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Strategic Objective #01: Increased Rule of Law and Transparency in
Government**

*Stock and Equipment Management in the Ministry of
Justice*

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Introduction

This report is the result of a mandate entrusted to the MSD team relating to the inventory of the equipment and office supplies in the Ministry of Justice of Rwanda. This phase comes before the beginning of an institutional support project to the Ministry aiming at the improvement of the justice administration and of the functioning of the judiciary process.

Mandate

More precisely the works and services requested were:

- To evaluate the inventory system in place, describe it and identify ways and means of improving it.
- Make the complete inventory of the stock, including the physical inventory and identification of equipment and supplies. Supply the data in an Excel file.
- Supply the technical assistance for the development of an inventory system, including the training and assistance required in relation with inventories management.
- Evaluate the needs in equipment and make a list of them.
- Identify and appoint a local firm, preferably specialised in the control of inventories in order to contribute to the service and ensure continual technical assistance.
- Present a written report

The initial mandate is contained in annex 1.

Objectives

- Improve the knowledge of the Ministry's movable assets
- Promote decentralisation in matters of stock management
- Promote the optimal use of equipment and office supplies
- Develop the internal capacities of the Ministry and of its staff

Methodological notes

The implementation of this mandate implied the following endeavours:

- Getting acquainted to the organisation and to the Ministry
- Meetings with the Director of Human Resources and Support Services and with the staff in charge of inventories and storerooms, the vehicles fleet and purchases.
- Meetings with the Director of Justice Administration
- Meetings with various members of staff of the Ministry of Justice and others ministries and organisations (see list in annex 2)
- Data collecting on inventories made and on the stock and inventories management procedure
- Data collecting on the various services and public prosecutors offices needs through the Ministry
- Visit to the public prosecutors offices in Kigali, Gisenyi and Ruhengeri, Butare, Gitarama, Gikongoro, Nyabisindu
- Data and procedures analysis
- Findings and recommendations
- Validation by the Director of Human Resources and Support Services
- Writing the report

Inventory system in place

Description of the current stock management.

The management of stock is ensured by the Department of Human Resources and Support Services that ensures also acquisitions and payment. The stock are stored in three main storerooms and at the beginning of this study, inventories were found in different places in the Ministry (in the entrance hall of the building, in same toilet rooms not used, in the big conference room), the usable easy to steal material was kept in locked storerooms. Works have, since that time, been undertaken in order to improve the situation, notably in the entrance hall of the Ministry headquarter.

The storerooms contain also a lot of supplies which are unusable, obsolete, broken, etc. and contribute to cluttering up the space and this, from time to time, renders impossible the physical inventory of equipment and of inventories. Security transit rooms are necessary in order to make it possible to empty these storerooms filled from the floor to the ceiling.

Two employees are responsible for the storerooms, one being responsible for equipment and supplies received from donors and the other being responsible for the storeroom for office supplies bought once a year, generally at the beginning of the financial year.

Stock maintenance procedure

The stock maintenance procedure is the following (forms presented in annex 3):

Stock reception

- At the end of the acquisition process or following a donation by a donor, the goods are delivered to the Ministry's headquarter, in Kigali
- Upon receipt of the goods, the person in charge acknowledges receipt by signing the expedition voucher or issues a reception voucher
- The quantity received for each item is written on the inventory sheet. The inventory is constituted by all the sheets per product
- A copy of the expedition voucher or of the reception voucher and the inventory sheets are filed.
- The supplies are put in one of the storerooms and locked up

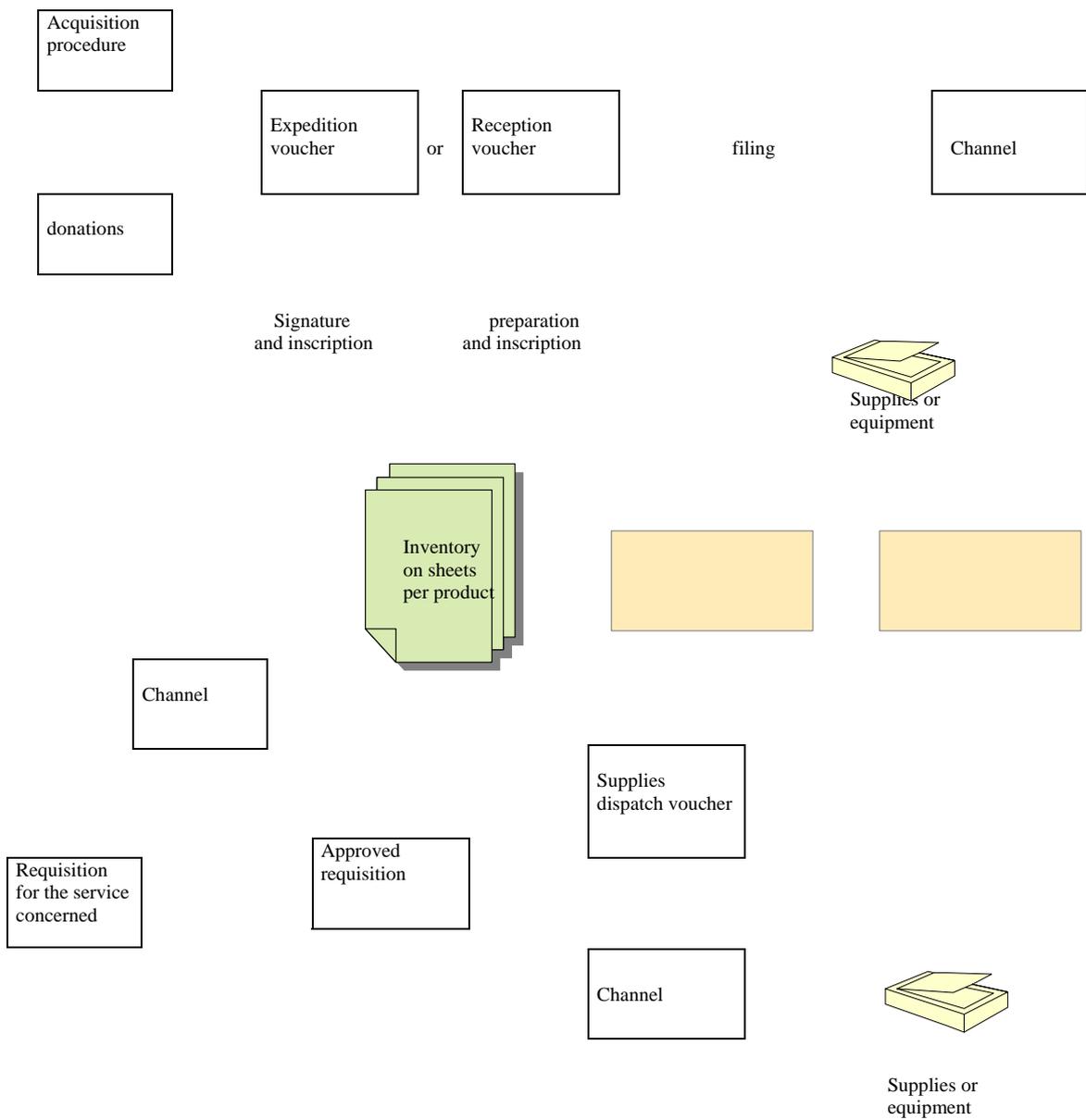
Stock dispatch

- Stock dispatch is subject to the transmission of a requisition issued by the requesting service. The requisition must be authorised by the Management of the Administrative and Financial Affairs and approved by the Director of Human Resources and Support Services
- Upon receipt of the approved requisition, the material is gathered and a dispatch voucher for supplies is prepared by the person in charge of the storeroom concerned
- The quantity of supplies requested is written on the inventory sheet
- The service representative who receives the supplies puts his signature on the dispatch voucher for supplies
- The requisition and a copy of the dispatch voucher for supplies and of the inventory sheets per product are filed

N.B. The requisition may be replaced by a note signed by the director of human resources and support services or the Ministry hierarchical authorities in cases of distribution to various services.

The stock management procedure is illustrated on the following page

Figure 1- stock management current procedure in the Ministry of Justice



Other means of stock and equipment management

In addition to the storerooms inventory system, the following management means have been listed:

Management of the vehicles fleet

- The list of automobile vehicles is held by the transport service. This list (list of the Ministry of Justice and Institutional Relations vehicles in January 2001) is supplied in annex 4. It presents data by site and contains the numbers of registration plaque, mark, type, affectation, condition (good or bad), with or without driver.
- The motorbikes are not on the January 2001 Ministry of Justice and Institutional Relations list of vehicles, but are on the inventory sheet by product at the level of the donations storehouse. This sheet constitutes annex n°5.
- The petrol coupons are distributed on a weekly basis at the rate of an average 50 litres (40 litres per week and 60 litres the next week) per automobile vehicle and 20 litres per motorbike. Petrol coupons are also reserved for the supply in energy of the generating unit. The transport service notes the distribution of petrol coupons on a weekly sheet (annex 4). Additional fuel coupons may be issued for missions or special cases. A fuel distribution sheet for special cases is provided for to that effect (annex 4)
- Maintenance or repair of vehicles is noted on a maintenance or repair sheet (annex 4). The sheet is specific to each vehicle.

Annual furniture inventory

The office supplies inventory is made during the last days of the calendar year and is included in the Ministry's annual report. The inventory is presented in extenso, with no analysis or comparison with the preceding year. It is not combined with the inventory sheet by product.

The office supplies inventory for the Ministry's central administration is shown in annex 5. It is dated December 26th, 2000. We have been able to note that the inventory widely reflects the situation, but that further additions and displacements are not registered before the next annual inventory. The furniture and other effects accumulated in the building hall and in the big conference room are not inventoried.

The office supplies inventory in the public prosecutors' departments has not been made at the end of year 2000. An update has been requested and obtained from most of the public prosecutors offices. Annex 6 contains the various documents transmitted by the public prosecutors offices and relating to the material being inventoried, its condition and the needs expressed.

Storerooms content's inventory

The storerooms' inventory has been corrected on the basis of inventory sheets per product. This is a theoretical inventory. The cluttering up of the storerooms renders the physical inventory, impossible and the identification of the rooms for the time being. Works have been launched and important efforts invested in improving the situation.

A year end physical inventory is normally provided for in order to validate the theoretical inventory. The data of this inventory are not yet available for year 2000 and have not been collected for 1999.

The inventory of the donations storeroom, on March 2001 is shown as annex 7. It is worth noticing that the storeroom contains much diversified goods: bicycles spare parts, car and lorry tires (new and used), office furniture, photocopiers, computers and peripherals (most of them unusable), office supplies, etc. An important quantity of books in English is also stored there. It is, in the main, volumes of American or Canadian tribunals' jurisprudence. Donations are stored in two adjacent storerooms.

Boxes of documents to be checked have also been located. Steps have been made with the Service of National Archives in order to receive advice on archiving or destruction of the documents. Many storeroom items, notably much worn tires, should be discarded.

The books and documents to be checked do not figure on any inventory.

The inventory of supplies bought by the Ministry (annex 8), also corrected at our request on the basis of sheets per product, and is dated March 9th. The storeroom of supplies bought contain also goods of various types such as brooms in great quantities, motorbikes spare parts, paper in great quantities and office supplies.

Computer park inventory

There is no complete inventory of the Ministry's and public prosecutors' departments' computer park. Such an inventory is nevertheless being carried out by the Service of Planning and Evaluation. The data which is available today figures in annex 9. It just concerns the equipment used by the Ministry's central administration and do not contain all the technical data required by the computer park management (ex: random access memory, presence of modem...).

We had the opportunity to make the inventory of a certain number of sites when we visited some public prosecutors' departments. The data collected are presented as annex 9.

Various sites and services needs inventory.

Each Ministry's site and service has issued a list presenting its inventory and expressing its needs.

A table per site is presented as annex 6. In addition to the information on the inventory and on the needs, it contains the information available on prospective donations by USAID in the context of another project, as recommended by M. Pierre St-Hilaire.

The needs assessment has been an opportunity for rapidly collecting information in various public prosecutors' departments. Validation of these needs and verification of elements supplied or to be supplied by various multi-lateral or bi-lateral should be made in order to precise the plan of acquisition aiming at covering priorities needs.

Stock management principles

A sound stock management is based on the following principles:

- Security and preservation
- Control
- Efficiency
- Giving the user a sense of responsibility
- Continuity
- Knowledge of stock
- Maximal usage
- Satisfaction of needs

These principles constitute the keys of stock and equipment management. They are illustrated and detailed in the following diagram:

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Figure 2 – Keys to stock and equipment management

A) Arranging the rooms, locks, ambient conditions (temperature, humidity, dust, etc...), rotation
B) Separation of tasks (reception and dispatch procedure), access and keys management, statistics on consumption, comparative analysis
C) Research of the best costs, rationalisation of resources, recycling, acquisition and needs balance
D) Management by objectives, taking supply delays into account, avoid stock outage
E) By the persons in charge and by the clientele served. Liability, validity.
F) Warehouse delays, distribution procedure between services and Agents, preventive maintenance, management cases of equipment and vehicles breakdowns.

Findings

1. The physical inventory of the supplies and equipment is impossible under the current conditions of clutter.
2. Despite the decentralisation put forward by the governmental authorities, most of the equipment and supplies are managed in a decentralised manner in Kigali. This derives from the fact that most of the effects concerned arrive in the Ministry as donations. In the end decentralisation in favour of prefectures has affected goods that have been purchased with state budget funds.
3. Decentralisation of budgets in favour of prefectures may make people believe that the central administration does not need anymore to deal with the needs of public prosecutors' departments.
4. The manual inventory system allows a better control of the received and dispatched supplies and the procedure seems to be strictly applied by the storekeepers. The clutter, nevertheless, does not allow checking the validity of inventory sheets by comparing periodically or sporadically the data on the sheets and with the actual stock.
5. In addition to the micro-computer used by the person in charge of transport, no other computer is affected to the stock management. The person in charge of transport uses Excel files for compiling lots of information like fuel consumption and vehicles' list. Stock management is made manually, even if Excel files (tables) have already been put at the disposal of the staff concerned.
6. The person in charge of stock management is not trained in the use of a micro-computer and current programmes.
7. The computer park management and the other supplies management are entrusted to different services.
8. Stock management in public prosecutors' departments is not systematised.
9. Obsolete stock pile up and are not discarded.
10. Budgetary difficulties greatly affect the Ministry's capacity to keep computers, photocopiers, printers, in good working order...Equipment are put aside or breakdown and are left with no repair or purchase of supplies (toner, ink cartridges...). Stock management is limited to the only inventory aspect and the condition of the supplies is not systematically managed.
11. Many computers donated to the Ministry are still packed. These computers, according to the MHRSS staff were probably obsolete even at their arrival.
12. New printers and photocopiers are in stock and must be distributed. No list of priorities seems to be ready for computer equipment or photocopiers.
13. Toner and ink cartridges are in stock while other equipment can not function because of the lack of such supplies. DHRSS staff has explained that supplies received as donations do not always correspond to the specifications of the equipment in use in the services and in public prosecutors offices. No endeavour has been made in order to remedy to the situation (send the donations back to the donors, ask for exchange, or give them to a Ministry that has compatible equipment...)
14. The computer park management is not serviced by technicians having the required training.
15. The Ministry does not seem to have equipment maintenance contracts with specialized suppliers despite that they are available on the local market.
16. Supplies preservation conditions are inadequate in some aspects (cleanliness, clutter, filing...)
17. The working conditions of the storekeeper for supplies purchased by the Ministry are inadequate: she works in a very small space in the middle of goods that even risk falling on her head (brooms).
18. The supplies reception and dispatch rate is relatively low and one may ask oneself if two storekeepers are needed for the management of the stock.
19. The storerooms are usually used as a depot for books or files, at the detriment of their prime function.
20. The management of vehicles is incomplete, in the sense that the inventory includes only automobiles and pick-ups. Motorbikes are put on a supplies inventory sheet just like a paper case. The vehicles maintenance is no subject to systematised management, probably as a consequence of budgetary difficulties.
21. The lack of maintenance of vehicles as well as of electronic equipment contribute to their degradation and their quicker obsolescence;
22. Supplies and equipment needs' planning is neither complete nor systematised (Computer park, vehicles replacement, computer and office supplies...)

23. The Management of Human Resources and Support Services and the Management of the Judiciary Administration are at the same time implied in linking the public prosecutors' departments and in the registries for the management of material resources. This situation renders the functioning cumbersome because of a great number of actors.
24. No sufficient data is available on services consumption and management by objectives thus becomes more difficult.

Recommendations

Concerning current stock:

1. Apply, as soon as possible, the procedure of discarding worn tires (procedure verbally exposed by the representative of the National Tender Board):
 - Minutes of discarding session
 - Transmission of a copy for information to the Ministry of Public Works (MINITRAP) and to the National Tender Board
 - Sale by auction, donation or discarding following the decision of the Ministry of Justice.
2. Apply, as soon as possible, the procedure of discarding for all other obsolete items (furniture, equipment, automobile spares, supplies, etc.):
 - Same procedure as for tires, in addition to the evaluation of the residual value of each item or items batch.
3. Order, as soon as possible, an evaluation by a local supplier or by the Kigali Institute of Science and Technology (KIST), the state of functioning of the computer equipment and photocopiers in stock for reasons of obsolescence or bad state of functioning in the services. Discard the material confirmed obsolete following the procedure mentioned in 2.
4. Complete the inventory by inscribing non listed elements and update it by deleting from the list the discarded material
5. Clean the storerooms, replace the different items to preserve so as to be able to do their physical inventory and check the validity of inventory sheets balances. Optimise tidying and plan for a monthly cleaning (dust removal and tidying) of storerooms
6. Compare the available stock with the needs expressed by the services and the public prosecutors' departments and prepare a consignment for the different sites (furniture, equipment, supplies, vehicles and motorbikes' spare parts, etc.) in order to diminish centralised stock.
7. Make a list of and discard the obsolete supplies that are probably in different public prosecutors' departments, according to the procedure here-above described.
8. Distribute, as soon as possible, the available new equipment (ex.: photocopiers, printers) that still are in store.
9. Standardise the security and preservation of stock at the level of public prosecutors' departments and other sites.
10. Decentralise stock that can be decentralised taking into account public prosecutors' departments and other sites' monthly consumptions.

Concerning stored law books

11. Ask the library staff to make a list of books stored in the storerooms.
12. Register on inventory sheets the books to be preserved in the library.
13. Identify the destination of books not required in the Ministry's library and send them there (university library, public prosecutors' departments...)

Concerning files stored in the storerooms:

14. bring out mail files not dealt with and other files stored in the Ministry General Secretariat for appropriate decision (processing, archiving, filing or discarding in accordance with the provisions of the rules of preservation of documents (to be found in the MIJESPOC Archives Service).

Concerning inventories:

15. Complete the computer park's inventory (all sites and all the required technical data).

16. Develop a stock management data base integrating all the inventories (computer park, equipment, vehicles, motorbikes, furniture and supplies, etc., allowing to know and update:
 - The inventory per site (service or public prosecutor's department)
 - The condition of equipment and repair needs (computer equipment, vehicles...)
 - Additional needs
 - The consumption of supplies per site and fuel per vehicle
 - The guarantees or service contracts in force, if necessary.
 Decentralise the keying in of the reception of stock in prefectures, of the consumption, and the requisition and requests of maintenance and repair).
17. After completing the discarding and cleaning , start the physical count in order to validate and adjust inventories sheets
18. Plan a periodical physical inventory in order to validate the inventories in the different sites.
19. Plan an annual furniture physical inventory analysis including a comparison with previous year's data.
20. Keep a furniture and equipment permanent inventory (constantly updated) per site and room.
21. Create individual inventory sheets for durable goods and equipment taking into account the state, the maintenance and repairs effected. Number and identify these equipment and assets.

Concerning work and arrangement organisation:

22. Revise and improve the tasks of persons in charge of stock management.
23. Envisage the transfer of the computer park management (acquisition and maintenance of equipment) in the Management of Human Resources and Support Services. The planning and development of computer systems and the support to users concerning the programmes and applications might remain in the mandate of the Management of Planning and Evaluation.
24. Entrust the Department of Human Resources and Support Services, the role of linking all the services and the public prosecutors' departments, in matters of management of material resources.
25. Add positions of computer technicians in order to support users, repair breakdowns and manage data. Supply users with manuals for users of current programmes (Word, Excel...)
26. Merge the two storerooms and revue the arrangement of the work positions of the staff concerned.
27. Plan a separate storeroom for the Service of Transport.
28. Plan a ventilation system for the storerooms
29. Forbid the stocking of obsolete material or equipment and plan a temporary warehouse for supplies to discard (use, for example the containers recently acquired).
30. Make a list of monthly and annual needs of consumable supplies per site.
31. Limit to 2 weeks the storage of new equipment and accelerate its distribution to the users.
32. Make and update a list of needs and priorities.
33. Create periodical minimal maintenance schedules for equipment and vehicles and try to conclude service contracts with specialised suppliers.
34. Create and update a table of correspondence between supplies (ex.: ink cartridge) and equipment (ex.: printers), with specifications to consider for each type of equipment.
35. Plan local service contracts for all the sites or a rotation system for repair or maintenance equipment.
36. Plan or increase the repair and maintenance budget (Ministry budget or donors assistance) for vehicles.
37. Give the staff working in stock management a computer with printer and anti-virus.
38. Purchase a removal trolley.

Concerning staff training:

39. Train the staff working in stock and equipment management in the knowledge of equipment and supplies managed, as well in principles of stock management.

40. Train the staff working in stock management in the use of a micro-computer, of current programmes eventually in stock and equipment management data base.
41. Plan basic training in the use of a micro-computer and in the use of the main programmes. Aim, notably, at the users' autonomy in their reaction against error messages and malfunctioning messages as well as in making required steps in case of major breakdown.

The main findings and recommendations figure in the diagrams presented in annex 10, which will be used as a basis to training in stock management and elaboration of internal plan of action for the Management of Human Resources and Support Services.

Micro-projects and support offered by MSD:

Many micro-projects identified on the work plan discussed with the Ministry of Justice concern stock management. These micro-projects are:

Figure 3 – Micro-projects with MSD

1.2.2. Elimination and discarding of obsolete materiel	1.2.3. Identification of priority acquisitions and plan of acquisition	1.2.4. Decentralisation of inventories and rearrangement of storerooms
1.2.5. Evaluation of function ability of computers and of photocopiers in stock	1.2.6. Putting in place equipment rotation for repair	1.2.7. Distribution and transport of existing furniture, supplies and equipment
1.2.8. Computers park inventory	1.2.9. Assessing the need of a stock management computerised system for the Ministry and the public prosecutors offices	1.5.1. Integration in the library or distribution of books stored in the storerooms of the Ministry.

The following table shows the main actions recommended and situates them in a frame of micro-projects identified in the work plan

Action	MSD Support	
	Micro-project	Observations
Discard worn tires	Micro-project for eliminating and discarding obsolete supplies from storerooms	Possible link with Ministry of Youth, Sports and Culture
Discard PS2 computers	Micro-project for eliminating and discarding obsolete supplies from storerooms	Evaluation to be confirmed by KIST and donation or auction sale
Discard the other computers, photocopiers and printers in bad condition	Micro-project for eliminating and discarding obsolete supplies from storerooms Micro-project for evaluating the state of functioning of computer equipment and photocopiers in stock	Possible link with KIST or with a specialised supplier
Distribute new photocopiers	Micro-project for distributing and transporting existing furniture, supplies and equipment.	Renting of a lorry
Discard furniture, automobile spare parts, or other unusable or not required effects	Micro-project for eliminating and discarding obsolete supplies from storerooms	
Plan a warehouse for the vehicles' fleet	Micro-project for decentralising inventories and rearranging the storerooms.	Vehicles, spares, tires
Do the cleaning of storerooms and optimise the storage of stock	Micro-project for decentralising inventories and rearranging the stores.	Methodological support and plan if necessary
Plan a monthly cleaning (tidying and dust removal) of the storerooms		
Plan a ventilation system of the storerooms	Micro-project for decentralising inventories and rearranging the storerooms	For evaluation
Make an inventory and discard the obsolete stock and equipment which are in the public prosecutors offices	Micro-projects for eliminating and discarding obsolete material which are in the storerooms	
Standardise the stock security and preservation at the level of public prosecutors' departments		Methodological support if necessary
Forbid the storage of obsolete material or equipment and plan un temporary warehouse for the material to discard		
Stock management data base		
Add the missing elements in the inventory and take note of the discarded ones		
After discarding unusable stock, make the physical inventory		Methodological support if necessary
Plan a periodic physical count in order to validate the inventory sheets		
Plan an annual physical furniture inventory analysis including a comparison with the previous year data		
Merge the two supplies storerooms and	Micro-project for decentralising	Support in designing the

rearrange the positions of the staff concerned	inventories and rearranging storerooms	plan or choosing the rooms, if required
Supply the computer with a printer and anti-virus	Micro-project for assessing the needs of a stock management computerised system for the Ministry and the public prosecutors' departments	Report to supply
Supply users' manuals (Word, Excel...) to all the programmes users.		For evaluation
Supply anti-virus programmes for all the computers		Support to be found by the Ministry
Purchase of removal chariot	Micro-project for decentralising inventories and rearranging storerooms	
Training the staff in computer science and office automation	Micro-project for assessing the needs of a stock management computerised system for the Ministry and the public prosecutors' departments	
Training the staff in the knowledge of managed equipment and in stock management principles		Will imply the appointment of a local expert (KIST?)
Make and update a list of needs and priorities	Micro-project for identifying priority acquisitions and preparing a plan of acquisition and distribution	Methodological support if needed
Decentralise 'decentralisable' stock taking into account for monthly consumptions	Micro-project for distributing and transporting existing furniture, supplies and equipment	
Make a list of monthly and annual needs of consumable material per site		Methodological support if needed
Accelerate the distribution of new equipment in order to limit the storage time to 2 weeks	Micro-project for distributing and transporting existing furniture, supplies and equipment	
Create individual inventory sheets for long lasting items and equipment bearing a consideration of their condition		Methodological support if needed
Create periodical minimal maintenance schedules for equipment and vehicles and look into ways of signing services conventions with specialised suppliers		Methodological support if needed
Add positions of computer technicians for the support to users, breakdowns repair and data management		
Identify and number durable equipment and items		Methodological support if needed
Create and update a table of supplies correspondence (ex.: ink and toner cartridges) and equipment (printer, photocopier...)		Methodological support if necessary. Possibility of making recourse to a local expert
Plan local service contracts for all the sites or a rotation system for equipment to be repaired.	Micro-project put in place for the rotation of equipment to be repaired	To review in the light of the USAID-St-Hilaire project developments
Plan or increase the vehicles repair or maintenance budget		To include in the priorities of the Ministry in its requests to donors
Relocate stocked books	Micro-project for integrating in the library or distributing books stocked in the Ministry's storerooms	
File, discard or archive files stocked	Micro-project for eliminating and discarding obsolete material in the storerooms	Implication of the Service of national archives.

Conclusion:

The physical inventory of all the supplies and equipment of the Ministry of Justice has not been completed. This difficult exercise is even impossible in the current environment and would not have more than an ephemeral value. Stock and equipment management systems must first of all be put in place in order to ensure the maintenance of a permanent and reliable inventory.

The next stages to plan are the organisation of a training session in stock and equipment management intended to brief the staff concerned and will be followed by a working session aimed at the adoption of a plan of action by the Management of Human Resources and Support Services team. This team should then be requested to assess its needs in terms of a data basis or of a stock and equipment management computerised application and to implement the work plan adopted, with the support of MSD.

Acronym List	
Acronym	Definition
DHRSS	Department of Human Resources and Support Services
KIST	Kigali Institute of Science and Technology
MHRSS	Management of Human Resources and Support Services
MIJESPOC	
MINITRAP	Ministry of Public Works
MOJ	Ministry of Justice

Annex

Keys to Stock and Equipment Management

- A)
Arrangement of the rooms, locks, ambient environment
(temperature, humidity, dust, etc.), rotation
- B)
Tasks separation, material incoming and outgoing procedure, access and keys management, consumption statistics, comparative analysis
- C)
Best costs research, resources rationalisation, acquisitions and needs balance.
- D)
Assess the needs, mention breakdowns, stock decentralisation, and local control.
- E)
Management by objectives, considering supply delays, avoid stock outages.
- F)
By the stock keepers and the clients served. Reliability, validity.
- G)
Storage delays, procedure of distribution between the services and between the agents, preventive maintenance, equipment and vehicles breakdown cases management.

Security and Preservation

<ul style="list-style-type: none"> -extra clutter -Dust and lack of ventilation -Security and conservation not systematised in some public prosecutors offices -Piling up of obsolete stock to discard -Need to improve Filing and storage -Inadequate working conditions -Rotation not guaranteed -Lack of equipment and vehicles maintenance -Heterogeneity of stock in store -Safe and securely locked rooms 	<ul style="list-style-type: none"> -Discard unusable tires -Discard PS2 computers -Discard other computers, printers and photocopiers in bad condition -Distribute new photocopiers -Discard the furniture, automobile spare parts or other unusable effects or not required -Plan a separate warehouse for the fleet -Clean storerooms and optimise the storage of stock -Plan monthly cleaning and dust removal -Plan a ventilation system for the storerooms -Make the inventory and discard the stock and obsolete equipment existing in public prosecutors offices -Standardise the security and conservation of stock at the level of public prosecutors offices -Forbid the storage of obsolete material and plan a temporary warehouse for the material to discard
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Key principles

Observations

**Recommended
Actions**

Control

<ul style="list-style-type: none"> -Physical inventory impossible -Inventories do not cover all stock -Good control of incoming and outgoing material -Very little information on management 	<ul style="list-style-type: none"> -Stock management data base -Put the missing elements on the inventory and note discarded elements -Give a permanent character to the furniture and equipment inventory (constantly upgrade) -Plan a periodical physical count in order to validate the inventory sheets and verify the stock in the different sites -Plan a furniture annual physical inventory analysis including a comparison with the preceding year data
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Key principles

Observations

Recommended
Actions

Efficiency

<ul style="list-style-type: none"> . Need to displace stock in order to reach certain materials . Stock being scattered in many central storerooms (stationery and equipment) . Lack of computer tools for the management of stock . Staff proficient in new technologies . Staff with little knowledge of the equipment and material managed. . Very small space for the purchased supplies storekeeper 	<ul style="list-style-type: none"> . Optimise storage . Merge the office supplies stores and rearrange the positions of the staff . Stock management data base . Supply one computer with a printer and anti-virus software . Training of staff in data processing/office automation . Give guidelines leaflets to the programs users (Word, Excel,) . Purchase a removal chariot . Training of the staff in the knowledge of managed equipment and in stock management principles
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Key principles

Observations

Recommended actions

Continuity

<ul style="list-style-type: none"> . Lack of regular equipment and vehicles maintenance . Lack of information on the precise condition of goods and equipment . Stock outages . long time duration before replacement or repair of equipment or vehicles, usually for minor reasons (cartridges, toner,) . Insufficient computer support for the utilisation and maintenance of equipment . Lack of maintenance contracts . Lack of needs planning mechanism 	<ul style="list-style-type: none"> . Make and update a list of needs and priorities . Make a list of monthly and annual needs of consumable material per site (management by objectives taking into account supply delays) . Create individual inventory sheets for durable goods and equipment and include the condition . Create periodical minimal maintenance schedules and look into ways of signing service contracts with specialised suppliers. . Add data processing technicians for assistance to the users and for data management.
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Key principles

Observations

Recommended
Actions

Give the user a sense of responsibility

<ul style="list-style-type: none"> . Functioning by requisition for outgoing material . Lack of data on consumption per site . Reserve stock rather centralised . Lack of mechanism of permanent knowledge of needs (material, maintenance,...) and priorities 	<ul style="list-style-type: none"> . Database for stock management . Make and update a list of needs and priorities . Decentralise the stock by considering monthly consumptions . Obtain the list of monthly and annual needs in consumable material
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Key principles

Observations

Recommended
Actions

Stock knowledge

<ul style="list-style-type: none"> . Elements not inventoried (equipment, books etc.) . No validation by physical inventory . Non identified and/or numbered equipment . Good knowledge of stock theoretical level for products and equipment listed . Lack of systematic information on inventories in public prosecutors offices . A little precise information on the condition of equipment and vehicles . No data on types and commercial names of supplies needed for each working equipment 	<ul style="list-style-type: none"> . Include missing elements on the inventory sheets and note those discarded . After discarding unusable stock, do the physical inventory . Identify and number equipment and durable goods . Create individual inventory sheets for durable goods and equipment and describe their condition . Stock management data base . Create and update a table of supplies correspondence (ex.: ink and toner cartridges) and equipment (printer, photocopier,). . Sort and archive or destroy files to check
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Key principles

Observations

Recommended
Actions

Maximum usage

<ul style="list-style-type: none"> . Great distance to public prosecutors offices . Insufficient decentralised budget . Deficient maintenance (vehicles and equipment) . Long lasting breakdowns . Lack of technical and data processing support 	<ul style="list-style-type: none"> . Plan local service contracts for all the sites or a rotation system of equipment for repair or maintenance . Accelerate the distribution of new storage equipment in order to limit the storage to two weeks . Add data processing technicians in order to support users in case of breakdown . Create periodical minimal maintenance schedules for equipment and vehicles and look into ways of signing contract services with specialised suppliers . Plan a maintenance and repair budget for vehicles . Integrate stocked books in the library
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Key principles

Observations

Recommended
Actions

Micro-projects with MSD

1.2.2. Elimination and discarding of obsolete supplies	1.2.3 Identification of priority acquisitions and plan of acquisition	1.2.4 Decentralisation of inventories and rearrangement of storerooms
1.2.5. Evaluation of function ability of computers and of photocopiers in stock	1.2.6 Putting in place equipment rotation for repair	1.2.7 Distribution and transport of existing furniture, supplies and equipment
1.2.8. Computers park inventory	1.2.9 Assessing the need of a stock management computerised system for the ministry and the public prosecutors departments	1.5.1 Integration in the library or distribution of books stored in the storerooms of the Ministry