

REPUBLIC OF RWANDA



RWANDA PUBLIC PROCUREMENT AUTHORITY (RPPA)

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RPPA ADMINISTRATIVE PROCEDURES MANUAL

MARCH 2022

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I. LIST OF ACCRONYMS

NBR	: National Bank of Rwanda
CBM	: Chief Budget Manager
CBCM	: Capacity Building Coaching and Mentoring
CD	: Capacity Development
CIPS	: Chartered Institute of Purchasing and Supply
COA	: Chart of Account
CoB	: Close of business
CMC	: Crisis Management Committee
CMPR	: Contract Management and Procurement Research
CSR	: Caisse Sociale du Rwanda/ Rwanda Social Security
DAF	: Director of Administration and Finance
DG	: Director General
DM	: Division Manager
E-Procurement	: Electronic procurement
FY	: Fiscal year
FRW	: Rwandan Francs
GAAP	: Generally Accepted Accounting Principles
HR Staff	: Human Resource shared services assigned to support RPPA
HRMS	: Human Resource Management specialist
IB	: Internet Banking
ICT	: Information Communication Technology
ICTC	: Information and communication technology committee
ID	: Identification
IFMIS	: Integrated Financial Management Information System
IPPIS	: Information Payroll Personnel Information System
IT	: Information Technology
ITC	: Internal Tender Committee
LPO	: Local Purchase Order
M&E	: Monitoring and Evaluation
MIFOTRA	: Ministry of Public Service and Labor
MINECOFIN	: Ministry of Finance and Economic Planning
MINICOM	: Ministry of Commerce
MTEF	: Medium Term Expenditure Framework
NPSC	: National Public Service Commission

OAG	: Office of Auditor General
OBL	: Organic Budget Law
OGS	: Office of The Government Spokesperson
OLSFP	: Organic Law on State Finances and Property
OP	: Payment Order
OTR	: Ordonateur Tresorier du Rwanda
PAYE	: Pay As You Earn
PE	: Procuring Entity
PBCC	: Planning and Budgeting Call Circular
PFM	: Public Finance Management
PMEO	: Planning, Monitoring and Evaluation Officer
PMO	: Prime Minister's Office
PRCO	: Public Relations and Communication Officer
RAMA	: Rwandaise Assurance Maladies
RBM	: Result Based Management
RDB	: Rwanda Development Board
RISA	: Rwanda information Society Authority
RPPA	: Rwanda Public Procurement Authority
RRA	: Rwanda Revenue Authority
RSSB	: Rwanda Social Security Board
SIPs	: Strategic Issue Papers
ToRs	: Terms of references
TPR	: Taxes Professionnelles sur le Revenue
USD	: United States Dollars
VAT	: Value added tax

II. DEFINITION OF KEY TERMS

Archives: a collection of historical documents or records providing information about a place, institution, or group of people.

Audit evidence: Information used by auditor to elaborate audit opinions, conclusions and recommendations.

Auditee: Person responsible for the function, department, process or project being audited and represents management during the audit engagement.

Bug: A software bug is an error, flaw or fault in a computer program or system that causes it to produce an incorrect or unexpected result, or to behave in unintended ways.

Cash flow: The net movement in the cash balances over a particular reporting period, given by the sum of payments and receipts.

Chart of accounts: A listing of codes on the basis of which the budgeting and accounting transactions are classified to provide meaningful financial information.

Classification: Operation of intellectual and physical ordering of archival documents

Client: Means the procuring entity which issued an ITT and conducted public procurement procedures, and therefore who signs this agreement with the Service Provider.

Commitment: An obligation which arises when an agreement, contract or a purchase order has been duly concluded for the supply of goods or services to a public entity.

Crisis Management

Crisis is anything that can ruin, damage the image or reputation of the institution. In other words, Crisis is a bad reputation to any institution. Crisis management is a list of strategies to handle and avoid bad reputation of the institution.

Day: Working day (any weekday except official public holidays and weekend days)

Audit Engagement: A specific internal audit assignment, task, or review activity, such as an internal audit, control self-assessment review, fraud examination, or consultancy.

Teammate: An auditing software designed to help auditors to conduct audit process via an advanced electronic working papers database.

Expenditure: The outflow of cash arising as a result of payments issued in a given reporting period or liabilities incurred.

Financial Statement: A particular financial report produced showing the position of any type accounting information.

Fiscal year: A period of twelve (12) months from 01 July to 30 June of the following year.

General ledger: The primary ledger in which accounting transactions are recorded, in double entry format, and from which financial reports are produced.

Goods Received Note: Goods Received Note (GRN) is a record of goods received from suppliers, and the record is shown as a proof that ordered products had been received. The record is used by the buyer for comparing the number of goods ordered to the ones delivered. It is used for stock updates and the payment of goods obtained the products and quantity of the goods included in the delivery.

Head of department/unit: Refers to Division manager, project manager e-procurement, Director of unit.

Planning and Budget Call Circular (PBCC): Aimed at inducing discussions at the sector level on priority activities to be funded through the Government budget for the following FY.

Management team: Refers to DG and others managers representing other staff.

Planning staff: Refers to the planning staff from shared services who will be assigned to work with RPPA in all planning matters.

Planning, HR, legal, auditor and IT staff: Refers to staff from shared service assigned by the line ministry (MINECOFIN) to support RPPA on daily basis.

PM: Project Manager of Umucyo e-procurement system

Service provider: Individual or company that provides services to a Public procuring entity. The provision of services between a service provider and public entity must be governed by a contract.

Shared service (by sector): Job positions which were integrated in the organizational structures of the line Ministries to serve institutions in the same sector. Those shared services by sector include Planning and M&E, Human Resource Management, Legal Affairs, Internal Audit and IT function.

Terms of Reference: Technical work involved in a project, or part of a project.

Transfer slip: A transfer slip is a transactional document that records the movement of any document from one store to another.

Umucyo System: Rwanda e-government Procurement System.

PART I: GENERAL INTRODUCTION

1.1. Preamble

Pursuant to the Law N° 017/2020 of 07/10/2020 establishing the general statutes for Rwanda Public Service; the Law N°25/2011 of 30/06/2011 establishing Rwanda public procurement authority (RPPA) and determining its mission, organization and functioning.

Basing on the Prime Minister's Order N°115/03 of 08/04/2016 determining the structure of the Manual of Administrative Procedures in Public Service and the Prime Minister's Order determining No 086/03 OF 14/08/2020 determining the organizational structure, salaries and fringe benefits for employees of Rwanda Public Procurement Authority;

Following the fact that the daily activities in which RPPA staff are engaged in require a harmonized and lawful frame-work that allow them to smoothly carry out their mandated tasks;

Considering that RPPA is responsible to make Rwanda the centre of regional excellence in public procurement;

It is noteworthy for RPPA to have a manual of administrative procedures that compiles necessary procedures in a written document that will act as a resource for administrative direction. This will also provide RPPA staff with the tools needed to effectively move into action and learn quickly how they will proceed to perform their tasks.

Therefore, this manual of procedures will help to streamline standardized procedures and providing a basis for individual and departmental accountability. Besides, it will facilitate RPPA to deliver in line with its Vision, Mission, Strategic goals, and core functions.

The present document is divided into five (6) main parts as follow: (i) General introduction, (ii) human resource procedures, (iii) financial and accounting procedures, (iv) Auditing procedures, (v) operations procedures and (vi) technical operations procedures.

The human resource dimensions covered procedures related to:

- Recruitment processes
- Preparation of salaries and declaration of statutory deductions
- Performance management procedures
- Personnel files management
- Management of attendance
- One-day authorized absence
- Compensation overtime or leave
- Annual Leave Management
- Capacity development
- Knowledge sharing
- Disciplinary sanctions imposed against a public servant
- Appeal process against a sanction/ decision taken against the staff
- Internal transfer

- Separation from service
- Health and Safety
- Acting Position
- Handover
- Handling grievances between peers
- Handling grievances between staff and supervisor
- Handling grievances between staff and DG
- Handling staff administrative claims
- Official mission/ or training.

The financial and accounting procedures include:

- Budget Preparation Process,
- Annual Cash flow preparation and submission
- Requesting funds from the Treasury
- Internal documents requesting purchase order
- Payment Process of invoice for goods
- Payment Process of invoice for services
- Payment of allowances (Mission allowances and others allowances)
- Petty cash payment
- Petty cash management
- Payment of salary
- Files management
- Taxes declaration in Finance
- Financial report

The internal and external auditing procedures take into account the following:

1. Internal audit procedures

- Annual audit planning
- Audit engagement planning
- Audit engagement performing
- Audit engagement findings communication
- Monitoring of implementation status of audit recommendations
- Internal audit activities reporting

2. External audit procedures

- Reception of audit notification
- Audit Facilitation
- Audit findings Communication
- Implementing audit recommendations

The operation procedures take account of the following aspects:

- Investigation procedures,
- Appeal procedures,
- E-Procurement procedures,
- Planning, monitoring and evaluation,
- Public relations and communication,
- Procurement and contract management,

- Transport and logistics management
- Information technology,
- Management of incoming and outgoing mails,
- Documentation and archives,

The technical operation procedures take into consideration the following:

- Monitoring procedures
- Capacity development, coaching and mentoring
- Contract management and research in procurement
- Reference Prices and Quantity survey

1.2. Presentation of the Institution

Rwanda Public Procurement Authority is a public institution which was first established by the law N° 63/2007 of 27/03/2007 determining its organization, functioning and responsibilities later on repealed by the law N° 25/2011 of 30/06/2011.

1.2.1. Vision

To make Rwanda the centre of regional excellence in public procurement.

1.2.2. Mission

To achieve the best value for money for the Government of Rwanda by setting up procurement standards, guidelines, and procedures, building capacity and monitoring procurement proceedings in order to ensure competition, economy, transparency, fairness, efficiency, accountability and zero tolerance to corruption in all public procurement activities.

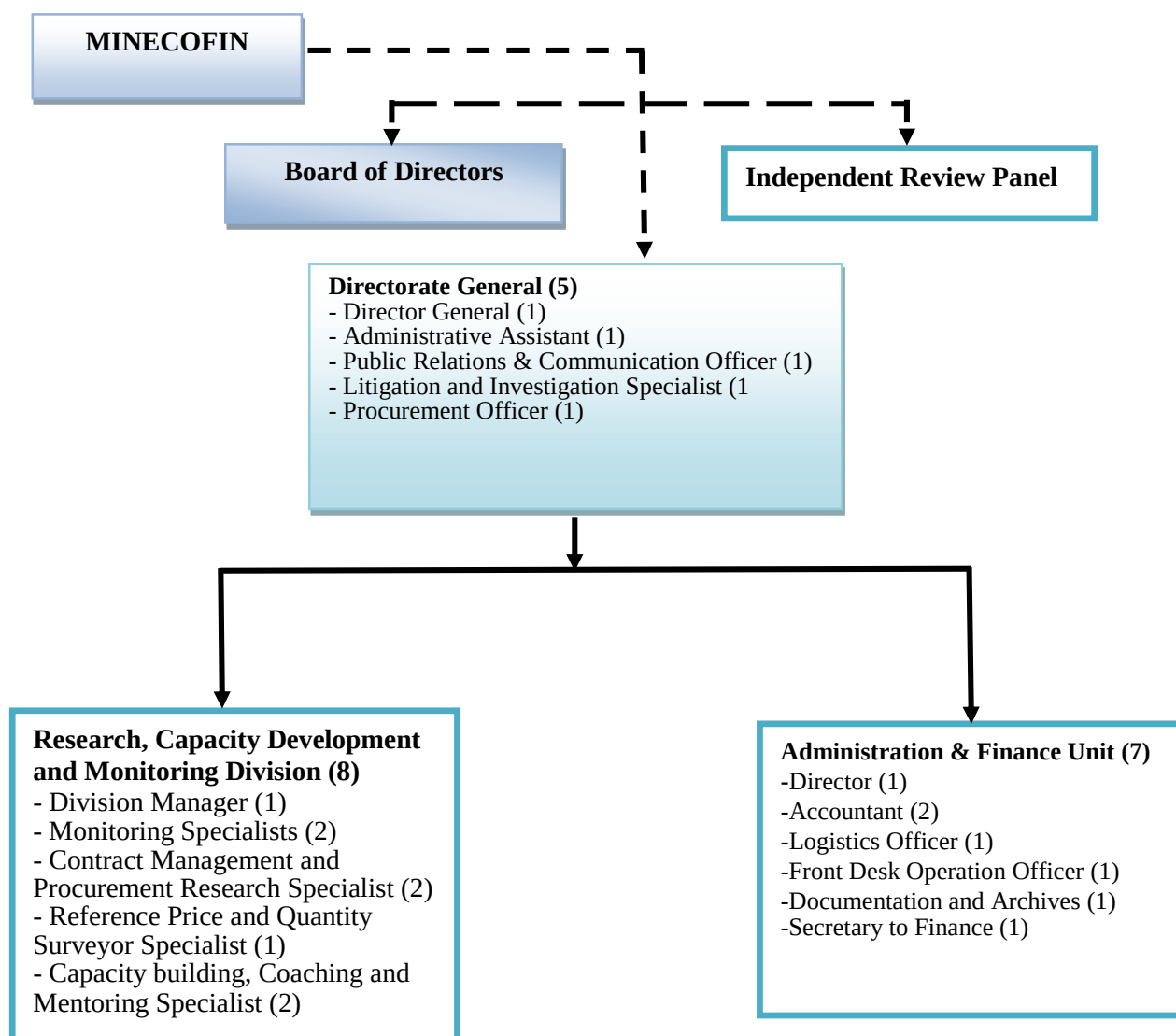
1.2.3. Mandate

- To ensure organization, analysis and supervision in public procurement matters;
- To advise the government and all public procurement organs on the policies, strategies in matters related to the organization of public procurement;
- To control activities of awarding public contracts and their execution;
- To develop professionalism of the staff involved in public procurement;
- To provide technical assistance as needed and develop teaching material, organize trainings and lay down the requirements which must be met by public procurement officers;
- To collect and disseminate on a regular basis information on public procurement;
- To put in place standard bidding documents, bid evaluation reports and other standard documents for use by public procuring entities;
- To sensitize the public on matters related to public procurement;
- To draw up and publish the list of bidders suspended or debarred from participating in public procurement;
- To establish cooperation and collaboration with other regional and international agencies whose mission is similar to that of RPPA.

1.2.4. Core Values

The Rwanda Public Procurement Authority is based on the following Principles: Transparency; Competition; Economy; Efficiency; Fairness; Accountability.

1.2.5. Organizational Structure



RPPA is comprised of two organs: The board of directors and the General Directorate. The Board of Directors is the governing and decision-making organ while the General Directorate is the executing organ. Following are administrative units of RPPA:

- The office of the Director General,
- Research, Capacity Development and Monitoring Division,
- Administration and finance unit

Other services that are on this structure like planning, human resource, legal affairs and internal audit will be provided by shared staff from MINECOFIN.

1.3. Methodology

RPPA used both participative and consultative approaches. Each staff was requested to develop procedures related to his/her position and present them to Management Team and Strategy and Risk

Board Committee. During the presentation, participants would recommend further amendments and improvements to make the procedures more comprehensible.

Following steps were respected:

- Each staff had to conduct a throughout analysis of operations related to the work he/she performs;
- Each staff had to analyze laws, policies, procedures and other relevant documents for compliance purposes;
- Each staff had to analyze how operations were previously conducted to detect gaps and address them in the new procedures;
- Each staff had to develop the draft procedures related to his position and present them to management and other staff for further inputs;
- After presentations, each staff had to incorporate the inputs brought by participants into the draft document;
- Submit the amended document to the head of Division/unit for compilation and quality assurance;
- The head of unit submits the compiled document to the HRM Specialist for consolidation
- The draft procedure manual is discussed in management for final amendment before submission to the Board of Directors for approval.

The information gathered and the improvements made through this methodology therefore allowed the elaboration of this document which aims at reducing ambiguity and enhancing RPPA performance.

PART II. HUMAN RESOURCE MANAGEMENT PROCEDURES

These HRM procedures are designed to be the Standard Operating Procedures (SOPs) that will provide management and staff guidelines on day to day management of Human Resources (HR) within the RPPA, whereas ensuring compliance with basic rights and obligations for both the employer and employee as enshrined in the Laws governing employment in the Rwanda public service.

This part covers procedures related to Recruitment processes, preparation of salaries and declaration of statutory deductions, performance management procedures, personnel files management, management of attendance, one-day authorized absence, compensation overtime or leave, annual leave management, capacity development ,knowledge sharing, disciplinary sanctions imposed against a public servant, appeal process against a sanction/ decision taken against the staff, internal transfer, separation from service, health and safety, acting position, handover, handling grievances between peers, handling grievances between staff and supervisor, handling grievances between staff and DG, handling staff administrative claims and official mission/ or training.

2.1. Recruitment procedures

2.1.1. Planning and budgeting for recruitment

Steps	Tasks	Responsible	Time lines
1	Identify vacant positions and propose related budget in the upcoming fiscal year	HR Staff	Within the 1 st PBCC timeline
2	Prepare and submit HR action plan that includes the activity of recruitment and related budget to the planning staff	HR Staff	
3	Include the recruitment in RPPA action plan	Planning Staff	
4	Adjust the plan and budget according to the 2 nd PBCC	Planning staff and DAF	Within the 2 nd PBCC timeline
5	Approve the plan and the budget	DG	

2.1.2. Initiate the recruitment process

Steps	Tasks	Responsible	Time lines
1	Request the finance unit to include recruitment budget in the monthly cash flow plan	HR Staff,	Not later than the last day of the month preceding the recruitment
2	Review the job descriptions of vacant positions	HR Staff	Within 2 days
3	Draft and submit the concept note for recruitment and attach the required budget	HR Staff	Within 3 days from the day the job

Steps	Tasks	Responsible	Time lines
			descriptions were amended
4	Approve the concept note and authorize HR staff to start the recruitment	DG	5 days from date of receipt of the concept note
5	Assign staff to support HR staff in the recruitment process	Management	

2.1.3. Advertisement and shortlisting

Steps	Tasks	Responsible	Time lines
1	Update job requirements in e-recruitment system for each position to be advertised	HR Staff	3 days from the approval of the concept note
2	Advertise the job vacancy through e-recruitment	HR Staff	7 working days
3	Conduct final shortlist after the system's temporary shortlist	HR Staff and other staff appointed by RPPA	7 working days after the closing date for application
4	Publish the list of shortlisted candidates	HR Staff	
5	Receive and handle appeals at RPPA level	HR Staff	3 Working days from the date on which the list of eligible candidates was published
6	Wait until the NPSC respond to appeals	HR Staff	5 working days

2.1.4. Administration of exams

Steps	Tasks	Responsible	Time lines
A. Written exam			
1	Coordinate with examination centers to secure a computer lab where exams will be conducted	HR staff	10 days after advertising the positions and before the closing the appeals
2	Elaborate a roadmap for written exams by précising the dates for each step of recruitment	HR Staff	
3	Identify and propose to DG the list of internal and external examiners who will compose the written exams	HR Staff	
4	Review and approve the list of potential examiners	DG	
5	Invite internal and external examiners for a pre-examination meeting	DG	
6	Hold a meeting with examiners to discuss the recruitment guidelines	DG, HR Staff and all examiners	7 days before the exam date
7	Set exams	Examiners	

8	Check if the draft paper meets the examination standards and the system requirements	HR Staff and Examiners	Day of exam
9	Make a final exam paper ready to be uploaded in the system	HR Staff and Examiners	
10	Invite applicants to sit for exams	3 days before the date of written exam	
11	Record participants on the attendance list	HR Staff and supervising team	
12	Upload the exam into the system to allow candidates start the examination	HR staff	10 minutes before the starting time
13	Sit for online written exam	candidates	150 minutes
14	Supervise candidates during the written exams	RPPA staff and examiners	Day of exam
15	Publish written exam after examination	DG	Not later than 24 hours from the date the exam was conducted
B. Administration of Oral interviews			
1	Propose panelists to conduct oral interviews	HR Staff	5 days after NPSC response to appeals done
2	Review and approve the list of panelists	DG	5 days before the date of oral exam
3	Contact examiners to confirm their availability during oral interviews and Propose another examiner who can take over in case of an examiner's absence	HR Staff	
4	Conduct a pre-interview meeting to set questions and agree on best way to conduct interviews	All examiners	At least 1 hour before starting oral interviews
5	Mark oral interviews in accordance with RPPA assessment form (in annex)	Panelists	During interviews
6	Determine the average score of a candidate by totalizing marks given by each examiner and then divide the total by the count of examiners number	HR Staff and Panelists	
7	Determine successful candidate/s by considering the one who scored higher than others	Panelists	Before leaving the panel
8	Conduct vetting for successful candidates	HR Staff, DG	2 days
9	Publish the final results through the system	HR Staff	
10	Confirm oral interview marks	DG	

2.1.5. Handling appeals and offering job to the successful candidate

Steps	Tasks	Responsible	Timeline
A. Handling appeal			
1	Receive and handle appeals lodged in e-recruitment by a candidate who feels aggrieved by the recruitment process	HR Staff	3 days from date the appeal was received
2	Put on hold the recruitment process until a candidate who forwarded appeal to NPSC gets feedback	HR Staff	Until the feedback is given by the NPSC
3	Offer the job to the successful candidate through e-recruitment	HR staff	2 days after closing the whole recruitment process
4	Contact successful candidate/s to accept or reject the offer in e-recruitment system	HR Staff	
5	Offer job post to the next candidate if the successful candidate did not accept the offer in e-recruitment	The system	3 days from the date of receipt of the job offer

2.1.6. Preparation of recruitment report and appointment of successful candidate

Steps	Tasks	Responsible	Timeline
1	Prepare and submit the recruitment report to DG for approval	HR Staff	7 days from the date on which the final results were approved
2	Approve the recruitment report	DG	
3	Submit the recruitment report to NPSC	HR Staff	
4	Collect all needed documents from successful candidate	HR staff	
5	Appoint successful candidate/s	DG	3 days after receiving NPSC feedback

2.1.7. Induction and Orientation

Steps	Tasks	Responsible	Timeline
1	Introduce new staff to colleagues	HR Staff or DAF	Starting date of new staff
2	Start induction and orientation	HR Staff	Within 5 days from the starting day
3	Coordinate the induction and orientation session	HR Staff	At least 3 days
4	Prepare and make presentations for the new inductee (s)	Head of units and any other staff	
5	Meet the new staff for welcome note and briefing before starting the job	HR Staff, DAF	
6	Start work in their respective positions	New staff	Immediately

Steps	Tasks	Responsible	Timeline
7	Produce induction and orientation report	HR Staff	3 days after induction

2.1.8. Management of probation period

Steps	Tasks		
1	Establish a list of expected results that the new employee must achieve	Immediate supervisor	Within 5 days after induction
2	Assign the expected results to the new staff through RBM system	Immediate supervisor	
3	Coach and mentor the new staff and monitor the progress of his/her milestones and provide support	Immediate supervisor	All along the probation period
4	Evaluate the staff after probation period	Immediate supervisor	30 th day of the last month of the probation period
5	Draft a confirmation letter if the staff scored 70% and above in evaluation	HR Staff	The day following the end of his/her probation
6	Review and Approve the confirmation letter	DG	
7	In case the staff scored 70% and above, assign to him/her a new performance contract ending with the fiscal year	Immediate supervisor	Within 5 days
8	In case the immediate supervisor noticed that the staff under probation is not competent, draft a report to DG proposing to remove the shim/her from office	Immediate supervisor	5 days before the end date of his/her probation
9	Draft the letter removing the staff from office	HR Staff	30 th day of the last month of the probation period
10	Review and approve the letter removing the staff from office and request the staff to handover RPPA assets	DG	The day following the end of his/her probation
11	Submit both the performance contract and signed confirmation letter to HR Staff for filing	Immediate supervisor	3 days
12	File in staff administrative file	HR Staff	

2.2. Preparation of salaries and declaration of statutory deductions

2.2.1. Budgeting annual salary and other fringe benefits

Steps	Tasks	Responsible	Timeline
1	Collect information related to staff annual salaries and other fringe benefits	HR Staff	Within the 1 st PBCC timeline
2	Prepare the plan according to the level and index value of each staff	HR Staff	Within the 1 st PBCC timeline
3	Submit to DAF in the excel sheet annex reflecting the whole budget	HR Staff	
4	Review the planned salary to ensure calculations are well done	DAF	
5	Submit the planned salary to the accountant	DAF	

Steps	Tasks	Responsible	Timeline
6	Consolidate the budget and incorporate it in the institutional budget	Accountant	

2.2.2. Preparation of monthly salary and other fringe benefits

Steps	Tasks	Responsible	Timeline
1	Collect information related to staff changes	HR Staff	10 th of every month
2	Log into the SmartHr to capture any change that may affect the payroll	HR Staff	
3	Prepare salary using the SmartHr System	HR Staff	11 th of every month
4	Verify and sign the payroll and submit it to DAF through SmartHr System	HR Staff	12 th of every month
5	Verify the payroll, sign and submit it to DG for approval	DAF	13 th of every month
6	Approve the payroll	DG	14 th of every month
7	Send the salary in IFMIS System for commitment	HR Staff	
8	Make commitment and submit the salary to MINECOFIN	Accountant	Not later than 21 st of every month
9	File the payroll	HR Staff, Accountant	

2.2.3. Declaration of statutory deductions

Steps	Tasks	Responsible	Time lines
1	Initiate the declaration of PAYE, PENSION, Medical insurance and Mutuelle de sante	HR Staff	7 th of every month
2	Prepare related annexes and submit declarations using the RRA system	HR Staff	Not later than 15 th of every month
3	Follow up validation of the declaration made and attach the declaration receipt on the related payroll	HR Staff	Not later than 15 th of every month

2.3. Performance management procedures

2.3.1. Performance contracting, monitoring and evaluation

SN	Steps	Responsible	Timeline
1	Prepare institutional activities to be performed during the fiscal year and upload the plan in SmartHr	Planning staff	30 th June of every fiscal year
2	Assign to head of units activities to be performed	Planning staff	5 th July of every fiscal year

3	Review and approve activities to be performed by the head of unit in SmartHr	DG	10 th July of every fiscal year
4	Prepare a list of activities to be performed by subordinates during the fiscal year	Immediate supervisor	15 th of every fiscal year
5	Assign each staff the activities to be performed during the fiscal year	Immediate supervisor	20 th July every fiscal year
6	Monitor progress of activities performed by staff	Immediate supervisor	Every day from the date of assignment of imihigo
7	Report Imihigo progress	Staff	Upon completion of Umuhigo
8	Mark the progress	Immediate supervisor	Every quarter
9	Evaluate and mark staff Imihigo at the end of the fiscal year	Immediate supervisor	Not later than 30 th June of the fiscal year

2.3.2. Reporting and rewarding performance

SN	Steps	Responsible	Timeline
1	Plan and Budgeting the reward to be given to the best performer	HR Staff	Within the planning and budgeting timeline
2	Generate performance evaluation report from the system	HR Staff	30 th July of every fiscal year
3	Approve and submit the report to MIFOTRA	DG	Not later than 15 th Aug of every fiscal year
4	Rank staff performance based on their scores (from the highest to the lowest)	HR Staff	Until 20 th Aug of every fiscal year
5	Discuss the ranking in management meeting to confirm the best performer and decide related awards	Management	
6	Make necessary arrangements to acquire the awards approved by management	DAF, HR staff	
7	Organize staff meeting to announce the best performer	DAF, HR staff	
8	Offer the reward to the best performer	DG	1 st May of every fiscal year
9	Publish the picture of the best performer on RPPA website	IT staff	
10	Prepare promotion letters for eligible employees	HR Staff	Not later than 25 th Aug
11	Prepare bonus and process the payroll as per the procedures for preparation of salary and other fringe benefits	HR Staff	Not 30 th August of

			every fiscal year
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2.4. Personnel files management

SN	Steps	Responsible	Timeline
1	Create an employee file in accordance with the checklist in annex	HR Staff	3 days before appointing the staff in his/her position
2	Upload employees' personal information and documents in SmartHr	HR Staff	10 days after starting work
3	Request to consult a personal file	Staff him/herself	When need arises
4	Give access to staff to consult his/her personal file in the presence of HR staff	HR Staff	Upon request
5	Submit new update to HR Staff in order to update a personal file	Staff	When he/she wants to update the file
6	Update staff's physical file	HR Staff, staff	Upon reception of staff documents
7	Keep the file in a safe and secure place and ensure high confidentiality	HR Staff	Always

2.5. Management of attendance

SN	Steps	Responsible	Timeline
1	Be at office from Monday to Friday from 7:00 am to 5:00 PM with a One-hour break running from 12:00 up to 1:00 PM	All permanent and contractual staff	Every day except holidays and weekends
2	Sign in and out in the finger print with respect to working hours	All permanent and contractual staff	Everyday
3	Monitor daily attendance of staff and inspect if staff respect working time	Immediate supervisor, DAF,	From 7AM to 5 PM
4	Prepare weekly attendance report and submit it to DG	DAF	Every Monday
5	Prepare weekly attendance report	DAF	Last day of every month
6	Analyze the report and categorize staff based on the produced attendance report	DAF	5 th of every month
7	Conduct counselling session for staff who did not respect working hours	DAF, HR Staff	10 th of every month

2.6 One-day authorized absence

SN	Step	Responsible	Timeline
1	Fill the appropriate form to request leave of absence for valid reasons	Staff requesting for leave	1 day before taking the leave
2	In case of emergency, request a 1 day authorized absence using electronic message	Staff requesting for leave	In case of emergency
3	Analyze, approve or reject the staff request	Immediate supervisor	Maximum 1 day and during working hours
4	Analyze, approve or reject the staff request when it was not sent during working hours	Immediate supervisor	
5	Fill the form in case the initial email was sent through email	Staff requesting for leave	Immediately after reaching the office
6	Submit the approved request to HR Staff	Staff requesting for leave	Immediately after approval of the request
7	File the approved request form	HR Staff	

2.7. Compensation overtime or leave

SN	Steps	Responsible	Timeline
1	Authorize a staff to work overtime in the interest of service	Immediate supervisor	When there is a need in the interest of service
2	Write a memo requesting to get compensation of hours of rest equal to hours spent on overtime work	Staff requesting overtime	Not later than 30 days from the time
3	Approve the memo	Immediate supervisor	
4	Take rest after approval of the memo	Staff requesting overtime	

2.8. Annual Leave Management

SN	Steps	Responsible	Timeline
A. Preparation of annual leave plan			
1	Send an email requesting staff to propose dates for annual leave	HR Staff	not later than 1st July of each fiscal year
2	Make proposal and submit it to the immediate supervisor by splitting the leave not more than three (3) portions maximum	Staff	10 th July of every fiscal year
3	Analyze leave proposals and discuss to agree on the unit's plan	Unit members	
4	Consolidate and submit the leave plan to HR after agreeing on the dates	Head of unit	
5	Check and consolidate the institutional leave plan and submit it to DG for approval	HR staff	15 th July of every fiscal year
6	Approve the leave plan	DG	31 st July of every fiscal year

7	Follow up implementation of annual leave plan as soon as the DG approves it	DAF, Immediate supervisor, HR Staff	All along the fiscal year
B. Application for annual leave			
1	Fill the appropriate leave request form attach a copy of approved leave plan, a handover report then submit it to HR Staff and a memo in case the leave plan was not respected	Staff requesting leave	3 days before the date on which the staff is supposed to start the leave
2	Check if the staff requested days in accordance with the law and sign the form	HR Staff	Same day upon reception
3	Approve the leave	Immediate supervisor	1 day after HR checks
4	Start leave	Staff	On the date mentioned
5	Write a comment on the leave request form in case there is a valid reason for not approving the annual leave request. The comment should precise why the reason why and another proposal on when the staff shall take the leave	Immediate supervisor	1 day after receipt of staff request
6	Start leave in case the supervisor did not give any response within 3 days	Staff	On the date to start the leave
7	Write an email informing the immediate supervisor that staff has started the annual leave	Staff	On the date to start the leave
C. Postponement and compensation of leave due to valid reasons			
1	Write to the staff to report to office or work on a complex file while on leave	Supervisor at 1 st or 2 nd level	For the interest of service or valid reasons Upon receipt of the invitation Not later than 30 days from the time the staff resumed work
2	Report to work on due date and time or give valid reason in case of impossibility to do so	Staff	
3	Write a memo requesting to compensate days worked while on leave when resumed to work	Staff	
4	Approve the memo	Immediate supervisor	
5	Take days equal to days on which the staff was asked to work	staff	
D. Preparation of Adhoc leave plan			
1	Prepare an ad hoc leave plan for staff who were unable to take their leave during the fiscal year	Immediate supervisor	15 th July of the next fiscal year
2	Consolidate and submit to DG a consolidated leave plan for approval	HR Staff	20 th July of every fiscal year
3	Follow up implementation of the ad hoc annual leave plan until each staff gets the leave he/she deserves	Immediate supervisor, HR Staff	Not later than 31 Dec of every fiscal year
4	File all leave in staff files	HR Staff	As soon it is approved

2.9. Capacity development

SN	Steps	Responsible	Timeline
1	Conduct training needs assessment and prepare annual capacity development plan, indicating critical and generic courses	HR Staff	Not later than 15 th July
2	Indicate the number of staff to be trained, areas of training, duration and the budget and submit the hard copy to DG for signature	HR Staff	Not later than 31 st July
3	Approve the annual capacity building	DG	
4	Submit the CD plan to MINECOFIN	HR Staff	During the 1 st PBCC timeline
5	Follow up the implementation of the CD plan to the concerned institution	HR Staff, DG	A per the CD plan
6	Draft training report after receiving training program and submit it to HR Staff for consolidation	Staff who received training	8 days after the training
7	Consolidate the annual capacity development report and submit it to DG	HR staff	Not later than 15 th September

2.10 Knowledge sharing

SN	Steps	Responsible	Timeline
1	Plan a schedule to share acquired after training/course/conference/ symposium ...	Staff who benefited such training...	Not later than 30 days after training
2	Write a memo requesting the management to allow meeting session with colleagues	Staff who benefited such training...	
3	Approve the staff request to meet other colleagues for the purpose of sharing knowledge	DG	
4	Conduct the session to share knowledge with other colleagues	Staff who benefited such training...	Not later than 60 days
5	Participate in the session to share knowledge between staff	Concerned or all staff	
6	Prepare a report after the session	Concerned or all staff	Not later than 3 months from the time the staff completed the course/training

2.11. Disciplinary sanctions imposed against a public servant

Steps	Tasks	Responsible	Timelines
A. Disciplinary proceedings for a fault of 1st Category			
1	Write to a staff suspected to have committed a disciplinary fault of 1 st category	Immediate supervisor	Not later than 3 days from the time the supervisor got the information
2	Provide explanations to the supervisor	Staff suspected to have	Within five (5) working days from the date he or she

Steps	Tasks	Responsible	Timelines
		committed a fault	received the letter requesting for explanations.
3	Carry out administrative investigations	Disciplinary committee	within twenty five (25) consecutive days counted from the date on which he or she was requested to provide explanations
4	Submit the letter acquitting or imposing sanction of 1st category to the staff	President of disciplinary committee	
5	Approve the letter acquitting or imposing sanction of 1st category to the staff	DG	Within 3 days
6	Submit the letter either in hard or soft copy to the concerned staff	Front desk operation officer	1 day
7	Receive and acknowledge receipt of the letter	Concerned Staff	
8	File the letter in staff administrative file	HR Staff	1 day
9	Request in writing the DG for rehabilitation after consuming the 1 st category sanction	Concerned Staff	At least after 2 years
10	Rehabilitate the staff who was sanctioned for a fault of 1 st category	DG	
11	Re-apply for rehabilitation for a staff who was not granted rehabilitation of a fault of 1 st category	Staff who was sanctioned for the 1 st category	1 year
12	Grant rehabilitation to a staff who applied for it	DG	Within 7 working days
B. Disciplinary proceedings for a fault of 2nd Category			
1	Write to the staff suspected to have committed a disciplinary fault of 2 nd category	DG	Not later than 3 days from the time the supervisor got the information
2	Provide explanations	Staff suspected to have committed a fault	Within five (5) working days from the date he or she received the letter requesting for explanations.
3	Carry out administrative investigations	Disciplinary committee	within twenty five (25) consecutive days counted from the date on which he or she was requested to provide explanations
4	Draft the letter acquit of impose sanction of 1st category to the staff	Secretary of disciplinary committee	

Steps	Tasks	Responsible	Timelines
5	Approve the letter acquitting of imposing sanction of 1st category to the staff	DG	Within 3 days
6	Submit the letter either in hard or soft copy	Front desk operation officer	1 day
7	Receive and acknowledge receipt of the letter	Staff	
8	File the letter in staff administrative file	HR staff	1 day
9	Request in writing the DG for rehabilitation after consuming the 2 nd category sanction	Staff	At least after 5 years
10	Rehabilitate the staff who was sanctioned for a fault of 2 nd category	DG	
11	Re-apply for rehabilitation for a staff who was not granted rehabilitation of a fault of 2 nd category	Staff who was sanctioned for the 2 nd category	2 years
12	Grant rehabilitation to a staff who applied for it	DG	Within 1 year

2.12. Appeal process against a sanction/ decision taken against the staff

SN	Step	Responsible	Timeline
1	File a written appeal in the first instance against a sanction or an administrative decision taken against the staff through the front desk office	A staff who considers that the decision against him/her is not justified	5 working days from the date the sanction/decision is notified to the staff
2	Provide the response to the staff against the decision taken	DG	Not later than 15 days from the date the appeal was received.
3	Make appeal in the last instance to the commission when the staff is not satisfied with the decision taken at the first instance	A staff who considers that the decision against him/her is not justified	Within 5 days from the date he/she was notified of the response

2.13. Internal transfer

SN	Step	Responsible	Timeline
1	Make proposal to transfer a staff internally in the interest of service	Immediate supervisor, HR Staff	When deem necessary
2	Analyze the proposal for internal transfer	Management	
3	Provide the response to the staff against the decision taken	DG	Not later than 15 days from the date the appeal was received.

4	Make appeal in the last instance to the commission when the staff is not satisfied with the decision taken at the first instance	A staff who considers that the decision against him/her is not justified	Within 5 days from the date he/she was notified of the response
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2.14. Separation from service

2.14.1. Deliberate resignation

A. Deliberate resignation for professionals and support staff			
SN	Step	Responsible	Timeline
1	Write and submit the application for the resignation through the front desk office to DG	Professional and support staff	30 days before the planned exit
2	Acknowledge receipt of the letter and submit it to DG	Front desk operation officer	1 day
3	Assign DAF, HR and Legal staff to analyze the request and provide advice	DG	1 day
4	Provide feedback to DG	DAF, HR and Legal staff	1 day
5	Draft the response to be given to the staff and submit the draft to DG	HR Staff	2 days
6	Review, amend and sign the letter	DG	2 days
7	Submit the final response to the employee and copy DAF	Front Desk operation officer	1 day
8	Acknowledge receipt of the letter	Staff resigning	1 day
9	File the letter in staff administrative file	HR staff	
10	Start the handover in accordance with handover procedures	Staff resigning	As per the handover procedures
B. Staff appointed by the cabinet or Minister			
1	Write and submit the application for the resignation to the PM and copy DG, DAF and HR staff	Staff appointed by the cabinet or Minister	30 days before the planned exit
2	Continue to discharge his/her duties until the appointing authority respond	Staff resigning	Till competent authority gives feedback
3	File the letter and feedback in staff administrative file	HR staff	1 day
4	Within 30 days of notice, whether the letter was answered or not, start the handover in accordance with handover procedures	Staff resigning	As per the handover procedures

2.14.2. Removal from office

SN	Step	Responsible	Timeline
A. Removal of professionals and support staff			
1	Write and submit a memo requesting the DG to remove a professional or support staff from office with full supporting documents as per by the general statute	HR staff	Next day after the expiry of the period stated in the law
2	Forward the memo to legal staff for analysis	DG	
3	Analyze the request and provide feedback to DG	Legal staff	
4	Assign the HR Staff to draft the letter removing the staff from his/her position	DG	
5	Draft the letter removing the staff	HR staff	
6	Review, amend and sign of the letter	DG	
7	Submit the letter to the removed employee	Front desk operation officer	
8	Acknowledge receipt of the letter	Removed/dismissed staff	
9	File the letter in staff administrative file	HR staff	1 day
10	Undertake the handover as provided for by this manual	Staff resigning	As per the manual
B. Removal of staff appointed by cabinet or Minister			
1	Write and sign a memo to the minister accompanied with the draft letter to be signed by the requesting him/her to sign the with the accompanying letter appointing authority to remove from office or dismiss a staff with full supporting documents including the (under the conditions provided for)	HR Staff	Anytime
2	Review, amend and sign the letter	DG	2 days
3	Submit the letter and copy DAF and HR Staff	Front desk operation officer	1 day
4	Continue to discharge his/her duties until the appointing authority responds	Staff resigning	Till appointing authority gives feedback
5	File the letter and feedback in staff administrative file	HR staff	1 day
6	Undertake the handover as provided for in this manual	Staff resigning	As per the manual

2.14.3. Retirement

SN	Step	Responsible	Timeline
A. Mandatory retirement for Professionals and support staff			
1	Check from the structure staff who will retire in the next FY and propose related budget	HR Staff	During budget preparation
2	Submit a memo requesting the DG to grant retirement to an eligible employee and attach the draft letter to be signed by the DG	HR Staff	When the staff retirement date is due
3	Review, amend and sign the letter	DG	2 days
4	Submit the letter to the employee	Front desk operation officer	1 day
5	Acknowledge receipt of the letter	Outgoing staff	1 day
6	File the letter in staff administrative file	HR staff	1 day
7	After granting the retirement to the staff, calculate and pay the benefits to the retired staff	HR Staff	30 days from the date on which he/she left RPPA
8	Undertake the handover as provided for by this manual	Staff retiring	As per the manual
C. Mandatory retirement for staff appointed by the cabinet or Minister			
SN	Step	Responsible	Timeline
1	Write a memo to DG reminding him/her to sign the letter requesting the appointing authority to retire a staff with full supporting documents with the draft letter	HR Staff	Anytime
2	Review, amend and sign the letter	DG	2 days
3	Submit the letter and copy DAF and HR Staff	Front desk operation officer	1 day
4	Continue to discharge his/her duties until the appointing authority responds	Staff retiring	Till appointing authority gives feedback
5	File the letter and feedback in staff administrative file	HR staff	1 day
6	Undertake the handover as provided for by this manual	Staff resigning	As per the manual
C. Early retirement for professionals and support staff			
SN	Step	Responsible	Timeline
1	Write to DG requesting early retirement	Staff	At age of 60
2	Forward the request to DAF, legal and HR staff for analysis	DG	1day
3	Analyze the request and provide feedback to DG	DAF, legal and HR staff	2 days
4	Assign the HR Staff to draft the letter removing the staff from his/her position	DG	2 days

5	Draft the letter granting retirement to the staff	HR staff	1 day
6	Review, amend and sign of the letter	DG	2 days
7	Submit the letter to the retiring employee	Front operation officer	1 day
8	Acknowledge receipt of the letter	Retiring staff	1 day
9	File the letter in staff administrative file	HR staff	1 day
10	Undertake the handover as provided for by this manual	Staff resigning	As per the manual

D. Early retirement for staff appointed by the cabinet or Minister

SN	Step	Responsible	Timeline
1	Write to the appointing authority requesting early retirement with a copy to DG, DAF and HR Staff	Staff	At age of 60
2	Continue to discharge his/her duties until the appointing authority respond	Staff resigning	Till competent authority gives feedback
3	File the letter and feedback in staff administrative file	HR staff	1 day
4	Undertake the handover as provided for in this manual	Staff resigning	As per the manual

2.14. 4. Change of Job position

A. Change of job position for professionals and support staff outside RPPA			
SN	Step	Responsible	Timeline
1	Write and submit through the front desk office a letter informing the DG about the change of job position	Professional, support	Any time after the 3 years of service in the RPPA
2	Acknowledge receipt of the letter and forward it to DG	Front desk operation officer	1 day
3	Assign DAF, HR and/or Legal staff to analyze the request and advice accordingly	DG	1 day
4	Analyze and provide feedback to DG	DAF, HR and Legal staff	2 days
5	Draft the response to be given to the staff and submit the draft to DG	HR Staff	1 day
6	Review, amend and sign the letter	DG	2 days
7	Submit the response to the employee and copy DAF and the supervisor	Front desk operation officer	1 day
8	Acknowledge receipt of the letter	Staff changing the job position	1 day
9	File the letter in staff administrative file	HR staff	
10	Within 15 days of notice, whether the letter was answered or not, start the handover in accordance with handover procedures	Staff changing the position	As provided with handover procedures

B. Change of job position for a staff appointed by the Minister			
SN	Step	Responsible	Timeline
1	Notify in writing the appointing authority about the change of job position with a copy to DG, DAF and HR staff	Staff	Anytime
2	File the letter in staff administrative file	HR staff	1 day
3	Within 15 days of notice, whether the letter was answered or not, start the handover in accordance with handover procedures	Staff changing the position	As provided for in this manual

2.14.5. In the event of death of an employee

SN	Step	Responsible	Timeline
1	Inform RPPA staff about the death of their colleague	HR Staff	Immediately after announcement
2	Process payment of funeral expenses before the burial and hand it over to the legally recognized successor.	HR Staff	Upon receipt of death certificate
3	Identify a team of staff to attend the burial ceremony	Logistics officer	1 day
4	Prepare transport for the team	Logistics officer	
5	Retrieve all assets previously used by the deceased employee	Logistics officer	Within 5 days
6	After the burial ceremony, calculate and pay death allowances of the deceased staff and give it to his/her legal successor	HR Staff	Within 7 days

2.15. Health and Safety

A. Handling uncondusive work environment			
SN	Step	Responsible	Timeline
1	Report through formal and informal channels uncondusive work environment to the president of health and safety committee (Director of Admin and Finance)	Any staff/manager	Immediately
2	Acknowledge receipt of the report received	President of HSC	1 day
3	Escalate the issue to the DG if the president of HSC did not respond	Staff/manager	1 day
4	Invite members of HSC to discuss the issue and take decision	President of HSC	1 day
5	Provide feedback about the decision to the person who reported the issue and copy all staff	President of HSC	1 day

6	Invite HSC members to sit immediately in case of a pandemic outbreak and suggest preventive measures to fight the pandemic	President of HSC	1 day
7	Submit the recommendations to DG	President of HSC	1 day
8	Provide guidance to the HSC	DG	1 day
9	Take necessary action following the DG guidance	HSC	1 day
B. Reporting injuries and hazards			
1	Report injuries or hazards happened to staff	RPPA staff	Immediately
2	Declare and submit the report to RSSB and other concerned institutions as provided for by the law	HR staff	48 hours from occurrence
3	File copy of documents in the employee file	HR Staff	

2.16. Acting Position

Procedure 1: Acting position in a non-vacant position		Responsible	Timeline
1	Designate an employee to replace another during his/her leave or absence	Immediate Supervisor	1 day before the leave or absence
2	Draft an acting letter in case the absence/leave will go beyond 3 days and submit it to DG for signature	Immediate Supervisor	1 day
3	Sign the acting letter and forward it to HR Staff for dissemination	DG	1 day
4	Disseminate the information to all staff with a copy to the supervisor and DAF	HR Staff	
5	File the letter in the employee file	HR staff	
Procedure 2: Acting position in a vacant position or a position whose incumbent has been granted a leave of absence for a specific period		Responsible	Timeline
1	Designate an employee to replace the outgoing staff	Immediate Supervisor	3 days after giving official response to the outgoing staff
2	Draft an acting letter and submit it to DG for signature	Immediate Supervisor	1 day
3	Sign the acting letter and forward it to HR Staff for dissemination	DG	1 day
4	Disseminate the information to all staff with a copy to the supervisor and DAF	HR Staff	
5	File the letter in the employee file	HR staff	
6	Prepare salary and monthly fringe benefits related to the position	HR staff	From the time he or she was assigned those responsibilities

2.17. Handover

Procedure 1: Temporary handover			
SN	Step	Responsible	Timeline
1	Fill the handover form precising the list of activities to be performed by a colleague during his/her absence	Staff	Within 2 days from the day the leave/permission was granted
2	Agree on urgent duties to be performed by the employee taking over	Both staff	
3	Sign and submit the handover form to supervisor for approval	Both staff	
4	Approve the handover form	Supervisor	
Procedure 2: Permanent handover			
1	Report the progress of milestones	Outgoing staff	Within 15 days from the time the final decision to quit the institution was official communicated to either the staff or the institution
2	Evaluate the outgoing staff and sign the evaluation report	Supervisor	
3	Fill the handover form précisng ongoing activities, unachieved Imihigo	Outgoing staff	
4	Handover equipment to Logistics, ICT staff and/or any other obligation	Outgoing staff	
5	Receive equipment and sign for reception	Logistics, ICT staff and other staff	
6	Sign the handover form for clearance	HR staff	
7	Approve the hand over form	DAF	
8	Prepare the work certificate of the employee	HR staff	
9	Sign the work certificate of the outgoing employee	DG	
10	File the handover form, the evaluation report and the copy of work certificate	HR staff	

2.18. Handling grievances between peers

A) Handling dispute between peers			
SN	Step	Responsible	Timeline
1	Initiate the process of handling grievance	Supervisor	Not later than 5 days from the time the supervisor learnt about the grievance
2	Invite one by one parties to understand the root causes of the grievance	Supervisor	
3	Organize a mediation session with staff involved and invite a third party if deem necessary	Supervisor	
4	Close the case if both parties have reached an agreement	Supervisor	
5	If the parties did not reach any agreement, forward the case to DG for further guidance	Supervisor	2 days from the time the case was received
6	Request DAF, HR and legal staff to advise on the matter	DG	2 days from the time the case was received
7	Provide feedback to DG	DAF, HR and legal staff	

8	Close the case if both parties have reached an agreement	DG	3 days from the date he/she received the feedback
9	Recommend for disciplinary proceedings when applicable mainly in case both parties did not reach any agreement	DG or Supervisor	1 day after noticing that one party or parties are not willing to solve the grievance

2.19. Handling grievances between staff and supervisor

Handling dispute between peers			
SN	Step	Responsible	Timeline
1	Initiate the process of handling the grievance	DG	Not later than 5 days from the time the supervisor learnt about the grievance
2	Invite one by one parties to understand the root causes of the grievance	DG	
3	Organize and conduct a mediation session/s with staff involved and invite a third party when deem necessary	DG	
4	Close the case if both parties have reached an agreement	DG	
5	If the parties did not reach any agreement, request DAF, HR and legal staff to advise on the matter	DG	2 days from the time the case was received
6	Provide feedback to DG	DAF, HR and legal staff	1 day
7	Close the case if both parties reached an agreement	DG	3 days from the date he/she received the feedback
9	Recommend for disciplinary proceedings when applicable mainly when parties didn't reach agreement	DG	1 day after noticing that one party or parties are not willing to solve the grievance

2.20. Handling grievances between staff and DG

SN	Step	Responsible	Timeline
1	Request the administrative assistant to fix a face to face meeting with DG	Staff who believes he/she was aggrieved	When deem necessary
2	Acknowledge receipt of the request introduced by the staff	Administrative Assistant	Same day of request
3	Consult the DG and fix an appointment with the staff		
4	Meet personally the staff and discuss the issue	DG	Within 3 days from the time the request was received by the admin assistant
5	Settle the matter and reach an agreement where possible	DG and the staff	
6	Inform DAF the outcomes of the meeting	Staff who believes he/she was aggrieved	Same day after meeting the DG

7	In case the meeting did not reach a positive end, request DAF to suggest to put the topic on Agenda for the next senior management meeting	Staff who believes he/she was aggrieved	
8	Propose senior managers to put the topic on Agenda of the next senior management	DAF	3 days
9	Discuss the issue and propose solutions	Senior management	In the scheduled senior management meeting
10	Provide feedback to the staff who fills aggrieved	DAF on behalf of senior management	1 day after the senior management meeting
11	Escalate the issue to Board of Directors in case the matter was not solved in the senior management	DG	In the next Board of Directors meeting
12	Discuss and propose final solution	Board members	
13	Inform the staff about Board's decision or guidance	DG	1 day after the Board meeting

2.21. Handling staff administrative claims

SN	Step	Responsible	Timeline
1	Request in writing the staff in charge to handle the issue	Staff claiming	Anytime within the timeframe provided for by the law
2	In case there was no response, notify the staff in charge that the case is going to be forwarded to DG if no solution is found	Staff in claiming	Within 3 days from the date the request was introduced
3	Write to the DG claiming his/her rights	Staff in need	5 working days
4	Receive and forward the request to HR and Legal staff for further analysis and recommendation	DG	1 day
5	Analyze and provide feedback to the DG	HR and legal staff	2 days
6	Draft a letter to be given to the employee	HR Staff	
7	Convey a meeting to have a common understanding in case HR and Legal staff have contradictory point of views	DG	1 day
8	In case the team did not reach the same conclusion, assign the HR to draft a request for advice to the public institution in charge of HR matters	DG	
9	Submit the draft request for signature	HR Staff	1 day
10	Sign the letter	DG	
11	Submit the letter to concerned institution/s	Front desk operation officer	
12	Follow up the response from concerned institutions	HR Staff	Until the feedback is provided

2.22 Official mission/ or training

SN	Step	Responsible	Timeline
1	Check with DAF whether the budget to conduct the activity is available	Staff going for official mission	10 days before requesting the mission
2	Prepare concept note and get it signed by competent authority	Staff going for official mission	
3	Approve the concept note at 1 st level	Immediate supervisor	
4	Approve the concept note at 2 nd level	DG	
5	In case the staff was invited to participate in an activity or to attend a training prepared by another institutions, step 1 to 4 should be ignored	Staff going for official mission	
6	Fill the mission authorization form and check with the accountant whether all calculations of periderm and other components are correct	Staff going for official mission	3 days from the approval of the concept note
7	Submit the mission authorization form to DG	Staff going for official mission	
8	Follow up until the mission authorization is signed by DG with respect to starting dates of the mission	Administrative assistant to DG	
9	Approve the mission authorization form	DG	
10	Submit a copy of mission authorization to finance unit for payment of mission allowances	Staff going for official mission	
11	Commit and check the payment of mission allowances of the staff going for mission	Finance	Not later than 2 days
12	Approve payment and send to bank mission allowances of the staff going to field mission	DG	
13	Make a copy of the mission authorization form and submit it to HR staff for filing and attendance purposes	Administrative Assistant to DG	Immediately after approval
14	File the approved request form	HR Staff	
15	Prepare and submit brief report after the mission/training	Staff coming from mission	Not later than one working day after the mission or training
16	In case it is only the mission, prepare and submit the approved final narrative report of the mission to DG		Not later than 8 days after the mission
17	Approve the final narrative report	DG	5 days from the date of receipt
18	File the final narrative report	Administrative assistant	1 day after approval by DG

PART III. FINANCIAL AND ACCOUNTING PROCEDURES

Rwanda has established a comprehensive and modern legal framework for public finance management through the adoption of the Organic Law N° 12/2013/OL of 12/09/2013 on State Finances and Property. RPPA uses the Integrated Financial Management Information System (IFMS) that has been adopted by the Government of Rwanda as financial management information system in public sector financial management. The use of this system in RPPA helps to standardize accounting procedures, support timely preparation of reports and financial statements and provision of a clear audit trail.

The order sets out necessary regulations to guide RPPA in day to day management of public finances. They provide detailed operational policies and procedures which guide the institution at the transaction level. It has tackled the procedures related to Budget Preparation Process, Annual Cash flow preparation and submission, requesting funds from the Treasury, Internal documents requesting Purchase order, Payment Process of invoice for goods, Payment Process of invoice for services, Payment of allowances (Mission allowances and others allowances), Petty cash payment, Petty cash management, Payment of salary, Files management, Taxes declaration in Finance, Financial reporting.

3.1. Budget Preparation Process

Steps	Tasks	Responsible	Timelines
1	Receive the first call circular and sent it to the division manager and head of unit.	DG	1 day
2	Send it to different staff in the units for information that will help in the preparation of the budget for the next financial year	Head of unit	
3	Receive the second call circular and the call circular is sent to the division manager and the head of unit.	DG	1day
4	Send it to different units for the purpose of starting preparation of new budget.	Head of unit	
5	Inform all staff on the budget preparation calendar and all information related to the 2 nd call circular BCC.	DAF	1 day
6	Invite Management meeting to discuss on the ceiling given compare to the budget allocated in the action plan in IFMIS.	DG	1 day
7	Organize a technical meeting with a key staff to dispatch a budget after getting ceiling and bring inputs to management meeting to avoid the daily complaints on budget allocated	DG	1 day
8	Attend the management meeting for allocating the approved budget that will be used in every unit by priority activities.	Management team/Planning staff/HR	1 day
9	Provide the new input for the MTEF preparation	staff	1 day
10	Prepare the MTEF, SIP, Salary annex	Accountant/Planning staff/HR	4 days

Steps	Tasks	Responsible	Timelines
11	Submit of MTEF and annexes drafted to be discussed in management to DAF	Accountant	
12	Review MTEF and annexes drafted to be discussed in management	DAF	1 day
13	Approve / give input to MTEF and related documents.	Management	1 day
14	Update MTEF and related documents according to the information given by management	Accountant	2 days
15	Submit the updated MTEF and annexes to DAF for any advice	Accountant	
16	Authorize the Accountant to enter the new figures related to the costs attribute to every activity for the new budget in IFMIS	DAF	2 days
17	Sign MTEF, annexes, letter to submit the budget	DG	
18	Submitted MTEF, Annexes, letter to MINECOFIN as hard copy and budget in IFMIS system.	DG	
19	Participate in budget consultation to MINECOFIN	Dg, DAF, Planner	1 day
20	Invite the management meeting to Update the budget after budget consultation.	DG	1 day
21	Inform the accountant to update the budget after budget consultation	DAF	
22	Update the budget after budget consultation in IFMIS and MTEF and submit to DAF	Accountant	1 day
23	Review the Final budget and related documents and submit to DG	DAF	1 day
24	Submit to Board of Directors the final budget allocated to RPPA	DG	1 day
25	Submit the final budget documents and in IFMIS to MINECOFIN	DG	

3.2. Annual Cash flow preparation and submission

Steps	Tasks	Responsible	Timelines
1	Receive a letter from MINECOFIN informing RPPA on how the cash flow for the new financial year will be prepared and submitted.	DG	1 day after receiving the communication from MINECOFIN
2	Submit the letter to the Head of units	DG	
3	Inform the staff on how the cash flow plan will be prepared	Head of unit	2 days after receiving the communication from the DG.
4	Prepare the cash flow and submit to the head of units for review	Staff	

Steps	Tasks	Responsible	Timelines
5	Submit the prepared monthly cash flow to DAF	Head of units	Not later than 30 th every month.
6	Submit the incoming monthly cash flow to the accountant	DAF	
7	Prepare the monthly cash plan	Accountant	2 days
8	Submit monthly cash flow to DAF in IFMIS	Accountant	
9	Review the cash flow and submit it to DG in IFMIS	DAF	
10	Approve the cash flow and submit it to MINECOFIN through IFMIS	DG	1 day
11	Follow up if the monthly cash flow submitted is approved by MINECOFIN	Accountant	Every day

3.3. Requesting funds from the Treasury

Steps	Tasks	Responsible	Timelines
1	Create the payment order by using all steps for IFMIS	Accountant	1 day
2	Submit the hard copy of OP for signature and sign in IFMIS	Accountant	
3	Submit the hard copy of OP and in IFMIS for DG approval	DAF	1 day
4	Approve OP hard copy and in IFMIS and submit it to the Centre Treasury in IFMIS System with attached documents.	DG	
5	Follow up if the OP submitted was approved by MINECOFIN by Centre Treasury team.	Accountant	Every day

3.4. Internal request of Purchase order and other payment

Steps	Tasks	Responsible	Timelines
1	Receive a document requesting purchase order or other payment from different head of units.	Secretary to the Finance Unit	1 day
2	Verify supporting document to the request and submit it to the DAF	Secretary to the Finance Unit	
3	Approve the document requesting fund	DAF	1 day
4	Submit the request of payment to Secretary to the Finance Unit	DAF	
5	Submit the request of payment to administrative assistant	Secretary to the Finance Unit	
6	Submit the request of payment to DG	Administrative assistant to DG	
7	Approve the request of payment and send it to Finance through Administrative assistant and Secretary to the Finance Unit	DG	1 day
8	Prepare purchase Order or other commitment in IFMIS system	Accountant	

Steps	Tasks	Responsible	Timelines
9	Review, Visa, Sign purchase order or other request for initial for payment	DAF	
10	Submit the purchase order to the contract manager	Secretary to the Finance Unit	
11	Produce OP and submit to DAF with all supporting documents for signature	Accountant	
12	Sign OP both hard copy and in IFMIS, send to BNR / Centre treasury and submit to the second authorizer with all attached documents for signature and send to BNR for final payment	First and Second authorizer	1 day
13	Follow up if the OP submitted is approved by IFMIS and paid by BNR	Accountant	Every day

3. 5. Payment Process of invoice for goods

Steps	Tasks	Responsible	Timelines
1	Receive the goods with delivery note from supplier and prepare the reception report	Reception committee	1 day
2	Receive the reception report and delivery note from the logistics	Accountant	
3	Download in IFMIS and offer the good received note form to the logistic in charge of stock	Accountant	
4	Give the good received note to the supplier	Logistics Officer	
5	Give to the supplier the check list to be followed for payment request	Contract manager	
6	Receive the invoice from supplier via info - email	Front Desk Officer.	1 day
7	Submit the invoice to Secretary to the Finance Unit	Front Desk Officer.	
8	Receive the invoice from Front Desk Operations Officer	Secretary to the Finance Unit	
9	Check the invoice with supporting document	Secretary to the Finance Unit	
10	Receive and check the invoice with supporting document from Secretary to the Finance Unit	DAF	1 day
11	Submit the invoice to Secretary to the Finance Unit	DAF	
12	Submit the invoice to administrative assistant	Secretary to the Finance Unit	
13	Submit the invoice to DG for approval	Administrative assistant to DG	
14	Receive and approve the invoice for payment	DG	1 day
15	Submit the invoice to administrative assistant	DG	

Steps	Tasks	Responsible	Timelines
16	Submit the invoice to the Secretary to the Finance Unit	Administrative assistant to DG	2 days
17	Submit the invoice to Accountant	Secretary to the Finance Unit	
18	Process the invoice through IFMIS for payment and produce OP	Accountant	
19	Submit the OP to DAF as first Authorizer	Accountant	
20	Sign OP, send to the second authorizer through BNR System	DAF	1 day
21	Sign OP, send it to BNR	Second authorizer	

3.6. Payment Process of invoice for services

Steps	Tasks	Responsible	Timelines
1	Receive the invoice through the e mail to the concerned contract manager	Front Desk operations Officer	1day
2	Check the submitted invoice with all supporting documents	Contract manager	2 days
3	Receive the invoice fully supported and cleared by the contract manager	Secretary to the Finance Unit	1 day
4	Receive and check the invoice fully supported from Help Desk Operation Officer (See check list)	Secretary to the Finance Unit	1 day
5	Submit the invoice to DAF for review	Secretary to the Finance Unit	
6	Review and submit invoice to Secretary to the Finance Unit	DAF	
7	Submit invoice to administrative assistant	Secretary to the Finance Unit	
8	Submit invoice to DG for approval	Admin assistant to DG	1 day
9	Approve invoice and submit it to the Secretary to the Finance Unit for payment	DG	
10	Submit the invoice to administrative assistant	DG	
11	Submit the invoice to Secretary to the Finance Unit	Admin assistance to DG	2 days
12	Submit the invoice to Accountant	Secretary to the Finance Unit	
13	Process the invoice by different stages through IFMIS for payment and produce OP.	Accountant	
14	Submit the OP to DAF as first Authorizer	Accountant	
15	Sign OP, send to the second authorizer through BNR System	DAF	1 day
16	Sign OP, send it to BNR /Centre treasury	Second authorizer	

3.7. Payment of allowances

Steps	Tasks	Responsible	Timelines
1	Receive initial document requesting payment from different head of units	Secretary to the Finance Unit	1 day
2	Verify supporting document to the request and submit it to the DAF	Secretary to the Finance Unit	
3	Approve the document requesting fund	DAF	
4	Submit request to Secretary to the Finance Unit	DAF	
5	Submit request to administrative assistant	Secretary to the Finance Unit	
6	Submit request to DG for approval	Admin assistant to DG	
7	Approve the request and send it to Finance through Administrative assistant and Secretary to the Finance Unit	DG	1 day
8	Receive and submit to the accountant	Secretary to the Finance Unit	1 day
9	Receive and initiate commitment in IFMIS system	Accountant	
10	Review, Visa, Sign the commitment made for payment	DAF	
11	Produce OP and submit to DAF with all supporting documents for signature.	Accountant	
12	Sign OP both hard copy and in IFMIS, send to BNR on the account according to the request and submit to the second authorizer with all attached documents for signature and send to BNR for final payment	First and Second authorizer	
13	Follow up if the OP submitted to the BNR	Accountant	Every day

3.8. Petty cash payment

Steps	Tasks	Responsible	Timelines
1	Receive the request with supporting documents, verify and submit to DAF for approval	Secretary to the Finance Unit	1 day
2	Receive the request, verify and submit it to Secretary to the Finance Unit	DAF	
3	Submit the request to administrative assistant	Secretary to the Finance Unit	
4	Submit the request to DG for approval	Admin assistant to DG	
5	Receive the request, approve and submit to administrative assistant	DG	
6	Submit the request to Secretary to the Finance Unit	Admin assistant to DG	
7	Submit the request to Accountant	Secretary to the Finance Unit	
8	Receive and initiate commitment in IFMIS system	Accountant	
9	Review, Visa, Sign the commitment made for payment	DAF	

Steps	Tasks	Responsible	Timelines
10	Produce OP and submit to DAF with all supporting documents for signature	Accountant and DAF	
11	Give the cash to the staff requested the money	Staff in charge of Petty cash	
12	Receive the cash and sign the document for reception	Staff requesting the cash.	
13	Bring back the justification of payment to be attached to the PO in finance	Staff requesting the cash.	1 day
14	File the documents in the finance office	Accountant	1 day

3.9. Petty cash management

Steps	Tasks	Responsible	Timelines
1	Initiate the request of petty cash fund, produce the journal voucher from the IFMIS, prepare the Cheque, letter and submit to DAF for review.	Accountant	1 day
2	Review the documents requesting fund from BNR and submit to DG for approval	DAF	2 days
3	Approve the petty cash replenishment document to withdraw money from BNR	DG	
4	Produce the report on the use of previous fund requested	Staff in charge of Petty cash	1 day
5	Review and sign the report of the use of petty cash	DAF	
6	Produce the report on the use of previous fund requested from the IFMIS and compare with the report from to the Staff in charge of Petty cash	Accountant	
7	Withdraw the money from BNR and keep the money in the RPPA safe.	Staff in charge of Petty cash	Daily
8	Check daily if the cash balance in hand is equal to the balance recorded in IFIMIS.	Staff in charge of Petty cash	
9	Conduct a surprise check to ensure if the cash balance is reconciled with the physical balance	DAF	Once a month

3.10. Payment of salary

Steps	Tasks	Responsible	Timelines
1	Receive the payroll for permanent staff in SMARTHR and excel soft copy for contractual staff from HRO	DAF	Not later than 15 TH every Month.
2	Verify, sign the payrolls and submit to DG for approval	DAF	1 day

Steps	Tasks	Responsible	Timelines
3	Approve the monthly salaries in SMARTHHR and submit the excel sheet for contractual staff to accountant for payment	DG	1 day
4	Submit the payroll to IFMIS from SMARTHHR	HRO	1 day
5	Initiate the payroll in IFMIS as it is from the SMARTHHR	Accountant	
6	Prepare the group commitment for salary and attach the supporting documents	Accountant	
7	Verify and VISA of group commitment	DAF	
8	Prepare the Payment Order for salary and attach the supporting document from HRO	Accountant	
9	Sign and submit salary to DG through the IFMIS with full supporting documents	DAF	1 day
10	Send the salary of staff to the Centre treasury trough IFMIS	DG	
11	Check if the salary for staff was sent successfully	Accountant	1 day

3.11: Files management

Steps	Tasks	Responsible	Timelines
1	File OPs paid with their supporting documents and put all in the file in chronological order	Accountant	One day after the payment
2	Record in the register book a document given to anyone for consultation	Staff	1 day
3	Transmit all documents to the archives after the auditor general report and or the document above two years.	Accountant	1 day

3.12: Taxes declarations

Steps	Tasks	Responsible	Timelines
1	Prepare and submit declarations on time for all payment made	Accountant	Not later 10 th every month
2	File the proof of all declarations made	Accountant	1 day
3	Ensure if declarations were well done in RRA system	DAF	1 day

2.13: Financial reporting

Steps	Tasks	Responsible	Timelines
1	Collect all documents that will support the preparation of financial report	Accountant	1 day
2	Provide the assets and consumables stock information to the accountant	Logistician	2 days

Steps	Tasks	Responsible	Timelines
3	Receive the information from Logistician to be included in the financial report	Accountant	
4	Provide the list of performance guarantees as the information needed to the accountant for disclosure in the financial report.	Procurement Officer	
5	Provide the Legal information to the accountant that are needed in the financial report for contingent liabilities	Legal Advisor	
6	Prepare and Submit the financial report to DAF for review	Accountant	Not later 08 th every month
7	Review financial report and submit it to DG for approval	DAF	Not later 10 th every month
8	Approve the Financial report	DG	Not later 13 th every month.
9	Prepare and submit annual financial report to DAF for review	Accountant	Not later than 15 th July
10	Submit annual financial report to DG	DAF	Not later than 20 th July
11	Approve the annual financial report and submit it to Board of Directors for review	DG	Not later than 25 th July
12	Submit approved annual financial report to Auditor General and MINECOFIN	DG	Not later than 31 st July

PART IV. INTERNAL AND EXTERNAL AUDITING PROCEDURES

This manual sets out procedures to be followed administratively in conducting internal and external audits services at RPPA. Internal audit procedures part covers Annual audit planning, Audit engagement planning, Audit engagement performing, Audit engagement findings communication, Monitoring implementation status of audit recommendations, audit activities reporting. The external audit part includes: Reception of audit notification, Audit Facilitation, Audit findings Communication, Implementing audit recommendations

4.1. Internal audit procedures

Procedure 1. Annual audit planning

No	Tasks	Responsible	Timeline
1	Prepare annual risk-based audit plan for every fiscal year	Internal auditor	Not later than 30th January
2	Submit a draft annual risk-based audit plan to DG for management comments	Internal Auditor	10 th February
3	Review the draft annual risk-based audit plan with Management for comments	DG of RPPA	15 days after the reception of the draft annual audit plan
4	Submit the draft annual risk-based audit plan document to RPPA Board Audit Committee	Internal Auditor	Not later than 15 th March
5	Review and approval of annual risk-based audit plan	Board Audit Committee	Not later than 25th March
6	Submit a copy of approved annual risk-based audit plan to MINECOFIN and RPPA DG	Internal Auditor	Not later than 31st March

Procedure 2. Audit engagement planning

No	Tasks	Responsible	Timeline
1	Select the assignment from the approved annual risk- based audit plan	Internal auditor	15 days before the audit notification preparation
2	Determine the scope and objectives of the assignment	Internal auditor	2 days after selection of assignment
3	Prepare and submit audit notification letter to the division, unit, service to be audited and a list of issues of focus so that the staff can prepare the required documents.	Internal auditor	7 days before the commencement of audit

4	Request for information from auditees	Internal auditor	At the day of commencement of audit
5	Conduct opening meeting with auditees	Internal auditor	At the starting date of audit
6	Obtain the requested information by the auditor	Head of division/unit/service	3 days after the reception of the request
7	Develop audit program	Internal auditor	3 days after the commencement of audit

Procedure 3. Audit engagement performing

No	Tasks	Responsible	Timeline
1	Obtain evidence from auditees	Head of unit/division/service audited	15 days after developing audit program
2	Analyze and evaluate information collected	Internal auditor	5 days after getting the information
3	Document information by developing appropriate working papers in Teammate software	Internal auditor	2 days after collection of evidences
4	Summarize the key audit findings and discuss them with the auditee before drafting audit report	Internal auditor and auditees	2 days at the completion of audit

Procedure 4. Audit engagement findings communication

No	Tasks	Responsible	Timeline
1	Prepare and submit draft audit report to DG	Internal auditor	10 days after the completion of audit
2	Hold closing meeting with Management to discuss the report submitted	Internal auditor	5 days after reception of draft audit report
3	Obtain written management comments	DG/RPPA	5 days after closing meeting
4	Issue a final audit report	Internal auditor	5 days after the reception of written comments

Procedure 5. Monitoring of implementation status of audit recommendations

No	Tasks	Responsible	Timeline
1	Issue tracking database of internal and external audit recommendations	Internal auditor	15 days before the end of each quarter
2	Develop follow up audit tests	Internal auditor	5 days before the end of each quarter

3	Obtain evidence related to the status of implementation from the person responsible of implementation	Staff responsible of implementation of audit recommendations	5 days after the end of each quarter
4	Prepare and submit a draft issue tracking report for review and acknowledgement of DG	Internal Auditor	10 days after the end of each quarter
5	Review a draft issue tracking report for acknowledgement	DG/RPPA	15 days after reception of the draft report
6	Submit a final issue tracking report to audit Committee with copy to Chief Internal Auditor/MINECOFIN	Internal auditor	30 days after the end of each quarter

Procedure 6. Internal audit activities reporting

No	Tasks	Responsible	Timeline
1	Prepare quarterly summary audit reports and submit to Board audit committee with copy to DG and Government Chief internal auditor /MINECOFIN	Internal auditor	30 days after the end of each quarter
2	Prepare and submit annual internal audit activities report to Board Audit Committee with copy to DG and Office of Chief Internal Auditor	Internal auditor	Not later than 31st August of each fiscal Year

4.2. External audit administrative procedures

Procedure 1. Reception of audit notification

No	Tasks	Responsible	Timeline
1	Receive audit notification letter from external auditor informing RPPA the date on which the audit will be conducted and provide of feedback to Auditor	DG/RPPA	2 days from the reception of audit notification
2	Inform every staff concerned with the audit to conduct in order to be ready	DG and DAF	4 days after reception of the notification

Procedure 2. Audit Facilitation

No	Tasks	Responsible	Timeline
1	Provide an appropriate office to audit team with restricted access	DAF	One day before the starting date of audit

2	Participate in opening meeting organized by external audit team	DG/RPPA	Opening meeting date
3	Appoint a focal person from RPPA to facilitate the team of auditors to access any required information	DG/RPPA	During the opening meeting
4	Arrange and provide all documents in the order required by auditors	Staff concerned with the audit	Five days before the starting of audit
5	Provide truly and quickly all answers, explanations and proof that the auditor may complete the audit on time	Staff concerned with the issues reported by the Auditor during the audit	2 days from the request/ query

Procedure 3. Audit findings Communication

No	Tasks	Responsible	Timeline
1	Participate in closing meeting organized by the audit team	DG/RPPA	At the closing meeting date
2	Provide comments on draft audit report indicating the action to be taken to close identified control gaps/weaknesses	DG/RPPA	5 days after the closing meeting
3	Receive the final external audit report and inform the concerned staff	DG/RPPA	Receipt date from the external auditor
4	Submit it to the Board of Directors for review	DG/RPPA	At the next Board meeting

Procedure 4. Implementing audit recommendations

No	Tasks	Responsible	Timeline
1	Elaborate a management action plan for implementation of audit recommendations highlighted in the audit report	DAF and Internal auditor	5days from the reception of the final audit report
2	Submit a management action plan document to the DG for discussion in management meeting	DAF and Internal auditor	1 day
3	Finalize a management action plan document after getting inputs from management meeting and inform the staff responsible of implementation of the management action plan	DAF	1day after the management meeting
4	Implement agreed audit recommendations as reported in the received final audit report issued by auditor	Staff in charge of implementation	As the timeline in the management action plan

5	Monitor the implementation of management action plan	DAF and Internal auditor	5 days after the end of each month
6	Provide monthly and quarterly implementation status	DAF/Internal auditor	During the submission of monthly financial reports to MINECOFIN and the quarterly issue tracking report

PART V. OPERATIONS PROCEDURES

The operations part of this manual includes procedures that will guide RPPA staff while discharging their obligations. The staff will be guided by this procedure manual to oversee the work flow of activities to perform on a daily basis. It covers Investigation procedures, appeal procedures, E-Procurement procedures, planning, monitoring & evaluation, Public relations and communication, procurement & contract management, transport & logistics management, information technology, , management of incoming and outgoing mails and documentation and archives.

5.1. Investigation procedures

Procedure 1: Administrative handling of reported case for debarment

SN	Step	Responsible	Timeline
1	Receive claims	UMUCYO E-procurement System	2 days
2	Notify the sender (Auto reply, UMUCYO System notify the sender and DG		
3	Assign the request to the investigator	DG	
4	Request additional information if any	Investigator	
5	Analyze the report and request the sender to provide additional information if any	Investigator	5 Working days
6	Give the first reminder to the sender	Investigator	5 days
7	Give the last reminder to the sender	PE	3 days
8	Clause the case and notify the PE and put the blame to the PE	Investigator, DG	3 days
If the case reported by an Individual			
9	Register the case in UMUCYO E-procurement System	Investigator	1 day
10	Request report additional information if any	Investigator	3 days
11	Give the first reminder to the sender	Investigator	5 days
12	Give the last reminder to the sender	PE	3 days

Procedure 2: Summoning, Hearing and Preparation and Validation of Investigation report

A. Summoning accused bidder face to face

SN	Step	Responsible	Timeline
1	Summoning accused bidder through UMUCYO e- procurement	Investigator, Administrative assistant to DG	1 day
2	Approve summoning letter	DG	1 day
3	Conduct and record hearing session, finalize and sign the statement	Investigator	1 day after 15 days of summoning period
4	Gather all evidence presented by Managing Director	Investigator	Depending on time to obtain requested evidence
5	Prepare investigation report	Investigator	15 days
6	Submit investigation reports to DG	Investigator	1 day
7	Conduct a review meeting for all investigation reports	DG	7 days
8	Submit final report for DG feedback	Investigator	5 days

B. Summoning accused bidder via online

SN	Step	Responsible	Timeline
1	Summoning accused bidder through an official letter	Investigator	1 day
2	Remind bidder to have full internet, computer with camera and Printer		
3	Conduct hearing session	Investigator	After 15 days of summon
4	Test online session 30 minutes before hearing session	Investigator, Bidder	Some day of hearing session
5	Record	Investigator	Some day of hearing session
6	Send statement and sign statement immediately after hearing session by both parties	Investigator, Bidder	Some day of hearing session

Procedure 3: Procedure of summoning the person who do not honor the first summon

SN	Step	Responsible	Timeline
1	Summon through newspapers	Investigator	3 days (after 15 days of summon period)
2	Publish through newspaper and RPPA website within 15 days	PR, IT, Investigator	1 day
3	Hearing session process will be respected	Investigator	1 day after 15 days of summoning period
4	Prepare investigation report and decision in case he did not honor summon	Investigator	15 days

Procedure 4: Board of Directors' Decision related to debarment and their publication

SN	Step	Responsible	Timeline
1	Submit final investigation reports to Board of Directors of RPPA	DG	1 week before the Board meeting
2	Decide and sign Board decisions	BOD	1 day
3	Submit the signed decision to the PE and notify the accused bidder	Administrative Assistant to DG	1 day
4	Publish debarred company, its Managing Director, chairperson and any other individual with more than 50% company shares on RPPA website, UMUCYO E-procurement and in one of the National newspapers	Investigator, IT, Administrative Assistant to DG	Some day of submission of the decision to the PE
5	For cases subjected to criminal action, transfer their decisions and related documentation to RIB for further action and copy to NPPA	Investigator, Administrative Assistant to DG	3 days from the submission of the decision to the PE

Procedure 8: Initial Appeal

SN	Step	Responsible	Timeline
1	Receive and transmit the initial appeal to DG immediately after receiving the appeal	Front Desk	Within 1 day
2	Forward the appeal to the staff in charge of Legal Affairs, or to any other Staff who was not involved in the investigation process when the Legal Affairs Officer is in official leave, within 2 days after	DG	Within 2 days

	receiving the initial appeal from the Front Desk, to handle the appeal.		
3	Analyze the appeal and elaborate the draft decision and the Memo addressed to Board of Directors, through the DG, recommending the resolution on the appeal within 15 days from its reception.	Staff in charge of Legal Affairs	Within 15 days
4	Conduct a discussion between the DG and the Legal Affairs Officer on the draft decision proposed by the latter if needed	DG	Within 3 days
5	Table the recommended resolution before the Board Decision	DG	Within 1 day
6	Make the Decision for debarment	Board	Within 3 months
7	Transmit the decision to the appellant after the signing of the decision	DG	Within 1 day

5.2. E-Procurement procedures

This part of procedure manual will help staff to systematically perform their mandated tasks and deliver on time. It covers the following procedures: supplier registration approval, supplier information modification approval, procuring entity registration approval, e-catalog commodities registration, e-catalog items registration, bugs reporting and fixing, enhancements and new developments, e-procurement trainings, e-procurement training (on request), support procuring entities on e-procurement system, e-procurement system support on call center.

Procedure 1. Supplier Registration Approval

SN	Steps	Responsible	Timeline
1	Inform supplier who wants to register to get a certificate from RISA GovCA (https://www.govca.rw/main.sg)	Support officer (Supplier can get the information from the User Guides)	½ day from the time of the request
2	Guide Supplier to register her/himself in Umucyo system through www.umucyo.gov.rw - Supplier Registration/ Apply Supplier Registration using the certificate provided by RISA	Support Officer	½ day after getting the digital certificate from govca.rw
3	Approve or reject supplier registration request through Umucyo System (www.umucyo.gov.rw - Login/ My Page/ Approve Supplier). If the request is rejected, provide the reason and inform him/her to register again	Supplier approval Administrator	½ day after registration

4	If the request is approved, guide supplier to register their first user certificate in Umucyo System through Supplier Registration – Supplier Certificate Registration, and then login	Support Officer	½ day after approval of supplier registration
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Procedure 2. Supplier Information Modification Approval

SN	Steps	Responsible	Timeline
1	Log in to Umucyo System, go to www.umucyo.gov.rw - My Page/ Supplier Modification Request and modify editable information and/or add new information. (For modifications which do not require approval, he/she can change them under www.umucyo.gov.rw - My Page/ View Supplier Information and Modify)	Application Support	½ day
2	Receive and approve or reject supplier information modification request through Umucyo System (www.umucyo.gov.rw - Login/ My Page/ Approve Supplier). If the request is rejected, provide the reason and inform him/her to register again	Supplier approval Administrator	½ day after registration of supplier information modification request

Procedure 3. Procuring Entity (PE) Registration Approval

SN	Steps	Responsible	Timeline
1	Receive a request from Procuring Entity to register with E-Procurement System through info@rppa.gov.rw /e-procurement@rppa.gov.rw	Project Manager	½ day
2	Request Procuring Entity to provide their PE Code (from IFMIS), their TIN and Entity Name to e-Procurement Project Manager in an email requesting to be registered in the e-Procurement system	Project Manager	
3	Request Procuring Entity Approval Administrator to create the PE codes in Umucyo System	Project Manager	½ day
4	Create the new PE codes	Procuring Entity approval Administrator	½ day
5	Inform Procuring Entity (PE) to get a staff certificate from RISA GovCA (https://www.govca.rw/main.sg) (The CBM, Procurement Officer or any staff can get a certificate to register the entity)	Application Support	½ day from the registration of PE

6	Guide PE staff to register the Procuring Entity information in Umucyo System using the provided certificate from RISA, through www.umucyo.gov.rw - Procuring Entity Reg – Apply P.E Reg	Support Officer	½ day after issuance of digital certificate
7	Receive and approve or reject Procuring Entity registration request through Umucyo System (www.umucyo.gov.rw - Login/ My Page/ Approve Procuring Entity). If the request is rejected, provide the reason and inform them to register again	Procuring Entity approval Administrator	½ day after PE registration
8	Inform PE to register the CBM user certificate (and other users) in Umucyo System through www.umucyo.gov.rw - Procuring Entity Reg – Reg P.E Cert.	Application Support	½ day after approval of PE registration
9	Inform the CBM to request to be given the CBM role in the e-Procurement. CBM send the request by email to Project Manager, with the Appointment Letter as supporting document	Project Manager	½ day after registration of CBM digital certificate
10	Request Operations team to assign a CBM role to the new CBM	Project Manager	½ day after receiving the request from CBM
11	Assign CBM role	Database Specialist	½ day after request by Project Manager
12	Inform CBM that he/she is assigned the CBM role, and inform him/her to assign roles to other users depending on their roles in the PE	Project Manager	½ day after assigning CBM role

Procedure 4. E-catalog commodities and items registration

SN	Steps	Responsible	Timeline
1	Receive the commodity/item registration request from PE/supplier	E-Catalogue Administrator	½ day
2	Review the request based on an internal checklist and approve the request. The newly approved commodity /item code is added to e-Catalog	E-Catalog Administrator	½ day after request

Procedure 5. Bugs (system issue) Reporting and Fixing

SN	Steps	Responsible	Timeline
1	Fill “Report Umucyo Bug” form available on https://smartadmin.gov.rw/ - E-Folder/Public Folder/E-Procurement.	Any RPPA staff	From the time bug occurs
2	Receive the Bug Report and Record the reported bug in Umucyo Tracker system at https://tracker.umucyo.gov.rw/	Business Analyst	½ day from the time issue/bug is reported
3	Analyse the bug: - Complete the analysis form in the Tracker System - Add screenshots of the issue - Check related issues/bugs	Business Analyst/Procurement Specialist/System Administrator	½ day
4	Give it a priority (High 9 – 1 Low) and assign it to the Development Team Leader	Business Analyst	
5	Set a resolution timeline and Assign the bug to a developer for resolution	Development Team leader	
6	Fix the bug and change its status to “Testing”	Developer	Immediate after fixing
7	Test the bug according to the expected results. If the bug is fixed, set its status to “Tested Ok on Dev” and assign to the System Administrator. If not fixed, set status to “Ongoing” and add comments for the developer, and step 6 repeats.	e-Procurement Specialists / Bug reporter	2 days
8	Make a technical test to prepare for deployment and communicate the results to the Developer	Business Analyst /System Administrator	1 day after user acceptance test report
9	Fill the deployment form, get it approved by the Project Manager and assign the fixed bug to the Deployment manager	Developer	
10	Deploy the fixes and inform the Operations team to monitor the system	Deployment manager	1 week(on Friday evening)
11	Update User Guides if necessary and communicate the fix to PE /Suppliers	e-Procurement Specialist	1 week after Deployment
12	Approve reversal of deployment and normalize the existing environment	Project Manager	½ day after detection of

			error in deployment
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Procedure 6. Enhancements and New Developments

SN	Steps	Responsible	Timeline
1	Collect and record the Enhancement or New Requirement in Umucyo Tracker system at https://tracker.umucyo.gov.rw/ , Give it a priority and assign it to the Development team leader	Business Analyst	Immediate after detection of required enhancement
2	Prepare the requirements and design documents to guide development, based on requests from the management, the business/operations/ support teams or system users and stakeholders.	Business Analyst	1 week after collecting and recording enhancement
3	Present the requirements and draft design to the beneficiaries for approval before development. The developer (or development team leader) and testing team must be present. In case beneficiaries are a large group, organise a consultation workshop to validate the design	Business Analyst	
4	Prepare Test checklist to be used for testing	E-Procurement Specialist	1 week after design validation
5	Set a resolution timeline and Assign to a developer for development	Project Manager/ Development Team Leader	1 day after design validation
6	Carry out development and change status to “Testing” once done	Developers	Immediate after fixing
7	Test the new functionalities based on set Test Checklist. Once all checklists are passed, set the status to “Tested Ok on Dev” and assign to the System Administrator. If not fixed, set status to “Ongoing” and add comments for the developer, and step 6 repeats.	e-Procurement Specialists, Business Analyst	1 week from change of the status of testing
8	Make a technical test to prepare for deployment and communicate the results to the Developer	System Administrator	1 week
9	Communicate the new developments to the beneficiaries and organise trainings for the different categories of users on new changes	Business Analyst/Project Manager	

10	Fill the deployment form, get it approved by the Project Manager and assign the enhancement to the Deployment manager	Developer	2 days after final test
11	Deploy the New Developments and inform the Operations team to monitor the system	Deployment manager	To be determined by the PM and RPPA management
12	Create User Guides for the new developments	E-Procurement Specialists	1 week before Deployment

Procedure 7. E-Procurement Trainings

SN	Steps	Responsible	Timeline
1	Set the training schedule	Project Manager, Business Team	Every Quarter
2	Prepare the trainings for the quarter, Request for permission, prepare training logistics	e-Procurement Specialist	1 month before training
3	Invite the participants	e-Procurement Specialist	2 weeks before training
4	Conduct the training	PM, Business Analyst, e-Procurement Specialist	Planned date
5	Prepare a training report and submit it to eProcurement PM	e-Procurement Specialist	2 days after training

Procedure 8. E-Procurement Training (on Request)

SN	Steps	Responsible	Timeline
1	Receive Requests for training (by official letters or email)	Project Manager	
2	Assign the request to the e-Procurement Specialists for planning and coordination with the requesting entity/person	Project Manager	1 day

3	Set training date and communicate the beneficiaries. (this training can be joined to the quarterly planned training)	e-Procurement Specialist	1 week
4	Deliver the training on the agreed date at RPPA Conference room, online or at the beneficiary's suggested location.	e-Procurement Specialist	Planned date
5	Prepare a training report and submit it to eProcurement PM	e-Procurement Specialist	2 days

Procedure 9. Support Procuring Entities on E-Procurement system

SN	Steps	Responsible	Timeline
1	Receive requests from Procuring Entities sent to the support system or by email or call center. (Record email requests in the Tracker System)	Operations/Support Team	1 day
2	Analyze request to find an appropriate solution for continuity of procurement proceedings.	Operations/Support Team	
3	Provide an appropriate solution for continuity of procurement proceedings	Operations/Support Team	
4	Inform Business analyst if the request is due to a System Bug (See Bugs Reporting and Fixing)	Operations/Support Team	
5	Inform the Procuring entity to send an email endorsed by their CBM to the E-Procurement Project Manager to officially request for the change if the solutions involve change of data and decisions of Procuring entities in the database.	Operations/Support Team	
6	Analyze the request and assign it to the Operations team to handle and communicate the solution to the procuring entity.	Project Manager	
7	Apply the change and collect feedback from the Procuring entity on applied solutions and their implications on proceedings.	Operations team	
8	Roll back the applied solution and the restart the process with testing a new appropriate solution on the issue if an error occurred after applying the solution	Operations team	

Procedure 10. E-procurement system support via Call Center

SN	Steps	Responsible	Timeline
1	Receive support request via 3131 (for local users) and +250788 123 100 (for international users), e-procurement@rppa.gov.rw and social media	Support Team	1 day
2	Guide the user to solve the issue	Application Support	
3	Follow-up the issue until it is resolved if it is escalated	Application Support	
4	Propose remote desktop assistance if a user is not capable of solving the issue on his/her own	Application Support	
5	Invite the user for physical support, in case the proposed option is not successful	Application Support	
6	Follow up the issue resolution until it is fixed if it was escalated	Application Support	
7	Get a confirmation from the user whether the issue is solved, and close it.	Application Support	
8	Provide to Project Manager and RPPA management Weekly/Monthly/Annual report of issues and solutions via call center	Application Support	

5.3. Planning, Monitoring and Evaluation Procedures**Procedure 1. Preparation of strategic plan**

SN	STEP	RESPONSIBLE	TIMELINE
1	Remind management to prepare a new strategic plan and submit guidelines/ToRs to start the process	Planning staff	6 months before the expiry of the strategic plan under implementation
2	Convey a management meeting to discuss the guidelines/ToRs and nominate the coordinator and team members to perform the assignment	DG	3 days after receiving the email reminding management
3	Conduct a kickoff meeting to start the assignment	Coordinator appointed for this purpose	10 days after the approval of the guidelines
4	Procure consultancy services (If management to hire a consultant and when the ToRs have been approved)	Procurement	In accordance with procurement regulations

5	Collect data from staff and other relevant sources	Team assigned to develop the SP	1month after the kickoff meeting
6	Analyze, interpret data and submit the draft strategic plan to management	Team assigned to develop the SP	1 month
7	Validate the draft report at RPPA management level	Senior Management team	10 Days after receiving the draft report
8	Submit the strategic plan to Board for review and approval	DG	5 days after validation by the management
9	Validate the strategic plan	S&R Board Committee	Within 3 months after reception
10	Approve the strategic plan	Board of Directors	
11	Publish the signed strategic plan on RPPA website and start implementation	DG	5 days after signature

Procedure 2. Preparation of action plan

SN	STEP	RESPONSIBLE	TIMELINE
1	Initiate the process of developing annual action plan by requesting staff to send their inputs	Head of department/units	Within PBCC time lines
2	Gather, fine-tune the plan and submit the final draft to management	Planning staff	5 days from the initiation date
3	Approve the final draft at 1 st level	Management	3 days from receipt from planning staff
4	Submit the final draft action plan to board of Directors for validation	DG	2 days
5	Validate the final draft action plan	Board of Director	5 days from reception of the final draft
6	Submit the approved final draft to MINECOFIN	DG	2 days
7	Upload the detailed annual action plan/MTEF into IFMIS	Planning staff	5 days from the date the action plan was approved by the board
8	Verify and approve the uploaded action plan through IFMIS and submit it to the 2 nd level for approval	DG	1 day
9	Prepare and submit other annexes required by MINECOFIN	Planning staff	2 days

Procedure 3. Preparation of Institutional Imihigo

SN	STEP	RESPONSIBLE	TIMELINE
1	Send official email requesting head of Units to select key activities to put in institutional Imihigo	Planning staff	1 day after communication of the approved budget by MINECOFIN
2	Consolidate imihigo and submit to the planning staff the list of key activities selected as Imihigo	Head of department/unit	3 days after receiving the email
3	Compile, quality assurance and submit of institutional Imihigo to management	Planning staff	2 days
4	Approve at 1 st level the final draft institutional Imihigo	DG	2 days
5	Approve the final institutional Imihigo	Board of Director	5 days
6	Submit imihigo to MINECOFIN	DG	
7	Prepare Imihigo document to be signed between the chairperson and the Minister	DG	After approval by the board
8	Start implementation status of institutional imihigo	DG	Immediately after approval

Procedure 5. Preparation and submission of quarterly report

SN	STEP	RESPONSIBLE	TIMELINE
1	Report the implementation status of imihigo and submit it to head of unit	Unit staff	1st of the Month following each quarter
2	Proofread and consolidate the report from staff and submit the final version to planning staff	Head of unit	2 days after receiving staff's reports
3	Analyse, edit and consolidate the reports from head of units and submit it to DG	Planning staff	2 days after reception from head of units
4	Approve the implementation status report	DG	2 days after reception
5	Submit the implementation status report to MINECOFIN	DG	Not later than 10 th of the 1 st month following each quarter
6	Produce annual implementation status following the same steps 1 up to 6	Planning staff	Every 15 th July of the next fiscal year
7	Submit the annual implementation status to the board of Directors	DG	
8	Approve the annual implementation status report	Board of Directors	Not later than 30 th July of the next fiscal year

Procedure 6. Preparation of key actions report

SN	STEP	RESPONSIBLE	TIMELINE
1	Prepare weekly strategic actions report performed during the week and submit it to the head of unit	RPPA staff	Every Friday at 8AM
2	Compile the report from units and submit it to the planning staff for consolidation	Head of unit	Every Friday at 9AM
3	Consolidate the strategic reports from units and submit the final draft to DG for review and approval	Planning staff	Every Friday at 10 AM
4	Approve the report	DG	Every Friday at 1PM
5	Submit the final report to MINECOFIN with a copy to DG	Planning staff	Not later than every Friday at 2 PM

Procedure 7. Preparation of weekly activity report

SN	STEP	RESPONSIBLE	TIMELINE
1	Prepare weekly activity report performed during the week and submit it to the head of unit	RPPA staff	Friday not later than 3PM
2	Compile weekly activity reports submitted by staff and submit it planning staff	Head of unit	Monday not later than 12 AM
3	Consolidate weekly activity reports from units and submit the final report to DG	Planning staff	Not later than Monday 2PM
4	Keep records of all weekly reports in a folder	Planning staff	Monday before CoB

Procedure 8. Preparation Annual Activity report

SN	STEP	RESPONSIBLE	TIMELINE
1	Compile and submit units' annual activity report to planning staff and copy to DG	Head of Departments/units	Not later than 31 st July
2	Consolidate and produce the draft report and submit it to management team	Planning staff	31 st August
3	Approve the draft annual activity report at 1 st level	Management team	5 days from reception
4	Submit the final draft report to Board of Directors for validation	DG	5 days
5	Validate the annual activity report	Board of Directors	Not later than 30 th Sept of every fiscal
6	Publish the annual activity report on RPPA website	Planning staff	Not later than 30 th October of every fiscal year

5.4 Public Relations and Communication Procedures

Public Relations and Communication Procedures

Every institution necessitates frequent public relations and communication either internally or externally. This helps to communicate and meet the needs of stakeholders, partners and the general public. The procedures highlighted in this manual will guide the public relations and communications staff (PR&CO) to perform various forms of communication dispersed by the institution.

The aim of this communication procedure is to ensure the good protocol, policy, scope of communications and public relations work in line with managing all awareness, branding, visibility related activities.

Spokesperson

The Director General of RPPA is the only spokesperson of the institution within media and the public. In his or her absence, she or he can appoint a Spokesperson.

Internal Communication

- In all messages, that the senior management considers important is communicated to the staff by official means of communications (Email, public boards, notices, internal social media platforms, WhatsApp, QT Connect, etc...)
- Any staff who wishes to communicate any duty related information to fellow staff, passes through his or her direct supervisor.
- The key message from the Director General of RPPA Policy issues and guidelines for implementation is communicated through different channels of internal communications.
- The key personnel authorized to communicate to all staff, are Director General, Division Manager and Human Resources Specialist. In absence of the Director General, any emergence case must be communicated by the Division Manager under of the board chair.
- The official communications to staff must be work related and through official emails, RPPA noticeboards and other official platforms.
- The personal communication on RPPA official platforms and any form of harassment through any channel of communication is prohibited.
- The internal social media platforms are managed by a Public Relations and communications staff.

I. Internal communication

It involves official channels of communication to share information to the RPPA Staff: E-mail (Outlook), Whatsapp, Memos, Meetings, QTconnect, Office landline phone.

A. Downward internal Communication (Supervisors to Staff)

Procedure 1: Electronic channels communication usage (Outlook, WhatsApp, QTConnect)

SN	Steps	Responsible	Timeline
1	Develop and submit the message for Staff to the Administrative assistant to DG	DG/ Senior Staff	
2	Submit the message from DG to PRCO	Administrative assistant to DG	1 day after reception
3	Transmit the message to all staff/ Staff concerned	PRCO	1 day after reception
4	Make a follow up for feedback if needed	PRCO	1 week

Procedure 2: Meeting conduct

SN	Steps	Responsible	Timeline
1	Define the purpose of the meeting	DG/ Heads of Units	5 days before meeting
2	Submit the agenda of the meeting to Administrative Assistant to DG	DG	2 days
3	Submit the meeting agenda to PRCO	Assistant to DG	1 day after receiving
4	Inform the Staff about meeting and prepare all needs necessary for the meeting	PRCO	1 day
5	Follow up	PRCO	2 days after informing

B. Upward internal communication (Staff to Supervisors)

Procedure 1: Memos, Outlook usage

SN	Steps	Responsible	Timeline
1	Develop & submit the message on Memo to the Head of Unit	Staff	1 day
2	Check & submit the message to the Administrative Assistant to DG	Head of Unit	2 days after submission
3	Submit the memo to the DG for approval	Administrative Assistant to DG	1 day

4	Approve the memo and submit to the Admin Assistant	DG	3 days
5	Submit the memo approved to Staff concerned	Administrative Assistant to DG	1 day

Procedure 2: Website & social media usage

SN	Steps	Responsible	Timeline
1	Develop a content message and submit to the concerned head of unit	Staff	2 days
2	Submit the message to the administrative assistant to DG	Concerned Head of Unit	1 day after submission
3	Submit to the DG for approval	Assistant to DG	2 days
4	Approve the content message and transfer to the administrative assistant	DG	2 days
5	Submit to the PRCO	Assistant to DG	1 day after approval
6	Publication on the website and RPPA official platforms social media if needed	PRCO	1 day after submission

II. External communications

It involves channels of communications to disseminate information to the public.

Procedure 1: Developing Communication strategy

SN	STEPS	Responsible	Timeline
1	Define the objectives of the Communication Strategy, identify audience & communication channels, develop key messages, a timeline and evaluation plan	PRCO	By 31 st July

2	Submit the draft of the communication strategy to the DG for discussions with the management team	PRCO	2 Months
3	Conduct Plenary session for discussions on the 1 st draft	Management team	Two weeks
4	Insert the comments from management team & Submit the final draft to the DG.	PRCO	Two weeks
5	Approve the final draft	Senior management	Two weeks
6	Submit the final draft to the Board of Directors	DG	1 week
7	Publish the final on RPPA Website, Twitter account & Social media handles	PRCO	3 days after approval

Procedure 2. Communication Strategy Review on annual basis

SN	STEPS	Responsible	Timeline
1	Review and update the current communication strategy	PRCO	By 31 st July
2	Submit the draft to the Management for review and validation	PRCO	Two weeks
3	Submit the draft to the Board Committee for review and validation	DG	Two weeks
4	Submit the reviewed document to Board for approval	Chairperson of Strategic and Risk Board Committee	Two weeks

Procedure 3. Execution of quarterly communication plan

SN	Steps	Responsible	Timeline
1	Develop a concept paper for quarterly planned activities and submit to DG for approval	PRCO	2 weeks before the starting of the new quarter
2	Approve the quarterly planned activities	DG	One week

3	Execute and submit quarterly activities report	PRCO	One week after end of each quarter
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Procedure 4. Preparation of Press conference

SN	Steps	Responsible	Timeline
1	Propose a topic for a press conference	PRCO & concerned staff	1 day
2	Submit the proposed topic to the DG for approval.	PRCO	1 day
3	Prepare & submit a concept note	PRCO	5 days
4	Approve of the concept note	DG	3 days after submission
5	Prepare and submit to the DG a press release to be distributed during the press conference	PRCO	1 day
6	Approve the press release, follow up and coordination within the press conference	DG	1 day before inviting the media
7	Invite the media for press conference	PRCO	1 week before the press conference
8	Media monitoring and reacting	PRCO	ongoing

Procedure 5: Preparation of press release

SN	Steps	Responsible	Timeline
1	Draft and submit a document to DG for approval	PRCO	1 day
2	Approve the press release	DG	3 days after submission
3	List the media contacts to share the press release	PRCO	1 day
4	Share the press release with editors, and publish on social media handles (twitter, IG, Facebook, and the website,	PRCO	1 day after listing the media contacts
5	Media monitoring and reacting	PRCO	ongoing

Procedure 6. Preparation of adverts

SN	Step	Responsible	Timeline
1	Propose the topic of the advert	PRCO	1day
2	Review the advert topic	Concerned unit	3 days
3	Approve the advert topic	DG	3 days after submission
4	Prepare and submit an advert for approval	PRCO	2 days
5	Approve the message	DG	3 days after submission
6	Produce the advert	PRCO	One week
7	Submit and approve the first draft of the advert	PRCO and concerned staff	3 days after production
8	Submit and approve the final advert	DG	3 days after submission
9	Publish final advert through relevant channels	PR&CO	3 days after approval

Procedure 7. Preparation of Radio/TV show

SN	Step	Responsible	Timeline
1	Propose the topic of the Radio/TV show	PRCO	1day
2	Review the topic Radio/TV show	Concerned unit	3 days
3	Approve the topic Radio/TV show	DG	3days after submission
4	Elaborate the concept note and submit to DG for approval	PRCO and concerned unit	One week after approval of the topic
5	Approve the concept note	DG	3 days after submission
6	Send out the invitation to the interviewees/ Guests	PRCO	2 days after approval
7	Record and produce TV/Radio show	PRCO	1 week
8	Submit and approve the first draft TV/Radio show production (If pre-recorded)	PRCO and concerned unit	3 days after submission

9	Approve the final TV/Radio show production (If pre-recorded)	DG	3 days after submission
10	Publish TV/Radio through relevant channels	PRCO	3 days after TV/Radio show production
11	Media monitoring and reacting	PRCO and Concerned staff	Ongoing

Procedure 8. Coverage the RPPA events

SN	Steps	Responsible	Timeline
1	Propose and submit for approval a list of journalists to cover the event	PRCO and concerned	1 day
2	Approve the list	DG	2 days
3	Prepare and submit the press release to DG	PRCO	1 day
4	Review and approve the press release	DG	2 days
5	Invite the media for coverage	PRCO	1 week before the event
6	Coordinate the Coverage of the event	PRCO	1 day
7	Distribute the press release to the media	PRCO	1 day
8	Media monitoring and reacting	PRCO	1 day after the event

Procedure 9: Updating RPPA Website & Social media

SN	Steps	responsible	Timely
1	Check regularly and update RPPA Website	PRCO	ongoing
2	Create the content/ messages to be published on RPPA website and other social media handles	PRCO	Ongoing
3	Follow up and information update on RPPA Website & RPPA Social media platforms handles	PRCO	Ongoing

Procedure 10: Call Center Management

SN	Steps	Responsible	Timeline
1	Receive calls via 3131 (for local users) and +250788 123 100 (for international users), e-	Support team	

	procurement@rppa.gov.rw , info@rppa.gov.rw and social media,		1 day
2	Guide the user to solve the issue	Support team	
3	Propose remote desktop assistance if a user is not capable of solving the issue on his/her own	Application Support	
4	Submit the questions related to RPPA services to PRCO	Support team	
5	Provide the responses with the concerned staff	PRCO & concerned staff	2 days after submission
6	Follow-up the issue until it is resolved if it is escalated	PRCO	3 days
7	Provide to the DG a Monthly/Annual report of issues solutions via call center	PRCO	1 st week of the starting month

5.5 Procurement and Contract Management Procedures

Procedure 1. Market survey

SN	Task	Responsible	Timeline
1	Identify priorities needs and market survey	User Departments	By 01 st May of each Fiscal Year
2	Collect needs and prioritized goods, services, consultancy services and works from the Action Plan and Budget and consolidate them with their market survey and approved by head of department	User Department	By 25 th May of each Fiscal Year
3	Submit the market survey reports to Public Tender Committee members for review and approval	Procurement Officer	1 day after receiving the needs and market survey
4	Review and approve the market survey reports	Public Tender Committee members	5 days after receiving the needs and market survey

Procedure 2. Procurement Planning

SN	Task	Responsible	Timeline
1	Prepare the RPPA draft Procurement Plan using the electronic procurement system	Procurement Officer	1 st June of each fiscal year
2	Discuss the proposed Procurement Plan with user departments and approved by the Heads of Departments	Heads of Departments	7 Days after received draft Procurement plan

3	Submit the draft Procurement Plan to DG for review and approval	Procurement officer	5 days after notification of draft procurement plan in the system
4	Insert the inputs from management and submit the final procurement Plan to the DG	Procurement officer	1 day after received the comments from management
5	Approve the procurement plan through the eProcurement System	DG	3 days after received the procurement plan
6	Publish the Procurement Plan through the eProcurement System	Procurement Officer	By 31 st July of each fiscal year

Procedure 3. Preparation of tender/RFP and publication

SN	STEP	Responsible	Timeline
1	Prepare the Terms of References ToRs/ Technical specifications TS of consultancy services, goods, services and works of the tenders to be published in the respective Quarter	User Department staff	In the first month of every Quarter
2	Submit the prepared Terms of References ToRs/Technical Specifications TS to the Heads of Departments Immediate Supervisors for review and approval		
3	Submit the approved Terms of References ToRs/Technical Specifications TS to Procurement Officer	Immediate Supervisors	7 days
4	Verify in finance if the tender budget is available before proceeding/conducting the tendering process Prepare the draft Tender Document/RFP Submit the draft Tender Document/RFP to Public Tender Committee members for review and suggestion of amendments for improvement	Procurement officer	3 days from reception of approved ToRs/TS
5	Review the drafted Tender Document/RFP, suggest amendments for improved Tender Document/RFP	Public Tender Committee members	3 days from reception of draft Tender Document
6	Consider the proposed amendments by Public Tender Committee and prepare final Tender Document/RFP Register a tender in e-Procurement system with the Tender Document/RFP and submit it through eProcurement system to the DG for review and approval.	Procurement officer	2 days after receiving the comments from tender committee members

7	Review and suggest amendments/corrections if any in Tender Document/RFP and in information provided in eProcurement System	DG	3 days after receiving the notification in the system
8	Consider the proposed amendments in Tender Document/RFP and in information provided in eProcurement System Re-submission of the tender in eProcurement system for review and approval	Procurement Officer	1/2 day after request of modification from DG
9	Review and approve the tender document/RFP in eProcurement System	DG	2 days after received notification in the system
10	Publish a tender through the eProcurement portal	Procurement Officer	1/2 day after to be approved by DG in the system.
11	Visit regularly the advertised tenders in eProcurement system for checking the requests for clarifications if any submitted by potential bidders	Procurement Officer	Tenders publication period depending on used tendering method
12	Analyze and respond the requests for clarifications submitted by the potential bidders	Procurement Officer, PTC members and User Department Staff	According to the time specified in PPL

Procedure 4. Opening and evaluation of Bids/Proposal

SN	Step	Responsible	Timeline
1	Submit the bids/proposals through eProcurement for online tenders or manually for offline tenders	Eligible and interested bidders	By deadline date of bids submission
2	Receive the submitted bids/proposals through eProcurement system for online tenders or manually for offline tenders	E-Procurement system or Procurement Officer for offline tenders	Any time bid/proposal is submitted by bidder before deadline date
3	Open the bids/proposals for online tenders or manually for offline tenders Prepare the bids opening minutes/ reports	E-Procurement system for offline tenders or PTC members for offline tenders	Maximum 1 hour from deadline of bids/ proposals submission

4	Invite members of PTC for evaluation of tender	Chairperson or Vice/chairperson of PTC	2 days after bids/proposals opening date
5	Evaluate the bids/proposals through eProcurement system or out of system for offline tenders and provide the tender award recommendation	PTC members	Maximum 21 days from bids/proposals opening date
6	Carry out a due diligence to the provisional successful bidder Before deciding on the tender award to the provisional successful bidder, on that successful bidder to verify whether information provided in the documents are genuine.		
7	Prepare and sign bids evaluation report		
8	Submit the bids evaluation report to DG through the eProcurement system. Add the provisional notifications letter for offline tenders for review and approval/rejection	Procurement Officer	3 days after received the evaluation report
9	Review and approval/rejection of evaluation report and/or suggestion of amendments if any through the eProcurement system or out of system for offline tenders	DG	
10	Restart the evaluation process of bids/proposals through eProcurement system or out of system for offline tenders and provide the tender award recommendation Prepare and sign the tender evaluation report	PTC members	
11	Re-submit the tender evaluation report to DG with the provisional notifications for offline tenders for review and approval	Procurement Officer	1 day after receive the evaluation report
12	Review and approve the bids evaluation report through the eProcurement system for online tenders or out of system for offline tenders	DG	
13	Send the provisional notification results to bidders through eProcurement system or distribution and keep safely the provisional notifications received by bidders for offline tenders.	Procurement Officer	
14	Register and submit complaint/appeal if any for unsatisfied results of evaluation	Unsuccessful bidders	Within 7 days from reception of

			provisional notification
15	Register response/decision on complaint/appeal received Submit response/decision on complaint/appeal received to DG for review and approval	PTC members	Maximum 4 days from reception of complaints
16	Review and approve/reject the proposed response/decision on complaint/appeal received and/or suggest amendments to be made for improvement	DG	1 day after receive the notification of proposed response decision on complaint
17	Correct the response/decision on complaint/appeal received in accordance with inputs/amendments provided Re-submit the response/decision on complaint/appeal received to DG for review and approval	Procurement Officer	Maximum ½ day after receive the proposed response
18	Review and approve the proposed response/decision on complaint/appeal received	DG	Maximum 1 day
19	Notify complaint/appeal result	Procurement Officer	Maximum ½ day after receive the approval of DG
20	Open the financial proposals through the eProcurement system for consultancy service tenders, after seven days without any complaint/appeal from the Consultants for online tenders or qualified Consultants for offline tenders shall be invited for financial opening Produce and sign the financial opening minutes/reports	eProcurement system for online tenders or PTC members for offline tenders	1 day after seven days complaint when there is no any complaint received
21	Evaluate the financial proposals and provide the tender award recommendation Prepare and sign the financial evaluation report	PTC members	2 days after opening of financial proposals
22	Submit the financial evaluation report to DG with the provisional notifications for offline tenders for review and approval/rejection	Procurement Officer	½ day after evaluation
23	Review and approve/reject the financial evaluation report and/or suggestion of	DG	3 days after receiving of financial evaluation report

	amendments if any through the eProcurement system or out of system for offline tenders.		
24	Restart the tender evaluation process of bids/proposals through eProcurement system or out of system for offline tenders and provision of tender award recommendation Prepare and sign the evaluation report	PTC members	2 days after receiving the rejection of financial evaluation report
25	Re-submit the bids evaluation report to DG with the provisional notifications for offline tenders for review and approval	Procurement Officer	
26	Review and approval of financial evaluation report through the eProcurement system for online tenders or out of system for offline tenders.	DG	1 day from reception of financial evaluation report.
27	Send the provisional financial notification results to bidders through eProcurement system or distribution and keep safely the provisional notifications received by bidders for offline tenders.	Procurement Officer	Maximum ½ day after financial evaluation report approval
28	Register and submit the complaint/appeal if any for unsatisfied results of financial evaluation	Unsuccessful bidders	Within 7 days from reception of provisional notification
29	Register response/decision to complaint/appeal for unsatisfied results of financial evaluation Submit the response on complaint to DG for review and approval	PTC members & Procurement Officer	Maximum 3 days from reception of complaint/appeal
30	Review and approve the decision on complaint received by CBM	DG	3 days after receiving the proposal decision from PTC members
31	Notify the complaint/appeal decision result	Procurement Officer	½ day

Procedure 5. Contract negotiation and award

SN	Task	Responsible	Timeline
1	Inform the DG the tender that needs contract negotiation Agree with DG the contract negotiation date	Procurement Officer	Within 3 days after completion of complaint/appeal period
2	Prepare the invitation message or communication to Successful Bidder/Consultant for contract negotiation through the eProcurement Submit the prepared communication to Successful Bidder/Consultant for contract negotiation through the eProcurement to DG for review and approval	Procurement Officer	Within 2 days
3	Review and approve of communication to Successful Bidder/Consultant for contract negotiation through the eProcurement	DG	1 day
4	Remind the CBM the contract negotiation date and request him/her to appoint his/her delegate when She/he will not be available in contract negotiation meeting Suggest and discuss with CBM other members of negotiation team when there is a need of other individuals in addition to negotiation team CBM, Procurement Officer, Representative of User Department and Legal Advisor stipulated in Ministerial Instructions regarding the contract negotiation	Procurement Officer	3 days before contract negotiation date
5	Appoint the delegate of DG in contract negotiation when She/he will not be available in contract negotiation meeting Appoint other members of negotiation team in addition to permanent contract negotiation members as per Ministerial Instruction regarding the contract negotiation	DG	2 days before contract negotiation date
6	Inform/communicate the negotiation team the negotiation date, hour, venue, tender to be negotiated and elements subjected to contract negotiation Inform/communicate the negotiation team that the pre-negotiation meeting is important and needed before contract negotiation and agree on the date, hour and venue of such meeting	Procurement Officer	1 day before contract negotiation date

7	Organize the contract negotiation meeting and avail the logistics for contract negotiation meeting	Procurement Officer	1 day before contract negotiation date
8	Remind the negotiation team the contract negotiation meeting and inform them to attend the pre-negotiation meeting Held/conduct the pre-negotiation meeting to discuss and agree on the contract negotiation process and propose the Best Alternative to a Negotiated Agreement BATNA.	RPPA Negotiation Team	2 hours before contract negotiation meeting
9	Conduct the contract negotiation and discuss the items/elements of the contract negotiation agenda	RPPA Negotiation Team and Representatives of Successful Bidder/Consultant	Time allocated to contract negotiation
10	Take note on the points discussed in contract negotiation Prepare the draft minutes for the contract negotiation	Procurement Officer	During time allocated to contract negotiation
11	Review and provide inputs on the minutes of contract negotiation Sign the minutes for the contract negotiation	RPPA Negotiation Team and Representatives of Successful Bidder /Consultant	Maximum 2 days after contract negotiation
12	Discuss with CBM the Contract Manager or Contract Management Team for each contract Prepare the draft contract Submit the draft contract to Successful Bidder/Consultant or Contractor for review, approval or suggest amendments or modifications for improvements	Procurement Officer	3 days after signing minutes for contract negotiation if negotiation has been made.
13	Review, approve or request for modification if any on draft contract Return draft contract to Procurement Officer	Successful Bidder/Consultant, Contractor.	2 days after reception of draft contract

14	Receive the draft contract from Contractor Correct the draft contract in accordance with the provided inputs and comments if modifications/amendments were requested. Re-submit the draft contract to Contractor for review and approval	Procurement Officer	1 day from reception of inputs of Contractor
15	Review and approve the corrected draft contract Return the approved draft contract to Procurement Officer	Successful Bidder/ Consultant or Contractor.	1/2 day after reception of corrected draft contract
16	Receive the approved draft contract from Contractor Submit the approved draft contract from Contractor to Legal Advisor for review and approval	Procurement Officer	½ day from reception of approved draft contract by Contractor
17	Review, approve or request for modification if any on draft contract Return the reviewed draft contract to Procurement Officer for corrections of amended terms	Legal Advisor	2 days from reception of draft contract
18	Receive the draft contract from Legal Advisor Correct the draft contract in accordance with provided and comments if modifications/amendments were requested Re-submit the draft contract to Legal Advisor for review and approval	Procurement Officer	1 day from reception of commented draft contract by Legal Advisor
19	Review and approve the draft contract Return approved draft contract to Procurement Officer	Legal Advisor	½ day from reception of corrected draft contract
20	Receive the draft contract from Legal Advisor Submit the approved draft contract by LA to CBM for review and approval before preparation of final contract	Procurement Officer	½ day from reception of draft contract from LA
21	Review, approve or suggest modifications if any on draft contract Return draft contract to Procurement Officer	DG	3 days
22	Receive the draft contract from DG Correct the draft contract in accordance with provided inputs and comments if modifications/amendments were requested.	Procurement Officer	1 day from reception of draft contract from DG

	Re-submit the draft contract to DG for review and approval		
23	Review and approve the draft contract Return the approved draft contract to Procurement Officer	DG	2 days from reception of draft contract from DG
24	Receive the approved draft contract from CBM Prepare the final contract with the Performance Security received from Contractor if required Submit the final contract to CBM for review and approval	Procurement Officer	1 day from reception of draft contract from DG
25	Review and approve the final contract Submit the approved final contract to Procurement Officer for its execution	DG	1 day from reception of final contract from DG
26	Notify/send the approved final contract to Contractor for its implementation	Procurement Officer	Maximum ½ day after the final contract approval by DG
27	Contract execution in accordance with the requirements of TD/RFP and contract terms	Contractor	Contractual Period
28	Report any issue/challenge encountered in contract execution if any to RPPA Director General	Contract Manager/ Contract Management Team	
29	Monitor the contract performance and report any irregularities if any to RPPA Director General	Contract Manager/ Contract Management team vs user department and Procurement Officer	
30	Receive the reported issues/ challenges on contract management Submit the issues/challenges or irregularities reported to PTC members for review and propose the appropriate recommendations	DG	3 days from reception of reported issues

31	Receive the reported issues/ challenges in contract management Review, analyze and propose the appropriate recommendations on presented issues in contract Draft a letter or correspondence notifying the Contractor the decision taken on reported irregularities in the contract Submit the proposed recommendations to DG for review and approval with the draft letter/correspondence to Contractor on reported issues in contract execution	PTC members & Procurement Officer	6 days
32	Review the provided recommendations by PTC members and take the appropriate decision on reported issues/challenges/ irregularities in contract execution Review, approve or suggest amendments if any in letter or correspondence notifying the Contractor the decision taken on reported irregularities in the contract	DG	3 days from reception of recommendation of PTC
33	Correct the letter or correspondence notifying the Contractor the decision taken on reported irregularities in the contract in accordance with the provided inputs Submit the letter or correspondence to DG for review and approval	Procurement Officer	Maxim ½ day from the reception of recommendations
34	Review and approve the letter or correspondence notifying the Contractor the decision taken on reported irregularities in the contract	DG	1 day after received the letter
35	Submit/Notify the decision taken on reported irregularities in the contract to Contractor	RPPA Secretary & Procurement Officer	2 days from the approval of the letter
36	Amend the contract if required and proceed the contract amendment review and approval before its implementation	Contractor, Legal Advisor and DG	3 days after received the notification

Procedure 6. Contract Management

SN	Task	Responsible	Timeline
1	Implement the notified decision in contract execution process	Contractor	Contractual period and contract management information if any.
2	Inspect and receive goods, works and services offered/provided and validate the Consultancy services reports inception, draft and final by the Contract	The Receiving Committee or Contract Management Team	Maximum 3 days after receiving the notification
3	Produce and sign the appropriate required reports goods receiving reports/notes, provisional/final acceptance reports, etc. to be sent to Chief Budget Manager		
4	Receive the submitted invoices from DAF by Contractors Calculate the delay penalties if required and submit them to contractors for approval before proceeding the payment of invoices	Procurement Officer	Maximum 2 days from reception of invoice

5.6 Logistics and Transport Management

Procedure 1. Transport in Kigali City

Steps	Tasks	Responsible	Timelines
1	Prepare budget allocated to transport services and submit it to DAF for approval	Logistics	One week before annual budget preparation
2	Approve the budget for transport services	DAF	2 days
3	Fill and sign the transport request form and submit it to his/her immediate supervisor for approval	RPPA Staff	1 day
4	Approve the request and submit it to DAF for authorization	Head of Units	
5	Authorize the request and submit it to the staff in need	DAF	
6	Submit approved request to the logistics officer one day before departure time	RPPA Staff	
7	Plan the daily itinerary, communicate it to the drivers and ensure that staff going in the same direction, board the same vehicle	Logistics Officer	1 day

Steps	Tasks	Responsible	Timelines
8	Provide a means of transport as soon as possible to the staff who has been assigned an urgent task that was not earlier planned	Logistics officer	1 day
9	Fill the request form requesting a vehicle for overtime hours or during holidays and submit it to his immediate supervisor for approval	RPPA Staff	1 day before departure
10	Approve the request and submit it to DAF for authorization	Head of unit	
11	Authorize the request and submit it to logistics officer	DAF	
12	Provide a vehicle to the staff in need	Logistics Officer	1 day

Procedure 2. Transport out of Kigali

Steps	Tasks	Responsible	Timelines
1	Plan the budget for transport services out of Kigali and submit it to logistics officer for approval	Head of Units	One week before annual budget preparation
2	Approve the budget and submit it to DAF for approval	Logistics officer	2 days
3	Approve the budget	DAF	2 days
4	Plan all mission order which need to hire a vehicle and inform logistics officer	Head of Units	One week before departure
5	Fill the mission order indicating clearly the days needed for hiring a vehicle with their corresponding cost and submit the request with the contract attached to his immediate supervisor for approval	RPPA Staff	4 days before departure
6	Approve the request and submit it to the Secretary to the Finance Unit for verification	Head of unit	
7	Verify the request and submit it to Director of Finance for approval	Secretary to the Finance Unit	
8	Approve the request and submit it to administrative assistant for DG approval	DAF	1 day
9	Submit the request to DG for approval	Administrative assistant	
10	Approve the request and send it to the administrative assistance	DG	
11	Submit the approved request to the accountant for commitment of a purchase order	Administrative assistant	2 days
12	Prepare the purchase order for the hired vehicle and submit the purchase order to Director of Finance for approval	Accountant	

Steps	Tasks	Responsible	Timelines
13	Approve the purchase order and submit it to Director General for approval	DAF	
14	Approve the purchase order and send it to administrative assistant	DG	
15	Send the approved purchase order to logistics officer	Administrative assistant	
16	Send the purchase order to the service provider 1 day before the departure time	Logistics Officer	1 day
17	Communicate to the staff who have been given a mission the driver phone number and name, vehicle plate number and the phone number of service provider's supervisor	Logistics officer	
18	Inform directly the Director of Administration and Finance in case a mission is cancelled, shortened or if the staff postponed the departure and return dates.	RPPA Staff	Immediately

Procedure 3. Requesting Items from stock

Steps	Tasks	Responsible	Timelines
1	Fill a request through Electronic Development Management System (EDMS) and submits the request to his/her immediate supervisor for approval	RPPA Staff	1 day
2	Approve the request in the system and sent the request to DAF	Head of unit	
3	Verify, approve the request and send it to the logistics officer	DAF	
4	Approve the quantities to be received by the staff per item, and issues the items to the staff in need	Logistics officer	
5	Create a store card for each item received and regularly update it and updates EDMS respectively to any item received or issued in stock.	Logistics Officer	

Procedure 4. Stock replenishment

Steps	Tasks	Responsible	Timelines
1	Determine the re-order level of items in stock on semester basis and submit it to DAF for approval	Logistics officer	2 weeks before
2	Approve the re-order level of items in stock and submit it to the Management for approval	DAF	2 days
3	Approve the re-order level of items in stock and inform logistics officer	Management	1 day
4	Prepare a request of a purchase order when any item is at his re-order level, attached the contract he/she is referring to and submit the request to DAF for approval	Logistics Officer	1 days

Steps	Tasks	Responsible	Timelines
5	Approve the request and submit it to the accountant officer for purchase order preparation	DAF	
6	Prepare a purchase order and submit it to DAF for approval	Accountant officer	
7	Approve the purchase order and send it to Administrative Assistant for DG approval	DAF	
8	Approve the purchase order and send it to Administrative Assistant	DG	1 day
9	Send the purchase order to the Secretary to the Finance Unit	Administrative Assistant	
10	Send the purchase order to the logistics officer	Secretary to the Finance Unit	
11	Send the purchase order to the service provider/supplier	Logistics officer	
12	Check whether the goods supplied correspond to what was ordered when the items are delivered	Stock reception committee	1 day
13	Prepare the receipt report, sign the report and give a copy to the supplier and another copy to the logistics officer for filling.	Stock reception committee	

Procedure 5. Keeping an asset in stock

Steps	Tasks	Responsible	Timelines
1	Receive any asset delivered by the supplier	Logistics officer	1 day
2	Record any new asset in asset register book and update it in IFMIS.	Logistics officer	1 day from the reception
3	Arrange the items in the appropriate place without mixing them	Logistics officer	
4	Arrange the items to facilitate the withdraw stating the old up to the new	Logistics officer	
5	Check every week the date of expiration for items.	Logistics officer	1 week

Procedure 6. Management Office equipment

Steps	Tasks	Responsible	Timelines
1	Record any new asset in asset register book and update it in IFMIS	Logistics officer	1 day from the reception
2	Fill an assets request form document to request a new item and submit it to DAF for approval	Staff	1 day
3	Approve the request and submit it to Logistics officer	DAF	
4	Give the asset requested to the staff in need	Logistics officer	
5	Request for codifying new assets	Logistics officer	1 month from the reception
6	Verify if the item still available in the office	Logistics officer	once a Semester

Procedure 7. Office equipment maintenance other than IT equipment

Steps	Tasks	Responsible	Timelines
1	Verify the contract if the date of maintenance for office equipment is arrived	Logistics officer	Every day
2	Remind the company to come to start maintenance	Logistics officer	One week before
3	Inform staff to be aware on the incoming date of maintenance	Logistics Officer	1 day before the maintenance date
4	Supervise how the maintenance is being conducted	Logistics Officer	
5	Sign the maintenance report	Staff	1 day
6	Keep copy of maintenance sheet	Logistics Officer	

Procedure 8. Reporting the loss of Items

Steps	Tasks	Responsible	Timelines
1	Write a MEMO informing DG on the loss of equipment	Staff	1 day after the loss
2	Receive the memo of a staff informing DG on the loss of any material, give the way forward and copy to DAF and logistics officer	DG	1 day
3	Send the case in disciplinary committee for further action if necessary	DG	1 day
4	Receive decision from disciplinary committee for final decision	DG	within twenty five (25) consecutive days counted from the date on which he or she was requested to provide explanations
5	Remove the assets in the assets register and report in financial report	Logistic Officer	1 day

Procedure 9. Request for asset by a staff

Steps	Tasks	Responsible	Timelines
1	Fill the request form requesting any asset needed and submit the request to his immediate supervisor for approval	Staff	1 day
2	Approve the request and submit it to DAF for approval	Heads of units	

Steps	Tasks	Responsible	Timelines
3	Approve the request and submit it to logistics officer	DAF	
4	Give the asset to the staff in need	Logistic Officer	

Procedure 10. Transfer of the assets to other entities

Steps	Tasks	Responsible	Steps
1	Fill the asset transfer form for both entities and submit to DAF for approval	Logistics Officer	1 day
2	Approve the asset transfer list between entities, and submit it to administrative assistance for DG for approval	DAF	1 day
3	Submit the document for DG Approval	Administrative assistance	1 day
4	Approve the list of assets to transfer to other entity, and submit to logistic officer for further actions	DG	1 day

Procedure 11. Disposal of office equipment other than electronic and electrical equipment

Steps	Tasks	Responsible	Timelines
1	Establish the list of items to be disposed and submit it to DAF for approval	Logistics Officer	1 day
2	Approve the list and submit it to DG for approval	DAF	1 day
3	Approve the list of items to be disposed and submit it to valuation committee for analysis and set prices for each item	DG	1 day
4	Physically check all items, set their current value and submit the report to the Director General for approval	Asset valuation committee	1 day
5	Approve the asset disposal list and requests the Public Tender Committee (PTC) to publish the auction	DG	1 day

Procedure 12. Disposal of electronic and electrical equipment

Steps	Tasks	Responsible	Timelines
1	Establish the list of electronic and electrical equipment of items to be disposed and submit it to DAF for approval	Logistics Officer	1 day
2	Approve the request and submit to DG for approval	DAF	1 day
3	Approve the request and submit it to valuation committee for analysis	DG	
4	Physically check all items, set their current value and submit the report to the Director General for approval	Asset valuation committee	1 day
5	Approve the valuation report	DG	
6	Prepare a letter for seeking authorization from Rwanda Housing Authority for handing over unusable electronic and electrical equipment to MINICOM for recycling purpose and submit the letter to DG for signature	Logistics Officer	1 day

Steps	Tasks	Responsible	Timelines
7	Approve/sign the letter and send it to administrative assistant	DG	1 day
8	Send the letter to RHA	Administrative Assistant	2 days
9	Follow-up and get the authorization from RHA	Logistics officer	1 week
10	Prepare a letter to be addressed to MINICOM for informing them the day the hand over will take place and submit it to DG for signature	Logistics Officer	1 day
11	Sign the letter and send it to administrative assistant	DG	1 day
12	Send the letter to MINICOM	Administrative Assistant to DG	1 day
13	Organize with MINICOM the day of handover	Logistics Officer	1 day
14	Prepare the hand over report to be signed by all parties and submit it to DG for information	Logistics Officer	

5.7. Information and Communication Technology

Procedure 1. Request for IT Equipment

Steps	Tasks	Responsible	Timelines
1	Submit every year needs in terms of equipment and software to be purchased for the annual procurement plan	Head of units	By the end of June
2	Plan and submit the IT plan for the following fiscal year and to allocate its Budget	IT staff	End of March
3	Prepare and submit to DAF technical specification of the equipment to be acquired and submits them to the head of the user department for verification	IT staff	2 days
4	Submit the technical specification to the DG for approval and initiate the purchasing process as per procurement procedures	DAF	1 day
5	Use the RISA contract to have the new ICT asset	DAF	1 day
6	Verify the request from person in Charge of ICT	DAF	1 day
7	Approve the request and submit for purchase order preparation	DG	1 day
8	Preparation of purchase order	Accountant	1 day
9	Verify if delivered equipment meets the technical specification and reception committee team proceed with next process of reception	IT staff	Immediately after delivery

Procedure 2. Maintenance of IT Equipment

Steps	Tasks	Responsible	Timelines
1	Initiate the maintenance plan of IT equipment by Writing an email to the company in charge.	DAF	Not later than 5 th of the beginning of the quarter
2	Communicate to all staff the plan of maintenance to facilitate activity	DAF	1 day
3	Sign on maintenance form	RPPA staff whose equipment has been underwent maintenance	Immediately after maintenance
4	Receive and review a maintenance report and submit it to the DG	DAF	1 day after receiving report

Procedure 3. Network security

Steps	Tasks	Responsible	Timelines
1	Create user accounts and Give users permission to RPPA digital resources such as Computer Networks, digital documents, emails, digital certificates	IT/DAF	1 day after request
2	Check, act ,verify and report to DAF and to the National Cyber Security Authority the security compliance with RPPA digital and network resources	IT staff /DAF	By the end of the month

Procedure 4. IT Asset Disposal

Steps	Tasks	Responsible	Timelines
1	Initiate and submit the Memo with the list of ICT equipment to be disposed of, for verification	IT staff	February of every year
2	Submit a written request with the list of IT equipment to be disposed of for DG approval	DAF	1 day
3	Submit the Memo to ICT Steering Committee	DG	1 day
4	Schedule the meeting for verification of those IT equipment and gather recommendations before submitting to Logistics officer	ICT Steering Committee	2 days
5	Initiate the MEMO and handover those assets with logistic Officer after having the ICT Steering Committee decision	IT staff	2 days
6	Receive and forward the memo to the DG for Approval	DAF	1 day
7	Hand assets over to the Logistic for further Process of Assets disposal	IT staff	1 day

Procedure 5. User IT Support

Steps	Tasks	Responsible	Timelines
1	Write an email using Outlook or call using telephone requesting for a support	Users	1 day
2	Provide support to RPPA Staff Upon Request	IT staff	
3	Prepare the way/solution to provide service to the requested support	IT staff	
4	Keep a record of provided support once the issue is handled.	IT staff	1 day
5	Communicate with the company in charge of Maintenance to come and repair the device once the issue is persisting	IT staff	1 day
6	Register equipment that need to be repaired outside the RPPA's premises, complete file describing the issue and action taken and recommendations or comments when it is relevant	IT staff	1 day
7	Submit to DAF/RPPA for verification and approval	IT staff	1 day
8	Submit to the DG/RPPA to give the authorization to take the equipment outside for Repair	DAF	1 day
9	Prepare and submit a monthly report on provided support to DAF/RPPA for Approval	IT staff	1 day

5.8 Management of incoming mails

5.8.1. Front Desk

Procedure 1. Handling incoming mails

Steps	Tasks	Responsible	Timeline
1	Receive and verify properly Incoming mail (hardcopy) to ensure that all required information is completed and accurate	Front desk operations Officer	1 day
2	Stamp a copy of incoming mail with the reception stamp and give it to the sender for acknowledgement	Front desk operations Officer	
3	Stamp incoming mails that have been checked and give the reference number and recording it in the book of courier	Front desk operations Officer	
4	Scan incoming mails before submit to DG's office	Front desk operations Officer	
5	Send incoming mail in DG's office	Front desk operations Officer	

Steps	Tasks	Responsible	Timeline
6	After DG assign to the staff, incoming mails return to the Front desk operations Officer to dispatch them in the respective units for further action	Front desk operations Officer	1 day
7	For the incoming mails which come through INFO, record them in the soft folder for ease reference	Front desk operations Officer	
8	Forward them to DG's email and copy to administrative assistant	Front desk operations Officer	
9	Forward the reports and categorization files which come from different PEs directly to Division Manager and copying the staff in charge	Front desk operations Officer	

Procedure 2. Handling outgoing mails

Steps	Tasks	Responsible	Timeline
1	Receive outgoing mail signed by DG through Administrative Assistant	Front desk operations Officer	1 day
2	Scan outgoing mail before sending them	Front desk operations Officer	
3	Photocopy outgoing mail for reserving a copy for filing	Front desk operations Officer	
4	Dispatch outgoing mail through email, postal service or private carrier service	Front desk operations Officer	
5	Ensure that acknowledgement receipt is received	Front desk operations Officer	

5.8.2. Management of incoming mails in DG Office

Procedure 1: Incoming Mails/e-Mails			
SN	Step	Responsible	Timeline
1	Receive and submit the incoming mails to DG and a copy to Administrative Assistant for follow up. If marked confidential the mails are directly submitted to administrative assistant.	Front desk operations officer/ administrative assistant	1 day from reception
2	Dispatch the mail to respective head of division/unit or staff and write a brief comment on the mail instructing the staff what should be done	DG	
3	Review the mail and submit to respective head of division/unit or staff	DG	1 day

4	Submit urgent mails to DG	Administrative Assistant	1 day from reception
5	Review the mail and submit to respective head of division/unit or staff	DG	1 day
6	File confidential mails in DG office	Administrative Assistant	Any time

Procedure 2: Outgoing Mails Processing

SN	Step	Responsible	Timeline
1	Proof read suggest corrections before submitting mail to DG	Administrative Assistant	1 day
2	Submit the mail for approval and signature	Administrative Assistant	
3	Review and sign mails	DG	2 days
4	Submit approved/signed mail	DG	
5	Dispatch approved/signed mail by DG	Front desk operations officer	1 day
6	Filing outgoing mails for record purpose	Front desk operations officer	2 days
7	Receive confidential mails from DG office	Administrative Assistant	1 day
8	Dispatch approved/signed Confidential mail	DG	
9	File confidential mails in DG office	Administrative Assistant	1 day
7	Track mails reporting to DG every Friday	Administrative Assistant	5 days

Procedure 3: Board of Directors meeting

SN	Step	Responsible	Timeline
1	Prepare and submit documents to be used in Board of Directors meeting	Concerned Div/Unit	Any time
3	Submit Invitation and agenda for approval/signature to chairperson	DG	2 days
4	Approve and sign the agenda and invitation	Chairman	
5	Submit the signed invitation and agenda to Board members with working documents	DG	1 day
6	Attend Board meeting	Board members	1 day
7	Take Board resolutions	Board secretary	

8	Submit to Board of Directors decisions for approval/signature	Board secretary	3 days
9	Notify Board decision(s)	DG	1day
10	Approval of board meeting minutes	Board members	Next board meeting
Procedure 4: Management of DG Appointment			
SN	Step	Responsible	Timeline
1	Submit appointment request to DG	Administrative Assistant	Within 1 day
2	Fix time for appointment	DG	1 day
3	Provide feedback to the person requested for appointment and communicate the time to meet DG	Administrative Assistant	1 day
4	Fill on calendar all appointments and meeting of DG	Administrative Assistant	Dairy basis
5	Meet the person who was given appointment	DG	1 day

5.9 Documentation and Archives Service

The purpose of this procedure is to provide a framework for the management of public records in the RPPA and to ensure that all activities and decision of the RPPA are fully and accurately documented and managed in accordance with the life cycle principles of records creation or reception, maintenance, use and disposal.

The below procedures are filing plan, reception of document, physical treatment of documents, keeping documents in the boxes, issuing the document from archives and transfer the old document outside of the RPPA archive.

Procedure 1. Filing Plan

Steps	Tasks	Responsible	Timeline
1	Elaborate a filing Plan related to the organization and functioning of RPPA	Documentation and Archives Officer	3 days
2	Choice the Classification code can you used: Alphabetical, Numerical, Alpha-Numerical	Documentation and Archives Officer	1 day
3	Submit the filing plan for review	DAF	2 days
4	Submit the final filing plan for approval	DG	2 days
5	Dispatch the final filing plan to Documentation and archives service, to the office of DAF and GD	Concerned	1 day

Procedure 2. Reception of documents

Steps	Tasks	Responsible	Timeline
1	Inform the staff about the transfer of the documents to be archived	Documentation and Archives Officer	1 week before the reception
2	Prepare the transfer slip “Bordereau de versement”	Documentation and Archives Officer	1 day
3	Transfer office documents to the documentation and archive staff/Officer	Concerned Unit	2 days
4	Fill the transfer slip transferring documents to be archived.	Concerned Unit/Staff	1 day
5	Receive and check the documents to be archived	Documentation and Archives Officer & Concerned Unit	Upon reception
6	Record documents in the appropriate register (documentation and archives register book)	Documentation and Archives Officer	3 days

Procedure 3. Physical treatment of documents

SN	Tasks	Responsible	Timeline
1	Sorting the documents used during the previous years from different units by nature/category	Documentation and Archives Officer	At least 5 days after recording the documents
2	Grouping the documents from the previous years by nature or category	Documentation and Archives Officer	10 days
3	Record every category of documents received	Documentation and Archives Officer	Within 30 days after grouping the documents
4	Prepare the boxes for document keeping	Documentation and Archives Officer	At least 2 days

Procedure 4. Keeping documents in the boxes

SN	Tasks	Responsible	Timeline
1	Arrange the document by subject/nature, Origin, date, and reference number.	Documentation and Archives	At least 5 days
2	Record the documents in regards of their correspondences	Documentation and Archives	At least 3 days
3	Label all boxes containing the documents already treated.	Documentation and Archives	1 day

SN	Tasks	Responsible	Timeline
4	Classify archives' boxes on appropriate shelves	Documentation and Archives service	2 days
5	Produce a soft copy of records to facilitate when retrieving documents.	Documentation and Archives	1 day after shelving the boxes
6	Produce a repository to be approved by DAF	Documentation and Archives	2 days
7	Maintain papers record in good filing system	Documentation and Archives	Every day
8	Prepare and submit quarterly report of all records done.	Documentation and Archives	2 days
9	Transmit the report to DAF for verifying	DAF	1 day
10	Transmit the report to DG for approval	DG	1 day

Procedure 5: Issuing the document from archive

5.1. External users

SN	Tasks	Responsible	Timeline
1	Receive the request letter from the external users	Front Desk officer	1 day after
2	Submit the request letter to DG for approval	Front Desk officer	
3	Approve/disapprove the request letter	DG	1 day
4	Produce a copy of the document requested to the external user/ or do a consultation on place	Documentation and Archives	1 day
5	Do a follow up on the documents lent to be returned	Documentation and Archives officer	The following day of the end of deadline

5.2 Internal users

SN	Tasks	Responsible	Timeline
1	Submit a document request	Staff	1 day
2	Produce a copy of the document requested	Documentation and Archives officer	Immediately after request
3	Complete and sign into the lending book	Documentation & archives officer and staff	

Procedure 6. Transfer the old document outside of the RPPA Archive

SN	Tasks	Responsible	Timeline
1	List and prepare a memo requesting to transfer the documents to National Archive	Documentation and Archives officer	2 Months
2	Submit and approve the memo by the DG	DG	7 days after receiving authorization
3	Record all documents to be transferred	Documentation and Archives officer	10 days
4	Transfer all documents to the National archive	Documentation and Archives officer	2 days
5	Keep the copy of the memo, reception sheet, with a list of documents transferred	Documentation and Archives officer	1 day
6	Update the record remaining in the archives	Documentation and Archives officer	One month after the transfer

PART VI: TECHNICAL OPERATION PROCEDURES

The technical operation part of this procedure manual includes procedures for monitoring, capacity development, coaching and mentoring, contract management& procurement research and reference prices and quantity surveying.

6.1. Monitoring of Public tenders

Procedure 1. Mapping risks from the procurement planning to the contract award of PEs selected under annual risk-based monitoring plan

SN	Steps	Responsible	Timeline
01	Identify key risks in public procurement from different source of information	Monitoring Specialists	By 30 th June
02	Elaborate Key Performance Indicators (KPIs) for risk based monitoring in public procurement	Monitoring Specialists	By 05 th July
03	Prepare and submit annual risk-based monitoring plan including details of the program to be followed and selected Procuring Entities	Monitoring Specialists	
04	Review and submit the Key Performance Indicators (KPIs) for monitoring approach and annual risk-based monitoring plan to the senior management	Division Manager	1 day
05	Approve the Key Performance Indicators (KPIs) for monitoring approach and annual risk-based monitoring plan	RPPA Senior Management	By 15 th July

Procedure 2: Risk based monitoring in public procurement, for both online and offline tenders from publication of public procurement plan to contract award

01	Conduct risk based monitoring of public tenders of Procuring Entities selected under annual risk-based monitoring plan	Monitoring Specialists	2 days
02	Prepare explanatory note and recommendation letters showing issues and problems, if any, and submit it to Division Manager for review	Monitoring Specialists	5 days
03	Review the explanatory note and recommendation letters, and submit them to DG for approval	Division Manager	
04	Approve the explanatory note and recommendation letters	DG	2 days
05	Submit the recommendation letters to the PEs	Front Desk Operations Officer	1 day

06	Prepare quarterly risk-based monitoring report of public tenders and submit it to Division Manager for review	Monitoring Specialists	10 days
07	Review the quarterly risk-based monitoring report of public tenders and submit it to DG for approval	Division Manager	3 Days
08	Approve risk-based monitoring report of public tenders	DG	1 day
09	Submit the risk-based monitoring report to the Board of Directors of RPPA on semester basis	DG	By 15 th January and by 15 th July
10	Submit the risk-based monitoring report to MINECOFIN	Front Desk Operations Officer	By 31 st July

Procedure 3: Categorization of construction companies and consulting firms operating in the infrastructure development and maintenance

Procedure 3.1.: Procedures for categorization of companies that request for last category (F) in infrastructure development and maintenance			
N/A	Steps	Responsible	Timeline
01	Receive request for category F in infrastructure development and maintenance after getting digital certificate from PKI	E-procurement Administrator	1 day
02	Approve supplier registration	E-Procurement Administrator	1 day
Procedure 3.2: Categorization of companies operating in infrastructure development and maintenance for other categories			
01	Receive application for categorization of construction companies and consulting firms operating in infrastructure development and maintenance, for category via e-mail of RPPA : info@rppa.gov.rw or via umucyo e-procurement system.	Front Desk operations Officer/ Categorization Officer	1 day
02	Assign the received application to the monitoring specialist in charge of categorization	Division Manager	1 day
03	Verify the validity of the provided reference and prepare a letter requesting for confirmation of those references from PEs or other private organization	Monitoring Specialists	1 day

04	Submit the confirmation letter to DM for review	Monitoring Specialists	1 day
05	Review and submit the confirmation letter to DG for approval	Division Manager	1 day
06	Approve the confirmation letter	Director General	1 day
07	Submit the confirmation letter to the PE or private organization	Front Desk Operations Officer	1 day
08	Receive confirmation letter from PEs or Private organizations	Front Desk Operation Officer	1 day
09	Analyze the financial statements and verify if they are in line with the requirements of the categorization manuals	Monitoring Specialists	5 days from the date of the reception of the confirmation letter
10	Prepare field visit to the applicant company, if the financial statements are complying with the requirements of categorization manual,	Monitoring Specialists	1 day
11	Sign the categorization checklists confirming physical verification of the equipment, work station and employee profiles.	Monitoring Specialists & Applicant for categorization	2 Hours after the visit
12	Prepare an explanatory note on the applicant request and submit it to DM for review	Monitoring Specialist	1 day after the site visit
13	Review the explanatory note and submit it to DG for approval	Division Manager	2 days
14	Approve the explanatory note	Director General	2 days
15	Update the categorization list and publish it on RPPA website	Monitoring Specialist, IT	1 day after the approval of the explanatory note

16	Notify via e-mail the applicant about the outcome of their categorization request, if the request has been approved	Monitoring Specialist	1 day
17	If the request has not been approved, prepare a regret letter informing the applicant company the reasons for the rejection of their request and submit it to DM for review	Monitoring Specialist	Within 1 day
18	Review the regret letter and submit to DG for approval	Division Manager	1 day
19	Approve the regret letter	DG	2 days
20	Prepare categorization report and submit it to DM for review	Monitoring Specialists	05 th of the next month
21	Review the categorization report and submit it to DG for further actions, if any	Division Manager	2 days

Procedure 4. Publish information on public procurement

N/A	Steps	Responsible	Timeline
01	Request to all PEs that awarded offline tenders to submit monthly progress reports to RPPA	Monitoring Specialists	20 th of the next month
02	Extract statistical data of all online tenders awarded in the quarter in umucyo e-Procurement.	Monitoring Specialists	3 days after the end of the quarter
03	Review, analyze statistical data , elaborate the quarterly report and submit to DM for review	Monitoring Specialists	10 days
04	Review the quarterly report and submit it to DG for approval	Division Manager	2 days
05	Approve the quarterly statistical report	DG	3 days
06	Submit of the statistical data to the Board of Directors of RPPA for approval on quarterly basis	Director General	By 20 th the starting the new quarter

6.2. Capacity building, coaching and mentoring

Procedure 1: Development of Capacity Building guiding documents

1.1. Development of Capacity Development Strategy			
SN	Steps	Responsible	Timeline
01	Develop the Capacity Development Strategy for 5 years	CBCM Specialists	1 month starting 3 months before the end of the existing CDS
02	Submit Capacity Development Strategy for review and amendment to DM		
03	Review and submit the Capacity Development Strategy to DG for further process	Division Manager	5 days
04	Review and approve the Capacity Development Strategy	RPPA Management	5 days
05	Submit the Capacity Development Strategy to the Board of Directors for review and approval	DG	5 days
06	Review and approve the Capacity Development Strategy	Board of Directors	1 month
07	Publish the Capacity Development Strategy on RPPA website	CBCM Specialist	2 days from the approval of CDS by Board
1.2. Mid-Term review of CDS			
01	Review the CDS and propose the updates/amendments	CBCM Specialists	1 week after 2 years of implementation of CDS
02	Submit the revised Capacity Development Strategy for review and amendment to DM		
03	Review and submit the revised Capacity Development Strategy to DG for further process	Division Manager	5 days
04	Review and approve the revised Capacity Development Strategy	RPPA Management	5 days
05	Submit the revised Capacity Development Strategy to the Board of Directors for review and approval	DG	5 days
06	Review and approve the revised Capacity Development Strategy	Board of Directors	1 month
07	Publish the revised Capacity Development Strategy on RPPA website	CBCM Specialist	2 days from the approval of revised CDS by Board

1.3. Development and/or update of Training Materials (Training Modules, Procurement user guide and training slides)			
01	Develop and/or update all Training Materials related to the projected trainings after approval of final/revised Capacity Development Strategy	CBCM Specialists	1 month after the approval of CDS
02	Submit Training Materials for review and amendment to DM		
03	Review and submit the developed/updated Training Materials to DG for further process	Division Manager	5 days
04	Review and approve all developed/updated Training Materials	RPPA Management	5 days
05	Publish the developed/updated training materials on RPPA website	CBCM Specialist	2 days from the approval of training materials by RPPA Management

Procedure 2: Conduct Training in Public Procurement

2.1. Conduct training on Public Procurement organized by RPPA			
S/N	Steps	Responsible	Timeline
01	Assess the Training Needs and prepare a report	CBCM Specialists	By 31 st July of every year
02	Elaborate a concept note for the projected trainings indicating the list of PEs, names of staff and other stakeholders with their proposed number to attend the trainings and proposed Training Program		
03	Submit the concept note to DM for review and submission to DG for approval		
04	Review the concept note and submit it to DG for approval	Division Manager	3 days
05	Approve the concept note	DG	3 days
06	Publish the Training Program on RPPA website	CBCM Specialist	1 day after approval of

			Training Program
07	Prepare a request for authorization to PM office to conduct training and submit it to DM for review	CBCM Specialist	1 day after approval of Training Program
08	Review and submit the request for authorization to PM office to conduct training to DG	DM	2 days
09	Approve the request for authorization to PM office to conduct training	DG	3 days
10	Prepare invitation letters requesting PEs and other stakeholders to release participants to attend the training and submit invitation letters to DM for review and approval	CBCM Specialists	1 day
11	Review invitation letters and submit them to DG for approval	Division Manager	3 days
12	Sign invitation letters requesting PEs to release participants to attend the training	DG	3 days
13	Send invitation letters requesting PEs to release participants to attend the training.	CBCM Specialists	At least 2 weeks before training
14	Prepare the requests for transport and Hotel services for the training arrangements and submit them to DM for review and approval	CBCM Specialists	3 days
15	Review and approve the training arrangements' requests and submit them to DAF for preparation of Purchase Orders	Division Manager	2 days
16	Conduct training sessions in due dates	CBCM Specialists	5 working days (for each training session)
17	Produce a training report and submit it to DM for review	CBCM Specialists	5 working days
18	Review training report and highlight recommendations for further actions	Division Manager	3 days
19	Prepare Training Certificates (after each training session) for the participants and submit them to DM for review	CBCM Specialists	3 days

20	Review the Training Certificates for participants and submit them to DG for signing	Division Manager	3 days
21	Sign the Training Certificates	DG	3 days
22	Elaborate a list of participants, calculate the transport facilities to them, prepare internal Memo requesting their payment (if the training is organized and conducted physically) and follow up the payment of transport facilities to the participants	CBCM Specialists	3 days
23	Elaborate or update a comprehensive database of participants in the training	CBCM Specialists	3 days
2.2. Conduct training on Public Procurement requested by PEs			
01	Prepare a letter reminding/requesting all PEs that need training on Public Procurement to submit their requests and submit it to DM for review	CBCM Specialists	By 25 th May of each year
02	Review the letter reminding/requesting all PEs that need training on Public Procurement to submit their requests and submit it to DG for signature	Division Manager	3 days
03	Sign the letter reminding/requesting all PEs that need training on Public Procurement to submit their requests	DG	3 days
04	Receive training requests letters from PEs and forward them to the Division Manager for analysis and further actions	Front Desk Officer	By 20 th June of each year
05	Forward letters requesting training to CBCM Specialist and assign him/her to prepare annual training calendar/program for PEs requested training on Public Procurement	Division Manager	Within 1 day
06	Elaborate/Prepare RPPA annual Training Program/calendar for Procuring Entities that requested training on Public Procurement with letter transmitting it to selected PEs	CBCM Specialists	4 days
07	Review the RPPA annual Training Calendar/Program and letter transmitting that Program to PEs and submit them to DG for approval	Division Manager	3 days
08	Approve RPPA annual Training Calendar/Program and Sign letter transmitting that Program to concerned PEs	DG	3 days
09	Deliver/conduct training on the agreed date and venue with PEs	CBCM Specialists	5 working days (for

			each training session)
10	Prepare training report and submit it to DM for review	CBCM Specialists	5 working days
11	Review training report and highlight recommendations for further actions	Division Manager	5 days
12	Prepare Training Certificates (after each training session) for the participants and submit them to DM for review	CBCM Specialists	3 days
13	Review the Training Certificates for participants and submit them to DG for signing	Division Manager	3 days
14	Sign the Training Certificates	DG	3 days
15	Elaborate a list of participants, calculate the transport facilities to them, prepare internal Memo requesting their payment (if the training is organized and conducted physically) and follow up the payment of transport facilities to the participants	CBCM Specialists	3 days
16	Elaborate or update a comprehensive database of participants in the training	CBCM Specialists	3 days

Procedure 3: Selection of candidates to pursue the Certified and Professional Procurement Trainings

S/N	Steps	Responsible	Timeline
01	Develop a concept note and call for application for the selection of candidates and submit them to the Division Manager for review	CBCM Specialists	By 15 th June of each year
02	Review the concept note and call for application and submit them to DG for approval	Division Manager	3 days
03	Approve the concept note and call for application sign (where applicable) the MoUs with the concerned donors	DG	5 days
04	Send the call for application to all Procuring Entities	CBCM Specialists	5 days
05	Receive applications from candidates and forward them to DG	Front Desk Officer	15 days
06	Appoint a team to shortlist candidates	DG	5 days
07	Select candidates, produce a final list and submit it to DG for approval with a letter transmitting the list of selected	CBCM Specialists	10 days

	candidates to Training Service Providers, PEs and candidates		
08	Sign contract with selected candidates	DG	15 days after approval of list for selected candidates
09	Monitor the training delivery to ensure the quality of training	CBCM Specialists and Division Manager	At least 2 days per month
10	Endorse the training report from the Training Provider	Division Manager	10 days after reception of report
11	Elaborate or update a comprehensive database of participants in the training after each training	CBCM Specialists	5 days after the submission of report

Procedure 4: Coaching, Mentoring and technical support to Procuring Entities

S/N	Steps	Responsible	Timeline
01	Identify PEs to be coached and mentored basing on RPPA monitoring reports and external procurement audit reports (e.g.: OAG, etc.) and/ or newly established Procuring Entities	CBCM Specialists	By 31 th July of each year
02	Develop a concept note with annual coaching and mentoring program and submit them to DM for review		
03	Review the concept note with annual coaching and mentoring program and submit it to DG for approval	Division Manager	3 days
04	Approve the concept note and annual coaching and mentoring program	DG	3 days
05	Publish the annual coaching and mentoring program to RPPA website	CBCM Specialist	1 day after approval of coaching and mentoring program
06	Prepare a letter informing the selected PEs the coaching and mentoring activity and submit it to DM for review	CBCM Specialists	At least 2 weeks before the coaching and

			mentoring activity
07	Review a letter informing the selected PEs the coaching and mentoring activity and submit it to DG for approval	DM	3 days
08	Sign a letter informing the selected PEs the coaching and mentoring activity	DG	3 days
09	Send a letter informing the selected PEs the coaching and mentoring activity to the concerned PEs	CBCM Specialist	1 days after approving the letter
10	Conduct coaching and mentoring activity	CBCM Specialist	5 working days per selected PE
11	Produce coaching and mentoring report (on quarterly basis) and submit it to DM for review	CBCM Specialist	5 working days
12	Review training report and highlight recommendations for further actions	Division Manager	3 days
13	Analyze the coaching and mentoring report, suggests improvement if any and further recommendations and submit coaching and mentoring report to DM for corrections	DG	3 days
14	Produce the final coaching and mentoring report and keeping copies of them.	Division Manager	3 days

6.3 Contract Management and Research in Public procurement

Procedure 1: Need assessment and planning of research activities

S/N	Steps	Responsible	Timeline
01	Submit the research need assessment report to the Division Manager including the list of research topics to be covered during the next financial year	CMPR Specialist	By end of quarter 1
02	Approve the research need assessment report at 1 st level	DM	15 th October
03	Approve the research need assessment report at the 2 nd level	Senior Management	30 th October
04	Plan and budget for approved research activities and submit the budget need to the planning staff	CMPR Specialist	30 th November
05	Elaborate a concept note: Techniques and research methodologies for approved research topics. For research topics that require hiring consultants, the document indicating activities and related timelines.	CMPR Specialist	End of quarter two

Procedure 2: Conduct research in Public Procurement

S/A	Steps	Responsible	Timeline
01	Initiate the research related activities including procurement	CMPR Specialist	1 st July
02	Submit the 1 st draft research report(s)	CMPR Specialist	End of 3 rd quarter
03	Organize and complete the technical validation workshop(s) with key stakeholders	DM	By 15 th May
04	Prepare and submit the draft final research report (s) to DM	CMPR Specialist	By 25 th May
05	Endorse the draft final research report (s) at the Division level	DM	By 31 st May
06	Submit and validate the final research report(s) by Senior Management and/or BoD	Senior Management	By 10 th June
07	Publish research report (s) on the RPPA website and/or other journals and websites	PR&CO, IT officer	30 th June

Procedure 3: Contract management: Mapping areas of risks, address contract management issues

S/N	Steps	Responsible	Timeline
01	Identify all large contracts, and identify other contracts to be monitored based on the approved methodology	CMPR Specialist	1 st week of each quarter starting from quarter two
02	Initiate the monitoring process by establishing a concept paper including the plan, techniques, methodologies and key performance indicators (KPIs), timelines and necessary logistics	CMPR Specialist	10 days
03	Approve the concept paper	DM	3 days
04	Do desk reviews of available contract documents, analyze the available contract execution documents/reports from PEs pertaining to each contract to be managed and make appropriate recommendations and/or propose the way forward.	CMPR Specialist	After the approval of the concept note
05	Produce a separate explanatory note, if site visit is conducted as part of the analysis	CMPR Specialist	Not later than 5 days
06	Produce and submit the quarterly and annual contract management reports to the Division Manager	CMPR Specialist	2 nd week of the following quarter
07	Validate reports, and proposed actions to address issues noticed during contract management and site visit, and submit them to DG for approval	DM	7 days after submission by CMPR Specialist

08	Approve and communicate to the concerned PEs the proposed actions to address issues noticed during contract management and site visits	DG	5 days after submission by DM
09	Approve the annual reports of contract management	DG	By 20 th July
10	Submit the report for monitoring of large contracts to MINECOFIN	DG	By 31 st July
11	Disseminate and/or file the reports/correspondences	DG, PR&CO, Archivist	By 31 st July

Procedure 4: Monitoring communications on contract management issues

S/N	Steps	Responsible	Timeline
01	Receive letters/messages addressed to RPPA communicating or requesting for advice on contract management issues	Front Desk Operations Officer, DG, DM	1 day
02	Assign the received communication to the contract management team	DG	1 day from the reception
03	Analyze the received communication regarding contract management issues, make follow-up, propose a response with or without explanatory note and submit it to the Division Manager	CMPR Specialist/Monitoring Specialist	Within 15 days
04	Endorse the explanatory note and proposed response/decision to the informant and/or concerned authorities	DM	2 days
05	Approve the response/decision and communicate it to the informant and/or concerned authorities	DG	3 days

Procedure 5: Authorization to use less competitive method and other requests for RPPA no objection

S/N	Steps	Responsible	Timeline
01	Receive and assign the request for authorization to use a less competitive or another request for no objection	DG	1 day
02	Verify accumulated no objection cases, the validity and completeness of the request, and notify the PE of missing document, information or need for clarifications if any	No objection officer	1 day
03	Analyze the request, prepare a response and submit it to DG for review and signature (the proposed response may be verified by the Division Manager)	No objection officer	2 days
04	Sign response letter	DG	1 day
05	Upload the response in the e-procurement system for approval	No objection officer	
06	Approve/reject the request	DG	
07	Make a follow-up and produce a cumulative report on monthly, quarterly and annual basis to monitor the implementation of contracts/decisions where RPPA was involved through issuance of authorization	No objection officer	By 5 th of each month

08	Review and submit to DG the reports on the implementation of decisions in which RPPA was involved through issuance of authorization	Division Manager	2 days
09	Approve the reports on the implementation of decisions in which RPPA was involved through issuance of authorization	Director General	5 days

6.4 Reference Prices and Quantity surveying

Procedure 1. Planning of Reference price and quantity survey work for the whole year

S/N	Steps	Responsible	Timeline
01	Identify items for which reference prices will be collected	Reference price and quantity survey Specialist	5 days
02	Prepare the action plan for reference price and quantity survey and submit it to the DM for review	Reference price and quantity survey Specialist	5 days
03	Review the proposed plan and submit it to the senior management for the approval	Division Manager	5 days
04	Approve the proposed action plan	Senior management	5 days

Procedure 2. Collect and calculate the reference prices for goods/ Non – Consultancy Consultancy/ works, acquisition of asset and properties

S/N	Steps	Responsible	Timeline
01	Communicate the plan to collect the reference price to stakeholders	Reference price and quantity survey Specialist	5 days
02	Collect and calculate the reference prices	Reference price and quantity survey Specialist	5 days
03	Compile the list and submit to the DM for review	Division Manager	90 days
04	Submit the list to senior management for assessment and approval	Senior management	15 days
05	Publish it on RPPA Website	Reference price and quantity survey specialist	1 day

VII. FINAL PROVISIONS

7.1. Appeal and transitional provisions

7.1.1. Amendments to these internal rules and regulations

The Management of RPPA has the responsibility to formulate, review, and adjust these procedures. At least on an annual basis RPPA management shall analyze the procedures to ensure if they are applicable to the current legislative requirements and make changes as necessary. This amendment will be necessary once the procedure manual reveals gaps or loopholes or has become obsolete. It will be updated to overcome identified loopholes and reflect current practices and methods of work. Improvements or changes to the manual could also be prompted by changes in aspects of the manual such as organizational structure, roles and responsibilities, principal activities, etc.

The Board of Directors is the organ responsible for reviewing and approving the administrative procedure manual after amendments by RPPA. The final version of the procedure manual shall be brought to the notice of the employees through general staff meeting and put in RPPA central depository to make it accessible for all staff.

7.1.2. The nature of other existing legal instruments

This manual of administrative procedures is in respect of all provisions of current Laws, rules and regulations, policies related to Human resources management, procurement, information and communications technology, finance, administration, audit. However, any element not captured under this manual of procedures will be governed by legal instruments in force.

7.1.3. Effective date

This manual of administrative procedures shall enter into force from /...../.....2022.

Hannington NAMARA

Chairperson of the Board of Directors/RPPA

ANNEXES

Annex 1 :

ANNUAL LEAVE REQUEST FORM

Names:

Office/Division/ unit:

Position:

I, the undersigned hereby request for ***Annual leave*** of

.....Days from...../...../..... to...../...../..... of the

Fiscal year.....

Total Days entitled by the law: Calendar days/ Working days;

Days already taken:

Days under this request if granted:.....

Days remaining:

Staff requesting leave

Checked by HR Staff

Sign.....

Sign:

Date/...../.....

Post:

Approved by Immediate Supervisor

Sign:

Date:...../...../.....

Name & Tel of the Person Acting

Contact of staff on leave (Tel):

Alternative contact of staff on leave (Tel):

Annex 2:

LEAVE OF ABSENCE REQUEST FORM

Names:

Office/Division/ unit:

Position:

I, the undersigned hereby request for ***leave of absence*** of Hour/s/Day
from...../...../..... to...../...../.....;

Total Days entitled by the law: **10 days;**

Days already taken:

Days remaining:

Reason for request (*Mandatory*)

.....
.....
.....

Staff requesting leave

Sign.....

Date/...../.....

Immediate Supervisor

Sign:

Post:

Annex 3 :

INCIDENTAL LEAVE REQUEST FORM (use
heading paper)

Names:

Office/Division/ unit:

Position:

I, the undersigned hereby request for ***Incidental leave*** of/Days

from...../...../..... to...../...../.....;

Reason for request (*Mandatory*)

.....
.....
.....

Staff requesting leave

Sign.....

Date/...../.....

Immediate Supervisor

Sign:

Post:

Annex 4 :

DEPARTURE FORM (use heading paper)

Date:

NAME:

Post held before departure:

Unit/Division /Director General

- I) Planned activities/period
- II) Report on planned activities/Period
- III) Incomplete activities and reasons if any
- IV) Ongoing activities

UMUHIGO

Umuhigo formulation	Umuhigo per quarter	Status as per the time of suspension	Pending activities as per the time of suspension	Direct Supervisor
Umuhigo Q1				
Umuhigo Q2:				
Umuhigo Q3:				
Umuhigo Q4:				

NB: Attach the supporting documents

Received by (Direct Supervisor):.....

Name and Signature:.....

CLEARANCE OF ITEMS:

ITEM	Quantity /Codes	Received by head of unit.

Verified by: (Documentation
and Archives Officer)

..... (IT Officer)

..... (Logistics Officer)

I, RPPA Human Resource, certify that Mr/Mrs/Miss
has no debt with Rwanda Public Procurement Authority

Name and signature:

I, the President of Social Plan Fund (S.P.F) do hereby certify that
Mr/Mrs/Miss.....has no debt with us

Name and Signature:

Checked and approved by DAF:

.....

Annex 5:

HAND OVER ACTIVITIES IN INTERIM (use heading paper)

Date:.....

NAMES:

Post held:

Unit/Division:

INTRODUCTION

*Following my annual Leave which may start By...and end on, I would like to handover my daily duties of(**Fill your Post**) to s/Mr*

DAILY ACTIVITIES

.....

URGENT PENDING ACTIVITIES

.....

PLANNED DATE TO RETURN AT WORK FOR SUPPORT DURING THE ANNUAL LEAVE

Prepared by:

For handover:

.....

.....

Approved by:

.....

Annex 6:

PETTY CASH REQUEST FORM

Cash user: Name and Signature:

Unit/Division:

Amount..... (FRW.....)

Requested for:

Verified by: DAF name and signature.....

Approved by: CBM name and signature.....

Annex 7:

RWANDA PUBLIC PROCUREMENT AUTHORITY (RPPA)

REQUISITION FORM FOR CAR

PLATE NUMBER:

NAME OF STAFF TRANSPORTED & SIGNATURE:

.....

UNIT:

REASON:

.....

DESTINATION:

DATE:

DURATION: FROM.....To.....

AUTHORISED BY DIRECTOR OF UNIT:

.....

Annex 8:

RWANDA PUBLIC PROCUREMENT AUTHORITY (RPPA)

REQUISITION FORM FOR CAR

OVERTIME & WEEKEND

PLATE NUMBER:

NAME OF STAFF TRANSPORTED, UNIT & SIGNATURE:

1.....
2.....
3.....
4.....

REASON:
.....
.....

DATE:

DURATION: FROM.....**To**.....

AUTHORISED BY DIRECTOR OF UNIT:

.....

VERIFIED BY Logistics Officer:

RETURNING TIME & STAFF SIGNATURE:

.....

Annex 9 :

ASSET TRANSFER FORM FOR TRANSFER OF ASSETS BETWEEN ENTITIES

ISSUING/TRANSFERRING INSTITUTION									RECEIVING	
Date of Acquisition / Improvement	Supplier & invoice no	Description of Asset	Tag/Code No.	Purchase Price	Useful life of asset	Physical Location of Asset	User of the Asset/ Unit allocated the asset	Condition of the Asset	Confirmation of receipt of asset	Condition of the asset received

ISSUING/TRANSFERRING INSTITUTION

Prepared by Logistics Officer :.....Date ...

Reviewed by Director of Finance and Administration : Date

Approved by Chief Budget Manager/Director General :..... Date

RECEIVING INSTITUTION/UNIT

Prepared by Logistics Officer :..... Date

Reviewed by Director of Finance and Administration:..... Date

Approved by Chief Budget Manager/Director General :.....Date.....

