REPUBLIC OF RWANDA

MINISTRY OF TRADE AND INDUSTRY

(MINICOM)

MINICOM ADMINISTRATIVE PROCEDURES MANUAL

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CHAPTER I: GENERAL INTRODUCTION

1.1: Preamble

Pursuant to Law n° 86/2013 of 11/09/2013 establishing the general statutes for Rwanda Public Service in its article 63;

Basing on the Prime Minister’s Order N°115/03 of 08/04/2016 determining the structure of the Manual of Administrative Procedures in Public Service;

Following the fact that the daily activities in which MINICOM staff engages into requires a harmonised and lawful frame-work in which those activities are carried-out;

Considering that the Ministry of Trade and Industry is responsible for facilitating the transformation of Rwanda into a middle income economy by providing the strategic, policy, legal, and financial framework for rapid economic growth;

It is noteworthy for MINICOM to have a manual of administrative procedures that compiles important procedures in a written manner that will act as a resource for administrative direction. This will also provide MINICOM’s staff with the tools needed to effectively move to action and learn quickly how they have to proceed to perform their tasks. Therefore, this manual of procedures will help in streamlining administrative processes and providing a basis for individual and departmental accountability.

This manual of administrative procedures will facilitate the Ministry of Trade and Industry’s staff and its entire management to deliver in line
with its Vision, Mission, Strategic goals, and core functions guided by its core values.

2.4 Vision:
Achieve and sustain double digit Trade and Industry growth led by a dynamic and competitive private sector.

2.5 Mission:
Support Rwanda’s economic transformation through provision of an enabling environment for a competitive private sector integrated into regional and global markets, while ensuring a level playing field and the protection of consumers.

2.6 Strategic Objectives
The Ministry of Trade and Industry has five strategic objectives:

- Creating a business environment conducive to growth and the protection of consumers.
- Increasing the share of services and manufacturing in GDP.
- Supporting private sector growth and job creation with a focus on SMEs.
- Promoting trade integration into regional and global markets with a focus on improving Rwanda’s trade balance.
- Building an effective human resource base and institutional capacity for delivery.
2.7 MINICOM’s core responsibilities.

3 Developing, disseminating and coordinating the implementation of sector policies, strategies and programs related to trade and industry;

4 Regulating the trade and industry sector and all other attached sectors;

5 Developing institutional and human resources capacities in the industrial and commercial sector;

6 Monitoring and evaluating the implementation of sector and sub-sector policies, strategies and programs;

7 Overseeing the institutions under its supervision

8 Mobilizing the necessary resources for implementing programs;

9 Conducting bilateral and multilateral trade negotiations aimed at promoting Rwanda’s interests.

2.8 Core values

2 Integrity

3 Responsibility

4 Efficiency and effectiveness

5 Commitment

6 Transparency

7 Customer care oriented: Aiming at best quality service with great diligence in work and high respect to clients.
2.9 Brief description of responsibilities of MINICOM core department/units

The Ministry of Trade and Industry has the three General Directorates.

- Trade & Investment Department and Industry, and
- Entrepreneurship Development Department.
- Planning, Monitoring & Evaluation Department.

The first two are the core departments that deliver directly to the Ministry’s mandate, while the third one together with Finance & Administration Unit play a key role of coordinating the internal operations of the Ministry, financial management as well as liaising with other GOR ministries and institutions and development partners. They are responsible for coordinating the annual budgeting process; providing background analysis to inform policy; monitoring the fulfilment of Ministry’s performance contracts and coordination with other stakeholders.

The Ministry has got also a Single Implementation Unit (SPIU) which is responsible for improving coordination in project implementation processes within the Ministry. SPIU was established in September 2011 and strategically positioned to provide an institutional framework for effective coordination in the implementation of ongoing projects.

Directorate General of Trade & Investment

This is Directorate delivers to the core mandate of the Ministry. It is composed of two Units: The domestic Trade Unit and External Trade Unit. Together, these contribute towards the performance of the following functions of the department.
Coordinating reforms aiming at easing doing business in Rwanda
Initiating, coordinating and monitoring the implementation of Intellectual Property Rights policies;
Coordinating all activities related to bilateral cooperation agreements on trade promotion and investment;
Coordinating, organize and supervise the implementation of domestic trade policies and trade strategies;
Advising the government on national, regional and international Trade Policies, strategies and regulations that need to be implemented and their impact;
Coordinating and supervising planning, procurement, storage and management of strategic oil reserves;
Supervising and regulating downstream petroleum industry;
Coordinating and supervising the implementation of competition and consumer protection policy.

Directorate General of Industry & Entrepreneurship Development

Industry and Entrepreneurship department works to improve the competitiveness of existing Rwandan industries, support the emergence of new industries and coordinate the National Employment Program for start-ups. The following are its major responsibilities:

2. Leading the process of policy design, formulation of regulations and strategies on Industrial and SMEs development and Transfer of technology development
3. Setting up guidelines & mechanisms to identify key industrial opportunities and create a conducive environment for its development
4 Ensuring the effective implementation of the National Industrial Master Plan to the Industrial zones.
5 Supporting the competitiveness of local industries and promote locally produced products to recapture.
6 Establishing links and work with stakeholders (National, Regional & International Institutions) to improve industrial development.
7 Mobilizing partners and necessary resources for the development of industry and SMEs.
8 Coordinating the Monitoring & Evaluation of implementation of strategies and policies related to industrial and entrepreneurship development.

Directorate General of Planning Monitoring & Evaluation

The General Directorate of Planning, Monitoring and Evaluation (PME) coordinates the internal workings of the ministry as well as liaises with other GOR ministries and institutions and development partners. PME oversees the annual budget process; provides background analysis to inform policy; monitors the fulfilment of ministry’s performance contracts commonly known as “Imihigo” and coordinates with other stakeholders. This department plays the following roles:

- Providing in-depth and permanent analysis/research of the private sector and its different sub sectors to inform policy and project design.
- Mainstreaming of Trade, Industry and Tourism issues into national planning instruments (Vision 2020, EDPRS, and other sectoral planning instruments)
- Establishment of a system of consolidated, analyzed and useful statistics on the sector (Internal trade, external trade, industry, private sector and so on),
• A clear and effective M&E framework of the private sector, trade and industry development interventions,
• Coordinate the Private Sector Development and Youth Employment Sector Working Group, which brings together all stakeholders in the sector, ensuring effective partnerships, information sharing and the elimination of duplication of efforts,
• Coordinate the elaboration of the ministry’s strategic plan, annual action plans and budget,
• Monitor and evaluate the implementation of AAP and Budget as well as other ad hoc activities,
• Prepare the required technical reports and briefing notes on a regular basis for dissemination to key ministries

**Administration and Finance Unit**

Finance and Administration Unit is an indispensable Unit in the Ministry which plays a key role of ensuring effective and efficient Finance and Human resources management. Briefly, Finance & Administration is responsible for:

• Ensuring timely budget preparation, monitor the Ministry’s budget and accurate financial preparation and reporting,
• Coordination of payments of public funds in accordance with the Organic Law on State Finances and Property,
• Coordination of Institutional Logistics, human resources practices, pay and compensation of employees.
• Supervise and coordinate the management of office material, assets, archives and central secretariat activities.
Single Projects Implementation Unit

The establishment of a Single Project Implementation Unit (SPIU) in Ministry of Trade and Industry (MINICOM) stemmed out of the desire by the Government of Rwanda (GoR) to improve coordination in project implementation processes across Ministries and other Government agencies. A cabinet paper to guide the process was tabled and approved on 11th February 2011.

In the context of MINICOM, SPIU was established in September 2011 and strategically positioned to provide an institutional framework for effective coordination in the implementation of ongoing projects. Furthermore, the established SPIU is responsible for designing and implementing all planned projects including those in the pipeline, across all portfolio functional areas (Industry and SME Development, Trade and Investment as well as Competition and Consumer Protection).

The SPIU shall therefore, play host to all project management phases (Initiation, Planning, Execution, Monitoring and Control as well as Closing) in order to complete the project life cycle in the Ministry. The current projects implemented under the auspices of the SPIU include; Great Lakes Trade Facilitation Project (GLTF), Rwanda Resource Efficiency And Cleaner Production Project (RECP), E-Waste Management Project and EIF-Tier II which are funded by the World Bank, UNEP, SIDA and EIF respectively. In addition, the SPIU is responsible for implementation of current and future internally and externally funded projects.
CHAPTER II: GENERAL PROVISIONS OF INTERNAL RULES AND REGULATIONS

This manual of administrative procedures aims at increasing efficiency by guiding MINICOM’s staff to effectively move to action and learn quickly how they have to perform their tasks.

This manual of administrative procedures will highlight pertinent information that will help MINICOM Staff to use less time spent seeking guidance, avoid and prevent errors and being consistent while performing different assigned duties and responsibilities as well as finding reliable solutions to the problems they are facing.

However, this manual of administrative procedures should not be confused with “policy” or “guidelines” or felt as their duplication. It provides procedures or steps to be followed so as to be in compliance with the prevailing policies or laws. It also includes recommended best practices for departments/units to accomplish tasks.

This chapter provides procedures/steps generally related to different areas including: Management meeting and Resolutions implementation, Work Ethics, Induction and probation, Communication, Safety and Security, Grievance settlement, sanctions and then final provisions as follows:
2.1 Essence

2.1.1 Title of this Manual
This Manual is an “Administrative Procedures Manual of the Ministry of Trade and Industry”. It was designed to specifically guide MINICOM Staff and Management to perform their duties in an effective and efficient manner.

2.1.2 Objectives of the Manual of administrative procedures of MINICOM

MINICOM is a place where people are invariably dependent for the cause of maintaining order and discipline in the work place facilitating advancement of the very objective of this institution.

This manual provides administrative procedures and guidelines that are meant to increase efficiency and effectiveness in the Ministry, enhance induction and change management as well as accountability.

It is also necessary that MINICOM cultivates higher values of honesty, Integrity, Responsibility, Efficiency and effectiveness, Commitment, Transparency, Customer care oriented, mutual respect for persons and property and respect for human rights among its employees.

In order to achieve the above objectives, MINICOM community should necessarily practice the above mentioned values and ensure that the procedures/steps and guidelines envisaged here are strictly followed so that their conduct will be in conformity with and supportive of and conducive to MINICOM’s very objective and cherished values.
2.1.3 **Scope of application of this Manual of administrative procedures**

This Manual of administrative procedures shall be applicable to all the employees employed to MINICOM and including any authorities of MINICOM. It will be the responsibility and duty of each and every employee and authority to become acquainted with all the provisions of this manual of administrative procedures.

All employees coming within the Ministry will be required to strictly adhere to administrative procedures of MINICOM as a condition of their appointment and be binding on and enforceable against them.

This manual of administrative procedures will cover various Human Resources procedures, logistics management, financial procedures, internal planning, implementation and reporting procedures and administrative procedures.

However, it’s worth noting that Financial Management procedures, Human resources management procedures, Procurement Procurements and Planning and Budgeting Procedures applicable to all Public Institutions in Rwanda will remain the same. The manual of administrative procedures will look at internal administrative procedures and be complementary to the standard procedures already in place without making duplications. However, more challenging procedures have been considered while drafting this manual of administrative procedures. The following sections will provide details on the above mentioned areas of interest.
2.2 Induction and Probation period

2.2.2 Induction of MINICOM Staff

MINICOM is committed to the effective integration of new staff and Interns to the Ministry and ensuring that they are provided with the necessary support during the induction and orientation period.

The purpose of induction is to receive and welcome new employees. Through the induction, employees will obtain information on the nature of MINICOM operations, its core mission and vision, values and objectives. The induction programme also seeks to ensure that staffs have the appropriate skills and knowledge necessary to perform within their roles.

This induction process applies to all new employees and those transferred or promoted internally.

It is the intention of MINICOM to ensure that induction is completed in an organized and consistent manner to enable staff to settle down into their new roles and new working environment quickly and effectively. This process aims to clarify the support provided and the roles and responsibilities of all parties involved in the induction process.

Departmental roles and responsibilities

- Head of the concerned department in conjunction with HR are responsible for ensuring that all new and transferred employees receive an appropriate induction;
• Heads of concerned departments in collaboration with the HR, will ensure that an induction programme and checklist is prepared;
• The Head of department will be responsible for ensuring that all new staff are welcomed and introduced to colleagues; and
• The director in charge of administration shall meet with the employee to clarify duties and expectations, discuss goals and determine professional development needs.
• Every effort will be made to put the new employee at ease and to assist them adjust.

HR responsibility
• The HR will be responsible for the Ministry’s induction process and for developing the induction programme;
• The HR will liaise with the department concerned to ensure that the induction checklist is prepared and all parties concerned are aware of their roles and responsibilities;
• On the first day of employment, the HR will be responsible for receiving the employee and obtaining relevant information for personnel records;
• The HR will provide the employee with information on general terms and conditions of employment prior to handing them over the concerned department. Information that will be provided includes:
  a) Working hours (including rest breaks);
  b) Leave entitlements;
  c) Notice period;
  d) Staff Benefits;
  e) Sickness absence
• The HR will be responsible for evaluating the effectiveness of the induction process one month after the employee joins the Ministry; and
• A general induction programme will be organized depending on the number of new recruits.

2.2.3 Probation Period

The probation and confirmation process has been developed to provide an opportunity for the new employee to understand the Ministry and its required performance standards. During this period, employees will be provided with guidance and support to be effective in their new post.

The probation period will also provide the direct supervisor of the newly appointed employee to make a realistic assessment of their overall performance and ensure their competence in the new post.

This process also aims to allow for the identification of any problems at an early stage and to ensure that concerns of the employee and MINICOM are addressed. MINICOM is committed to ensuring that staffs are provided with the necessary guidance and support to enable them to meet the requirements of the job.

2.2.4 Confirmation Process

Procedures
• After other stages of recruitment are completed and a successful candidate obtained, the Ministry will give an appointment letter to the successful candidate.
• All newly recruited staff in MINICOM will be subject to a probationary period of six (6) months. However, when he/she is recruited in a similar position, shall no longer be subject to a new probation period.

• During this period, the contract may be terminated by either party with immediate effect;

• The probation period does not apply to cabinet appointees;

• During the probation period, the employee’s immediate supervisor in collaboration with the director in charge of administration, will observe the employees work performance, and personal conduct to gauge suitability for continued employment with MINICOM;

• The employee’s performance will be appraised by at least one month prior to the end of the probation period by the immediate supervisor and the Permanent Secretary. If the employees’ performance is found to be satisfactory, then the employee will be confirmed to the employment and issued an employment contract (for the case of contractual personnel) and an a confirmation letter in case of public servants governed by statutes;

• In case of unsuccessful probation period, the employee is dismissed after a Public Service Commission’s motivated notice to MINICOM (for permanent staff). In the case of a contractual staff, no notice will be sent by the Public Service Commission and no extension of the probation period will be allowed;

• With regards to relevant elements in the Public Service Commission’s report, MINICOM may decide to extend the probation for another duration of six (6) months maximum (only for permanent staff);

• In the event the probationary period is extended for a further maximum period of six month, notice will be given of this in writing.
• The concerned department director and the Human Resource, will inform the employee of the decision to extend the probation period, and provide guidance on improving performance over the extended six (6) month period;

2.3 Management meetings and resolutions implementation

2.3.1 Categories of Meetings

Executive Meeting

MINICOM holds an Executive Meeting composed of:

• Hon. Minister
• Permanent Secretary
• Director Generals (All)
• Advisor to the Minister
• Any other staff invited for specific matters being discussed upon.

This meeting is summoned and chaired by Hon. Minister either on a weekly basis or at any time once deemed necessary. In this meeting, Director Generals from Affiliated Agencies are invited once there is an urgent matter to be discussed upon. This meeting is sometimes termed as “Monday Weekly Brief” because it looks at urgent and pertinent issues related to that specific week and sharing cabinet briefs”.

Senior Management Meeting

MINICOM has also a Senior Management Meeting (SMM) held every Month. But the meeting might not be held depending on the items available to be discussed. It can be held also more than once in a month depending on urgent and pertinent items on agenda that ought to be discussed upon.
without waiting for a month. The SMM chaired by the top authority of the Ministry is composed of:

a) Honorable Minister;
b) The Permanent Secretary;
c) Director General (All) both at the Ministry level and Affiliated Agencies
d) Advisor to the Minister;
e) Legal Advisor;
f) SPIU Coordinator;
g) Directors and equivalents E.g: Specialists (All);
h) Any other staff member invited for specific matters.

General Staff Meeting

The General Staff Meeting is held either on quarterly basis depending on issues on the agenda, or rescheduled by the Permanent Secretary depending on the matters to be discussed upon or upon the request by the staff. This meeting is chaired by the Permanent Secretary. However, Hon. Minister may attend it upon availability.

2.3.2 Resolutions implementation

Resolutions taken in Executive Meetings, Senior Management Meetings or General Staff meetings are assigned to particular staff members for accomplishment;

Any staff member assigned by either of the above said meetings a certain task as per resolutions taken is required to timely accomplish that task and if not, shall be subject to administrative sanctions once found that failure to implement an assigned tasked was planned or by intent;
The Meeting resolutions should be tabled and implemented in departmental meetings that are held on weekly basis and chaired by respective heads of departments or units.

Advisor to the Minister is responsible for taking minutes and sharing them to all staff after their approval.

Planning, Monitoring and Evaluation department is responsible for ensuring the implementation of those minutes and reporting those that are lagging behind unimplemented to the Office of Hon. Minister and Permanent Secretary

2.4 Work Ethics

2.4.1 Responsibilities of the employees of MINICOM

It shall be the responsibility of the employees;

a) To read, become familiar with and adhere to these procedures and regulations and any amendment brought to it;

b) To behave and conduct themselves in MINICOM premises, compound, and outside the Ministry in a dignified and courteous manner and show due respect to the authorities, fellow employees and management of MINICOM as a Ministry;

c) To dress smart and descent;

d) To foster and maintain a vibrant work environment, cultural and social atmosphere which is consistent with the objectives of MINICOM;

e) To access all facility opportunities and benefits available at MINICOM and make good use of them to prosper in their career and develop their career path;
f) To respect the laws of the country, human rights and to behave in a responsible and dignified manner at all times;

g) To report any violation of these rules to the functionaries under these regulations;

h) Groups of any kind that would distort the harmony and work of the Ministry is not permitted;

i) Employees are prohibited from indulging in anti-institutional, anti-national, antisocial, communal, immoral activities within the Compound and premises of MINICOM;

2.4.2 Official Working Hours

MINICOM employees are entitled to work from Monday to Friday. The official working hours shall be from 7.00 am to 12.00 pm and from 1.00 pm to 5.00 pm each working day. Employees must always be punctual and present for work on time. However, the departure from work will depend on work-load agreed upon by the employee supervisor.

2.4.3 Planning, reporting and documentation mechanism

As a general principle, every employee should have a weekly plan of activities from which he/she shall generate a weekly report to be submitted to his/her direct supervisor every end of the week.

Head of departments shall hold a departmental meeting on every Friday and ensure a close follow up of the department weekly plan.

An employee should not falsify or misappropriate any MINICOM’s reports, documents, personnel records or sick certificates, etc.

Planning and budgeting for the Ministry is coordinated by Planning, M&E department in collaboration with Finance and Administration Unit.
Internal planning, Implementation and reporting should be in harmony with the National Planning Calendar.

The Financial Year starts from the Month of 1st July every year and ends by 30th June of the following year.

The Ministry’s Single Action Plan should indicate the implementation plan, be in harmony with the Institutional Performance contracts, and individual staff performance contracts. Quarterly evaluation of implementation of SAP, PCs, Joint Imihigo and other high level and national resolutions should be done and each and every staff should deliver to his/her specific task to ensure complementarity and timely realization of the Ministry’s annual or periodic targets.

2.4.4 Absence

Any employee who shall absent him/her self from work without authorization from his or her immediate supervisor shall be liable to disciplinary action. If an employee is unable to report for duty for any reason, he/she must notify the relevant Head of Unit or if unavailable, the in charge of administration, giving the reason and the expected duration of absence latest 10.30 am. Such a written notification must be given prior to the time one is expected to report for duty. If an employee is unable to reach her/his unit head, she/he can, on top of calling the secretary to the immediate supervisor to leave a message with him/her, text a phone message as a proof.
It is the employee’s responsibility to call back later, until he/she reaches the immediate supervisor, to be sure that he/she got the message correctly. Since an employee is held responsible for proper notification of absence to his/her immediate supervisor, he/she should not depend on friends, relatives or fellow employees to report the absence for her/him. If situations arise that makes it impossible for an employee to personally report his or absence, reports from friends or next of kin will be accepted.

2.4.5 Abandonment of employment:
If an employee is absent from work without prior approval or notification for one day, his/her immediate supervisor write to him/her to justify his/her absence without authorization from competent authorities and this letter shall be filled with HR- operations record keeping pending the employee’s response.

2.4.6 Illness
If an employee is unable to attend work due to illness, he/she shall inform her/his department head and inform him/her, by presenting a sick certificate (repos medical):

Absence on work for a one day shall be authorized for by the director in charge of administration, whereas that beyond one day shall be authorised by the Permanent Secretary.

2.4.7 Dossier address
For any dossier presented to an employee to work on it, the employee is required respond to the dossier within a time frame not exceeding three (3)
The dossier submitted to secretariat by clients, should be forwarded to the concerned individuals in a time frame of three (3) days and the concerned staff, works on it in the same time frame.

Any dossier submitted for MINICOM authority approval shall not go beyond a maximum of three (3) days.

However, files of a special nature that may require their treatment in specific number of days as provided by the Law, order, Instructions or any other official correspondence should respect the time limit provided so as to avoid provision of unfair or poor content.

The central secretariat should share soft copy file to the concerned staff while waiting for the higher authority orientation. The recipient may rush to advise either the Minister or Permanent Secretary on the urgency of the file received.

2.4.8 Official duty/mission and transport arrangements

All employees who if necessary are going out for official duty shall have to communicate it to finance and administration department for necessary arrangement pertaining to that official duty. All official duty outside Kigali and or abroad is justified by a Travel Clearance signed by the responsible authorities.

For vehicles needed within the country, the concerned staff should present it to Administration and Finance Unit at least two (2) days before so as to arrange for all logistical needs. However, depending on the urgency in the mission assigned to the staff, upon authorized travel clearances, logistics officer will arrange for all logistical needs and facilitate the staff to go to the mission. The processing of corresponding purchase orders should follow as well so as to enable the service provider get paid.
For vehicles needed during daily operations within Kigali City, required form duly signed, must be presented to the logistics officer and then to drivers.

**2.4.9 Abroad travel mission**

Any employee having an abroad travel mission is required to:

- Submit his/her dossier in Minister’s office three days before 15 days of the time of departure;
- Hand in a letter requesting for the mission fulfilling the following:
  - The date of departure and return;
  - The mission concept note;
  - Invitation for the mission;
  - The explanatory note showing the expected out-comes from the mission;
  - The required amount of money and who to pay (the source of fund);
  - The flight schedule (to and from) or routing sleep;

However after the mission, the report is to be submitted not later than 15 days from the date of return from mission to the authority that proposed the mission and a copy retained by MINICOM.

**2.4.10 Attendance at Luncheons, Receptions etc**

Where it is evident that the work of MINICOM will be facilitated, invitations to attend receptions, luncheons may be accepted under the following rules:

a) The employees who are necessarily required to attend while bearing in mind their necessity to attend such events;

b) No employee may accept an invitation without first obtaining the approval of the his or her head of department;
c) In exceptional circumstances, where it is not possible to seek prior approval, the facts should be reported immediately afterwards;

d) If addressed personally, such an invitation may not be transferred to another employee, except with the consent and approval of Director of the Department as above and with the concurrence of the party issuing the invitation;

e) Invitations involving attendance outside normal working hours may be accepted only on the authority of the Permanent Secretary;

2.4.11 Misrepresentation/Deception

Any employee representing the Ministry either in a meeting conference, missions, luncheons, receptions, is required to meet what he or she is expected of that representation.

Any employee who engages in his or her own activities, own engagements, businesses or any other activity of his own interest where as he or she was expected to represent the Ministry’s interests, shall be liable to punishments.

Every employee attending to the mission is required to present to the finance department a signed travel clearance by the authority where he or she went for the mission. The employee will not be allowed for a second mission when she or he has not submitted to finance a prior visit signed travel clearance.

Any employee who attempts to or change documents will be guilty of an offence and will be liable to administrative sanctions.

Employees are prohibited from compiling a false report on fellow employees.
2.4.12 Finance payments

For any services to be effectively paid by finance department, the following are required supporting documents:

a. User department request;
b. Newspaper advertisement;
c. Bid evaluations;
d. Minutes;
e. Notification i.e provisional and final provisions;
f. Performance security;
g. Purchase requisition;
h. Purchase order;
i. Delivery note; and
j. Invoices

Any employee having an activity to be paid for is required to be submitted to finance department two (2) days before the activity takes place.

For any other required documents besides these cited above, the directorate in charge of finance shall inform what is required so as to ensure that payments are timely done.

However, once all the said documents are available and presented to finance department, payments must be done in three (5) days from the time of submission, subject to availability of funds and budget. In case of big contracts and their corresponding invoices that necessitates involvement of the Ministry of Finance and Economic Planning to be engaged to approve the equivalent cash flow balance on the relevant budget line, that payment should be done within the period specified in the signed contract.
2.4.13 Work area and Permission
Heads of Departments will advise every employee regarding their work areas and each may not leave such work areas without the express permission of their supervisors or departmental heads unless on a scheduled meal break.

Any employee seeking for permission must fill a required form obtained from Human Resource office, the form must be bear the signatures of the competent signatories before an employee leaves work-place. It is the same form that will be used to authorize the use of vehicle within Kigali.

2.4.14 Gifts and Hospitality
MINICOM requires its employees to ensure that gifts and hospitality offered by suppliers for services to MINICOM are declined. This is because it can perpetuate corruption.

2.4.15 Conflict of Interest
MINICOM staff shall not directly or through an intermediary hold any interest in institutions or has responsibilities in public or private institutions having relations with MINICOM or benefit from its activity or have influence on suppliers’ services like tender etc.

Any employee shall not receive remuneration, commission or fee of any kind from such institutions using either of the ways as explained above.

2.4.16 Sexual harassment
Sexual harassment by any employee on another person shall not be tolerated and is punishable on proof and any such conduct shall lead to drastic disciplinary action being taken against the offender as provided for in these regulations.
Being accused of and being investigated for allegation of sexual harassment shall cause trauma to the employee concerned. It is therefore, necessary to protect employees from unfounded or frivolous allegations of sexual harassment. Should it be found during the investigations or disciplinary enquiry stage that the allegations made were unfounded, frivolous or malicious, disciplinary action shall be taken against the original complainant.

**2.4.17 Misconduct**

Employees shall be expected to obey to all reasonable and lawful instructions given by his/her immediate supervisor or any other person who could have a similar responsibility.

**2.5 Communication**

Each and every MINICOM Staff shall ensure effective and consistent communication with his/her colleagues and his/her superiors in a bid to promote the organizational efficiency.

Each staff must report to his/her supervisor about the meeting proceedings in which he/she represented his/her institution and propose the course of action.
All means of communication throughout the whole institution and between Employees and their supervisors should be used.

**2.5.1 Information/employee directives**

It is the employee's responsibility to check and daily make open outlook email. All staff memos and directives will be considered to be within the knowledge of all employees once posted on the staff outlook.
2.5.2 Email and Social Media

All MINICOM’ staffs are required to use official emails with the domain of the Ministry. Official communication will be done using work related e-mails. Personal e-mails are discouraged in communicating work related information. The permission to use personal email should be given once communicated officially to the immediate supervisor and confirmed by the IT Staff under Finance and Administration Unit that your official email is not operating for a given period of time.

The Management will create Whatsapp groups depending on various categories based on decision making levels such as: Executive Team, Senior Management Team, and General Staff. This will be among the means of communicating urgent and pertinent information.

The Ministry has an official twitter account: @Rwandatrade

The Ministry’s Official email is: minicom@minicom.gov.rw

Departments under the Ministry are having their own group emails created to enhance communication among themselves

2.5.3 Confidentiality

Communication is a vital part of any Organization, and it is important for employees to know what information they should not discuss and with whom. All MINICOM employees shall be under obligation to observe confidentiality, and discipline. Specifically employees shall not make statements or talk to the press or media about any matter involving MINICOM unless permitted by the authority.
MINICOM letter heads and memos will only be used for official purposes and staff could be held accountable for any libelous or unprofessional correspondence.

Any Ministry official documents either hard copies or soft in nature, is meant to be used only in interest of the Ministry.

Staff should exercise restraint and caution while using letter heads and memos as anything confirmed over letter heads and memos could be legally binding. All outgoing correspondence will be signed by the Minister or the Permanent Secretary or his/her authorized appointee.

All incoming and outgoing letters will be registered in the incoming/outgoing mail register by Central secretariat.

2.5.4 Dealing with clients
If an employee cannot deal with a client inquiry personally, or understand his language, then he/she should find a colleague who can help.

2.5.5 Emergency information
Employees are required to read the fire and evacuation procedure for fire extinguishers at the corners of MINICOM building and lifters at all levels. In case of an emergency situation within MINICOM, an employee should call the switchboard immediately and tell the operator:

The operators of such machines should put their initials as follows.

(a) His/her name;
(b) Type of emergency;
(c) His/her contact: office extension and mobile; and
(d) Contacts of co-operator to rescue in case of absence.
2.6 Safety and Security

2.6.1 Safekeeping measures

- Silence shall be maintained in the premises of MINICOM especially in open offices;
- MINICOM is a “Non-Smoking free Compound”. Possession or consumption of narcotic drugs, tobacco, alcohol and other intoxicating substances are strictly prohibited in the premises and compound of Ministry;
- Employees are permitted to bring any electronic items that are not provided by the Ministry; such items include electronic kettles, electronic machines, laptops etc and make sure that they are registered by logistics officer;
- Employees shall not indulge in any undesirable raging activity e.g redundancy, and shall maintain highest standard of discipline;
- Employees shall refrain from all activities considered as raging which is a criminal offence;
- Employees shall not deface, disfigure, damage or destroy or cause any loss in any manner to or regarding public, private or other institutional properties;
- No one shall bring, distribute or circulate unauthorized notices, pamphlets, leaflets etc within the compound or premises of MINICOM. The possession, distribution or exhibition of any item by any means which is per se obscene is prohibited within the Compound or on any property owned/ managed by MINICOM;
- Keeping under captivity or illegally confining any official of MINICOM is prohibited;
- No employee shall exert undue influence on fellow employees;
• Possession or usage of weapons, explosives or anything that causes injury/ damage to them life and limb or body of any human being or property is prohibited;
• Rush or negligent driving of vehicles in MINICOM premises is prohibited;
• Employees charged with criminal offence or under suspension shall not enter the Ministry premises without the permission of the competent authority;
• Any case of criminal activity or violation of law and order in MINICOM will be reported to the competent authority; and
• Any conduct which leads to lowering of the esteem of the Ministry is prohibited.

2.6.2 Staff badges
All MINICOM staff shall receive a staff badge or electronic Card, which must be worn or carried at all times while at work.

2.6.3 Asset management
Damage of MINICOM’s property is not allowed and any employee, who shall be found to have caused damage to MINICOM property and/or other employee’s property due to irresponsibility or negligence, shall be subject to disciplinary action.

No employee shall be allowed to dispose of any MINICOM’s property without authority from the Chief Budget Manager.

Every employee shall be responsible for any operating equipment in his/her care and shall be held liable for any loss or damage thereto, other than normal wear and tear, removal of any equipment from the premises shall
not be permitted, except where authorization in writing has been provided by the department in charge of logistics.

2.6.4 Theft and fraud
An employee who steals MINICOM property or property belonging to his or her fellow employees shall be guilty of theft offence. This may lead to the termination of the employment contract.

2.6.5 Security search
MINICOM security reserves the right to search a member of staff when entering or while at work or when leaving MINICOM premises. Staff visitors’ vehicles will also be subjected to a search.

All packages, parcels etc will be subject to scrutiny by security staff and must be shown to the security office. Employees shall be given a receipt for collection of the parcel after work a stamp acknowledging reception. No goods/package shall be taken from the premises without a gate pass signed by an authorized signatory.

2.6.6 Parking security
All vehicles including cars, moto bikes, and even bicycles parked on MINICOM premises wherever they are, are parked at owner’s risk. The responsibility of whatever sort belongs to the owner of that vehicle.

MINICOM reserves the right to search staff vehicles parked on the premises or at the gate when coming into or leaving the premises if need arises.
2.7 Grievance settlement

2.7.1 Grievance procedure
Grievance can be about salaries, conflict at work, and dissatisfaction with working condition. If there’s a minor grievance the employee should/must discuss the problem with his/her immediate Head of the department. If there is no solution found or if the written response is not satisfactory, or if the Head of the Department cannot resolve the grievance, he/she shall submit the written grievance letter to the administration department. If no solution is found, the employee can submit his/her grievance to the Permanent Secretary. If the same grievance is still not solved, a committee shall be set up to handle the matter. In dealing with staff matters, objectivity and fairness shall be observed.

2.7.2 Disciplinary Committee
MINICOM will also set up a disciplinary committee consisted of 5 members meant to address matters related to administrative faults that might be committed by any of MINICOM Staff. However, for cabinet appointees, administrative faults committed can be dealt by the competent authority.

2.7.3 Opportunity for Hearing
No order other than the order suspending or warning an employee shall be passed without giving an opportunity of hearing to the employee/Employees.

2.7.4 Ultimate Authority
For all disciplinary matters related to employees, the Director of the department shall be the ultimate authority as provided herein.
2.8 Sanctions

2.8.1 Disciplinary Sanctions

Any Employee exhibiting prohibited behavior shall depend upon the gravity of the misconduct or depending on its recurrence i.e:

Any Employee who is persistently insubordinate, who is repeatedly or willfully mischievous, who is guilty of fraud or mal-practice in connection with MINICOM operations or who, in the opinion of the competent authority, is likely to have an unwholesome influence on his/her fellow employees, will be subjected to any of the following disciplinary sanctions;

Categories of Disciplinary sanctions

Disciplinary sanctions are of two major categories. All disciplinary sanctions in both categories shall correspond with disciplinary faults according to their gravity. Sanctions of the first category are the following:

Sanctions of the first category

1° Warning;

2° Reprimand

Sanctions of the second category

1° Delay in promotion;

2° Suspension for a period of three months maximum without pay;

3° Dismissal

Presidential order No: 65/01 of 04/03/2014 determining modalities of imposing disciplinary sanctions to public servants provides detailed information about administrative faults, their gravity, and corresponding sanctions.
2.8.2 Right to Appeal

The Employee/employees aggrieved by the action of any authority of MINICOM under or subordinate to the director can appeal to the director and any employee aggrieved by the action of the director can appeal to the management. The decision of the management shall be final and binding on the employee/ Employees in question.
CHAPTER III. FINAL PROVISIONS

3.1 Appeal and transitional provisions

3.1.1 Amendments to these internal rules and regulations
The Management of MINICOM shall have the power to amend any of the provisions in this Manual of Administrative Procedures. This amendment will be necessary once it reveals gaps or loopholes or has become obsolete. It will be updated to overcome identified loopholes and reflect current practices and methods of work. The amendments shall be brought to the notice of the employees through departments and meetings.

3.1.2 The nature of other existing legal instruments
This manual of administrative procedures is in respect of all provisions of the Law no 86/2013 of 11/09/2013 establishing the General Statutes for Public Service and other Laws, rules and regulations related to Human resources management, finance and administration. However, any element not captured under this manual of procedures will be governed by legal instruments in force.

3.1.3 Effective date
This manual of administrative procedures shall enter into force from 1st July, 2016.

Emmanuel HATEGEKA
Permanent Secretary