



UNIVERSITY OF RWANDA
STAFF BENEFITS POLICY
2019

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POLICY COVER SHEET

Title	University of Rwanda (UR) Staff Benefits Policy 2019
Approving Authority	Board of Governors
Approval date	06 th April 2019
Effective from	Academic year 2019-2020 onwards.
Developed in	February 2019
Policy Brief Summary	It provides a framework under which UR employees will be provided allowable benefits (tuition fee waivers for 3 first degree relatives; and use of facilities for ceremonies)
Reason	Staff motivation and retention
Related Policies or References	<ul style="list-style-type: none"> - Staff benefits policies and directives from former Higher Learning Institutions (HLIs) - UR Academic staff development guidelines approved by the UR Senate meeting of 25th October 2016
Policy Custodian	Deputy Vice Chancellor for Strategic Planning and Administration (DVC-SPA)
Contact Offices	<ul style="list-style-type: none"> -Administration and Human Resources Division -Finance Division -Directorate of Postgraduate studies -Campus Human Resources Directorate -University and Campus registrar's office
Consulted organs	<ul style="list-style-type: none"> UR Staff Appointed task team UR Senior Management Council




1. BACKGROUND

The University of Rwanda (UR) recognizes that the performance of employees depends on many factors from communication, recognition, reward, fairness in promotion, opportunities for self-development, creating a sense of belonging, and benefits that motivate employees.

The staff benefit policy shows the commitment of the University not only to employees' but also as an investment to its future. Indeed, a solid employee benefits package can help to attract and retain talented, knowledgeable and skilled employees as per UR Strategic Plan, and increase employees' loyalty and attachment.

Former Higher Learning institutions had various employees' benefits schemes, however during the merger, most of these practices were put on hold for harmonization and could only be realized within the funding available at the time.

Hence UR believes that it is imperative to put in place a comprehensive employee's benefits policy. This paper presents the first two elements of benefits namely; tuition fee waiver for the employee and her/his 3 first-degree relatives and use of UR facilities for ceremonies.

During the preparation of this policy, UR staff suggested also to think about other benefits such as nursery service provision, drinking water and subsidized staff tea, loyalty card scheme, gym facilities on campuses and possible transport and accommodation schemes for remote campuses. The management is working on all these options and once finalized, the policy will be updated accordingly.

2. PURPOSE AND SCOPE OF THE POLICY

This policy provides a framework under which UR employees will be provided allowable benefits in terms of tuition fee waiver and fee remission for the use of UR facilities for ceremonies. The policy will be updated depending on the need, context and funding.

3. EDUCATIONAL BENEFITS

3.1. Qualifying beneficiaries

a) UR employees

- ✓ UR academic staff is accorded educational benefits as stipulated in the existing UR Academic staff development policy.
- ✓ UR administrative staff shall be accorded a 100% tuition fee waiver to undertake UR programs up to Masters Level. The program applied for by the employee should be in line with her/his working domain and should be in response to the University's capacity building plan.

b) Dependants

Three (3) qualifying first level employee dependants will receive tuition fee waiver of 50%. Qualifying dependents shall provide proof of relationship issued by the competent authority.

3.2. Conditions for education benefits

- a) The employee should have worked for the University of Rwanda for a period of one (1) year and above prior to her/his application for tuition waiver.
- b) The employee must have scored 80% and above in performance appraisal.
- c) The employee and qualifying dependants must meet the University of Rwanda admission requirements.
 - ✓ Only tuition fees will be waived. Benefiting employees or their dependants will be responsible for other related costs.
 - ✓ The tuition fee waiver shall cover only the program period and will be valid within the normal duration of the program.
 - ✓ If a benefiting employee or dependant repeats a module, it will be at her/his own cost.
 - ✓ For programs offered in partnership with other partners or training institutions, the employee will have to cover all costs required by the partner. For instance, if a program is jointly run and not

owned 100% by UR, the staff or qualifying dependant shall pay all costs of the program.

- d) UR employee benefited from the scheme shall sign a contract binding her /him to work for UR for a period equal to the duration of the academic program undertaken plus 2 years, counted from the date of signing the tuition fee waiver contract.
- e) These benefits exclude outstanding debts owed by the staff and his/her qualifying dependants prior to the effective date of this policy.
- f) UR employees on contract (local and expatriates) shall be entitled to the benefits for the period equal to their employment duration (Duration of the contract).
- g) The number of scheme beneficiaries shall not exceed TWO (staff and one dependant or 2 dependants) at a time (once) and THREE during work life period.
- h) For each academic year, benefiting employee shall provide his/her academic progress report or that of his/her dependants to the campus Director of Administration and Human Resources who will recommend for the subsequent year.
- i) The Beneficiary has right to apply and study only one academic program during life work period.
- j) This policy is only for academic programs (Diplomas, undergraduate and graduate up to Masters level) offered and owned by the University of Rwanda

3.3. Application procedure

- ✓ Qualifying employees or dependants shall complete the **tuition fee waiver application form** and submit it to the office of the Campus Director of Administration and Human Resources or to Administration and Human Resources Division Manager to verify the eligibility for employee tuition fee waiver and submit it to appointed committee that will recommend for final decision.



- ✓ At campus level, the committee shall be composed of Director of Administration and Human Resources, Registrar, postgraduate coordinators and campus administrators, chaired by the Principal or Head of Campus or any other person with delegated power. The Principal or Head of Campus or any other person with delegated power shall submit the outcome of the committee decision to the Vice Chancellor.
- ✓ At UR Head Office the committee shall be composed of University Registrar, Director of postgraduate studies, and HR&A Division Manager, chaired by the Deputy Vice Chancellor for Strategic Planning and Administration or any other person with delegated power. The Deputy Vice Chancellor for Strategic Planning and Administration or any other person with delegated power shall submit the outcome of the committee decision to the Vice Chancellor.
- ✓ The outcome shall be communicated to the applicant through the office of the Campus Director of Administration and Human Resources or to Administration and Human Resources Division Manager, who will publish the list of qualifying employees or dependants eligible and not eligible for the tuition fee waiver.
- ✓ At the end of every semester, the principal of the college or any other person with delegated power and the Deputy Vice Chancellor for Strategic Planning and Administration or any other person with delegated power shall submit a report indicating staff that benefited from this policy with clear indication of their current status.
- ✓ At the end of the financial year, a consolidated report from the office of Vice Chancellor shall be submitted to the office of Deputy Vice Chancellor for Finance to assess and consider financial implication.

3.4. Application file

- ✓ Motivation letter addressed to the Vice Chancellor or College Principal
- ✓ Duly completed tuition fee waiver application form
- ✓ Current appointment Letter and Service certificate or Valid employment contract





- ✓ Admission letter or Proof of registration
- ✓ Birth certificate for employee's children and marriage certificates for spouse.

3.5 Termination of training benefit

- a. In case of employee retirement and employee death, their dependants who are already in the scheme shall be waived for tuition fees until the end the program.
- b. In case of resignation, contract termination, leave for non-specific period and dismissal of the employee, the tuition fee waiver shall stop immediately for the employee and be required to pay the outstanding fees on prorata basis. However, the dependants will only benefit that real academic year, after which the waiver will be terminated.

4. FEE REMISSION FOR THE USE OF UR FACILITIES

This relates to the fee remission for the use of UR facilities during ceremonial social events.

4.1. Qualifying beneficiaries

a) UR employees

UR employees shall be granted a discount of 70% for the use of facilities during ceremonial social events.

b) Dependants

Three (3) qualifying first level employee dependants shall be accorded a discount of 50% for the use of UR's facilities for ceremonial events. Qualifying dependents shall provide proof of relationship issued by the competent authority.

4.2. Conditions for fee remission benefits

- a) The employee should have worked for the University of Rwanda for a period of one (1) year and above prior to her/his application for fee remission benefit.

- b) The employee must have scored 80% and above in performance appraisal.
- c) The employee and qualifying dependants must respect the general guidelines for the use of UR facilities.
- d) These benefits EXCLUDE profit-making events organized by or in partnership with the UR employee or qualifying dependants.
- e) UR employees on contract (local and expatriates) shall be entitled to the benefits for the period equal to their employment duration (Duration of the contract).
- f) The number of scheme beneficiaries at a time shall not exceed two (staff and one dependant or 2 dependants)
- g) The management of UR facilities reserves the right to define the qualifying events to accord fee remission.

4.3 Termination of fee remission benefit

- a. In case of employee retirement and employee death, their dependants who have already booked and granted the use of UR facilities shall benefit from the scheme.
- b. In case of resignation, contract termination, leave for non-specific period and dismissal of the employee before the occurrence of the planned event, the fee remission benefit shall stop immediately for both the employee and qualifying dependants.

4.4. Application procedure

- ✓ Qualifying employee or dependants shall complete the **fee remission application form** and submit it to the office of the campus Director of Assets and Services management who will verify its completeness, assess the availability of requested facility and recommend for competent authority (College Principal or Vice Chancellor) approval.

4.5. Application file

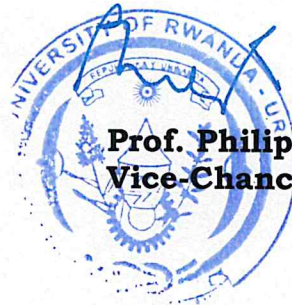
- ✓ Motivation letter addressed to the Vice Chancellor or College Principal
- ✓ Duly completed fee remission application form
- ✓ Current appointment Letter and Service certificate or Valid employment contract
- ✓ Birth certificate for employee's children and marriage certificates for spouse.
- ✓ Proof of organized event

5. COMMENCEMENT

This policy was approved by the UR Board of Governors of 6th April 2019 and shall be implemented from the start of academic year 2019-2020 onwards.



Françoise Kayitare Tengera
Deputy Vice Chancellor for Finance



Prof. Philip Cotton
Vice-Chancellor