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RWANDA TRIP REPORT

FEBRUARY 28-APRIL 9, 2006

WOMEN'S LEGAL RIGHTS INITIATIVE UNDER THE WOMEN IN DEVELOPMENT IQC

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SECTION I

Travel Dates, Destinations and Purposes

A. Travel Dates and Destination

Lyn Beth Neylon, Legal and Gender Specialist for the Women's Legal Rights Initiative (WLR), and Rachael Pierotti, WLR Project Manager, visited the WLR Rwanda field office in Kigali, Rwanda, East/Central Africa. Ms. Neylon traveled to Rwanda February 28 – March 19, and Ms. Pierotti traveled to Rwanda from March 6-24 and April 1-9, 2006.

B. Purposes of Travel

The general purposes of this trip were to: 1) attend and participate in the Women's Legal Rights and the Rwandan Family conference; 2) discuss with the WLR Rwanda Coordinator progress on the implementation of the WLR Rwanda Action Plan, and revise the Action Plan's timeline; 4) supervise GWU student consultants' field work on activities against gender-based violence; 5) recruit and train the new WLR Rwanda Office Manager on USAID and Chemonics International accounting and administrative procedures; and 6) meet with partner non-governmental organizations (NGOs), government Ministries, and USAID/Rwanda to discuss progress of WLR-supported activities.

SECTION II

Trip Results

A. Women's Legal Rights and the Rwandan Family Conference

WLR Rwanda sponsored, in partnership with the Ministry of Gender and Family Promotion, the Ministry of Justice, and the NGO Haguruka, a national conference on March 16, 2006. The theme was "Women's Legal Rights and the Rwandan Family." The conference was held in response to requests from the Ministries and local NGOs for a national discussion on the changing roles of women and men in Rwandan families and society, in the context of achieving national development goals. The government's stated development goals often focus on infrastructure, such as new buildings and roads, clean water, and the provision of services, but often neglect human resources. The Government of Rwanda has declared its support of gender equity and the importance of eliminating violence against women, but there is no gender analysis of the projects presented in the government's primary development documents.

WLR Rwanda Coordinator Rose Mukantabana, with help from a highly skilled women's rights advocate and Event Coordinator, Jeanne d'Arc Kanakuze, organized this national conference, which was held in Kinyarwanda and broadcast live by government radio to reach the widest possible audience, as a forum for discussion on women's legal rights, violence against women, and what they mean to the Rwandan family and society. Eighty-two participants from a variety of fields attended. In the morning there were panels on a variety of topics, including presentations on the roles of women, men, and children in safeguarding family welfare and tranquility, women's rights in international human rights instruments and Rwandan law, progress in the promotion of women's rights, and the role of different organs of society in preventing and fighting violence against women and children.

After the panels there was a lively question and answer session, which included radio call-ins from many districts throughout Rwanda. The discussion publicly addressed concerns about how women's and men's new roles have changed the traditional family structure, the realization that violence against women and children is common but is not being reported or punished, and that more should be done to promote the rule of law in Rwandan society. The Ministry of Gender and Family Promotion sent a speaker, judging the conference to be the appropriate forum, to speak for the first time about the draft legislation against gender-based violence that will soon be introduced to the Parliament. After lunch, participants broke out into three working groups, which each developed a list of recommendations for civil society groups and government on how to strengthen the Rwandan family, prevent violence against women, improve family welfare, and encourage development. The working groups reported back to the conference, and this was also broadcast live on the radio. The USAID/Rwanda Mission Director and the Minister of Justice gave closing remarks. The conference program is attached as Annex B.

The conference seems to have been a great success, and has furthered the national discussion on women's rights in the family and the larger society. WLR Rwanda has received calls from organizations interested in developing proposals to implement the recommendations from the conference, and our partner Ministries have expressed satisfaction about the event and interest in

follow-up activities. The costs anticipated by the WLR Rwanda Coordinator were quite accurate; although there were some expenses not included in the budget, such as the telephone line for call-ins and necessary additional sound equipment, they were offset by fact that WLR Rwanda did not have to pay the government radio station for the all-day live broadcast of the conference, because we had government partners (the Ministry of Justice and the Ministry of Gender and Family Promotion).

B. WLR Rwanda Action Plan, Time Line, and Partner Visits

The first technical order of business for Ms. Neylon was to discuss progress on the Action Plan with Ms. Mukantabana. With input from Ms. Pierotti, we clarified the priorities of the Women's Legal Rights Initiative in Rwanda, and recalculated a more realistic time line for implementation of remaining FY2006 activities.

The WLR Rwanda team carried out other technical planning as our schedules permitted. We discussed delays by partners implementing activities, and reviewed the importance of monitoring and evaluation, WLR indicators, and how to collect "success stories" as a qualitative addition to the indicator numbers. Ms. Neylon and Ms. Mukantabana made visits to partner NGOs Haguruka and Profemmes/Twese Hamwe (hereafter Profemmes) to discuss our collaborative activities and the importance of meeting contract deadlines. We met with UNIFEM to discuss possible information-sharing on local GBV activities based on field work supported by WLR Rwanda (see C below). Our team had several scheduled appointments with the Ministry of Justice and the Ministry of Gender and Family Promotion to discuss WLR Rwanda's current and planned activities, but the meetings were cancelled.

Finally, the WLR Rwanda team briefed the USAID/Rwanda staff at the beginning and end of the visit, to update them on our activities and solicit feedback and suggestions. DG Team Leader Ben Allen suggested that we have more regular communication between the Mission and WLR Rwanda, and informed us that our primary contact at the Mission has changed from Angèle Uwinganji to Francis Musinguzi. Mr. Allen, Ms. Uwinganji, Mr. Musinguzi, and Mission Director Kevin Mullally all attended the national conference on Women's Legal Rights and the Rwandan Family sponsored by WLR Rwanda. The Mission Director reiterated his interest in women's legal rights and the importance of gender issues, and that he is please that WLR is working in Rwanda.

C. Field Research on Gender-Based Violence Activities

The cross-cutting theme which links WLR Rwanda activities across sectors is information about and advocacy against violence against women through the promotion of women's legal rights. To increase access to information about coordination and collaborations to implement activities against gender-based violence (GBV), and as a response to complaints by the Ministry of Gender and Family Promotion, the Ministry of Justice, and NGOs about the lack of this kind of data, WLR Rwanda is supporting field research which will result in an assessment of the past, present, and future activities of NGOs and government agencies against GBV in Rwanda on this issue.

The field research was carried out during two weeks in March during the WLR Washington team visit to Rwanda. Four graduate students – Afeefa Abdur-Rahman, Roy Schlieben, Kerry Contini, and Bernadette Lee -- from George Washington University’s Elliott School, conducted the research as part of their international development studies capstone project under the direction of Dr. David Gow, director of the International Development Studies Program. A link to the descriptions of past International Development Studies capstone projects at GWU’s Elliot School is <http://www.gwu.edu/~oid/publications.html>.

The GWU students’ field research included face-to-face interviews by the students, sometimes accompanied by translators, with over 40 government representatives and local and international organizations throughout Rwanda on what activities against GBV have been done, are being implemented now, and are planned, and whether the groups collaborate on these activities. The WLR Coordinator set up the interviews based on the students’ guidelines on the types of groups they wanted to talk with, her extensive knowledge of the Rwandan NGO community and relevant government agencies, suggestions from the students’ own research, and leads from the interviewees themselves.

The assessment report, which will contain a literature review and the field research data, analysis, and recommendations, will be given to WLR Rwanda to give to the Ministry of Justice, the Ministry of Gender and Family Promotion, participating NGOs, and interested others, as a source of information and a tool to help groups coordinate and collaborate on anti-GBV activities. Gender-based violence in the form of domestic violence, rape, and sexual harassment is common in Rwanda, and a better understanding of the number and scope of NGO and government anti-GBV activities would help both the NGOs and the Government of Rwanda better plan, coordinate, and effectively implement these activities.

D. Recruit for Office Manager

To recruit a new office manager, WLR Rwanda posted newspaper advertisements and tapped local NGO and donor networks to find qualified candidates. The search proved more difficult than anticipated, but finally Elyse Kalisa emerged as the top candidate. Ms. Kalisa has an educational background in finance and has previously served as an accountant for a local organization. In order to ensure successful administration of project activities by the WLR Rwanda field office, the office manager required additional trainings on essential Chemonics and USAID policies and regulations.

The WLR project manager, Rachael Pierotti, provided training on the following topics: filing guidelines, communications procedures, office policies, personnel policies, personnel administration, travel procedures, project accounting, wire transfers, payroll, fixed price subcontracts, procurement guidelines, and general USAID and Chemonics approval requirements. Additional training included background information on USAID, the WID Office, Chemonics International, Inc., the Women’s Legal Rights Initiative, and the Washington, DC technical team and project management unit (PMU).

The training was practical and participatory and was based on the personnel policy and procedures manual and the financial and administration operations manual. The training outline

can be found in an annex to this document. As the WLR manager and the new office manager discussed procedures, they practiced using the relevant templates. For instance, in regards to personnel administration, timesheet templates were reviewed as was the importance of accurate timekeeping. Travel and leave request forms, the approved holiday list, payroll forms, and performance evaluation forms and procedures were also discussed. The office manager updated the WLR Rwanda leave tracker. As another example, the accounting section of the training included practice entering accounting transactions into the database and assistance completing vouchers to accompany each transaction, a wire transfer request, a bank reconciliation, a petty cash reconciliation and replenishment, payroll forms, and more. With guidance, the office manager updated the inventory tracker and began completing a VAT reimbursement request for the Rwanda Revenue Authority.

Training will continue as the home office project management unit (PMU) continues to provide backstopping to the Rwanda office in the form of reviews and advance approvals for administration actions such as major procurements and weekly reviews of the financial transactions.

E. Visit to International Criminal Tribunal for Rwanda

On March 8, 2006, the WLR Rwanda Legal and Gender Specialist Lyn Beth Neylon had an unexpected opportunity to visit the International Criminal Tribunal for Rwanda (ICTR) in Arusha, Tanzania. A friend, Addy Nyambo Lyamuya, who is a Tanzanian magistrate, arranged with a senior trial attorney at the Tribunal, Mr. Wallace Ndugulile Kapaya, for a tour.

The issue of the ICTR in Rwandan civil society is a controversial one. In November 1994, the Security Council created the International Criminal Tribunal for Rwanda through Resolution 955 (1994). The Statute of the Rwandan Tribunal, articles 3 and 4, enables the prosecution to address sexual violence and recognize, when appropriate, rape, sexual slavery, forced pregnancy, forced prostitution, sexual mutilation as crimes against humanity, genocide, war crimes and torture. However, when it was created, many people felt that the ICTR failed to integrate a gender perspective into their work, especially the prosecution of crimes of sexual violence. In the early years of the ICTR, very little was done to ensure that the rights and interests of the affected women and potential witnesses were protected at the ICTR or after their testimony. Also, the ICTR has been criticized by many organizations and others for mismanagement, poor organization, excessive cost, and the slow pace of the trials.

The lack of proper attention and resources devoted to the issue of gender-related crimes at ICTR has been a rallying point for civil society organizations in Rwanda. Local and international groups such as Profemmes and its member organizations; the Working Group on Engendering the Rwandan Tribunal, based at the University of Toronto; Human Rights Watch; the International Women's Human Rights Law Clinic, a project of the City University of New York School of Law; the U.S.-based Center for Constitutional Rights; the Kenyan chapter of the International Federation of Women Lawyers; the Coalition on Women's Human Rights in Conflict Situations; and others collaborated to monitor the processes and decisions by the ICTR

and advocate on behalf of Rwandan women. The group is coordinated by the Women's Rights Programme at Rights & Democracy.

WLR Rwanda made an early decision to avoid working on gender-based violence and women's legal rights issues at the ICTR and the *gacaca* courts, even though there are many urgent women's rights problems there, because other groups were already committing time and money to these areas and we did not want to be duplicative. However, the Legal and Gender Specialist was grateful for the opportunity to visit the Tribunal in person, learn more about the issues, and even observe testimony in one of the chambers.

SECTION III

Next Steps

The WLR home office will continue to supervise and assist the WLR Rwanda project office team in Kigali through daily email reports and weekly telephone conferences when the infrastructure permits. There have been many days when the field office did not have electricity or phone service. On a positive note, however, after months of persistent requests to the phone company, the Kigali office has just gotten a land line for the telephone, which we hope will improve communication. The WLR Rwanda team will conduct oversight trips as needed. WLR has the utmost confidence in the abilities of the local Coordinator, who has performed well beyond expectations, doing both her job and the administrative work while the WLR Rwanda team recruited a new assistant, and we are hopeful that the new Office Manager, Elyse Kalisa, will capably carry out her job responsibilities. It will be necessary for a field accountant to travel to the WLR Rwanda office to give Office Manager additional general accounting training, and to install the new Chemonics ABACUS accounting software system and train the local staff on it as soon as possible, perhaps in May or June this year. The Legal and Gender Specialist's next trip to Rwanda is tentatively scheduled for August or September 2006.

The WLR Rwanda team will continue to implement the WLR Rwanda Action Plan. The WLR Coordinator has already begun planning meetings with our partner NGO Haguruka for pilot training of trainers with the updated human and women's rights manual, and discussions are ongoing with the Magistrate School to develop and include a curriculum in gender and law into its course offerings. The GWU student researchers will include a dissemination plan for their report with findings on activities against GBV in Rwanda. Profemmes, the umbrella association of organizations, is having difficulty recruiting a coordinator to help them implement their new coordination strategy, but finding the right person with the necessary expertise is critical to the success of their shift in emphasis from an association doing activities to a coordinating body. The report on the national conference on Women's Legal Rights and the Rwandan Family, written by the Event Coordinator and edited by the WLR Rwanda Coordinator, is being translated, and will be disseminated in Kinyarwanda and English to participants and interested others.

WLR Rwanda will include monitoring and evaluation components in all activities throughout the project, so that we will know if our work is effective and be able to make adjustments if necessary. We will build the capacity of our partners to understand and implement monitoring and evaluation in this and future projects.

WLR Rwanda will keep the Mission and the government Ministries informed of upcoming events and the implementation of our country action plan. In response to USAID/Rwanda's request, Coordinator Rose Mukantabana will schedule regular phone calls or meetings with Francis Musinguzi approximately every two weeks to facilitate communication with the Mission.

ANNEX A: MEETINGS

- 3/4/06** **GWU student researchers, WLR Coordinator, translators,** at Chez Lando, Kigali
The Legal & Gender Specialist Lyn Neylon met with GWU student researchers Afeefa Abdur-Rahman, Roy Schlieben, Kerry Contini, and Bernadette Lee, Coordinator Rose Mukantabana, and translators for French and Kinyarwanda, Aretha Mutumwinka and Emile Rwigira to discuss upcoming field research, last-minute questions, the itinerary, and logistics. The translators signed confidentiality forms.
- 3/6/06** **Office of the Ombudsman and Rwandan Women Parliamentarians,**
Lyn Neylon accompanied Afeefa Abdur-Rahman and Roy Schlieben to the Office of the Ombudsman, while Rose Mukantabana accompanied Kerry Contini and Bernadette Lee to the Forum des Femmes Rwandaises Parlementaires (Rwandan Women Parliamentarians) for the student researchers' first interviews.
- 3/6/06** **Conference partners,** at the WLR Rwanda office, Kigali
Lyn Neylon and Rose Mukantaba met with Margaret Immaculée (journalist), Jean-Baptiste Mugunga (a representative from Haguruka), and Jeanne Kanakuze to review the radio promotional ad for the upcoming national conference, to be played on government and the (single) existing private radio station, to raise public awareness about the conference.
- 3/9/06** **USAID/Rwanda,** at the Mission, 55 Avenue Paul VI, P.O. Box 2848, Kigali;
Tel: (250) 57-09-40; ballen@usaid.gov, cell: 08 30 79 42; auwinganji@usaid.gov, cell: 08 30 30 79
Lyn Neylon and Rose Mukantabana met with DG Team Leader Ben Allen, and members of the staff including Angèle Uwinganji and Francis Musinguzi to update the Mission on current and planned WLR Rwanda activities, and especially to discuss the upcoming conference, the possibility of the Mission Director making closing remarks, and to explain the field research by the four student researchers. We were told that Francis Musinguzi will be the new gender specialist at the Mission.
- 3/9/06** **Christine TUYISENGE, Legal Department Officer, the Association for the Defense of Women and Children's Rights (Haguruka),** B.P. 3030, Kigali; Tel.: (250) 514669, Cell (250) 08-30-08-34, Haguruka@rawanda1.com, gashayija2000@yahoo.fr
Lyn Neylon and Rose Mukantabana met with xxx to discuss progress on the FPSC for the human and women's rights training manual, and next steps, including pilot trainings using the manual.
- 3/10/06** **Donnah Kamashazi Gasana, National Programme Officer, Central Africa Region Office, UNIFEM,** at Central African Region Office, P.O. Box 445, Kigali 205-590469, dannah.kamashazi@unifem.org, www.unifem.org
Met with Donnah to discuss UNIFEM's anti-GBV activities and a possible collaboration, at least information-sharing on current and planned activities.

- 3/11/06 GWU student researchers debrief**, at Intercontinental Hotel, Kigali
Lyn Neylon met with the four GWU student researchers, Afeefa Abdur-Rahman, Roy Schlieben, Kerry Contini, and Bernadette Lee, to discuss how their field research was going so far, and whether there was a need to change the questions, approach, etc.
- 3/13/06 Agnès Mujawayezu, National Executive Secretary; Suzanne Ruboneka, Chargée du Programme Campagne et Action pour la Paix, Profemmes/Twese Hamwe**, Ave de la justice, Nyamirambo, B.P. 2758, Kigali, (250) 518480 or 08503211, profemme@rwanda1.com
Lyn Neylon and Rose Mukantabana discussed the progress on the FPSC, specifically their delays in submitting deliverables. We explained again the importance of contractual obligations, and obstacles to getting things done by the due date. We also discussed possible future activities if things go well with the current FPSC.
- 3/16/06 National Conference on Women's Legal Rights and the Rwandan Family**, Sheraton Hotel, Kigali, all day.
In addition to attending the conference, Lyn Neylon had a meeting with DG Team Leader Ben Allen to debrief the trip and discuss next steps for WLR Rwanda. Later in the day, Lyn Neylon, Rachael Pierotti, and the four GWU student researchers also met with Ben Allen and Mission Director Kevin Mullally, who questioned the students about their research and findings.

ANNEX B: CONFERENCE PROGRAM

HOURS	ACTIVITY	RESPONSIBLE	FACILITATOR
8h00 - 9h00	Registration of participants	Women's Legal Rights, HAGURUKA	
09 h 00 - 09 h 05	Welcome remarks	Lyn Beth Neylon, Women's Legal Rights Legal & Gender Specialist	
09 h 05 - 09 h 15	Official Opening	Minister of Gender and Family Development	
09 h 15 - 09 h 45	The Role of Wife, Husband and Children in Safeguarding Family Welfare and Tranquility	Agnes Mujawayezu, Executive Secretary of Pro-Femmes	Ngarambe François, Teacher at IFAK
09 h 45 - 10 h 30	Women's Legal Rights	Mucyo Jean de Dieu, Prosecutor General, and Busingye Johnson, Secretary General in the Ministry of Justice	Kanyange Anne Marie, Commissioner with the Rwandan Human Rights Commission
10 h 30 - 11 h 00	Observing Gender-friendly Laws and Principles in Safeguarding Family Tranquility	John Mutamba, Director of Gender in MIGEPROF	Gasinzigwa Oda, President of the National Women's Council
11 h 00 - 11 h 20	Coffee Break		
11 h 20 - 12 h 30	Discussion in Plenary Session	Facilitator	Presenters
12 h 30 - 14 h 00	Lunch break		
14 h 00 - 15 h 00	Working groups	Reporters of working groups	Facilitator
15 h 00 - 16 h 00	Plenary session	Reporters of working groups	Facilitator

16 h 00 - 16 h 20	Break		
16 h 20 - 17 h 00	Conference Conclusions	Participants	
	Speech of Mission Director Kevin Mullally, USAID/Rwanda	Kevin Mullally, Director, USAID/Rwanda	
	Closing Remarks	Edda Mukabagwiza, Minister of Justice	

ANNEX C: ADMINISTRATION AND FINANCE TRAINING

Administration and Finance Training WLR Rwanda – March 2006

- I. Administrative Filing
 - a. See instructions for using the file index. (Templates: File index, how to use the file index, file labels)
 - b. E-files should be organized into similar folder structure
 - c. E-files should be backed-up onto CDs regularly.

- II. Communications
 - a. Daily emails
 - i. Send emails to RwandaWLR@chemonics.com and Lyn, Rachael, Katie, David, and Mary will receive them. Copy(cc:) Rose, yourself, and Ron Ivey, senior vice president, by emailing rivey@chemonics.com.
 - ii. Subject should be WLR Rwanda PO-#
 - iii. If you have nothing for the daily, please send an email with the subject “No Rwanda Daily Today.”
 - iv. All HO and PO dailies should be saved as Word documents in your e-files and your hard files.
 - b. Pouches (DHL packages)
 - i. Send only when necessary.
 - ii. Copy everything before you send it in the pouch.
 - iii. Create pouch log using the template.
 - iv. PO should have original signed versions of PO pouch logs and copies of the signed HO pouch logs in the files.
 - c. ChemNet
 - i. Important sites: per diem rates, etc.
 - d. Communications tips
 - i. Send copies (cc:) of all HO emails to RwandaWLR@chemonics.com, unless you have already established contact with someone in the HO regarding one specific issue and are continuing that discussion.
 - ii. USAID communication generally will be handled by the HO. If the PO has exchanges with USAID, always copy the HO.
 - iii. Important emails should be saved in the relevant e-files and hard files.
 - e. Templates: fax log, daily email template, pouch log

- III. Policy and Procedures Manual
 - a. Changes to the policy manual must be made in writing and must be cleared with the HO. (p.2)

- b. The order of precedence in determining policies is Rwandan law, U.S. Government regulations, USAID regulations, USAID/ Rwanda Mission directives, and the Chemonics Personnel Policy Manual. (p.2)
- c. Office policies
 - i. Work hours (M-F, 8-5)
 - ii. Dress code
 - iii. Appropriate office behavior
 - iv. Entertainment expenditures - seek advance COP approval
 - v. Media inquiries shall be referred to COP
 - vi. Personal favors
 - vii. Procurement integrity for other new USAID projects
 - viii. Personal use of project equipment
 - ix. Appropriate use of IT equipment
 - x. Safety and security – prioritize personnel, must develop emergency action plan
- d. Workplace and employment practices
 - i. Affirmative action – all employees and potential employees will be treated equally
 - ii. Harassment will not be tolerated
 - iii. Conflict of interest – all potential conflicts between one’s duties as an employee and one’s personal interests should be reported to the COP
 - iv. Outside work must be approved in advance by COP and SVP
 - v. Business favors – it is important to understand this section
 - vi. Bribes and kickbacks shall not be accepted and offers shall be reported to the COP
 - vii. Confidentiality and proprietary information shall be respected as such
- e. Personnel
 - i. Categories and types of employees
 - ii. Recruitment and hiring – First step is development of a SOW. All SOWs must be approved by the legal specialist &/or COP. Chemonics promotes open and fair recruitment and selection processes. Biodatas must be completed before salary discussions begin. HO must conduct salary negotiations. To hire as an “employee” of WLR, approval from USAID is required and the HO will prepare the approval request.

Once all necessary USAID and HO approvals are obtained, office manager will work with the HO to complete an employment agreement or services agreement. Office manager will ensure completeness of personnel files.

(Templates: scope of work, reference check form, employment application, biodata, biodata completion instructions, employment offer letter, employment agreement, employment agreement amendment, services agreement, honorarium letter, personnel file checklist)

- iii. Administration – Timesheets must be completed daily. When possible leave must be requested from supervisor in advance. Office manager is responsible for tracking leave. LT Professionals are not eligible for overtime.

Benefits and allowances will be in accordance with employment letters. Salary payments made not before last business day of the month. Payroll prepared by office manager. Chemonics will withhold tax & CSR payments from paychecks and will submit to proper authorities. No salary advances.

Annual increases will be determined by a performance review process. (Templates: timesheets, leave request form, leave tracker, holidays, payroll, travel authorization request form, performance evaluation form)

- iv. Additional Benefits – Training is encouraged and must be approved in advance. See manual for guidelines for approval. Life & health insurance. Per diem. (Templates: training application form, language training progress report, life insurance enrollment form)
- v. Termination

IV. Field Operations Manual

- a. Cash management
- b. Disbursement of funds
- c. Accounting filing and record keeping
- d. Coding of accounting transactions
- e. Monthly invoicing procedures
- f. VAT Reporting
- g. Administrative procedures: communications, filing, payroll, fringe calculations, travel authorizations and advances, procurement procedures, inventory, training/workshops/conferences, copyright
- h. (Templates: negotiation memo, lettere de demande)

V. Field Accounting Manual

- a. Part I: Overview
 - i. Overview of accounting cycle and particularities of WLR office
 - ii. PMU and Field Accounting relationship
 - iii. Importance of good cash management, including segregation of authorities
 - iv. Banking set-up: USD and RWF accounts (p. 16)
- b. Part II: Types of expenses
 - i. Billable vs. allowable overhead vs. unallowable overhead costs
 - ii. Elements of a cost reimbursement contract
 - iii. Review chart of accounts (p. 13)
- c. Part V: Payroll
 - i. Payroll administration (p. 21-22, 25-26)
- d. Part III: Entering transactions
 - i. Review Big Red spreadsheet – instructions & components: transaction number, account, type, date, number, name, memo, and class
 - ii. PIN numbers: when required? How to request?
 - iii. Booking overhead expenditures
- e. Part IV: Record keeping
 - i. Vouchers (write check journal entry form) (p. 31)

- ii. Review proper back-up documentation (p. 24)
 - iii. Accounting filing
 - iv. Timekeeping (p. 25)
 - f. Part V: Managing cash flow
 - i. Petty cash management: maximum amount, transaction maximum, petty cash reconciliation, booking petty cash replenishment (p. 14-15)
 - ii. Standard exchange rate (SER): why is it important? How does the PO help?
 - iii. Wire transfer requests: how to request a wire? How to book a wire? (p. 22-23)
 - iv. Bank reconciliations (p. 17)
 - g. Part VI: Other
 - i. Travel advances (p. 17-18) & Accounts receivable (p. 20)
 - ii. Travel authorization, Expense reports & per diem rates (p. 33)
 - iii. Fixed price subcontract deliverable payments (p. 21)
 - iv. Voided checks (p. 32)
 - v. VAT reimbursement
 - vi. Stamps: void, paid
 - h. Part VII: Procurement
 - i. Review procurement procedures (p. 29-30 & operations manual)
 - ii. Inventory (p. 34-35)
 - i. Part VIII: Financial reviews and audits (p. 49-60)
 - j. Templates: Field accounting manual, accounting cycle calendar, chart of accounts, Big Red spreadsheet instructions, payroll form, write check journal entry form, timesheets, petty cash advance and reconciliation form, petty cash reconciliation, wire transfer request, bank reconciliation, cash receipt, QB transaction detail by account, QB trial balance, travel advance request, expense report, expense report instructions, FPSC, VAT reimbursement request form,
- VI. Contracting with local organizations
- a. Fixed price subcontracts (template)
 - b. Memorandum of Negotiation (template)
- VII. Review of Field Operations Manual