Socioeconomic Institute for Advanced Studies (SIAS)

Pioneering Socioeconomic Solutions
& Development by Multidisciplinary Holistic Academic Programs

SIAS Staff Development Policy

December 2022

Abbreviations and Acronyms

SIAS: Socio economic Institute of Advanced Studies
HEC: Higher Education Council
HLIs: Higher Learning Institutes
EC: Executive Council
HRD: Human Resource Development
ICT: Information and Communication Technology
SDP: Staff Development Policy
SCB: Staff Capacity Building
ToR: Terms of Reference

1.0 Overview of SIAS Staff Development Policies

Socioeconomic Institute of Advanced Studies (SIAS) will be established in 2023 with authorization of the Ministry of Education and Accreditation of Higher Education Council (HEC) in the Republic of Rwanda, with an objective of providing quality postgraduate education in the fields of socioeconomic studies starting with inspiration economy and resilience economy and then more programs of different options in the first five years. Therefore, this policy follow the law No 010/2021 of 16/02/2021 as Article 70 that determines the organization of education on matters regarding the types of Higher Learning Institutions, and the HEC Rwandan national policy on academic appointment and promotion procedures in higher education. Therefore, this procedure have been drafted with due regard to the National Equality and Diversity Policy. Thus, SIAS expects that the implementation of these practices will provide equality of opportunity for all its staff.

This procedure target to provide a fair, transparent and equitable terms of reference for the appointment of all categories of SIAS academic staff and their promotion. Besides, the procedure focus on those academic staff whose performance and contribution to the institution has been excellent or outstanding.

SIAS recognise the importance of encouraging good performance and enabling all staff to develop their potential and will provide a range of mechanisms to assist staff, such as performance reviews and training and development opportunities, as well as recognising and rewarding excellence by promotion.

As soon as it is accredited, SIAS would ensure that its staff are ready to run the first batch of programs such as the MSc and PhD in 'Inspiration Economy' and MSc in 'Resilience Economy' stay to be a *multidisciplinary concept* that is focused on exploiting the opportunities inside all the problems, challenges, and crisis, be it contemporary or foresighted issues.

SIAS realizes that education and training is fundamental for the complete development of its staff. As a teaching institute, SIAS endeavours to harness this inherent potential by meeting the growing needs of its human resources and engaging on projects relevant to continuous professional development.

Similar to its socioeconomic labs, the SIAS staff development programs would focus on developing their mindset and raising the capacity of how to deal or react to specific demands or challenges, using their intrinsic power and/or using synergy through collaborative partnerships.

SIAS will have a strong culture of developing its people and will have a dynamic infrastructure of staff development, compared to its size and budget, to be a role model across HLI's and the region. The Institute will invite its staff to join its programs, projects, modules, and initiatives at a free or discounted price.

1.1. Sharing SIAS Vision, Mission and Strategic Intent with its People

1.1.1 Sharing the SIAS Vision with its Staff
The SIAS Vision is shared with its staff from the first day the employee or the part-time staff joins the project. Each member of SIAS is asked to participate and get engaged in SIAS projects and work on enriching the postgraduate students experience so that they create positive change in their communities.

All SIAS's staff and faculty would work to provide an academic environment that would lead to producing a generation of socioeconomic leaders that would deliver effective projects, inspired research and become responsible citizens who have the potential to be critical thinkers, and creative problem solvers, that bring in ethical choices. SIAS staff would ensure and provide the possible means so that the institute students are able to analyze and evaluate important trends in their communities during their academic life, comprehend how the world is changing, and cope with the dynamics of change.

1.1.2 Role of SIAS Staff in Support its Mission
SIAS staff is dedicated to prepare academic environment that would help to bring to the world graduates that would be focused, passionate about serving their communities while nurturing knowledge and wisdom.

1.1.3 Role of SIAS Staff Strategic Intent
SIAS staff would be also engaged in its strategic intent so that they know what is the institution wants to achieve in the long term. i.e. "What SIAS exactly is trying to accomplish?"

The strategic intent provides a sense of direction, and a particular point of view about the long-term market or competitive position the institution and how its human capital would help to reach to this goal.

The strategic intent targets to provide a sense of discovery in that it holds out to the SIAS members the promise of learning about other institutions that operate in the same market, adopting their best practices and avoiding pitfalls. Thus, the intent provides a sense of destiny, a worthwhile goal around which energies can be focused across SIAS.

Based on this approach to the meaning of our strategic intent, SIAS puts forward the following statement of its strategic intent for the next decade:

1.2 SIAS Staff Development Policy (SDP) Rationale
As per Reference: law No 010/2021 of 16/02/2021 & the Ministerial Order No 001/ MINEDUC/2021 of 20/10/2021, SIAS have a set a clear implementation plan of their staff development strategies. Moreover, SIAS are expected to participate in staff development activities. Thus, SIAS has developed there Staff Development Policy (SDP) as improving the knowledge and skills of its staff as one of the SIAS's key commitments. The Institute

staff should be dedicated to the pursuit of continuous learning and should consider itself to be a "socioeconomic advancement hub". SIAS staff would be proactive in attending any learning opportunities specially that type of training that would help them tackle emerging challenges along with the SIAS postgraduate students.

The development of socioeconomic knowledge of SIAS staff, along with their skills and attitudes would enhance the performance their chances and prepare them for more emerging roles in the future. Staff Development is a vital investment from which our staff and the SIAS itself will benefit.

2.0 OBJECTIVES OF SIAS STAFF DEVELOPMENT POLICY
2.1 General Objective.
The aim of staff development policy is to assist the development of individual staff members, thereby enhancing the SIAS's performance through improved organizational efficiency and effectiveness. The procedure applies for all categories of SIAS appointment and promotion process, so that it helps recognise the potential for candidates to demonstrate achievement in one or more of the following five areas of activity:

Research Teaching in Higher Education Knowledge transfer/income generation Academic administration/management Outreach to business and community

2.2 Specific Objectives
- To improve the competencies of the SIAS's academic, administrative and supporting staff through short and long-term training programs,
- To ensure the long-term commitment of employees to the SIAS,
- To ensure the integration and uniformity of all human resources development (HRD) practices and processes,
- To enhance staff members' employability,
- To provide support for career advancement, to allow the SIAS to retain qualified and competent staff,
- To prepare staff for possible future responsibilities at the SIAS,
- To enhance the standard of performance of all staff in their current jobs by allowing them to acquire Masters and PhD degrees,
- To maintain and increase job satisfaction and strengthen capacity for research,
- To develop innovative staff who are able to respond constructively to regional and global challenges,
- To maintain and improve organizational effectiveness and efficiency.

3.0 PRINCIPLES OF SIAS STAFF DEVELOPMENT
1) Staff on PhD or Masters training will either be in a full-time mode or Part-time. SIAS management will approve who will go for Part-time or full-time mode upon advice from the Department/Faculty/Directorate/Academic Quality Assurance Office and the approval of the university senate. A staff member who would be on a part-time mode of

study program will be required to carry on part of his/her usual activities (workload) at the SIAS, depending on the needs of his respective Department/Faculty/Directorate of origin.

2) All staff supported to acquire academic qualifications, whether by secondment, the payment of fees, remission of time or in any other way, must sign a training/study leave contract with the SIAS. Registered Staff members participating in SCD activities shall be required to submit progress report forms approved by the institution where they are engaged in further studies.

3) Staff attending external conferences and workshops shall be expected to submit a report to the Program Coordinator with a copy submitted to the line manager upon their return.

4) On completion of studies, a member of staff seconded to take a Master's degree shall work for two years for the SIAS before being considered for secondment to take a PhD. However, if a member of staff on completion of their Master's Degree obtains sponsorship to take a PhD in SIAS, the institution shall waive this restriction based on the staff history of performance and contribution. This restriction does not apply to register for a part-time PhD in Rwanda, provided the member of staff carries a full or an agreed workload.

5) In determining which members of staff will be supported to take postgraduate programs, whether, by secondment or part-time study, the SIAS shall reserve the right to select staff on the basis of the identified priority needs of the institution, and the employee history of performance, beside other issues that might arise at the time of the decision as the shortages in skills, and experience.

6) An employee who is negotiating himself/herself a scholarship must inform the SIAS management/two months' notice before taking up further studies.

7) The training can be carried out inside the country or abroad, in a centre or in a classic training institution, in the working place or in any other place appropriate for the kind of training.

8) The training for employees of the SIAS can be of three forms: short- or long-term professional training, Upgrading training; Study tour.

9) An employee of the SIAS must be regularly trained in his/her field of work.

10) Employees may go for a study trip which is one among the ways of learning and understanding work realities while working.

11) The quality assurance directorate and Finance Affairs are responsible for preparing the staff training plan. The training plan is approved by the Management Committee before it is brought to the Board.

12) The expenses allocated to different pieces of training of the SIAS employees (short or long-term training, upgrading training, study trip) must be planned in the Institute annual budget.

13) Whenever the SIAS employee is selected for training funded by the Institute, the latter ensures expenses of the training, housing, health insurance, provisions and transport.

14) If the employee is selected for training partially funded by external sponsors, the SIAS may cover the difference (ensures additional expenses for expenditures beyond money given by the sponsor).

15) If an employee is self-sponsored to study abroad on full-time or sandwich mode, and on the basis of the identified priority needs of the institution, the SIAS shall cover expenses as follows and based on semester by semester situation whichever is suitable for the institute operation and the capacity of the module:
- *Full-time Mode: the SIAS employee who is sponsored by the institute would have the right to receive his/her basic salary, or at least half of his basic salary, after approval of the senate.*
- *Part-time Mode: Staff who are on sandwich mode are required to work 3/5 of their workload and they are entitled to the whole basic salary.*

16) The employee trained inside the country or abroad is requested to make a report fifteen (15) days after ending the training, and to address it to the head of the Institute and copy the immediate line manager. The employee who does not do so, cannot benefit from future trainings.

17) The employee selected for any of SIAS Master's and PhD program must have a recommendation from the Vice-Chancellor before leaving. He/she shall follow the program and come back to put into practices acquired knowledge and skills.

18) The employee selected for any SIAS Master's or a PhD training program must inform the Institute of the timetable of the training (different phases) and eventually of all the modifications that occurred in training together with its finance program. Thus, he/she shall get a cover letter from the Director of research of the receiving institution or the national co-director.

19) Before the beginning of a Master's or PhD training program, the employee signs a contract with the Institute and commits himself/herself to remain in service:
-During three (3) years for a beneficiary of a Master's degree training,
-During five (5) years for a beneficiary of a PhD degree training.
In the contrary case, the employee is obliged to refund all expenses done by the Institute in accordance with the contract signed before going on training.

20) The employee selected for Professional training signs a contract with the Institute and commits himself/herself to remain in service for:
One (1) year, if he/she has done a- 6 to 12 month- training.
Three (2) years if he/she has done a -12 to 18 month- training.

Four (4) years if he/she has done more than two (2) years.

In the contrary, the concerned shall refund the SIAS in accordance with the contract signed before going on training. If an employee benefits from the SIAS scholarship, he/she must refund in all the cases after the training.

4.0 Career Paths

4.1 *Academic Staff***:** Tenure and promotion requirements and procedures for academic staff to progress along a career path from Tutorial Assistant to full Professor are well established in the promotion policy. Some academic staff may also seek to progress through a series of academic and administrative leadership positions, from Academic secretary to, Head of Department, Vice Dean, Dean or Director of School, Programme Coordinator, Deputy Vice Chancellor and ultimately to the top senior management.

4.2 *Administrative Staff*: Administrative staff positions are classified from the lowest level of secretaries and ICT assistants to the position of Director.

4.3 *Based on Duty* – in order to identify and group Administrative staff positions, where duties are essentially the same, is essential to develop a consistent and comprehensive nomenclature for jobs within each category and level. This is being addressed in the context of Enterprise Bargaining. This should facilitate the identification of potential avenues for advancement, or lateral moves to broaden an individual's base of experience or facilitate a change to another job category. For example, a member of the administrative category employed in a clerical position would be aware of administrative officer positions at the next higher level across the Institute. This would enable the staff member to apply for the next available vacancy, knowing it would be an appropriate career move. It should be noted, however, that not all Administrative staff will seek advancement, nor can all be accommodated. Within some job categories it may not be possible to progress beyond a certain level and some staff members may not wish to move into a different field.

5.0 Recruitment, Selection and Career Advancement

The SIAS's Recruitment and Selection policy is detailed in the Handbook of the Institute Policies and Procedures. Internal applicants can be better prepared and made more competitive for promotion through attending the Institute career advancement training targeted at various levels. These training opportunities are also addressed in the following sections.

5.1 Induction

a. Effective induction information packages and programs will help introduce newly hired staff to the context and environment in which they will work at the SIAS. Additionally the induction process will encourage their interest and commitment to their new employer. The subject matter, appropriate to the type of staff, shall include:

- The SIAS mission, goals and history;
- The context (structural, political, economic, social), within which the SIAS operates;

- The policy, procedures and organization;

b. For SIAS academic staff, induction programs shall include an introduction to the theory and practice relating to student learning, curriculum planning and development, course management, course evaluation, teaching, student supervision and assessment scholarship, research, and community service. For academic staff with no previous experience, this involves mandatory program attendance in accordance with the SIAS's Teaching and Learning Enhancement Plan.

5.2 Staff Training

5.2.1 On-going training needs assessment will be conducted to validate existing training courses and identify any new requirements. The assessment should seek to identify the training required for the purposes of career advancement and for enhancement of the performance of academic and administrative staff in their current jobs. This will be done through development of knowledge, skills and attitudes complemented with the reinforcement of research capacity.

5.2.2 Training needs assessment should ensure that career advancement and performance enhancement courses meet organizational needs and identify target participants for training courses. This assessment should be used to develop the annual staff capacity building program of courses and activities. This program will also list recommended courses offered by others, indicating target participants and comparability, if any, with the SIAS.

5.2.3 *Career Advancement Courses:* Administrative staff training requirements should reach a wide audience to cater for advancement for all staff levels and categories.

5.2.4 Practices on the job

Significant learning and development shall occur as staff members use their skills and qualifications on the job.

5.3 Performance Appraisal

Performance appraisal processes for academic and administrative staff have to be implemented through respective SIAS organizational structure. Performance appraisal serves the following purposes in the context of the capacity building cycle:
- It provides clear expectations regarding duties and individual objectives with appropriate feedback to staff on their performance;
- It provides guidelines on requirements for career advancement and performance enhancement training, or participation in other developmental activities on the job.
- It provides a base for rewarding the best performers in different domains.

6.0 STAFF CAPACITY BUILDING (SCB) ACTIVITIES FOR DIFFERENT CATEGORIES OF STAFF IN THE INSTITUTE

6.1 Human Resources and Administration Department

This Department is primarily responsible for:

- Ensuring that the SCB strategies of SIAS are reviewed annually by means of a consultative process.
- Providing a needs assessment framework for worSIASlace education, training and career development (and mentoring) at the Institute.
- Ensuring that the priorities for skills of the Institute are identified, developed and communicated to all staff members.
- Ensuring that human resources development initiatives are captured annually in a worSIASlace skills report.
- Ensuring that a strategy for initiatives aimed at SCB is captured annually in a worSIASlace skills plan.
- Facilitating institutional reaction to national SCB strategies and legislation.
- Managing the establishment and implementation of a framework for knowledge management at the Institute.

6.2 Line management

Management at all levels is responsible for:

- Analyzing and identifying needs for human resources development (per group and individual) by means of the performance management system and other appropriate means.
- Recommending departmental (group) needs for SCB to the SCB committee.
- Motivating requests from their staff members to the relevant SCB committee in cases where requests for training do not fall within the scope of the Institute's skills priorities per occupational category.
- Monitoring progress on learning programmes and ensuring the nomination of a mentor or mentors, where applicable.
- Supervising a structure for mentoring of new staff.
- Adhering to the policies and regulations of the Institute for the funding of learning and development interventions.
- Keeping a record of the learning and development interventions.
- Registering staff members' attendance of development initiatives on the SCB database.
- Ensuring that invoices for and reports on learning interventions are submitted to the SCB Committee or the chairperson of the such committee for approval and processing.

6.3 Individual staff members

In recognition of the benefits that SCB holds for both the Institute and the individual, staff members are encouraged to:

- Seek opportunities to upgrade their skills and the competencies that are relevant to their current occupations, as well as their career plans.
- Use the performance appraisal process as a mechanism for presenting their education, training and development needs to line management.

- Consider upgrading their formal qualifications through further studies in order to prepare themselves for future responsibilities at the Institute.

6.4 Staff Capacity Building Committee
6.4.1 Establishment of SIAS-SCB
SIAS shall establish a Staff Capacity Building Committee (SCB) who shall be reporting to the Executive Council (the senate).

The following key performance indicators (SIASI) might be used to assist in assessment of the impact and benefits of staff development courses and activities:
- Number of research papers presented and published;
- Results of participant evaluation of career advancement and performance enhancement courses;
- Number and percentage of staff attending courses (Masters and PhD);
- Number and percentage of Administrative and academic staff vacancies filled by internal candidates;
- Number and percentage of Administrative staff that participated in career advancement courses and were subsequently promoted (based on research papers published/completion of Masters or PhD).

Members of the SCB Committee at the Institutional level shall include:
- The Vice-Chancellor/ Chairperson
- The DV in charge of Academics Affairs & Research
- Member of Admin. & Accounts
- Academic Quality Assurance Officer
- Director of Administration and Human Resource Management

6.4.2 The Framework of SCB
1) The framework to guide the implementation of this policy shall include the recruitment, and selection of quality staff, the induction, training and provision of opportunities for development towards appropriate career paths. A holistic and equitable approach has been adopted, rather than a narrow focus on training courses and other developmental activities.

2) Staff development may be viewed as a cycle, which is repeated at each organizational level as individuals grow personally and professionally. Some may seek to move on to the next level to further their career, once they have acquired sufficient experience and demonstrated proficiency in their current job. Others may choose to remain at the same level, but might seek to become more specialized or multi-skilled to maintain interest and job satisfaction.

3) At each level the cycle starts firstly with recruitment and selection, secondly with induction, and thirdly with training and practice. Each year ends with a performance appraisal to provide feedback and identify further developmental needs and assess suitability for career advancement. This appraisal process shall also be used to identify opportunities for lateral moves to accommodate personal aspirations, or organizational needs. Developmental needs may be met through attending professional development

courses, undertaking formal courses to prepare for advancement to the next level, or by attending conferences, undertaking projects, or participating in job rotation.

4) Individuals seeking career progression need to plan for their development, in conjunction with their supervisors, as part of the performance appraisal in the staff development cycle. Information regarding career paths assists staff in choosing career progression and developmental options, while enabling the SIAS to plan for training and other developmental activities required at each level.

5) The SIAS framework for staff development provides the opportunity for staff to progress from one level to the next, having completed the appropriate steps within the staff development cycle. It should be noted that career paths are not prescribed and cannot be guaranteed for any particular individual to progress automatically.

6.4.3 Terms Of Reference For The Different SCB Committee Groups
ToR for the institution SCB Committee shall be as follows:
- ❖ To develop staff development guidelines for the SIAS;
- ❖ To assess training needs, focusing on the outcomes of the performance appraisal process;
- ❖ To identify staff development and training needs for both academic and administrative staff;
- ❖ To propose an annual budget for central staff development activities and when funds are allocated, disperse them appropriately;
- ❖ To coordinate the SIAS's staff development activities;
- ❖ To vet and approve applicants for scholarships;
- ❖ To approve applicants for study leave;
- ❖ To pinpoint and advise on problems that staff on training encounter ; and
- ❖ To submit an annual report to Management Committee.

6.4.3 The terms of reference of SCB at the Faculty/Directorate level
ToR for the faculty/Directorate SCB Committee shall be as follows:
- ❖ To devise a realistic and effective plan for staff development;
- ❖ To ensure the quality of staff by monitoring their training progress reports and advise the Institution SCB Committee accordingly;
- ❖ To review all applications for Scholarship from the Faculty/Directorate and submit the recommendations to the SIAS SCB committee for approval;
- ❖ To recommend applicants for study leave to the SIAS SCB committee for approval;
- ❖ To propose to the Institutional committee guidelines for staff capacity building;
- ❖ To deliver an Annual Report to the SIAS SCB Committee showing the progress and future plans for staff development.

6.4.4 Appealing to SCB
Employee who has not been considered for SCB programme by SCB committee and is not satisfied with the decision shall appeal in a written letter together with supporting documents to the Board of Governors.

7.0   Mission And Supervision Allowances Policy
7.1 Introduction
This document serves as a description of the procedures of mission and/or supervision allowances given to staff of SIAS where it is found necessary. This policy is mainly divided into two sections. The first concerns with the mission allowance while the second refers to placement facilitation..

7.2 Application of this Policy
All SIAS staff representing the institution in other institution/organization will be facilitated and given the mission allowance according to the procedures mentioned here below.

All requests for mission allowance shall be made in writing to the VC or DVC;
The invitation from outside SIAS should be considered before proceeding the requirements related to the mission allowance.
The request shall show the purpose of the mission allowance and the estimated amount must respect the approved policy

Once the request is approved by VC, or any the SIAS two DVC's, the mission allowance voucher shall be prepared and addressed to the DAF for approval and accountant for payment preparation;

The approved payment request for the mission allowance shall always be annexed to the mission authorization voucher. All the amount of the mission allowance required shall be paid by bank payment order prepared in the name or account of the staff. All mission allowances shall be accounted for to the accountant by producing the necessary invoices and receipts within a reasonable time, depending on the circumstances of each case under which the mission allowance is given.

Whenever the mission allowance is given to a staff member, his/her personal account shall be debited with the corresponding credit entry in cash or bank account and the report submission should be done within 7 days after the returning date from mission.
Unless there are justifiable reasons, the failure to submit the mission report, the allowance fees given shall be recovered from the employees' salary in equal instalments in the following month/months.

The DVC (AF) and HR shall authorize the recovery from employee's salary. The monthly lamp sum is given to VC office and SMC Members.

7.3 The amount paid for SIAS staff inside the country
All mission allowances inside the country are determined according to the approved amount in the table 1here below:

Table 1: The amount paid for SIAS staff inside the country

Position	Allowance fee for one day mission (RwF)	Allowance fee for one night mission (RwF)			
	All Districts	Zone 1 (Kigali Musanze, Rubavu, Nyabihu)	Zone 2 (Huye Rusizi, Karongi and Bugesera)	Zone 3 (Rwamana ,Nyagatare , Kayonza, Gicumbi, Muhanga, Nyannza and Nyamagab e)	Zone 4 (Kirerehe, Gakenke, Burera, Rutsiro, Ngororero, Gatsibo, Rulindo, Kamonyi, Gisagara, Ngoma, Ruhango and Nyaruguru)
VC Office members, DVC's & SIAS Dean	10,000	49700	44200	40000	37200
Other Academic & Administrative Staff	7,000	35000	32000	30000	28000
Support Staff	5,000	15000	12000	12000	11000
Transport fee					
Transport allowances	Public transport				
Mileage allowances per Kilometer	350 Rwf/km for the staff eligible to lump sum				

7.4 The mission allowance amount paid for SIAS staff outside the country
The mission allowance for all SIAS staff outside the country will be determined as indicated in the table 2 below:

Table 2: The mission allowance amount paid for SIAS staff outside the country

Position	Allowance fees in EAC Countries	Allowance fees in other countries
VC Office members DVC's & SIAS Dean	80 USD	100USD
Other staff	40 USD	50USD
Transport	Fully paid	Fully paid

Accommodation & Catering	Fully paid	Fully paid

7.5 Allowance for Facilitation Missions

This section indicates the facilitation given to SIAS staff while supervising and teaching students in placements.

3.1. Procedures

The plan for all supervisions is done at departmental level, verified by dean of faculty and finance office and approved by DVC All requests for placement facilitation shall base on the approved plan. Once the request is approved by VC/DVC, a supervision facilitation voucher shall be prepared and addressed to the DAF for approval and accountant for payment preparation.

The approved payment request for supervision facilitation shall always be annexed to supervision authorization voucher. All the amount of the supervision facilitation required shall be paid by cheque or bank payment order prepared in the name or account of the staff. All supervision facilitation shall be accounted for to the accountant by producing the necessary invoices and receipts within a reasonable time, depending on the circumstances of each case under which the supervision facilitation is given. Whenever the supervision facilitation is given to a staff member his/her personal account shall be debited with the corresponding credit entry in cash or bank account and the report submission should be done within 7 days after the returning date from supervision .

Unless there are justifiable reasons, the failure to submit the mission report, the facilitation fees given shall be recovered from the employees' salary in equal instalments in the following month/months. The DVC (AF) and HR shall authorize the recovery from employee's salary

The supervision facilitation given to SIAS staff shall be calculated based on the approved amounts as indicated in the table 2 here below:

Accommodation per night	10,000Frw
Catering per day	10,000Frw
Transport fee	
Transport allowances	Public transport/ Reference made to RURA tariff
Estimated transport from bus station to the placement area where needed	1000frw- 2,000Frw
Estimated transport per day for location far away from main road	20,000 Frw/ Justified by three different locations where possible

8.0 FINAL PROVISIONS

8.1 Update and Amendment

Any update, amendment, or addition to the present SIAS policy falls within the responsibility of SIAS's Board of Directors. Propositions of amendment fall within the

competence of the Management Committee which will submit them to the Board of Directors for approval

8.2 Adoption
This policy repeals the former and is effective from the date of its adoption by SIAS Board of Governors.

APPENDICES

Appendix 1: STUDY LEAVE APPLICATION FORM

Section 1: **To be filled by Applicant (Answer all blank fields 1 - 21)**
(1) Full Name: ....
(3) E-mail: ....
(4) Tel: ....
(5) Designation/Position:...
(6) Faculty/School/Centre/Unit ....
(7) Date of Appointment: ....
(8) Highest academic qualifications: ....
(9) Date of Graduation: ....
(10) Proposed Field of Study: ....

(11) Name and Address of University/Institution you are going to attend:
....

(12) Expected date of starting the course:
....

(13) Expected Date of completing the course: ....

(14) Expected award:...

(15) Program mode :( ) Full-time ( ) Sandwich ( ) Part-time ( ) Distance learning
(16) Proposed Supervisor (if available) and his/her e-mail(s):
....

(17) Explain briefly how relevant the proposed training is, to your present position at the SIAS:
....
....
....
....

(18) In what ways do you think the proposed study program will improve your performance in your present position? State the weaknesses in your previous training that make you want to advance yourself:
....
....
....

(19) What are your expectations upon completion of your studies?
....
....

(20) Name and address of Sponsor (if any):

....

(21) Are you asking for any financial assistance from the Institute? ( ) Yes ( ) No
If Yes, Specify

....
....

Signed by Applicant ....
Date ....

Section 2.To be filled by the Head of Department or the Dean / Director / Programme Coordinator

(Answer all blank fields 22- 28)
(22) For how long has the applicant been under your department? ...
....
....
....

(23) In the applicant's current position, does he/she need additional training?
( ) Yes ( ) No

(24) Do you support the applicant's request to proceed for further studies? ( ) Yes ( ) No

(25) If Yes, Who shall take up his/her duties during the period of his/her absence?
....
....
....

(26) Upon completion of studies, shall the applicant fit in his/her current position?
( ) Yes ( ) No

(27) If No, is there a vacant position to which he/she may be promoted to? Specify.
....

(28) Comments by Head of Department, specifically on the relevance to the SIAS of the requested training program.
....
....

Name of HoD.................................... Signature.............................. Date ....

(29) General comments and recommendations of the Dean/Director/ Programme Coordinator

....

....

....

Name .... Signature................................. Date ....

Section 4: **To be filled by the Chairperson, SCB Committee**
(30) The decision reached by the SCB Committee is:

( ) Applicant's request was approved, and leave is to be granted as requested.

( ) Applicant's request was rejected.

( ) Applicant's request was approved conditionally. The conditions are stated below:-

....

....

....

....

Chairperson of SCB Committee Date

Signature...

Appendix 2: WORK CONTRACT DURING STUDY LEAVE
Between the undersigned:

The SIAS, represented by the Principal, herein referred to as « the employer », on the one hand,
And
(insert name of employee),whose parents are*(insert name his/her father)*, and*(insert name of his/her mother)*,born on *(insert date of birth)*,at *(insert name of district of birth)*, Rwandan by Nationality with Identity Card Number*(insert National ID Number)*, living at*(insert name of place of residence)*, holder of *(insert name and level qualification he/she possesses)*, hereafter referred to as the employee on the other hand, enter into an agreement for training for *(insert type of program) - (Master's/PhD)*.

The two parties agree on the following articles:
Article 1:
The Employer authorizes *(insert name of employee)* to study at *(insert name of institution)* enrolled in *(insert program name and specialization)* on a *(insert sandwich mode or full-time mode)* during the period from *(insert time period of start and end)* following the advice of the SIAS's Department/Faculty/School/ *(insert name)*

Article 2:
The Employer commits himself/herself to maintain the following remunerations for the employee during his study leave while on training: The salary of (*insert amount)* minus (*insert items as transport, housing)* to remain with (*insert amount)* which shall always be deposited on the employee's bank account every month.

Article 3:
The employee's transportation allowance shall be paid if he/she is currently in Rwanda during his/her sandwich mode program or if he/she is in the country and is partaking in field research approved by the employer upon the request of the candidate.

Article 4:
Upon completion of the training, the employee agrees to come back to the employer within thirty calendar days (30 days) and work for the employer as part of the compensation for the expenses incurred during the training for five (5) years in case of PhD studies and for two (2)years in case of a Master's degree.

Article 5:
If the employee decides to leave the employer, he/she shall pay the portion or whole amount of the training cost incurred by the employer within a reasonable period. For the purpose of this article, the remunerations paid under article 2 are also regarded as part of the training cost.

Article 6:

The employee accepts and commits himself/herself, that in case of default of not reimbursing the training cost to the employer upon completion of the training or in case he/she decides to leave the employer and become employed elsewhere, the new employer shall deduct the cost of training from his/her salary.

The employee therefore authorizes the future employer to reimburse to the SIAS all the costs incurred by the SIAS during the staff (employee's) training period including:

- Air tickets and
- All allowances and salaries received by the employee as shall be computed.

Article 7:
In the case of refusal of payment by the employee after training and where the new employer refuses to deduct cost from the salary, the case shall be referred to the competent court.

Article 8:
If the employee who left the employer after his/her training is living outside of Rwanda, the employer shall request the Diplomatic Mission of Rwanda in that specific country for administrative and legal assistance in order to reach a final decision regarding its former employee.

Article 9:
In case the employer has breached the agreement with the employee on training, the employee can refer the case to the SCB Committee. In case the employee is unsatisfied with the outcome of the resolution of the SCB Committee, the case shall be referred to the institute Board of Director and then to a competent court if the employee is not satisfied with the resolution outcome of the Board of Directors.

Article 10:
In accordance with the sandwich program, the employee agrees to be available for service to the employer during the following periods:
(*Insert dates and years*)
Any alterations to the above mentioned period shall be authorized by the SIAS management upon advice of the concerned Department, Faculty, School or Centre where the employee is attached.

Article 12:
On completion of studies, a member of staff seconded to take a Master's degree shall work for two years for the SIAS before being considered for secondment to take a PhD. However, if a member of staff on completion of their Master's Degree obtains sponsorship to take a PhD the institution shall waive this restriction. This restriction does not apply to registering for a part time PhD in Rwanda provided the member of staff carries a full or an agreed workload.

Article 13:
The employee shall submit one copy of his/her thesis/dissertation to the Principal, upon successful completion of the training for deposition to the SIAS's library.

Article 14:

The employee shall register at the Rwanda Embassy in the country of training upon arrival at the earliest convenience. The employee upon arrival at the training institution should complete *"the Registration Form for Post-Graduate Studies Abroad"* and return it to the Vice-Chancellor within one month of the arrival at the training institution; otherwise no salary or other stipend shall be paid.

Article 15:

The employee must ensure that the office of the Director of Human Resources and Administration receives an official academic progress report through his/her academic supervisor from the training institution. The SCB Committee of the SIAS shall review the employee's progress through an academic progress report submitted at the end of every six months.

Article 16:

All modifications or alterations of part or whole of the contract shall be done in agreement in writing by both contracting parties.

Article 17:

Two original copies shall be given to the contracting parties.
Copies of the contract shall be given to:
- The Director of Human Resources and Administration;
- The SIAS's Department, Faculty, School or Centre where the employee works; and
- The Rwandan Diplomatic Mission abroad where the training is taking place.

Article 18:

Upon signing this contract, all funding for the training abroad, whether by the SIAS or by any other party in collaboration with the SIAS, shall be understood as training cost from the SIAS.

Article 19:

Any disagreement between two parties arising out of or related to misinterpretation or implementation of the present contract shall be solved friendlily. However, if disagreement persists, it shall be forwarded to the labor inspector in order to come to an agreement. If no solution is found, the matter shall be taken to competent court in Rwanda.

Article 20:

For any issue that is not provided for in the present contract, both parties shall resort to legal provisions, regulations and rules in force.

Article 21: Commencement

The contract takes effect from the date of signature.
Done at Kigali, on………/……/20……

Names and signature of SIAS DVC (Admin & Finance)

Names and signature of the employee
....

Appendix 3: Progress Report Form For The SIAS Staff Member On Training

Date of report:	
Names of the student:	Student Number:
Degree: Masters in:	Doctoral in:
Title of your research:	
Department in which you are registered:	Year of first registration for this degree:
Name of your supervisor & co-supervisor (if applicable):	
Name and Address of University:	
Please indicate the appropriate stage of progress towards the completion of your degree, e.g.:	I am doing coursework modules. ☐☐I am writing a research proposal for submission to my Department. ☐☐My research proposal was recently approved. ☐☐I Have embarked on my research with ....% Completed to date. ☐☐I have worked on the following chapters over the last six months (e.g. chapter 3 of 7) for my thesis. ☐☐I have completed a first draft of all the chapters and I am busy with some necessary revisions. ☐☐Others: Indicate....................................
Research experience	How many publications have you done during the last six months? ☐☐How many conferences or seminars did you attend during the last six months? ☐☐Are you experiencing specific problems with your research project at this stage? If yes, Please provide details: ☐☐Do you know what to do next to make progress with your research?
Any additional information on your progress:	
Date:	Signature of student:
Assessment by the Supervisor	1) Estimated Progress in course work .... % 2) Estimated progress in Research: .... % 3) Estimated Progress of Completion of Thesis Work .... % 4) Overall Student Progress ☐☐Very Good Progress

	☐☐Good Progress ☐☐Fair ☐☐Behind Schedule
Comments and recommendation of the supervisor	
Name and signature of the supervisor:	

Please return the completed and signed form to the SIAS Vice Chancellor Academics and Research's Office by email. The report must be done after each 6 months from the starting day of the program.	
Comments and recommendations of the Head of Department (the SIAS)	
Comments and Recommendation of the Dean (the SIAS)	
Comments and Recommendations by the SCB committee(the SIAS)	
Comments and Recommendations by the SCB committee(the SIAS)	

VERSION CONTROL

Version Number	1
Prepared by	Dr. Mohamed Buhijji
Version Reference number	SP/11/2022
Description	SIAS Staff Development & Mission Allowance Policy
Policy owner	Socioeconomic Institute for Advanced Studies (SIAS)
Responsible division	Quality Assurance Coordinator & SIAS Council
Internally validated	Yes
Date of Internal Validation	1/11/2022
Approved by	SIAS Governance Board
Date of approval and Update	18/12/2022 and 9/3/2023
Amendments	1
Proposed Review date	2024
Web address of this policy	http://www.sias.rw/

APPROVAL FORM

Checked by:
Signature:

DR. Donya Ahmed
Vice Chancellor
Socioeconomic Institute for Advanced Studies

Approved by:
Signature:

DR. Mohamed Buhijji
Founder & Chairman of the Board of Trustees
Socioeconomic Institute for Advanced Studies