review: To advise on the correctness, entirety, legitimacy, and regularity of financial reports and transactions as well as the soundness of underlying internal controls and accounting records.

Compliance Audit: To verify adherence to laws, regulations, policies, standards, and prescribed procedures.

Performance Audit: To assess the degree of economy, effectiveness and efficiency of the project's operations. The emphasis is put on the assessment of both project's inputs and outputs.

Systems Audit: To evaluate the design and operation of systems including internal control, financial controls, accounting systems, IT Systems, etc.

Forensic Audit: To consider forensic audits if and when specific cases of suspected irregularities such as fraud, theft, embezzlement, or mismanagement of funds arise.

IT Audits - Reviews of computer-based systems focusing on data security, disaster recovery, and effective use of resources.

Advisory Services: Internal audit shall also provide advisory services to assist management to meet the project's objectives. Examples of such services include improving risk management, internal control and governance structures. The nature, scope and objective of advisory services must be agreed with management.

RDRC Internal Audit Committee

The Internal Audit Committee (IAC) is by law an independent committee set up to provide oversight to the financial management of the RDRC. Members of Audit Committee are appointed by the Ministry of Finance and Economic Planning (MINECOFIN) for a three (3) years term renewable only once.

Its responsibilities in the project shall include:

- Provide advisory assistance to the management of the project for its operational efficiency;
- considering and reviewing of the financial statements of the project focusing on its overall credibility, unbudgeted expenditure and any other unusual transactions;
- reviewing and approving the annual action plan of the internal auditor;

- reviewing of internal audit and Auditor General's reports and recommend appropriate actions to be taken in connection with the issues raised and recommendations in those reports;
- follow-up management to ensure the implementation of the agreed recommendations within the agreed timeframe;

The Audit Committee may commission any appropriate special audits and investigations on the project and lead the appointment of independent auditors to conduct such audits.

The Audit Committee meets at least four times a year, with authority to convene additional meetings, as circumstances require.

4.2. Administration

4.2.1. Introduction

This section covers asset management procedures. Fixed assets comprise mainly of:

- Vehicles
- Motorcycles
- Computers
- Office equipment
- Office furniture

The management of assets shall be entrusted to the Administration Officer . The inventory of all assets shall be taken and properly recorded in the Assets' module of the accounting software which will be installed and fully operating. Registration of an asset in the fixed assets register shall be effected by the Administration Officer. The RDRC will secure and deploy appropriate software for the asset register, since this is not covered by the IFMIS.

The information in the register shall indicate:

- The nature of asset
- Type / make
- Category
- Department/ Location
- Date of acquisition
- Acquisition value
- Depreciation rate
- Source of financing
- Condition/Status

Every asset shall be identified in the register by a unique registration number (asset code). The registration number and the name of the asset shall be inscribed on the asset in a manner that is not erasable (the use of special machine for inscription of asset code or use of a plate or sticker) and without causing damage on the asset. Upon acquisition, all assets shall immediately have to be marked. There shall be an open contract for the codification services .

4.2.2. Assigning codes and marking assets:

The codes for assets shall be assigned in the following manner:

- 1st position: code for nature of asset (e.g. Furniture)
- 2nd position: code for category (e.g. Chair , desk etc)
- 3rd position: subcategory (e.g. Visitors' chair / staff chair)
- 4th position: subcategory (No. e.g. 1,2,3, etc)
- 5th position: ranking (Dept e.g. 01,02,03,04,05 etc)

4.2.3. Monitoring use of assets

i. Registration of the acquired assets

Upon receiving a delivery note, an asset register as well as a ledger card for each asset shall be prepared. The assets shall be recorded and posted in accounts at the date of acquisition by the TS as per source documents data. The accountant shall establish a historical ledger card for purposes of keeping all historical information of all equipment during the useful period in the project.

The historical ledger card shall specifically indicate the following information:

- Servicing carried out on the assets
- Repairs or modification undertaken on the asset / equipment.

ii. Allocation and custody of the assets

The AO shall propose the allocation of assets and the Coordinator of the Technical Secretariat shall authorise it. Each asset shall be allocated to an individual. The holder of each asset shall take primary responsibility of its good use. The assets used in a pool shall be under the responsibility of the AO. The initial allocation of an asset and changes in the allocation of the asset or the allocation of a newly acquired asset shall be recorded and signed for on the assets holding card. The CFO shall be responsible for spot checks.

The assets holding card may be in form of a card or a register and shall serve the purpose of:

- Tracing successive allocations for each asset
- Clearly identifying the holder of the asset in a given time for apportioning responsibility of holding the asset.

The asset holding cards shall be kept by the Administration Officer. The assets holding card shall be updated only when a written allocation has been effected. In the absence of an allocation card duly signed indicating a re-allocation, the current asset holder inscribed on the asset's holding card shall bear the responsibility of the said asset.

iii. Physical inventory

At the end of each accounting period, the AO shall organise physical stock taking for the assets. This exercise shall be recorded in minutes duly signed by all members of the team responsible for stock taking. The AO shall make comparisons between the information on the assets holding cards and that from inventory recorded.

In case of divergence, the AO shall verify the last update records on the assets holding basing on the latest notes of allocation of assets.

If the divergence persists, the AO shall notify the respective departments where divergences were detected for necessary explanations. The review of physical taking by the AO shall be sent to the Coordinator for information as the case may be, for purposes of taking the necessary measures.

iv. Disposal of assets

The decision to write off or dispose of an asset shall be taken at a meeting chaired by the Chairman, RDRC, and attended by the Program Coordinator, under the guidelines and approval of the Ministry responsible. The assets inherited by RDRP from Stage II of the Commission or donated by any International Agency shall be valued and thereafter incorporated into the RDRP Fixed Assets Register & Schedule respectively and indicated as such.

4.2.4. Stores Management

i. Accounts entries for supplies and consumables items

The items (supplies and consumables) for current use shall be managed outside books of accounts on stock cards.

ii. Management and accounting for physical stocks

The management of supplies and consumables shall be carried out by the Logistics Officer. The physical stocks shall be stored in a lockable place.

The management of stocks shall be done, outside the books of accounts, on the basis of information recorded on stock cards relating to inflows and outflows of stock per delivery notes, goods received notes, purchase invoices and requisition for supplies.

iii. Recording of stock movements

All stock movements shall be recorded on the stock ledger card kept in files and regularly updated by the Logistics officer.

Every record for stock outflows shall be signed by the AO, the head of department and the requisitioning officer. A stores requisition form shall be designed and used for this purpose (Annex D3).

The Accountant shall make entries of stock movements basing on invoices and delivery notes as well as requisitions for supplies. The entries will involve posting of stock consumption and accounting entries in the expenditure accounts on a continuous basis.

At the end of each month, the Logistics Officer shall prepare a report on consumption for the month, both in quantity and value, stores replenishment, corrections and adjustments of stock records as well as providing a base for corrections in the budget concerning that item.

iv. Physical Inventory of supplies

A physical inventory for supplies in stores shall be systematically carried out at the end of each month.

This inventory shall be carried out by the Logistics Officer under the supervision of AO.

The record of that inventory shall facilitate the adjustments at the end of the period in order to prepare the final report of closing stock which will be disclosed as a note to the financial statements.

This stock taking record facilitates reconciliation of the record prepared by the storekeeper and that on the stock cards. This reconciliation shall be prepared on the stock inventory card and its authenticity shall be approved by the signatures of AO, Logistics Officer and those who participated in stock taking exercise.

Any difference between the physical stock and records on stock cards must be indicated and explanations given on inventory cards. A memo to that effect shall be prepared by AO and sent to the Program Coordinator.

The Program Coordinator shall indicate the position to be taken as case may be as well as other corrections to be made.

4.2.5. Fuel Stock Management

This procedure shall aim at controlling and monitoring the use of vehicles as well as fuel consumption. It will be applied to all AUTOMOBILES OF RDRC. Each vehicle shall be allocated a logbook which will facilitate close monitoring of its use, maintenance and

fuel consumption.

i. Fuel Stocks

The fuel shall be purchased in accordance with standard procurement procedures. No physical fuel stocks will be kept by the TS; instead arrangements shall be made with the selected supplier to provide the TS with fuel coupons.

The fuel coupons shall be stamped with the TS stamp.

ii. Management of fuel allocation

The Logistics Officer shall keep a fuel register in which all fuel stocks are recorded with identification of automobiles and their drivers.

Before every departure the driver or the automobile user shall carry out the following operations in the log book:

- Take the log book from the AO
- Write down the reason for movement
- Sign in the fuel register for the fuel coupons taken.
- Record the Mileage.

Every month the LO shall:

- Prepare a summary of information on the use of the vehicles indicating kilometres covered and fuel consumption for the month
- Calculate the average fuel consumption or kilometre covered
- Report cases of excessive consumptions to the Program Coordinator.

PROCUREMENT GUIDELINES AND PROCEDURES

Procurement plan

There will be a Procurement Planning Committee (PPC) chaired by the Programme Coordinator (PC), with all heads of departments as members. A procurement plan for every year of operation shall be prepared by the Procurement Department (PD); this plan would be updated every three (3) months and discussed with the Bank every six (6) months. After every revision, the procurement Plan shall be submitted to the World Bank for approval before being implemented. Generally, the procurement plan is updated on annual basis within the preparation of the budget. However, it can be updated every time there is a need.

The Procurement plan format is given in annex C1

Procurement Reports

The TS shall integrate within the Financial Monitoring Reports to be submitted to the Bank, procurement reports in an appropriate degree of detail.

A Sample procurement report is shown in annex C2

5.1. Procurement methods for goods, civil works and non-consulting services

International Competitive Bidding (ICB)

Contracts may be awarded through International Competitive Bidding (ICB) for each contract of goods estimated to cost US\$ 1,000,000 equivalent or more and each contract of works estimated to cost US \$ 10,000,000 equivalent or more.

National Competitive Bidding (NCB)

Goods estimated to cost less than US\$ 1,000,000 equivalent per contract may be procured under contracts awarded in accordance with the provisions of paragraphs 3.3 and 3.4 of the IDA procurement guidelines.

Each contract of works estimated to cost less than US\$ 10,000,000 or more per contract may be procured under contracts awarded in accordance with the provisions of paragraphs 3.3 and 3.4 of the Guidelines.

Shopping/Request for quotations

Goods estimated to cost less than the equivalent of US\$ 100,000 per contract may be procured on the basis of comparison of at least three quotations at national or international level in accordance with the provisions of paragraphs 3.5 of IDA procurement Guidelines.

Civil works estimated to cost less than US\$ 100,000 equivalent per contract may be procured under contracts awarded on the basis of at least three quotations at national or international level in accordance with the provisions of paragraphs 3.5 of IDA procurement Guidelines.

The written invitation would include basic technical specifications, a description of the works and delivery/completion date.

The contract may be awarded based on the lowest bid quotation responsive to the conditions specified in the written invitation.

Direct contracting

Direct contracting without competition (single source) may be an appropriate method under the following circumstances according to IDA guidelines (Guidelines Procurement under IBRD Loans and IDA Credits. May 2004 revised October 2006 & January 2011 para 3.7):

- An existing contract for goods or works, awarded in accordance with procedures acceptable to the Bank, may be extended for additional goods or works of a similar nature. The Bank shall be satisfied in such cases that no advantage could be obtained by further competition and that the prices on the extended contract are reasonable. Provisions for such an extension, if considered likely in advance, shall be included in the original contract;
- Standardization of equipment or spare parts, to be compatible with existing equipment, may justify additional purchases from the original supplier. For such purchase to be justified, the original equipment shall be suitable, the number of a new items shall generally be less than the existing number, the price shall be reasonable, and the advantages of another make or source of equipment shall have been considered and rejected on grounds acceptable to the Bank.
- The required equipment is proprietary and obtained only from one source.
- The procurement of certain goods from a particular supplier is essential to achieve the required performance or functional guarantee of an equipment or plant or facility;

- In exceptional cases, such as, but not limited to, in response to natural disasters and emergency situations declared by the Borrower and recognized by the Bank; and.
- In cases of higher consumption of food stuffs and related services due to unexpected increase in repatriation of ex-armed groups.

5.2. Selection of consultants

Where need for technical assistance shall arise, the TS shall contract qualified providers either Local or Foreign, guided by the standard procurement procedures relating to consultants in accordance with IDA Guidelines for Selection of Consultants, January 2011. Consultancies could be annual planned especially for periodic external audits, independent evaluations, supervision and monitoring. Targeted Technical assistance may also be needed for HIV/AIDS activities, medical screening and the special target groups component (child combatants, disabled ex-combatants) or backstopping to various Technical Secretariat Units, different studies, training, etc...

Selection methods

Quality and Cost – Based Selection (QCBS)

All consultant services estimated to cost an equivalent of US\$200,000 or more per contract would be selected using QCBS method.

The short list for consultants estimated to cost less than US\$200,000 equivalent per contract, may comprise entirely national consultants, provided at least three qualified national consultants are available in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines. However, foreign consultants expressing interest may also be included on the short list.

Consulting services contracts estimated to cost US\$200,000 and above for firms may be awarded through the *Selection Based on Consultants' qualification* method (SBCQ)/Quality Based (QBS)/Fixed Budget/Least Cost in accordance with the provisions of paragraphs 3.2, 3.3, 3.4, 3.5,3.6& 3.7 of the Consultant Guidelines.

Selection of Individual consultants

Individual consultants are selected in accordance with Section V of Selection of Individual Consultant of the Consultant Guidelines. The selection shall be carried out through the comparison of the relevant overall capacity of at least three qualified candidates among those who have, directly or through a firm, expressed interest in the assignment or have been approached directly by the Borrower.

Single Source Selection (SSS)

As per paragraphs 3.8-3.11 of Guidelines Selection and Employment of Consultants by World Bank borrowers, January 2011 version, and single-source selection shall be used in exceptional cases. The justification for single-source selection shall be examined in the context of the overall interests of the client and the project, and the Bank's responsibility to ensure economy and efficiency and provide equal opportunity to all qualified consultants.

Single source selections may /will be used under the following circumstances:

- For tasks that represent a natural continuation of previous work carried out by the firm (see paragraph 3.10);
- In exceptional cases, such as, but not limited to, in response to natural disasters and for emergency situations both declared by the Borrower and recognized by the Bank;
- For very small assignments; or
- When only one firm is qualified or has experience of exceptional worth for the assignment.

5.3. Thresholds for Prior Review by IDA

5.3.1. Goods, civil works and non-consulting services

- Each contract for civil works equal to or exceeding USD10,000,000. However, specific contracts with less amounts may be subject to prior review based on its nature upon request by the IDA.
- Each contract for goods and non-consulting services estimated to cost the equivalent of US\$ 1,000,000 or more. However, specific contracts with less amounts may be subject to prior review based on its nature upon request by the IDA.

All direct contracts are subject to IDA prior review.

5.3.2. Consultant Services

- All terms of reference for consulting regardless of the estimated value
- Contracts estimated to cost the equivalent of US\$100,000 or more for Individual consultants
- Contracts estimated to cost the equivalent of US\$200,000 or more for firms
- All single source contracts are subject to IDA prior review

5.4. Post review by IDA and Auditors

All other contracts for goods, civil works, non-consulting services and consultant's contracts not prior reviewed by IDA, would be subject to post review by IDA during post-procurement review (PPR) and implementation support missions and by auditors during the audits.

5.5. Detailed procedures & guidelines

The following general rules and procedures relating to procurement are in accordance with the directives of IDA, and are to be applied in the framework of local regulations.

5.5.1. Invitation for Bids (IFB)

Invitation for bids (IFB) shall be issued by one of, or a selection from the following methods:

- An advertisement in at least one newspaper of general circulation in Rwanda
- For international competitive bidding, an advertisement will be placed in World Bank client connection portal, UNDB, DG market (the largest international portal/gateway for tenders and procurement opportunities from government and international organisations) and/ or a well-known internationally accepted magazines and/or newspapers, as well as RDRC website.
- A letter addressed to interested bidders who, following the publication of the general procurement notice, have expressed interest in bidding for the goods/works/services for which the invitation is issued.
- Optionally, a circular to consular or diplomatic missions in countries with potential bidders.
- The IFB shall indicate important bid evaluation criteria.
- IFB shall be part of the Standard Bidding Documents (SBDs).

5.5.2. The Procedures

The procedures shall comprise the following operations:

- Preparation of tender documents
- Announcing and advertising the tender
- Receiving and opening bids
- Evaluation of bids
- Award of tender
- Signing of a contract
- Contract execution and management
- Publishing awarded contracts

5.5.3. Procurement documents to be submitted to the IDA for post review .

- Approved procurement plan
- Tender document/Invitation for Bids/RFP
- Tender notice published
- Bids from suppliers/service providers
- Tender opening report
- Tender evaluation report
- Request for No objection & No objection if required
- Copy of the signed contract
- Payment documents

5.5.4. RDRP Internal Tender Committee (ITC)

For the opening, analysis and evaluation of tenders, an RDRP Internal Tender Committee shall be constituted and entrusted with that responsibility. Any contract extension shall require approval of internal tender committee.

The Procurement Specialist will be the Secretary of the committee and the Chairman RDRC shall appoint a chairperson from among the HODs or other technical staff. Other members will be either the heads of departments or technical staff at national expert level, plus technical staff from whom the requests originate. External experts may be invited as need arises to provide technical support during the bids/proposals evaluation. The membership shall be 5 or 7 appointed by the Chairman of RDRC. Membership shall be for 3 years, renewable only once. However, the procurement specialist is a permanent member of internal tender committee.

5.5.5. RDRC Internal approvals

Since RPPA is no longer involved directly in procurement transactions, there is an increase in the fiduciary risks given reduced levels of checks and balances. As such, tender evaluation reports done by the internal tender committee whose cost is equivalent to or more than RWF 400,000,000 shall be submitted to the board of

commissioners for approval before tender award. The procurement specialist shall coordinate and submit all related documents to the commissioners and make presentation of evaluation draft report to the commissioners. During presentation of the report by the procurement specialist, one of the procurement officers shall take minutes of the proceedings which shall be signed by all people who attended the meeting. Since the board members may not be having enough skills in specific procurement matters, the RDRC shall seek for technical assistance from RPPA as need arises.

Where need arises, the procurement of civil works, a technical evaluation shall have to be carried with the support of RPPA.

5.5.6. Important obligations under IDA procurement directives

The IDA procurement directives govern the procedure of purchases through tenders. The important obligations under the above directives are as follows:

- Use of standard documents provided by IDA which is provided in the World Bank guidelines manual or website.
- Request for non - objection from IDA on the tender documents for contracts subject to prior review
- Request for non - objection before awarding the tenders
- Avail all documents for post review contracts for PPR or IPR missions
- All contracts for selection of consultants are processed in accordance with IDA Guidelines for selection of consultants regardless of the estimated value.
- Document for post procurement review (PPR) contracts need to be kept for mission
- All terms of reference have to be reviewed and approved by the TTL.

5.5.7. Tender Documents Requiring Prior review

For tender documents requiring prior review, the procedural sequence shall be as follows:

The Procurement Office:

- Prepares tender documents using standard formats provided by the World Bank/available on its website
- Prepare advertisement of procurement notices and publish them on required portal including client connection, UNDB and Dg market
- Prepares a request for no - objection from the Bank on the tender document
- Endorses the documents prepared
- Submits all the documents to the Coordinator

The Coordinator:

- Verifies the documents
- Signs and submits them to the World Bank

- Receives the non-objection on the documents
- Publish tender invitations on the “Dgmarket”, UNDB and WB external website through client connection, or in any international newspaper/magazine/media for a period between 45 and 90 calendar days according to the size of the tender dossier, from the date of publication in the newspaper for ICB. This period may be reduced to 21 calendar days, if works, services or goods to procure are easily available and that the preparation of the bids does not require much time (in case of International Shopping).
- Sends tender invitation to the local newspapers, at least within 30 calendar days for items/works/services to be procured under NCB. This period may be reduced to 14 calendar days, if works, services or goods to procure are easily available and that the preparation of the bids does not require much time.
- Receives tender bids.

5.5.8. Opening and Evaluation of Tender bids

- Opening shall be done in public by the internal tender committee
- The bidders shall be invited to witness opening the bids.

The tender committee shall:

- Prepare a report for the tender bids opening session
- Analyse and evaluate the bids in accordance with set criteria in the bidding document
- Prepare a report of the analysis and evaluation of received bids
- Make a proposal regarding the award of the tender.
- Any additional works, services, goods or changes in the terms of contract shall require endorsement of internal committee members.

The Procurement specialist submits the evaluation report whose cost is less than RWF 400,000,000 to coordinator for approval before tender award.

5.5.9. Request for non- objection

The Coordinator in line with World Bank and GoR regulations shall request and receive the IDA NO.

After the reception of Non-objection from World Bank, the Coordinator:

- Send a copy of non-objection to procurement office to prepare notification letters to the winner and regret letters to the losers and award the contract to the winning bidder.
- Procurement office sends a copy of the contract to the CFO for accounting, committing funds on the budget and follow-up.

The Coordinator will advise the World Bank/Rwanda Public Procurement Authority as to whether the tender needs modification in its stages of implementation, in case of unforeseen changes in the timing, hence necessitating prolongation of the implementation period or changes involving extra work or payment exceeding 15% of the initial contract, as in line with World Bank and RPPA guidelines.

5.5.10. Records keeping

All documents relating to procurement shall be kept safely for future reference and review by auditors and the World Bank supervision missions.

The originals of procurement documents shall be kept by the procurement department and copies by the Finance Department. However, Finance department shall be given an original copy of a duly signed contract in order to commit funds.

Accounts section shall ensure that, all copies of payment vouchers are sent to procurement department to complete procurement dossiers as soon as payment is done. After a period of 10 years, the procurement dossier shall lose value and therefore, shall not be subject to any audit.

5.5.11. Local Tender Invitations

The obligations and procedures to be followed are the same as those relating to international tender invitations. However, there is no need for adverts of local tenders in the “DG market” or any other form of international advert.

The minimum period for submission of tender bids is 30 calendar days in case of National Competitive Bidding (NCB). For National Shopping, the minimum period for submitting tender bids is 14 days after reception of the invitation for bids (IFB).

5.5.12. Request for quotations/shopping

This may be used in procuring readily available off the shelf goods or standard specification supplies, works and services that are very small in value. Prices from at least 3 suppliers shall be compared. In this case, bidders are not requested to submit usual administrative documents. The received bids are opened and evaluated by Internal Tender Committee which recommends the tender award.

5.5.13. Single source / direct contracting

This may be used in exception circumstances i.e. natural continuation of an existing contract for works, services or goods was awarded in accordance with procedures acceptable to the Bank and the RPPA; this may also be used in cases where the consultant is the sole supplier of the specialized service. The Bank will have to be satisfied that no advantage could be obtained from further competition and that prices on the extended contract are reasonable.

5.5.14. Purchase of goods

Materials and supplies replenishment requires rational forecast and management of stocks taking into consideration inventory levels, time of delivery, storage space and cost of storage.

The LO shall:

- Determine the stock levels for replenishment of each stock item, depending on the needs of the Technical Secretariat and PROs/PMEOs, in the framework of the annual program of activities;
- Communicate the information relating to the inventory levels to store keepers to enable close monitoring.

5.6. Procurement Cycle

The procedures consist of the following operations:

- A purchase requisition is prepared by the user department with all detailed technical specifications, terms of reference or bill of quantities depending on the nature of the tender (PR).
- Purchase requisition is approved by the project coordinator in line with approved budget and procurement plan.
- The purchase requisition is then forwarded to procurement department for processing.
- Preparation of invitation for bids and tender document/request for proposal by the procurement department.
- Invitation for bids and tender document/request for proposal is signed by the Chairman of the commission.
- Bids opening shall be conducted by members of ITC in presence of bidders who may choose to attend.
- Preparation of opening and evaluation reports by the internal tender committee.
- Preparation of a Letter of credit (LC) or Contract (LPO is prepared by finance department while contract by procurement department).
- Signature of the LPO/ LC/CONTRACT by the Coordinator of the TS
- Advance payment is made where applicable, supported by an advance payment guarantee from either insurance company or a bank in accordance with provisions of laws that regulate procurement in Rwanda.
- Receipt and verification of the delivered goods by the store keeper, end user and the procurement staff to verify documentation accompanying goods as per the stipulations of the contract.
- Preparation of Goods Received Note (GRN)
- Recording and filing of the documents

The requisitioning officer:

- Prepares a purchase requisition in duplicate
- Forwards the purchase requisition to the storekeeper for verification of availability.
- The purchase requisition forms, which shall be printed, shall be provided to the head of department by the storekeeper.

5.6.1. Approval of purchase requisition

The storekeeper checks the purchase requisitions and ensures that the requisitioned items are not in stock.

If the supplies are not available or are in insufficient quantities, the Budget Officer checks the budget to identify which budget line is relevant to the requisition and availability of money / funds to procure required items.

She/he will then forward the purchase requisition to the AO who will ask the Coordinator to instruct the Procurement Specialist accordingly.

The Procurement Specialist shall verify if the requested goods are in the procurement plan after which procurement process starts in applicability of the appropriate method based on the nature and size of the requested goods. All the bids/proposal are forwarded to the internal tender committee for analysis.

The ITC would meet and evaluate the bids considering the evaluation criteria described in the tender/request for proposal and prepare a selection report with a recommendation based on the findings after comparing the bids.

The Procurement specialist will attach the selection report to the Purchase Requisition and forward it to the Coordinator for approval as well as approval for the notification letters and contracts thereof.

The standard criteria for the selection shall be based on the lowest price offered for the same quality of goods or services / works.

The Coordinator:

- Endorses the tender evaluation report after reviewing it.
- Returns the documents to the Procurement Specialist for purposes of preparing notification letters and contracts.

5.6.2. Preparation of letter of credit (LC) /contract

The Procurement Specialist prepares the LC/Contract and forwards it to the Coordinator for endorsement, a copy of which will be forwarded to the CFO for accounting, budget provision and follow-up. The LPO is prepared by the finance department.

5.6.3. Receipt and verification of deliveries of goods and services

Goods delivered shall be accompanied by a Delivery Note to be signed by the Storekeeper and will bear the stamp / signature of the supplier. The Procurement Office and technical staff / expert shall verify the delivered item (s).

Procurement staff may not have technical skills to verify the compliancy of goods/works or services. Procurement verifications shall only ensure delivery of the right quantities as well as supporting documents as necessitated by the contract. Compliancy shall be the responsibility of the requisitioning officer who may seek advice from an expert.

Due to complexity of civil works, civil engineer shall in conjunction with the supervising firm where applicable be the only ones to verify and approve the quality and quantity of work done. Procurement department shall only ensure contract management and execution in terms of timely completion in accordance with the provisions of the contract.

The storekeeper shall raise a Goods Received Note (GRN) countersigned by the Procurement Specialist to ensure right quantities as well as all supporting documents are adhered to, and copied to the AO, CFO, and the Requisitioning department.

5.6.4. Recording and filing of documents

All goods received and issued shall be recorded on individual stock cards by the storekeeper. Duplicates of the delivery notes shall be kept by the Accountant and used to verify supplies invoices at the time of payment.

Inventory of stocks for goods/materials/fuel shall be made on quarterly and annual basis. The inventory is processed by the storekeeper, the Logistics Officer and the representative of the Accounts Section. The periodic inventory reports shall be forwarded to the Coordinator. Their copies shall be kept by the Procurement specialist, CFO, Accountant and Administration Officer.

Before requesting for the replenishment of stocks, the storekeeper shall make a report on the use of the previous supply of goods/materials to the Administration Officer and the report shall be copied to the Procurement specialist and the CFO.

5.7. Provision of specific services other than consultancy

5.7.1. Procedures

The procedures to be followed for provision of a non-consultant service shall be like those used for the purchase of goods. However, the Procurement Specialist and the Head of technical section requisitioning the service/work shall oversee and verify the performance of the service as well as signing the *certificate of completion*. Unless there is proof that the performance conformed to the provisions in the terms of reference, no services shall be deemed to have been completed. Head of technical section shall approve the performance of the service provider while procurement shall endorse contract execution in terms of timely completions as well as supporting documents as may be required in the contract.

i. Provision of continuous services (operating costs)

Provision of continuous services requires the service provider to carry out such a service non-stop over a given period and payment effected at regular intervals (renting buildings, water, electricity, telephone...).

The procedure is as follows:

The consultation over the price may be effected through direct negotiations with the service providers (suppliers).

As much as possible this negotiation must be carried out with at least three different service providers in order to obtain the lowest price bid for similar quality services.

Services provided by a monopoly supplier or by public institutions shall be affected on the basis of price negotiated.

ii. Preparation and signing of contract

The confirmation of purchase of goods, works and services shall take effect upon signing the contract. The Procurement specialist shall verify the provisions therein, in case it has been drafted by the supplier. All procurement contracts are signed by the project coordinator or his designated representative.

The contract may be replaced by standard forms such as LPO prepared by the Finance department where applicable.

iii. Contract negotiations

Negotiations are only applicable to consultancy contracts. Negotiations shall begin by

considering the comments, suggestions and/or requests made by the internal tender committee on both the technical and financial evaluation reports.

The technical aspects (methodology, work plan and staffing) are discussed to reconcile the consultant's proposal and circumstances of RDRC. Since the quality of the technical proposal is the main factor in the ranking of consultants, where RDRC negotiation team is intending to reduce the scope of work or downgrade the proposed staff to cut the proposed price, the overall quality of the proposal shall not be substantially altered, because doing so may affect the basis of technical evaluation on which the ranking was determined.

Financial negotiations shall only be used to achieve consistency between the quality and the price of services offered and not only to induce a price reduction.

The financial proposal is negotiated based on list of deliverables, scope and plan of work, staff efforts proposed by the consultant.

Items to discuss during financial negotiations shall vary according to the selection method adopted. When price is a factor of selection and competition, (QCBS, FBS, or LCS), negotiation of unit rates is not allowed nor is the negotiations of unit rates for reimbursable expenses. When price is not a factor of selection (QBS, CCS, SSS, IC), negotiations of all financial proposals is allowed.

iv. Provision of staff training services

The provision for staff training services shall involve conducting training sessions for the staff in accordance with the specified terms of reference (TOR). The TOR shall be designed in accordance with the determined training needs or those expressed by the beneficiaries or with regard to their duties.

The authority to approve TORs for staff training shall be exercised by the Coordinator of Technical Secretariat and for the Coordinator by the Chairman of the Commission.

Implementation of training

There are three ways of implementing training:

- Through specialized institutions
- Specialized consultancy firms
- An individual consultant

The Human Resources and Administration Officer (HRAO), who will also be responsible for training shall do the following:

- Determine staff training needs
- Prepare the Terms of Reference
- Consult and/or negotiate with potential service provider institutions in

- accordance with the requirements of TOR.
- Prepare a note explaining details of negotiations
- Forward the note and other relevant documents to the Internal Tender Committee (ITC) for recommendation
- The HRAO shall forward the recommendation to the Coordinator.
- All staff training costing over USD200,000 shall require prior review from the World Bank.

The HRAO shall then:

- Prepare the list of participants to be sent to the institution
- Prepare a Memorandum of Understanding to be signed with the institution
- Forward the documents to the Coordinator for signature.

All training sessions outside the country shall require prior non-objection from the World Bank with regard to the TORs, choice of institutions, amount to be committed and the category of expenditures allocated. Government of Rwanda shall approve the training through the relevant organs. The cost of training shall include: tuition fees and per-diem and other costs (travelling and others) necessary for that training.

v. Specialized consultancy firms

The TORs shall have to be sent to the World Bank for non-objection. The recruitment of the firm shall have to comply with IDA directives concerning the recruitment of consultants and comprise of the following steps:

The department requesting for training service shall prepare terms of reference (TORs) and forward them to the Coordinator for approval who will forward them to the Procurement specialist for processing the request for WB and/or RPPA Non Objections where necessary.

The Coordinator shall:

- Forward the documents to the W.B for non objections
- Receives the non objections
- Requests the Procurement Specialist to prepare a letter of invitation
- Signs the letter of invitation (standard World Bank document)

Upon receipt of bids, the opening, evaluation and award of the tender shall follow the usual procedures for tender bids.

v. Individual Consultant

The TORs shall have to be sent to the World Bank for non-objection. The recruitment of Individual Consultant shall have to comply with IDA directives concerning the

recruitment of consultants.

A request for submission of CVs shall be made through the public media or directly writing to the consultants. A shortlist for the specific job shall be made by the RDRC ITC. The Internal Tender Committee shall negotiate with the best candidate to agree on the best offer for the Commission. Shall the negotiations with the best candidate fail to reach an agreement, the second best CV candidate shall be called for negotiations, and so on. However open competitive bidding can be adopted where no capable individual consultant is known.

vi. Single Source Consultant

This one is used only when the person concerned possesses specialized knowledge and known competences necessary for the requirements in the TORs. The Internal Tender Committee shall negotiate with the consultant to agree on the best offer for the Commission.

vii. Signing of contract with consultant

The Procurement Specialist shall prepare a contract using IDA standard format and forward it to the Coordinator. The Coordinator shall cross check and sign the contract.

viii. Contract Renewal

Contract renewal for supply of goods, services/consultancies and/or works shall be requested by the user department indicating its justification and approved by the Coordinator if the original contract was awarded through accepted procedures by the World Bank and/or the Rwanda Public Procurement Authority, and if it was indicated in the initial contract that it could be renewed subject to good performance, availability of funds and necessity of the services. Contract renewal shall be done before the completion date of the first one based on provided justifications; otherwise it will be considered as direct contracting or single sourcing selection.

PROGRAM MONITORING AND EVALUATION

Monitoring and Evaluation are necessary so as to help all program stakeholders know how well program activities are going on, where improvements and interventions are necessary and proper accountability to be realized.

The RDRP Monitoring and Evaluation Department will organize and conduct various surveys, assessments, impact assessments and evaluations, and beneficiary satisfaction assessments. The department also ensures that the data collected is analysed as part of a “lessons learnt” exercise in which all relevant staff participates. The “lessons learnt” serve to revise and improve the operation in the coming year of operations and feed the Annual Planning Phase with the necessary information to make adequate revisions in strategy and Program design to improve operations.

Information on all beneficiaries shall be captured during the initial demobilization process, securely stored, and subsequently utilized to inform Program implementation. A Management Information System is therefore essential for this purpose.

6.1. Monitoring

Management Information Systems (MIS)

A well functioning MIS is essential for effective monitoring and evaluation; throughout the program, it will aid in registering target group beneficiaries and monitoring Program implementation progress and effectiveness. It will also aid in keeping track of the utilization of Program funds.

Monitoring would be undertaken at three levels:

- The TS
- The PROs and
- The community.

6.1.1. Monitoring at the TS Head Office level:

The department of monitoring and evaluation at the TS Head Office shall collect and process information from:

- Demobilization operations,
- PROs reports submitted after ex-combatants have received RSA payments and when ex-combatants apply for RG and VSW
- Field visits.

Quarterly TS internal evaluations

All units and/or departments will specify performance indicators in their quarterly activity plans. These indicators will be a basis for quarterly internal TS evaluations.

The TS would track the provision of assistance to the ex-combatants throughout the lifecycle of the Program. In addition, within six months of the effectiveness date and annually thereafter, or upon the request of the Association, carry out surveys of a representative sample of a minimum of 3% of population that falls under the selection criteria or Program beneficiaries to verify that they:

- Have received reinsertion and reintegration benefits in accordance with the semi annual work program and budget of the program; and
- Have acquired the goods and services intended.

Data collected in demobilization centres when ex-combatants arrive (socio-economic profiling), will regularly be entered in the MIS, analysed and reports produced.

6.1.2. Monitoring at the Provincial Level:

The Provincial Field Officer shall:

- Track the provision of assistance to the ex-combatants throughout the lifecycle of the Program. The Provincial Reintegration Officers field visit form is in annex E2.
- Collect any other needed information related to ex-combatants' life.
- Collect data related to reinsertion and reintegration process of program beneficiaries. This could include but not limited to records of ex-combatants, who have accessed their reinsertion and reintegration allowances,
- Assess and follow-up ex-combatants' social and economic reintegration at the community level and propose corrective actions where necessary.
- Participate in Social and Environmental monitoring of ex-combatants projects under implementation *vis*; follow up the implementation of sub-projects when ex-combatants receive their Reintegration Grants (RG) and Vulnerability Support Window (VSW) grants, or any other additional reintegration support to systematically assess/identify factors associated with successes or failures of different reintegration initiatives implemented by the ex-combatants. Refer to the Annex E1

6.1.3. Monitoring at the Community level

The Local Authorities shall:

- Advise and assist ex-combatants during the project preparation and implementation.
- To participate in Social and Environmental monitoring of ex-combatants projects under implementation

i. Social Aspects

The following criteria will be used for monitoring social dimensions of the program:

Various procedures will be used to collect data on social dimensions. Questionnaire guided interviews and focus group discussions shall be conducted in selected sectors and shall cover the following topics.

QUESTION
1) Contribution of ex-combatants to conflict resolution and national reconciliation
2) Contribution of ex-combatants to enhancement of social capital (eg bringing new skills, organizational capacity through cooperatives,
3) Contribution of ex-combatants to security improvement through ideas, attitudes or discipline
4) Ex-combatants acceptance of the community: <ul style="list-style-type: none"> i. Listening to community ideas ii. Attending the meetings, being active in debates
5) In employing, do employers : <ul style="list-style-type: none"> i. Give ex – combatants priority ii. Remain objective on learning that one is an ex-combatant iii. Become negative on learning that one is an ex-combatant
6) Resentment by communities on the support given to ex-combatants through open or discreet protests
7) number / proportion of ex-combatants involved in violence, and crime, compared to other Rwandans

ii. Environmental aspect

When the ex-combatants submit a subproject, it will be appraised by the Local Authorities for environmental sustainability. The subprojects are categorized in C, B1, and B2. For B1 and B2 subprojects and small scale construction work (houses) will then fill a Environmental Management Plan checklist, to identify the appropriate mitigation measures to put in place. The environmental safeguard checklist is in annex E3

If the proposed sub project answers 'yes' to any of the questions below, then mitigation measures must be described in the subproject. This sub-project will be monitored during its implementation to ensure adherence to set mitigation measures.

1) Does the proposed project indicate how resources will be restored (e.g. re-planting of trees) or managed (e.g. re-stocking of fisheries) so as to avoid resource depletion or degradation?
2) Does the project sufficiently attend to anti-erosion measures in agricultural production methods?
3) Will the subject increase use of chemicals?
4) Will sub-project create risk of water related or water borne diseases?

The monitoring of the environmental aspects are included in annex E2.

6.2. Program Evaluation

Evaluations of the Program must be carried out at agreed intervals. These evaluations assess the Program and projects at various levels; systems (effectiveness and efficiency), performance/outcomes (delivery of services), and impact (desired change and sustainability).

Analyses of the databases and existing administrative records and reports shall establish to what extent the overall program, as well as, the individual components has achieved their objectives.

The TS shall implement on yearly basis, national sample verification surveys of program beneficiaries having received Basic Needs Kit, Recognition of Service Allowance, Reintegration Grant and/or Vulnerability Support Window grants and other Program benefits. The statistical evaluation shall be complemented by a beneficiary assessment receipt of program benefits. The assessment shall be directed towards the ex-combatants, their families as primary, and the communities as secondary beneficiaries.

Survey instruments shall be developed, pre-tested and implemented for use in surveys on reinsertion benefits, reintegration support and social and environmental aspects of their reintegration and reinsertion.

Independent evaluations of program implementation would be carried out annually and would consist of quantitative and qualitative aspects as per table of selected key performance indicators (refer to table below).

Key performance Indicators

The original key performance indicators are given in annex E4. For the remaining period, the key performance indicators are as given below.

Project component/ Sub-component	Key Performance Indicators
Demobilization	<ul style="list-style-type: none">➤ Each returning Ex-combatant from an Armed Group is demobilized in accordance with the criteria and procedures set out in Programme Implementation Manual (PIM)➤ Each demobilized ex-combatant has received demobilization ID card and a national ID

Project component/ Sub-component	Key Performance Indicators
	number, which are captured in the management information system (MIS) database.
Reinsertion	<ul style="list-style-type: none"> ➤ Each demobilized Ex-Combatant has received a basic needs kit within one month of demobilization. ➤ Each adult dependant of an ex-AG has completed the mini PDOP. ➤ Each dependent of ex-Armed Group member repatriated has received reinsertion kit upon leaving the PDOP camp.
Reintegration	<ul style="list-style-type: none"> ➤ Reintegration grant payments to demobilized ex-combatant are made within 3 months of demobilization. ➤ A maximum of 45 % per caseload receive VSW support.
Special groups	<ul style="list-style-type: none"> ➤ All demobilized female ex-combatants have received reinsertion and reintegration benefits under the Program in the same amount and according to the same procedures as demobilized male ex-combatants. ➤ Each demobilized disabled ex-combatant has received medical transitional rehabilitation assistance within 3 months of demobilization and oriented towards the relevant organs for support. ➤ Each demobilized child ex-combatant has received targeted reintegration assistance

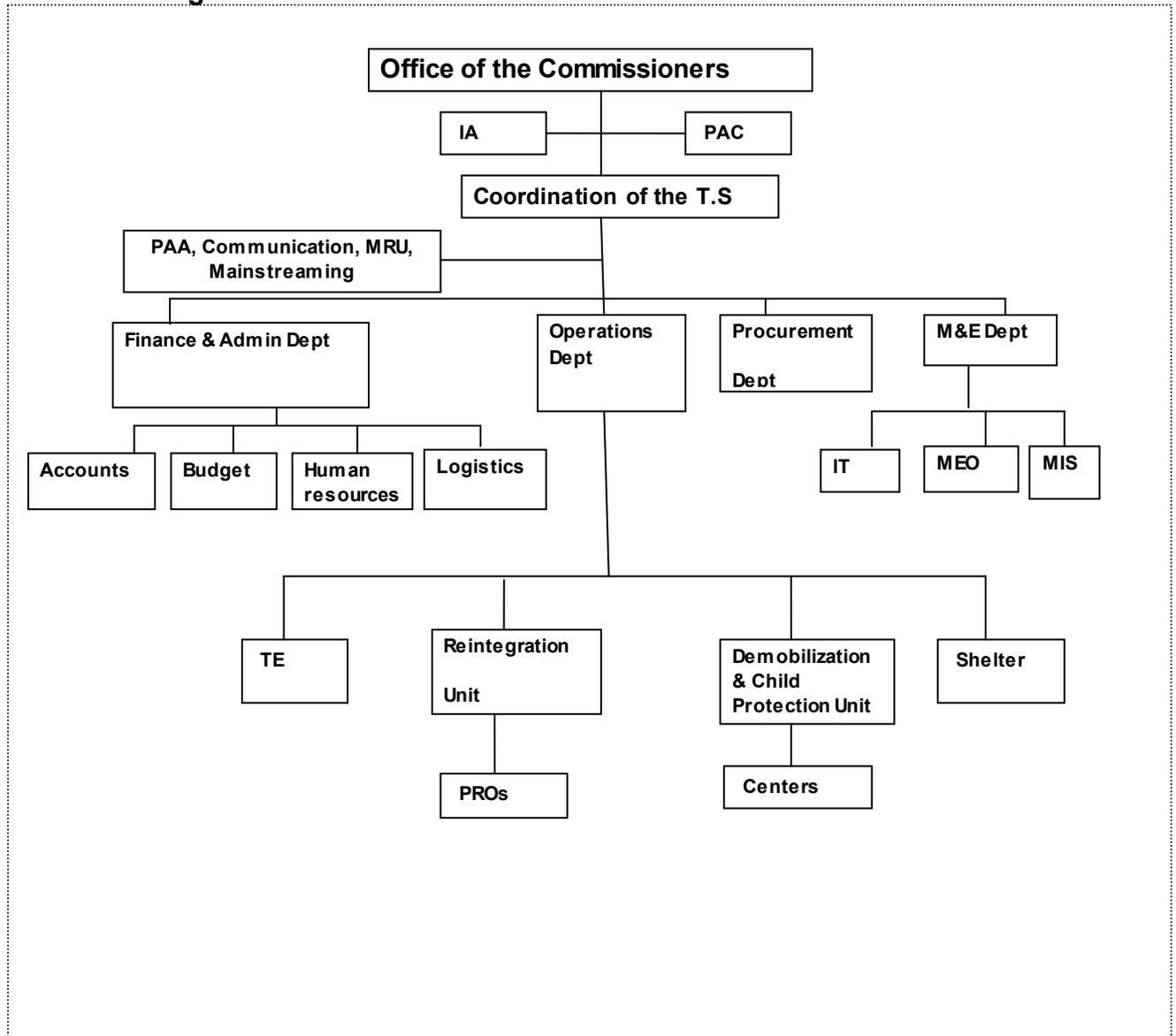
Project component/ Sub-component	Key Performance Indicators
	within 2 months of reunification
Implementation arrangements	<ul style="list-style-type: none"> ➤ Provincial Reintegration offices and 2 repatriation offices are operational with effectiveness of the project. ➤ Mid-term and final independent programme evaluation will be carried out ➤ Sample payment verification study will be carried out annually. ➤ Issues related to reintegration of ex-combatants feature within the local planning and support mechanisms.

Monitoring and Evaluation is an ongoing function. Besides analysis of existing data, the Monitoring and Evaluation Department will organize the collection of data through various forms of targeted surveys and assessments on an ongoing basis. The purpose of this is to continuously monitor and evaluate the effectiveness and performance of the Program in achieving its objectives within the social and economic environment in which it operates.

ANNEXES

Annex A: Operations

Annex A1. Organizational structure of RDRC



Annex A2. RDRC/P staff job descriptions and salary structure

The third stage of the Rwanda Demobilization and Reintegration Program (RDRP) is expected to receive funding from two sources, namely the World Bank, and other donors.

The Commission is charged with ensuring that Government policies on demobilization and reintegration are efficiently and effectively carried out.

Specific Attributions:

- Advise Government on policy issues regarding the demobilization and reintegration program;
- Ensure the successful implementation of the Program;
- Resource mobilization for the program;
- Liaise with partners on matters concerning demobilization and reintegration of ex-combatants;
- Participate in the concluding of conventions on demobilization and reintegration with program partners;
- Co-ordinate program activities with relevant government ministries and institutions as well as the donor community;
- Disseminate government policy on demobilization and reintegration of ex-combatants;
- Appoint Program staff in accordance to Program Recruitment procedures manual; and
- The Commission's chairperson is to be a co-signatory to the World Bank Special Account.

Composition: The Commission is appointed by the Cabinet and composed of a Chairperson and 4 other Commissioners.

Administrative Unit	Job Title	Title of job Positions linked to the Job.	Job Description	Job Profiles	Numbers in posts
Commissioners Office	Internal Audit	Internal Auditor (IA)	<ul style="list-style-type: none"> • Develop detailed audit plans and programs • Review internal controls of compliance and other program activities by preparing, updating and/or revising flowcharts of various program activities, branches and/or departments assigned for audit. • Based upon the review of internal controls, determine appropriate audit procedures to be established to test for financial accuracy and timeliness of information and compliance with laws, regulations, rules or managerial policies as they relate to compliance or other program activity being audited. • Prepare, update and/or revise reports or spreadsheets written with report writing software or other software • Perform specific audit procedures and prepare work papers documenting the audit procedures performed. • Prepare a quarterly written internal audit reports that identify compliance or risk and control concerns; describe the scope, purpose and conclusions relating to the internal audits of compliance and other program activities. • Perform follow-up of unresolved internal or external compliance or audit findings or recommendations. • Acquire and maintain extensive knowledge of various country and commission Regulations/policies and perform Compliance audits to ensure program maintains compliance with all regulations/policies. • Perform operational, financial, and compliance audits through examination of monetary and operational records, processes, procedures, and controls. • Communicate observations and develop 	<ul style="list-style-type: none"> • Rwandan Nationality • Excellent skills in written and oral communication • The ability to work independently with minimal supervision • Strong organizational, research and computer skills • Educational background of a business degree with an emphasis in accounting or recognized professional certification • A thorough understanding of accounting principles and audit standards and procedures, and techniques (ACCA, CPA, CIA, CISA). A master's degree in an appropriate discipline would be an added advantage. • A minimum of three years experience • Ability to travel and 	1

			<p>recommendations for appropriate improvements to monetary/fiscal and operational systems, conducting subsequent evaluations to determine adequacy of corrective actions.</p> <ul style="list-style-type: none"> • Provide management advisory services for the development and implementation of accounting and administrative systems. • Provide assistance to external auditors as requested. • Perform other related assignments as assigned by his/her superior.. 	<p>maintain confidentiality</p> <p>strict</p>	
	Administrative Assistant to Commissioners (AAC)	Administrative Assistant	<ul style="list-style-type: none"> • Manage the office of the Chairman; • Prepare and secure official working documents for the Chairman and the Commissioners; • Organize the Chairman's and the Commissioner's official appointments; • Perform any other duties assigned by the Chairman/Commissioners. 	<ul style="list-style-type: none"> • Trained in Office Management and communications skills, computer literate, and having worked in a similar position in with reputable organizations for not less than 3 years. • Preferable qualifications are a University Degree or equivalent. • Fluency in English or French and working knowledge of the other is an advantage. 	1
Coordination Office	Program Coordinator (PC)	Coordinator	<ul style="list-style-type: none"> • The Programme Coordinator is responsible for the transparent and accountable implementation of the RDRP activities, and their continuous monitoring and evaluation. S(he) will ensure the day to-day running of the Technical Secretariat (TS). (S)he is answerable to the Commission. The specific 	<ul style="list-style-type: none"> • A Masters degree in Social Sciences, Social Development, or Social Policy. Should be able to work in a team and 	1

		<p>attributions are to:</p> <ul style="list-style-type: none"> • Ensure the timely implementation of Program activities; • Co-ordinate all Program activities; • Analyse and propose to the Commission strategies for financial and human resources development for the Program; • Ensure that procurements are done in accordance with Procedures Manual; • Produce periodic and situational, activity, as well as financial management reports; • Participate in the dissemination, in various forums, of information regarding demobilization and reintegration of ex-combatants; • Ensure that Program monitoring, auditing and evaluation are carried out; • Submit to the Commission technical and financial audit reports and to assess their impacts; • Ensure that audit and evaluation recommendations are implemented; • Ensure effective and efficient information management for the Program; • Request for international or local consultants for specific studies for effective Program implementation; • Be co-signatory to special accounts and operational accounts; and • Give periodic reports to his/her superior; • Perform any other duties assigned to him/her by the Commission 	
<p>have experience in project management. Being computer literate and fluent in either English or French and a working knowledge of the other would be an added advantage.</p>			

			<ul style="list-style-type: none"> of quarterly and annual reports; Ensure quality and timely submission of periodic reports; Extract key weekly and monthly activities and ensure coordinated implementation; Liaise with Budget Officer in monthly review of budget execution; Perform any other advisory duties identified by the Coordinator. 	<ul style="list-style-type: none"> Should have excellent English writing skills and proficiency in French and Kinyarwanda, Should be conversant with implementation of social projects and should have good management skills. Familiarity with Government or World Bank procedures and projects is an added advantage. 	
			<ul style="list-style-type: none"> Report to the Program Coordinator. Review RDRP sensitization strategy, in cooperation with TDRP Secretariat; Plan activities to sensitize combatants of Rwandese armed groups and their dependents to return to their country, in cooperation with the TDRP Secretariat, MONUSCO and other relevant partners. Plan efforts to strengthen RDRC communication relating to social and economic reintegration at community level, including measures to strengthen reconciliation and social cohesion Promote awareness on psychosocial issues among ex-combatants and their communities. Plan and make regular reviews on sensitization campaign on use of health insurance (mutuelle de Santé). Ensure that ex-combatants, communities of return, 	<ul style="list-style-type: none"> At least a Bachelors Degree in Communication or related field; at least three years of experience in designing and implementing communication strategies or national media campaigns; Experience in producing media materials (radio, video, print, web) is required; Experience in national unity and reconciliation, and reintegration issues of vulnerable groups; 	1
	Sensitization and Communication Officer (CO)				
	Sensitization and Communication Officer.				

<p>local and central authorities and civil society organizations are aware of the activities, opportunities, and benefits offered by the Demobilization and Reintegration Program.</p> <ul style="list-style-type: none"> In cooperation with Provincial Reintegration Officers, increase awareness among ex-combatants of services that existing government structures that can support the reintegration of ex-combatants. Build awareness of the RDRP exit strategy and its implications for ex-combatants. Identify the appropriate methods and means of communication to ensure effective and timely dissemination of this information, including through the preparation of radio and Television broadcast material, brochures, videos, RDRP newsletters etc. Supervise the development of documentation relevant for the information dissemination and sensitization work of the RDRP. Organize workshops and other activities to brief RDRP staff and relevant implementing partners on the existence of documentation and methodologies, and to engage them in the preparation and development of them. Ensure that all information and sensitization activities are conducted in accordance with the established operations and procedure manuals. Prepare period reports; and Perform other relevant duties as assigned by the Program Coordinator. 	<p>Excellence interpersonal and communication skills; Excellent computer skills;</p> <ul style="list-style-type: none"> Proficiency in Kinyarwanda and either French or English and, knowledge of the other foreign language is an advantage; Willingness to travel extensively in Rwanda and neighboring countries. 	<p>At least a University degree in Social Sciences, Development Studies,</p>	<p>1</p>		
	<p>Reporting to the Program Coordinator, the Mainstreaming Officer will perform the following duties:</p> <ul style="list-style-type: none"> Establish annual and periodic work-plans for the Mainstreaming Office. 	<p>Mainstreaming and Gender Officer (MGO)</p>	<p>Mainstreaming</p>		

		<ul style="list-style-type: none"> • Establish a road map for integration of ex-combatants into mainstream planning and service delivery within the EDPRS framework. • Establish and apply guidelines that ensure gender consistency in planning and implementation of mainstreaming activities. • Design and ensure effective implementation of activities for integration of ex-combatants into mainstream planning and service delivery systems. • Maintain a database of opportunities for integration of ex-combatants in mainstream service delivery systems in close collaboration with the social and economic reintegration officer. • Identify a strategy for mainstreaming including all relevant line ministries. • Liaise with relevant partners in gender planning and mainstreaming. • Spearhead the implementation of RDRP Gender action Plan. • Help the Commission to identify and liaise with partners in accelerating integration of ex-combatants into mainstream EDPRS. • Liaise with District Authorities on planning, progress and feedback on the mainstreaming process and activities at the District and sector level. • Plan and organize training workshops for partners in reintegration and mainstreaming. • Analyze reports from Field Offices and ensure proper orientation for mainstreaming. • Produce periodic and annual activity reports and submit them to the Program Coordinator; • Liaise with the Monitoring and evaluation Officer to set up performance indicators for participation of XCs in mainstream EDPRS programs; the performance indicators need to be in line with the Results Framework of the project, as well as other indicators agreed upon between the project and IDA. • Ensure monitoring and evaluation recommendations on mainstreaming of XCs are duly implemented. 	<ul style="list-style-type: none"> • or Management. • At least five years of experience preferably in Community development, Social work, or Governance. • Well versed with the recovery and development programs in Rwanda, especially the EDPRS. • Should have at least five years of experience with DDR programs. • Excellent planning and reporting skills, plus experience in producing analytical qualitative reports. • Fluent in English with a working knowledge of French.
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	Medical Rehabilitation	Head of Rehabilitation Unit (H/MRU)	<ul style="list-style-type: none"> • Contribute to the development of an exit strategy. • Perform any other duties assigned by his/her superior 	1
			<ul style="list-style-type: none"> • Responsible to the Program Coordinator; • Monitor the implementation process of assistance to disabled ex-combatants in all its components (physiotherapy, prosthesis, surgery, treatment of chronically ill). • Advise management on capacity facilitation with preferred service providers (SPs). • Liaise with Ministry of Health and all Service Providers e.g.: Hospitals, specialist pharmacies, orthopaedics workshops etc in provision of effective and efficient services to disabled and chronically ill XCs. • Provide inputs in negotiating workloads with Service Providers. • Monitoring and supervision of Service Providers on various sub-project aspects such as quality of services provided. • Ensure sub-project budget preparation, its execution; monitoring and reporting are performed as required. • Establish and capture workload specifics like patient lists, treatment offered and operations performed versus costs. • Ensure that medical rehabilitation Program is adhered to. • Evaluate the services of Service Providers. • Advise Management on all medical issues relating to ex-combatants and service providers. • Review periodic reports from Service Providers and advice on matters on economic reintegration of disabled ex-combatants. • Perform any other duties as may be assigned by the supervisor. 	<ul style="list-style-type: none"> • Degree in Sociology, Social Sciences or related fields • Nursing qualification experience of a minimum of 5 years. • Proven track record in managing a Medical Management System (MMS) for at least three years. • Should have excellent IT skills including data base management system (DBMS). • Excellent grasp of medical rehabilitation issues. • Excellent networking abilities and having good negotiation skills. • Proven track record in meeting deadlines under minimum supervision. • Experience in project management is an added advantage. • Fluent in English or French. A working knowledge of the

	Social Work	Social Worker MRU (SW/MRU)	<ul style="list-style-type: none"> Responsible to the Head of Medical Rehabilitation Unit; Ensure smooth correspondences with Service providers, Provincial Reintegration Officers etc; Ensure medical issues of ex-combatants in Hospital are handled. This would include HIV/AIDS Testing and issue of condoms/drugs for opportunistic infections by hired consultants; medical screening and provision of medical care in both transit/demobilization centers and in the selected Service Providers. Tend to ex-combatants who seek the services of the medical rehabilitation unit; Manage the sub-project's assets and estates; Follow up of social affairs in medical rehabilitation Unit Follow up of nursing care and social issues for disabled ex-combatants Secure and follow up disabled mentally affected Generate administrative periodic reports; Perform any other duties as may be assigned by the Head of Medical Rehabilitation Unit. 	<ul style="list-style-type: none"> University Degree in Public Administration or Social Sciences, with at least two years hospital experience in the domain of administration or social affairs. Ability to work under minimum supervision, a track record in administrative capacity as well as knowledge of Computer applications is prerequisite. Fluency in French or English with a working knowledge of the other would be an added advantage. 	1	other would be an added advantage.
	Psychiatric Treatment	Psychiatric Nurse MRU	<p>Responsible to the Head of Medical Rehabilitation Unit;</p> <ul style="list-style-type: none"> Follow up of all ex-combatants with mental problems and make referral to HNP NDERA hospital for treatment; Help the existing Nurse in daily medical care at all disabled ex-combatants settlements (Nyarugunga, Rugende and Muyumbu sites.....); Ensure the counselling of ex-combatants and give them appointments accordingly; Ensure medicines taking to disabled ex-combatants with mental problems; 	<ul style="list-style-type: none"> At least an advanced diploma, A1 in Mental Health / Psychiatry. A minimum of 3 years experience in the field of mental health, with a focus on mental health delivery in post-conflict environments. Prior experience in the management 	1	

			<ul style="list-style-type: none"> Transfer patients who have different illnesses/diseases to different service providers (hospitals) working in collaboration with RDRC; Ensure medicine for disabled ex-combatants are available at any time; Provide monthly report of carried activities to the Supervisor; Perform any other duties as assigned by the supervisor 	<ul style="list-style-type: none"> and/or evaluation of psychiatric-social interventions in Africa would be an advantage. Excellent writing and communication skills in English and or French, both are being an advantage. Being an Ex-combatant would be an advantage 	
Nursing	Nurse MRU	<ul style="list-style-type: none"> Responsible to the Head of Medical Rehabilitation Unit; Daily medical care; Authorize delivery of prescribed medicine by the contracted pharmacies; Transferring ex-combatants to different Hospitals Teaching ex-combatants about AIDS and its control Provide monthly report Make other duties assigned by Head of Medical Rehabilitation Unit. 	<ul style="list-style-type: none"> Nursing A1, A2 with experience of 3 years, or nursing aid certificate with 5years of experience 	1	
Psychological Treatment	Clinical Psychologist	<ul style="list-style-type: none"> Responsible to the Head of the MRU Undertake systematic screening, referral and treatment, along with the rest of the mental health team coordinated and reporting to the MRU Integrate and apply best-practice models of intervention and skills training targeting psycho-social interventions/mechanism for ex-combatants and other victims of violence. Convene a National Workshop where stake holder inputs can be accommodated and together with the recommendations from the studies articulated in to an implementable action plan. Sensitize ex-combatants during: demobilization, and reintegration process through a referral system to 	<ul style="list-style-type: none"> University degree in social work, Psychiatry, public health, clinical psychology or related fields. A minimum of 5 years experience in the field of Psycho-social research and/or social work practice and/or evaluation, with a focus on mental health service 	2	

			<ul style="list-style-type: none"> access available services to be provided by trained professionals' counsellors. Give periodic reports to his/her superior; and Perform any other relevant duties as assigned by the Chief Operations Officer. 	<ul style="list-style-type: none"> delivery in post-conflict environments. Prior experience in the management and/or evaluation of psycho-social interventions in Africa would be an advantage. Excellent writing and communication skills in English and or French, both being an advantage. 	
Psychiatric Treatment	Psychiatric Nurse Mutobo Demobilization Center.	<ul style="list-style-type: none"> Responsible to the Mutobo Demobilization Center Manager; Developing and updating psychosocial counseling guidelines and procedures for adult Ex-AGs and children associated with armed forces. Make a list of psycho-social support services countrywide for referral purposes Follow –up existing and new identified psychosocial cases and provides orientation for available services in the community. Identify the best-practice models of intervention and skills targeting psycho-social interventions/mechanism for ex-combatants and other victims of violence. With MRU convene a National or Provincial Workshops where stake holder inputs can be accommodated and together with the recommendations from the studies articulated in to an implementable action plan. Prepare and submit Monthly and Quarterly reports. Perform any other duties as assigned by the supervisor 	<ul style="list-style-type: none"> At least an advanced diploma, A1 in Mental Health / Psychiatry. A minimum of 3 years experience in the field of mental health, with a focus on mental health delivery in post-conflict environments. Prior experience in the management and/or evaluation of psychiatric-social interventions in Africa would be an advantage. Excellent writing and communication skills in English and or French, both are being an advantage. Being an Ex-combatant would be an advantage 	1	

	Welfare	Welfare MRU	<ul style="list-style-type: none"> Responsible to the Head of Medical Rehabilitation Unit ; Daily medical care; Follow up the welfare of disabled Ex-Combatants Assist the Nurse in nursing care; Cleaning of Medical materials used by Nurses. Make other duties assigned by Head of Medical Rehabilitation Unit 	<ul style="list-style-type: none"> Nursing aid certificate with 5years of experience 	2
Information, Monitoring and Evaluation Department	Information Monitoring and Evaluation	Chief Information, Monitoring and Evaluation Officer (CIMEO)	<ul style="list-style-type: none"> Reports to RDRP Coordinator. Ensure continuous update, upgrade, and maintenance of the MIS and its utility; Ensure the utmost accuracy, consistency and confidentiality of the MIS data and reports at all times; Provide relevant regular MIS-based data reports to RDRC management and operational departments, as well as external partners; Organize and facilitate all MIS and Knowledge management related policies, plans, meetings and trainings; Provide oversight, logistical support, access to the data base to all external studies; Provide supervision, oversight and support to all in house studies; Review, analyse, and generate critical feedback and inputs on data and analytical reports, both internally and externally generated; Draft, finalize, and supervise quality quarterly progress reports and ensure timely delivery; Any other related tasks as may be decided and assigned by the supervisor. 	<ul style="list-style-type: none"> University Degree in Statistics or Social Sciences. Experience with computerised MIS. Familiarity with qualitative evaluation methodologies. At least 5 years of work experience, preferably with project management experience. 	1
	Monitoring and Evaluation.	Monitoring and Evaluation (MEO) Officer	<ul style="list-style-type: none"> Under the supervision of the Chief Information, Monitoring and Evaluation Officer, Draft quarterly progress reports to be finalized by the 	<ul style="list-style-type: none"> Advanced university degree in Social Sciences, 	1

	Information Technology		and issuance of status reports for monitoring and evaluation purposes. <ul style="list-style-type: none"> Perform any other relevant duties as assigned by the Supervisor. 	
Information Technology	Information Technology Officer (ITO)	<ul style="list-style-type: none"> She/he will be responsible to Chief Information, Monitoring and Evaluation Officer ; Analysis of Information Systems: Spearhead systems analysis, design, development and implementation of new systems; Provide specialized advice and analyze requirement for enhancements/extensions of existing IT systems and databases; Provide technical advice in RDRP information systems integration and dissemination; Develop information system policies and IT infrastructure; Research, analyze and evaluate new technologies and make recommendations for their deployment; Provide guidance to, and supervise consultants working on information systems programming. Computer Programming: Develop and maintain computer programmes; Ensure data security and access controls; Perform changes in the structure of the databases; Advise personnel on program changes; Computer and Information Systems Maintenance and Troubleshooting: Maintain, upgrade or enhance existing user systems; Troubleshoot and provide continuing user support; Resolve difficult problems, advise on the use of new techniques; Provide technical support and training to staff; Design and provide technical support in the production of publications; Install and maintain new office equipment and software; Perform any other relevant duties as assigned by the Chief Information, Monitoring and Evaluation Officer. 	<ul style="list-style-type: none"> University degree in information or related sciences. Specialization in information system analysis, computer programming, database and Computer Networks. A minimum of three years of professional experience in database computer systems and technologies development, some of which in information systems analysis and computer programming. Fluency in oral and written English or French is required; Knowledge of both is an advantage. 	1

	Management Information System	Management Information System Officer (MISO)	<ul style="list-style-type: none"> • She/he will be responsible to Chief Information, Monitoring and Evaluation Officer; • Develop, and maintain a comprehensive Database Management Information System, and a Knowledge Management System for RDRP; • Manage development and maintenance of RDRC Website; • Develop and maintain an electronic resource centre for RDRC. • Organizing and facilitating all MIS and Knowledge management related policies, plans, meetings and trainings; • Ensure updating of all the information in the systems for efficient MIS and reporting; • Review, analyze and generate critical feedback and inputs on data and analytical reports, both internally and externally generated. • Ensure the utmost consistency and confidentiality of the MIS data and reports at all times; • Generate and produce MIS based periodic reports. • Any other related task as may be decided and assigned by the Supervisor. 	<ul style="list-style-type: none"> • Bachelors Degree in Computer/Information and Communication Technology (ICT) and having experience in MIS especially of projects. Practical experience in computer mapping would be an added advantage. • Preferably a Masters Degree in Information Technology or Computer Science with three years of experience. A bachelor's degree with up to five years of relevant experience would be considered. 	1
Operations Department	Operations Management	Chief Officer, (COO)	<ul style="list-style-type: none"> • Responsible to the Programme Coordinator; • Provide supportive supervision and guidance to Demobilization, Mainstreaming and Reintegration Officers; • Participate in planning of the demobilization and reintegration operations at the TS level; • Design and operationalise programme activities for demobilization and reintegration of ex-combatants; • Set up programme budget assumptions and performance indicators; • Develop annual and periodic work-plans and reports for the Operations Department. • Regular review of guidelines used in programme activities; • Identify and select NGOs that will help in training in 	<ul style="list-style-type: none"> • Advanced University degree in Social Sciences, Development Studies, or Peace Studies, with five years of working experience, at least two of which should be at managerial level. • Proven analytical and comprehensive report writing skills, computer literate, good leadership skills 	1

			<ul style="list-style-type: none"> • areas that will help ex-combatants implement Income Generating Activities for their livelihood ; • Spearhead the integration of ex-combatants into mainstream services and support systems at Local and National Levels. • Assess reports from Field Offices and follow-up issues arising thereof; • Ensure operational partnership and collaboration with Local Government Authorities and other Development Actors. • Establish periodic and annual activity reports; • Perform any other duties as directed by the Programme Coordinator. 	<ul style="list-style-type: none"> • and team-work and proven experience in management of projects. • Fluency in English or French. Working knowledge of the other would be an added advantage. 	1
Administrative Assistant	Administrative Assistant to Chief Operations, (AA/COO)	<ul style="list-style-type: none"> • Responsible to the Chief Operations Officer; • Manage the office of the Chief Operations Officer; • Ensure safety and professional management and transfer/ posting of information, including documents in routing. • Perform any other duties as assigned Chief Operations Officer. 	<ul style="list-style-type: none"> • Trained as an Administrative Assistant and having communications skills, computer literate; • Having worked as a Secretary in a reputable institution for not less than 3 years; • Preferable qualifications are of A1 or A2 with experience of five Years; • Fluency in English or French and working knowledge of the other is an advantage. 	1	
Social and	Social and	<ul style="list-style-type: none"> • Under the overall supervision of the Chief Operations 	<ul style="list-style-type: none"> • A University degree in 	1	

Economic Reintegration Officer (SERO).	<ul style="list-style-type: none"> • Officer, the Social and Economic Reintegration Officer shall coordinate programs to fully integrate ex-combatants socially into civilian life; • She/he shall lead in design of Social and Economic reintegration programs, their review and update of priorities, objectives and strategies. • She/he shall undertake a thorough situation analysis of the social, psychological and health constraints that hinder ex-combatants from smoothly integrating into civilian life; • She/he shall lead the RDRC Technical Secretariat in formulating social reintegration programs, targeting general circumstances of ex-combatants; • She/he shall have the overall coordination in the elaboration of mechanisms for tracking, and strategies for resolving issues related to: <ul style="list-style-type: none"> i. Reintegration of female ex-combatants; ii. Family and community perceptions of ex-combatants; iii. Family and community conflicts. iv. Shelter issues. v. Health issues of ex-combatants. vi. Formal education. vii. Literacy education. • She/he shall identify ways to address social reconciliation issues and foster linkages with broader reconciliation initiatives; • Working with the Medical Rehabilitation Unit, She/he shall foster linkages with HIV/AIDS treatment opportunities for HIV-positive veterans in the reintegration phase; • She/he shall be the lead advisor on creative solutions for any social reintegration matters raised with the RDRC; • She/he shall work in partnership with other stakeholders, including local communities, NGOs, Government Ministries/Agencies, donors, and 	Economics, Development Economics, or Development Studies, Social Work and Social Administration, or Sociology, or Education, plus 5 years of relevant professional experience. Experience in psychosocial counselling is an advantage. <ul style="list-style-type: none"> • A clear understanding of issues relevant to gender and community relations is a strong asset. • Proficiency in written and oral English or French and working knowledge of the other.
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- cooperatives of ex-combatants;
She/he shall undertake regular assessments and report on status of social reintegration of ex-combatants;
- She/he shall provide leadership in coordination of advising ex-combatants on the appropriate strategies and available economic opportunities for their economic reintegration;
- She/he shall undertake regular assessments and report on the status of economic reintegration of ex-combatants;
- She/he shall advise and coordinate the training of Local Authorities/Community Development Committees by RDRC in the preparation, management and evaluation of ex-combatants Reintegration Grants (RG) and Vulnerability Support Window (VSW) sub-projects;
- She/he shall help to determine appropriate economic reintegration activities for ex-combatants based on particular circumstances;
- She/he shall provide guidance to the Provincial Reintegration Officers (PROs) in their proactive and creative advice to ex-combatants in the districts, on the preparation and management of Income Generating Activities (IGAs);
- She/he shall undertake resource planning, national coordination as well as partnership building initiatives relevant for the economic reintegration of ex-combatants;
- She/he shall guide on strategies and plans for support to Economic Cooperatives in which Ex-Combatants (XCs) are members and organize the necessary improvement in their performances such as competitions.
- Follow up on Vocational Skills Training and Apprenticeship for XCs.
- She/he shall guide on strategies and follow up on Community Based Reintegration (CBR) Projects.
- Perform any other duties assigned by his/her superior

<p>Demobilization and Child Protection.</p>	<ul style="list-style-type: none"> Demobilization and Child Protection Officer, (DCPO) 	<ul style="list-style-type: none"> Responsible to the Chief Operations Officer ; Together with Information Monitoring and Evaluation Department, develop questionnaires to be used during socio-economic surveys of ex-combatants; Assist in obtaining data, statistics and information pertaining to all members to be demobilized during pre-discharge and pre-demobilization phases; Participate in the programming of the topics to be taught during the pre-discharge orientation exercise; Ensure that the Demobilization Centre Manager performs her/his duties which include, inter alia: <ul style="list-style-type: none"> ✓ Liaison with local authorities, ✓ Demobilization Centre administration, hygiene, logistics and demobilization closing day activities. Ensure registration and demobilization of ex-combatants to be demobilized is effectively and efficiently implemented. This will include issuing of identity cards and demobilization certificates, socio-economic survey, and combatant status screening by RDRC. Ensure counseling and sensitization exercise during demobilization is carried out. This would include pre-discharge orientation course (national reconciliation and other national programmes, economic opportunities, and programme benefits), and HIV/AIDS counseling. Ensure medical issues are handled. This would include HIV/AIDS testing and issue of condoms/drugs for opportunistic infections by hired consultants, provision of medical care and medical screening. Oversee all activities of reception of ex-combatants into the demobilization centers and the activities involved in the centre. Assist the Commission in liaising with all institutions (Government/NGOs) on matters pertaining to combatants to be demobilized; In all programs of the RDRC for child ex-combatants, the DCPO shall ensure mainstreaming of measures to address their special needs in all social programmes of RDRP; 	<ul style="list-style-type: none"> A University degree in Social Work and Social Administration, or Sociology, or Education plus 5 years of relevant professional experience. Proven track record in Child counselling and development is required. Excellent knowledge of children's rights is a must. Previous experience working with children under special circumstances will be a strong asset. Language Proficiency: Proficiency in written and oral Kinyarwanda and English or French. A working knowledge of the other foreign language would be an added advantage.
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- Set up a system for regular follow up visits to children, and ensure that all children are visited once during first three months and once during next three months after they leave the center
- She/he will work closely with the staff of both the PFOs and the Social and Economic Reintegration Office, to create synergies and complementarities in their support to child ex-combatants;
- She/he shall lead in the design and follow up of social reintegration programs targeting child ex-combatants, and their review and update of priorities, objectives and strategies.
- The DCPO shall undertake a thorough situation analysis of the social, psychological and health constraints that hinder child ex-combatants to smoothly integrate into the communities of return;
- She/he shall lead the RDRC Technical Secretariat in formulating social reintegration strategies and programs, targeting general circumstances of ex-child combatants;
- She/he shall provide guidelines for counselling to ex-child combatants;
- She/he shall periodically assess the needs of child ex-combatants; and recommend appropriate skills training programs, or Income Generating Activities (IGAs) relevant to their individual circumstances;
- She/he shall be the lead expert for the Technical Secretariat in creative solutions for any social reintegration matters of ex-child combatants raised with the RDRC;
- In collaboration with the Social and Economic Reintegration Officer for adults, the DCPO shall work in partnership with other stakeholders, including local communities, relevant national and international aid agencies, NGOs, Government Ministries/Agencies, donors, and cooperatives of ex-combatants to create synergies for reintegration of child ex-combatants;
- She/he shall coordinate the setting up and managing of a Rehabilitation Centre for child ex-combatants;
- She/he shall undertake regular assessments and

	<p>Vocational and Apprenticeship training</p>	<p>Training Expert (TE)</p>	<p>report on the status of social and economic reintegration of child ex-combatants</p> <ul style="list-style-type: none"> • Give periodic reports to his/her superior; and • Perform any other duties assigned by the Chief Operations Officer. 	<p>Training Expert (TE) is Responsible to Chief Operations Officer;</p> <ul style="list-style-type: none"> • She/he will facilitate eligible ex-combatants' access to existing vocational and business skills training opportunities wherever possible; • She/he will ensure that the design and delivery of any special training and apprenticeship activity financed under the RDRP is in compliance with standards recognized by the ministry of education; • She/he will supervise the implementation of vocational training and apprenticeship activities for ex-combatants supported with RDRP financing; • TE will work with Provincial Reintegration Officers in an effort to secure placement and employment of ex-combatants upon completion of their training, and apprenticeship; • The TE will work in consultation with the Medical Rehabilitation Unit to ensure that Training Institutions provide for special needs of women and disabled beneficiary ex-combatants; • She/he will work in consultation with M&E team, determine specific objectives, quantifiable targets and measurable performance indicators for specific training activities with a view of measuring impact; and • She/he will closely with the M&E team to document and ensure timely utilization of lessons of learned in the course of implementation of the training program. • Perform any other duties as may be assigned by the supervisor 	<ul style="list-style-type: none"> • At least a degree in the area of technical training or closely related field; • At least 5 years of experience in vocational training activities in Rwanda; • Strong vision, strategic planning and implementation ability; • Ability to programmatically solve problems and plan a course of action using analytical and conceptual vision; • Strong leadership skills in such areas as; developing and monitoring others, managing change, and flexibility; • Strong writing, communication, interpersonal, and facilitation skills; • Familiarity with training of target groups in process of socio-economic reintegration (e.g., 	<p>1</p>
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	Provincial Reintegration	Provincial Reintegration Officer (PRO).	<ul style="list-style-type: none"> • Responsible to the Chief Operation Officer; • Oversee the implementation of the programme at the provincial and district levels (information, sensitisation, counselling, micro projects, job placement, training, special groups); • Oversee ex-combatants' economic and social reintegration at provincial and district levels and corrective actions when required; • Discuss openly with ex-combatants or their associations and committees to identify the problems, find solutions to these problems or forward the problems to the Head Office; • Undertake, with the collaboration of the local administration and Community Development Committees (CDCs), Provincial Directors or Technical Staff, regular tours of the districts in order to sensitize the communities to facilitate the reintegration of the ex-combatants; • Ensure technical and financial, monitoring of ex-combatants' funded projects; • Liaise with Provincial administration and agencies to advise on veterans reintegration problems; • Perform administrative duties of the office; • Monitor the reinsertion and reintegration activities in 	<ul style="list-style-type: none"> • ex-combatants, refugees) preferred; • Demonstrated ability to work effectively in a team; • Fluent in Kinyarwanda. Proficiency in English or French. A working knowledge of the other will be an advantage; and • Knowledge of Computer is required. 	5
			<ul style="list-style-type: none"> • Bachelors' degree in social sciences or related discipline. • Computer literate, • At least 3 years experience in management position. • Proven experience in reintegration of war affected persons. 		

		<ul style="list-style-type: none"> the province; Identify socio-economic reintegration opportunities available in the provinces and liaise with ex-combatants on their possible exploitation; Inform provincial organs of the ex-combatants potential needs; Produce periodic reports on reintegration process of ex-combatants and forward them to the Operations Manager and copied to the Governor of his/her province; Perform any other duties assigned by the Chief Operations Officer. 			
Shelter Management	Civil Engineer (CE).	<ul style="list-style-type: none"> Responsible to the Chief Operation Officer; Ensure that the shelter program suits National Policy frameworks and international standards for disabled persons; Keep close track of, and provide advice on the tendering process to meet set deadlines; Ensure effective management and supervision of constructors before and during implementation of the shelter program; Develop Monitoring and Evaluation tools for the program in collaboration with the I,M&E department; Develop Monthly reports on the progress of the program and ensure that they are shared with relevant partners. Perform any other duties assigned by the Chief Operations Officer. 	<ul style="list-style-type: none"> University Degree in civil Engineering; Advanced Diploma A1 with at least three years working experience in similar position; Fluency in English or French. 	1	
Child Rehabilitation Center Management	Muhoza Rehabilitation Center Manager	<ul style="list-style-type: none"> Responsible to the Demobilization and Child Protection Officer; In charge of the Child Rehabilitation Centre; Ensure efficient administration of the centre; Protect Centre facilities and property from damage and vandalism; Maintain good hygienic conditions at the Centre; Ensure that logistics for the Child Rehabilitation exercise are available; 	<ul style="list-style-type: none"> University degree in Social Science, Education, Sciences, or management related fields; Having leadership skills and commitment to responsibilities, computer literate 	1	

			<ul style="list-style-type: none"> • Give periodic reports to his/her superior; • Perform any other duties assigned to him by the Demobilization and Child Protection Officer. 	<ul style="list-style-type: none"> • Fluency in English or French. 	1
Logistics	Logistics Assistant Muhoza Child Rehabilitation Center.	<ul style="list-style-type: none"> • Responsible to Muhoza Child Rehabilitation Center Manager ; • Logistics management of fixed assets of the RDRC at the center; • Ensure timely delivery of food and non food items to the center; • Ensure proper receipt, custody and keep an update record of stock items. • Authorize delivery of supplies; • Ensure up to date management of stores; • Give periodic reports to his/her superior; and • Perform any other duties assigned by the Muhoza Child Rehabilitation Center Manager 	<ul style="list-style-type: none"> • Bachelors degree in Management or its equivalent; • personal integrity and able to travel; • 3 years experience in logistics management for large groups of people • Fluency in English or French. 	1	
Nursing	Nurse Muhoza Child Rehabilitation Center	<ul style="list-style-type: none"> • Responsible to Muhoza Child Rehabilitation Center Manager and to the Head of the MRU ; • Daily medical care; • Authorize delivery of prescribed medicine by the contracted pharmacies; • Transferring ex-combatants to different Hospitals; • Teaching ex-combatants about AIDS and its control; • Work closely with Medical Rehabilitation Unit in matters of Child medical Care; • Provide monthly report Responsible to Muhoza Child Rehabilitation Center Manager; • Make other duties assigned by Responsible to Muhoza Child Rehabilitation Center Manager 	<ul style="list-style-type: none"> • Nursing A1, A2 with experience of 3 years, or nursing aid certificate with 5years of experience. 	1	
Numeric and Literacy Teaching	Numeric and Literacy Teacher at Muhoza Child Rehabilitation Center.	<ul style="list-style-type: none"> • Responsible to Muhoza Child Rehabilitation Center Manager; • Plan own lessons and collaborate with other professionals in the production of joint lesson plans as appropriate. • Work with the national education institutions; to ensure that individual education plans are used to set subject specific targets and match work well to 	<ul style="list-style-type: none"> • Must have at least A2 in Teaching, or equivalent qualification; • Good leadership and communication skills; • Computer literate; • Fluent in either 	1	

	English or French;	<ul style="list-style-type: none"> • student's needs; • Plan to provide for the distinct needs of Gifted and talented students; • Contribute to the whole-center aims, policies and practices including those in relation to behavior, discipline; • Develop and maintain teaching spaces and resources to motivate students and promote good learning; • Deliver engaging and challenging lessons which enable all students to make good progress in their learning; • Implement strategies to promote good behavior and deal with challenging behavior in line with the center's behavior policy; • Provide students with regular written and verbal feedback on their learning, employing strategies to promote independent learning; • Ensure curriculum coverage, continuity and progression in the subject for all students, including those of high ability and those with special education or linguistic needs; • Develop own practice in line with whole center initiatives and the relevant national standards; • Support others in the development of their own practice through the center's performance management and team self-review cycles' • Contribute to the center's extra-curricular programme; • Provide monthly report Responsible to Muhoza Child Rehabilitation Center Manager; • Make other duties assigned by Responsible to Muhoza Child Rehabilitation Center Manager 	1
Agriculture Training	Agriculturist Muhoza Child Rehabilitation Center	<ul style="list-style-type: none"> • Responsible to Muhoza Child Rehabilitation Center Manager • To train child ex-Combatants on the agriculture development • To provide child ex-combatants with knowledge on the national program on agriculture development. • Make other duties assigned by Responsible to 	

				<p>Muhoza Child Rehabilitation Center Manager</p> <ul style="list-style-type: none"> Responsible to Muhoza Child Rehabilitation Center Manager; To assist the Reintegration Unit to design, provide training and oversee socializing activities of child ex-combatants at the Child Rehabilitation Centre; Design and compile art pieces (songs, Drama, Theatre...) rich in Rwanda cultural values carrying messages of peace, social harmony and reconciliation; Teach these art pieces to child ex-combatants and impart into them these values in view of forming them into peace loving youths; Facilitate artistic drawing and painting aimed at providing space for children to express themselves through art. Develop appropriate activities tailored to the needs and abilities of different age groups; Develop gender-appropriate activities; Prepare child ex-combatants for reunification ceremonies by organizing shows, dances, drama, and other forms of entertainment; Participate in rehabilitation centre staff meetings and provide feedback on children requiring additional support such as counseling etc. Provide progressive reports to the Centre Manager with regard to the impact of socializing activities to children's social reintegration process and post-war trauma healing. Make other duties assigned by Responsible to Muhoza Child Rehabilitation Center Manager. 	<ul style="list-style-type: none"> Must be of Rwandan Nationality, conversant with Rwandan culture and must have proven experience in socio-cultural art design with at least secondary school education level and fluent in oral and written Kinyarwanda. 	1
Culture development	Culturist Child Center	Muhoza Rehabilitation	<ul style="list-style-type: none"> Responsible to Muhoza Child Rehabilitation Center Manager; Ensure the preparation of food for Child Ex-Combatants; Ensure the security of food for Child Ex-Combatants; Perform any other duties assigned by the Child 	<ul style="list-style-type: none"> Completion of Primary School education. Being an Ex-combatant will be an added advantage. 	2	
		Cook	Cook Muhoza Child Rehabilitation Center			

	Repatratio n Office	Repatriation Officer	Rehabilitation Center Officer.	<ul style="list-style-type: none"> Responsible to Demobilization and Child Protection Officer; Organize the transit Centre; Ensure efficient administration of the transit centre; Protect Centre facilities and property from damage and vandalism; Maintain good hygienic conditions at the Centre; Ensure that logistics for the transit are available; Give periodic reports to his/her superior; Perform any other duties assigned to him by the Demobilization and Child Protection Officer. 	<ul style="list-style-type: none"> At least A1 in social sciences, with experience in Administration. 	2
	Stock Manageme nt	Storekeeper Rusizi Repatriation Office	<ul style="list-style-type: none"> Responsible to Demobilization and Child Protection Officer ; Responsible for stores management at the transit center; Responsible for management of all fixed assets and supplies at the transit center; Ensure proper custody and keep an up to-date record of demobilization materials and equipment; Responsible for receiving and issuing of stock items; Ensure proper custody and keep an up-date records of stock items using stock cards; Give periodic reports to his/her superior; and Perform any other duties as assigned by his/her superior. 	<ul style="list-style-type: none"> Must have at least A2 in Accounting, Logistics, Management or equivalent qualification; Good leadership and communication skills; Computer literate; Fluent in either English or French; A good working knowledge of Storekeeping software of at least 2 years. 	1	
	Mutobo Demobilizat ion Center Manageme nt	Mutobo Demobilization Center Manager	<ul style="list-style-type: none"> Responsible to the demobilization and Child Protection Officer; Organize the Demobilization Centre; Liaise with local authorities about the demobilization exercise; Ensure efficient administration of the centre; Protect Centre facilities and property from damage and vandalism; 	<ul style="list-style-type: none"> At least A1 with experience in Administration. 	1	

			<ul style="list-style-type: none"> • Maintain good hygienic conditions at the Centre; • Ensure that logistics for the demobilization exercise are available; • Give periodic reports to his/her superior; • Perform any other duties assigned to him by the demobilization and Child Protection Officer. 	<ul style="list-style-type: none"> • At least having completed Secondary School with proven understanding of conflict in the Great lakes, in Kinyarwanda • Fluent in Good communication skills 	1
	Mutobo Demobilization Center Management	Assistant Demobilization Center Manager	<ul style="list-style-type: none"> • Responsible to the demobilization and Child Protection Officer; • Responsible for sensitization of members of ex-AGs; • Record members of the Armed Groups received; • Data entry on Armed Groups in the designed in the system; • Assist the Manager in running the Centre; • Perform secretarial duties of the Centre; • Give periodic reports to his/her superior; • Perform any other duties assigned to him by the demobilization and Child Protection Officer. 		
	Nursing	Nurse Demobilization Center.	<ul style="list-style-type: none"> • Responsible to the Mutobo Demobilization Center Manager ; • Daily medical care; • Authorize delivery of prescribed medicine by the contracted pharmacies; • Transferring ex-combatants to different Hospitals • Teaching ex-combatants about AIDS and its control • Provide monthly report • Make other duties assigned by Mutobo Demobilization Center Manager. 	<ul style="list-style-type: none"> • Nursing A1, with experience of 3 years, or nursing aid certificate with 5 years of experience 	1
	Stock Management	Storekeeper Demobilization Center	<ul style="list-style-type: none"> • Responsible to Mutobo Demobilization Center Manager; • Responsible for stores management at the center; • Responsible for management of all fixed assets and supplies at center; • Ensure proper custody and keep an up to-date record of demobilization materials and equipment; • Responsible for receiving and issuing of stock items; • Ensure proper custody and keep an up-date records 	<ul style="list-style-type: none"> • Must have at least A2 in Accounting, Logistics, Management or equivalent qualification; • Good leadership and communication skills; • Computer literate; 	1

			<ul style="list-style-type: none"> of stock items using stock cards; Give periodic reports to his/her superior; and Perform any other duties as assigned by his/her superior. 	<ul style="list-style-type: none"> Fluent in either English or French; A good working knowledge of Storekeeping software of at least 2 years. 	1
	Cook	Cook Mutobo Demobilization Center	<ul style="list-style-type: none"> Responsible to Mutobo Demobilization Center Manager ; Ensure the preparation of food for Ex-Combatants; Ensure the security of food for Ex-Combatants Perform any other duties assigned by the Mutobo Demobilization Center Manager. 	<ul style="list-style-type: none"> Completion of Primary School education. Being an Ex-combatant will be an added advantage. 	1
Procurement Department	Procurement Management	Procurement Specialist	<ul style="list-style-type: none"> Responsible to Program Coordinator, the incumbent is expected to perform the following duties: Provide advice and guidance for all aspects of procurement functions including providing procurement expert advice, advising management and on wide ranging and complex Technical and other issues relating to institutional procurement. Develop, execute, and administer complex procurements for diverse works, goods and services. Plan and monitor quality of work output, reviewing all procurements prior to execution for appropriateness, completeness and accuracy. Work with colleagues to maximize use of resources and streamline efforts, taking into account aggregate forecast of the Project requirements, as well as procurement trends, to ensure efficient planning overall. Develop and monitor procurement activities, pre and post procurement, providing guidance and direction to support the implementation of works relative to procurement issues. Implement supplier development programs to ensure goals of supplier quality and vendor rationalization. Deliver on-job training for user departments in 	<ul style="list-style-type: none"> An advanced degree in public / business administration, public procurement, economics, law, engineering or other related fields. Specialization in procurement area would be an advantage Minimum eight (8) years of relevant work experience. Possess specialized knowledge and expertise required for duties and responsibilities for the position. Familiarity with International and national procurement rules and procedures 	1

		<ul style="list-style-type: none"> procurement Techniques, processes and systems. The procurement specialist will also conduct an evaluation of the coherence and relevance of the operations manual related to the mechanisms and modalities of the project implementation in Terms of procurement and issues directly related to procurement and execution of contracts. Nine months after the contracts have been signed, the procurement specialist will indicate his/her main remarks and recommendations useful and necessary to strengthen and improve project implementation in the light of the activities of the project taking place in the first months. Maintain all files updates for different missions audit included. Prepare procurement solicitations in collaboration with the substantive sections and originate procurement documents, internal and external correspondence related to competitive and direct procurements. Carry out the procurement process, including pre-bidding conference, evaluation of bids, post-qualification and recommendation for award. The Procurement Specialist reviews the type of works, goods and services required and recommend appropriate procurement strategy and method and sources to be solicited. Provide advice and guidance to requisitioning departments concerning key consideration during development of specifications for acquisition of goods or related services including preparation of price estimates on procurement requests for non-standard items; advise suppliers with regard to the Technical requirements and procurement conditions and procedures and Techniques of price/cost analysis on the various elements of procurement proposals. Prepare special reports, statistics and forecasts and carry on other assignments as required by the management and review progress reports, status reports as required. 	
			<ul style="list-style-type: none"> and best procurement practices, a minimum of 4 years experience with International procurement procedures is a requirement. Knowledge of procurement strategies and methods and effective and efficient application of the knowledge. Working knowledge of computer office applications used in the project g: MS Excel and word etc.... Ability to communicate effectively, both orally and in writing. Ability to structure information priorities and deliver key messages. Demonstrate careful attention to detail or essential elements and accuracy of information before making a decision or delivering the information. Ability to work cooperatively and efficiently within a Team towards project objectives; strong

<ul style="list-style-type: none"> • Prepare and present procurement cases to the Internal Tender Committee for approvals. 	<ul style="list-style-type: none"> • Ability to conduct oneself in a professional and confidential manner; trust in ones professional expertise and competence. • Ability to break down a complex situation, examine it from various angles and develop practical and realistic recommendations / solutions. • Ability to earn the trust of others by respecting objectivity, honesty, independence, discretion, transparency and by behaving ethically or upholding moral principles. • Fluency in English or French and working knowledge of the other. 	<ul style="list-style-type: none"> • interpersonal relations. 	<ul style="list-style-type: none"> • University degree in Administration, Management, Law or equivalent qualification; • Good leadership and communication skills; computer literate;
	<ul style="list-style-type: none"> • Responsible to Procurement Specialist • Receive Departmental needs requisitions; • Participate in analysis of bids; • Prepare Tender documents for works, equipment, materials, furniture and consultancy services; • Prepare bills of quantities; • Prepare and manage contracts in accordance with 	<ul style="list-style-type: none"> • Procurement Officer 	<ul style="list-style-type: none"> • 3

<ul style="list-style-type: none"> procedures manual; Establish a register and profile of consultancy audit and training firms and regularly update it; Assist the Procurement specialist in analysis of bid documents; Make periodic reports on Procurement performance; Give periodic reports to his/her superior; Perform any other duties as directed by the Procurement Specialist. 		<ul style="list-style-type: none"> Fluent in either English or French and a good working knowledge of the other and experience of at least 2 years in Public Administration; conversant with development institutions' procedures on procurement of project goods and services. 	<ul style="list-style-type: none"> At least a Bachelors degree in accounting. A masters degree in accounting will be preferable. Be a holder or part holder of a professional accounting qualification e.g. CPA, ACCA, CIMA with intentions to complete the same. At least 5 years of experience in project financial management. Proven experience in dealing with World Bank financial procedures. Computer proficiency with knowledge of Smart FMIS and GOR
<ul style="list-style-type: none"> Responsible to the Program Coordinator; Specific tasks of the CFO include: <ul style="list-style-type: none"> implement and update procedures manual (administrative, financial and accounting procedures, including improvements to the financial and accounting reports). Maintain a good relationship with the IFMIS team at MINICOFIN to ensure the rapid resolution of system related challenges. Prepare and manage monthly, quarterly and annual reports of cash flow of project activities versus budget targets. Ensure that expenditures, including approvals for payments, budgets, and documentations, are in accordance with established procedures. Ensure that prompt and accurate requests for replenishments are timely submitted to avoid unwarranted delays in project implementation. Access the database for disbursement activities and ensure that an accurate reconciliation of the designated account is maintained. Ensure that requests for payments are eligible, duly authorized and approved before processing. Follow-up the processing of payments to goods and 	<p>Finance Management</p>	<p>Chief Officer (CFO).</p>	<p>1</p>

<ul style="list-style-type: none"> • SmartGOV, Fluency in English and a working knowledge of French. 	<ul style="list-style-type: none"> • Trained as an Administrative Assistant and having communications skills, computer literate; • Having worked as a Secretary in a reputable institution for not less than 3 years;
<p>services suppliers, to ensure that they are promptly executed.</p> <ul style="list-style-type: none"> • . Coordinate the preparation of budgets. • Be a co-signatory on the operational account of the program. • Prepare the annual financial reports to be audited by the external auditors. • Prepare quarterly unaudited interim financial reports for timely submission to donors, in the format already in use and approved. • Perform any other relevant duties assigned by the RDRP Coordinator. • • Reporting: The CFO reports to the RDRP coordinator. • • Outputs/Deliverables • • Specific outputs of the CFO will include the following: • Annual financial statements for timely submission to the external auditors. • Monthly, quarterly and/or annual financial reports, as required by GoR and Donors. • Up to date project budget and budget monitoring reports • Ensure that a sound Financial Management system is maintained in compliance with the provisions of the Financing Agreements. 	<ul style="list-style-type: none"> • Responsible to the Chief Finance Officer; • Manage the office of the Chief Finance Officer; • Ensure safety and professional management and transfer/ posting of information, including documents in routing. • Perform any other duties as assigned Chief Finance Officer.
<p>Administrative Assistant</p>	<p>Administrative Assistant to Chief Finance Officer (AA/CFO),</p>
<p>Administrative Assistant</p>	<p>1</p>

	Chief Accountant		<ul style="list-style-type: none"> • Specific tasks of the CA include: Implement the financial and accounting system in accordance with financial procedures manual; • Ensure proper operation of accounting and finance (banking and withdraw of funds for the program operations) and proper recording of the transactions in the books of accounts; • Prepare program's annual budget and ensure its proper management; • Prepare relevant financial reports; • Ensure financial monitoring for program sub components; • Ensure proper accounting relations with World Bank and other program partners; • Facilitate financial auditing of the program; • Manage the payment of financial benefits for ex-combatants, allowances, staff salaries and wages, as well as operational expenses; • Establish committed, revised, approved, paid and imputed statement of expenditures; • Ensure that the financial and accounting operations are in conformity with established procedures; • Prepare and forward payment vouchers; • Check payments rates; • Compile quarterly accounting and financial 	<ul style="list-style-type: none"> • Preferable qualifications are of A1 or A2 with experience of five Years; • Fluency in English or French and working knowledge of the other is an advantage. 	1
			<ul style="list-style-type: none"> • The CA will have: <ul style="list-style-type: none"> • At least a Bachelors degree in accounting. A master's degree in accounting will be preferable. • Be a holder of a professional accounting qualification e.g. CPA, ACCA, CIMA. • At least 5 years of experience in a similar position. • Proven experience in dealing with World Bank financial procedures. • Computer proficiency with knowledge of Smart FMIS and GOR SmartGOV, 		

			<ul style="list-style-type: none"> reports; Implement the Program's principles and financial operating procedures. Ensure proper keeping of accounting books and documents; Make monthly reconciliations; Make periodic reports on cash in-flow and out-flow; Maintain an accurate filing system to ensure easy access to financial information for audits and partner reviews. Ensure compliance with International Accounting Standards (IAS) and those agreed up-on in the procedures manual; Ensure that all statements of expenditures are in conformity with set formats, expenditure categories and budget allocations; 	<ul style="list-style-type: none"> Fluency in English and a working knowledge of French. Other competencies Maturity in approach to issues with strong ability to make critical judgments. Self confidence, with ability to advise superiors and subordinates on financial management matters. A good team player and communicator. Ability to work in an emergency situation, including long hours whenever necessary.
	Accountant	Accountant	<ul style="list-style-type: none"> Responsible to Chief Finance Officer ; Prepare payment vouchers and follow up authorized payments for their filing; Reconciliation of project's accounts and ensure any discrepancy is investigated and cleared; 	<ul style="list-style-type: none"> University degree in accounting, computer literate, Knowledge of disbursement procedures of
	Accountant			1

	<ul style="list-style-type: none"> Collaborate with Chief Accountant on preparation on relevant financial reports; Post daily transactions into General ledger and reconcile them with the bank statements; Reconcile Creditors and debtors accounts and investigate any discrepancy; 	<ul style="list-style-type: none"> international organizations, moral integrity and experience in accounting of at least two years. A thorough understanding of accounting principles and Techniques (ACCA, CPA, CIA, CISA). A master's degree in an appropriate discipline would be an added advantage. Fluency in French or English with a working knowledge of the other would be an added advantage. 	
	<ul style="list-style-type: none"> Responsible to Chief Finance Officer; Prepare Project's Annual, Quarterly and Monthly Budgets and ensure their proper implementation; Prepare the Project's Physical and financial Progress Reports according to the World Bank's Formats; Prepare category-wise annual/quarterly expenditure forecasts and actual quarterly expenditure statements and final annual expenditure/disbursement statements. Ensure proper liaison between the RDRP, the World Bank and Multi-Donor Trust Fund on matters concerning the Project budget; Ensure Project Expenditures are incurred in conformity with the Loan and Grant Agreements; Document and clearly communicate to Management any changes in the budget; Prepare an Annual, Quarterly and Monthly cash flow forecasts for Management purposes; 	<ul style="list-style-type: none"> University Degree in Accounting, Finance or Equivalent, two years experience in Budget Execution, Management Accounting or related field. Should have knowledge of Computer and Accounting Software. A thorough understanding of accounting principles and Techniques (ACCA, CPA, CIA, CISA). A master's 	1

			<ul style="list-style-type: none"> Establish a list of disbursements in conformity with expenditure statement and disbursement requests submitted to the financiers for financing (with justifying documents attached) and keep these lists updated, and Prepare periodical (monthly, quarterly, annual) component-wise expenditure progress statements and prepare Variance analysis (Actual versus Budgeted Expenditures per Project Components and Activities) Provide periodic reports to his/her superior and the designated reports to donors in terms of their requirements (World Bank, bilateral, donors, others). 	<ul style="list-style-type: none"> degree in an appropriate discipline would be an added advantage. Fluency in French or English with a working knowledge of the other would be an added advantage. 	1
	Assistant Accountant	Assistant Accountant	<ul style="list-style-type: none"> Responsible to Chief Finance Officer; Assist the Accountant in accounting and financial duties; Make a record of financial transactions into IFMS; Prepare DRF; Prepare monthly Bank reconciliation to his/her superior; Record the distribution of supplies; Prepare vouchers and the proper filing of accounting documents; Prepare a petty cash report; Perform any other duties assigned by his/her superior. 	<ul style="list-style-type: none"> University degree in accounting, computer literate, Knowledge of disbursement procedures of international organizations, Moral integrity and experience in accounting of at least one year. A thorough understanding of accounting principles and Techniques). Fluency in French or English with a working knowledge of the other. 	1
Human Resources and Administration Department	Human Resources and Administration	Human Resources Officer (HRO).	<ul style="list-style-type: none"> Responsible to the Chief Finance Officer Ensure administrative management of the Program; Ensure correspondence with Field Officers ; Ensure proper personnel recruitment and 	<ul style="list-style-type: none"> Preferably a Master's Degree, Especially in Human Resources Management or other related fields and up 	1

	<ul style="list-style-type: none"> management; Ensure discipline among the staff; In Liaison with the Accountant, prepare personnel remuneration and statutory deductions; Ensure proper monitoring of personnel contracts execution and propose solutions in case of litigations; Provide daily supervision of Administrative Assistants, drivers, office messengers/Cleaners and any other support staff; Oversee proper management of fixed assets of the Commission including vehicles, furniture and equipment of the Program; In liaison with the Accountant, establish a list of assets acquired on Program in conformity with their existence and whether they are used in conformity with financier's financial guidelines or credit agreement; Ensure that support or Temporary staff contracts are prepared, managed and concluded in accordance with procedures manual and the assigned tasks; Establish a register of training firms and regularly update them; Evaluate and ensure relevant training of the staff Ensure that contract for training are prepared and signed between trained staff and RDRC; Prepare administrative reports of the Program; Perform any other relevant duties assigned by his/her superior. 	<ul style="list-style-type: none"> to three years experience in similar position. First degree with up to five years experience in human resources management or other related fields. Significant experience working with GoR/World Bank funded programmes Familiarity with pertinent employment benefits programs Knowledge of Rwanda Labour Laws. Demonstrated ability to handle confidential matters discreetly and gain the trust and confidence of colleagues; experience in conflict resolution helpful Competence to assess priorities and manage a variety of complex activities simultaneously in a time-sensitive environment, and meet competing deadlines Excellent interpersonal skills and demonstrated ability to interact professionally with
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	Administration & Logistics	Administration and Logistics Officer (ALO)	<ul style="list-style-type: none"> • Responsible to the Human Resources and Administration Officer; • Will assist HRAO perform his/her duties including; • Responsible for logistics management of fixed assets of the RDRC at the HQs, and in demobilization, child rehabilitation and repatriation centers; • Ensure proper receipt, custody and keep an update record of stock items; • Authorize delivery of supplies; • Responsible for transport arrangement for RDRC/P staff; • Follow up of RDRC vehicles insurance update, maintenance and repairs, air conditioner machines and generators as well propose mode of auctioning of non functional RDRC equipment; • Responsible for issuing of fuel to RDRC/P vehicles; • Follow up of declarations of accidents (if any) of RDRC/P vehicles; • Responsible for filling of fuel bin cards and proper keeping of fuel records; • Give periodic reports to his/her superior; and • Perform any other duties assigned by his/her 	<ul style="list-style-type: none"> • diverse staff, clients, and consultants. • Excellent organizational skills and attention to detail • Proven ability to successful participate on teams in a fast-paced environment • Excellent oral and written communications skills • Solid computer skills, proficiency in word-processing, and spreadsheet program. 	1
			<ul style="list-style-type: none"> • University degree in Public Administration, Management, or equivalent qualification; • Good leadership and communication skills; • Computer literate; • Fluent in either English or French and • A good working knowledge of the other and experience in Administration of at least 2 years. • Being conversant with development institutions' procedures on Administration of project goods and services is an added advantage. 		

	Customer Care & Public Relations	Customer Care & Public Relations Officer (CCPRO).	<p>superior.</p> <ul style="list-style-type: none"> Responsible to the Human Resources and Administration Officer; Attend to ex-combatants and other clients visiting RDRC and provide them proper orientation depending on their needs. Maintain a queries register and summarize it on a monthly basis for management review. Organize and coordinate RDRC public events, including invitations and protocols for guests. Follow up and monitor RDRC service delivery to ex-combatants, suppliers and service providers. Generate and document feedback from clients about RDRC service delivery. To continually monitor and analyze the customer care and public relations strategies of the Commission with a view to identifying gaps and to develop and implement strategies to counter any such gaps. Undertake any other duties as may be assigned by his(her) Supervisor.. 	<ul style="list-style-type: none"> A Bachelor's Degree from a recognized University. A post-graduate diploma in Customer Care or Public Relations; or a degree in public relations or journalism would be an added advantage. A minimum 3 years working experience; one of them in customer care. Excellent command of oral and written English or French and working knowledge of the other. Knowledge of Kinyarwanda is a must. Team player with ability to multi-task. High level of computer literacy. Experience in designing and implementing strategic customer care and public relations plans. Ability to gather data, compile information, and prepares reports. Good communication, interpersonal and business writing skills. Ability to cope with 	1
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			<ul style="list-style-type: none"> • pressure and be confident, confidential and assertive. • Be creative and innovative, have initiative and with an analytical mind. • Have knowledge and interest in current affairs. • Media knowledge will be an added advantage 	
	Documentation Officer	<ul style="list-style-type: none"> • Responsible to the Human Resources and Administration Officer; • Execute Various Data entry ; • Filing of all TS Documentation; • Produce printed certificates as need arise; • Keep proper records of Programme documents and files; • Give periodic reports to his/her superior; and • Perform any other duties assigned his/her superior. 	<ul style="list-style-type: none"> • Bachelor Degree in Librarianship or documentation science with 3 years experience in Documentation, Librarianship; • Having working knowledge of French and English; • Have good leadership, communication skills and being computer literate. 	1
Documentation and Archive	Driver			
	Driver	<ul style="list-style-type: none"> • Answerable to the Administration and Logistics Officer; • Drive Commission vehicles within Kigali City and outside when authorized to take staff on official duty and for delivery or collection of documents and other items; • Make daily check on vehicles (oil, water, battery, brakes, tyres etc.), take note and report immediately any needed services, repairs or adjustments to ensure that the vehicles are kept in good running; 	<ul style="list-style-type: none"> • Should have completed at least three years of secondary school; • Should be an experienced driver holding a valid driving license of category B, D and D1 or above; • Should hold a 	4

		<ul style="list-style-type: none"> • Ensure that the vehicles are kept clean and in good conditions; • Log all official trips, daily mileage, fuel consumption, and ensure that vehicles are serviced exactly when service is due; • Ensure that in the case of an accident a report is filed immediately and steps required by the insurance company are strictly followed; and • Perform any other duties assigned by his/her superior. 	<ul style="list-style-type: none"> • Being an ex-combatant is an advantage; • Excellent knowledge of Rwandan roads is a must. 	certificate in Vehicles Mechanics;
	Messenger and Cleaner	Messenger and Cleaner		Completion of Primary School education
				4
Total Personnel number				
68				

Current salary structure

S/N°	Post	Numbers in post	I.V	Level	Index	Net Salary	Gross salary (Rwf/Month)	Annual Gross Salary Budgeted (Rwf)
1	Program Coordinator (PC)	1	500	1V	2,999	1,201,676	3,138,067	37,656,804
2	Chief Information, Monitoring and Evaluation Officer (CIMEO)	1	500	3.IV	2,082	839,134	1,825,095	21,901,140
3	Chief Operations Officer, (COO)	1	500	3.IV	2,082	839,134	1,825,095	21,901,140
4	Procurement Specialist	1	500	3.IV	2,082	839,134	1,825,095	21,901,140
5	Chief Finance Officer (CFO).	1	500	3.IV	2,082	839,134	1,825,095	21,901,140
6	Internal Auditor (IA)	1	500	3. IV	1,811	731,992	1,635,590	19,627,080
7	Program Administrative Advisor (PAA)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
8	Sensitization and Communication Officer (CO)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
9	Mainstreaming Officer (MO)	1	500	3IV	1,811	731,992	1,635,590	19,627,080
10	Head of Medical Rehabilitation Unit (H/MIRU)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
11	Monitoring and Evaluation Officer (MEO)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
12	Information Technology Officer (ITO)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
13	Management Information System Officer (MISO)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080

14	Social and Economic Reintegration Officer (SERO).	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
15	Demobilization and Child Protection Officer, (DCPO)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
16	Training Expert (TE)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
18	Procurement Officer	3	500	3.IV	1,811	731,992	1,635,590	58,881,240
19	Chief Accountant (CA).	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
20	Accountant	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
21	Budget Officer (BO)	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
22	Human Resources and Administration Officer (HRAO).	1	500	3.IV	1,811	731,992	1,635,590	19,627,080
23	Provincial Reintegration Officer (PRO).	5	500	4.IV	1,509	612,594	1,424,406	85,464,360
17	Repatriation Officer	2	500	3.IV	1,509	612,594	1,424,406	34,185,744
24	Muhoza Child Rehabilitation Center Manager	1	500	4.IV	1,509	612,594	1,424,406	17,092,872
25	Administration and Logistics Officer (ALO)	1	500	4.IV	1,509	612,594	1,424,406	17,092,872
26	Social Worker MRU (SW/MRU)	1	500	5.IV	1,258	513,359	879,697	10,556,364
27	Assistant to Training Expert (ATE)	1	500	5.IV	1,258	513,359	879,697	10,556,364
28	Psychologist, RDRC Head Office	1	500	5.IV	1,258	513,359	879,697	10,556,364
29	Civil Engineer (CE).	1	500	5.IV	1,258	513,359	879,697	10,556,364
30	Psychologist Muhoza Child Rehabilitation Center.	1	500	5.IV	1,258	513,359	879,697	10,556,364
31	Mutobo Demobilization Center Manager	1	500	5.IV	1,258	513,359	879,697	10,556,364

32	Psychiatric Nurse Mutobo Demobilization Center.	1	500	5.IV	1,258	513,359	879,697	10,556,364
33	Assistant Accountant	1	500	5.IV	1,258	513,359	879,697	10,556,364
34	Customer Care & Public Relations Officer (CCPRO).	1	500	5.IV	1,258	513,359	879,697	10,556,364
35	Documentation Officer	1	500	5.IV	1,258	513,359	879,697	10,556,364
36	Psychiatric Nurse MRU	1	500	6.III	912	376,566	637,745	7,652,940
37	Logistics Assistant Muhoza Child Rehabilitation Center.	1	500	6.III	912	376,566	637,745	7,652,940
38	Logistics Assistant Mutobo Demobilization Centre	1	500	6.III	912	376,566	637,745	7,652,940
39	Assistant Center Manager Mutobo Demobilization	1	500	6.III	912	376,566	637,745	7,652,940
40	Administrative Assistant to Commissioners (AAC)	1	500	7. III	760	316,471	531,455	6,377,460
41	Administrative Assistant to the Program Coordinator, (AA/PC)	1	500	7.III	760	316,471	531,455	6,377,460
42	Nurse MRU	1	500	7.III	760	316,471	531,455	6,377,460
43	Administrative Assistant, Operations Department	1	500	7.III	760	316,471	531,455	6,377,460
44	Nurse Muhoza Child Rehabilitation Center	1	500	7.III	760	316,471	531,455	6,377,460
45	Nurse Mutobo Demobilization Center.	1	500	7.III	760	316,471	531,455	6,377,460
46	Administrative Assistant, Finance Department	1	500	7.III	760	316,471	531,455	6,377,460
47*	Agriculturist Muhoza Child Rehabilitation Center	1	n/a	n/a	n/a	220,000	360,822	4,329,864

48	Welfare MRU	2	500	9.III	449	193,515	313,976	7,535,424
49	Numeric and Literacy Teacher at Muhoza Child Rehabilitation Center.	1	500	9.III	449	193,515	313,976	3,767,712
50	Storekeeper Rusizi Repatriation Office	1	500	9.III	449	193,515	313,976	3,767,712
51	Storekeeper Mutobo Demobilization Center	1	500	9.III	449	193,515	313,976	3,767,712
52*	Culturist Muhoza Child Rehabilitation Center	1	n/a	n/a	n/a	150,000	237,012	2,844,144
53	Cook Muhoza Child Rehabilitation Center	2	500	12.III	204	96,653	142,653	3,423,672
54	Cook Mutobo Demobilization Center	1	500	12.III	204	96,653	142,653	1,711,836
55	Driver	4	500	12.III	204	96,653	142,653	6,847,344
56	Messenger and Cleaner	4	500	12.III	204	96,653	142,653	6,847,344
	Total	71						858,045,036

*Culturist Muhoza Child Rehabilitation Center work on part time schedule, only three days per week. This should be on level 9.III but for the tree days a week the pay is 150,000 Rwf. The agriculturist Muhoza Child Rehabilitation Center should be on level 9.III, but due to the nature of the tasks; training children, life skills, Agriculture, plus sport, this post is paid 220,000Rwf.

Annex A3 staff rules and regulations

REPUBLIC OF RWANDA



RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION (RDRC)
RWANDA DEMOBILIZATION AND REINTEGRATION PROGRAMME (RDRP)
BP 7277 Kigali Phone (250) 587159-60 Fax: (250) 587161
E-mail: demobrwanada@yahoo.com, demob@rdrc.org.rw

PREAMBLE

Considering the Law no 37/01 of 09/04 2002 regarding the establishment of the Rwanda Demobilization and Reintegration Commission (RDRC) and the International Development Association (IDA) Emergency Recovery Grant Agreement signed on February 8th, 2010 and other subsequent donor agreements on the Second Emergency Demobilization and Reintegration Project the Staff Rules and regulations of Rwanda Demobilization and Reintegration Commission are defined as follows:

TITLE I: ADMINISTRATIVE PROVISIONS

CHAPTER I: GENERAL PROVISIONS

Article 1

The staff of Rwanda Demobilization and Reintegration Commission hereafter referred to, as “RDRC” comprises the Commissioners, and staff of the Technical Secretariat (TS). The Technical Secretariat (TS) staff is employed under the current Staff Rules, hereafter referred to as “the staff” whose terms of employment are provided for under contract terms of service and by special provisions determined by RDRC.

Article 2

There shall be a management meeting of RDRC chaired by the Chairman of RDRC and comprising of the Commissioners, the Programme Coordinator, Programme Administrative Advisor (PAA), Communications Officer, Internal Auditor, Head Medical Rehabilitation Unit, Mainstreaming officer, and the heads of departments. Periodic review meetings will be held and the committee shall determine their frequency.

Article 3

Article 7 of the law establishing RDRC gives powers to the President of the Republic of Rwanda to appoint the Chairman and the Commissioners with the approval of the Cabinet. The Chairman appoints the Program Coordinator RDRP and key professional staff (Experts) after interviews are held and with the approval of the World Bank or other relevant donors. Other TS employees are recruited, assigned, appointed, promoted, dismissed and revoked by the Chairman in conformity with the provisions of the present Rules. The Programme Coordinator, in consultation with the Chairman appoints short-term staff and consultants through acceptable recruitment procedures.

Article 4

Employees of RDRC are encouraged to communicate openly with their superiors and colleagues on matters related to improving performance of the organization. Suggestions will be forwarded in departmental meetings.

Article 5

The present Rules will apply to all employees of RDRC who will have signed service contract with the exception of temporary employees. The RDRC will issue directives in addition to notifications aimed at regulating certain issues in the internal organization of work as need arises.

CHAPTER II: RECRUITMENT, PROBATION, CONFIRMATION, AND TRAINING.

Section 1: Recruitment

Article 6

The RDRC shall follow the recruitment procedure as stipulated in the Presidential Order no **46/01 of 29/07/2011**.

Section 2: Probation and Confirmation

Article 7

The date of the employee's appointment in the services of RDRC is that which is indicated in the employment contract; and the contract will run for 12 months unless decided otherwise by the Commissioners.

Article 8

An Employee will be terminated after appropriate written warning if found unsatisfactory; otherwise the contract will run up to the end of the 12 months. All contracts for TS Staff will be ending on, preferably, December 31 and any person who has served for over 3 months will be evaluated before the new contract is approved.

If the employee's performance during the period is unsatisfactory, his/her employment will be terminated after appropriate written warning.

Section 3: Training and career development

Article 9

As indicated in Prime Minister's Order N°121/03 of 08/09/2010, at the end of each fiscal year, the employee's immediate supervisor will complete a performance appraisal form which will also include the tasks the employee has agreed to perform. The evaluation will be carried out at two immediate supervisor's level and the employee will acknowledge the evaluation. The aims of the performance assessment are to identify

the employees training and development needs, provide guidance on possible directions in which his/her career may proceed, and indicate eligibility for contract renewal. Performance appraisal will play an integral part in managing and developing the career of employees.

Article 10

The RDRC provides training to employees to enable them to attain the competence required for effective performance on the job. Employees are also encouraged to undertake training courses which are either relevant to their work or to the activities of the RDRC. All training provided by RDRC is based on identified training needs as determined through performance appraisal reports, training needs assessment, future staffing requirements and future work programs.

Article 11

Nominated employees may attend specialized courses being run outside the RDRC. The RDRC will bear the full costs of such training. Training for commissioners will be organized on need basis and will include study tours, seminars or selected short courses. Where the staff has to meet his/her per-diem during training outside the country, the government ruling rates will apply.

CHAPTER III: WORKING CONDITIONS

Section 1: The Parties' Obligations

Article 12

The obligations of the RDRC and the Staff are both governed by the law number 13/2009 of 27/2/2009 establishing the Rwanda Labor Code and law number 86/2013 of 11/09/2013 establishing the General statutes for Rwanda Public Service.

Article 13

Employees heading units are accountable before their hierarchical superiors for the good functioning of the administrative units under their supervision. They are empowered to impose or propose a penalty for any reprehensible behaviour that they could notice while performing their duties. Therefore, they are required to be strictly objective.

Article 14

Any accident occurring at the place of work or along the way to or from work, however big or small, shall be reported to the line manager who will immediately report it to the

Chief Finance and Administration officer who in turn will make a declaration to the Social Security Fund, where necessary to the insurance within the shortest possible time, preferably in 48 hours. Insurance of property is needed such as office equipment (computers, photocopying machines, scanners, faxes etc...).

Article 15

All employees of RDRC are expected to devote their time exclusively to official work during the mandatory hours (as indicated **MINISTERIAL ORDER N° 20/19.19 of 21/07/2009**) Furthermore, he/she must neither use the RDRC Office's equipment for personal activities nor for the benefit of others other than RDRC.

Article 16

An employee must avoid engaging in activities, which would bring RDRC or fellow employees into disrepute.

Section 2: Work Duration

Article 17

The work duration at RDRC shall follow the law number 13/2009 of 27/5/2009 establishing the labour Code, particularly in its articles 49-52.

Employees are required to sign staff attendance register and their supervisors have to check these periodically.

Article 18

From time to time as need arises; the staff may be required in writing to work extra hours or during weekends. Staff working on the weekends will be paid weekend allowances which shall be processed according to scales established by the Commission. The Head of Department who will determine the need for extra work shall approve the service and recommend payment.

Any other extra hours of work on voluntary basis on working days by any member of staff, due to willingness and personal commitment, will be appreciated but not remunerated. In such cases, the Commission will provide lunch at a ceiling of Frw. 6,000 for the Technical Staff and 4,000 Frw for the Support Staff. For those eligible for overtime namely the drivers, secretaries & support staff, law N°05/19 of 14/03/2003 will apply. Transport costs will be reimbursed for all the staff required and approved by the Coordinator or respective Heads of Departments to work late hours or on weekends.

Article 19

Punctuality is of great importance and will be taken as indicative of the employees overall attitude towards work.

Section 3: Prohibitions and Incompatibilities

Article 20

The RDRC shall apply law n0 86/2013 of 11/09/2013 establishing the General Statutes for the Rwanda Public Service,.

Exceptionally, employees are allowed to participate in commissions, in the functioning of international organizations, in the academic works as well as in the production of Accounting and auditing standards, literary or artistic works.

Section 3: Transfer procedures

Article 21

The RDRC reserves the right to transfer staff in respect of existing vacancies- in, anywhere within the country where it has legitimate activities. However, if one wishes to transfer from one workstation to another, he/she may submit a written application to the Chairman. If there are no volunteers for transfer outside Kigali, senior management may nominate candidates.

Article 22

Applications seeking inter-post transfer will not be given precedence over external applicants unless the two jobs are very closely related, and, if there is more than one staff for the inter-post transfer then, the most competent candidate will be selected to fill the vacancy.

Article 23

Employees can be transferred or sent on mission by the RDRC. Any refusal to comply with orders of transfer or mission constitutes a grave mistake, which leads to disciplinary penalty including immediate termination of services.

CHAPTER IV: DISCIPLINARY MEASURES

Article 24

Any employee's negligence in his/her responsibilities is a disciplinary fault, which, according to its gravity, shall be penalised in accordance with the law 86/2013 and 11/09/2013 establishing the General Statutes for the Rwanda Public Service,. And Presidential order N°65/01 of 04/03/2014 Determining Modalities of Imposing Disciplinary sanctions to public servants.

CHAPTER V: EVALUATION AND RENEWAL OF CONTRACT

Section 1: Evaluation

Article 25

The evaluation of the RDRC staff shall follow Prime Minister's Order **N°121/03 of 08/09/2010** establishing the procedure of performance appraisal and promotion of public servants. Every employee is evaluated every year by the line manager; each of his/her hierarchical superiors and a format is attached (Attachment A3.1).

Section 2: Renewal of contract

Article 26

Any employee scoring over 60% may have his/her contract renewed. It may be renewed with warning if he/she scores 60% but will be terminated if the score is less than 60%.

The RDRC will fill the vacant positions through the prescribed recruitment procedures.

CHAPTER VI: APPEALS

Article 27

The RDRC shall apply the law n0 86/2013 of 11/09/2013 establishing the General Statutes for the Rwanda Public Service.

The Commissioners' body is the last to decide on appeals lodged by the employees against notably:

- Disciplinary penalties;
- Annual evaluation.

Article 28

An employee intending to appeal shall do so in writing within a period of 7days after he/she has received the notice of the measure (s) he contests.

CHAPTER VII: INTERRUPTION OF EMPLOYMENT

Section 1: Leave

Article 29

Concerning all types of leave, RDRC shall apply the law number 13/2009 of 27/2/2009 establishing the Rwanda Labor Code.

Section 2: Suspension of employment

Article 30

The RDRC shall apply law no 86/2013 of 11/09/2013 establishing the General Statutes for the Rwanda Public Service.

Article 31

In case of death of personnel, funeral expenses will be given in accordance with government rates.

CHAPTER VIII: TERMINATION OF EMPLOYMENT

Article 32

Termination of employment occurs under the same conditions applicable to government employees.

TITLE II: PROVISIONS FOR PECUNIARY BENEFITS

CHAPTER I: REMUNERATION AND ALLOWANCES

Article 33

Remunerations and allowances of staff are determined in accordance with guidelines provided by relevant Cabinet resolutions. The current salary structure for RDRP staff is presented in annex A2.

The Commission may decide whether the employee moves to the next higher level or not.

Article 34

For ease of calculations of benefits and making statutory or other due contributions, staff salaries are split into Basic salary, Housing allowance, Transport allowance, and Other allowances, to arrive at the gross pay which when deductions are made give the net monthly salary. Remunerations and allowances are paid monthly.

Article 35

Commissioners' remuneration is in accordance with Government guidelines.

Article 36

Additional allowances can be granted to staff members who perform special or risky duties. Those allowances are determined by the RDRC on case-by-case basis. An amount equal 100,000 will be given for newly transferred staff to help them in hiring accommodation before getting a house to rent. The transport costs will be determined in accordance to the ruling transport costs for the goods vehicles and verified by the logistics officer before commitment by the Commission. The transport costs will also be fully covered by the Programme.

Article 37

Due to the emergency nature of the programme and need for communication with partners in Rwanda and the Region in the preparation of repatriation of members of armed groups and the urgent programme activities, telephone expenses per month, will be fixed as follows;

- Chairman, Secretary to the Commission (Commissioner) and Coordinator Rwf:150,000
- Other Commissioners: Rwf:100,000
- Heads of Departments, and Unit: Rwf: 50,000
- Provincial Field Officers: Rwf 40,000.
- Demobilization and Rehabilitation Center Managers: Rwf.30,000
- Other Technical Staff: Rwf 30, 000.
- Support Staff: Rwf 15,000.

Other airtime to be provided on request during peak activities and the amount to be approved by the relevant Heads of Departments depending on need basis.

The Chairman, Commissioners, RDRP Coordinator, and the head of department will be provided with mobile phone internet facility.

Article 38

Staff on duty in the country or abroad gets allowances in conformity with national rules in force, depending on destination country premium.

Article 39

Staffs on duty in the country get allowance conforming with Ministerial Decree number 16/01 of 28/8/2008.

Article 40

For staff recruitment, an interview panel will be constituted and a net allowance of Rwf. 50,000 paid per activity per person (i.e-written theory examination; computer, and oral). Supervision of written exams will be Rwf 25,000 net pay. Where firms are involved, negotiations will be made.

Article 41

Provincial Field Officers on field work for more than 5 hours and beyond 30 km in their Provinces, receive Rwf. 5,000 as field allowance.

CHAPTER II: OTHER ADVANTAGES

Article 42

The RDRC guarantees, directly or indirectly, provision of staff welfare by contributing 50 % of the medical care insurance and the 5% mandatory social security contributions.

Article 43

The RDRC will provide a termination package equal to six months Gross salary and allowances for key staff that would be retained after the closing date of the project, to finalize closing documents and related work.

TITLE III: TRANSITORY AND FINAL PROVISIONS

Article 44

The current Staff Rules are launched on the day of signing this Programme Implementation Manual by the relevant authorities indicated on the approval form herewith attached.

Annex A 3.1 EMPLOYEE EVALUATION FORM

Technical staff

STAFF NAME: _____
Category: Management /Professional Job
Year : _____

Performance Evaluation (at the end of year)
(Please indicate the quantity, quality and time for results achieved)

EVALUATION OF EXPECTED RESULTS

The evaluation of results is done by using a five stages grading system:
(The output of each result is evaluated over 15 marks)

1	Have gone beyond the expected results	15	marks
2	Match the expected results	12 to 14	marks
3	Achieves the results with difficulties	8 to 11	marks
4	Are below the expected results	4 to 7	marks
5	Are far below the expected results	0 to 3	marks

S/N	Achieved results	Indicators	Explanations	Awarded mark
1				
2				
3				
4				
	Other important results that were achieved but not planned			
1				

SUB-TOTAL
70

EVALUATION OF THE EXHIBITED BEHAVIOUR

Taking into consideration the observed facts, indicate the extent to which the obtained observation in the current year related to the characteristics of the chosen level for each of the observed competences/behaviours.
The evaluation of the managerial skills/behaviour is done on a five level grading system.

Superior	5	marks
Sufficient	4	marks
Sufficient with difficulties	3	marks
Insufficient	2	marks
Inacceptable	1	marks

Criteria	Level	Innacceptable	Insufficient	Sufficient with diffic.	Sufficient	Superior	Explanations	Awarded mark
1. Planning skills								
2. Decision making capacity								
3. Motivation skills								
4. Communication skills								
5. Control skills								

Sub-Total 2
30

GENERAL PERFORMANCE EVALUATION

Taking into consideration the observed results and behaviours, indicate the mark best corresponds to the output and ability/behaviour of the evaluated person during the current year.

Results marks	<u> 70 </u>	Competences marks	<u> 30 </u>	Total marks or the year	<u> 100 </u>
---------------	-------------------------------	-------------------	-------------------------------	-------------------------	--------------------------------

Supervisor's comments

ACTIONS TO BE TAKEN

In concertation with the evaluated person, indicate the required actions to maintain or improve the output to prepare him/her for other responsibilities or prepare his career. These can include training activities, change of tasks, abilities to be developed and career promotion.

EVALUATION OUTPUT

Comments of the evaluated person	Comments of the Supervisor (First in hierarch)
.....	Name:
.....	Function:
.....	Date and Signature:
.....
Name:	Comments of the Supervisor(Second in hierarch if any)
Position:
Date and Signature:	Name:
	Function:
	Date and Signature:

Support staff

NAMES:
Category: Support Staff
Year

EVALUATION OF EXPECTED RESULTS (please indicate the quantity, quality and time for results achieved)

The evaluation of results is done by using a five stages grading system (the output of each result is evaluated over 15 marks).

1. Have gone beyond the expected results	15 Marks
2. Match the expected results	12 to 14 Marks
3. Achieves the results with difficulties	8 to 12 Marks
4. Are below the expected results	4 to 7 Marks
5. Are far below the expected results	0 to 3 Marks

No	Achieved results	Indicator	Quantity	Quality	Timing	Marks
1						
2	3					

Other Important results that were achieved but not planned

Sub-Total 75

EVALUATION OF THE EXHIBITED BEHAVIOUR

Taking into consideration the observed facts indicate the extent to which the obtained observation in the current year related to the characteristics of the chosen level for each of the observed competences/behaviour

The evaluation of the managerial skills/behaviour is done on a five grading system

1) Superior	5 marks
2) Sufficient	4marks
3) Sufficient with difficulties	3 marks
4) Insufficient	2 marks
5) Inacceptable	1 marks

Criteria Level	Innacceptance	Insufficient	Sufficient with difficulties	Sufficient	Superior	Explanations	Awarded Marks
1. Client oriented attitude							
2. Team Spirit							
3. Openness							
4. degree of responsibility							
5. Dynamism							

Sub-Total 25

GENERAL PERFORMANCE EVALUATION

Taking into consideration the observed results and behaviours, indicate the mark best corresponds to the output and ability/behaviour of evaluated person during the current year.

Results Marks <u>75</u>	Behaviour Marks <u>25</u>	Total Marks of the year <u>100</u>
-------------------------	---------------------------	------------------------------------

Supervisor's comments

ACTIONS TO BE TAKEN

In concertation with the evaluated person, indicate the required actions to maintain or improve the output to prepare him/her for other responsibilities or prepare his career. These can include training activities, change of tasks,abilities to be developed and career promotion.

EVALUATION OUTPUT

Comments of the evaluated person	Comments of the Supervisor (First in hierarch)
Names Position	Names Function
Date and Signature	Date and Signature
	Comments of the Supervisor (Second in hierarch)
	Names Function
	Date and Signature

Annex A4. Ministerial Order Determining the Demobilization Criteria.

MINISTERIAL ORDER NO 001/2002 OF 05/09/02 DETERMINING THE DEMOBILIZATION CRITERIA FOR RWANDA DEFENSE FORCES (RDF) AND EX-FORCES ARMEES RWANDAISES (EX-FAR) SOLDIERS.

Minister of Defense,

Given the Fundamental Law of the Republic of Rwanda, as revised up to date, especially on the Arusha Peace Agreement more specifically in the chapter related to demobilization of Armed Forces in its articles 147-152;

Given the Presidential order N° 37/01 of 09/04/2002 on creation and functioning of Rwanda Demobilization and Reintegration Commission in its articles 1 and 6;

Given the law N° 19/2002 of 17/05/2002 on the establishment of the Rwanda Defense Forces (RDF);

Considering the necessity to define the criteria by which members of the Rwanda Defense Forces and Ex-FAR are to be demobilized;

After consideration and adoption by Cabinet in its meeting of 12th and 13th August, 2002;

ORDER:

Section I: General Provisions.

Article one:

According to the present order, Rwanda Defense Forces personnel are the armed forces of Rwanda (commonly known as Rwanda Patriotic Army, "RPA") created on 19/07/1994 as provided for in law N° 19/2002 of 17/05/2002.

Article 2:

According to the present order, ex-FAR are those who were armed forces of Rwanda until April 6, 1994

Section II: Criteria and Procedures for Demobilization.

Article 3:

Based on Government policy, a member of Rwanda Defense Forces may be demobilized either on his/her own request; due to: illness, disability, authorized age limit; or due to the nature of work in the army.

Article 4:

Any member of Rwanda Defense Forces who wishes to leave the army shall request the Minister of Defense in writing stating his/her reasons, and the Minister shall decide on the reply to give to the request.

Article 5:

Demobilization of any member of Rwanda Defense age limit will qualify under the following conditions:

60 years for Generals

55 years for Senior Officers.

50 years for Junior and non commissioned Officers

40 years for Corporals and Privates.

Forces due to

Article 6:

Demobilization due to illness, will apply when an authorized medical committee approves it and recommends to the Minister of Defense.

Article 7:

Any member of FAR eligible for demobilization is one who was a member of FAR by April 6, 1994 and has never joined either Rwanda Defense Forces or ex-armed groups. (S)he must register with Rwanda Demobilization and Reintegration Commission which shall cross-check with the data base of the Ministry of Defense.

Section III: Final Provisions

Article 8:

All previous orders contrary to this order are repealed.

Article 9:

This present order shall come into force on the date of its Publication in the Official Gazette of the Republic of Rwanda.

The Minister of Defense Emmanuel HABY ARIMANA
BRIG. GEN.



Seen and sealed with the Seal of the Republic: The Minister of Justice and Institutional
Relations Jean de Dieu MUCYO.



3

Annex A5. Ministerial order Determining Eligibility Criteria for Demobilization of Members of Ex-Armed Groups

MINISTERIAL ORDER NO.....OF 13th September 2002....
DETERMINING ELIGIBILITY CRITERIA FOR DEMOBILIZATION OF MEMBERS OF
EX-ARMED GROUPS.

The Minister of Finance and Economic Planning,

Given the Fundamental Law as modified to date, especially the Arusha Peace Agreement in its part related to power sharing in article 18.8;

Basing on the July10, 1999 Lusaka Ceasefire Agreement relating to cessation of armed conflict in Democratic Republic of Congo (DRC) in chapter 8.2.2;

Considering the necessity to determine objective criteria which are to guide the demobilization of members of ex-Armed Groups under the Rwanda Demobilization and Reintegration Program;

After consideration and adoption by Cabinet in its meeting of 12th and 13th August, 2002;

ORDER

Section I: Definition

Article 1

"Armed groups", means organized armed groups that engaged in C. military fighting against Rwanda Defense Forces either on the territory of Rwanda or that of the Democratic Republic of Congo,

Article 2:

An ex-Combatant of an Armed Group, eligible for demobilization, is any member of the armed group as defined under article 1 who is a Rwandan national and returns to Rwanda after May 2001.

Section II: Demobilization conditions

Article 3:

Any ex-armed group member eligible for demobilization must fulfill conditions according to selection criteria attached to this order.

Section III: Final Provisions

Article 4:

All previous orders contrary to this order are repealed.

Article 5:

This order comes into force on the date of its publication in the official Gazette of the Republic of Rwanda.

13 Sept 2002

Kigali on

Minister of Finance and Economic Planning
Donald KABERUKA,

Seen and sealed with the seal of the Republic:
Minister of Justice and Institutional Relations Jean de Dieu MUCYO.

Annex A6. Socio-Economic Profiling Form

RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION (RDRC)

[RDRP II]

Demob Number:Phase

	Back ground			
1	Army Number			
2	Rank	<input type="checkbox"/>		
3	Names			
4	Brigade			
5	Sex 1. Male = M, 2. Gore = F	<input type="checkbox"/>		
6	Year of birth e.g. 1981			
7	Year of recruitment e.g. 1991			
8	Reason for demobilization			
9	Fathers' names			
10	Mothers' names			
11	Next of Kin			
	Social characteristics:			
12	Are you the House hold Head? Yes = 1, No = 2	<input type="checkbox"/>		
13	Marital status : single = 1, Married = 2, Widowed = 3, Divorced = 4, Separated = 5	<input type="checkbox"/>		
14	Partners Names			
15	Number of children	<input type="checkbox"/>		
16	Has a House? Yes =1, No = 2	<input type="checkbox"/>		
17	Has a plot? Yes = 1, No = 2	<input type="checkbox"/>		
18	Has land ? Yes =1, No = 2	<input type="checkbox"/>		
19	Any other wealth (code no 7)	<input type="checkbox"/>		
	Disability:			
20	Are you disabled ? Yes =1, No = 2	<input type="checkbox"/>		
21	Nature of Disability (code no 2)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
22	Reason for Disability (code no 3)	<input type="checkbox"/>		
23	Do you seek Medical care? Yes = 1, No = 2	<input type="checkbox"/>		
24	Disability Aides (code no 5)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
	Education			
25	Education level (code no 8)	<input type="checkbox"/>		
26	Any other Skill (code no 6)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
27	Other Languages Englisg = 1, French = 2, Both = 3	<input type="checkbox"/>		
	Requirements			
28	Desired place of residence ?	Province (code no 9)	District (code no 9)	Sector

		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Any Disability Aid required ? (code no 5)		<input type="checkbox"/>	<input type="checkbox"/>
30	What activity to do after demobilization? (code no 6)		<input type="checkbox"/>	
31	If schooling is mentioned above, which class to start with ? (code code no 8)		<input type="checkbox"/>	
32	If skills training is required, what training do you require? (code no 6)		<input type="checkbox"/>	
33	Demob ID			
34	National ID			
	Date.....			

Annex A7. Reintegration Grant form

Rwanda Demobilization and Reintegration Commission (RDRC)

Reintegration Grant of 120.000 FRW for Ex-Combatants

PROJECT SUMMARY³ (The copy remains at CDC sector level)

Form RG

Province.....
.....

A. Project owner

Project owner Identity

a) Names

b) Demobilization No.

c) Year..... d) Sex.....

e) Date of birth).....

f) Occupation

Marital status:

a) Married

b) Single

c) Widowed

If married, names of spouse.....

Number of Children.....

Level of Education.....

Other skills.....

Place of Residence:

a) Cell..... b) Sector.....

c) District.....

d) Province.....

Parents:

a) Father's name.....

b) Mother's name.....

Parents' place of Residence:

a) Cell..... b) Sector.....

c) District.....

d) Province.....

Project Name

.....
.....

Project location:

a) Cell.....b) Sector.....

c) District.....

d) Province.....

Project objectives.....

.....
Is the project existing or new?

Does the project have market for its products, and from where?.....

Project duration

Value of the Project.....

Project owner financial contribution.....

When will the Project Commence?.....

Outline of resources and value which the project owner will utilize in project activities

.....

Income expected from the project:

a) In a month.....

b) In a Year.....

Other benefits (examples, welfare of community).....

.....

Negative impact of the project.....

How do you plan to mitigate them ?

.....

.....

Negative Impact on community welfare

.....

.....

.....

How do you plan to mitigate them?

.....

.....

Do you have other associates in the project?

Yes

No

.....

If yes, who are they and what is their contribution

.....

.....

.....

Spouse's names and signature.....

B. Administration

<p>Executive secretary of the cell</p> <p>1. Names:</p> <p>.....</p> <p>Signature and date</p> <p>.....</p>	<p>Approved by the Executive secretary of the sector.....</p> <p>1. Names:</p> <p>.....</p> <p>Signature and date</p> <p>.....</p> <p>Sector Stamp</p>	<p>Provincial Reintegration Officer</p> <p>District.....</p> <p>Names of PRO:</p> <p>.....</p> <p>Signature and date</p> <p>.....</p> <p>Stamp</p>
---	--	--

Annex A8. Handover certificate for child ex-combatants

REUNIFICATION:

Child's name: _____ Age: _____

Mother's name _____

Father's name: _____

Place of origin: Province: _____ District: _____

Sector: _____ Cell: _____ Village

Who was staying at _____

Has been handed over by: _____ (organization) to

Full name: _____

Relationship to child: _____

Present address : Province: _____

District: _____

Sector: _____ Cell: _____ Village

Occupation _____

Witnessing authority: Name _____

Function _____

Signature _____

ACCEPTANCE OF CHILD INTO FAMILY. THE ACT OF COMMITMENT:

I do accept to take into my custody the above mentioned Child. I pledge to do all that is possible to ensure that his/ her full rights are respected in my family without any form of discrimination. Shall there arise any problem in his/stay in my family, I pledge to inform the nearest administration so that a good solution can be obtained.

Done on / at (Date and Place) _____

Name & Signature of Recipient _____

Telephone _____ National ID no _____

Child's signature _____

Social worker's signature _____

Name and Signature of local administration _____

Telephone _____

Annex A9. Reintegration options form

REINTEGRATION OPTIONS FOR CHILD EX-COMBATANTS

Child's name:.....Sex

Demob. No:.....National ID No.....

Province:.....

District:.....

Sector:.....

Cell:.....

Recipient (Name):..... Relation:.....

Child's current occupation:.....

His/her initial reintegration option upon reunification:

.....

His/ her current reintegration option:

.....

If different, Explain:

Project of preference	Requirements	Project location	Project duration	Cost (frw)

Socio-economic status of host family:

Any house: Yes No

Any Livestock: Yes No If yes, State type and Number.....

If family owns Land, state area in hectares

Any other source of income?.....

Family size(No.).....

Recommended option & social worker's comments

.....

Signature:
PRO's.....
Local authorities.....

Annex A10: VSW forms

Screening form (VSW form 1)

REPUBLIC OF RWANDA



RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION

VSW screening form (VSW Form 1)

Province District

I – VSW applicant

1. identification:

Names:.....

Demob Number.....

National Identity card Number..... Date and place of issue...../..... Telephone

sex (male = 1, female =2)

Year of birth Year of first recruitment

Year of Demobilization.....Phase.....

Fathers Names.....

Mothers names.....

Source of livelihood

Crop husbandry	
Animal husbandry	
petty trading	
salaried employment	
Guca incuro/Guhingiriza	
support from others	
other	

2. Marital status:

a) Married b) single c) widowed d) Divorced/separated

3. if married, names of the partner

Spouse ID No..... Telephone

4. Number of children.....other dependants.....

5. Place of residence:

a) Villageb) Cell.....c) Sector.....

d) District.....e) Province.....

6. Education level

1. never attended school	
2. incomplete primary	
3. complete primary	
4. technical/vocational	
5. completed senior 3	
6. completed senior 6	
7. College	
8. university	

7. Other skills

Driving	
Masonry	
plumbing	
electro mechanics	
carpentry	
laundry services	
Musician	
petty trading	
artisanry	
motor vehicle mechanics	
Training	
no skills	
farming	

NB: show proof for each response

Others (specify)

.....

II vulnerability indicators

S/N	Criteria	Score	Total
1	Lack of shelter; (a) No capacity to rent, (b) Accommodated by parents (c) Depends on someone else for shelter.	6 8 10	.../10
2	Landless; (a) No access to arable land (b) Too small for satisfactory harvest.	6 4	.../6
3	(a) Lack of marketable skills (b) No steady income from any source or valuable assets, (c) More than 5 dependants	7 7 5	.../19
4	Disability Permanent disability and/or chronic illness (including HIV /Aids)	90-100% = 15 80-89% =14 70-79% =10 60-69% =8 50-59% =5 40-49% =4 30-39% =3	.../15
5	Total	 /50

8. Planned project

.....

9. Signature of the

applicant.....

III- recommendations of the screening committee

10. We recommend that (names of the applicant).....

Is vulnerable due to:

.....

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

Not vulnerable due to:

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

IV- Approval authorities

a)) executive secretary of the Sector

Names
Signature, Date and
stamp.....

b) Officer in charge of social affairs at sector level

Names
Signature, Date and
stamp.....

c) Person of integrity

Names
Signature and Date

d) ex-combatant representatives at the sector level (only 2):

Names
Signature and Date

Names
Signature and Date

V. Verified and approved by Provincial reintegration officer for
..... district

Names
Signature and Date

VI. Resolution at the RDRP Technical Secretariat

Resolution
Names

Position
Signature, Date and
stamp.....

Project form (VSW form 2)

**RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION (RDRC)
RWANDA DEMOBILIZATION AND REINTEGRATION PROJECT**

Project form for Vulnerable ex-combatants where extra explanation is required it could be added to this form as annex.

A Copy remains at District

Form VSW 2

Demobilization PhaseProvince.....Year.....

I. Identification

Beneficiary identification/individual:

1. Beneficiary Particulars

Name

.....

Demobilization identity card

no.....

Year of birth Sex.....

Evidence of Vulnerability.....

Current source of income.....

2. Residence:

a) VillageCell..... b)

Sector.....

c) District..... d)

Province.....

3. Marital Status

4. Number of dependent children (attached proof).....

5. Father's names.....Mother's names.....

6. Residence, if alive:

a) VillageCell..... b)

Sector.....

c) District.....d)

Province.....

B. Association/Cooperative:

Particulars:

Name of Association/Cooperative

- b) Location
 - c) Date Started.....
 - d) Property owned.....
 - e) Members:
 Total..... Women..... Men.....
 - f) Executive Committee
 Chairman Vice Chairman.....
 Secretary..... Treasurer.....
- NB: Other member's names are annexed

The Project

1. Name of the Project

.....

...

Current/future Location:

- a) Village Cell..... b)
- Sector.....
- c) District..... d) Province.....

Project Objectives:

a)
 General.....

..

b)
 Specific.....

4. Does the project already exist or it is
 new.....

Project Context, how does the project relate to or help to resolve the area's or/ National
 problems?.....

Projected sales for the first Year

Items	Month												Year
	1	2	3	4	5	6	7	8	9	10	11	12	
1 a) Quantity (Qty)													
b) Price (FRW)													
Sub-Total (AxB)													
2 a) Quantity (Qty)													
b) Price (FRW)													
Sub-Total (AxB)													
TOTAL													

7. Market:

Is there market for the projects products/services?

Quantity and Capacity of Buyers

Expected competitors' capacity and what risks are involved?

d) Marketing strategy on:

i) Price..... ii) Product or service quality:

.....

iii) Distribution of the products/services:

iv) Promotion of the products/services:

.....

8. Project Requirements and their values:

No.	Requirements	Quantity	Unit Price (Frw)	Total	Source of Funding	
					Own	External Source
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
TOTAL						

9. Depreciation:

No.	Item	Quantity	Total Value	Expected Life span in Years	Annual Depreciation	Monthly Depreciation
1.						
2.						
3.						
4.						
5.						
Total						

10. Management of the Project:

a) Financial Management.....

b) Schedule of Activities.....

.....

c) Role of Stake holders

.....

11. Negative effects of the Project:
On Communities in the project area

.....
If yes, what mitigation measures are envisaged?.....
On environment?.....
If yes, what mitigation measures are envisaged.....

12. Person(s) most trusted or next kin who can help in the management of this project

- a) His/her/their name(s).....
- b) Relation.....
- c) Residence:
 - i) VillageCell.....ii)
 - Sector.....
 - iii) District.....iv) Province.....

13. 2 - year Projected income statement

A. Sales	Year I	Year II
1.....		
2.....		
3.....		
4.....		
5.....		
6.....		
7.....		
Sub-Total A		
Expenditure		
1. Materials		
2. Rent		
3. Wages and Salaries		
4. Interest (if any)		
5. Supplies		
6. Depreciation		
7. Utilities (Energy, Water and Electricity)		
8. Transport		
9. Taxes		
10. Marketing		
Other		
12		
13.		
Sub-Total B		
Before Tax Profit= Sub-Total A - Sub-Total B		

14. Project Benefits:

- i) Social Aspects.....
 - ii) Economic Aspects.....
 - iii) Environmental Aspects.....
- Beneficiary's Signature
Date.....

III. Project Appraisal and Approval

Endorsed by spouse

Names.....

ID. No.....

The Project Promoter is recommended to receive support equivalent to Frw

.....

to invest in project.....

<p>Forwarded by.....cell CDC CDC Chairman's names..... 1. CDC Chairperson's names Signature, and date 2. Cell Coordinator's names Signature, and date Cell stamp</p>	<p>Inspected and approved by..... Sector CDC..... CDC Chairperson's names Signature and date 2. Sector Coordinator's names Signature, and date Sector stamp</p>	<p>Inspected and approved by..... District CDC..... 1. CDC Chairperson's names Signature and date 2. District Mayor Signature, and date District stamp</p>
--	---	--

Received by Commission's representative
Province

PROs names Signature date and stamp

.....

Decision taken by the Technical Secretariat

Decsion.....

.

.....

.....

Names, Position held, date and

stamp.....

.....

.....

**Annex A11. VSW screening for Child ex-combatants fostering families
REPUBLIC OF RWANDA**



RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION (RDRC)

EVALUATION FORM FOR VULNERABLE CHILDREN

PROVINCE.....
 DISTRICT.....
 SECTOR.....
 CELL.....
 VILLAGE

A. IDENTIFICATION OF THE HOUSEHOLD HEAD

- 1) Names.....
- 2) Date of birth :.....
- 3) Sex : Male Female
- 4) Identification documents :.....,
 Number.....
 Place of issue :..... Date.....
- 5) Occupation :.....
- 6) Relationship with the child.....

B. IDENTIFICATION OF THE CHILD

- 1) Names :.....
- 2) Date of birth :.....
- 3) Sex : Male Female
- 4) Demob number.....
- 5) Other identity documents :.....
 Number.....
- 6) Fathers' names :.....
- 7) Mothers Names :.....
- 8) Level of attendance: Primary Secondary
- 9) Year :.....
- 10) Name of institution :.....

C. MARITAL STATUS OF THE HOUSEHOLD HEAD

- 1) Single : Marital Widowed separated
- 2) Spouse's Names :.....
- 3) Biological children under his care :.....
- 4) Other children under his care.....
- 5) Other dependants.....

D. DESCRIPTION OF FAMILY PROPERTY

Property	Number/size	remarks
Land		
Livestock		
Cows		
Goats		
Sheep		
Pigs		
Chicken		
Rabbits		
Ducks		
Fish Ponds		

E. HOUSING

- 1. **house ownership** : own temporary sheltered by others Rented sheltered by others
- if the house id theirs, indicate construction materials:
 - Walls : Burnt bricks Mud bricks wooden Poles others(specify).....
 -
 - Roof : corrugated iron sheets Tiles Thatch Others (Specify).....
 -

F. OTHER SOURCES OF INCOME

2. Head of the family

Occupation	Income (Frw)		Comments
	Daily	Monthly	
Trading			
Salaried employment			
Casual worker			
Begging			

3. Does the head of the family have any disability? Yes No , if yes, explain nature of disability

.....

Other indications of vulnerability of family

.....

D. FAMILY VULNERABILITY ASSESSMENT TABLE

CRITERIA	SCORE	MAXIMUM SCORE
A. OCCUPATION		
• Crop husbandry	6	
• Livestock	6	
• Trading	3	
• Salaried employment	2	
• Casual worker	8	
• Begging	10	
		10
B. LAND		
• No land	10	
• Barren land	8	
• Small land	6	
• Barren small land	9	
		10
C. STATUS OF THE HOUSEHOLD		
• Child headed	10	
• Widow headed	8	
• Aged headed	8	
• Supported by a benefactor	8	
		10
D. DISABILITY OF THE FAMILY HEAD		
• Amputated both legs	10	
• Amputated one leg	8	
• Amputated both arms	10	
• Amputated one arm	8	
• Mental problem	10	
• Chronic diseases	10	
		10
E. SHELTER		
• Rented	6	
• Temporarily sheltered by others	8	
• Sheltered by others	10	
• Own house	2	
		10
TOTAL		50

NB: the higher the total score the higher the vulnerability of the family. For the score of each section (A,B, C, D and E), only one option is chosen.

Done atDate.....

Social worker

Sector coordinator:

Names

Names:.....

Signature.....
stamp.....

Signature and

Provincial Reintegration Officer
Names:.....

Signature and stamp:.....

Annex B: Finance

Annex B1. Request and allowances for working over the weekend for TS staff.

RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION (RDRC)



B. P. 7277
 TEL: 252519101, FAX: 252519100

REQUEST AND ALLOWANCES FOR WORKING OVER THE WEEKEND FOR TS STAFF. REF NO:...../ ...

A. REQUEST AND WORK PERFORMANCE

Staff full Name:	Date:
Service to be rendered:	
Name & Signature of Head of Department(HOD):-----	
Comment after service:	

B. ALLOWANCES:					Amount Requisitioned	
S/N	Lunch	Transport	Other	Total		
1						
2						
Total						
Amount in words Frw						
Approval and Authorization						
Accountant:		Signature:		Date:		
CFO:		Signature:		Date:		
Signature of the payee.....						

Annex B2. Financial Monitoring Report

Sources & Uses of Funds Statement

**GOVERNMENT OF RWANDA
RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION/PROGRAM
USES OF FUNDS BY CATEGORY AND EXPENDITURE TYPE FOR THE QUARTER**

Disbursement category and expenditure type	Period			Cumulative			PAD
	Planned	Actual	Variance	Planned	Actual	Variance	Project life
1. Beneficiary services and grants							
Basic needs Kit							
RSA							
Disability allowances							
Training							
Education							
Employment							
Sub project grants							
2. Consultancies, Goods and services							
Goods							
Works							
Non consulting services							
Consultants' services							
Audits							
Training							
3. Operating costs							

Uses of funds by category and expenditure

**GOVERNMENT OF RWANDA
RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION/PROGRAM
USES OF FUNDS BY CATEGORY AND EXPENDITURE TYPE FOR THE QUARTER**

Disbursement category and expenditure type	Period			Cumulative			PAD
	Planned	Actual	Variance	Planned	Actual	Variance	Project life
1. Beneficiary services and grants							
Basic needs Kit							
RSA							
Disability allowances							
Training							
Education							
Employment							
Sub project grants							
2. Consultancies, Goods and services							
Goods							
Works							
Non consulting services							
Consultants' services							
Audits							
Training							
3. Operating costs							

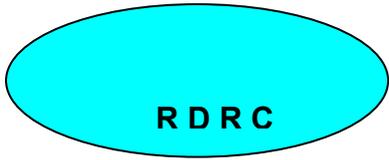
Annex B3. Output monitoring table

GOVERNMENT OF RWANDA RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION OUTPUT MONITORING REPORT FOR THE QUARTER ENDED ON								
Indicator	Period		Project to Date				Variance in # of Beneficiaries	
	Actual	Target	Actual	Target	Total	Average	Period	To Date
					Payments	Payments		
	1	2	3	4	5	6	7	8
1. Number of Ex-Combatants Receiving Benefits during the quarter								
a) Demobilization								
EX-RDF								
EX-AG								
b) Reinsertion grant								
BNK								
EX-RDF								
EX-AG								
RSA I								
EX-RDF								
EX-FAR								
RSA II								
EX-RDF								
EX-FAR								
c) Reintegration Grant								
EX-RDF								
EX-AG								
d) Vulnerability Support Window (VSW)								
EX-RDF								
EX-AG								
e) Special Groups								
Child Ex-Combatants								
Disabled Group								
Medical Rehabilitation								
2. Civil Works								
3. Goods (Furniture, Vehicles, Equipment & Materials)								

4. Consultancies Services Training & Audits								
5. Program Management								
6. Petty Cash								
TOTAL								
7. Administrative Costs as percentage of overall costs								

Annex B4. Travel Requisition & Approval Form

RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION



BP. 7277 KIGALI TEL:

FAX:

TRAVEL REQUISITION & APPROVAL FORM

Person Traveling			
Full Name:			Date:
Department:			
Travel Itinerary			
Date	From	To	Veh .Reg .No
Purpose of Travel			
Please provide full details			
Traveler			
Signature			
Approval and Authorization			
CFO:		Signature:	
Coordinator:		Signature:	
Allowance:(Frais de mission):			
Fuel:(lts.)			

Annex B5. Chart of Accounts

RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION (RDRC)

	CHART OF ACCOUNTS – DRAFT	Indice mvt	Bdgt line
1	DONORS' FUNDS	0	
11	IDA Credit	0	
111	IDA Credit (Category 1)	1	
112	IDA Credit (Category 2-5)	1	
113	PPF Account	1	
12	Grants	0	
121	Govt Counter Part Grant	1	
123	United Kingdom Grant	1	
124	Multi Donor Trust Fund Grant	1	
125	Germany Grant	1	
126	Exchange Difference Account	1	
127	Refunds	1	
128	Inter-account transfers		
2	FIXED ASSETS (GOODS)	0	
21	Motor Vehicles	1	
22	Computers & Accessories	1	
23	Furniture and Fittings	1	
24	Office Equipment	1	
25	Motor Cycles	1	
26	Tools & Other Materials	1	
27	Assets inherited from RDRP Stage I	1	
3	REALISED PROJECT ACTIVITIES	0	
31	Demobilization expenses	1	
32	Benefits To Ex-Combatants	0	
321	Reinsertion Grants (BNK, RSA I & II)	1	
322	Reintegration Grant (RG)	1	
323	Vulnerability Support Window (VSW)	1	
324	Special Groups	1	
33	Civil Works	1	
34	Consultants' Services, Training and Audits	1	
35	Operating Costs	1	
36	Stock	0	

	CHART OF ACCOUNTS – DRAFT	Indice mvt	Bdgt line
361	Fuel	1	
362	Office Stationery	1	
363	Other Supplies & Materials	1	
4	THIRD PARTY ACCOUNTS	0	
41	Suppliers	1	
42	Reinsertion Grants Payable	0	
421	BNK	1	
422	RSAI	1	
423	RSAll	1	
43	Reintegration Grant (RG)	1	
44	Vulnerability Support Window (VSW)	1	
45	Special Groups Medical Rehabilitation	1	
46	Special Groups Child Ex-Combatants	1	
47	GoR Taxes & Other Statutory Deductions	0	
471	PAYE Payable	1	
472	RSSB	1	
473	FARG	1	
474	RAMA	1	
476	WithHolding tax (RRA)	1	
48	Other Debit & Credit Accounts	0	
481	Staff Advances(Receivable)	1	
482	Prepayments and Deposits (Accounts Receivable)	1	
483	Suppliers(Other Creditors)	1	
484	Salaries & Allowances Payable	1	
49	DRF Account	1	
5	CASH & BANK BALANCES	0	
51	Bank Balances	0	
511	Special Account (IDA)	1	
512	DFID Account	1	
513	DRFA Account (IDA)	1	
514	Operations Account (GoR)	1	
515	Multi Donor Trust Fund Account (MDTF)	1	
516	German Grant Medical Rehabilitation Account	1	
517	German Grant Reintegration Account		
52	Cash Balance	0	

	CHART OF ACCOUNTS – DRAFT	Indice mvt	Bdgt line
521	Petty Cash-Head Office	1	
522	Petty Cash PPOs	1	
523	Petty Cash Demobilization Centres	1	
524	Petty Cash child centre		
525	Petty Cash Medical Rehabilitation Unit (German Grant)		
526	Petty Cash Reintegration (German Grant)		
6	EXPENDITURE (USES OF FUNDS)	0	
61	Demobilization Expenses	0	1
611	Transport In	0	2
6111	Transport in (EX-RDF)	1	2
6112	Transport in (Ex-AG)	1	2
612	Transport and Travel (Resource Persons)	0	3
6121	Fuel	1	3
6122	Field Operation Subsistence Expenses	1	3
6123	Field Communication Expenses		
613	Demobilization Supplies	0	3
6131	Catering Expenses	0	3
61311	Food and Drinks- Muhazi	1	3
61312	Food and Drinks- Mutobo	1	3
61313	Fire Wood- Muhazi	1	3
61314	Fire Wood- Mutobo	1	3
6132	Non Food Items	0	3
61321	Non Food Items(Muhoza)	1	3
61322	Non Food Items(Mutobo)	1	3
61323	Other Non Food Items	1	3
6133	Medical Supplies	0	3
61331	Medicines and drugs- Muhoza	1	3
61332	Medicines and drugs- Mutobo	1	3
614	Voluntary Counseling and Testing(VCT-HIV/AIDS) & Medical Screening	0	4
6141	Voluntary Counseling and Testing(Vct-Hiv/Aids) -Ex-RDF	1	4
6142	Voluntary Counseling and Testing(Vct-Hiv/Aids) -Ex-AG	1	4
6143	Voluntary Counseling and Testing(Vct-Hiv/Aids) -Ex-FAR	1	4
6144	Verification & Medical Screening (EX-	1	4

	CHART OF ACCOUNTS – DRAFT	Indice mvt	Bdgt line
	RDF)		
6145	Verification & Medical Screening (Ex-AG)	1	4
6146	Verification & Medical Screening (Ex-FAR)		
615	Baseline Data & Documentation	0	1
6151	Baseline data & documentation-Ex-Combatants	1	1
616	Other Demobilization Expenses	0	38
6161	Support Staff Expenses	0	38
61611	Support Staff (Muhoza)	1	38
61612	Support Staff (Mutobo)	1	38
6162	Vehicle hire & other Rental Expenses	0	38
61621	Vehicle hire & Other Rental Expenses-Muhoza	1	38
61622	Vehicle hire & Other Rental Expenses-Mutobo	1	38
6163	Pre-discharge Orientation Program	0	38
61631	Pre-discharge Orientation (EX-RDF)	1	38
61632	Pre-discharge Orientation (EX-AG)	1	38
6164	Sensitisation Program	0	38
61641	Sensitisation Program	1	38
617	Demobilization Equipment	0	6
6171	Muhazi D/C	1	6
6172	Mutobo D/C	1	6
62	Civil Works	0	5
621	Demobilization Centers	0	5
6211	Muhoza D/C	1	5
6212	Mutobo D/C	1	5
622	Child Ex-Combatants Rehab. Centre	1	5
623	Other Civil Works	1	5
63	Reinsertion Benefits	0	2
631	Basic Needs Kit (BNK)	0	7
6311	BNK-Ex-RDF	1	7
6312	BNK (EX-AG)	1	7
632	Recognition of Service Allowance (RSA I)	0	8
6321	RSA I (EX-RDF)	1	8
6322	RSA I (EX-FAR)	1	8
633	Recognition of Service Allowance (RSA II)	0	9 to 13
6331	RSA II (EX-RDF)	1	9 to 13

	CHART OF ACCOUNTS – DRAFT	Indice mvt	Bdgt line
6332	RSA II (EX-FAR)	1	9 to 13
64	Reintegration Expenses		
641	Reintegration Grant (RG)	0	3
6411	RG (EX-RDF)	1	14
6412	RG (EX-AG)	1	14
642	Studies on Reintegration		
6421	Field Operation Subsistence Expenses		
6422	Field Communication Expenses		
6423	Field transport expenses		
643	Other reintegration expenses		
65	Vulnerability Support Window (VSW)	0	15
651	Ex-Combatants Projects Grant	1	15
652	VSW Screening expenses		
653	VSW Sensitization expenses		
654	Studies on VSW		
6541	Field Operation Subsistence Expenses		
6542	Field Communication Expenses		
6543	Field transport expenses		
6544	Base line data and documentation		
655	Other VSW expenses		
66	Special Groups	0	4
661	Medical Rehabilitation	1	17
6611	Hospitalization and Pharmaceutical Expenses		
66111	Treatment and Hospitalisation Expenses		
66112	Orthopaedic and other disabled appliances		
66113	Pharmaceutical Expenses		
66114	Disabled ex-combatant transport		
66115	Severe invalids care		
66116	Disabled ex-combatants studies		
661161	Field Operation Subsistence Expenses		
661162	Field Communication Expenses		
661163	Field transport expenses		
6612	Administrative expenses		
66121	Office Stationery and supplies		
66122	Staff Transport		

	CHART OF ACCOUNTS – DRAFT	Indice mvt	Bdgt line
66123	Water and Power		
66124	Fuel for the generator		
66125	Telephone expenses		
66126	Casual Wages		
66127	Postage		
66128	Other administrative expenses		
6613	Consultancy, Training and Audit		
6614	Hospital equipments for SPs		
662	Child Ex-Combatants	1	16
6621	Transport in		
6622	THK (Take Home Kit)		
6623	Family re-Unification Expenses		
6624	School fees and Tuition fees		
6625	School Uniforms, Books and Other Materials		
6626	Child Centre Expenses		
66261	Food and Drinks		
66262	Non-Food Items		
66263	Other non food Items		
66264	Fire wood		
66265	Medical Supplies		
66266	Base line data and documentation		
66267	Support Staff Wages		
66268	Sensitisation Expenses		
66269	Other child ex-combatants expenses		
67	Program Management	0	
671	Salaries & Wages	0	
6711	Commissioners	0	5
67111	Payroll (Net Salary)	1	22
6712	Technical Secretariat & Provincial Program Offices	0	6
67121	Payroll (Net Salary)	1	25
67122	Allowances for Casual Workers	1	25
6713	Statutory Deductions/Payroll	0	
67131	Commissioners	0	5
671311	Employee's Contribution to FARG	1	22
671312	PAYE	1	22

	CHART OF ACCOUNTS – DRAFT	Indice mvt	Bdgt line
671313	RSSB Contribution	1	22
671314	Medical Insurance (RAMA) Contribution	1	22
671315	Other deductions		
67132	Technical Secretariat & Provincial Program Offices	0	6
671321	Employee's Contribution to FARG	1	25
671322	PAYE	1	25
671323	RSSB Contribution	1	25
671324	Medical Insurance (RSSB) Contribution	1	25
672	Operating Costs	0	5
6721	Telephone, Internet, Fax & Postage Expenses	0	23
67211	Telephone/Internet/Fax	1	23
67212	Postage	1	23
6722	M/V & M/Cycle Related Expenses	0	23
67221	Fuel	1	23
67222	M/V & M/C Repairs and Maintenance	1	23
67223	M/V & M/C Insurance	1	23
67224	M/V & M/C registration and Taxes	1	23
6723	Field Operation Subsistence Expenses	1	23
6724	Announcements, Publicity & Subscriptions	0	26
67241	Radio	1	26
67242	TV	1	26
67243	News Papers	1	26
67244	Subscriptions for newspapers and periodicals	1	26
6725	Financial Costs	0	26
67251	Special Account (IDA)	1	26
67252	DFID Account	1	26
67253	DRFA Account(IDA)	1	26
67254	Operations Account(GoR)	1	26
67255	Mult Donor Trust Fund Account (MDTF)	1	26
67256	Medical Rehabilitation Account (KfW - German Grant)		
67257	Reintegration Account (German Grant)		
6726	Depreciation	0	26
67261	Motor Vehicles	1	26
67262	Motor Cycles	1	26

	CHART OF ACCOUNTS – DRAFT	Indice mvt	Bdgt line
67263	Computers & Accessories	1	26
67264	Office Equipment	1	26
6727	Office Supplies& Expenses	0	26
67271	Office Stationery	1	26
67272	Staff Tea and Other related Costs	1	26
67273	Office Tools	1	26
67274	Printing, Binding & Photocopying expenses	1	26
67275	Conference & Workshops/Seminars	1	26
67276	Repairs & Maintenance-Office Equipment	1	26
67277	Repairs & Maintenance-Computers & Accessories	1	26
67278	Entertainment Allowances/Costs	1	26
67279	Other Office Supplies	1	26
67278	Rent & Other Hire expenses	0	26
67281	Office rent-Head Office	1	26
67282	Office rent-PROs	1	26
67283	Hall hire	1	26
67284	Computer hire	1	26
67285	Vehicle hire	1	26
67286	Office Rent-Medical Rehabilitation	1	
6729	Other Operating Costs	1	26
68	Consultants' Services, Training and Audits	0	7
681	Consultancy Costs	0	7
6811	Consultancy Studies	1	7
6812	Other Consultancy Costs	1	7
682	Training Costs	0	
6821	Training Fees	1	27
6823	Air Ticket	1	27
683	Audits	0	7
6831	Semi-Annual Audits	1	32
6832	Annual Audits	1	32
7	Incomes	0	24
771	Exchange Gain (Special Account)	1	
772	Exchange Gain (Mult Donor Trust Fund Account)	1	

Rwanda Demobilisation and Reintegration Commission (RDRC)
Second Emergency Demobilisation and Reintegration Project (SEDRP)
IFR for the quarter ended (date/month/Year).

773	Exchange Gain (Medical Rehabilitation Account-KfW)		
774	Exchange Gain (Reintegration Account)		

Annex B.6: Interim Financial Report (IFR) template

REPUBLIC OF RWANDA



***RWANDA DEMOBILISATION AND REINTEGRATION COMMISSION
(RDRC)***

Second Emergency Demobilisation and Reintegration Project (SEDRP)

***INTERIM FINANCIAL REPORT
For the quarter ended (Date/Month/Year)***

Issued in (Month/Year)

TABLE OF CONTENTS

1. Background of the institution

2. Main achievements of RDRC Finance Dept during this reporting quarter

3. Statement of revenues and expenditure for the quarter ended (date/month/Year)

4. Financial Assets and Liabilities for the quarter ended (date/month/Year)

5. Notes to the financial statements

6. APPENDICES

A. Budget VS actuals (Month/year)

B. Use of received grants per component and subcomponent for the quarter ended (date/month/Year)

C. Use of received grants per category for the quarter ended (date/month/Year)

D. Bank reconciliation reports

E. Bank statements

F. Budget Execution report

G. List of receivables and payables

1. Background of the institution

The Rwanda Demobilisation and Reintegration Commission (RDRC) was established by the presidential decree No. 37/01 of 09/04/2002. The RDRC is budget agency that falls under the Ministry of Local Government (MINALOC). The entity was incorporated in Rwanda under 23 Act of Parliament and its offices are located in Remera amidst the offices of UMWALIMU SACCO and Students Financing Agency for Rwanda.

Main Activities

The Main activities of RDRC are outlined below:

- Demobilisation and support the transition to civilian life of military of the Rwanda Defence Forces (RDF) and combatants of the Rwandan armed groups (AGs), including Child associated with AGs;
- Support the social and economic reintegration of all demobilised Ex-Combatants;
- Support the repatriation and reinsertion of dependants of the Armed Groups.

Management

The management who held office as at (date/month/Year).was:

No.	Name	Designation
1.	Mr	Chief Budget Manager
2.	Mr	Project Coordinator
3.	Mr	Chief Finance Officer

2. Main achievements of RDRC Finance Department during this reporting quarter

(List down a summary of achievements during the quarter)

3. Statement of revenues and expenditure for the quarter ended (date/month/Year)

Item name	Note	Quarter ended Date-Month-Year	Total for project to Date-Month- Year	Total for project to Date-Month-Year
Currency		FRW	FRW	FRW
REVENUES				
Non tax Revenue	1			
Cash Transfers from Treasury	2			
Direct Payment from treasury				
Transfers from other Govern- ment Agencies	3			
World Bank disbursements	4			
Other Revenues				
Total Revenues (A)				
EXPENSES				
Compensation of employees				
Use of goods and Services	5			
Acquisition of Assets	6			
Social assistance to XCs	7			
Transfers to reporting agencies	8			
Other Expenses	9			
Total expenses (B)				
Surplus/(deficit) (C=A-B)	5			

Prepared by:

Sign *Chief Accountant* *Date*

Checked by:

Sign *Chief Finance Officer* *Date*

Authorised by:.....

Sign Project Coordinator Date

Approved by:.....

Sign Chief Budget Manager.....Date

4. Financial assets and liabilities for the quarter ended (day/month/yr)

Description	Note	As at Day/month/yr	As at Day/month/yr
Currency		FRW	FRW
1. Financial Assets			
Bank Balances			
RDRC – UNICEF			
RDRC OPERATIONS ACCOUNT			
RDRP			
SEDRP-DESIGNATED ACCOUNT (Amount in USD at Rate Per 1 USD)			
Total Bank Balances	10		
Cash Balances			
Accounts receivables (Constructors)	Annex G		
Total Financial Assets			
2. Less: Financial liabilities			
Accounts Payables	Annex G		
Net Financial assets (4-5)			
Representing			
Closing balance from previous quarter			
Prior Year adjustment			
Net surplus / (Deficit) for period			
Closing balance for current quarter			

Authorization Date...../...../.....

The financial statements were authorized for issue by Mr/Mme (Names), Chief Budget Manager of **Rwanda Demobilisation and Reintegration Commission (RDRC)**

Prepared by:

Sign *Chief Accountant* *Date*

Checked by:

Sign *Chief Finance Officer* *Date*

Authorised by:

Sign *Project Coordinator* *Date*

Approved by:

Sign *Chief Budget Manager.....* *Date*

5. Notes to the financial statements

a) Non Tax Revenues

Non tax revenues are revenues generated by a government entity from other revenue generated than taxes.

b) Cash transfers from central treasury

These are cash transfers from the Government to fund other projects not funded by the World Bank during the quarter ended (date/month/Year),

Description	Quarter ended Date-Month-Year	Total for project to Date-Month- Year	Total for project to Date-Month- Year
Currency	FRW	FRW	FRW
Counterpart funds			
Total counterpart funds received			
Amounts received from GoR operation funds eligible for World Bank funded activities (List by nature of funds received from GoR):			
Operations fund for construction of CAT 2 Houses			
Other operations funds			
Total Operational funds (GoR funds)			
Total transferred from Treasury			
Less transfer back to central treasury at the closure of the financial year.			
Total amount (GoR funds + Counterpart funds)			

c) Transfers from other Government Agencies

These are transfers from other Government entities to the Commission or Project.

d) World Bank disbursements

Applications reimbursed by the World Bank during the quarter ended (date/month/Year):

*Rwanda Demobilisation and Reintegration Commission (RDRC)
Second Emergency Demobilisation and Reintegration Project (SEDRP)
IFR for the quarter ended (date/month/Year)*

The following funds were received:

<i>Date</i>	<i>Description</i>	<i>Amount in USD</i>	<i>Exch. rate</i>	<i>Amount in RWF</i>
<i>Total</i>				

Accumulated funds received:

Description	Amount in USD	Exchange rate	Amount in RWF
Total disbursed this quarter		N/A	
Total accumulated as at Month-Year		N/A	
Total accumulated as at (date/month/Year)			

Reconciliation with financial statements (In RWF only)

Total revenue as per Statement of Revenue and Expenditure -

Deduct:

Any amount transferred from other donors/institutions than
IDA, Trust Fund,.. -

-

Funds received from the World Bank -

Deduct:

Amount advanced by IDA to the Designated Account -

Sub-total -

Add:

Reimbursements to the Designated Account not recorded in
the financial accounts (if any)

Sub-total -

Rwanda Demobilisation and Reintegration Commission (RDRC)
Second Emergency Demobilisation and Reintegration Project (SEDRP)
IFR for the quarter ended (date/month/Year)

Deduct:

Direct repayment (<i>if any</i>)	-	-
Sub-total	<hr/>	-
Less : Un-reconciled difference (<i>if any</i>)		-
Total Category Disbursements (Historical)/ Client Connection	<hr/> <hr/>	-

e) Use of Goods and Services

Total for Project as per IFR at *previous quarter* -
 Adjustment of duplication in prior years (*if any*) _____ -

Adjusted total as at (date/month/Year)

=

f) Acquisition of Assets

During the quarter ended (date/month/Year), we did not incur any capital expenditure

g) Social benefits (to Ex-Combatants)

This refers to social assistance to Ex Combatants including Housing, Reintegration Grant, Basic Needs Kit, Incurred Expenses in transit centres and demobilisation centres and other support to disabled ex combatants.

h) Transfers to reporting agencies

The balance is made up of transfers to other government institutions

i) Other expenses

Description	Amount (FRW)
Total for the project to previous quarter (date/month/Year)	
Minor expenditure occurred in the current quarter	
Total	

j) Cash at bank

The bank amounts shown in the table below have been reconciled to the bank statements as at (date/month/Year).

ACC.	Bank name	Account No.	Acc. currency	Amount in FCY	Exch. rate	Balance as at current quarter (date/month/Year)	Balance as at previous quarter (date/month/Year)
							FRW
Local bank accounts							
Foreign Accounts							
	Total						

Details of the Unreconciled Difference in the Operations Account

Account No	Reference	Date	Amount	Observation	Difference
<i>Account No.</i>					
<i>D.A.¹</i>					
<i>S/Total</i>					

¹ D.A amounts are in U.S. Dollars

Budget Execution Report

k) Budget Control

The analysis of budget vs. actual shall be appended as Annex A.

APPENDICES

- A. *Budget VS actuals Month-Year*
- B. *Use of received grants per component and subcomponent for the quarter ended (date/month/Year).*
- C. *Use of received grants per category for the quarter ended (date/month/Year).*
- D. *Bank reconciliation reports*
- E. *Bank statements*
- F. *Budget Execution report*
- G. *List of Receivables and Payables*

Appendix A

BUDGET vs. ACTUALS SEPT-14

CAT	Quarter ended Month-Year				PROJECT BUDGET	ACTUAL EXPENDITURE TO DATE ¹
	BUDGET	ACTUAL	VARIANCES			
			AMOUNT	%		
1						
2						
3						
TOTALS						

¹ Rounded-off to the nearest U.S. Dollar

Rwanda Demobilisation and Reintegration Commission (RDRC)
 Second Emergency Demobilisation and Reintegration Project (SEDRP)
 IFR for the quarter ended (date/month/Year)

Appendix B

Use of received grants per component and subcomponent for the quarter ended
 (date/month/Year).

Code	Description	Current quarter (date/month/ Year).	Previous quarter (date/month/ Year).
57001	demobilization		
5700120	Sensitisation (Transport & Per Diem)		
5700121	Baseline data and documentation		
5700122	Transport in, Hiring Buses & Trucks		
5700123	Supplies		
5700124	HIV/AIDS - Voluntary Counselling & Testing		
5700125	sensitization		
5700126	CIVIL WORKS		
5700127	Salaries (Demobilisation staff)		
5700128	Casual Workers		
57002	REINSERTION		
5700221	BNK		
5700231	Dependents (THK)		
5700232	Dependents transport to communities of return		
57003	REINTEGRATION		
5700311	Consultations, diagnostic procedures, interventions, treatments, other medical expenses		
5700314	Other costs		
5700315	Support to administrative costs		
5700316	Transport in, Hiring Buses & Trucks		
5700318	Food and non-food supplies during Rehabilitation Centre		
5700319	Socializing activities		

*Rwanda Demobilisation and Reintegration Commission (RDRC)
 Second Emergency Demobilisation and Reintegration Project (SEDRP)
 IFR for the quarter ended (date/month/Year)*

5700320	Reintegration Grant for Ex AGs		
5700321	Reintegration Grant and RSA for RDF		
5700322	VSW (IGA)-15%		
5700325	Reunification children leaving center (Transport & FOSE)		
5700326	Tool Kit - Child XCs(In Vocational training)		
5700328	Apprenticeship		
5700329	Sensitization		
5700332	VSW-15%		
5700341	Vocational training (students) (25% of demobilized)		
5700343	Formal education (2% of demobilized)		
5700344	Tool Kit - Vocational training		
5700351	Technical Assistance (including CEFE)		
5700361	Housing for severely disabled category I		
5700371	Field Operation Subsistence Allowance & transport		
5700381	Support/Advocacy for employment		
5700391	Salaries (Reintegration staff)		
5700392	Other costs		
5700393	Psychosocial		

Rwanda Demobilisation and Reintegration Commission (RDRC)

Second Emergency Demobilisation and Reintegration Project (SEDRP)
IFR for the quarter ended (date/month/Year)

Code	Description	Current quarter (date/month/ Year).	Previous quarter (date/month/ Year).
57004	PROGRAM MANAGEMENT		
5700411	Vehicles, Furniture & Equipment		
5700421	Repairs and Maintenance		
5700422	Salaries		
5700424	Technical Secretariat Staff		
5700425	Office Supplies and Stationery		
5700426	Fuel		
5700427	Other operating costs		
5700431	sensitization		

*Rwanda Demobilisation and Reintegration Commission (RDRC)
 Second Emergency Demobilisation and Reintegration Project (SEDRP)
 IFR for the quarter ended (date/month/Year)*

5700432	Other consultancies		
	Total World Bank funded activities		
	Total Recurrent Budget		
	Grand Total		

Use of received grants per category for the quarter ended (date/month/Year).

Description	Current quarter (date/month/Year).	Previous quarter (date/month/Year).
<i>Cat 1: Basic needs, recognition of service, disability allowances and training, education, employment and Subproject Grants under part 2</i>		
<i>Cat 2: Goods, works, non-consulting services, consultants' services (including for audit and training under part 1)</i>		
<i>Cat 3: Operating costs</i>		
Total category expenses		
Total Recurrent budget (Funded only by GoR)		
Grand Total		

Appendix D

Bank reconciliation reports

Bank statements

Appendix F

Budget Execution report

Appendix G

List of receivables and payables:

List of receivables – ID Account 312101

Debtor's name	As at (Current quarter) Month-Year FRW	As at (Previous quarter) Month-Year FRW
Account receivables – third parties (List of debtors)		
Total		

List of payables – ID Account 412101

Creditor's name	As at (Current quarter) Month-Year FRW	As at (Previous quarter) Month-Year FRW
Accounts payable – third parties (List of creditors)		
Total		

Annex B.7: Audit Terms of Reference

1. Scope of the Audit

The audit of the project shall be carried out in accordance with International Standards on Auditing (ISA) promulgated by the International Federation of Accountants (IFAC), and shall include such tests and auditing procedures as the auditor considers necessary under the circumstances. Special attention shall be paid by the auditor as to whether the:

- (a) World Bank financing (and all external financing where the World Bank is not the only financier) has been used in accordance with the conditions of the relevant financing agreement, with due attention to economy and efficiency, and only for the purposes for which the financing was provided.
- (b) Counterpart funds have been provided and used in accordance with the relevant financing agreements, with due attention to economy and efficiency, and only for the purposes for which they were provided, *if any*;
- (c) Goods, works and services financed have been procured in accordance with the relevant financing agreements including specific provisions of the [World Bank Procurement Policies and Procedures](#)⁴;
- (d) All necessary supporting documents, records, and accounts have been maintained in respect of all project activities, including expenditures reported using Statements of Expenditure (SOE) or Interim Unaudited Financial Statements (IFS) methods of reporting. The auditor shall be expected to verify that respective reports issued during the period were in agreement with the underlying books of account;
- (e) Designated Accounts (if used) have been maintained in accordance with the provisions of the relevant financing agreements and funds disbursed out of the Accounts were used only for the purpose intended in the financing agreement;
- (f) National laws and regulations have been complied with, and that the financial and accounting procedures approved for the project (e.g. operational manual, financial procedures manual, etc.) were followed and used;
- (g) Financial performance of the project is satisfactory.
- (h) Assets procured from project funds exist and there is verifiable ownership by the implementing agency or beneficiaries in line with the financing agreement.

⁴ Depending on the complexity of procurement activities, the auditor may consider involving technical experts during the audit engagement. In cases where such experts are involved, the auditor is expected to comply with provisions of [International Standard on Auditing 620: Using the Work of an Expert](#). Consideration to use of the work of experts shall be brought to the early attention of the borrower and the World Bank for mutual agreement and appropriate guidance.

- (i) Ineligible expenditures (if any) included in withdrawal applications are identified and reimbursed to the Designated Accounts. These shall be separately noted in the audit report.

In complying with International Standards on Auditing, the auditor is expected to pay particular attention to the following matters:

- a) **Fraud and Corruption:** Consider the risks of material misstatements in the financial statements due to fraud as required by ISA 240: The Auditor's Responsibility to Consider Fraud in an Audit of Financial Statements. The auditor shall be required to identify and assess these risks (of material misstatement of the financial statements) due to fraud, obtain sufficient appropriate audit evidence about the assessed risks; and respond appropriately to identified or suspected fraud;
- b) **Laws and Regulations:** In designing and performing audit procedures, evaluating and reporting the results, consider that noncompliance by the implementing agency with laws and regulations may materially affect the financial statements as required by ISA 250: Consideration of Laws and Regulations in an Audit of Financial Statements;
- c) **Governance:** Communicate audit matters of governance interest arising from the audit of financial statements with those charged with governance of an entity as required by International Standards on Auditing 260: Communication of Audit Matters with those Charged with Governance.
- d) **Risks:** In order to reduce audit risk to an acceptable low level, determine the overall responses to assessed risks at the financial statement level, and design and perform further audit procedures to respond to assessed risks at the assertion level as required by Internal Standard on Auditing 330: the Auditor's Procedures in Response to Assessed Risks.

2. Project Financial Statements (PFSs)

The auditor shall verify that the project financial statements have been prepared in accordance with the agreed accounting standards (see paragraph 3 above) and give a true and fair view of the financial position of the project at the relevant date and of resources and expenditures for the financial year ended on that date

The Project Financial Statements (PFSs) shall include:

- (a) A statement of funds received, showing funds from the World Bank, project funds from other donors, funds received from GoR and counterpart funds (if any) separately, and of expenditures incurred;
- (b) A summary of the activity in the Designated Account (if deemed necessary);
- (b) A Balance Sheet (if deemed necessary);

(c) A Summary of the principal accounting policies that have been adopted, and other explanatory notes;

(d) A list of material assets acquired or procured to date with project funds
As an Annex to the PFSs, the auditor shall prepare a reconciliation of the amounts as “received by the Project from the World Bank”, with those shown as being disbursed by the Bank.

3. Statement of expenditures (SOEs)/unaudited interim financial reports (IFRs)

In addition to the audit of the PFSs, the auditor shall be required to verify all SOEs or IFRs used as a basis for the submission of loan withdrawal applications to the World Bank. The auditor shall apply such tests and auditing procedures as considered necessary under the circumstances. Annexed to the PFSs shall be a schedule listing individual SOE or IFR withdrawal applications by specific reference number and amount.

The total withdrawals under the SOE or IFR procedures shall be part of the overall reconciliation of Bank disbursements described in paragraph 5 above.

4. Designated Account

In conjunction with the audit of the Project PFSs, the auditor is also required to review the activities of the Designated Account associated with the project. The Designated Account usually comprises:

- Advance deposits received from World Bank (If any);
- Replenishments substantiated by withdrawal applications;
- Interest that may have been earned on the accounts, and which belong to the
- recipient; and
- Withdrawals related to project expenditures

The auditor shall pay particular attention as to the compliance with the Bank's procedures and the balances of the Designated Accounts at the end of the fiscal year (or period). The auditor shall examine the eligibility of financial transactions during the period under examination and fund balances at the end of such a period, the operation and use of the DAs in accordance with the relevant general conditions, relevant financing agreements and disbursement letter, and the adequacy of internal controls for this type of disbursement mechanism.

For this Project, the Designated Accounts are referred to in the general conditions, the Financing Agreement (subsection 5.3) and Disbursement Letter (Para. I).

The auditor shall also examine eligibility and correctness of:

- Financial transactions during the period under review;
- Account balances at the end of such a period;
- The operation and use of the Designated Account in accordance with the financing agreement; and
- The adequacy of internal controls for the type of disbursement mechanism.

5. Audit Report

The auditor shall issue an opinion on the project financial statements (PFSs). The annual audit report of the project accounts shall include a separate paragraph highlighting key internal control weaknesses and non-compliance with the financing agreement terms.

6. Management Letter

In addition to the audit report, the auditor shall prepare a management letter, in which the auditor shall:

- (a) Give comments and observations on the accounting records, systems and controls that were examined during the course of the audit;
- (b) Identify specific deficiencies or areas of weakness in systems and controls, and make recommendations for their improvement;
- (c) Report on the degree of compliance of each of the financial covenants in the financing agreement and give comments, if any, on internal and external matters affecting such compliance;
- (e) Communicate matters that have come to his/her attention during the audit which might have a significant impact on the implementation of the project;
- (f) Give comments on the extent to which outstanding issues/qualifications issues have been addressed;
- (g) Give comments on previous audits' recommendations that have not been satisfactorily implemented; and
- (e) Bring to the recipient's attention any other matters that the auditor considers pertinent, including ineligible expenditures.

Ideally, the management letter shall also include responses from the implementing agency to the issues highlighted by the auditor.

6. Available information

The auditor shall have access to all legal documents, correspondences, and any other information associated with the project and deemed necessary by the auditor. The auditor shall also obtain confirmation of amounts disbursed and outstanding at the Bank. Available information shall include copies of the relevant: project appraisal document; financing agreement; financial management assessment reports; supervision mission reports and implementation status reports.

7. General

The financial statements, including the audit report, management letter and management response shall be received by the Bank no later than two weeks after the end of the audit exercise.

The auditor shall submit the report to the recipient's designated agent rather than to any staff member of the project entity. The agent shall then promptly forward two

copies of the audit report and accompanying statements to the Bank together with the management letter and management response.

It is highly desirable that the auditor becomes familiar with the Bank's Guidelines on Annual Financial Reporting for World Bank-Financed Activities, June 30, 2003, which summarizes the Bank's financial reporting and auditing requirements. The auditor shall be familiar with World Bank Procurement Guidelines, which can be obtained from the project implementing agency. The auditor shall also be familiar with the Bank's Disbursement Handbook for World Bank Clients, Disbursement Guidelines for Projects: May 2006. These documents are available on the Bank's website and could be obtained from the Task Team Leader.

8. Source of Funding

The source of finding shall be World Bank funds through the SEDRP.

9. Procurement Method: Consultant qualifications

Annex C2. Simplified Procurement Plan

I. General

1. Project information

Country: Rwanda

Project Name: Rwanda Second Emergency Demobilization and Reintegration Project

Project Implementing Agencies: RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION (RDRC)

2. World Bank's approval date for the procurement plan:

3. Date of General Procurement Notice:

4. Period covered by this procurement plan:

1. Prior Review Threshold: Procurement decisions subject to Prior Review

	Procurement method (category)	Prior Review Threshold (US\$ equivalent)	Comments
1.	ICB (Works)	>= 10,000,000	All contracts
2.	NCB (Works)	<10,000,000	No prior review
3.	ICB (Goods)	>= 1,000,000	All contracts
4.	NCB (Goods)	< 1,000,000	Specific contracts under this category may be subject to prior review
5.	Shopping (Goods ,Works and non-Consultancy services)	< 100,000	No Prior Review
6.	Direct Contracting	As per guidelines para 3.6	All contracts

2. Pre qualification:

3. Community-based Procurement:

4. Any Other Special Procurement Arrangements:

Rwanda Demobilisation and Reintegration Commission (RDRC)
Second Emergency Demobilisation and Reintegration Project (SEDRP)
IFR for the quarter ended (date/month/Year)

Summary of the procurement Packages planned with Methods and Time Schedule (Summary)

Ref. No.	Contract description	Estimated Cost (US\$)	Procurement Method	Domestic Preference (Yes/No)	World Bank Review (Prior/Post)	Expected bids opening	Comments
A	Non consultants services						
1							
2							
3							
B.	Civil Works						
1							

Rwanda Demobilisation and Reintegration Commission (RDRC)
Second Emergency Demobilisation and Reintegration Project (SEDRP)
IFR for the quarter ended (date/month/year)

2							
3							
C.	Goods						
1							
2							

Rwanda Demobilisation and Reintegration Commission (RDRC)
Second Emergency Demobilisation and Reintegration Project (SEDRP)
IFR for the quarter ended (date/month/year)

III. Selection of Consultants

- 1. Prior Review Threshold:** Selection decisions subject to Prior Review by the World Bank, as stated in Appendix 1 to the Guidelines Selection and Employment of Consultants:

	Selection Method	Prior Review Threshold	Comment
1.	Quality and Cost-Based / Quality Based / Fixed Budget / Least Cost / Consultant's Qualifications (firms)	>=200,000	No prior review
2.	Single Source (SS) / Firms / Individual	All	All contracts are subject to prior review
3.	Individual Consultants (IC)	>=100,000	Each contract of more than US\$200,000 to be prior reviewed.

All TORs regardless of the value of the contract are subject to IDA prior review .

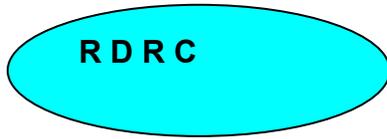
- 2. Short list comprising entirely of national consultants:** Short list of consultants for services, estimated to cost less than US\$200,000 equivalent per contract, may comprise entirely of national consultants in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines. Shortlist of consultant of Engineering and contract supervision in nature estimated to cost less than US **\$300,000** may comprise entirely of national consultants.
- 3. Any Other Special Selection Arrangements:**

Consultancy Assignments with Selection Methods and Time Schedule

No.	Description of Assignment	Estimated Cost (US\$)	Selection Method	Review by the World Bank	Expected Proposal Submission	Comment
1						
2						
3						

Annex C3. Purchase Order

RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION



BP KIGALI TEL: ---

PURCHASE ORDER NO:

Supplier:-----	
B.P-----	KIGALI -----
Tel:-----	Fax:-----

	Items/service description	Quantity ordered	Unit Price	Total Amount

Prepared by:		Verified by:	Authorized by:
Procurement Officer	Coordination	CFO:	Coordinator
Date:	Date:	Date:	Date:
Signature:	Signature:	Signature:	Signature:

Notice to Supplier:
 Note that this is a firm order from the RDRC. You are requested to attach a copy of this Purchase order form, duly signed when invoicing.

Annex C4. Certificate of completion, supply of works/ services

RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION

TYPE OF WORK OR SERVICE / DESCRIPTION:
COMMENTS IF ANY:
RECEIVED AND CERTIFIED BY:
DEPARTMENT:
Date:..... Signature
Verified by: Procurement office
Date:
Signature:

Annex C5. Goods Received Note

RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION

Supplier:----- Fax:----- Purchase order no:-----	B.P----- KIGALI Tel:-----
--	-------------------------------------

	Items description	Quantity ordered	Quantity received

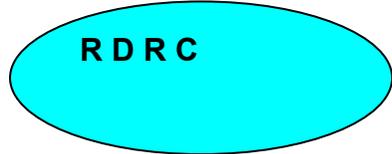
Received by:(storekeeper)

Name:	Date:	Signature:
Inspection done by:		
Name:	Date:	Signature:

Annex D: Administration

Annex D1. VEHICLE REPAIRS REQUISITION

RWANDA DEMOBILIZATION AND REINTEGRATION COMMISSION



BP KIGALI TEL: FAX:
--

VEHICLE REPAIRS REQUISITION

REQUESTED BY:
DEPARTMENT: REG.NO:
Date:
Signature:

Reasons:

1.General service: Yes:		No:	
2.Other Repairs: (Specifications)			

Prepared by:	Verified by:	Authorized by:
Logistics Officer:	Admin. officer	CFO/Coordinator
Date:	Date:	Date:
Signature:	Signature:	Signature:

Notice to Supplier:

Note that this is a firm order from the RDRC. You are requested to attach a copy of this form duly signed when invoicing.

Annex D3. Requisition Form

REQUISITION FORM

To:
Date:.....
Requested by

REQUISITION UNIT:

Verified by:
Head ofDept.

Requisition for the following items:

S/No	ITEM	UNIT	QUANTITY	PURPOSE

Ref a/c
Budget line

Delivered by:.....

Received by:.....

Annex E: Monitoring and evaluation

Annex E1: RG and VSW Sub Project Implementation Monitoring/Tracking Form

FORM: IME/ME/PPMEO/RG-VSW-1

Reintegration Grant (RG) and Vulnerability Support Window (VSW) grant Sub Project Implementation Monitoring/Tracking Form

1. Names of ex-combatant:

2. Demob number:

3. Province:

4. District:

5. Sector:

6. Type of grant: 1) RG 2) VSW

7. Date when RG/VSW was received: / /

8. Date of visit: / /

9. The title of the proposed sub-project for RG/VSW:
.....
.....
.....
.....
.....

10. Type of subproject:
- Farming IGA
 - Non farming IGA
 - Housing
 - Skills training
 - Education
 - Tools
 - Others (specify below)

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

11. Reasons for choosing this sub project
.....
.....

12. Did he/she personally choose the sub project or was influenced?
Personally Influenced

13. Has the ex-combatant implemented the originally planned project? YES NO
 (if yes, go to 13)

14. Please state the reasons why the proposed sub-project was changed?
.....
.....
.....

15. The date the subproject was initiated: / /
16. Amount of money (RG/VSW) received:
17. The amount of money invested in subproject:
- 17a. What percentage of the total investment did it represent? %
18. What was the other portion of RG/VSW used for? (if the total amount received

- was not invested):
- House construction
- Supported family
- House rent
- Farm tools
- Medical treatment
- Food
- Marriage
- Still in bank

16a. Why is it still in the bank?

.....

.....

19. Does the subproject generate income: YES NO
20. The amount of money generated by the sub project in a month:

21. What proportion of the ex-combatants basic needs is covered by this profit?

- Less than $\frac{1}{4}$
- $\frac{1}{4}$ to less than half $\frac{1}{2}$
- $\frac{1}{2}$ to less than $\frac{3}{4}$
- More than $\frac{3}{4}$

22. Basic needs covered:
- Food
- Medical care
- House rent

- Building a house
- Maintaining a house
- Transport
- Clothes

- School fees
- Others Specify

23a. Have you reinvested any of the profits from the subproject? YES NO

23b. How much of the money is saved?

23c. In case of no on questions 17, Why doesn't the sub project generate income?

.....

.....

23. The main factors constraining the performance of the subproject:

.....

.....

.....

.....

24 Had mitigation measures for the above constraints been planned before? YES
NO

25. The proposed measures to address the constraints:

.....
.....
.....
26. Who do you think shall assist you incase your project fails?
.....

26. Does the sub-project have any impact on the environment? YES NO

27. What impact does it have on:
soil.....

.....
Water

.....
Air.....

.....
Vegettion.....

.....
People.....

28. Are there any mitigation measures to the impacts mentioned above?
YES NO

29. IF YES, what mitigation measures are in place for the above impacts?
.....
.....

30. Are the mitigation measures effective? YES NO

31. Lessons learned from subproject:
.....
.....

32. Recommendations for future similar projects:
.....
.....

33. Remarks
.....
.....

Annex E2: PROs Field Visit Form

Person/organization visited

- Individual
- Association/ Cooperative
- Local authorities
- Organization / Partners
- (v) Others (specify).....

- 2. Date.....
- 3. Name.....(if applicable)
- 4. Demob Number.....(if Individual is visited)
- 5. District.....
- 6. Sector.....
- 7. Cell.....
- 8. Village

I. For individuals

8. Marital Status

- Married
- Single
- Divorced
- Widowed

9. Number of Children

11. Access to social service

- Housing
- Land
- ID Card
- Others (Specify).....

10. Access to medical service

- Mutuelle de santé
- Medical rehabilitation form

11. Level of education

- No education
- Primary
- Secondary
- Vocational training
- University

12. Currently in school? 1) Yes 2) No

13. Skill development acquired

- CEFE (*Compétences Economiques par la Formation a l'esprit Entrepreneurial/ Competency based Economies through Formation of Enterprises*)
- Construction
- Electricity
- ICT
- Others (specify)

10. Employment Assessment

i) Sector of employment

- Private
- Government
- Self-employment
- Unemployed

ii) Nature of employment

- Permanent
- Temporally

16. Access to financial institution (Schemes) 1) Yes 2) No

16a. What opportunities are in your community that can assist you live a better life than what you are living in today?

.....

16b. Are they accessible to you? 1) Yes 2) No

16c. If no, what makes them inaccessible?

.....

For cooperatives

Gender Composition

- Females
- Males
- Mixed association

(i)- Number of members of association

(ii)- Number of ex-combatants

(iii)- Number of female ex-combatants

(iv)- Disabled ex-combatants

18. If it is an association of People Living With (PLW) HIV/AIDS, what is the number of ex-combatants that are members

19. Type of activity(ies)

- Crop production
- Livestock
- Petty trading
- Artisanary/Handcraft
- Fishing
- Apiculture
- Environmental protection
- Transport
- Saving and credit (Ikimina)
- Security
- Others(specify).....

19. Date when association started /

20. Is association registered at District YES NO

21. Does the activities of association currently generate income YES NO

If yes, what is the generated profits used for?

- Re- invested
- Saving
- Profit sharing
- Others (specify).....

23. Initial capital:

-Amount of money

-Other equipments/materials (Specify).....

24. Source of initial capital

- Members contribution
- Credit
- Grant

25. Current capital:

• -Amount of money

• Other equipments/materials (Specify).....

26. Do the activities of the association have any impact on the environment? YES

NO (to be observed not asked)

27. What impact do they have on:

Soil.....

.....

.....

.....

Water

.....

.....

.....

.....

Air.....

.....

.....

.....

Vegetation.....

.....

People

.....

.....

26. Are there any mitigation measures to the impacts mentioned above?

YES NO

27. IF YES, what mitigation measures are in place for the above impacts?

.....

.....

.....

.....

.....

.....

28. Are the mitigation measures effective? YES NO

29. The main Factors constraining the performance of the association

• Land shortage

• Shortage of financial resources

• Lack of skills

• Management problem

• Others (specify).....

.....

.....

Annex E3: Social and Environmental Management Plan Checklists

Project: Rwanda Second Emergency Demobilization and Reintegration Project (SEDRP)

Sub-Project:

Environmental Management Plan (EMP) - Checklist for small enterprises and agriculture sub-projects (Category B1 and B2)

For small enterprises and agriculture subprojects that have been categorized as B1 or B2, with low and clearly defined environmental and social risks, a streamlined approach is applied to mainstream the World Bank's environmental safeguards requirements, as well as general good international practice into projects.

The EMP checklist-type format covers typical key mitigation measures for subprojects with small, localized impacts or of a simple low risk nature. This format provides the key elements of an Environmental Management Plan (EMP) to meet the minimum World Bank Environmental Assessment requirements for Category B projects under OP 4.01. The intention of this checklist is that it offers practical, concrete and implementable guidance to Contractors and supervising Engineers for simple civil works contracts. It shall be completed during the final design phase and, either freestanding or in combination with any environmental documentation produced under national law (e.g. EIA reports).

The checklist EMP has the following sections:

Part A includes a descriptive part that characterizes the project, specifies institutional and regulatory aspects, describes technical project content, outlines any potential need for capacity building and briefly characterizes the public consultation process. This section shall indicatively be up to two pages long. Attachments for additional information may be supplemented as needed.

Part B includes a screening checklist of potential environmental and social impacts, where activities and potential environmental issues can be checked in a simple Yes/No format. If any given activity/issue is triggered by checking "yes", a reference to the appropriate section in the table in the subsequent Part C is provided, which contains clearly formulated environmental and social management and mitigation measures.

Part C represents the environmental monitoring plan to follow up proper implementation of the measures triggered under Part B. It has the same format as required for MPs produced under standard safeguards requirements for Category B projects.

Part D contains a simple monitoring plan to enable beneficiaries, the project, and World Bank specialists to monitor due implementation of environmental management and protection measures and detect deviations and shortcomings in a timely manner.

Part B and C have been structured in a way to provide concrete and enforceable environmental and social measures, which are understandable to non-specialists and are easy to check and enforce.

PART A: GENERAL PROJECT AND SITE INFORMATION

INSTITUTIONAL & ADMINISTRATIVE				
Country	Rwanda			
Project title	Second Emergency Demobilization and Reintegration Project			
Sub-project, planned activities	e.g. farming, workshops, garages, manufacturing, food / chemical processing, laundry etc.			
Institutional arrangements (Name and contacts)	WB (Project Team Leader)	Project Management	Local Counterpart and/or Recipient	
Implementation arrangements (Name and contacts)	Safeguard Supervision	Local Counterpart Supervision	Local Inspectorate Supervision	Contactor
SITE DESCRIPTION				
Name of site				
Describe site location				Attachment 1: Site Map []Y []N
Who owns the land?				
Description of geographic, physical, biological, geological, hydrographic and socio-economic context				
LEGISLATION				
Identify national & local legislation & permits that apply to project activity				
INSTITUTIONAL CAPACITY BUILDING				
Will there be any capacity building?	[] N or []Y if Yes, Attachment 2 includes the capacity building program			

PART B: SAFEGUARDS SCREENING AND TRIGGERS

ENVIRONMENTAL /SOCIAL SCREENING FOR SAFEGUARDS TRIGGERS			
	Activity/Issue	Status	Triggered Actions
Will the site activity include/involve any of the following?	A. General Environmental Management	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes", see Section A below
	B. Impacts on surface drainage system	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes", see Section B below
	C. Historic buildings / cultural heritage	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes", see Section C below
	D. Acquisition of land ⁵	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes", see Section D below
	E. Hazardous or toxic materials ⁶	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes", see Section E below
	F. Impacts on forests, wetlands and/or protected areas	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes", see Section F below
	G. Use of pesticides	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes", see Section G below
	H. Traffic and Pedestrian Safety	<input type="checkbox"/> Yes <input type="checkbox"/> No	If "Yes", see Section H below

⁵ Land acquisitions includes displacement of people, change of livelihood encroachment on private property this is to land that is purchased/transferred and affects people who are living and/or squatters and/or operate a business (kiosks) on land that is being acquired.

⁶ Toxic / hazardous material includes but is not limited to asbestos, toxic paints, noxious solvents, removal of lead paint, etc.

PART C: MITIGATION MEASURES

ACTIVITY	PARAMETER	MITIGATION MEASURES CHECKLIST
0. General Conditions	Notification and Worker Safety	<ul style="list-style-type: none"> (a) The local construction and environment inspectorates and communities have been notified of upcoming activities (b) The public has been notified of the works through appropriate notification in the media and/or at publicly accessible sites (including the site of the works) (c) All legally required permits have been acquired for construction and/or rehabilitation (d) The Contractor formally agrees that all work will be carried out in a safe and disciplined manner designed to minimize impacts on neighboring residents and environment. (e) Workers' PPE will comply with international good practice (always hardhats, as needed masks and safety glasses, harnesses and safety boots) (f) Appropriate signposting of the sites will inform workers of key rules and regulations to follow.
A. General Environmental Management	Air Quality	<ul style="list-style-type: none"> (a) During excavation works dust control measures shall be employed, e.g. by spraying and moistening the ground (b) Demolition debris, excavated soil and aggregates shall be kept in controlled area and sprayed with water mist to reduce debris dust (c) During pneumatic drilling or breaking of pavement and foundations dust shall be suppressed by ongoing water spraying and/or installing dust screen enclosures at site (d) The surrounding environment (sidewalks, roads) shall be kept free of soil and debris to minimize dust (e) There will be no open burning of construction / waste material at the site (f) All machinery will comply with national emission regulations, shall be well maintained and serviced and there will be no excessive idling of machinery.
	Noise	<ul style="list-style-type: none"> (a) Noise will be limited to restricted times avoiding quiet hours during evenings,

		<p>nights and early mornings</p> <p>(b) Engine covers of generators, air compressors and other powered mechanical equipment shall be installed and closed, and equipment placed as far away from residential areas as possible</p>
	Water Quality	(a) The operation will establish appropriate erosion and sediment control measures such as e.g. hay bales and / or silt fences to prevent sediment from moving off site and causing excessive turbidity in canalization and nearby streams and rivers
	Waste management	<p>(a) Waste collection and disposal pathways and sites will be identified for all major waste types expected from operation, production or processing activities.</p> <p>(b) Mineral wastes will be separated from general refuse, organic, liquid and chemical wastes by on-site sorting and stored in appropriate containers.</p> <p>(c) Waste will be collected and disposed properly by licensed collectors</p> <p>(d) The records of waste disposal will be maintained as proof for proper management as designed.</p> <p>(e) Whenever feasible materials (except when containing asbestos) will be reused and recycled appropriately</p>
B. Impacts on surface drainage system	Water Quality	<p>(a) There will be no unregulated extraction of groundwater, nor uncontrolled discharge of process waters, slurries, or any other contaminated waters into the ground or adjacent streams or rivers; all necessary licenses and permits for water extraction and regulated discharge into the public wastewater system will be obtained.</p> <p>(b) There will be proper storm water drainage systems installed and care taken not to silt, pollute, block or otherwise negatively impact natural streams, rivers, ponds and lakes by construction activities.</p> <p>(c) There will be procedures for prevention of and response to accidental spills of fuels, lubricants and other toxic or noxious substances</p> <p>(d) Vehicles and machinery will be washed only in designated areas where runoff will not pollute natural surface water bodies</p>

ACTIVITY	PARAMETER	MITIGATION MEASURES CHECKLIST
C. Historic building(s)	Cultural Heritage	<p>(a) If construction works take place close to a designated historic structure, or are located in a designated historic district, notification shall be made and approvals/permits be obtained from local authorities and all construction activities planned and carried out in line with local and national legislation.</p> <p>(b) It shall be ensured that provisions are put in place so that artifacts or other possible “chance finds” encountered in excavation or construction are noted and registered, responsible officials contacted, and works activities delayed or modified to account for such finds.</p>
D. Acquisition of land	Land Acquisition Plan/Framework	<p>(c) Any land acquisition will be based on the <i>willing seller – willing buyer</i> principle.</p> <p>(d) The approved Land Acquisition Plan/Framework (if required by the project) will be implemented</p>
E. Hazardous substances	Management of toxic / hazardous agents, materials and waste	<p>(a) The use and generation of any toxic materials shall be declared during project design / preparation. As a general principle the use of toxic materials, agents, and ingredients shall be avoided or minimized as far as possible.</p> <p>(b) Temporarily storage on site of all hazardous or toxic substances will be in safe containers labeled with details of composition, properties and handling information</p> <p>(c) The containers of hazardous substances shall be placed in an leak-proof container to prevent spillage</p> <p>(d) The wastes shall be transported by specially licensed carriers and disposed in a licensed facility.</p> <p>(e) Paints with toxic ingredients or solvents or lead-based paints shall not be used</p> <p>(f) If asbestos is discovered on the project site, it shall be marked clearly as hazardous material, and disposed via approved pathways taking all necessary precautions.</p>
F. Affected forests, wetlands and/or	Ecosystem protection	<p>(a) All recognized natural habitats, wetlands and protected areas in the immediate vicinity of the activity will not be damaged or exploited, all staff will be strictly</p>

protected areas		<p>prohibited from hunting, foraging, logging or other damaging activities.</p> <p>(b) A survey and an inventory shall be made of large trees in the vicinity of any construction activity, large trees shall be marked and cordoned off with fencing, their root system protected, and any damage to the trees avoided.</p> <p>(c) Adjacent wetlands and streams shall be protected from potentially harmful site runoff with appropriate erosion and sediment control feature to include but not limited to hay bales and silt fences.</p> <p>(d) There will be no unlicensed borrow pits, quarries or waste dumps in adjacent areas, especially not in protected areas.</p> <p>(e) Any land conversion will be in accordance with national environmental law, as well as with spatial planning, when existing, and shall be licensed by REMA.</p>
G. Use of pesticides	Safe and ecological use of pesticides	<p>(a) The procurement of any pesticide must refer to the World Health Organization's Recommended Classification of Pesticides by Hazard (Geneva: WHO 1994-95). The following criteria apply to the selection and use of pesticides:</p> <ul style="list-style-type: none"> • They must have negligible adverse human health effects. • They must be shown to be effective against the target species. • They must have minimal effect on non-target species and the natural environment. The methods, timing, and frequency of pesticide application are aimed to minimize damage to natural enemies. • Their use must take into account the need to prevent the development of resistance in pests.
H. Traffic and pedestrian safety	Direct or indirect hazards to public traffic and pedestrians by construction activities	<p>(a) In compliance with national regulations the Operator will insure that the construction site is properly secured and construction related traffic regulated. This includes but is not limited to</p> <ul style="list-style-type: none"> ▪ Signposting, warning signs, barriers and traffic diversions to warn and protect public of all potential hazards ▪ Traffic management system and staff training, especially for site access and near-site heavy traffic. Provision of

		<p>safe passages and crossings for pedestrians where project related traffic interferes.</p> <ul style="list-style-type: none"> ▪ Adjustment of delivery hours to local traffic patterns, e.g. avoiding major transport activities during rush hours or times of livestock movement ▪ If required, active traffic management by trained and visible staff at the site for safe passage for the public ▪ Ensuring safe and continuous access to all adjacent office facilities, shops and residences during construction ▪
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PART D: MONITORING PLAN

Phase	What (Is the parameter to be monitored?)	Where (Is the parameter to be monitored?)	How (Is the parameter to be monitored?)	When (Define the frequency / or continuous?)	Why (Is the parameter being monitored?)	Cost (if not included in project budget)	Who (Is responsible for monitoring?)
During activity preparation	site access traffic management	at the site at the site	check if design and project planning foresee diligent procedures	before launch of construction before start of rehabilitation works before approval to use material	safety of general public, timely detection of waste disposal bottlenecks public and workplace health and safety	marginal, within budget marginal, within budget; (prepare special account for analyses at PMU)	Contractor, Engineer
	availability of waste disposal facilities	in site vicinity on site					
	hazardous waste inventory (asbestos)	Contractor's store / building yard	visual / analytical if in doubt visual / research in toxic materials databases				
	construction material quality control						

	(e.g. paints / solvents)					?)	
During activity supervision	dust generation noise emissions waste and wastewater types, quality and volumes surface drainage soundness	on site and in immediate neighborhood, close to potential impacted residents at discharge points or in storage facilities	visual consultation of locals visual, analytical if suspicious count of waste transports off site, check flow rates and runoff routes for wastewater	daily daily daily / continuous daily / continuous	avoidance of public nuisance avoidance of negative impacts on ground/surface waters ensuring proper waste management and disposal	marginal, within budget	Contractor, Engineer

Project: Rwanda Second Emergency Demobilization and Reintegration Project (SEDRP)

Sub-Project:

Environmental Management Plan (EMP) Checklist for small scale construction and Civil Works

General Guidelines for use of EMP checklist:

For construction projects that have low and clearly defined environmental and social risks, such as the construction of houses for disabled ex-combatants, a streamlined approach is applied to mainstream the World Bank's environmental safeguards requirements, as well as general good international

practice into projects. The EMP checklist-type format covers typical key mitigation measures to civil works contracts with small, localized impacts or of a simple, low risk nature. This format provides the key elements of an Environmental Management Plan (EMP) to meet the minimum World Bank Environmental Assessment requirements for Category B projects under OP 4.01. The intention of this checklist is that it offers practical, concrete and implementable guidance to Contractors and supervising Engineers for simple civil works contracts. It shall be completed during the final design phase and, either freestanding or in combination with any environmental documentation produced under national law (e.g. EIA reports), constitute an integral part of the bidding documents and eventually the works contracts. The checklist EMP has the following sections:

Part A includes a descriptive part that characterizes the project, specifies institutional and regulatory aspects, describes technical project content, outlines any potential need for capacity building and briefly characterizes the public consultation process. This section shall indicatively be up to two pages long. Attachments for additional information may be supplemented as needed.

Part B includes a screening checklist of potential environmental and social impacts, where activities and potential environmental issues can be checked in a simple Yes/No format. If any given activity/issue is triggered by checking “yes”, a reference to the appropriate section in the table in the subsequent Part C is provided, which contains clearly formulated environmental and social management and mitigation measures.

Part C represents the environmental monitoring plan to follow up proper implementation of the measures triggered under Part B. It has the same format as required for MPs produced under standard safeguards requirements for Category B projects.

Part D contains a simple monitoring plan to enable both the Contractor as well as authorities and the World Bank specialists to monitoring due implementation of environmental management and protection measures and detect deviations and shortcomings in a timely manner.

Part B and C have been structured in a way to provide concrete and enforceable environmental and social measures, which are understandable to non-specialists (such as Contractor’s site managers) and are easy to check and enforce. The EMP shall be included in the BoQ (bill of quantities) and the implementation priced by the bidders. Part D has also been designed intentionally simple to enable monitoring of key parameters with simple means and non-specialist staff

PART A: General Project and Site Information

INSTITUTIONAL & ADMINISTRATIVE				
Country	Rwanda			
Project title	Second Emergency Demobilization and Reintegration Project (SEDRP)			
Sub-project, planned activities	small scale construction and civil works			
Institutional arrangements (Name and contacts)	WB (Project Team Leader)	Project Management	Local Counterpart and/or Recipient	
Implementation arrangements (Name and contacts)	Safeguard Supervision	Local Counterpart Supervision	Local Inspectorate Supervision	Contactor
SITE DESCRIPTION				
Name of site				
Describe site location				Attachment 1: Site Map [] Y [] N
Who owns the land?				
Description of geographic, physical, biological, geological, hydrographic and socio-economic context				
Locations and distance for material sourcing, especially aggregates, water, stones?				
LEGISLATION				
Identify national & local legislation & permits that apply				

to project activity	
PUBLIC CONSULTATION	
Identify when / where the public consultation process took place	
INSTITUTIONAL CAPACITY BUILDING	
Will there be any capacity building?	<input type="checkbox"/> N or <input type="checkbox"/> Y if Yes, Attachment 2 includes the capacity building program

PART B: safeguards SCREENING AND Triggers

ENVIRONMENTAL /SOCIAL SCREENING FOR SAFEGUARDS TRIGGERS		
Activity/Issue	Status	Triggered Actions
Will the site activity include/involve any of the following??	I. General Rehabilitation and /or Construction Activities	<input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", see Section A below
	J. Impacts on surface drainage system	<input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", see Section B below
	K. Historic building(s) and districts	<input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", see Section C below
	L. Acquisition of land ⁷	<input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", see Section D below
	M. Hazardous or toxic materials ⁸	<input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", see Section E below
	N. Impacts on forests and/or protected areas	<input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", see Section F below
	O. Risk of unexploded ordinance (UXO)	<input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", see Section G below
	P. Traffic and Pedestrian Safety	<input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes", see Section H below

⁷ Land acquisitions includes displacement of people, change of livelihood encroachment on private property this is to land that is purchased/transferred and affects people who are living and/or squatters and/or operate a business (kiosks) on land that is being acquired.

⁸ Toxic / hazardous material includes but is not limited to asbestos, toxic paints, noxious solvents, removal of lead paint, etc.

PART C: Mitigation measures

ACTIVITY	PARAMETER	MITIGATION MEASURES CHECKLIST
0. General Conditions	Notification and Worker Safety	<p>(g) The local construction and environment inspectorates and communities have been notified of upcoming activities</p> <p>(h) The public has been notified of the works through appropriate notification in the media and/or at publicly accessible sites (including the site of the works)</p> <p>(i) All legally required permits have been acquired for construction and/or rehabilitation</p> <p>(j) The Contractor formally agrees that all work will be carried out in a safe and disciplined manner designed to minimize impacts on neighboring residents and environment.</p> <p>(k) Workers' PPE will comply with international good practice (always hardhats, as needed masks and safety glasses, harnesses and safety boots)</p> <p>(l) Appropriate signposting of the sites will inform workers of key rules and regulations to follow.</p>
A. General Rehabilitation and /or Construction Activities	Air Quality	<p>(a) During excavation works dust control measures shall be employed, e.g. by spraying and moistening the ground</p> <p>(b) Demolition debris, excavated soil and aggregates shall be kept in controlled area and sprayed with water mist to reduce debris dust</p> <p>(c) During pneumatic drilling or breaking of pavement and foundations dust shall be suppressed by ongoing water spraying and/or installing dust screen enclosures at site</p> <p>(d) The surrounding environment (sidewalks, roads) shall be kept free of soil and debris to minimize dust</p> <p>(e) There will be no open burning of construction / waste material at the site</p> <p>(f) All machinery will comply with emission regulations, shall well maintained and serviced and there will be no excessive idling of construction vehicles at sites</p>
	Noise	<p>(c) Construction noise will be limited to restricted times agreed to in the permit</p> <p>(d) During operations the engine covers of generators, air compressors and other powered mechanical equipment shall be closed, and equipment placed as far away from residential areas as possible</p>
	Water Quality	<p>(b) The site will establish appropriate erosion and sediment control measures such as e.g. hay bales and / or silt fences to prevent sediment from moving off site and causing excessive turbidity in canalization and nearby streams and rivers</p>

	Waste management	<p>(f) Waste collection and disposal pathways and sites will be identified for all major waste types expected from excavation, demolition and construction activities.</p> <p>(g) Mineral construction and demolition wastes will be separated from general refuse, organic, liquid and chemical wastes by on-site sorting and stored in appropriate containers.</p> <p>(h) Construction waste will be collected and disposed properly by licensed collectors</p> <p>(i) The records of waste disposal will be maintained as proof for proper management as designed.</p> <p>(j) Whenever feasible Contractor will reuse and recycle appropriate and viable materials (except when containing asbestos)</p>
B. Impacts on surface drainage system	Water Quality	<p>(e) There will be no unregulated extraction of groundwater, nor uncontrolled discharge of process waters, cement slurries, or any other contaminated waters into the ground or adjacent streams or rivers; the Contractor will obtain all necessary licenses and permits for water extraction and regulated discharge into the public wastewater system.</p> <p>(f) There will be proper storm water drainage systems installed and care taken not to silt, pollute, block or otherwise negatively impact natural streams, rivers, ponds and lakes by construction activities</p> <p>(g) There will be procedures for prevention of and response to accidental spills of fuels, lubricants and other toxic or noxious substances</p> <p>(h) Construction vehicles and machinery will be washed only in designated areas where runoff will not pollute natural surface water bodies</p>

ACTIVITY	PARAMETER	MITIGATION MEASURES CHECKLIST
C. Historic building(s)	Cultural Heritage	<p>(e) If construction works take place close to a designated historic structure, or are located in a designated historic district, notification shall be made and approvals/permits be obtained from local authorities and all construction activities planned and carried out in line with local and national legislation.</p> <p>(f) It shall be ensured that provisions are put in place so that artifacts or other possible “chance finds” encountered in excavation or construction are noted and registered, responsible officials contacted, and works activities delayed or modified to account for such finds.</p>
D. Acquisition of land	Land Acquisition Plan/Framework	<p>(a) If expropriation of land was not expected but is required, or if loss of access to income of legal or illegal users of land was not expected but may occur, that the Bank’s Task Team Leader shall be immediately consulted.</p>

		<p>(b) The approved Land Acquisition Plan/Framework (if required by the project) will be implemented</p>
<p>E. Toxic materials</p>	<p>Asbestos management</p>	<p>(a) If asbestos is located on the project site, it shall be marked clearly as hazardous material</p> <p>(b) When possible the asbestos will be appropriately contained and sealed to minimize exposure</p> <p>(c) The asbestos prior to removal (if removal is necessary) will be treated with a wetting agent to minimize asbestos dust</p> <p>(d) Asbestos will be handled and disposed by skilled & experienced professionals</p> <p>(e) If asbestos material is stored temporarily, the wastes shall be securely enclosed inside closed containments and marked appropriately. Security measures will be taken against unauthorized removal from the site.</p> <p>(f) The removed asbestos will not be reused</p>
	<p>Toxic / hazardous waste management</p>	<p>(g) Temporarily storage on site of all hazardous or toxic substances will be in safe containers labeled with details of composition, properties and handling information</p> <p>(h) The containers of hazardous substances shall be placed in an leak-proof container to prevent spillage</p> <p>(i) The wastes shall be transported by specially licensed carriers and disposed in a licensed facility.</p> <p>(j) Paints with toxic ingredients or solvents or lead-based paints will not be used</p>
<p>F. Affected forests, wetlands and/or protected areas</p>	<p>Ecosystem protection</p>	<p>(f) All recognized natural habitats, wetlands and protected areas in the immediate vicinity of the activity will not be damaged or exploited, all staff will be strictly prohibited from hunting, foraging, logging or other damaging activities.</p> <p>(g) A survey and an inventory shall be made of large trees in the vicinity of the construction activity, large trees shall be marked and cordoned off with fencing, their root system protected, and any damage to the trees avoided</p> <p>(h) Adjacent wetlands and streams shall be protected from construction site run-off with appropriate erosion and sediment control feature to include by not limited to hay bales and silt fences</p> <p>(i) There will be no unlicensed borrow pits, quarries or waste dumps in adjacent areas, especially not in protected areas.</p>
<p>G. Risk of unexploded ordinance (UXO)</p>	<p>Hazard to human health and safety</p>	<p>(a) Before start of any excavation works the Contractor will verify that the construction area has been checked and cleared regarding UXO by the appropriate authorities</p>
<p>H Traffic and pedestrian safety</p>	<p>Direct or indirect hazards to public</p>	<p>(a) In compliance with national regulations the Contractor will insure that the construction site is properly secured and construction related traffic regulated. This</p>

	<p>traffic and pedestrians by construction activities</p>	<p>includes but is not limited to</p> <ul style="list-style-type: none"> ▪ Signposting, warning signs, barriers and traffic diversions: site will be clearly visible and the public warned of all potential hazards ▪ Traffic management system and staff training, especially for site access and near-site heavy traffic. Provision of safe passages and crossings for pedestrians where construction traffic interferes. ▪ Adjustment of working hours to local traffic patterns, e.g. avoiding major transport activities during rush hours or times of livestock movement ▪ If required, active traffic management by trained and visible staff at the site for safe passage for the public ▪ Ensuring safe and continuous access to all adjacent office facilities, shops and residences during construction
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PART D: Monitoring Plan (Exemplary, to be expanded as needed)

Phase	What (Is the parameter to be monitored?)	Where (Is the parameter to be monitored?)	How (Is the parameter to be monitored?)	When (Define the frequency / or continuous?)	Why (Is the parameter being monitored?)	Cost (if not included in project budget)	Who (Is responsible for monitoring?)
During activity preparation	site access traffic management	at the site	check if design and project planning foresee diligent procedures	before launch of construction	safety of general public,	marginal, within budget	Contractor, Engineer
	availability of waste disposal facilities	at the site			timely detection of waste disposal bottlenecks		
During activity supervision	hazardous waste inventory (asbestos)	in site vicinity on site	visual / analytical if in doubt	before start of rehabilitation works	public and workplace health and safety	marginal, within budget; (prepare special analyses at PMU?)	Contractor, Engineer
	construction material quality control (eg. paints / solvents)	Contractor's store / building yard	visual / research in toxic materials databases	before approval to use materials			
During activity supervision	dust generation	on site and in immediate neighborhood, close to potential impacted residents	visual consultation of locals	daily	avoidance of public nuisance	marginal, within budget	Contractor, Engineer
	noise emissions			daily			
During activity supervision	waste and wastewater types, quality and volumes	at discharge points or in storage facilities	visual, analytical if suspicious count of waste transports off site, check flow rates and runoff routes for wastewater	daily / continuous	avoidance of negative impacts on ground/ surface waters		Contractor, Engineer
	surface drainage soundness			daily / continuous	ensuring proper waste management		

