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RWANDA SOCIAL SECURITY BOARD (RSSB)

Kigali-Rwanda



INTERNAL RULES GOVERNING RSSB EMPLOYEES

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Pursuant to the law n°009/2021 of 16/02/2021 establishing Rwanda Social Security Board (RSSB); especially in its articles 12,1°, 4°, 9°, 10° and 24,4°

Pursuant to the Prime Minister Order N° 027/03 of 20/12/2021 establishing the special statute governing employees of Rwanda Social Security Board;

Pursuant to the Resolutions of the Board of Directors of Rwanda Social Security Board taken in its session of August 19, 2022;

The RSSB Board of Directors decides:

CHAPTER ONE: GENERAL PROVISIONS

Article 1: Establishment

It is hereby established the “Internal Rules governing Rwanda Social Security Board’s employees”.

Article 2: Definitions of key terms

In these “Internal Rules governing Rwanda Social Security Board’s employees”, the following terms shall mean:

- **Grade:** a system expressed in letters, figures, or letters and figures accurately showing the employment level of an employee as well as the vertical and horizontal ranking of his/her job position;
- **General Management:** The General Management is composed of the Chief Executive Officer of RSSB, Deputy Chief Executive Officer if applicable, appointed by a presidential order upon approval by the Senate as well as other RSSB officials approved by the Board of Directors
- **Institution:** Rwanda Social Security Board (RSSB);
- **Job position:** It is a single and physical position which is on the organizational structure of RSSB and where an employee is appointed in order to carry out duties related to his/her job;
- **Month:** period of thirty (30) consecutive days;
- **Organizational Structure:** is a visual diagram that reflects the organizational arrangement within RSSB and the pattern of work to be accomplished by the employees

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in RSSB; delineates responsibilities and reporting relationships, and creates a rational division of work. The organizational structure shall be adopted by the Board of Directors.

- **Probation period:** the specified period starting from the commencement of duties to allow RSSB and the new employee to assess their suitability to each other;
- **Study leave:** an approved period of time when an employee is absent from his/her normal workplace for the purpose of developing knowledge, skills, or attitudes in the interest of RSSB other than when on paid leave, official mission, or training;
- **Work station:** a work or office area assigned to an employee;
- **A trade union:** a registered employees' association exercising the same occupation or similar or related occupations whose aim is to defend and promote common economic and social interests and rights;
- **Workplace Health and Safety Committee:** a joint working team whose primary objective is to improve health and safety, as well as prevent occupational diseases and accidents.

Article 3: Scope of application

These Internal Rules apply to RSSB staff employed on a permanent basis. RSSB Staff subject to an employment contract are governed by the Law regulating labor in Rwanda, unless otherwise provided for by relevant laws or these Internal Rules Governing RSSB Employees, and particular provisions of his/her work contract.

CHAPTER II: OBLIGATIONS OF RSSB

Article 4: Working conditions

RSSB provides to its employees working conditions that minimize occupational hazard accidents and diseases of professional origin.

Article 5: Fairness and impartiality

RSSB acts with fairness and impartiality and follows a proper process in its relations with employees. RSSB does not discriminate against individuals or groups within employees especially on grounds of ethnic, regional, social origin, colour, physical status, age, marital status, and gender, political, philosophical or religious opinions.

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Article 6: Employee protection measures

RSSB strives to ensure its employees' protection against threats, insults, violence, assaults, slander of which he/she may be a victim, because of, or in the exercise of his/her duties.

RSSB establishes and maintains appropriate safeguards to respect the personal privacy of its employees and protects the confidentiality of their personal information.

RSSB refrains from any action that will deprive employees retroactively of salary and benefits due and acquired.

Article 7: Establishment of employee administrative file

RSSB, upon recruitment of staff, establishes and maintains the staff administrative file comprising of, but not limited to documentation related to staff identification, appointment letter, carrier progression, academic credentials and any other administrative correspondences.

RSSB grants the right to an employee to access his/her administrative file. Staff may request from RSSB clarification, correction, update, to complement of data or information put in the file. In case of litigation, RSSB allows an employee to use any information contained in his/her administrative file and where necessary, allows his/her lawyer or delegate, or trade-union adviser, to read or get a copy of the file on his/her behalf.

RSSB will if requested by law, share the employee's file.

Article 8: Career protection

An employee is recruited for a specific job position and remains attached to it, except in the case of vertical promotion or redeployment due to, but not limited to institutional re-organization, suppression or reduction of the number of job positions due to technological efficiency and /or economic reasons.

However, the employee is free to apply to any other vacant job position and be re-assigned by the Chief Executive Officer or the Board of Directors.

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CHAPTER III: OCCUPATIONAL HEALTH AND SAFETY

Article 9: General health and safety conditions in the workplace

RSSB must ensure the health, safety, and welfare in the workplace for employees and for all persons who frequent the institution.

An employee is not required to pay any cost in connection with measures aimed at ensuring occupational health and safety.

Article 10: Occupational Health and Safety Committee

RSSB establishes an Occupational Safety and Health Committee. The Committee comprises of the following members:

- 1° a representative of staff delegates elected by his/her peers: Chairperson;
- 2° a trade union representative nominated by members of the RSSB's Trade Union Committee: Vice-chairperson
- 3° one officer having occupational hazards prevention in his/her duties nominated by the Chief Executive officer: Secretary;
- 4° one representative of the General Management nominated by the Chief Executive Officer;
- 5° one representative of Human Resource Department nominated by the Chief Executive Officer;
- 6° one representative of branch supervisors elected by his/her peers; and
- 7° one medical advisor nominated by the Chief Executive Officer

The Committee may occasionally consult outside experts.

Article 11: Term of office of the Committee

Members of the Occupational Safety and Health Committee shall be elected for a mandate of two (2) years renewable once.

In case a member of the Committee is no longer an RSSB employee, he/she shall be replaced within a period of one (1) month from the date of loss of membership.

Article 12: Responsibilities of the Committee

The Occupational Safety and Health Committee have the following responsibilities:

- 1° to analyze occupational hazards to which employees may be exposed inside the Institution and during travel on duty or mission;
- 2° to give its views on draft internal regulations on health, safety, and working conditions;
- 3° to give a prior opinion on major changes that would significantly affect health, safety, and working conditions;
- 4° to conduct investigations in case an accident occurs or in the occurrence of occupational disease and propose prevention and protection measures;
- 5° to conduct investigations on occupational accidents resulting in the death of an employee or the causes of permanent disability or those which have revealed a serious danger to employee's health and to draw conclusions based on investigations;
- 6° to regularly submit to the Chief Executive Officer updated statistics on occupational accidents and diseases;
- 7° to submit to the Chief Executive Officer Semester Reports on the progress made towards prevention measures within the Institution;
- 8° to ensure implementation of workplace health and safety legislative and regulatory requirements;
- 9° to provide advice on any initiative relating to the safest and reliable methods of work through the choice and adaptation of materials and equipment necessary for the work and the adjusting of workplaces;
- 10° to provide advice on health and safety training programs and adjustment of such programs;
- 11° to ensure that all appropriate measures are taken to provide training of employees and upgrade their skills in the field of occupational health and safety;
- 12° to ensure the organization and training of the team tasked with providing first-aid at the workplace and ensure that it is provided with the equipment necessary for discharging its duties in case any hazard occurs;
- 13° to sensitize employees on workplace health and safety-related issues and develop a culture of prevention of occupational accidents and hazards;

Article 13: Preventing and fighting occupational accidents and diseases

In order to prevent and fight occupational accidents and diseases, RSSB does the following:

- 1° to assess risks of occupational accidents and diseases;
- 2° to prevent risks of occupational accidents and diseases;
- 3° to reduce in the best possible way risks of occupational accidents and diseases;
- 4° to fight occupational accidents and diseases; and
- 5° to adapt modalities of preserving occupational health and security of employees with new technology

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Article 14: Workplace health and safety Register

The recommendations or decisions of the Committee and findings of the investigations or remarks arising from visits are recorded in the workplace health and safety register. The Workplace Health and Safety Register is availed for report and research purposes.

The workplace Health and Safety Register comprises the following three (3) parts:

- 1° the first part contains findings of investigations conducted by members of the Health and Safety Committee;
- 2° the second part contains all occupational accidents and diseases which occurred in the institution;
- 3° the third part is reserved for the observations of the official from the Occupational Hazards Scheme, the Labour Inspector and those of the occupational health and safety Professional/expert at the National level.

Article 15: Declaration of occupational accidents, disease or death

RSSB declares to the Occupational Hazards Scheme and to the Inspectorate of Labour the occupational accident, disease, or death in accordance with relevant legislation.

In case RSSB fails to declare an occupational accident, disease, or death, the victim of an accident or of the disease is entitled to do it. It can also be done by the beneficiary of the victim of accident or disease or of the deceased or by the competent authority within a period provided for by relevant legislation.

Article 16: First aid, fire-fighting and imminent danger

RSSB takes the necessary measures for first aid, fire-fighting, preventing and fighting imminent danger that can occur within the Institution.

The contents of the first aid kit are determined by the Health and Safety at workplace Committee.

Article 17: Occupational Safety and Health Committee meetings

The Occupational Safety and Health Committee meets at least once per quarter and whenever necessary at the invitation by its Chairperson or, in his/her absence, by its Vice-Chairperson.

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The notice of the meeting specifies its agenda and is issued to the members of the Committee at least three (3) days before the meeting is held. The meetings are held during working hours and their decisions are taken by consensus.

CHAPTER IV: RECRUITMENT

Article 18: Requirements for recruitment

Recruitment of RSSB staff is carried out if there is a vacant post, budgeted for, and included in the organizational structure. The contractual staff may be recruited when necessary upon authorization by the CEO. However, any recruitment in excess of the approved manpower budget will require approval by the Board of Directors.

Article 19: Methods of recruitment

Except for the Chief Executive Officer, Deputy Chief Executive Officers if applicable, and other members of the General Management, recruitment of employees is carried out through competition using RSSB e-recruitment.

RSSB may use internal recruitment.

RSSB may also use direct recruitment due to one of the following reasons:

- 1° rare skills;
- 2° exceptional skills;
- 3° lack of successful candidate for a post advertised two (2) consecutive times.

Both the use of internal recruitment and direct are authorized by the Chief Executive Officer. In such a case the non-use of the electronic system is also authorized by the Chief Executive Officer.

Article 20: Advisory recruitment committee

RSSB establishes an Internal Recruitment Committee composed of five (5) members as follows:

- 1° one member from the General Management: Chairperson of the Committee;
- 2° Director in charge of HR: Secretary of the Committee;
- 3° one employee from the Legal department: Advisor of the Committee;
- 4° two employees from any other department (than Human Resource and Legal department): members of the Committee;

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The committee members are nominated by the Chief Executive Officer for a non-renewable term office of two (2) years.

Article 21: Responsibilities of the advisory recruitment committee

The advisory recruitment committee has the following responsibilities:

- 1° to make follow up of the process of recruitment;
- 2° to advise RSSB in matters of recruitment;
- 3° to assess claims related to recruitment in order to advise RSSB on the way forward;
- 4° to evaluate the outcomes of recruitment and advise General Management accordingly;
- 5° to produce an advisory report on the recruitment process and submit it to the Chief Executive Officer

Article 22: Recruitment modalities

Recruitment of any RSSB employee shall be carried out through a competition or direct recruitment (head hunting) by the competent authority as provided for by the law establishing RSSB and the Prime Minister Order establishing the Special Statute governing employees of RSSB.

Article 23: Conditions for recruitment

For a person to be employed at RSSB, he/she must fulfill the following:

- 1° to be at least eighteen (18) years old;
- 2° not to have been definitively sentenced to a term of imprisonment equal to or exceeding six (6) months, unless he/ she is rehabilitated;
- 3° not to have been dismissed definitively from public service, unless he/ she is rehabilitated;
- 4° not to appear on a blacklist of public service;
- 5° not to have been dismissed from the private sector due to gross misconduct;

Article 24: Announcement of a vacant post

Except for members of the General Management, RSSB advertises the vacant post through its e-recruitment system, newspaper, social media, website, or through other media channels.

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Announcement of a vacant post must contain the following details:

- 1° job title and reporting line;
- 2° the category and grade attached to this job title and number of vacant job positions
- 3° the conditions to be met by the candidates
- 4° job description and job profile as exactly provided for in the organizational structure;
- 5° types of exams and corresponding marks;
- 6° deadline of submission of application file; and
- 7° Names of the authority who signed the announcement and date of signature.

There must be ten (10) working days between the date of announcement of the job vacancy and the deadline for receiving application files.

However, direct recruitment may be used in accordance with the Prime Minister Order establishing the Special Statute of RSSB employees.

Article 25: Job application and shortlisting

A candidate applies for a vacant job position in way of registration through RSSB e-recruitment. During his or her registration, the system matches his or her profile with the job requirements.

A candidate whom the system has qualified as meeting the required profiles is immediately eligible to do a psychometric test via e- recruitment. Psychometric test must be tailored to a job position applied for by a candidate

A candidate passes a psychometric test if he or she obtains at least fifty per cent (50%). A candidate who fails this test is not allowed to take the next step of doing the actual examination

Depending on the nature of a vacant job position to be filled and upon approval of the Chief Executive Officer, a psychometric test may be excluded

When the job applicant is a person with disability who deserves special conditions during the examination process, he or she specifies the nature of his or her disability during the application, in the appropriate box.

Article 26: Deadline for shortlisting

Shortlisting is carried out within a period of twenty (20) working days from the closing date of submission of applications.

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Article 30: Publication of results of exams

The results of each exam are published within twenty (20) working days starting from the date on which exams were finalized.

The results are published using RSSB e-recruitment system and candidates are notified through electronic messages

Article 31: Examination pass mark

In the case of more than one exam, a candidate is authorized to sit for the next exam if he/she has obtained at least sixty percent (60%) of marks of the previous exam.

The passing marks are fixed at seventy percent (70%). If no candidate obtains the above grades, the vacant post is re-advertised.

Article 32: Appeals

A candidate who believes that he/she is aggrieved during the recruitment process may appeal on the first degree to RSSB Chief Human Capital within a period not exceeding three (3) working days starting from the date of the act or decision he/she is appealing against. The appeal is made using the E-recruitment process.

If it is evident that there is an error made in the shortlisting process, marking process, or in summation of marks, a correction is immediately made. If it is an error in the marking procedure, the examiner reviews the marks accordingly.

RSSB is required to give a response within ten (10) working days from the date of reception of the appeal. If a candidate is not satisfied with the decision made, he/she appeals on the second degree to the Chief Executive Officer within two (2) working days from the date of receipt of the response from the appeal done at the first degree.

The Chief Executive Officer renders his/her decision on the appeal within a period of ten (10) working days from the date of receipt of the appeal upon reception of advice from the Advisory Recruitment Committee.

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Article 33: Submission of a recruitment report

After the publication of the final results, the recruitment report is submitted to the Chief Executive Officer within a period of ten (10) working days by the team in charge of the recruitment.

The report must include the following elements:

- 1° the list of candidates and marks obtained for all examinations;
- 2° copies of questions given and their answers in all examinations;
- 3° audio visual recordings made during oral examinations;
- 4° date, time and venue where examinations were conducted.

Article 34: Evaluation of the recruitment report

The Chief Executive Officer or his/her delegate assesses the recruitment report and where necessary provides the outcome from assessment within a period not exceeding thirty (30) working days counted from the date the report was received.

In case the Chief Executive Officer or his /her delegate finds that certain laws were not respected, he/she requests in writing the team in charge of recruitment to correct any irregularities.

Where necessary the Chief Executive Officer or his/her delegate may require the examination to be redone.

Article 35: Placement of candidates

The candidate entitled to the job position is the one with the highest mark.

If two (2) or more candidates obtain equal marks for one job position, priority for job offer is given in the following order:

- 1° a candidate with more relevant experience;
- 2° a candidate with the highest qualification;
- 3° a candidate with disability;
- 4° a candidate from the sexless represented in the service that to which the employee is being recruited;

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5° in case of equal sex representability, the candidate who applied first is entitled to the job position

Article 36: Restructuring. □

The Board of Directors has the authority to approve the Restructuring of the institution. Where a restructuring is deemed necessary General Management shall propose to the Board a restructuring plan as well as the modalities of such restructuring including the methods of recruitment of employees.

Article 37: Required documents for the successful candidate

Before appointment, a successful candidate is required to present the following documents:

- 1° an identification document;
- 2° a detailed curriculum vitae;
- 3° a certified copy of the original academic documents and equivalence from foreign institutions;
- 4° two passport photos;
- 5° a criminal record certificate;
- 6° A medical certificate.

Article 38: Appointment and nomination

Except for the CEO and deputies CEOs, the Board of Directors upon the proposal of the CEO appoints other members of the General Management. Other employees of RSSB are appointed by the Chief Executive Officer.

Appointment of an employee is made by a letter of appointment signed by the CEO or the CEO's authorized representative within thirty (30) calendar days starting from the publication date of final results from the recruitment exams.

The successful candidate or the nominee acknowledges the appointment and becomes an active employee upon starting his/her duties with RSSB.

The appointment letter specifies the following:

- 1° detailed monthly salary and other benefits related to the employment;
- 2° the job position and job descriptions which are related to it;
- 3° the level of the post;

- 4° the address of the work station;
- 5° the direct supervisor;
- 6° the probation period where necessary;
- 7° Tasks and responsibilities.

Upon acceptance of appointment, the employee is given among others the Internal rules governing RSSB staff and its Code of Conduct.

Article 39: List of non-appointed successful candidates

For a period of twelve (12) months, RSSB may keep the list of non-appointed successful candidates with the purpose of using it, when necessary, to appoint candidates on the job position they competed for or another job position with the same job profile.

Article 40: Exam records keeping

RSSB keeps copies of written exams and audiovisual recorded during the exams for a minimum period of twelve (12) months counted from the date on which the results of the exams were published.

Article 41: Induction course

A newly recruited employee shall be entitled to an induction program to help him/her get settled and familiar with the Institution's working environment, such as but not limited to the organization structure, culture, rules, regulations, facilities and get introduced to colleagues.

Article 42: Probation period

A newly recruited employee undergoes a probation period of six (6) months renewable once. However, a justified absence from duty for more than fifteen (15) consecutive days extends the duration of the probation period accordingly to complete the period provided for by paragraph one of this article.

The appointing authority may shorten or abolish the probation period in case the recruited employee has the required experience and competence or for the case of high-flyers or scarce skills.

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Article 43: Confirmation

At the end of the probation period, the supervisor assesses the employee's competence and submits a report to the Chief Human Capital within ten (10) days prior to the expiry of the probation period.

If the probation period is successful, the employee is confirmed, otherwise, he/she is automatically removed from office.

In case the employee is not notified of the managerial decision within thirty (30) days after the expiration of the probation period, he/she is considered as confirmed.

CHAPTER V: PERFORMANCE MANAGEMENT

Article 44: Performance appraisal

RSSB employee is subject to regular annual performance evaluation based on performance contract signed through electronic -performance evaluation system between the direct supervisor and employee not later than 15th July of each fiscal year.

The performance contract is based on the annual action plan and it indicates the quantity, quality, and time required to achieve the expected results.

The components of the performance contract are pegged with job position and job category.

Employee performance will also be evaluated against competency requirements as well as expected results.

The evaluation report is part of the employee's administrative file.

Article 45: Shortened performance evaluation timeframe

Where the performance evaluation timeframe of an employee is shortened due to the reasons including but not limited to disciplinary proceedings, sanction, short or long term sick-leave, leave of absence for a specific period, provisional legal detention, or probation period, the performance evaluation is limited to the period for which the employee has served the institution. The evaluated period is mentioned in the evaluation report.

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Article 46: Grading of the appraised employees

The appraised employee is placed in grades basing on the obtained score during the annual performance appraisal. The grading is done in descending order of overall scores given during the performance appraisal as follows:

- 1° The first grade called "**Excellent**" comprises employees whose score is equal to or higher than 90% ;
- 2° The second grade called "**Very Good**" comprises employees whose score ranges from 80% but less than 90%;
- 3° The third grade called "**Good**" includes employees whose score ranges from 70 % but less than 80 %;
- 4° The fourth grade called "**Insufficient**" includes employees whose score ranges from 60 % but lower than 70 %;

An employee whose performance evaluation is below 60% is automatically relieved of his/her employment without any terminal benefits.

Article 47: Dismissal due to poor performance

In his/her discretion and basing on the performance evaluation report, the Chief Executive Officer dismisses the poorly performant employee.

Article 48: Appeal against appraisal results

Within a period not exceeding fifteen (15) working days after being notified of the performance appraisal results, an employee who is not satisfied with the results may appeal through an electronic performance evaluation system.

Appeal at the first level is addressed **to the direct supervisor**. The response to appeal is fixed at five (5) working days from the date the case was lodged.

Appeal at the second level is addressed to the Chief Executive Officer. The deadline to respond to the appeal is fixed at ten (10) working days from the date the case was received.

Article 49: Performance contract signing and appraisal time-frame

Performance contracts are signed not later than the 31st July for every employee every year. The performance appraisal shall be done not later than the 15th July.

Article 50: Transmission of the performance appraisal report

The Human Capital shall submit to the Chief Executive Officer the report on the assessment of performance appraisal not later than the 15th August of the fiscal year.

Article 51: Horizontal step promotion

An employee is horizontally promoted to the next superior step if:

- 1° He/she is classified in the first or second grade for two (2) consecutive evaluation periods;
- 2° He/she is classified in the third grade for three (3) consecutive evaluation periods.

An employee who is classified in the fourth category is not horizontally promoted.

Article 52: Vertical promotion


Vertical promotion occurs only if there is a vacant post on the organizational structure. In vertical promotion, the employee is promoted from lower to the higher grade with increased responsibilities, scope, and accountabilities following a duly organized competition or upon RSSB management initiative.

Article 53: Effect of promotion

An employee who benefits from a promotion is entitled to the salary and benefits related to his/her new job position.

However, when a vertical promotion may result in getting a salary lower than the current one or the salary the employee would get if he/she was promoted horizontally, the employee is placed to a direct superior grade allowing him/her to get a salary higher than the one he/she would get if he/she was promoted horizontally.

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CHAPTER VI: STATUTORY POSITION

Article 54: Position of RSSB employee

The position of an employee describes his/her status while exercising his/her duties. RSSB employees may be:

- 1° In active service;
- 2° On secondment;
- 3° Placed at another organization disposal;
- 4° On suspension from duties; or
- 5° On leave of absence for a specific period;

Article 55: Employee in active service

An employee is in active service if he/she occupies a position to which he/she was appointed for and effectively performs his/her duties related to that position within RSSB. An employee is also considered to be in service when he/she is:

- 1° On leave;
- 2° On an official mission;
- 3° In training;
- 4° Or any other situation determined by the law or RSSB.

Article 56: Secondment

Secondment refers to a situation where an employee is, in the interest of RSSB, temporarily transferred from his/her usual job position in order to exercise other duties in another national or international organization.

In any case, the secondment is initiated by RSSB, in particular when RSSB is bound by a Convention with Partners. The period of secondment is for a maximum of twelve (12) months renewable. A contract is signed between RSSB and the concerned employee defining the terms of service during and after the secondment.

An employee on secondment is paid by the institution or organization to which he/she is seconded and governed by regulations of that institution or organization except those relating to the horizontal promotion and retirement.

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Article 57: End of secondment

If the secondment comes to an end as not as a result of disciplinary sanctions, the employee on secondment returns to RSSB and the period of secondment is taken into consideration in his/her positioning and in granting him/her related benefits.

Article 58: Placement at another organization's disposal

In the interest of RSSB, an employee may be placed at another public or private organization's disposal in Rwanda. In this case, an employee remains governed by RSSB's Statute. The placement at another organization's disposal is decided and communicated in writing by the Chief Executive Officer.

Article 59: End of placement at another organization disposal

When the placement at another organization's disposal comes to an end, not as a result of disciplinary sanctions, the institution to which the RSSB employee was placed returns him/her to RSSB, for him/her to resume work.

Article 60: Employee on suspension from duties

An RSSB employee is suspended from duties due to the following reasons:

- 1° if he/she is provisionally detained for a period not exceeding six (6) months;
- 2° if he/she is subject to disciplinary proceedings for misconduct that may result in a second category sanction for investigation purpose;
- 3° if he/she is sanctioned by a suspension for a period not exceeding three (3) months without pay;
- 4° If he/she is removed from a post filled by the appointing authority and is not immediately offered another post.

Article 61: Rights of an employee suspended from duties

The salary and other related benefits of an employee referred to under points 1°, 2° of Article 60 of these internal rules continue to be calculated and retained for the employee.

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If the employee is released following acquittal or in case of innocence with regard to disciplinary charges against him/her, he/she receives the salary and other related benefits retained for him/her;

If he/she is found guilty, he/she is not entitled to the salary and other related benefits that were retained for him/her.

An employee suspended from duties referred to in points 4° of Article 60 of these internal rules is entitled to his/her salary and other related benefits corresponding to his/her latest grade for a period not exceeding six (6) months. The payment of this salary and other related benefits stops only when an employee finds another permanent job.

Upon expiration of a period of six (6) months without finding another permanent job, the employee is automatically removed from duties and receives termination benefits in accordance with these Internal Rules.

Article 62: End of suspension from duties

The suspension from duties of RSSB staff comes to an end if:

- 1° the employee referred to in point 1° of Article 60 of these Internal Rules, is reinstated as a result of his/her acquittal or imprisonment of less than six (6) months; or he/she is automatically removed from office when he/she is detained more than six (6) months;
- 2° the employee referred to in point 2° of Article 60 of these Internal Rules is reinstated in case of innocence with regard to disciplinary charges against him/her or he/she is sanctioned;
- 3° at the expiration of the period of sanction, as provided for in point 3 of article 60 the employee resumes automatically work;
- 4° the employee specified in article 69 point 4° finds another post, or upon expiration of six (6) months without getting another job, he/she is automatically removed from office and receives terminal benefits determined by these Internal Rules.

Article 63: Power to suspend an RSSB employee from duties

Suspension from duties of an RSSB employee is approved and executed by the Chief Executive Officer or another authority mandated by him/her.

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Article 64: Employee on leave of absence for a specific period

Leave of absence for a specific period is a situation where the employee is authorized to stop working for a specific period of time due to any of the following reasons:

- 1° a period not exceeding three (3) months to care for his/her sick spouse, child, or parent in the first degree;
- 2° a period not exceeding one (1) month to accompany his/her spouse who has to live abroad for reasons of service.

An employee authorized for leave of absence for a specific period is not entitled to his/her salary and fringe benefits.

When the period for leave of absence for a specific period comes to an end, the employee resumes his/her duties.

An employee who does not resume his/her duties after the expiry of such a period is considered to have abandoned his/her post and his/her service is terminated.

Article 65: Modalities for leave of absence for a specific period

Request for leave of absence for a specific period is done in writing and addressed to the Chief Human Capital after approval of the direct supervisor against acknowledgment of receipt.

A leave of absence for a specific period may not be granted to the employee in the interest of the Institution.

An employee applying for leave of absence for a specific period continues to discharge his/her duties until the response to his/her application.

However, if no written response is given to the employee's application after the expiry of fifteen (15) days from the receipt of the application, the leave of absence for a specific period is considered granted.

Article 66: Transfer of employee

An employee must occupy the job position to which he/she has been appointed. However, RSSB may, for purposes of job enrichment, new job experiences, job rotation, and temporary fill-in, or for competence development, transfer an employee to a job position for which he/she qualifies and of the same grade as his/her usual job position, or another work station within the Institution.

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An employee can also request to be transferred from his/her job position/workstation to another of the same grade. The transfer of an employee is decided and communicated in writing by the Chief Human Capital after consultation with the direct supervisor of the employee.

An employee transferred retains his/her right to the grade previously held depending on his/her professional experience and performance.

Only an employee whose transfer is initiated by RSSB receives a relocation allowance determined by these Internal Rules. Relocation allowance includes transport facilitation fee in accordance with guidelines determined by the public institution having transportation in its mandate, and the fixed amount of resettlement fee determined by these internal rules.

For the purpose of this provision, above thirty kilometers (30 km) from the previous workstation is considered as distance to grant relocation allowances.

When an employee is on a temporary fill-in position for a period of less than thirty (30) days, he/she is entitled to mission fees.

A transfer with relocation is made in writing by giving the employee fifteen (15) working days' notice.

At the end of the notice period, the transferred employee is entitled to two (2) working days' leave to facilitate his/her smooth relocation preparation.

However, a transfer with no relocation can be made in writing by giving the employee five (5) calendar days' notice.

Article 67: Transfer initiated by the employee

An RSSB employee may express his/her interest in writing to be transferred to another position or to another workplace. Acceptable reasons of employee's initiated transfer are:

- 1° Employee's health issue justified by a recognized medical practitioner;
- 2° Family issues;
- 3° Capacity development reason;
- 4° Any other acceptable and justified reason raised by the employee;

Article 68: Selection criteria for staff transfer initiated by the employee

When there are various transfer requests initiated by employees on one vacant post/work station RSSB grants transfer in accordance with the following order of precedence:

- 1° Employee's health issue;

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- 2° Family reasons;
- 3° Capacity development reason;
- 4° Any other acceptable reason;

However, if there is more than one applicant complying with the above selection criteria, the application order will be considered with the first employee to apply granted preference.

Without jeopardizing the Institution's interest, two applicants for transfer upon mutual consent may be allowed to interchange their workstations.

Article 69: Staff transfer timeframe

For the performance contract and evaluation purpose, the submitted staff transfer requests are responded to not later than the 15th December or the 15th June of the financial year.

CHAPTER VII: SALARIES, ALLOWANCES, AND BENEFITS

Article 70: Salary

An employee is entitled to the salary and other fringe benefits (Appendix I) determined in accordance with his/her job position, grade, and step in accordance with the RSSB salary structure.

Article 71: Periodicity of salary

Salary and allowances accrue from the commencement of the employment of the employee. The salary and related fringe benefits are paid at the end of each month in respect of the duration of work performed during the month.

Article 72: Maximum deductions from the salary

Deductions from salary, seizure by garnishment, or deductions upon the consent of the employee cannot exceed half (1/2) of his/her net salary.

Article 73: Calculation of salary

The salary of an employee is calculated from the date of commencement of duties and suspended on the date following his/her termination of duties.

When the monthly salary is not paid in full, it is divided into thirtieths and paid up to the payable number of days worked.

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Article 74: Salary of an acting employee

When a job position is vacant, the CEO temporarily appoints another employee to occupy the vacant job position after consultation with the Chief Human Capital and the line manager.

An employee in an acting position for more than thirty (30) days is entitled to the salary and other monthly fringe benefits in relation to the acting position except for communication facilitation which is granted with immediate effect.

The salary and fringe benefits for an acting employee are calculated from the thirty-first (31st) day in the acting position.

The salary and fringe benefits for an acting employee stop when the acting period ends and receives the salary and benefits of the new full time position he/she receives afterwards including going back the former salary and benefits if the employee goes back to his/her former position after the acting period.

However, in case an employee in a managerial position has a reason for not being on duty for a period not exceeding thirty (30) days, he/she temporarily determines another employee under his/her supervision to replace him/her.

An employee serves in an acting position for a period not exceeding six (6) months except in case:

- 1° the employee is acting in the position of staff pursuing a capacity development program;
- 2° the employee is acting in the position of staff in secondment/placement at another organization disposal;

Provisions of Paragraph two (2) of this Article do not apply to an employee provisionally appointed, an employee acting on a vacant position, or a position whose incumbent has been granted a leave of absence for a specific period. An employee referred to in this paragraph is entitled to a salary and monthly fringe benefits related to the position he or she is provisionally appointed to or acting in, from the time he or she is assigned those responsibilities.

Article 75: Prescription of payment of salary and allowances

Prescription of payment of salary and allowances is two (2) years if an employee has not requested them in writing. This prescription time limit is counted as of the date on which the employee had to receive them.

However, the time limit prescription of payment of salary and allowances ceases from running:

- 1° where due payments were computed;
- 2° where RSSB has agreed with the employee that the payments are owed to him/her;
- 3° where the employee has not been informed by RSSB about his/her right;
- 4° where the employee's case is pending under litigation processes;

Article 76: Staff salaries and organizational structure

Job positions are determined by the organizational structure in accordance with the criteria linked to the technical nature of the job, degree of responsibility, decision – making as well as the required educational qualifications and professional experience.

The Board of Directors approves the organizational structure, salaries, and other benefits granted to employees.

Article 77: Thirteenth-month salary

Based on the performance of the Institution and upon approval of the Board of Directors, RSSB may pay an employee in active service a thirteenth-month salary equivalent to gross salary at the end of each fiscal year. This provision applies to an employee who worked for the institution for the whole period of the fiscal year.

Article 78: Fidelity bonus

On the occasion of certain anniversaries, an employee may be entitled to a fidelity bonus for services rendered to the Institution depending on the length of his/her employment as follows:

- 1° ten (10) years of employment: 1 gross monthly salary;
- 2° twenty (20) years of employment: 2 gross monthly Salaries;
- 3° thirty (30) years of employment: 4 gross monthly salaries;
- 4° forty (40) years of employment: 6 gross monthly Salaries.

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An employee whose career in the Institution ends in six (6) months before the anniversary date which grants him/her the right to the fidelity bonus, exceptionally benefits from the bonus provided for in the preceding subparagraph, except if his/her departure is due to a dismissal or a resignation.

Article 79: Advance on salary

An employee who has been working for RSSB for at least for 12 months may enter in a contract with RSSB to obtain a salary advance not exceeding six (6) months gross salary maximum. Exception made to an employee in a probation period or under second category disciplinary proceedings, salary advance is granted to an employee and is reimbursable within a period not exceeding twenty-four (24) months.

If the salary advance beneficiary voluntarily resigns or his/her employment is terminated/dismissed before complete repayment of the advance, the outstanding balance is immediately recovered before departure as per the terms of the salary advance contract.

Article 80: Funeral expenses

In case of death of an employee still, in service, his/her husband/wife, or direct descendants, the Institution contributes to funeral arrangements by providing an amount determined by these Internal Rules.

Article 81: Death allowances

In case an employee dies while still in service, the widow or widower and orphans, are granted death allowances equivalent to a non-taxable lump sum of six (6) times of the last monthly gross salary of the deceased.

However, in the absence of widows or widowers and orphans, the above-mentioned death allowances are granted to the legally recognized successors.

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CHAPTER VIII: LEAVES

Article 82: Type of leaves

In addition to the annual leave, an employee may receive an incidental leave, maternity, sick leave, study leave, or authorized absence.

Article 83: Annual leaves

An employee is entitled to an annual leave of twenty two (22) working days (rounded) that maybe split into four (4) portions maximum. An employee takes his/her annual leave upon approval of his/her direct supervisor and the Chief Human Capital.

However, a newly recruited employee is entitled to annual leave after twelve (12) months including the probation period.

The annual leave is calculated on the basis of one point eight (1.8) working days per month.

The annual employees' leave plan is established at the beginning of every financial year.

An employee does not stay in service for more than one year without taking his/her annual leave.

An employee initiates his/her annual leave request through an e-leave management system at least ten(10) working days before its commencement and it is approved by the direct supervisor.

The direct supervisor approves/rejects the request at least five (5) working days before its commencement.

In case there is no feedback from the direct supervisor within the period specified in paragraph six (6) of this article, the request is considered granted.

When an employee does not take his/her annual leave within a period of one year for work-related reasons, though he/she had applied for it in writing, he/she must take his/her annual leave not later than 6 months of the next fiscal year.

However, an employee who has not benefited from his/her annual leave due to work-related reasons is entitled to financial compensation upon the motivated report of the direct supervisor and approval by the Chief Human Capital. The financial compensations are paid not later than 31st December of the subsequent year.

Article 84: Payment due for leave not taken

In case of employment termination with RSSB without taking his/her accrued annual leave due to work-related reasons, the employee is entitled to financial compensations calculated on the basis of his/her monthly gross salary.

Article 85: Sick leave

An employee is entitled to sick leave. However, the sick leave may be short-term or long-term. A short-term sick leave does not exceed one (1) month for reasons of sickness ascertained by a recognized medical doctor.

When sickness exceeds one (1) month, while ascertained locally by a medical committee composed of three (3) recognized medical Doctors or one recognized medical Doctor abroad, employee benefits from long-term sick leave not exceeding six (6) months.

An employee who is granted a long-term sick leave is entitled to his or her full salary for a period of six (6) months.

At the end of long-term sick leave, an employee resumes duties upon presentation of a medical certificate issued by a recognized doctor ascertaining that he or she is able to perform his or her duties. If he/she does not resume work after six (6) months; he/she is automatically removed from office.

Article 86: Incidental leave

A direct supervisor grants incidental leave to an employee in case of a fortunate or unfortunate event that occurs in his or her family as follows:

- 1° two (2) working days in case of his or her civil marriage;
- 2° four (4) working days in case of delivery of his wife;
- 3° five (5) working days in addition to days provided for in point 2° of Paragraph in case of complication related to his wife's delivery;
- 4° seven (7) working days in case of death of his or her spouse;
- 5° one (1) month in addition to days provided for in point 2° of Paragraph One of this Article in case his wife dies during childbirth and leaves a newborn;
- 6° five (5) working days in case of death of his or her child or adoptive child;

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- 7° four (4) working days in case of death of his or her father, mother, father-in-law, or mother-in-law;
- 8° four (4) working days in case of death of his or her brother or sister;
- 9° three (3) working days in case of death of grandfather or grandmother;
- 10° Two (2) working days in case of his or her transfer in a distance of more than thirty (30) kilometers from his or her usual place of work.

An employee on Incidental leave continues to receive his or her salary and fringe benefits.

Article 87: Authorized absence

Authorized absence for (1) one-day maximum not deducted from annual leave may be granted to an employee by his/her direct supervisor, for duly justified reasons.

However, an employee shall not be granted an authorized absence for more than ten (10) days per year.

Article 88: Maternity leave

A female employee who gives birth has the right to maternity leave of twelve (12) consecutive weeks including at least two (2) weeks of which she can take before delivery.

The female applicant for maternity leave submits to the Human Resources Department through an e-Leave management system certificate issued by a recognized medical doctor indicating the presumed or exact date of childbirth before taking the leave or immediately after childbirth, as appropriate.

In case of complications related to delivery, RSSB grants the mother an additional paid leave not exceeding one (1) month. A recognized medical doctor ascertains complications related to delivery prior to the granting of the additional leave.

Article 89: Leave granted to a female employee in case of death of her new-born baby

A female employee who gives birth to a still-born baby from the twentieth (20th) week of pregnancy is entitled to a leave of eight (8) weeks effective from the baby's death. The RSSB pays the salary to the female employee for six (6) weeks, while the maternity leave benefits scheme pays the salary for the last two (2) weeks.

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A female employee who gives birth to a child who dies after birth is entitled to leave equal to the remaining days from the end of her maternity leave. Her salary continues to be paid as this is the case for a female employee who is on maternity leave.

Article 90: Leave granted to a female employee in case of miscarriage

A female employee who has a miscarriage before twenty (20) weeks of pregnancy is granted a sick leave provided for by these rules.

Article 91: Leave granted to a female employee giving birth to a premature baby

A female employee who gives birth to a premature baby is entitled to leave of the remaining days for the child to be born at nine (9) months. During this period, RSSB and the maternity leave benefits scheme each pays half (1/2) of the salary to the female employee.

After the leave referred to in Paragraph One of this Article, the female employee is entitled to a maternity leave of twelve (12) weeks.

Article 92: Breastfeeding period

Within twelve (12) months from the birth of the child and after her maternity leave, a female employee who gives birth is entitled to a breastfeeding break of one (1) hour per day. However, a female employee who gives birth to more than one child is entitled to a breastfeeding break of two (2) hours per day.

The statutory breastfeeding break granted to a breastfeeding employee is taken during working hours and must be paid for.

Article 93: Coincidence of leaves

When the annual leave coincides with incidental leave or maternity leave, the annual leave is suspended and resumed after the incidental leave or maternity leave.

Article 94: Study leave

An employee may be, upon his/her request or RSSB decision, be granted a study leave that enables him/her access to specialized training or focuses on acquiring academic and professional qualifications related to his/her job activity and in the interest of RSSB.

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An employee on study leave is considered as an employee in service entitled to all employee benefits except transport allowances.

A contract is signed between RSSB and the concerned employee defining the terms of service during and after study leave.

CHAPTER IX: DISCIPLINARY FAULTS, MEASURES, AND SANCTIONS

Article 95: Disciplinary fault

An employee commits disciplinary fault when by act, omission or a conduct he/she breaches his/her professional ethic or fails to comply with the obligations assigned to him/her.

Article 96: Sanctions

A disciplinary fault is punishable according to its gravity. The sanctions provided for are grouped into first and second categories.

Sanctions of the first category are warning and reprimand; while sanctions of the second category are suspension for a period of three (3) months maximum without pay and dismissal.

Article 97: Disciplinary faults sanctioned by a warning

Warning is a disciplinary sanction imposed on an employee who commits one of the following faults:

- 1° arrives late on duty without valid and communicated reason;
- 2° is absent to work for one (1) day without authorization;
- 3° tells lies in matters pertaining to his or her work;
- 4° at work, performs activities other than those related to his or her work;
- 5° carries out an assignment given to him or her with negligence;
- 6° complains about instructions related to his or her work while those instructions are not against the law;
- 7° does not wear an employee identification card which has been given to him or her;
- 8° comes to work unclean;

- 9° does not give a committed welcome to beneficiaries of the services he or she delivers;
- 10° does not deliver a service under his or her responsibility without valid and reasonable justification;
- 11° loses or causes the damage by negligence to work equipment whose value doesn't exceed five hundred thousand Rwandan francs (RWF 500,000)
- 12° fails to submit a work related report in due time;
- 13° any other act that may be considered as fault punishable by a warning

Article 98: Disciplinary faults sanctioned by a reprimand

A reprimand is disciplinary sanction imposed to an employee who commits one of the following faults:

- 1° issues instructions to do or not to do something while he or she has no authority to do so;
- 2° fails to issue instructions falling under his or her responsibilities or fail to supervise human or physical resources or activities under his or her responsibilities;
- 3° does not wear a professionally required dress while on duty;
- 4° misuses work equipment;
- 5° discourages his or her colleagues from performing their duties;
- 6° is insubordinate to supervisor or superior;
- 7° does not respect the timeframe to respond to received requests from service beneficiaries without reasonable justification;
- 8° does not participate in a community work planned out of working hours but requisite in accordance with his or her work;
- 9° fails to submit on time the report related to the mission or training he or she has attended;
- 10° smokes while at work premises or at place not devoted to do it;
- 11° takes alcoholic drinks during working hours while it is not planned by RSSB;
- 12° loses or causes by negligence the damage to work equipment whose value is exceeding to five hundred thousand Rwandan francs (FRW 500,000) but below one million Rwandan francs (FRW 1,000,000);
- 13° closes an uncompleted work file;
- 14° does not disclose a disciplinary fault which is committed by RSSB's staff that he or she is aware of;
- 15° any other act that may be considered as fault punishable by a reprimand

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Article 99: Suspension for a period of three (3) months maximum without pay

Suspension for a period not exceeding three (3) months without pay is a sanction imposed to an employee who commits one of the following faults:

- 1° is absent to work for two (2) to six (6) consecutive working days without authorization;
- 2° insults a person who comes to him or her seeking a service;
- 3° insults or defames in any way colleagues;
- 4° deploys him or herself on duties for his or her own interests;
- 5° handles a case related to work inappropriately for his or her own interests;
- 6° does not conclude an annual performance contract according to the relevant regulations;
- 7° creates or disseminates information meant to create terror at work;
- 8° discloses a professional secret;
- 9° improperly uses his or her own respect or that related to his or her job for his or her own interests;
- 10° does not reveal conflict of interests where it is required;
- 11° is sent on an official mission or training not exceeding six (6) days but does not go there without any justification;
- 12° is under the influence of alcohol or drugs whilst on duty;
- 13° who has a pool of employees under his or her responsibility, having known or had reason to know that an employee under his or her direct supervision is about to commit a fault and did nothing to prevent it, or knew that a fault was committed and did not take any action;
- 14° loses or causes by negligence to work equipment the damage whose value is one million Rwandan francs (FRW1,000,000) and above;

Article 100: Disciplinary faults sanctioned by dismissal

Dismissal is a sanction imposed on an employee who commits one of the following faults:

- 1° fraudulently alters the content of his or her or another person's professional file;
- 2° spreads information intended for inciting people to dislike or dishonor RSSB or any another public institution or agency;
- 3° has submitted among his or her credentials falsified documents in order to get recruited;
- 4° steals at work;
- 5° diverts or contributes to the diversion of social security benefits;
- 6° assaults another person at work;

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- 7° insults or defames in any way his/her direct or indirect supervisor;
- 8° commits a fraudulent act or omission aimed at favoring anyone or putting him or her at disadvantage in the execution of his or her responsibilities;
- 9° commits a fraudulent act or omission aimed at offering social security services to a not entitled person;
- 10° who grants contributions to a person who is not entitled to them;
- 11° requires, receives, or offers donation or illegal benefit for provision of a service;
- 12° destroys or deletes information of the Institution;
- 13° harasses another person for the purposes of sexual intercourse;
- 14° commits gender-based violence at the workplace;
- 15° abandons his or her work for a period of at least seven (7) consecutive working days without authorization;
- 16° create fictive social security accounts ;
- 17° alters fraudulently bank account number of the beneficiary ;
- 18° deletes or alters fraudulently data of a beneficiary ;
- 19° is definitively sentenced by a court to a term of imprisonment equal to or exceeding six (6) months;
- 20° any other activity that may be considered as fault punishable by dismissal

Article 101: Determination of other acts considered as disciplinary faults

The Board of Directors upon request of the Chief Executive Officer may determine any other disciplinary fault that is not mentioned in the Presidential Order Establishing the Special Statute Governing Employees of RSSB and/or by the Presidential Order determining professional ethics for public servants and determines a sanction, among the sanctions provided for by the above mentioned Presidential Orders. The recommendations of the Chief Executive Officer are accompanied by the advice of the Internal Disciplinary Committee.

Article 102: Sanction procedures

RSSB puts in place a Disciplinary Committee with the power to recommend sanctions and other disciplinary measures.

No sanction can be imposed on the concerned employee without being granted the opportunity to defend himself/herself.

Any action related to disciplinary proceedings is made in writing.

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Article 103: Establishment of Internal Disciplinary Committee

RSSB establishes an Internal Disciplinary Committee comprising of at least the following seven (7) members:

- 1° Chairperson of the Committee;
- 2° Secretary of the Committee from Human resource Department;
- 3° Legal Advisor from Legal Department

Other members of the Internal Disciplinary Committee are elected by their peers as follows:

- 1° one member from the category of professionals;
- 2° one member from the category of support staff;
- 3° one member from the category of Directors of units/division and managers/head of departments;
- 4° one member from the category of branch managers

The Chairperson, secretary, and Legal Advisor of the committee are nominated by the Chief Executive Officer;

In any case, the Manager having Human Resources in his/her attributions shall neither be nominated as Chairperson nor elected as an ordinary member of the Committee.

The Chief Executive Officer considering the volume of the disciplinary cases may establish more than one Internal Disciplinary Committee.

Article 104: Responsibilities of the Internal Disciplinary Committee

The Internal Disciplinary Committee has the following responsibilities:

- 1° carry out administrative investigations intended to the analysis of the circumstances surrounding the fault, its consequences, and its proof;
- 2° Suggest a sanction to be imposed on employees and submit a relevant investigation report to the Chief Human Capital.

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Article 105: Term of office of the members of the Disciplinary Committee

Apart from the Legal Advisor, the Chairperson, and the Secretary of the Committee who are permanent members, other members of the Internal Disciplinary Committee are elected for a term of one (1) year renewable only once.

In case a member of the Internal Disciplinary Committee is alleged of the fault or has initiated disciplinary proceedings he/she does not participate in the committee's activities related to that case.

Article 106: Denunciation of a disciplinary fault

Every employee has obligation to denounce in any way an employee who committed a disciplinary fault and the fault committed to his/her direct supervisor and/or Chief of Human Capital

Article 107: Means of defense

Upon request for an explanation by his/her direct supervisor, the employee who is alleged to have committed a fault responds to charges against him/her in not more than five (5) working days, from the date of receipt of the written notification. Request for explanation and related response is communicated to the Chief Human Capital for consideration.

The direct supervisor informs the employee within ten (10) working days from the date the written letter is received by the supervisor who requested the explanation whether the explanations produced are satisfactory or not. If that period expires without written response to the employee his/her explanations shall be considered as satisfactory.

Article 108: Proceedings over a disciplinary fault

When explanations produced are satisfactory, the disciplinary action is withdrawn and all the relevant charges are closed without follow-up.

When the explanations produced by the employee are not satisfactory, upon request by his/her direct supervisor the Internal Disciplinary Committee makes investigations and provides a report within sixty (60) days for the faults of the 1st category and ninety (90) days for the faults of the 2nd category from the date it received the request to start an investigation.

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The Chief Executive Officer notifies the employee in writing of the decision taken against him/her within ten (10) working days, from the date he/she received views from the Internal Disciplinary Committee.

Article 109: Suspension during the investigation

An employee suspected of having committed a serious fault which can be punished by a sanction of the second category may be suspended for a period not exceeding three (3) months pending further investigations. During this period, the whole salary and other allowances of the suspended employee continue to be calculated and retained.

In case of innocence with regard to disciplinary charges against him/her, he/she receives the salary and other allowances retained for him/her. If he/she is found guilty, he/she is not entitled to the salary and other allowances that were retained for him/her.

However, when the employee is sanctioned with the suspension of a period of less than three (3) months, he/she shall receive a salary for the suspension period exceeding the sanction of suspension imposed.

In case the period of suspension mentioned in Paragraph One of this Article elapses without any conclusion on his/her case, the concerned employee shall immediately resume his/her work while waiting for the final decision.

A decision of suspension of an employee for investigations is taken by the Chief Human Capital after consultation with the Internal Disciplinary Committee.

In case the employee who has been suspended for further investigations is found guilty, his/her sanction takes effect from the date he/she was suspended to carry out investigations.

Article 110: Letter of sanction

If the employee is not found guilty, he /she is notified in writing his/ her innocence;

If the employee is found guilty, the sanction imposed is communicated to him/her through a letter issued by the Chief Executive Officer that clarifies in detail the fault committed and its consequences

A copy of the notification letter with receipt acknowledgment is kept in the employee's file.

Article 111: Modalities concerning the sanction of suspension for a period of three (3) months maximum without pay

In case the sanction imposed to an employee is a suspension for a period of three (3) months maximum without pay, the Chief Executive Officer indicates dates of the beginning and end of the suspension.

During the period of sanction of suspension, the employee is not entitled to salary and fringe benefits.

Article 112: Compensation of lost or damaged work equipment

In appropriate cases, in addition to any sanction imposed in accordance with the provisions of these internal rules, an employee is ordered to compensate a loss sustained to the institution if the sanction imposed on him/her was based on the loss or damage of work equipment.

The amount to be paid to compensate the damage is determined by the letter of sanction and corresponds to the value of the work equipment at the date of loss or damage.

Article 113: Concurrence of disciplinary faults

If an employee should receive several sanctions, he/she is imposed only the most severe sanction among sanctions provided for the concerned faults.

Article 114: Modalities of sanctioning an employee placed at another organization's disposal

Where an employee placed at another organization's disposal is found guilty of a disciplinary fault, he/she is sanctioned in accordance with these Internal Rules.

Where the employee referred to in paragraph one of this Article is found guilty of a disciplinary fault which should be sanctioned by dismissal, the disciplinary proceedings are carried out and the sanction imposed, upon collaboration between the institution where he/she is placed and RSSB.

Article 115: Sanctioning an employee appointed by the Board of Directors

Employees appointed by the Board of Directors are only dismissed by the Board of Directors. All other sanctions are imposed on the employees mentioned in this article by Chief Executive Officer.

Article 116: Deadline for proceedings over a disciplinary fault

The proceedings of an employee over a disciplinary fault punishable by a sanction of the first category is carried out within two (2) months counted from the date on which he or she was requested to provide explanations.

The proceedings of an employee over a disciplinary fault punishable by a sanction of the second category is carried out within three (3) months counted from the date on which he or she was requested to provide explanations.

However, the deadlines for proceedings described above, may not be respected due to the justified reasons.

Article 117: Competent authority for disciplinary proceedings and the imposition of a disciplinary sanction

The disciplinary proceedings for a fault committed by an employee other than the Chief Executive Officer, his Deputies if applicable and those appointed by the Board of Directors, is carried out by the immediate supervisor. The Chief Executive Officer or his delegate is the one competent to impose sanctions of the first category.

The disciplinary proceedings for a fault committed by an employee appointed by the Board of Directors is conducted by the Chief Executive Officer or his delegate. The Chief Executive Officer or his delegate is the one competent to impose sanctions of the first category.

The disciplinary proceeding for a fault of the second category is carried out by the Chief Executive Officer or his delegate. The sanction is imposed by the appointing authority or its delegate.

Article 118: Right to appeal

An employee who is not satisfied with a disciplinary sanction imposed against him/her is entitled to the right to administrative appeal.

Article 119: Appeal at first level

In case an employee other than the Chief Executive Officer, his/her Deputies if applicable and those appointed by the Board of Directors, is not satisfied with a disciplinary sanction imposed against him/her, he/she may introduce a written appeal, in the first instance, to the Chief Human Capital Officer in a period not exceeding ten (10) calendar days from the date he/she was notified of the disciplinary sanction.

The Chief Human Capital Officer answers after consultation to the Chief Executive Officer in a period not exceeding thirty (30) calendar days from the date the appeal was received.

Employees appointed by the Board of Directors introduce appeal at first-degree to the Chief Executive Officer. In this case, the deadlines provided for in the previous paragraph are applicable.

Article 120: Appeal at the second level

When the employee other than the Chief Executive Officer, his/her Deputies if applicable and those appointed by the Board of Directors is not satisfied with the decision on the appeal at the first level, he/she may introduce an appeal to the Chief Executive Officer in the period not exceeding ten (10) calendar days from the time he/she was notified of the answer of his/her first appeal. The Chief Executive Officer takes a decision in a period not exceeding thirty (30) calendar days.

Employees appointed by the Board of Directors introduce their appeal at the second degree to the Board of Directors within a period not exceeding ten (10) calendar days from the notification of the response to their first appeal. The Board of Directors rules within a period not exceeding sixty (60) calendar days.

Article 121: Prescription of a disciplinary fault

When a period of one (1) or two (2) years elapses for a disciplinary fault sanctioned by a sanction of the first category and the one by a sanction of the second category respectively without imposing a sanction, such a disciplinary fault is not punished.

The period of time specified in paragraph one of this article starts from the date the institution became aware of the occurrence of the fault.

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Article 122: Disciplinary liability and criminal liability

A disciplinary sanction of an employee is independent of criminal liability to the extent that the same fault may lead to both disciplinary proceedings and criminal proceedings.

If an employee is prosecuted for an offense related to a disciplinary fault, RSSB opens disciplinary proceedings, without waiting for the closure of criminal proceedings.

CHAPTER X: TERMINATION OF SERVICE OF AN RSSB EMPLOYEE

Article 123: Grounds for termination of service

Termination of service for an employee takes place when he/she:

- 1° is on leave of absence for an non-specific period;
- 2° deliberately resigns;
- 3° is automatically removed from office;
- 4° is dismissed;
- 5° retires;
- 6° dies.

Article 124: Leave of absence for a non-specific period

Request for leave of absence for the non-specific period is a decision made by an employee indicating in writing his/her will to terminate his/her employment for personal reasons. An employee whose request for leave of absence for a non-specific period has been accepted ceases to be an employee of RSSB.

Article 125: Modalities for leave of absence for a non-specific period

Application for leave of absence for a non-specific period is addressed in writing to the Chief Executive Officer who rules within a maximum period of fifteen (15) calendar days as from the receipt of the application.

At the expiry of this period, if the Chief Executive Officer does not rule, the leave of absence is considered as granted.

An employee who applied for a leave of absence is required to stay in service while waiting for the decision of the Appointing Authority.

Article 126: Deliberate resignation

Request for deliberate resignation is a decision of an employee indicating in writing his/her will to resign from the Institution.

When the deliberate resignation of an employee is accepted, he/she definitely ceases to be an employee of RSSB.

Article 127: Modalities for deliberate resignation

Deliberate resignation is made in writing and addressed to the Chief Executive Officer and the resigning employee receives an acknowledgment of receipt.

An employee who has submitted his/her resignation request continues to discharge his/her duties until he/she is notified of the decision on his/her request.

However, if no written reply has been given to the employee within fifteen (15) calendar days from the date when the Chief Executive Officer or his/her delegate received the resignation letter, his/her resignation is considered as accepted.

Article 128: Automatic removal from office

An employee is subject to automatic removal from office:

- 1° if after the probation period his/her performance appraisal is not successful;
- 2° if he/she is placed in provisional detention for a period exceeding six (6) months;
- 3° if he/she is not physically or mentally able to resume his/her duties after a long term sick leave provided for in these Internal Rules;
- 4° if the performance appraisal indicates that he/she is incompetent;
- 5° after the period of suspension of more than six (6) months.

Article 129: Competence to decide automatic removal from office of an employee

Automatic removal from the office of an employee is a decision taken by the Appointing Authority to remove him/her from the Institution against the will of the employee. However, the Chief Executive Officer does not give the notice of automatic removal from office to an employee during his/her official leave;

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Article 130: Requirements for granting termination benefits

An employee is entitled to termination benefits for the following reasons:

- 1° job removal or discontinuance;
- 2° being physically or mentally unable to resume his or her duties after a long term sick leave

However, if an employee removed from office and granted termination benefits has been recruited in RSSB again and he or she is again removed from office, the termination benefits to be granted are calculated on the basis of the period his/her served after reintegration.

Article 131: Termination of employment service during the probation period

During the probation period, each party may terminate employment service in writing without notice.

Article 132: Calculation of termination benefits

- A. For an employee working for RSSB and who is not retained in the new structure as provided for in the law establishing RSSB, his or her terminal benefits are calculated in accordance to the law establishing the general statute governing public servants.
- B. For an employee working for RSSB and who is retained in the new structure as provided for in the law establishing RSSB, his or her terminal benefits are calculated on the basis of his or her last gross salary and on basis of his or her period served in RSSB, Public service or in another public institution as follows:

- 1° four (4) month salary for an employee with at least one (1) year but less than five (5) years of experience;
- 2° five (5) month salary for an employee with at least five (5) years but less than ten (10) years of experience;
- 3° six (6) month salary for an employee with at least ten (10) years but less than fifteen (15) years of experience;
- 4° seven (7) month salary for an employee with at least fifteen (15) years but less than twenty (20) years of experience;
- 5° eight (8) month salary for an employee with at least twenty (20) years but less than twenty-five (25) years of experience;

- 6° nine (9) month salary for an employee with at least twenty-five (25) years of experience but less than thirty years (30);
- 7° eleven (12) month for an employee with at least thirty years (30) of experience

C. For an employee who was not working within RSSB before its new statute and structure as provided for in the law establishing RSSB the above-mentioned terminal benefits in the previous paragraph are calculated on the basis of his or her last gross salary and on basis of his or her period served in RSSB.

However, termination benefits granted to an employee removed from office after a long-term sick leave cannot be less than four (4) months gross salary.

Article 133: Dismissal

Dismissal refers to a measure, pronounced in writing by the Chief Executive Officer, of definitive expulsion of an employee from RSSB as a result of misconduct.

Article 134: Retirement

Retirement means the normal end of employment of an employee and entitles him/her to the retirement pension benefits in accordance with the law governing the organization of pension schemes.

Retirement is approved by the Chief Executive officer.

Article 135: Retirement age

The normal retirement age for employees is sixty-five (65) years.

However, an employee who attains at least sixty (60) years and who has served for at least fifteen (15) years and pays his/her contributions into a mandatory pension scheme, may apply for retirement.

Article 136: Retirement benefits

Retirement benefits are computed in the same way as provided for in Article 132 of these rules. Retirement benefits are incompatible with benefits granted to an employee removed automatically from office.

Article 137: Termination of employment due to death

The death of an employee marks the definitive termination of his/her employment in the Institution and puts an end to any disciplinary procedure in all its aspects.

Article 138: Certificate of service

Upon the end of his/her employment for any reason, the employee is granted a Certificate of Service specifying the occupied job position (s) and the date of entry and exit.

CHAPTER XI: TRAININGS

Article 139: Purpose

RSSB organizes training for its employee in order to build his/her capacity in relation to his/her job, capacities in general or to obtain a degree or a certificate superior to that he/she holds.

Article 140: Type of training

An employee may benefit from short or long-term training. Short term training lasts for a period of less than six (6) months and does not lead to an award of the conventional academic or professional certifications, including credit and capacity building based training and sector specialized training, while long term training lasts for a period of six (6) months or more leading to an award of the conventional academic certifications.

Article 141: Selection criteria

The criteria for the selection of employees eligible for training are the following:

- 1° the training must be provided for in the training plan;
- 2° the training must be related to internal required capacities particularly in priority areas;
- 3° the training must be related to the building of competencies and skills set required for employees in conformity with the assigned tasks.
- 4° the potential career development leading to tangible future institutional benefits;
- 5° an employee is required to have completed a probation period;
- 6° where there is more than one candidate suitable for the training and based on the required skills, an employee who demonstrates the best performance is selected for the training.

During the selection process of employees to attend the training, RSSB shall ensure equitable distribution of training opportunities on the basis of skills required within the institution and avoiding to regularly giving training opportunities only to the same employee;

However, the criteria provided for in Paragraph One of this Article do not apply in the following situation:

- 1° to short term training organized by RSSB and held inside the country;
- 2° to short or long-term training organized by other organizations inside or abroad in case of emergency and relevancy commended by RSSB mandate;

Apart from the relevancy and urgency of the training in regards to the RSSB mandate, selection criteria for trainings not planned for are the same as those provided for the planned training.

Article 142: Trainings not planned for

Where the need arises, RSSB Management may grant short or long-term trainings not planned for to its employees. In this case, the granted training must be related to the job position of the employee.

An employee may, upon presentation of proof, request special authorization in order to attend a short or long-term training that is not among the planned trainings.

An employee who is issued with the special authorization for training is, upon completion of the training, resumes his/her duties.

Article 143: Contract with the beneficiary of the training

An employee, who is authorized to attend training inside or outside the country in accordance with provisions of these internal rules signs a contract with RSSB.

The contract specifies a domain, sponsor, costs, duration of the training, and obligations of the contractual parties. It indicates that after training, the employee is required to come back and work for the institution for a minimum period of:

- 1° one (1) year if the employee benefited from the training for a period that lasted for three (3) months but not more than six (6) months;
- 2° two (2) years if the employee benefited from the training for a period that exceeds six (6) months but not more than twelve (12) months;

- 3° three (3) years if the employee benefited from the training that lasted for a period that is above twelve (12) months but not more than twenty-four (24) months;
- 4° five (5) years if the employee benefited from training that lasted for a period that is above twenty -four (24) months.

An employee who is authorized to pursue training before completion of the agreed period to serve the Institution is required to sign another contract specifying an additional period the employee will serve RSSB upon completion of the training.

In case an employee in a professional training course fails to pass successfully the undertaken course, RSSB may pay only due fees up to the second attempt of the same exam considering the complexity, the nature of the professional course and its interest for RSSB.

RSSB is required to keep a copy of the training contract in the file of the employee.

Article 144: Reimbursement of training funds in case of non-compliance with the training contract

An employee who does not comply with the period of serving RSSB provided for in the contract is required to reimburse the training funds spent and any other funds given to him or her on a pro-rata basis of the remaining period he or she is required to serve RSSB.

An employee who fails to complete the training course within the period specified in the contract is required to reimburse the training funds spent and any other funds given to him or her.

However, if the termination of employment has been decided by the RSSB or in case the employee is called to serve the Government or any other Public Institution, the employee is not required to reimburse the amount spent on him/her.

Article 145: Incidental allowance for training conducted abroad

An employee who goes for training abroad and who is fully sponsored by the development partner is given by RSSB a fixed sum contingency of incidental allowance equivalent to a net of five hundred (500 USD) United States dollars.

Article 146: Incidental allowance on training inside the Country

An employee who goes for training sponsored inside the country is entitled to an incidental allowance of:

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- 1° twenty thousand Rwandan Francs (20,000 Frw) for a training of a period not exceeding fourteen (14) days;
- 2° fifty thousand Rwandan Francs (50,000 Frw) for a training exceeding fourteen (14) days but not exceeding thirty (30) days;
- 3° one hundred thousand Rwandan Francs (100,000 Frw) for a training exceeding thirty (30) days

Article 147: Calculation of accommodation and subsistence allowances for an employee in training abroad

An employee who goes for training abroad for a period not exceeding twenty-one (21) days and is fully sponsored by RSSB, is entitled to an accommodation and subsistence allowance calculated on the basis of the cost of living in the city or country where the training is conducted as provided for by these Internal Rules.

An employee who goes for training abroad for a period of twenty-two (22) days but not exceeding ninety (90) days, and is fully sponsored by RSSB, is entitled to an accommodation and subsistence allowance provided in accordance with rates used in public services. A flat rate of 20% is applied to cater for life cost fluctuation.

An employee who goes for training abroad for a period exceeding ninety (90) days, and is fully sponsored by RSSB, is entitled to an accommodation and subsistence allowance in accordance with rates established by the National Institution in charge of education as regards subsistence allowance granted to Rwandan students abroad. A flat rate of 7.5% is applied to cater for life cost fluctuation.

Article 148: Salary and other benefits of an employee on training

An employee authorized to go for training continues to be entitled to his/her salary and fringe benefits.

Article 149: Transport facilitation

An employee who is facilitated to purchase a vehicle and who goes for training continues to receive his/her lump sum as usual for a period of only three (3) months. After that period, he/she is entitled only to a portion of the lump sum meant for servicing the monthly bank loan.

An employee who is not facilitated to purchase a vehicle is entitled to a transport allowance as usual if he or she goes for training not exceeding three (3) months inside or outside the country.

If the training exceeds three (3) months, the employee is no longer entitled to transport allowance after the first three (3) months.

Article 150: Communication allowance

An employee who goes for training for a period not exceeding thirty (30) days continues to benefit from his/her communication allowance.

An employee, who goes for training for a period exceeding thirty (30) days, while absent from work, shall not be entitled to any communication allowance.

CHAPTER XII: MISSION

Article 151: Mission allowances inside the country

An employee on an official mission inside the country, either spending a night or not, is entitled to the mission allowance determined based on his/her job level as per these internal rules (Appendix II)

Article 152: Mission allowances abroad

RSSB employees attending abroad meetings, conferences, or workshops shall be granted mission allowances as provided for in the Public Service for abroad missions, a daily subsistence allowance per day. However, RSSB shall provide a full travel allowance for flight days (departure and arrival days). In addition, a flat rate of 15% of the total mission allowance per day is granted to the employee in the mission to cater for life cost fluctuation.

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CHAPTER XIII: WORKING HOURS

Article 153: Weekly working hours

The working hours at RSSB are forty-five (45) per week.

Article 154: Daily working hours

Daily working hours are nine (9) hours counted from Monday to Friday starting from 7:00 am up to 5:00 pm with a break of one hour running from 12:00 pm up to 1:00 pm. Every Friday, from 3:00 pm to 5:00 pm is reserved for sports activities.

Article 155: Respect of working hours

RSSB establishes an IT-based system to manage attendances of its employees. Non-respect for working hours constitutes a disciplinary fault as provided for by these rules.

Article 156: Overtime work

In case of overtime work done in the interest of services falling under the duties and responsibilities of an employee as approved by the direct supervisor, the employee has the right to get compensated by being given hours of rest equal to hours spent on overtime work. Such rest has validity and can be taken within a period of one month starting from the date of overtime work.

A written request for compensation clearly indicates how the overtime work was done in the interest of service. Monetary compensation for overtime work is prohibited

CHAPTER XIV: FINAL PROVISIONS

Article 157: Repealing provision

All prior provisions contrary to these Internal Rules are hereby repealed.

Article 158: Commencement

These Internal Rules come into force on the date of their approval by the Board of Directors.

Article 159: Approval

These Internal Rules governing RSSB employees were adopted by the RSSB Board of Directors and became effective as of 31/08/2022


Regis RUGEMANSHURO

Chief Executive Officer




Dr Christopher WALES

Chairman of the Board of Directors



APPENDIX I: OTHER ADVANTAGES TO BE PROVIDED TO RSSB EMPLOYEES

1.	Medical treatment facilitation abroad	Medical fees, accommodation and air ticket are provided in case a staff is recommended by doctors to go abroad for medical treatment. RSSB pays repatriation expenses of the body of its employee deceased abroad while seeking for medical treatment.	Consideration to be given to the amount on the proforma invoice from the hospital. RSSB medical advisors shall approve the proforma invoice.
2.	Funeral expenses	In case of death of employee, husband/wife or direct parents, descendant of employee, RSSB contributes to funeral arrangement.	Two Million Rwandan Francs (RWF 2,000,000)
3.	Sport facilitation	RSSB provides to its employees sponsorship for sports.	To be aligned with the national policy on sport facilitation. The management will determine types of sport relevant to RSSB employees.
5.	Vehicle ownership facilitation	RSSB employees are facilitated to acquire vehicle through vehicle loan scheme applicable in public service institutions.	
6.	Resettlement fee	RSSB provides a resettlement fee to the employee who is relocated from one place to another with a distance above 30 km.	Three hundred thousand Rwandan Francs (RWF300,000)
7.	Compensation of annual leave not taken	Annual leave not taken as per these rules is compensated by a financial payment equivalent to the leave not taken.	Amount to be determined based on number of days not taken.
8.	Office entertainment	RSSB provides Office entertainment allowance to the CEO, Deputies CEO where applicable and other members of the	<ul style="list-style-type: none"> Five hundred thousand Rwandan francs (RWF500,000) per month to CEO;

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	allowance	General Management.	<ul style="list-style-type: none"> • Four hundred thousand Rwandan francs (RWF400,000) to deputy CEO, • Three hundred and fifty thousand Rwandan francs (RWF350, 000) to Chiefs;
		RSSB provides Office entertainment allowance to the provincial coordinator and branch managers	RWF250,000 for Provincial coordinator; RWF200,000 for Branch manager justifiable.
9.	Allowance for committee members	A member of the established committee is entitled to a monthly committee member's allowance	<ul style="list-style-type: none"> • Two hundred thousand Rwandan francs (FRW200,000) net for members of Internal Tender Committee; • One hundred thousand Rwandan Francs (RWF100,000) net for members of other established committees.
10.	Professional membership fee	RSSB pays membership fee to the recognized professional bodies for its employees in accordance with applicable regulations	Amount will be determined in accordance with laws and regulations governing professional bodies.
11.	Communication allowance	RSSB provides communication allowance to its employees in respect with their job levels	To refer to appendix 2 with detailed communication allowances
12.	Refreshment fees	RSSB provides refreshment fees to its employees participating in sport activities	
13.	House furniture and equipment fees	RSSB provides to CEO and Deputy CEO allowance to purchase house furniture and equipment when he/she takes up office. This allowance is granted only once even when there is a change in the post.	<ul style="list-style-type: none"> • Five million Rwandan francs (RWF 5,000,000) to CEO; • Four million five hundred thousand Rwandan francs (RWF4,500,000) for deputy CEO.

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Appendix II: Monthly communication allowance

#	Job position	Office landline	Mobile phone	Reference
1.	Chief Executive Officer	RWF 90,000	RWF 200,000	PMO no27/03 of 24/02/2015 determining organizational structure, salaries and fringe benefits for employees of RSSB (Article 5)
2.	Deputy CEO, Chiefs	RWF 50,000	RWF 200,000	PMO no27/03 of 24/02/2015 determining organizational structure, salaries and fringe benefits for employees of RSSB (Article 6)
3.	Heads of Department, Managers, Medical advisors and Equivalent of Managers in terms of grades	RWF 50,000	RWF 150,000	PMO no27/03 of 24/02/2015 determining organizational structure, salaries and fringe benefits for employees of RSSB (Article 7, 8)
4.	Provincial Coordinators and Equivalentents in terms of grade	RWF 50,000	RWF130,000	
5.	Executive assistants to CEO, Deputy CEOs, and Chiefs		RWF 130,000	
6.	Administrative assistant to CEO and Deputy CEOs		RWF 100,000	
7.	Other Executive Assistants		RWF100,000	
8.	Branch Managers, Lead and Equivalentents in terms of grade	RWF 30,000	RWF 100,000	
9.	Specialists, Analysts and Equivalentents in terms of grade and Medical Advisors		RWF 100,000	PMO no27/03 of 24/02/2015 determining organizational structure, salaries and fringe benefits for employees of RSSB (Article 9)

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10.	Senior Officers and Equivalents in terms of grade		RWF 50,000	
11.	Administrative assistant to Chiefs		RWF 50,000	
12.	Officers and Equivalents in terms of grade		RWF 40,000	
13.	Other administrative assistants		RWF 40,000	
14.	Assistant Officers, Assistant verifiers, Secretaries in central secretariat, Archivists, Librarians, Medical Access Facilitators, and Receptionists		RWF 30,000	
15.	Support staff		RWF 25,000	

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APPENDIX III: MISSION FEES INSIDE THE COUNTRY

Job level	Mission allowance per day of mission and by region	Costs on the purchase order for RSSB employees who spends the night on a mission, or allowance given to staff who spends the night on a mission			
	All regions	(Region 4) Gasabo, Kicukiro, Nyarugenge, Rubavu, Nyabihuand Musanze	(Region 3) Huye, Rusizi, Nyamashek e, Karongi and Bugesera	(Region 2) Rwamagana, Nyagatare, Kayonza, Gicumbi, Muhanga, Nyanza and Nyamagabe	(Region 1) Kirehe, Gakenke, Burera, Rutsiro, Ngororero, Gatsibo, Rulindo, Kamonyi, Gisagara, Ngoma, Ruhango and Nyaruguru
CEO, Deputy CEO and Chiefs	30,000 Rwf	A purchase order shall be used for the CEO ,Deputy CEO and Chiefs who spend the night on a mission and shall be paid by RSSB.			
Heads and Managers, Executive assistants to CEO& Deputy CEOs and their equivalentents	25,000 Rwf	80,000 Rwf	70,000 Rwf	60,000 Rwf	50,000 Rwf
Leads, Specialists and Analysts, Provincial	20,000 Rwf	60,000 Rwf	55,000 Rwf	50,000 Rwf	45,000 Rwf

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coordinators, Branch managers, Executive assistants to Chiefs and Head of departments, and their equivalents					
Senior officers and officers	15,000 Rwf	60,000 Rwf	55,000 Rwf	50,000 Rwf	45,000 Rwf
Support staff and drivers	10,000 Rwf	45,000 Rwf	43,000 Rwf	35,000 Rwf	33,000 Rwf

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