



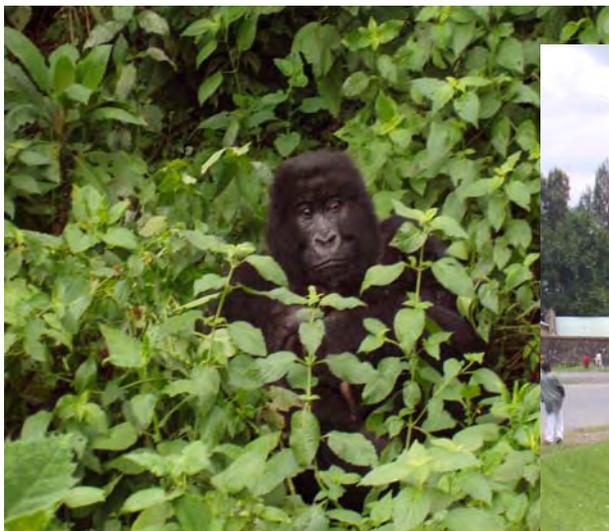
**USAID**  
FROM THE AMERICAN PEOPLE

# RWANDA TRIP REPORT

OCTOBER 3-23, 2005

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

CONTRACT NO. GEW-I-00-02-00016-00



## November 2005

This report was produced for review by the United States Agency for International Development (USAID). It was prepared by Chemonics International Inc. in partnership with the Centre for Development and Population Activities (CEDPA), Development and Training Services Inc. (DTS), MetaMetrics Inc., Partners of the Americas, and Turning Pointe Marketing.

## TABLE OF CONTENTS

---

SECTION I	Travel Dates, Destinations, and Purposes	1
	A. Travel Dates and Destinations	1
	B. Purposes of Travel	1
SECTION II	Trip Results	2
	A. WLR Rwanda Technical Training	2
	B. WLR Rwanda Administrative Training and Start-up	4
	C. WLR Rwanda Partners, Activities, and Action Plan	4
SECTION III	Next Steps	9
Annex A	Key meetings	10
Annex B	Agenda and List of Participants at Partners' Lunch	12
Annex C	Outlines for trainings	17

## 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, project manager, traveled to Rwanda, East/Central Africa, from October 3 to 23, 2005.

#### B. Purposes of Travel

The general purposes of this trip were to: 1) implement the administrative start-up of the Rwanda office of WLR ("Initiative des Droits Juridiques de la Femme") in Rwanda; 2) collaboratively develop a mission statement and clarify the goals and objectives of WLR Rwanda with field office staff; 3) get feedback and guidance from USAID/Rwanda on the Rwanda country action plan; 4) meet with potential partner non-governmental organizations (NGOs) and government bodies and representatives to solicit their input on possible WLR-supported activities; 5) identify potential partnerships for future activities; 6) make decisions about WLR Rwanda activities, timeline, and budget in FY06; and 7) train the new WLR Rwanda accountant/office manager on USAID and Chemonics International accounting and administrative procedures.

## SECTION II

---

### Trip Results

#### A. WLR Rwanda Technical Training

The first technical order of business for the Legal Specialist was to meet the new field office staff, collaboratively develop a mission statement for WLR Rwanda, and clarify the goals and objectives of the Women's Legal Rights Initiative.

Ms. Rose Mukantabana is the new WLR Rwanda Coordinator. She was interviewed for the position by the WLR Chief of Party and Program Manager in July, worked several days in September for WLR to help with office start-up on a services contract until USAID approved her employment contract, and officially started as WLR Rwanda Coordinator on October 3, 2005. Ms. Mukantabana was the former executive secretary of Hagaruka, one of the country's leading women's NGOs responsible for establishing direct legal aid services for women in Rwanda. She was also the former vice president of an influential and progressive network of Rwandan women organizations, Profemmes/Twese Hamwe, and a significant player in the coalition-building and mobilization efforts that supported the "genderfication" of the national constitution adopted in May 2003. Just before starting her job as WLR Rwanda Coordinator, Ms. Mukantabana participated as an expert member of the Rwandan delegation to the International Conference on the Great Lakes Region in Kenya, as a member of the Technical Thematic Taskforce on Humanitarian and Social Issues, which is responsible for the identification and development of priority projects with regional implications for peace and development. The development and empowerment of women were among the project themes prioritized by the eleven countries represented in this regional structure.

Françoise Mukamana is the new Accounting and Administration Manager for the local WLR Rwanda office. Ms. Mukamana has five years of experience in accounting and administration, as well as having received a Bachelor's degree in Management from the Kigali Institute of Science, Technology and Management. Before working for WLR, Ms. Mukamana served as an auditor with the Rwandan Revenue Authority, and worked as a financial officer for APROFER, the Association for the Advancement of Rwandan Women and Children, one of Rwanda's leading human rights organizations. In addition, she completed a short-term assignment with a USAID fiscal decentralization project in Rwanda, so she has some familiarity with USAID regulations. She is fluent in French and Kinyarwanda and proficient in English, and we think she will be a great asset to WLR Rwanda.

The WLR Rwanda team began the technical training with introductions and a discussion of our professional and personal backgrounds and expertise relating to women's legal rights. The Legal Specialist and the Program Manager reviewed the structure and role of Chemonics International, of USAID/WID and USAID/Rwanda, and the Women's Legal Rights Initiative six local programs. The Legal Specialist gave a short presentation on international human rights law, including the development of the concept of international human rights, the United Nations and global and regional human rights conventions, and women's rights as human rights. Although the Coordinator is a lawyer and already familiar with this material, the Legal Specialist felt it

was important for the non-lawyer staff to know the international context for WLR's women's rights advocacy.

Next, the WLR team worked on a mission statement to summarize what WLR Rwanda will do/does, keeping in mind our USAID mandate and contractual obligations. WLR Rwanda's mission statement is: WLR Rwanda contributes to the movement against violence against women through the promotion of women's legal rights. All of our program activities will be in pursuit of this goal.

After developing our mission statement, the Legal Specialist and the Coordinator began discussing the objectives of WLR Rwanda, based on information gathered from NGOs, the government, and the Mission during and since the Rwanda assessment report. For three weeks we brainstormed, revised, debated, and developed objectives (how to achieve our goal/mission) and specific activities that are responsive to local needs, priorities, and requests. We worked out appropriate benchmarks as a way to know whether we are meeting our objectives, and a draft timeline for a revised Rwanda Action Plan.

Other components of the technical training were completed over the three weeks as our schedule permitted; we discussed challenges and possible obstacles, resources and allies, and how we will carry out our action plan. We also spent several hours on the importance of monitoring and evaluation, WLR indicators, how to collect "success stories" as a qualitative addition to the indicator numbers, and contractual reporting requirements. The Legal Specialist will follow up on this part of the training by sending a sample quarterly report where indicators from all WLR programs are set out, and give the field office staff further explanation.

## **B. WLR Rwanda Administrative Training and Start-up**

In order to ensure successful administration of project activities by the WLR Rwanda field office, the field office accounting and administration manager received trainings on essential Chemonics and USAID policies and regulations. The WLR project manager, Rachael Pierotti, provided 12 days of training on the following topics: project accounting, payroll, personnel policies, personnel administration, fixed price subcontracts, travel procedures, filing procedures, procurement guidelines, wire transfers, timesheets, and general USAID 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). This information clarified the project and players to enable the smooth implementation of future activities.

Before beginning the training, the accounting and administration manager worked with the WLR manager to start-up the office. They negotiated the office lease, procured office furniture and equipment, initiated a request for a fixed phone line, established an Internet connection, procured office supplies, and arranged the office. Once the office was functional, the training began with basic administrative tasks such as filing according to the project's universal file index and daily email communications. The training also included a discussion of general communications policies including transparency and documentation of important communications.

The rest of the training was based on the draft personnel policy and procedures manual and the financial and administration operations manual. The training outline can be found in an Annex to this document. Topics covered included Rwandan labor laws as they apply to WLR, office policies, general workplace and employment practices, types of employees, recruitment and hiring, personnel administration, inventory tracking, and an overview of accounting processes. As the policies were reviewed, the associated procedures and all applicable templates were discussed. For example, the WLR manager and the Rwanda office accounting and administration manager completed the initial version of the inventory tracker together. In the discussion of personnel administration, they reviewed timesheets, a leave tracker, the payroll form, the approved holiday list, and a personnel file checklist, among other templates. They also completed proper procurement procedures, ensuring sufficient competition and accurate documentation, for the office start-up purchases. This experience gave the accounting and administration manager practical experience in USAID-compliant procurement, which she will apply to future project procurements.

Although covered in depth with the Chemonics home office field accountant who conducted training for the accounting and administration manager the week following this trip, the WLR manager also conducted an initial review of accounting procedures. Emphasis was given to necessary approvals and ensuring checks and balances were in place to guarantee transparency and adherence to accounting standards.

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.

### **C. WLR Rwanda Action Plan: Partners, Activities, and Challenges**

*Partners:* In addition to training, the main goal of this trip was to request input from potential local partners and develop a focused and dynamic action plan for WLR Rwanda. To this end, the WLR Rwanda team held an informal lunch for a variety of NGOs identified by the Coordinator, plus the National Forum for Women (formerly National Women's Council), a governmental structure that works at all levels of society, including the grassroots, and the National Training Center/Magistrate School (see Annex A for list of meeting participants). The purpose of the luncheon was to present the draft country action plan and to ask for their feedback on proposed activities. The discussion was lively and the groups' advice was very helpful, pointing out areas of duplication and agreement, and offering ideas for activities unique to the Rwandan context. Suggestions from these NGOs resulted in a substantial revision of Rwanda Action Plan activities.

The WLR Rwanda team also met with the Minister of Justice and the Minister of Gender (see Annex A – Meetings) and verbally presented the draft Action Plan activities for their comments. It is important to inform the appropriate government officials of planned activities, because they want to know where the gaps are, and possible duplication is, in programs and services being provided by NGOs and international donors. Both Ministers offered helpful guidance on the priorities of the government of Rwanda, which resulted in another revision of the Action Plan.

Finally, the WLR Rwanda team debriefed the USAID/Rwanda staff, explaining what changes we made and why to the draft Action Plan during the time we were in Rwanda. Feedback from the Mission was also incorporated into the final Plan.

The WLR Rwanda Legal Specialist and Coordinator spent a great deal of time before, during, and after this trip listening to those with local expertise and developing a WLR Rwanda country action plan for FY2006. It became clear early in the process that our focus should be on strengthening the justice sector, civil society capacity-building, and public education and awareness. The cross-cutting theme which will link WLR Rwanda activities in these areas is information about and advocacy against violence against women. All activities will bolster efforts to guarantee women access to justice, and in particular, the right to be free from violence. We do not need to concentrate on legislative reform at this time, because the United Nations Development Fund for Women (UNIFEM) and the United Nations Development Program (UNDP) are supporting the development of draft legislation prohibiting gender-based violence, with appropriate public input and discussion, implemented by Forum des Femmes Rwandaise Parlementaires /Rwandan Women's Parliamentarian Forum (FFRP). WLR Rwanda can and will support the passage of this bill, of course, but these legislative efforts allow us to turn our attention to other aspects of this problem.

*Activities.* WLR's primary activities to strengthen the justice sector will be the development of a curriculum, materials, and trainings on women's legal rights and violence against women, targeting two levels of the legal sector: 1) judges and magistrates; and 2) legal practitioners (lawyers, paralegals, law students). We will modify and/or reprint existing materials instead or in addition, if any have been produced that are appropriate for our purpose. WLR Rwanda's main capacity-building activity will be to consult with Profemmes and its members, and together devise a way to assist Profemmes in its role as Coordinator of women's NGOs. Profemmes is an umbrella network for organizations working on issues of interest to women, but currently they do not seem to have the capacity to provide an effective forum for their member organizations. We will also financially support and facilitate the ongoing gender and justice thematic group, currently supported by the *Centre Canadien d'Études et de Coopération Internationale* project (CECI) through December 2005, until the end of the fiscal year. Many of CECI's partners are also members of Profemmes, and in supporting both we hope to merge them so that a sustainable cooperative entity will be created. Additionally, WLR Rwanda will work with Hagaruka to finalize, print, and distribute a training-of-trainers manual, previously written but never published, on how to do human and women's rights trainings, and support pilot trainings using the manual of NGO leaders, beginning with USAID/Rwanda's DG partner NGOs. Finally, planned public awareness activities include the development of a collective media strategy to more effectively utilize public education events and materials, and a national conference on women's rights and the Rwandan family.

*Challenges.* There are a number of foreseeable challenges to the implementation of the WLR Rwanda FY06 Action Plan. Collaboration – with the government, with NGO partners, and with USAID/Rwanda – is essential in Rwanda. Securing the necessary Rwandan's government and NGOs' approval and collaboration will require continuous attention and effort.

Governmental changes will create challenges for WLR Rwanda. The Government of Rwanda is currently planning another administrative restructuring, which will require (additional) constitutional amendments. These changes are supposed to be completed before the March 2006 elections, but important decisions about how the restructuring will actually be implemented were still being made during our visit. Whatever the final configuration of the judiciary and of administrative units, this restructuring could impact WLR Rwanda's choice and timing of activities. In addition, MIGEPROF has been "downsized" from an independent Ministry to part of the Prime Minister's office, and the formerly large staff has been reduced to only five people working exclusively on gender issues, with no legal officer. The role of MIGEPROF has been changed to coordination rather than implementation of activities, and how this will affect WLR Rwanda's activities is unknown.

However, the most immediate challenge will be to quickly secure input and support from identified local partners, including the government, for country action plan activities. In all projects, but particularly in Rwanda, a collaborative process has been and will be essential for success. The WLR Rwanda program will require high impact results within a relatively short time frame, while coordinating activities with local partners and government Ministries. As a practical matter, to avoid competition for people's time and attention, NGO projects cannot do activities at the same time as government-sponsored activities, which could potentially delay the implementation of WLR Rwanda's meetings or trainings, stretch our timeline, and postpone results.

Other impediments include the unreliable infrastructure in Rwanda – the field office cannot rely on having dependable electricity, water, or working phones (cell or land lines), and aside from the main streets in Kigali, most roads are unpaved, rutted, and very difficult to navigate, particularly in the rainy season. Transportation is unpredictable and expensive. Also, in spite of good political will at the national government level, there is strong resistance to the recognition and implementation of women's rights at the grassroots level, due (we believe) to long-standing customary law and traditional practices.

## 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. Ms. Neylon will conduct oversight trips as needed, but we hope to make as few trips as possible, given the high cost of travel to Rwanda and the impressive expertise and competence of the local team. WLR has the utmost confidence in the abilities of the local Coordinator. The Legal Specialist's next trip to Rwanda is tentatively scheduled for March 2006, to coincide with International Women's Day events on March 8th.

The WLR Rwanda team will finalize the WLR Rwanda Action Plan, based on input from NGOs, government Ministries and representatives, and USAID/Rwanda. We will begin implementing, according to our Action Plan timeline and in cooperation with our partners, a responsive, collaborative, and strategic series of activities set out in the action plan that will fill gaps in existing programs on the ground, and have a targeted impact on women's legal rights, specifically violence against women in Rwanda. We 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.

**ANNEX A**

## Key Meetings – October 5-22, 2005

Date	Lieu	Noms des participants	Titres	Adresses
10/07	Bureau USAID	Ben Allen  Angèle UWINGANJI  Bob GROELSEMA  Rose MUKANTABANA, Francoise MUKABANA, Rachael PIEROTTI, Lyn Beth NEYLON	Team Leader, DG  Program Manager, Assistant DG USAID DG Washington (backstops Rwanda)  WLR Rwanda team	Tel 570940 ballen@usaid.gov Mobile: 08 30 79 42  auwinganji@usaid.gov Mobile: 08 30 30 79  <a href="mailto:BGroelsema@usaid.gov">BGroelsema@usaid.gov</a>
10/14	Hotel Inter-continental	Justine UVUZA et Harriet WANJOH	Consultants DFID	<a href="mailto:Juvuza@yahoo.com">Juvuza@yahoo.com</a> ; Tel 08759094 <a href="mailto:whwanjohi@hotmail.com">whwanjohi@hotmail.com</a> Tel 08302907
10/14	Bureau Hagaruka	Venantie MUKANKUSI  Christine TUYISENGE	Secrétaire Exécutive Nationale  Chef du Service des Affaires Juridiques	<a href="mailto:haguruka@rwanda1.com">haguruka@rwanda1.com</a> Tel 08300834/585709
10/17	Bureau PNUD	Stephen KOOSHAK	Programme Officer, Governance Unit	B.P. 445, Kigali, Rwanda stephen.kooshak@undp.org Work: 250-590-434 Mobile: 08 64 34 72 Facsimile: 250-576-263
10/20	Ministère de la Justice	Edda MUKABAGWIZA	Ministre	<a href="mailto:emukabagwiza@gov.rw">emukabagwiza@gov.rw</a> <a href="mailto:edda.mukabagwiza@minijust.gov.rw">edda.mukabagwiza@minijust.gov.rw</a> Tel 586561 Fax 586509
10/20	Ministère du Genre et de	Valerie NYIRAHABINEZA	Ministre	Tel 08306625

	la Promotion de la Famille	Christiane UMUHIRE	Secrtaire Particuliere	Tel 08843611
10/20	Bureau CECI	Firmin MUTABAZI Egidia MUKA-RURANGWA	Agents de developpe-ment	<a href="mailto:cecirwa@rwanda1.com">cecirwa@rwanda1.com</a> Tel 576018
10/21	Bureau USAID	Ben Allen Angele UWINGANJL, Guillaume BUCYANA  Francis MUSINGUZI	Voir ci haut  DG Specialist  Education Specialist	Tel 570940
10/21	Bureau WLR	Mte Gaspard AHOBAMUTEZE	Labor lawyer	P.O. Alexandre MUTERAHEJURU
10/22	Hotel Inter-continental	Martin SHAPIRO	PEPFAR start-up person	<a href="mailto:MShapiro@comcast.com">MShapiro@comcast.com</a>

In addition, members of the WLR Rwanda team had meetings with local suppliers, utility companies, the Post Office, Social Security, and other government agencies and vendors necessary to an office start-up.

Other contacts:

Mary Balikungeri  
Director  
Rwanda Women's Network  
[rwawnet@rwanda1.com](mailto:rwawnet@rwanda1.com)  
[balikungeri@yahoo.com](mailto:balikungeri@yahoo.com)  
Work: 250-583-662  
Mobile: 08 54 78 15

Jean Pierre Ruvuzandekwe  
Office Manager, ADAR project  
[jeanpierre@adar.org.rw](mailto:jeanpierre@adar.org.rw)  
250-570-433/34  
Mobile: 08 30 27 34

**ANNEX B**

## Agenda for Partners' Meeting and List of Participants

**Agenda**

Venue: Restaurant KARISIMBI, next to Gorillas Hotel, Kigali  
Rue de Bugarama/Rue des Parcs, Kiyovu

Time: 11:00 a.m.-2:00 p.m.

Time	Activity	Responsible
11.00	Welcome remarks and briefing on WLR	Lyn Beth Neylon and Rose Mukantabana
11.05	Presentation of participants and their activities	Participants
11.20	Presentation of the WLR draft plan of action and solicitation of ideas	Rose Mukantabana
11.40	Discussion	All participants
13.00	Lunch (and continuation of discussion)	All participants
14.00	Departure	All participants

**List of participants**

Institutions	Participants	Position	Email address	Phone
Profemmes	Beatrice MUKAZI	Chief of project	<a href="mailto:profemme@rwanda1.com">profemme@rwanda1.com</a>	518480 08562488
HAGURUKA	Zaina NYIRAMATAMA Venantie MUKANKUSI	President  National Executive Secretary a.i	<a href="mailto:haguruka@rwanda1.com">haguruka@rwanda1.com</a>	514669/585709 08304132  08300834
AVEGA	Consolee MUKANYIRIGIRA	Chief of Advocacy, Justice and Information	<a href="mailto:avega@rwanda1.com">avega@rwanda1.com</a>	516125 08892319
Rwanda Women Network	Peter TURIAHIKAYO	Program Manager	<a href="mailto:rwawnet@rwanda1.com">rwawnet@rwanda1.com</a>	583662

Conseil National des Femmes	Oda GASINZIGWA	President	<a href="mailto:gasinzigwao@yahoo.co.uk">gasinzigwao@yahoo.co.uk</a>	08522939
Forum des Femmes Rwandaises Parlementaires (FFRP)	Hon. Judith KANAKUZE	President	<a href="mailto:jkanakuze@yahoo.fr">jkanakuze@yahoo.fr</a> <a href="mailto:ffrp@yahoo.fr">ffrp@yahoo.fr</a>	510085 08305864
Centre Nationale de Formation du Personnel Judiciaire « CNFDJ »	Floribert KARURANGA	Director	<a href="mailto:floribertk@yahoo.fr">floribertk@yahoo.fr</a>	08302271
Clinique juridique Butare	E Aimable HAVUGIYAREMY	Coordinator	<a href="mailto:havuma@yahoo.fr">havuma@yahoo.fr</a>	08651091
Secretariat Beijing	Aquilinne NIWEMFURA	Permanent Executive Secretary	<a href="mailto:beijing@rwanda1.com">beijing@rwanda1.com</a>	08306648 501148

Invited but did not attend:

Conseil National de la Jeunesse	RWAGITARE	Executive Secretary		518371 08467955
Barreau des Avocats	Me HAGUMA	Batonnier	<a href="mailto:k.b.a@rwanda1.com">k.b.a@rwanda1.com</a>	08300002

**ANNEX C**

---

## Training Outlines

**Administration and Finance Training**  
**WLR Rwanda - October 2005**  
**DRAFT OUTLINE**

- I. Filing
  - a. See instructions for using the file index.
  
- II. Communications
  - a. Daily emails
    - i. Send emails to RwandaWLR@chemonics.com and Lyn, Rachael, Anita, 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
  - 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.
  
- 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 – exception for WLR is cell phones. System for reimbursement must be documented in writing.
  - 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, FM will work with the HO to complete an employment agreement or services agreement. FM 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. FM 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 on last business day of the month. Payroll prepared

by FM. 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)

- iv. Training – Training is encouraged and must be approved in advance. See manual for guidelines for approval. (Template: training application form)
  - v. Termination
- IV. Inventory
    - a. Inventory tracker
  - V. Field Operations Manual
    - a. Procurement procedures
    - b. VAT reimbursement procedure
  - VI. Contracting with local organizations
    - a. Fixed price subcontracts (template)
  - VII. Review:
    - a. biodata
  - VIII. Field Accounting Manual (Jeremy)
  - IX. Review of Field Operations Manual (Jeremy)

**Women's Legal Rights Initiative – Rwanda**  
**Orientation Training**  
**Draft Outline**

I. Context of WLR

- a. WLR is a USAID project implemented by Chemonics International Inc.
- b. USAID
- c. Chemonics International Inc.
- d. WLR
  - i. Four components
  - ii. Examples of activities from other country programs (play Benin CD)

II. International Human Rights Law

III. Defining Roles

- a. Home office and project/field office collaboration
- b. Home office technical team and project management unit (PMU)
- c. Home office support departments
- d. USAID partners (Rwanda Mission & EGAT/WID)

IV. Develop a Mission Statement

What do you want to achieve as a project/organization? All your activities are to meet what very general goal? What should WLR's public image be?

Example: WLR Benin's Mission Statement - WLR Benin assists local partners in improving the legal status of women in Benin.

V. Develop Objectives

These should be the components of the country Action Plan. If they aren't, maybe the Plan needs to be revised. What are the most important components and activities? What percentage, roughly, of time and money should be spent on each one?

Example: WLR Benin's objectives with approximate amount of money allocated (priorities): "WLR Benin assists local partners in improving the legal status of women in Benin by developing and implementing activities in the following areas: Public awareness (35%); Training (community leaders & judicial sector) (30%); Technical assistance for writing new laws (sexual harassment) (20%); Impact litigation (15%)."

- VI. Challenges and Obstacles – internal and external
  - a. resources
  - b. allies
  
- VII. Initial Review of Action Plan
  - a. Initial reactions, suggestions
  - b. Potential partners
  - c. Priorities
  
- VIII. Monitoring and Evaluation
  - a. Indicators
  - b. success stories
  - c. reporting requirements
  
- IX. Other Items for Discussion
  - a. Agenda for Lyn and Rachael’s visit
  - b. Informal meeting with partners
  - c. Office space
  - d. Procurement progress